



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

8 April 2014

- 1. Project Code** 14-IN-04-GE-DMP-C
- 2. Title** Development of Demonstration Companies
(Application of Knowledge Management for Improving Productivity and Quality of Services of a Public-sector Organization, Nepal)
- 3. Reference** Project Notification 14-IN-04-GE-DMP-C dated 17 December 2013
- 4. Timing and Duration** The duration for the implementation of the project will be from 12 to 18 months including the dissemination period. The commencement date is scheduled for June 2014. Tentative details of the implementation schedules will be given later.
- 5. Implementing Organization** National Productivity and Economic Development Centre (NPEDC)
- 6. Mission** The mission of an APO Productivity Demonstration Company is to convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. An APO Productivity Demonstration Company should epitomize an enterprisewide productivity movement that achieves business expansion, increases profits and customer satisfaction, reduces waste, enables energy saving, and leads to fair, equitable, mutually satisfying productivity gain-sharing for both management and workers.

7. Objectives

Under an APO Productivity Demonstration Company project, the designated National Productivity Organization (NPO) is expected to:

- a. Showcase how a public-sector organization can successfully design and implement productivity improvement initiatives with the commitment and active participation of all productivity stakeholders;
- b. Demonstrate visibly and tangibly how productivity improvement initiatives lead to outstanding results in a public-sector organization;
- c. Illustrate the benefits of productivity gain-sharing in boosting the motivation, morale, welfare, and overall achievements of a public-sector organization; and

- d. Disseminate results of the model company to inspire other companies and all stakeholders to promote productivity more vigorously for public-sector productivity.

8. Background

In response to the project notification for the development of demonstration companies dated 17 December 2013, the National Productivity and Economic Development Centre (NPEDC) submitted a proposal for a demonstration company project on applying knowledge management (KM) for public-sector productivity.

Established by the government in 1985, Nepal Television (NTV) lags behind in managing knowledge effectively. As a result, it faces challenges in managing, storing, and smoothly transferring knowledge among its employees and stakeholders. Although supported and managed by the government, the financial support covers only infrastructure development for the station. Despite being a pioneer in Nepal, it now must compete with many private television channels in operation. The NPEDC and NTV planned to adopt KM for better management of the organization, improved productivity of its 10 different departments, and overall enhancement of the quality of its services.

Public-sector productivity is one of the focus areas of the APO under its Strategic Direction 2 of promoting innovation-led productivity. This project is also in line with the APO's Public-sector Productivity Program Framework. The most interesting part is that NTV staff attended the APO's e-learning course on KM in 2013 and thereafter utilized TES services, which convinced NTV's top management of significance of KM application

Keeping in mind the interest and commitment of NTV to apply KM and the significance of public-sector productivity, it is worth commissioning this project. The outcome will be widely shared and utilized as a case study in public-sector productivity programs of the NPOs and APO.

9. Collaborating Partners

This project is to be implemented in close collaboration with the following parties:

- a. The APO Secretariat (hereafter referred to as the APO);
- b. The NPEDC (hereafter referred to as the NPO); and
- c. NTV (hereafter referred to as the demonstration company)

10. Roles and Responsibilities

The collaborating parties will perform the following duties:

The APO

- a. Coordinate communication among the international expert(s), NPO, and demonstration company to ensure smooth implementation of the project;

- b. Identify, select, and assign the appropriate international technical expert(s) to the demonstration companies to implement productivity improvement plans and activities;
- c. Create and maintain a page on the APO Web site to detail the processes and progress of the demonstration company projects for dissemination to the public; and
- d. Advise the NPO and demonstration company on planning and organizing a dissemination workshop for local participants and, if applicable, a multicountry observational mission for overseas participants enabling them to learn directly from the demonstration company experiences.

The NPO

- a. Appoint a coordinator from the NPO office/NPO branch office who will serve as the focal point for communication and coordinate the overall schedule for implementation of the project in the country;
- b. Provide, in addition to a coordinator, the necessary number of technical experts from the NPO to work as counterparts to the overseas expert(s) to be assigned by the APO;
- c. Monitor closely the process of implementation, particularly the key performance areas;
- d. Measure the productivity improvement progress at the demonstration company using quantitative data and analyses;
- e. Coordinate and supervise the company in the production of a video/DVD on the demonstration company experience;
- f. Assist and supervise the demonstration company in preparing an interim report and comprehensive final report for submission to the APO;
- g. Organize a dissemination workshop upon completion of the project to enable experience sharing and learning by the local public and/or international participants following the advice of the APO;
- h. Compile the overall activities of the project in a practical, easy-to-follow manual/guidelines so that similar exercises can be replicated by other enterprises in the country; and
- i. Prepare a final report, stressing analyses of the impact of the demonstration project on NPO activities and productivity promotion in the region in general, as well as suggestions/recommendations for replication in the country with emphases on the utilization of local talent, local networks, and local resources.

