



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

5 March 2015

- 1. Project Code** 14-IN-99-SPP-TRC
- 2. Title** Training Course on Industrial Human Resources Development for Africa
- 3. Timing and Duration** 15–26 June 2015 (10 days)
- 4. Venue** Johannesburg, South Africa
- 5. Implementing Organizations**

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- 6. Number of Participants** Up to 40 qualified participants from Burkina Faso, Botswana, Ghana, Kenya, Mauritius, Nigeria, Namibia, Republic of Mozambique, South Africa, Tanzania, and Zambia. However, other African countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat
- 7. Closing Date for Nominations** 15 May 2015

8. Objectives

The objective of the program is to assist in capacity building and developing certified productivity practitioners and trainers in Africa. This will be achieved through the following specific objectives:

- a. Impart training skills in productivity and quality tools and techniques to productivity practitioners;
- b. Build up the capacity of staff responsible for productivity promotion to conduct workplace productivity interventions both in the SME and public sectors;
- c. Strengthen the capacity of staff to train key stakeholders in productivity awareness promotion;
- d. Support NPOs in developing, adapting, and using effective instructional methods on productivity and quality improvement in their countries;
- e. Develop a pool of competent local/regional productivity practitioners who can deliver training and provide technical assistance in their countries and Africa at large; and
- f. Assist PAPA NPOs in transforming local organizations into productive, competitive entities.

9. Background

The establishment of NPOs as leaders of the productivity movement must be supported by a team of productivity practitioners fully equipped with skills and knowledge. Productivity practitioners should excel in both theoretical and practical aspects to fulfill their tasks as trainers, consultants, and promoters of productivity and quality. This combination will enhance their capability and add value to their mission to disseminate and transfer the knowledge to clients and stakeholders.

Between 2007 and 2010, the APO in collaboration with the Pan African Productivity Association (PAPA) organized a series of training courses for productivity practitioners at both the basic and advanced levels for PAPA member NPO staff, training more than 160 individuals. This built up a pool of productivity practitioners, which is a critical initiative in the development of a productivity culture but not sufficient to produce the critical mass of productivity activists required to lead the productivity movement in Africa.

In this context, it is of the utmost importance to prepare a pool of trainers specialized in productivity and quality who will be able to train the required number of productivity practitioners needed in Africa, especially in PAPA members. They will be called upon to train and develop additional practitioners, strengthen NPOs' capacity, and build their reputation as productivity champions in their countries and others in Africa.

Although the APO and Government of Japan sponsored the Basic Course for Productivity Practitioners and Advanced Course for Productivity Practitioners, it is obvious that the productivity levels of most African countries are still very low. It is necessary to continue training more productivity practitioners across the continent. Recognizing PAPA's view that the region ought to move to the next stage of developing its own resource persons, the proposed training of trainer's course is timely.

10. Scope and Methodology

The course comprises four modules.

Module 1: Principles of Training and Consultancy
 Module 2: Productivity Tools and Techniques
 Module 3: In-plant Practice
 Module 4: Development of Action Plans

Methodology

Lectures, discussions, presentations, observational site visits, group and individual presentations, and examination.

Date/Time	Activity
Sun., 14 June 2015	Arrival of participants in Johannesburg
Mon., 15 June	Lectures and discussions on Module 1
Tue., 16 June	Lectures, discussions and group work on Module 1
Wed., 17 June	Lectures on Module 2
Thu., 18 June	Lectures on Module 2
Fri., 19 June	Lectures and group work on Module 2
Mon., 22 June	Group exercises on Module 2
Tue., 23 June	In-plant practice
Wed., 24 June	In-plant practice
Thu., 25 June	Group discussions and preparation of action plans
Fri., 26 June	Individual presentations, discussions, examination, and closing
Sat., 27 June	Departure of participants

11. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Productivity practitioners and professionals/consultants who are engaged in productivity promotion and implementation in industries
Experience	At least five years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
APO Certificate	Participants are required to attend the entire program to receive the

APO certificate of attendance.

12. Financial Arrangements

To be borne by participants or participating countries

- a. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Johannesburg.
- b. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel, and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in participating countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.
- c. All expenses related to visa fees and airport taxes.
- d. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.

To be borne by PAPA

Full-time secretariat assistance/support to manage the logistic arrangements.

To be borne by the APO

- a. All assignment costs of overseas resource persons.
- b. Per diem allowances and hotel accommodation for up to 40 participants for up to 13 days at the rate to be specified later.
- c. All local implementation costs.

13. Actions by Participating Countries

- a. Each participating country is requested to nominate up to four candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 11 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by the NPO head in each country or designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for

selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.

- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website (www.apo-tokyo.org). We encourage submitting the biodata form in electronic form to the APO Secretariat and Productivity SA, South Africa.
- e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, participating countries are requested to mail the originals of the documents to the APO Secretariat. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent. Please give the candidate's name and the project code on the reverse side of the photograph.
- g. Participating countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- h. For participating countries where nominations are required to be approved by higher government authorities and require a longer time, the NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and Productivity SA.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO program.
- l. NPOs should inform participants that they must attend all days of the project to qualify for the certificate of attendance.

14. Actions by the APO Secretariat

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

15. Project Preparation

The participants are required to prepare a country paper prior to departure for the project venue. In preparing the paper, participants are required to include current status of productivity promotion in their countries, role of the participant in the organization and description of his/her function, institutional arrangements for productivity promotion, key challenges, and future plans.

16. Postproject Actions

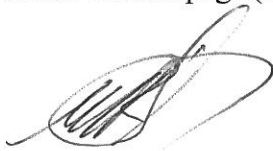
All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the program.

17. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the concerned NPOs and designated officers.

18. Guide for Participants

Other conditions for participation are given in the *APO Guide for Participants*, which is available on the APO homepage (http://www.apo-tokyo.org/05part_guide.htm).



Mari Amano
Secretary-General