

# Asian Productivity Organization

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## Project Notification

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1. **Project Code:** 12-RP-23-GE-DON-C
2. **Project Title:** Development of the Center of Excellence (COE)
3. **Timing:** April 2012 to March 2013
4. **Venue:** Member countries
5. **Implementing Organizations:** NPOs in member countries
6. **Objectives:**
  - (1) To identify member countries' needs in developing and strengthening their Business Excellence (BE)/quality award initiatives; and
  - (2) To provide support to NPOs and other relevant organizations in member countries through the COE for BE

### 7. **Background:**

Business Excellence (BE) is a management philosophy based upon quality management principles and tools with the goal of improving an organization's performance and meeting and surpassing stakeholders' needs. It is a belief in a set of core values and principles that over time have delivered success for many organizations. Recognizing the importance of BE in improving productivity and overall performance of organizations in member countries, the APO designated SPRING Singapore as the pilot APO COE on BE in 2009. The establishment of the APO COE for BE is specifically aimed at building up capacity and expertise in SPRING Singapore to facilitate development and strengthening of BE/quality award systems in other member countries.

During 2009–2011, the APO COE undertook the following: Research on the impact of BE/quality award frameworks on enterprises; Sharing of best practices through BE conferences, study missions, workshops, and training courses; Development of BE competencies of assessors and consultants by producing training manuals; Assignment of experts from both the Malcolm Baldrige Quality Award and European Foundation Quality Award to COE to strengthen its BE capabilities; Transfer of expertise from the COE to other member countries, through assignments of experts to Bangladesh, Pakistan, the Philippines, and Thailand to assist their BE initiatives; and Compilation of data for BE experts and administrators.

The COE for BE project has been extended for another year to undertake and complete the remaining activities and will end on 31 March 2013. The COE for BE and the APO will provide continued support to member countries on strengthening BE initiatives through existing and new modalities.

## 8. Scope:

Activities of the COE for BE for the year would include the following:

- (a) Assisting NPOs and relevant organizations in member countries in upgrading their BE initiatives and capabilities through the assignment of experts;
- (b) Organizing BE-related training courses, workshops, and conference for participants from relevant member countries;
- (c) Providing capacity-development assistance to BE administrators;
- (d) Creation of an online platform for APO members to facilitate access to BE publications, best practices, communities of practice, BE frameworks, and other useful resources; and
- (e) Developing a database of BE experts.

## 9. Implementation Procedure:

- (a) Application for experts by member countries
  - (i) Member countries wishing to avail the services of an overseas expert under the COE for BE projects are requested to fill up the application form (Attachment 1) and submit it to the NPO for endorsement to the APO Secretariat.
  - (ii) Priorities will be given to member countries that have not requested to the APO before for the application of experts.
  - (iii) The objectives of the project/activity for which the services of an expert is requested and daily activities of the expert should be reflected in the application form.
  - (iv) To facilitate the search and selection of the suitable expert, requesting organization may suggest specific individuals, otherwise the Secretariat will rely upon recommendation of the COE for BE. Sufficient lead time should be provided for the search and processing of the expert before implementation of the project.
  - (v) The NPO/implementing organization must submit an evaluation report on the implementation of the project within one month of completion of the expert(s) services. The assigned expert(s) who provided the consultancy services should also submit a report within one month of the completion of his assignment.

### (b) Organizing BE related activities by COE

The COE for BE may propose the implementation of BE related training, workshop, and conference for participants from relevant member countries. The proposal should be submitted and a Project Implementation Plan (PIP) will be issued by the APO Secretariat.

### (c) Other activities by COE

Other activities to be undertaken by the COE for BE should be communicated to the APO Secretariat specifying the objectives of the activities, the target outputs, implementation period and the budget required.

## 10. Financial Arrangements:

### To be borne by the APO:

- (a) All assignment costs of overseas experts; and
- (b) Costs relating to the dissemination of the results of COE activities, i.e., any publications, tools, and training materials developed; website resources; etc.

### To be borne by the member country:

All other local implementation costs.



Ryuichiro Yamazaki  
Secretary-General