



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN ADDENDUM



10 February 2017

1. **Project Code** 16-IN-92-GE-DON-C
2. **Title** Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. **Timing** 27 March–8 April 2017
4. **Venue** Lahore, Pakistan
5. **Addendum No.** 3
6. **References**
  1. APO Project Implementation Plan 16-IN-92-GE-DON-C dated 12 October 2016
  2. APO Project Implementation Plan Addendum 16-IN-92-GE-DON-C dated 31 October 2016
  3. APO Project Implementation Plan Addendum 16-IN-92-GE-DON-C dated 25 January 2017
7. **Subject** Change in Venue

### Change in Item No. 4 “Venue”

At the request of the NPO Pakistan, the venue of the project has been changed to the original city, **Islamabad, Pakistan**.

Unless otherwise modified by the APO in writing, the provisions of the Project Implementation Plan dated 12 October 2016 pertaining to this program remain valid.

  
 Santhi Kanoktanaporn  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN ADDENDUM

25 January 2017

1. **Project Code:** 16-IN-92-GE-DON-C
2. **Title:** Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. **Timing:** 12–24 December 2016
4. **Venue:** Islamabad, Pakistan
5. **Addendum No.:** 2
6. **References:**
  1. APO Project Implementation Plan 16-IN-92-GE-DON-C dated 12 October 2016
  2. APO Project Implementation Plan Addendum 16-IN-92-GE-DON-C dated 31 October 2016
7. **Subject:** Changes in Timing and Venue

### 7.1 Change in Item No. 3 “Timing”

At the request of the NPO Pakistan, the timing of the project has been changed to **27 March–8 April 2017**.

### 7.2 Change in Item No. 4 “Venue”

At the request of the NPO Pakistan, the venue of the project has been changed to **Lahore, Pakistan**.

Unless otherwise modified by the APO in writing, the provisions of the Project Implementation Plan dated 12 October 2016 pertaining to this program remain valid.

Santhi Kanoktanaporn  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN ADDENDUM

31 October 2016

1. **Project Code:** 16-IN-92-GE-DON-C
2. **Title:** Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. **Duration:** 12–23 December 2016
4. **Venue:** Islamabad, Pakistan
5. **Addendum No.:** 1
6. **Reference:** APO Project Implementation Plan 16-IN-92-GE-DON-C dated 12 October 2016
7. **Subject:** New Timing

### Change in Item No. 3 “Duration”

At the request of the NPO Pakistan, the timing of the project has been changed to **12–24 December 2016**.

Unless otherwise modified by the APO in writing, the provisions of the Project Implementation Plan dated 12 October 2016 pertaining to this program remain valid.

Santhi Kanoktanaporn  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN

12 October 2016

1. **Project Code** 16-IN-92-GE-DON-C
2. **Title** Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. **Timing and Duration** 12–23 December 2016
4. **Venue** Islamabad, Pakistan
5. **Implementing Organization** National Productivity Organization (NPO Pakistan)  
2nd Floor, Software Technology Park  
Constitution Avenue, F-5/1, Islamabad  
Pakistan  
Phone: 92-51-2823304/5  
Fax: 92-51-2823309  
e-Mail: rabiajamil.apo@gmail.com
6. **Number of Local Participants** 25 participants (from the NPO and public and private sectors, including SMEs)
7. **Background**

With the goals of increasing productivity awareness and improving sector-specific productivity through knowledge sharing and human resources development to make Pakistan globally competitive, the NPO as the sole government body leading the productivity movement in Pakistan was mandated with the mission of strengthening national capacity in productivity, quality, and competitiveness for sustainable socioeconomic development. The NPO promotes a productivity culture in public- and private-sector organizations through a range of activities including research on productivity.

Institutional capacity building, particularly in consultancy, has been a major challenge faced by the NPO of Pakistan in playing its role as a productivity promoter. In addition to the lack of consultancy skills, other major challenges are a lack of knowledge of the links between productivity tools and techniques and real-world problems at the firm level, minimum exposure to the latest information on organizational management techniques to boost productivity at the microorganizational level, and better regulatory management in relation to productivity enhancement. Any efforts to address those challenge must be carried out systematically, continuous in nature, and employ an integrated approach to embrace all sectors.

