



PROJECT NOTIFICATION

PN Issue Date	3 June 2019
Project Code	19-RP-31-GE-WSP-B
Title	Workshop on Sustainable Productivity
Timing and Duration	16–20 December 2019 (five days)
Venue	Tokyo, Japan
Implementing Organization(s)	APO Secretariat
Maximum Number of Overseas Participants	18
Maximum Number of Local Participants	Six
Target Countries	<p>Bangladesh, Cambodia, Republic of China, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam</p> <p>However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat (see 4. Qualifications of Candidates).</p>
Closing Date for Nominations	28 October 2019

1. Objectives

- a. To help member countries develop an understanding of and practical knowledge related to efforts to sustain their productivity in a complex, vulnerable future; and
- b. To strengthen productivity initiatives in member countries through disseminating policies on enabling factors affecting sustainable growth in the long run.

2. Background

The underlying concept of productivity improvement should also be viewed as a forward-looking concept in which what counts is not only how productive we are at a certain point in time but also our prospects for continuous productivity gains in the future. It is beneficial to broaden the scope of productivity beyond its traditional measurement so that the continuum aspect of sustainability and efficiency is clear. Productivity improvement must be maintained over time to sustain economic growth. Furthermore, in a fast-changing global environment, innovation or quality improvement that is not forward looking toward the future may only yield limited, short-lived benefits. The disruptive nature of technological progress makes it necessary to integrate an economy's external context and dynamics into its internal innovative processes so that it can become future-proof. In addition, continued economic progress is not only determined by the ability to do the right things right in a continuous fashion. In a turbulent, uncertain, complex environment, agility in responding to changes in the internal and external environment and taking advantage of opportunities from those changes should be an integral part of the equation for achieving prosperity. Agility augments the productivity push to economic growth stemming from innovation, making the connection between productivity and innovation stronger.

Sustainable productivity growth depends almost entirely on the productive capacity of the economy, which is mostly related to effectiveness and efficiency in the use of labor and capital resources. Efficiency is about doing things right through high-quality people and processes. Effectiveness broadens the scope of productivity by ensuring that the right products are made and sold and resources are channeled into their production. Producing the "right products" also entails product improvement, new product creation, and new business models underpinned by innovation or technical progress. Productivity alone is not enough to sustain growth without an emphasis on innovation.

A productivity-led growth strategy, as opposed to a growth model based on factor accumulation or technology absorption, requires the implementation of reforms to create a firm foundation for structural transformation into higher-productivity sectors, improved allocation of resources, and technological catch-up. Efforts to restructure the economy into a more innovation- and knowledge-based one can be facilitated through moving toward more productive economic activities. There is, however, no single reform path to inject more productivity into the economy. A holistic approach needs to be deployed to strengthen the institutional requirements and to set up soft and hard infrastructures for productivity- and innovation-led growth.

For this reason, the APO has reinforced its focus on the concept of sustainable productivity as a way to cope with the ever-increasing complexity of the external environment. This workshop is being organized to allow key stakeholders to learn from experts, share plans for the implementation of sustainable productivity measures, explore the ways in which countries can apply the concept, and examine policies that may help to sustain their productivity growth in the long run.

3. Scope and Methodology

The tentative topics to be covered are:

- a. Review of productivity-enhancing factors;
- b. Forward-looking productivity concepts;
- c. Sustainable productivity models;
- d. Measuring sustainable productivity;
- e. Exponential technological advances and productivity in the long run;
- f. Enhancing business dynamism;
- g. Maximizing knowledge spillovers; and
- h. Knowledge-based capital.

The workshop will consist of plenary thematic sessions with presentations by resource persons, discussions, practical exercises, site visits, and country paper presentations.

The tentative program of the workshop is given below:

Date/Time	Activity
Sunday, 15 December 2019	Arrival of participants in Tokyo
Monday, 16 December 2019	Opening session Overview of the workshop Presentation 1: Productivity trends in the long run and their contributing factors Presentation 2: Productivity forces and dynamics at the firm level Presentation 3: Technological progress and productivity growth Presentation 4: Productivity and sustainable development
Tuesday, 17 December 2019	Presentations by participants Thematic group discussions/exercise Presentation 1: Enhancing business dynamism Presentation 2: High-performing stock of physical infrastructure
Wednesday, 18 December 2019	Presentation 1: Investing in knowledge-based capital Presentation 2: Promoting innovation collaboration Presentation 3: Workers' skills and capacities Presentation 4: Reforms for sustainable productivity growth
Thursday, 19 December 2019	Observational site visit Group discussions
Friday, 20 December 2019	Participants' presentations Key takeaways Closing ceremony
Saturday, 21 December 2019	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Policymakers, government officials, and policy administrators working on national productivity, innovation, and competitiveness policy issues; mid-to-senior staff of government agencies related to science, technology, or higher education; officials calculating productivity statistics; and public/private consultants in relevant fields.
Experience	At least two years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
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 meet the qualifications above are typically between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

5. Requirements

All participants are required to prepare and submit action plans to the APO and to share them with their NPOs within 10 working days after attending the project. The participants are also required to submit postproject follow-up reports six months after project completion to document the achievement of outcome(s) of the project. The NPOs will monitor the follow-up actions and report submission by participants.