The Demonstration Company

- a. Accept and facilitate consultancy services conducted by the experts assigned by the APO and counterpart experts from the NPO;

- b. Designate a coordinator and the necessary team members to work closely with the APO and NPO team of experts;
- c. Arrange for all logistical requirements relating to the project (e.g., local transportation, discussion rooms, etc.) for both the APO experts and counterpart experts from the NPO;
- d. Prepare monthly updates (including photos) for uploading on the homepage;
- e. Submit an interim report at the midterm to review the progress of implementation and identify corrections and adjustments as necessary;
- f. Videorecord from the start the process of implementation activities to produce a video/DVD upon completion of the project in association and consultation with the NPO;
- g. Announce, publicize, and prominently display the APO's presence and involvement in the demonstration company throughout the duration of the project;
- h. Share the experiences of the company with local and overseas parties who are interested in learning about productivity improvement;
- i. Present the experiences in a dissemination workshop to be organized upon completion of the project; and
- j. Prepare a comprehensive final report for submission to the APO explaining about the initiatives and technical details of the projects, overall analyses of the benefits, impact of productivity improvements, and competitiveness gained by the companies upon completion of the project.

11. Expense Sharing

The APO

- a. All expenses for deputation of the international expert(s), covering the airfare, daily subsistence allowances, and overseas travel insurance;
- b. Expenses* for producing a practical manual for replication of the experience (to be prepared by the NPO) of up to US\$2,000;
- c. Expenses* for the production of a video/DVD (to be prepared by the NPO) of up to US\$3,000; and
- d. Expenses* for conducting a dissemination workshop for the local public (to be arranged by the NPO) of up to US\$5,000.

*The disbursement of expenses will be made at the appropriate time corresponding with the specific activities undertaken and following submission of the necessary supporting documents under the applicable APO rules and regulations for disbursement of project expenses.

The NPO

- a. Expenses relating to the deputation of a coordinator and NPO expert(s) involved in this project.

The Demonstration Company

- a. Expenses for logistical arrangements related to the implementation of the project, including the local travel costs of the APO international expert(s), as well as for NPO experts when required due to the distance and/or location of the demonstration companies from the NPO office/branch office;
- b. Costs associated with the purchase and installation of equipment and/or fixtures relating to the implementation of the project, if any; and
- c. All other expenses for the implementation of the project not covered by the APO and/or NPO.

12. Methodology

The project will be conducted in the following three stages:

- Planning;
- Implementation; and
- Dissemination.

The planning stage consists of diagnosing KM implementation-related issues and challenges faced by the company and setting the overall direction and specific goals to be achieved. It includes identifying key knowledge gaps and performance areas, measurement instruments, and data to be collected to monitor and evaluate progress. It is expected to be completed within one to two months.

The implementation stage involves execution of the KM implementation plans in the demonstration company. It refers to practical, action-oriented, on-site activities, with the involvement of international experts, counterparts from the NPO, KM teams, and all other stakeholders from the demonstration company. This process should be completed in six to eight months.

The dissemination stage evaluates the improvement efforts and initiatives implemented and extracts the main lessons learned to provide a practical guide and encourage other enterprises to emulate them in the future. Among the main activities expected in this stage are finalization and production of a practical manual and a video/DVD and organization of a national dissemination workshop. This stage should be completed in one to two months.

13. Project Schedule

It is expected that five visits of the APO expert will be required for this project, although the actual number and duration will be determined by the expert after the first visit in June 2014. Subsequent visits should tentatively be scheduled at intervals of two or three months in September and December 2014, and in February and April 2015. The duration of each visit

should be approximately one or two weeks subject to the availability of the expert and approval by the APO.

14. Accounting Procedures

- a. In regard to the expenses for video and training manual production, 50% of the APO share will be advanced soon after the Project Implementation Plan is signed.
- b. The remaining 50% will be paid in exchange for the video/DVD, training manual and final project report together with the documents supporting the expenses (receipts).
- c. If a local seminar/workshop is held, 50% of the APO share will be advanced before program implementation and the remaining 50% will be paid after implementation based on supporting documents.

15. Final Project Outputs

The Demonstration Company Project will be completed with the submission of the following:

- a. Final reports prepared by the NPO and demonstration company;
- b. Practical manual for replication (in video/DVD and/or printed hard copy) prepared by the NPO; and
- c. A video/DVD of the demonstration company experience to be prepared by the demonstration companies.

The APO will issue a certificate of completion and present them to the demonstration company upon completion of the project.



Mari Amano
Secretary-General