



PROJECT NOTIFICATION

23 May 2018

1. **Project Code** 18-RP-33-GE-DON-C
2. **Title** Development of Centers of Excellence
3. **Timing and Duration** One year
4. **Venue** APO Secretariat
5. **Implementing Organizations** This project will be implemented by the APO Secretariat in close collaboration with selected APO member countries
6. **Objectives**
 - a. To support the APO's flagship Centers of Excellence (COEs) initiative by establishing potential new COEs among member countries with demonstrated expertise and excellence in a field or area that can help promote overall productivity levels among APO member countries; and
 - b. To support in-country projects under the Development of COE core project to promote and scale up activities on the subjects covered by the new COE.

7. Background

The Report on the Review of the APO Center of Excellence Initiative (Ref. Paper No. 3) was adopted at the recently concluded 60th session of the APO Governing Body in Vientiane, Lao PDR (May 2018). APO Directors recognized the importance of riding the wave of Industry 4.0 and beyond to increase digitization and interconnection of products, supply value chains, and business models. The existing COE established in Singapore (Business Excellence), the ROC (Green Productivity), the Philippines (Public-sector Productivity), and India (IT for Industry 4.0) have provided additional impetus for other competent member countries with demonstrated excellence in pertinent fields to offer their competitive strengths for knowledge sharing and best practice benchmarking.

New COEs will undertake a myriad of functions including, but not limited to the following:

- 1) offering customized international training-of-trainers' programs;
- 2) development of training materials and courses to support such programs;
- 3) identifying innovations and sharing of related best practices with other APO member countries;

- 4) building a database of technical and/or domain experts, and
- 5) undertaking research and meta-analysis in their fields of excellence.

Such efforts are expected to help resolve the productivity-related issues of SMEs and other enterprises throughout the APO member countries/region.

8. Scope

- a. New COEs to be established must, first and foremost, be future-ready/future-oriented and be able to address present and future productivity-related issues.
- b. New COEs must have already possessed, and demonstrated, the expertise in the areas of excellence which is aligned to APO Vision 2020 and which will meet the needs and expectations of APO member countries.
- c. New COEs, as regional knowledge centers under the “follow-the-sun” approach for SMEs to thrive in a knowledge-driven digital economy, must have the requisite manpower, proper organization resources and necessary structure and facilities to build up the skills for member countries.
- d. New COEs will be a focal point for knowledge sharing with other member countries through workshops, lectures, training programs, demonstration companies, etc. In this regard, they must be willing to transfer the necessary know-how to other member countries as part of the spirit of the APO Community.
- e. New COEs will implement regular capability building programs for member countries to enhance the capabilities of member countries learning from the new COEs. It is expected that new COEs implement 4-6 regular programs per year which benefits the APO community.

9. Implementation Procedures

The APO Secretariat will coordinate the Development of New COE project in close collaboration with member countries interested in applying for it.

- a. The Secretariat will issue an APO-wide **Call for Proposal (CFP)** for the establishment of the new APO COE. In ensuring that the selection of new COE clearly reflects the needs of member countries and will contribute to the overall productivity growth and competitiveness of the region, the expertise to be showcased must be aligned to APO Vision 2020 and should first and foremost be future-ready and able to address present and future productivity-related issues. The Secretariat will issue the CFP soon after circulating this PN.

- b. The Secretariat will convene an **Expert Panel Meeting** to select the next COE to be funded. The meeting will evaluate the proposals and make recommendations for the next few COEs based on the general guidelines set by the Governing Body.
- c. The **Decision by the Expert Panel Meeting** on the establishment of the new COEs, will be submitted to the 61st GBM in Manila, the Philippines, in April 2019. The decisions could take three forms: 1) acceptance of a new COE; 2) acceptance of a new COE with conditions; or 3) rejection of a COE proposal.

10. Financial Arrangements for New COE

To be borne by the APO

- a. All assignment costs of overseas and national experts;
- b. Local implementation costs including rental of conference rooms, documentation, and publications in conducting meetings, forums, conferences, training courses, workshops, etc.; and
- c. Relevant costs for attending meetings, forums, conferences, training courses, and workshops, if necessary.

To be borne by the host country

Part of the local implementation costs as necessary and all other costs not covered above.



Dr. Santhi Kanoktanaporn
Secretary-General