Concerted efforts are therefore needed to equip the NPO with sufficient productivity knowledge to transform Pakistan into a productivity-driven economy. With heightened competition from abroad, the NPO needs to build its capability to deliver productivity gains to all sectors of the economy.

#### **8. Type of Project**

A 12-day training course will be held for NPO staff and others from the public and private sectors, including SMEs.

#### **9. Objectives**

The objectives of the proposed training course are to expose productivity practitioners in the country to basic and advanced knowledge of productivity concepts, principles, and tools so that they will be able to:

- a. Solidify the NPO's competencies in productivity training and education;
- b. Facilitate the build-up, transfer, and sharing of productivity expertise;
- c. Identify, utilize, and explain basic and advanced tools and other approaches to improve productivity;
- d. Identify problems and implement solutions for achieving organizational excellence;
- e. Develop a framework, strategies, and action plans for achieving excellence and competitiveness at the organizational level;
- f. Promote productivity in enterprises and industries; and
- g. Design productivity training programs and train, coach, and mentor junior productivity practitioners in industries and organizations.

#### **10. Project Schedule**

The project schedule is determined by the APO Secretariat and NPO in consultation with APO experts (see Attachment I). Any adjustment to the agreed project schedule should be communicated among and confirmed by the concerned parties.

#### **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 NPO and APO are:

##### **NPO**

- a. Organize a 12-day training course with the main objective of creating a critical mass of productivity and quality practitioners;

- 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 transfer of knowledge from the experts to participants;
- d. Inform participants that they must attend the entire program to receive the APO certificate 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 NPO in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the NPO; and
- d. Provide administrative and financial support as detailed in the Project Notification.

### **13. Financial Arrangements**

The APO will bear the cost of assigning 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;
- 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	9,600.00
2	Training material sets	625.00
3	Transportation costs for site visit(s)	400.00
	<b>Total</b>	<b>USD10,625.00</b>

The APO will pay implementation costs of up to USD10,000.00 toward the 12-day training course, and the NPO will cover any other local implementation costs not covered by the APO.

Upon request by the NPO and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD5,000.00) as financial support to the NPO at least 45 days prior to the program.



The NPO 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 NPO submits the comprehensive report. In general, internal evidence, i.e., expenditure evidence issued by the implementing organization, are 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 Pakistan who can act as trainers/consultants in their fields. Upon completion of the project, the NPO will undertake the following:

- a. Submit a comprehensive report on the training course following the format attached 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 NPO. The report is to be submitted within one month of the project completion and/or together with submitting the evidence for 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

16-IN-92-GE-DON-C

**Institutional Strengthening of NPOs by Development of Productivity Practitioners:  
12–23 December 2016, Islamabad, Pakistan**

Date	Time, Day 1	Activity
12 Dec. 2016 (Monday)	09:15–10:15	Opening Ceremony (Welcome Address by CEO of the NPO) APO Orientation
	10:15–10:30	Morning Break
	10:30–12:00	Course Overview (Mr. Chan), Precourse Assessment Test (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Introduction to Productivity Concepts and Methodologies (Mr. Chan)
	15:00–15:15	Afternoon Break
	15:15–16:30	Relation of Productivity and Competitiveness in Organizations and at the National Level (Mr. Latif)
Date	Day 2	Activity
13 Dec. 2016 (Tuesday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Productivity Measurement (Mr. Chan)
	10:15–10:30	Morning Break
	10:30–12:00	Integrated Management of Productivity Activities (IMPACT) (Mr. Chan)
	12:00–13:00	Lunch
	13:00–15:00	Integrated Management of Productivity Activities (IMPACT) (Mr. Chan)
	15:00–15:15	Afternoon Break
	15:15–16:30	IMPACT Case Study (Mr. Chan)
Date	Day 3	Activity
14 Dec. 2016 (Wednesday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	The Productivity Journey: Malaysian Experience (Mr. Latif)
	10:15–10:30	Morning Break
	10:30–12:00	Host Country Experience in the Productivity Movement (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Initiatives of the Host Organization in Promoting Productivity and Organizational Excellence (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	Innovative Contributions to Productivity Improvement (Mr. Latif)
Date	Day 4	Activity
15 Dec. 2016 (Thursday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	The Productivity Journey: Singaporean Experience (Mr. Chan)
	10:15–10:30	Morning Break
	10:30–12:00	Productivity Gain-sharing (Mr. Chan)
	12:00–13:00	Lunch
	13:00–15:00	Introduction to Creating Excellence through Certification (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	Certification Criteria (Mr. Latif) Quality Environment (5S) Quality Environment (ICC) Lean Certifications



