



PROJECT IMPLEMENTATION PLAN

27 April 2018

1. **Project Code** 18-IN-92-GE-DON-C-03
2. **Title** Training Course on the Manpower Audit and Workforce Planning Program
3. **Timing and Duration** 14–24 August 2018 (nine days)
4. **Venue** Phnom Penh, Cambodia
5. **Implementing Organization** National Productivity Centre of Cambodia (NPCC)
Ministry of Industry and Handicraft
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Cambodia
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6. **Number of Local Participants** 30 participants

7. Background

The NPCC was designated by a 2006 prime ministerial subdecree to be responsible for productivity development in Cambodia. It currently has 26 staff with different educational backgrounds, qualifications, and experience, including 10 professional consultants, many of whom have attended APO training projects.

Nevertheless, with relatively short-term experience in implementing productivity enhancement initiatives in Cambodia, there is an urgent need to build up the capability and capability of NPCC staff so that they can assist more SMEs in achieving higher productivity

A key requirement for Cambodian SMEs is improving their use of manpower resources, which are a major cost. Therefore, a manpower audit and work planning (MAWP) program will help NPCC consultants learn about the overall concepts and best practices in offering consultancy on MAWP to increase efficiency and profitability for both SMEs and the public sector.

8. Type of Project and Participants

A nine-day training course will be held for NPCC staff, NPCC-associated consultants, and SME development agency staff engaged in productivity promotion and implementation.

9. Objectives

The specific objectives of this training course are to:

Asian Productivity Organization

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- a. Provide knowledge, experience, and advice on MAWP policies, procedures, and documentation;
- b. Develop a Cambodian version of MAWP and disseminate it among SMEs and the public sector;
- c. Design a MAWP program that meets the NPCC's needs;
- d. Explain how to undertake manpower budgeting; and
- e. Assist participants in producing relevant action plans to improve the use of manpower resources in their organizations.

10. Project Schedule

The project schedule will be determined by the APO Secretariat and NPCC in consultation with APO resource speakers (see Attachment I).

11. Implementation

This project is to be implemented in close collaboration with the APO Secretariat.

12. Roles and Responsibilities

The roles and responsibilities of the NPCC and APO are:

NPCC

- a. Organize a nine-day training course with the main objective of creating a critical mass of productivity and quality consultants who can oversee the adoption of productivity management systems in organizations;
- b. Assign a program manager and local coordinator(s) to organize the course (e.g., meeting room, participants' administration, training materials, exams including collecting the scores and communicating them to the APO Secretariat, site visits, and logistics);
- c. Maintain the overall quality of the training course, including ensuring the proper transfer of knowledge from resource speakers to participants;
- d. Inform participants that they must attend the entire program and collect attending participants' signatures every day;
- e. Provide budget not covered by the APO;
- f. Prominently display the APO name and logo on a banner in the training venue on the working days of the project;
- g. Submit a comprehensive report to the APO within one month after completion of the training course; and
- h. Distribute certificates to participants who attended the entire project.

APO

- a. Assign international resource speakers;
- b. Assist the NPCC in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the NPCC; and
- d. Provide administrative and financial support as detailed in the Project Notification.

13. Financial Arrangements

The APO will bear the cost of assigning of international resource speakers and provide financial support to meet the following costs:

- a. Meeting package including meeting room with training facilities and necessary stationery, materials, and documentation based on the agreed details of the training course (meals and translation/interpretation fees are not included in the meeting package);
- b. Preparing and compiling training material sets for all participants; and
- c. Transportation costs for site visits, if any.

Tentative budget

No.	Item	Amount (USD)
1	Meeting package	5,250.00
2	Training material sets	4,200.00
3	Transportation costs for site visit(s)	472.50
Total		USD9,922.50

The APO will pay implementation costs of up to USD9,922.50 toward the nine-day training course, and the NPCC will cover any other local implementation costs not covered by the APO.

Upon request by the NPCC and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD4,961.25) as financial support to the NPCC at least 45 days prior to the course.

