



## PROJECT NOTIFICATION

4 December 2018

1. **Project Code** 19-IN-36-GE-WSP-A
2. **Title** APO Development Workshop for Practitioners of Business Excellence
3. **Timing and Duration** 11–14 March 2019 (four days)
4. **Venue** Singapore
5. **Implementing Organization** Enterprise Singapore  
1 Fusionopolis Walk, #01-02 South Tower, Solaris  
Singapore 138628  
Phone: 65-6433-4684  
Fax: 65-6659-0645  
Website: [www.enterprisesg.gov.sg](http://www.enterprisesg.gov.sg)  
e-Mail: [CHIA\\_Hui\\_Xin@enterprisesg.gov.sg](mailto:CHIA_Hui_Xin@enterprisesg.gov.sg)
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 1 February 2019
9. **Objectives**
  - a. To strengthen national business excellence (BE) strategies and promote the adoption of the BE framework in organizations;
  - b. To develop BE practitioners who can assess the need for using the framework as a strategic management tool and plan for its adoption in organizations, facilitate organizational self-assessment using the framework, and identify and provide guidance on the use of relevant tools and techniques to improve organizational systems, processes, and practices; and
  - c. To share information, experiences, and best practices among BE practitioners.

### 10. Background

The BE framework is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement.

In 2009, SPRING Singapore (now renamed Enterprise Singapore) was designated by the APO as its Center of Excellence (COE) on BE to assist other APO member countries in developing and strengthening their BE initiatives. The COE on BE has conducted a series of

activities including research, sharing of best practices, building competencies of BE experts, and transferring knowledge to other member countries.

More recently, the APO and COE have assigned BE experts to member countries to help develop BE strategies for the public sector. Strengthening the capabilities of organizations is a key focus for almost all APO members. In collaboration with the COE on BE, the APO published the *Toolkit for Trainers and Self-help Toolkit/Guidebook on BE* to assist in those efforts.

## **11. Scope and Methodology**

### **Scope**

- a. Understanding the key challenges of and strategies for BE adoption in the age of disruption;
- b. Best practice sharing by BE winners and industry insights by thought leaders at the BE Winners Sharing Conference ; and
- c. Drafting action plans for implementing the BE framework and conducting BE assessments in organizations.

### **Methodology**

Lectures, attending the BE Winners Sharing Conference organized by Enterprise Singapore, country presentations, workshop, group discussions, and drafting action plans.

The tentative program of the workshop is given below:

| <b>Date/Time</b>    | <b>Activity</b>   |
|---------------------|---|
| Sun., 10 March 2019 | Arrival of participants in Singapore                              |
| Mon., 11 March      | Opening session, course overview, lectures, country presentations |
| Tues., 12 March     | Lectures, workshop  |
| Wed., 13 March      | Attending the BE Winners Sharing Conference and group discussion  |
| Thurs., 14 March    | Drafting action plans, evaluation, and closing session            |
| Fri., 15 March      | Departure of participants   |

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

|                  |   |
|------------------|---|
| Present Position | BE practitioners, consultants, and assessors from the public sector, NPOs, and the private sector involved in implementing BE frameworks. |
| Experience       | At least five years of experience in the position described above.  |
| Education        | University degree from a recognized university/institution or   |

equivalent qualification/experience.

|            |   |
|------------|---|
| 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 participating countries not nominate candidates likely to suffer from physical and mental stress. |
| Age        | Candidates who meet the qualifications above are generally between 35 and 55 years of age.  |
| Attendance | Participants are required to attend the entire program.   |

### **13. Financial Arrangements**

#### **a. Airfare**

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Singapore.

The APO will only reimburse discount air tickets for the most direct route. Participants should note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is also available on the APO website and from APO Liaison Officers in member countries.

#### **b. Insurance Coverage**

Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 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 some member 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 organization will be responsible for any eventuality arising from accident, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

#### **c. Cost Sharing**

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

| Cost item  | Cost to be borne by                     |              |     |
|--|---|--------------|-----|
|  | Participants or participating countries | Host country | APO |
| Round-trip economy-class international airfare (refer to paragraph 13a.)   | No                                      | No           | Yes |
| Participating Country Expenses (PCEs)  | NA                                      | NA           | NA  |
| Hotel accommodation in Singapore   | No                                      | Yes          | No  |
| Per diem allowance in Singapore  | No                                      | Yes          | No  |
| Transportation costs to and from hotel and airport in Singapore  | No                                      | Yes          | No  |
| Insurance coverage in Singapore (refer to paragraph 13b.)  | Yes                                     | No           | No  |
| Any expenses related to visa fees and airport taxes  | Yes                                     | No           | No  |
| All expenses incurred by participants for any reason including but not limited to:<br>a. Stopovers<br>b. Extension of stay<br>c. Early arrival or late departure<br>d. Flight cancellation | Yes                                     | No           | No  |
| Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance                                       | Yes                                     | No           | No  |
| Assignment costs of international resource persons   | NA                                      | No           | Yes |
| Assignment costs of local resource persons   | NA                                      | Yes          | No  |
| All local implementation costs including but not limited to:<br>a. Meeting rooms<br>b. Documentation<br>c. Preparatory costs   | NA                                      | Yes          | No  |

#### 14. Actions by Member Countries

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their 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 selection committee 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 documents listed below. A nomination lacking any of these documents may not be considered: a copy 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 web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Industry Department, APO Secretariat (e-mail: [ind@apo-tokyo.org](mailto:ind@apo-tokyo.org), fax: 81-3-5840-5324).
- 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 as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. 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 APO Liaison Officers/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 APO Liaison Officer/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 the host country promptly.
- 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 workshop.
- l. NPOs should inform participants that they must attend all four days of the project.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no show of a participant.



## **15. 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.

## **16. Project Preparation**

The participants are required to prepare a paper prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

## **17. 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 workshop.

## **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

## **19. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in participating countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).

## **20. Dress Code**

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Dr. Santhi Kanoktanaporn  
Secretary-General