



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

3 April 2014

1. **Project Code** 14-IN-36-GE-TRC-B
2. **Title** Training of Trainers in Total Quality Management for SMEs
3. **Timing and Duration** 25–29 August 2014 (five days)
4. **Venue** Jakarta, Indonesia
5. **Implementing Organization** Directorate of Productivity and Entrepreneurship (NPO Indonesia), Directorate General of Organization Training and Productivity Development, Ministry of Manpower and Transmigration, Republic of Indonesia

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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 25 June 2014

### 9. Objective

To enable participants to understand the concept and implementation of total quality management (TQM) and to become competent TQM trainers and practitioners.

### 10. Background

In today's world, SMEs are facing growing challenges from global competition and the needs of increasingly sophisticated customers. Sensing the need to improve the product or service

quality, most SMEs are applying various improvement methods in the hope of achieving the required growth and higher profits.

One of the methods to improve product or service quality in SMEs is through the implementation of TQM. TQM encompasses many aspects of operations beginning at the lowest level of the organization focusing on customers' requirements and delivering them (products and services) satisfactorily to the system of production and ensuring quality in all steps in the process.

TQM has shown great success in SMEs. TQM looks at an organization as a "system" and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective and service-oriented approaches.

The APO is organizing this training of trainers course to enable participants from SMEs to understand TQM, its tools, and techniques in detail, so that they can disseminate the knowledge gained to help their organizations. The participants will develop their knowledge, skills, and experience to become competent trainers in TQM, especially for SMEs. After attending the course, the participants are expected to conduct TQM training not only for a general audience but also for other enterprises within their countries and beyond for greater multiplier effects.

## 11. Scope and Methodology

### Scope

- a. Introduction to TQM
- b. Important concepts in TQM
- c. Quality assurance in SMEs
- d. Useful tools for TQM
- e. How to implement TQM in SMEs

### Methodology

Lectures, discussions, presentations, observational site visits, group and individual presentations, and examination.

### Date/Time

Sun., 24 August 2014

Mon., 25 August

Tue., 26 August

Wed., 27 August

Thu., 28 August

Fri., 29 August

Sat., 30 August

### Activity

Arrival of participants in Jakarta

Lectures and discussions

Lectures, discussions and group work

Site visits

Group work, group presentations, lectures, and discussions

Individual presentations, discussions, and examination

Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position

Top executives or managers of SMEs.  
(participants are expected to disseminate and practice the

	lessons learned from the training course)
Experience	At least five years of experience in a related field.
Education	Preferably university degree or equivalent 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 field work. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Preferably between 30 and 45 years.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

### **13. Financial Arrangements**

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

- a. For participants from profit-making organizations except for SMEs, and from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
  - i. Round-trip international airfare between the member country and Jakarta.
  - ii. Participating country expenses of USD50.00 per participant, payable to the APO in convertible currency.
- b. For all participants
  - i. All participants should be fully insured against accident and illness (including hospitalization and death) for the principal sum of US\$10,000 for the entire duration of the project and travel and must submit to the APO before participation a copy of the comprehensive travel insurance certificate valid in Indonesia. 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. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
  - ii. All expenses related to visa fees and airport taxes.
  - iii. 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.

#### **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 between the nearest international airport from the place of work and Jakarta by the most direct route for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, for participants from SMEs, and for participants from nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets (following IATA PEX or other applicable discount fares). Please 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 available on the APO website and from APO Liaison Officers in member countries.

#### **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. 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, 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, 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 training course.
- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.

#### **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**

All participants are required to take an examination at the end of the training course to assess the level of understanding and also prepare action plans which will be shared with their NPOs. The APO will also request participants to submit progress reports on TQM activities six months after completion of the project to present how the participants applied the knowledge, skills and experience from the training to actual practice.

#### **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 training course.

#### **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 member countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).

  
Mari Amano  
Secretary-General