



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

9 March 2017

1. **Project Code** 17-IN-36-GE-TRC-A
2. **Title** Training of Trainers in Total Quality Management for SMEs
3. **Timing and Duration** 4–8 September 2017 (five days)
4. **Venue** Ulaanbaatar, Mongolia
5. **Implementing Organization** Mongolian Productivity Organization (MPO)  
Address: Bayangol District, Peace Avenue, 20th Khoroo  
PO26, Box 354, Ulaanbaatar 16081, Mongolia  
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e-Mail: Info@mpo-org.mn, Batbileg@mpo-org.mn
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** 14 July 2017
9. **Objectives**
  - a. To develop competent trainers and practitioners who will be able to guide SMEs in improving management capability and productivity through systematic, effective total quality management (TQM) implementation;
  - b. To create awareness of the impact of the 4th Industrial Revolution on quality management and business performance in SMEs; and
  - c. To enable SMEs to adopt the most effective TQM strategies and integrate those strategies with other quality management initiatives and standards.

### 10. Background

SMEs are globally recognized as the backbone of any economy, including APO member countries. Representing an average of 95% of all business organizations and providing more than 50% of employment, SMEs are the dominant driving force in accelerating economic growth in advanced, developing, and less developed countries. However, it is also known that SMEs are struggling and find it difficult to become established compared with larger firms, and therefore it is crucial to find ways to increase their survival rates and growth, sustain their businesses, and help them continue contributing to national development. In light of this, SMEs have no other options but to enhance productivity levels to remain competitive. Studies have shown that factors such as the types of technology used, ways of processing services or products, levels of skills of management/owners, and quality of employees contribute to the productivity of SMEs. Most SMEs are applying various improvement methods in the hope of

achieving growth and higher profits. In contrast to larger organizations that have the financial capability to hire skilled individuals or install advanced technology for improving business performance, SMEs need external assistance to implement those initiatives. Therefore, competent trainers or consultants to guide SMEs in applying productivity improvement methods are in great demand.

For the past few decades, TQM has been recognized as an effective method to improve the product and service quality of organizations, especially of large companies. As it encompasses many aspects of operations beginning at the lowest level of the organization focusing on customers' requirements, to the delivery process, to the system of production while ensuring quality in all steps of the process, most companies can reap the benefits of a TQM management system and culture. However, it is an uphill task for SMEs to implement TQM successfully, mainly due to factors related to finances and manpower.

Against this backdrop, and recognizing the importance of SME development to member countries, this training course will focus on the adoption of effective TQM strategies by SMEs. The participants will develop the knowledge, skills, and ability to provide advice and guidance to SMEs for TQM implementation. It is also aimed at enhancing awareness of the impact of the 4th Industrial Revolution on quality management practices and initiatives.

## 11. Scope and Methodology

### Scope

Industry 4.0 and impacts on SMEs, TQM concept and methodology, effective TQM for SMEs, case studies on successful TQM implementation in SMEs, linking TQM to ISO certification and business excellence, and development of TQM training kits for SMEs.

### Methodology

Lectures, site visits, group work, individual presentations, and examination.

The tentative program of the training course is given below:

Date/Time	Activity
Sun., 3 September 2017	Arrival of participants in Ulaanbaatar
Mon., 4 September	Opening session, pre course examination, course overview, resource speakers' presentation
Tues., 5 September	Resource speakers' presentations and group work
Wed., 6 September	Resource speakers' presentations and group work
Thurs., 7 September	Observational site visits to SMEs
Fri., 8 September	Presentation of action plans by participants Summing-up session, post course examination, program evaluation, and closing session
Sat., 9 September 2017	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	SME owners, quality managers, and consultants/trainers of SME development agencies/NPOs or similar institutions involved in consulting on productivity and quality improvement for SMEs.
Experience	At least five years of experience in consulting for productivity improvement (for non-SMEs).
Education	Preferably a university degree or higher qualification.

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 member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 45 years of age.
APO Certificate	Participants are required to attend the entire training course to receive the APO certificate of attendance.

### **13. Financial Arrangements**

#### **To be borne by participants or participating countries**

For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Lao PDR, and Nepal:

- a. Round-trip international airfare between the member country and Mongolia; and
- b. Participating Country Expenses at USD50.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. 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 organizations will be responsible for any eventuality arising from accident or illness.
- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.
- d. Any cancellation charges for airfare and hotel accommodations arising from withdrawals after letters of acceptance have been issued by the APO.

#### **To be borne by the host country**

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.

- b. All local implementation costs.

**To be borne by the APO**

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Mongolia for participants from Bangladesh, Cambodia, Lao PDR, and Nepal, and for participants from SMEs and nonprofit-making organizations from other APO member countries. As far as practicable, all participants should purchase discount tickets. Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Project Participants," which will be sent to the selected participants. It is also available on the APO website and from APO Liaison Officers in member countries.
- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to six days.

**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 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 necessary documents. A nomination lacking any of these documents may not be considered: two copies 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 website ([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. 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, member 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. Member 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 member countries where nominations are required to be approved by higher government authorities and require a longer time, 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 training course.
- l. NPOs should inform participants that they must attend all 5 days of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from participant withdrawal, as provided for under item 13.

#### **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. Postproject Actions**

All participants are required to prepare action plans on developing productivity improvement projects in SMEs which will be shared with their NPOs. The APO will also request participants to submit progress reports on their activities six months after completion of the project to show how the knowledge, skills, and experience from the training course were applied to actual practice.

#### **17. Evaluation of Participants**

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

## 18. Guide for Participants

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



Santhi Kanoktanaporn  
Secretary-General