The NPCC will make the agreed expenditures and settle the entire account by providing all necessary proof of payment to the APO after completion of the program. The proof of payment, e.g., bills, payment records, and receipts issued by third parties, must be submitted together at one time, written in clear English, with English translations for all documents not originally written in English. The final payment will be made based on the actual expenditure after the NPCC submits the comprehensive report. In general, internal evidence, i.e., expenditure confirmation issued by the implementing organization, is not accepted as proof of payment and will not be reimbursed.

14. Final Project Output

The project is expected to create a pool of productivity trainers and practitioners in Cambodia who can act as trainers/consultants in their fields. Upon completion of the project, the NPCC will undertake the following:

- a. Submit a comprehensive report on the training course following the format attached (Attachment II) to this document detailing how the project was carried out, explaining its benefits and possible advantages to stakeholders with as much as information as possible, and describing productivity tool-related technical guidance and consultancy that can be offered by the NPCC. The report is to be submitted within one month of project completion and/or together with the evidence for the financial settlement.
- b. Submit publications related to the project if any, e.g., newsletters or website articles written in English or the local language including local media coverage of the event.

- c. Disseminate the knowledge and experience gained on the subject to the public and private sectors through publications, consulting, and training services.
- d. Submit an assessment of the program within six months of project completion.
- e. Report any follow-up actions to the project.



Santhi Kanoktanaporn
Secretary-General

18-IN-92-GE-DON-C-03

Training Course on the Manpower Audit and Workforce Planning Program
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Day	Date	Training Topic and Activities
Tues.	14 August 2018	Precourse preparation
Wed.	15 August 2018	- Introduction of participants and APO resource speakers - Briefing on the MAWP course (input sessions, group exercises, case study feedback, and pilot trial in a company)
Thurs.	16 August 2018	MAWP training course
Fri.	17 August 2018	MAWP training course
Mon.	20 August 2018	-MAWP training course - Preparation for pilot trial and planning for MAWP
Tues.	21 August 2018	Review of pilot trial and planning for future MAWP programs
Wed.	22 August 2018	Review of pilot trial and planning for future MAWP programs
Thurs.	23 August 2018	Course summary and drafting of individual action plans by participants
Fri.	24 August 2018	Report writing

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PROJECT REPORT FORMAT BY THE IMPLEMENTING NPO
Institutional Strengthening of National Productivity Organizations through the
Development of Productivity Practitioners

Guidelines

It is requested that the implementing NPO present a report on the implementation of the project to the APO Secretariat within one month of project completion.

The report should outline a factual summary of what was achieved during the project together with recommendations on steps to be taken by the APO and NPO to follow up with necessary actions. Another element of the report is an evaluation of the performance of the parties involved and recommendations on measures to be taken by the APO and NPO for improving similar activities in future.

Format

1. Background

- a. Reason for implementing the project
- b. Objectives
- c. Venue and timing

2. Summary of project implementation

- a. Program content, methodology, and mode of delivery
- b. Type and number of participants
- c. Names and designations of local experts, if any, indicating the roles played by them
- d. Participants' understanding, i.e., based on results before and after the exams
- e. Description of site visits including how they facilitated the learning process
- f. Limitations in conducting the project
- g. Overall summary including effectiveness, room for improvement, linkage of the project to objectives, etc.

3. Evaluation

- a. Suitability of topics of the program selected, indicating the applicability of techniques taught to the local situation
- b. Duration allocated for the various topics
- c. Lead time for planning and preparing the activities
- d. Assessment of the implementing NPO
- e. Performance of resource persons
- f. Involvement of those attending
- g. Training materials and equipment
- h. Physical arrangements

4. Recommendations

5. Follow-up activities

- a. Steps to be taken by the APO and NPO to follow up the completed project and ensure multiplier effects including efforts to link the project and methods to overcome current challenges, indicating whether seminars, training courses, symposia, consulting services, or other activities would be beneficial
- b. The feasibility of developing case study materials resulting from the project including publications

6. Attachments

- a. Detailed schedule/itinerary
- b. Organizations and persons, with their official designations, visited
- c. Names and designations of participants
- d. Any other supporting material such as press and magazine clippings, photographs, etc.