



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

21 November 2016

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| <b>1. Project Code</b>               | 17-IN-92-GE-DON-C   |
| <b>2. Title</b>                      | Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners   |
| <b>3. Timing and Duration</b>        | Two consecutive weeks for each project in 2017<br>(to maximize the cost-effectiveness of the program, 12-day programs are encouraged)                                       |
| <b>4. Venue</b>                      | Selected member countries   |
| <b>5. Implementing Organizations</b> | NPOs  |
| <b>6. Participating Countries</b>    | Four APO member countries   |
| <b>7. Closing Date for Proposals</b> | 10 March 2017<br>Member countries interested in the project are requested to submit comprehensive proposals following the attached guidelines (Attachments I, II, and III). |

### 8. Objectives

To provide productivity and quality facilitators and practitioners from NPOs and SMEs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.

### 9. Background

The ongoing need for the capacity building of NPOs cannot be overemphasized. Based on the DON need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 37 programs since 2008, more than 1,200 professionals have been trained in basic and/or advanced productivity tools and techniques. These facilitators and practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects. The focus of this project will be on both NPOs and SMEs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities.

Based on the positive feedback received and expressions of interest from other NPOs, this program is being continued. The program will explore effective linkages with relevant multicountry projects such as the Development of Productivity Practitioners: Basic and Advanced.

NPOs are urged to exercise care in choosing subject areas for in-country training programs and

cater to the needs of SMEs as well, because they should essentially upgrade their skills in current areas of work or acquire new skills to apply in the near future. To ensure this, NPOs and SMEs are required to prepare medium- to long-term plans for staff utilization in productivity promotion-related activities and for their training needs. In addition, based on such plans NPOs are requested to specify in their proposals the follow-up activities to be undertaken after in-country programs. Each proposal will be reviewed by the Secretariat to ensure suitability and justification.

Each in-country training program is expected to be highly interactive, workshop oriented, and rigorous in scope and include a comprehensive examination at the end of the course.

## **10. Scope and Methodology**

### **Scope**

The program will cover productivity-related subject areas in which NPOs and SMEs are currently engaged such as productivity and quality tools and techniques, total quality management, total productive maintenance, the balanced scorecard, knowledge management, Six Sigma, lean production, energy/environmental management, Green Productivity, etc.

The final scope and contents of the program will be developed in close consultation with the NPO concerned based on its specific needs for the capacity building of staff, and the resource speakers will be consulted to fine-tune the program and finalize it.

### **Methodology**

The two-consecutive-week training program will involve expert lectures/tutorials, case studies, group exercises, group presentations, and site visits for NPO and SME staff engaged in the implementation and promotion of productivity who work as trainers, consultants, technical staff, managers, and local experts on productivity.

## **11. Qualifications of Candidates**

NPO and SME staff engaged in productivity promotion and implementation.

## **12. Financial Arrangements**

The APO will apply the following guidelines to the sharing of expenses among the parties:

### **To be borne by the NPO**

- a. The NPO concerned will bear any other local implementation costs not covered by the APO.
- b. Upon review and acceptance of the cost estimate submitted by the NPO, the APO will advance up to 50% of the estimated cost (not more than USD5,000.00) as requested by the NPO if necessary.
- c. The NPO will cover all other expenses and settle the entire account by providing all necessary bills and receipts that have to be issued by third parties to the APO after completion of the project. The final applicable payment will be based on the actual expenditure and review of the report submitted by the NPO as required.

### **To be borne by the APO**

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

- a. Meeting package including meeting room with training facilities and requisite stationery, material, and documentation;
- b. Preparing and compiling training material sets for all participants; and
- c. Transportation costs for site visits, if any.

To meet the above costs, the APO will bear a maximum of USD10,000.00 to organize the two-week training program.

### **13. Roles and Responsibilities**

The roles and responsibilities of NPOs and the APO are:

NPOs:

- a. Organize a two-consecutive-week training program to provide NPO and SME productivity and quality facilitators and practitioners with firsthand exposure to the tools and techniques of productivity and related subject areas to create a trained pool of practitioners;
- b. Assign a local coordinator(s) for managing the program;
- c. Assign local resource persons, if any;
- d. Provide administrative and logistic support not covered by the APO;
- e. At least a half of the participants in this project should come from SMEs and it is the responsibility of NPOs to maintain the involvement of SMEs;
- f. NPOs may request SMEs to host site visits and offer their facilities for conducting practical exercises, if necessary; and
- g. Submit an evaluation report to the APO after program completion.

APO:

- a. Assign international resource persons;
- b. Assist the NPO in finalizing the program content in consultation with the experts; and
- c. Provide partial financial support for implementation of the program.

### **14. Postproject Actions**

The project is expected to create a pool of productivity facilitators and practitioners in member countries who can act as trainers and promote productivity in various fields. Upon completion of the project, the NPO concerned will submit a comprehensive report on the training program with specific follow-up activities and recommendations to promote the productivity movement in the country, especially among SMEs involved in this program. The NPO is also expected to monitor and assess the outcome of the program and submit an impact evaluation report within six months after its implementation.



