<table>
<thead>
<tr>
<th>PN Issue Date</th>
<th>18 February 2020</th>
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<tbody>
<tr>
<td>Project Code</td>
<td>20-RP-06-GE-DON-C</td>
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<tr>
<td>Title</td>
<td>Development and Strengthening of Centers of Excellence</td>
</tr>
<tr>
<td>Timing and Duration</td>
<td>One year</td>
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<td>Venue</td>
<td>APO Secretariat</td>
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<td>Implementing Organization(s)</td>
<td>This project will be implemented by the APO Secretariat in close collaboration with selected APO member countries</td>
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1. Objectives
   a. To identify new areas of expertise in APO member countries;
   b. To identify potential new centers of excellence (COE) with expertise in specific areas for productivity enhancement; and
   c. To strengthen the initiatives of existing APO COE in specific fields to promote productivity among member countries.

2. Background
   At the 50th session of the Governing Body in Tehran, IR Iran, it was agreed that COE would be established in areas which NPOs have unique strengths and expertise to facilitate the sharing of knowledge and best practices and to intensify productivity promotion. To date, five have been established: the COE on Business Excellence (Singapore); COE on Green Productivity (ROC); COE on Public-sector Productivity (the Philippines); COE on IT for Industry 4.0 (India); and COE on and Smart Manufacturing (ROC).

   In 2020, the APO will undertake activities to support member countries in setting up new COE in relevant areas. Existing COE will also be assisted in scaling up their activities.

3. Scope
   a. Convening expert meetings, forums, international conferences, training courses, and workshops;
   b. Assigning international and national experts and APO Secretariat staff for the events listed in item a above;
   c. Participating in international missions and conferences in areas that promote innovation in and knowledge sharing on the topics covered by the COE;
   d. Conducting research analyzing and making recommendations for enhancing the expertise of COE; and
   e. Developing training materials and course modules to enhance the knowledge of member countries in areas of expertise covered by the COE.

4. Implementation Procedures
   a. The APO Secretariat will coordinate the Development of New COE project in close collaboration with member countries interested in applying. The Secretariat will issue a call for proposals on establishing new COE.
   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 COE based on the general guidelines set by the Governing Body Meeting (GBM).
   c. The decision by the expert panel meeting on the establishment of new COE will be submitted to the 63rd GBM in Tokyo in 2021.
   d. The Secretariat will issue project implementation plans for activities to be undertaken within the year in close consultation with NPOs.
5. Financial Arrangements

To be met by the APO
a. All assignment costs of overseas experts to attend the COE-related consultative meetings, or other COE projects as summarized in item 3 above.

b. International airfare expenses for overseas participants attending projects organized under COE, as listed in items 3a and 3b above.

c. Local implementation costs including rental of conference rooms and required equipment for research coordination meetings under COE.

d. Relevant costs for attending meetings, forums, conferences, training courses, and workshops, if necessary.

To be met by the host country
Part of the local implementation costs as necessary and all other costs not covered above.

Dr. AKP Mochtan
Secretary-General