



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 and Innovation for
Community Development with Focus on the Plantation
Sector, Sri Lanka)
- 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 dissemination period. The
commencement date is scheduled for May 2014. Tentative
details of the implementation schedules will be given later.
- 5. Implementing
Organization** National Productivity Secretariat (NPS)
- 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 community 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 for community development;
- c. Illustrate the benefits of productivity gain-sharing in boosting the motivation, morale, welfare, and overall achievements of the community; and

- d. Disseminate the results of the model community to inspire other communities and all stakeholders to promote productivity more vigorously for community development.

8. Background

In response to the project notification for the development of demonstration companies dated 17 December 2013, the NPS submitted a proposal for a demonstration company project for the application of knowledge management (KM) and innovation for community development with focus on the plantation sector.

According to research done for the Central Province of Sri Lanka, 50% of the plantation community of Sri Lanka live in the Central Province. The plantation community constitutes 20% of the total population of the Central Province, and 53% of the population in the Nuwara Eliya district belong to the plantation sector and come from different sociocultural backgrounds with a lower literacy rate in general according to the Annual Health Bulletin of Sri Lanka, 2010.

The proposed project will focus on identifying the knowledge gaps among the providers and receivers of preventive and curative maternal healthcare services in the estate sector. After identifying the knowledge gaps, the project intends to study their inherent issues in depth and to apply KM and innovation (KMI) with the overall objective of enhancing maternal healthcare and reducing the maternal mortality rate of this vulnerable community living in remote areas while improving the productivity of the plantation sector.

This will be the first demonstration project for community development in line with the APO's Strategic Direction 1: Strengthen NPOs and promote the development of SMEs and communities. This proposal also has a linkage with the APO's training course on KM implemented in Sri Lanka from 2 to 6 December 2013. Local participants from the health sector joined the NPS in submitting this proposal.

Keeping in mind the multiple outcomes of this project envisioned by the NPS and APO and significance of productivity improvement for community development through KMI, it is worthwhile commissioning this project.

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 NPS (hereafter referred to as the NPO); and
- c. Base Hospital (Teaching) Gampola and Gampola-based community (hereafter referred to jointly as the demonstration company).

10. Roles & Responsibilities

The collaborating parties will perform the following respective 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 website to detail the processes and progress of the demonstration company project 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 deputed 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 companies in the production of a video/DVD on the demonstration company experience;
- f. Assist and supervise the demonstration companies 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 projects 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 deputed 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 the initiatives and technical details of the projects, overall analyses of the benefits, impact of productivity improvements, and competitiveness gained by the company 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 productivity related issues and challenges faced by the demonstration company and setting the overall direction and specific goals to be achieved. It includes assessing current healthcare situation, identifying gaps among healthcare service providers and receivers, and narrowing down areas of improvement through the application of KMI. It is expected to be completed within two to three months.

The implementation stage involves actual application of KM tools and techniques for the improvement of maternal healthcare and identifying innovative measures to reduce the maternal mortality rate. It refers to practical, action-oriented, on-site activities, with the involvement of international experts, counterparts from the NPO, and all other stakeholders from the demonstration company. The implementation will be carried out by the demonstration company under the supervision and guidance of the expert. This stage should be completed in eight to 10 months.

The dissemination stage evaluates the improvement efforts and initiatives implemented and extract the main lessons learned to provide a practical guide and encourage other communities 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 May/June 2014. Subsequent visits should tentatively be scheduled at intervals of two or three months in August and November 2014 and January, and March 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 certificates of completion and present them to the demonstration companies upon completion of the project.



Mari Amano
Secretary-General