Santhi Kanoktanaporn  
Secretary-General

## PROPOSAL GUIDELINES

Member countries interested in the project are requested to submit proposals that meet their specific needs to strengthen the capacity of NPOs and SMEs by **10 March 2017**. The following information should be included in the proposal:

1. Profile of the NPO
  - 1.1 Mission, vision, and key activities in promoting the productivity movement
  - 1.2 Number of professional staff, qualifications, and their experience
  - 1.3 Linkages with other important stakeholders which may relate to this proposal
2. Current problems faced by the NPO and SMEs
  - 2.1 Describe briefly problems faced by the NPO and SMEs with regard to their institutional capacity for promoting the productivity movement in the country
  - 2.2 Reasons why this training proposal is essential for the NPO and SMEs
  - 2.3 Previous related program(s), their outcome, and linkage with this proposal, if any
    - DON Program
    - Other in-country program
3. Objectives of the proposed training program
4. Tentative program date and training venue
5. Training modules  
(Attachment II is module guidelines for selection. Due to limited training days, it is necessary to select only appropriate topics to meet capacity-building needs.)
6. Proposed daily program schedule (please fill in Attachment III)
  - Training modules
  - Observational site visit(s) and purpose of visit
  - Hands-on practice, if any
  - Topic(s) conducted by local resource person(s)
7. Target participants  
(Because the program objective is to develop NPO and SME capacity, it is essential that NPO and SME staff each comprise 50% of the total number of participants.)
  - 7.1 Number of participants
  - 7.2 Qualifications of participants
8. Budget planning
  - 8.1 Describe expected expense items and amount in local currency and USD
  - 8.2 Financial contribution of the NPO, if any
9. Expected outcomes of the program for the NPO and SMEs in the short and long terms
10. Follow-up activities by the NPO, SMEs and the staff trained after completion of the training

## TRAINING MODULE GUIDELINES

### *Contents of DPP: Basic Course*

#### **Module I—Productivity Concepts and Principles**

1. Productivity Concepts and Principles
  - 1.1 Understanding productivity (multidisciplinary concept)
  - 1.2 Framework for productivity improvement
  - 1.3 Relationships among productivity, quality, the environment, and profitability
  - 1.4 Roles of productivity practitioners
  - 1.5 Ways to improve productivity
  - 1.6 Concept and practice of continuous improvement (kaizen)

#### **Module II—Productivity Strategies and Implementation**

2. Productivity Strategies and Implementation
  - 2.1 Formulation of productivity strategies
  - 2.2 Productivity promotion and implementation in companies
  - 2.3 Productivity promotion and implementation at industry level
  - 2.4 Productivity promotion and implementation at national level

#### **Module III—Productivity Tools and Techniques**

3. Productivity Measurement
  - 3.1 Productivity measurement and data analysis
  - 3.2 Concept of value added
  - 3.3 Management analysis using productivity ratios
4. 5S Good Housekeeping Practices
  - 4.1 Concepts and benefits
  - 4.2 How to practice 5S
  - 4.3 Implementation and management of 5S in organizations
  - 4.4 Visual control systems and 5S
5. Problem-solving through Quality Circles (QCs)
  - 5.1 Concepts and benefits of QCs
  - 5.2 QC tools application
  - 5.3 Establishment and management of QCs in organizations
6. Employee Suggestion Schemes
  - 6.1 Concepts and benefits
  - 6.2 Designing an effective suggestion scheme
  - 6.3 Establishment and management of suggestion schemes in organizations
7. Industrial Engineering (IE) Techniques
  - 7.1 Concepts and benefits of method study and work measurement
  - 7.2 Process and operation analysis and improvement
  - 7.3 Establishment of standard time
  - 7.4 Value engineering concept and application

8. Green Productivity (GP)
  - 8.1 Sustainable development and GP
  - 8.2 Concepts and benefits
  - 8.3 GP methodology
  - 8.4 GP tools and techniques
  - 8.5 Case study
9. Labor-Management Cooperation (LMC)
  - 9.1 Productivity gain-sharing concept
  - 9.2 Implementation of LMC in organizations
10. ISO 9001 Quality Management System
  - 10.1 Concepts and benefits
  - 10.2 Elements and requirements of ISO 9001
  - 10.3 How to implement and sustain ISO 9001
11. Integrated Management Systems
  - 11.1 Concepts and benefits
  - 11.2 Common trends in integrated management systems
  - 11.3 How to integrate management systems

