



PROJECT IMPLEMENTATION PLAN

Reference No.: 636

Date of Issue	26 June 2025
Project Code	25-RC-04-GE-COE-C-AP01
Title	Assessment of the Performance of APO Centers of Excellence (COE)
Timing	1 August 2025–30 November 2025
Hosting Country(ies)	Republic of China, India, and Philippines
Venue City(ies)	Taichung, Taipei, New Delhi, and Manila
Modality	Hybrid
Implementing Organization(s)	APO Secretariat
Participating Country(ies)	Republic of China, India, and Philippines
Overseas Participants	Not applicable
Local Participants	Not applicable
Closing Date	Not Applicable
Remarks	This project is to assess the performance of the four existing APO COEs (Smart Manufacturing and Green Productivity hosted by the China Productivity Center, IT for Industry 4.0 hosted by the National Productivity Council, India, and Public-sector Productivity hosted by the Development Academy of the Philippines). No action is required for other NPOs.

Objectives	Evaluate the effectiveness of existing APO COEs in fulfilling their mandate to advance the APO's mission; conduct an assessment of each COE's current status against the APO COE Guidelines, focusing on program delivery, results, and overall impact; and assign progress and performance statuses to each COE as the basis for determining corresponding activities and support programs.
Rationale	In 2025, a key priority of the COE Program is to strengthen institutional capacity and assess the performance and progress of current COEs. Through a comprehensive evaluation of past delivery outcomes and a review of future plans, this process aims to ensure that each COE continues to meet the established criteria of excellence, drives innovation in its focus area, and remains aligned with the APO's broader productivity goals.
Background	The APO COE Program was launched in 2008, beginning with the designation of SPRING Singapore's Business Excellence COE. By 2020, a total of four COEs had been designated. In that year, an evaluation prompted the adoption of the 1-3-1 life cycle model. Since introducing this model, the APO COE on Business Excellence has completed its life cycle, and an additional COE has been established. Although the duration of service varies among COE, all active ones are currently in the delivery phase. The 2025 evaluation will concentrate on program delivery, measurable results, and impact from 1 January 2022 through 30 July 2025, while also seeking plans for the upcoming three years.
Topics	Site visits to and online meetings with COEs for the analysis and evaluation of activities (workshops, study missions, consultations, research, information dissemination, pilot projects, partnerships) conducted for members; Assessment of participation levels, outputs, and contributions to productivity improvement; Compilation of each COE's key performance indicators and comparing results achieved against targets; Review of proposed activities, target members, and projected outputs for upcoming three years; Identify innovative approaches to be adopted in upcoming program delivery; and Feedback from recipient organizations in APO members where COEs have provided services.
Outcome	Each COE's alignment with the APO Vision 2025 and COE guidelines is assessed, along with outreach numbers (organizations and participants served); communication tool effectiveness (e.g., webinars, brochures, social media) is evaluated; COEs' activities from 1 January 2022 to 30 July 2025 are reviewed in terms of outputs, participation, and preliminary impact, covering workshops, study missions, consultations, research, pilot projects, and partnerships; innovations in methods, tools, or collaborations are analyzed; and plans for the next three years, including targets, expected outcomes, and strategic adjustments, are outlined.
Qualifications	Not applicable

Please refer to the implementation procedures circulated with this document for further details.



Dr. Indra Pradana Singawinata
Secretary-General