Date	Day 5	Activity
16 Dec. 2016 (Friday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Business Excellence Criteria (Mr. Chan) -Information -Customers -People
	10:15–10:30	Morning Break
	10:30–12:00	Business Excellence Criteria (Mr. Chan) -Processes -Results
	12:00–13:00	Lunch
	13:00–15:00	Business Excellence Implementation Consultancy Process (Mr. Chan)
	15:00–15:15	Afternoon Break
	15:15–16:30	Implementation of Business Excellence in SMEs (Mr. Chan)
Date	Day 6	Activity
17 Dec. 2016 (Saturday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Total Quality Management (TQM) Concept and Benefits (Mr. Latif)
	10:15–10:30	Morning Break
	10:30–12:00	Implementation of TQM (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Sustaining and Challenges of TQM Implementation (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	TQM Case Study (Mr. Latif)

Date	Day 7	Activity
18 Dec. 2016 (Sunday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Lean Management Concepts and Benefits (Mr. Latif)
	10:15–10:30	Morning Break
	10:30–12:00	Lean Management Techniques (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Lean Management Implementation (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	Lean Management Applications through 3M (Mr. Latif)
Date	Day 8	Activity
19 Dec. 2016 (Monday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Value Stream Mapping Concepts and Practices (Mr. Latif)
	10:15–10:30	Morning Break
	10:30–12:00	Concepts of Material Flow, Information Flow, and Non-value-adding Activities (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Value Stream Mapping Workshop (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	Value Stream Mapping Workshop (Mr. Latif)
Date	Day 9	Activity
20 Dec. 2016 (Tuesday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Green Productivity (GP) Concepts and Methodologies (Mr. Chan)
	10:15–10:30	Morning Break
	10:30–12:00	GP Practices and Improvement Techniques (Mr. Chan)
	12:00–13:00	Lunch
	13:00–15:00	Material Flow Cost Accounting (MFCA) -Concepts and Benefits of GP and MFCA (Mr. Chan)

	15:00–15:15	Afternoon Break
	15:15–16:30	Elements of and How to Implement MFCA: Implementation and Management of MFCA in Organizations (Mr. Chan)
<b>Date</b>	<b>Day 10</b>	<b>Activity</b>
21 Dec. 2016 (Wednesday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Benchmarking and Best Practices Concepts and Practices (Mr. Latif)
	10:15–10:30	Morning Break
	10:30–12:00	Implementation and Management of Benchmarking (Mr. Latif)
	12:00–13:00	Lunch
	13:00–15:00	Training Need Analysis (Mr. Latif)
	15:00–15:15	Afternoon Break
	15:15–16:30	On Job Training (Mr. Latif)
<b>Date</b>	<b>Day 11</b>	<b>Activity</b>
22 Dec. 2016 (Thursday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Productivity Diagnosis Methodologies (Mr. Chan)
	10:15–10:30	Morning Break
	10:30–12:00	Case Study on Productivity Diagnosis (Mr. Chan)
	12:00–13:00	Lunch
	13:00–15:00	Case Study on Productivity Diagnosis (Mr. Chan)
	15:00–15:15	Afternoon Break
	15:15–16:30	Presentation on Case Study on Productivity Diagnosis (Mr. Chan)
<b>Date</b>	<b>Day 12</b>	<b>Activity</b>
23 Sept. 2016 (Friday)		Summary of Previous Day's Learning (Mr. Chan/Mr. Latif)
	09:15–10:15	Postcourse Assessment (Closed Book)
	10:15–10:30	Morning Break
	10:30–12:00	Action Planning (Mr. Chan)
	12:00–13:00	Lunch
	13:00–15:00	Action Plan Presentations (Mr. Chan)
	15:00–15:15	Afternoon Break
	15:15–16:30	Integration of Learning (Mr. Chan) Course Evaluation Closing

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**PROJECT REPORT FORMAT BY THE IMPLEMENTING NPO**  
**Institutional Strengthening of National Productivity Organizations**  
**by 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.