#### **Module IV—Productivity Practitioner Competencies Development**

12. Developing Competencies in Training
  - 12.1 Basic principles in developing and conducting training programs
  - 12.2 Training need analysis and total training plan
  - 12.3 Types of training delivery: on-the-job training, e-learning, etc.
  - 12.4 Design of training programs
  - 12.5 Development of facilitation and presentation skills
13. Developing Competencies in Management Consulting
  - 13.1 Process of management consulting
  - 13.2 Data collection, analysis, and making recommendations
  - 13.3 Productivity awareness survey
  - 13.4 Report preparation and presentation to organization management
  - 13.5 Evaluating and sustaining improvements
14. Developing Competencies in Productivity Promotion
  - 14.1 Productivity promotion strategies formulation
  - 14.2 Understanding corporate culture and change management process
  - 14.3 Handling change management
  - 14.4 Developing networking and communication skills

## ***Contents of DPP: Advanced Course***

### **Module I—Productivity and Business Competitiveness**

1. Productivity and Competitiveness
  - 1.1 Relation of productivity to organizational and national competitiveness
  - 1.2 Internationally accepted framework for competitiveness
2. Understanding Total Factor Productivity (TFP)
  - 2.1 Input-driven and productivity-driven growth
  - 2.2 Understanding TFP factors and national growth contribution
3. The Productivity Journey: Country Experience  
(This topic should be conducted by local speakers)
  - 3.1 Host country experience in the productivity movement
  - 3.2 Initiatives of the host organization in promoting productivity and organizational excellence

### **Module II—Corporate Strategy and Implementation**

4. Understanding the Business Excellence Framework
  - 4.1 Corporate strategy for business excellence
  - 4.2 Business excellence criteria
  - 4.3 Implementing the business excellence framework in organizations
  - 4.4 Business excellence for SMEs
5. Organizational Productivity Diagnosis
  - 5.1 Productivity diagnosis practice
  - 5.2 Data analysis
6. Strategic Management System through the Balanced Scorecard
  - 6.1 Performance measurement and management system
  - 6.2 Translating organizational goals and vision into action plans
  - 6.3 Deploying corporate strategy and evaluation system
7. Benchmarking and Best Practices
  - 7.1 Concepts and benefits
  - 7.2 How to implement benchmarking
  - 7.3 Implementation and management of benchmarking
  - 7.4 Benchmarking for industry or communities of practice

### **Module III—Process Management**

8. Business Process Reengineering (BPR)
  - 8.1 Concepts and benefits
  - 8.2 Elements of and how to implement BPR
  - 8.3 Implementation and management of BPR in organizations
9. Data Analysis through Statistical Software Applications
  - 9.1 Necessity for IT application
  - 9.2 Applications of software for enterprise productivity improvement initiatives



## **Module IV—Productivity Tools and Techniques**

10. Total Quality Management (TQM)
  - 10.1 Concepts and benefits
  - 10.2 How to practice TQM
  - 10.3 Implementation and management of TQM in organizations
11. Lean Management Techniques
  - 11.1 Concepts and benefits
  - 11.2 Elements of and how to implement lean management
  - 11.3 Implementation and management of lean management in organizations
12. Value Stream Mapping
  - 11.1 Concepts of material flow, information flow, and non-value-adding activities
  - 11.2 Value stream map drawing workshop
13. Total Productive Maintenance (TPM)
  - 13.1 Concepts and benefits
  - 13.2 How to practice TPM
  - 13.3 Implementation and management of TPM in organizations
14. Knowledge Management (KM)
  - 14.1 Concepts and benefits
  - 14.2 Elements of and how to implement KM
  - 14.3 Implementation and management of KM in organizations
15. Supply Chain Management
  - 15.1 Concepts and benefits
  - 15.2 Elements of and how to implement supply chain management
  - 15.3 Implementation and management of supply chain management
  - 15.4 Concept, benefits, impacts, and applications of green purchasing
16. Six Sigma
  - 16.1 Concepts and benefits
  - 16.2 Elements of and how to implement Six Sigma
  - 16.3 Implementation and management of Six Sigma in organizations
17. Material Flow Cost Accounting (MFCA)
  - 17.1 Concepts and benefits of GP and MFCA
  - 17.2 Elements of and how to implement MFCA
  - 17.3 Implementation and management of MFCA in organizations



## ***Future Vision of an Innovative Industrial Structure***

### **Module I Industry 4.0**

- 1.1 Concepts and benefits
- 1.2 Elements of and how to implement Industry 4.0
- 1.3 Implementation of Industry 4.0 in organizations
- 1.4 Best model for SMEs

### **Module II Technological Breakthroughs**

- 2.1 Development of smart technology
- 2.2 Nine pillars of technological progress
  - 2.2.1 Big data
  - 2.2.2 Autonomous robots
  - 2.2.3 Simulation
  - 2.2.4 Horizontal and vertical system integration
  - 2.2.5 The Internet of Things
  - 2.2.6 Cybersecurity
  - 2.2.7 Cloud computing
  - 2.2.8 Additive manufacturing
  - 2.2.9 Augmented reality

**PROPOSED DAILY SCHEDULE**

Day	Date	Training Topics/Activities	Experts (APO or Local)
1			
2			
3			
4			
5			
6			
Weekend			
7			
8			
9			
10			
11			
12			