



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

11 June 2013

1. **Project Code:** 13-RP-02-GE-WSP-B
2. **Title:** Workshop on SMEs Productivity Measurement and Analysis for NPOs
3. **Timing and Duration:** 26–29 November 2013 (four days)
4. **Venue:** Singapore
5. **Implementing Organizations:**
SPRING Singapore
Address: 1 Fusionopolis Walk
#01-02 South Tower, Solaris
Singapore 138628
Phone: 65-6279-3690
Fax: 65-6659-0645
6. **Number of Overseas Participants:** Up to 18 qualified overseas participants from the following targeted member countries: Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Malaysia, Philippines, Pakistan, Sri Lanka, Thailand, and Vietnam.

Other member countries that have strong interest in the subject may be considered and they should communicate their intention to the Secretariat prior to submitting a nomination.
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 16 August 2013
9. **Objectives:**
 - a) To enhance understanding of productivity concepts and measurement among NPO management and consultants;
 - b) To review the tools and techniques for SME productivity measurement used by some NPOs and related organizations; and
 - c) To identify and recommend a suitable SME productivity measurement system for NPOs.

10. Background:

SMEs are the engines of economic growth and development. They create jobs, promote private ownership, encourage diversification of economic activities, and provide opportunities for developing entrepreneurial skills. They are also more dynamic than larger businesses and are significant sources of innovations that contribute to productivity and competitiveness.

SMEs operate in agriculture, industry, and services. Within each sector, they are also in various subsectors, engaged in a wide range of business activities ranging from the production of raw materials, processing, manufacturing, marketing, and/or providing logistical and transport services, among others. This wide range of business activities makes it difficult to use a common yardstick for measuring, comparing and monitoring the productivity of SMEs at the national level. Further compounding the issue in the APO region is the varied definition of SMEs among countries.

As part of its mission to support SME development in member countries, the APO is developing indicators for benchmarking their performance in various sectors and enhancing the capabilities of NPOs to measure and monitor their productivity. Achieving these two objectives is an important step to track the effectiveness of SME support programs offered by the APO, NPOs, and other national organizations and to identify gaps needing further support or interventions. The first objective is being pursued through an ongoing research project, while the second objective will be addressed in this workshop. Since NPOs are at different stages of development, their capability to undertake productivity measurement and analysis also varies. There is a need to share expertise and learning so that all NPOs use a common or similar methodology to develop comparable SME productivity indicators.

11. Scope and Methodology:

The tentative topics to be covered are:

- a) Overview of APO programs to support SMEs
- b) Productivity concepts and measurements
- c) Key drivers of productivity (labor, capital, technology, etc.)
- d) Tools and techniques for productivity measurement
- e) Current practices and approaches in SME productivity measurement in selected countries
- f) National programs to support SME productivity and competitiveness
- g) Developing a common approach for an SME productivity measurement system in the APO region.

The workshop will consist of lectures, interactive sessions, sharing of experience in SME productivity measurement and analysis, individual/group exercises, and assignments (contents to be announced at a later date).

12. Qualifications of Participants:

This workshop is intended for NPO staff. The participants are expected to possess the following qualifications:

- a) Age Preferably between 35 and 55 years.
- b) Education University degree or equivalent qualification from a recognized institution.
- c) Present Position Senior management level and SME consultant.

- d) Experience At least two years of experience in SME productivity measurement and analysis.
- e) Language Proficiency All presentations and lectures during the workshop are conducted in English, and participants will be frequently required to make oral and written presentations. They should be proficient in both oral and written English. Those who are not proficient in English need not apply.
- f) Health Physically and mentally fit to attend an extensive workshop requiring participants to complete a number of individual and group activities. It is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental stress.
- g) Attendance Participants must attend all four days of the workshop to qualify for the certificate of attendance.

13. Financial Arrangements:

- a) To be borne by the APO
 - i) All assignment costs of overseas resource persons; and
 - ii) Round-trip economy-class international airfare for overseas participants between the nearest international airport from the place of work and Singapore by the most direct route. As far as practicable, all participants should purchase discounted tickets (following IATA PEX or other applicable discount fares). ***It is noted that neither the APO nor the host organization will be responsible for paying any additional per diem allowances and hotel accommodation costs due to early arrival, delayed departure, rerouting of tickets, or any other reason.***
- b) To be borne by the host country (Singapore)
 - i) Per diem allowances and hotel accommodations for up to 18 overseas participants for up to five days;
 - ii) Assignment costs for local resource persons; and
 - iii) Other local implementation costs.
- c) To be borne by participants and participating countries
 - i) All participants should be fully insured against accident and illness (including hospitalization) for the principal sum of USD10,000.00 for the entire duration of the project and travel. All participants must submit to the APO a copy of the comprehensive travel insurance certificate valid in Singapore before participation. The cost of such insurance will be borne by the participant or participating 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. ***Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.***

- ii) Any expenses incurred by participants for stopovers on the way to and from the project venue or for extra stay at the project venue before and/or after the official project period due to early arrival or late departure, or any other reason.
- iii) All expenses related to visa fees and airport taxes.

14. Actions by Member Countries:

- a) Member countries are requested to nominate up to two candidates in accordance with item 12 above. The key criterion for selection is whether their qualifications and work experience match the nature of the project. Nonselection of candidates is not a reflection on their competence.
- b) Member countries are also requested to inform the Secretariat as soon as possible if they do not wish to participate in the workshop, so that vacancies thus created can be allocated to other member countries.
- c) Nominations, accompanied by the candidate's biodata on the APO standard form in duplicate along with a passport-sized photograph and the Medical and Insurance Declaration/Certification Form, should reach the Secretariat **no later than 16 August 2013**. The biodata form is available on the APO website (<http://www.apo-tokyo.org/project/participants.html>). If a digital photograph is not submitted electronically, a hard-copy photograph should be sent to the APO Secretariat by postal mail, with the candidate's name and project code clearly marked on the back. NPOs are encouraged to submit their nominations in electronic form.
- d) 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 the health conditions or illnesses enumerated 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.
- e) Accepted participants should be advised not to bring family members or engage in any private business activity during the entire duration of the project. Further, they should be requested to inform the APO promptly of their inability to participate and the reason for last-minute withdrawal.

15. Project Preparation:

Participants are required to prepare a paper focusing on SME productivity measurement and analysis 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 to selected participants.

16. Postproject Activity:

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.

17. Evaluation of Participants:

If the quality of a country paper submitted by a participant is not satisfactory and if any participant is found to lack the necessary qualifications, these will be reported to the APO director concerned.

18. Guide for Participants:

Other conditions for participating 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).



Ryuichiro Yamazaki
Secretary-General