The Guidelines for Project Preparatory Work will be provided in the project circular, and the Postproject Activity Guidelines are given in Attachment 2.

5-1. Repeat Participants (who attended previous APO projects and are applying for another)

- In the Candidate's Biodata form (application form), candidates are required to provide details of follow-up actions taken after attending a previous APO project(s) and outcomes (benefits) of those activities.
- Candidates are also required to state in the Candidate's Biodata form whether they submitted a report on their follow-up actions.

5-2. All Participants

- In the Candidate's Biodata form, candidates are required to list their expectations from the project and planned postproject actions/activities. This is a tentative list, which participants are free to revise or replace after attending the project (as in item b below).
- All participants are required to develop and submit final follow-up action plans within 10 working days of project completion, in the format to be provided by the APO Secretariat later.
- All participants are required to submit reports on the follow-up actions taken within six months (or a period specified for a particular project) of project completion.
- The reports on follow-up actions are separate from the trip reports participants usually submit to their organizations/NPOs immediately after returning from project venues. The report format will be provided before project completion.

6. Financial Arrangements

6-1. Airfare

The APO will meet the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Tokyo, Japan.

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.

6-2. 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. 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.

6-3. 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 met by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph on Airfare for conditions)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Tokyo	No	No	Yes
Per diem allowance in Tokyo	No	No	Yes
Transportation costs to and from hotel and airport in Tokyo	No	No	Yes
Insurance coverage in Japan (refer to paragraph on Insurance Coverage)	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: a. Stopovers b. Extension of stay c. Early arrival or late departure 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: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No
Notes:			

7. Actions by Member Countries

- 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 Qualifications of Candidates above.
- 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.
- 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.
- 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). 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 department

in charge of this project.

- 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, 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 project.
- l. NPOs should inform participants that they must attend the entire program 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.

8. 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.

9. Project Preparation

The participants are required to prepare a short paper prior to departure for the project venue (see Attachment 1). In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" given in Attachment 1.

10. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO also requests participants to submit progress reports six months after completion of the project. In addition, participants taking part in training-of-trainers courses must also submit a report summarizing a training

project that they conducted following the action plans to the APO and NPOs within six months after project completion (see Attachment 2).

11. Evaluation of Participants

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

12. 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).

13. 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

GUIDELINES FOR THE PREPARATION OF COUNTRY POLICY PAPERS

One of the stated objectives of this workshop is to strengthen productivity initiatives in member countries through disseminating policies on enabling factors affecting sustainability growth in the long run. As one of the ways to achieve the objective, participants are expected to prepare and present policy papers following the outline below.

Topics (please choose one from the list below):

1. Rethinking the Role of Human Capital for Sustaining Productivity in the Long Run;
2. Optimal Institutional Setting for Sustaining Productivity Growth;
3. Innovation-led Productivity Growth;
4. Science and Technology Policy for Enhancing Productivity; or
5. A Whole-of-government Approach to Productivity Growth.

In preparing the papers, please note the following:

- The focus should be on the country of each participant, with an explanation of the linkages of the chosen topic to the participant's institutional affiliation, if applicable.
- The paper must include the background, current status/challenges, description of institutional design and/or mechanism, initiatives taken, recommendations or proposals, and details of the ramifications of the chosen topic for productivity.
- Sufficient, accurate information and analysis should be presented using relevant, reliable data.
- The emphasis should be on productivity policy and/or policy framework.

Additional details on the format, mode and timing of submission, etc. will be provided in the circular letter distributed to selected participants.

POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

Examples of Follow-up Activities

The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

- a. An official report on project attendance to participants' organizations, or NPOs, or both;
- b. Newspaper/magazine articles based on learning from the project;
- c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
- d. Delivering a presentation or lecture on the project topic;
- e. Conducting a workshop/seminar/conference/forum on the project topic;
- f. Improving training/teaching/extension materials related to the project topic; and
- g. Sharing project findings with colleagues, professional groups, or others.