



PROJECT NOTIFICATION

20 February 2018

1. **Project Code** 18-IN-80-GE-WSP-B
2. **Title** Workshop on Productivity Measurement in SMEs
3. **Timing and Duration** 3–7 September 2018 (five days)
4. **Venue** Nadi, Fiji
5. **Implementing Organizations** National Training & Productivity Centre
Fiji National University
Lot 1, Beaumont Road, Narere, Suva, Fiji
Tel: 679-3392-000
Fax: 679-3340-184
e-Mail: dntpc@fnu.ac.fj
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, India, Indonesia, 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** 4 June 2018
9. **Objectives**
 - a. To enhance understanding of productivity concepts and measurements for SMEs;
 - b. To review the tools, approaches, and techniques for SME productivity measurement used by SME-related government agencies and NPOs;
 - c. To identify and recommend a suitable sectoral SME productivity measurement system including the use of online/IT-based platforms so that monitoring, analyzing, and benchmarking will be possible; and
 - d. To develop a productivity report template that will be used for SME development and national decision making

10. Background

One characteristic of the economy of the Asia-Pacific region is the presence and importance of a large SME sector comprising the majority of enterprises. Given the region's diversity, SMEs are at different stages of evolution in their respective economies, making their relative roles and contributions different as well. 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 their productivity at national, sectoral, and even at firm levels. The many different approaches to productivity measurement and their calculation and interpretation require careful consideration depending on whether it is measured by statisticians, researchers, or analysts. Furthermore, the issue of data availability dictates what can be measured and analyzed for SMEs at national, sectoral, and firm levels. This is one major concern that must be looked into if NPOs or SME-related agencies are to be able to measure, monitor, and analyze the actual productivity of SMEs.

Despite the various differences and challenges in measuring, monitoring, and analyzing SME productivity, the APO has long offered projects to support such capacity-enhancing needs. This workshop therefore is an attempt to review the different methods for and approaches to measuring the productivity of SMEs at national, sectoral, and firm levels. This will enable more accurate monitoring and analysis, enhance the abilities of stakeholders to understand SME productivity, and allow appropriate recommendations to be made to support the SME sector in general. The workshop will also look into existing methods of measurement used by different NPOs, including the application of online/IT-based platforms for analyzing firm-level productivity performance.

11. Scope and Methodology

The tentative topics to be covered are:

- a. Review of productivity measurements and methodologies applicable to SMEs;
- b. How to measure SME productivity: national, sectoral, and organizational indicators;
- c. Establishing a productivity measurement system at the SME level;
- d. Introduction of IT-based SME productivity measurement, monitoring, and analysis; and
- e. Develop a productivity report template for documentation.

The workshop will consist of lectures, interactive sessions, sharing of experience in SME productivity measurement and analysis, individual/group exercises, and country paper presentation.

The tentative program of the workshop is given below:

Date/Time	Activity
Sunday, 2 September 2018	Arrival of participants in Suva
Monday, 3 September	Opening session Presentation of resource papers
Tuesday, 4 September	Presentation of resource papers Presentation of country papers
Wednesday, 5 September	Presentation of resource papers Site visits
Thursday, 6 September	Presentation of resource papers Group workshop/exercise
Friday, 7 September	Presentation of group workshop output Program evaluation by participants, resource persons, and implementing organizations Summing-up session Closing session

Saturday, 8 September

Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	NPO senior management staff in charge of SMEs and/or productivity specialists of SME government agencies.
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 generally between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

13. Financial Arrangements

a. Airfare

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

The APO will only reimburse discount air tickets for the most direct route. 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.

b. 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. 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 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.

c. 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 borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Nadi	No	Yes	No
Per diem allowance in Nadi	No	Yes	No
Transportation costs to and from hotel and airport in Nadi	No	Yes	No
Insurance coverage in Fiji (refer to paragraph 13b)	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

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 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.
- 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). 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, 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, 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 workshop.
- l. NPOs should inform participants that they must attend all five days 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.

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

The participants are required to prepare a paper 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.

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 workshop.

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).

20. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn
Secretary-General

18-IN-80-GE-WSP-B:

Workshop on Productivity Measurement in SMEs
3–7 September 2018, Nadi, Fiji

Guidelines for Preparation of Country Papers

The participants in this workshop are expected to prepare and present country papers keeping in mind the objectives, scope, and proposed outline below. The purpose is to share/explain existing SME productivity measurement systems including tools and methods and the use of online or IT systems (if any). The country papers serve as valuable information in understanding and assessing the SME productivity measurement techniques currently used in member countries and in making proposals for their improvement.

Proposed Outline of Country Papers

1. Briefly provide an overview of the SME sector in your country including the definitions, classification, and distribution by industry;
2. Discuss existing SME productivity measurement systems including tools and methods at the national, sectoral, and firm levels with actual cases; and
3. Share existing online or IT-based productivity measurement systems for SMEs used by your own organization (if any).

The country papers should be printed, single-spaced, on standard A4-sized paper and be between 3 and 5 pages in length, excluding tables/figures. Each participant should prepare a PowerPoint file for presentation of the country paper. A soft copy of the country paper and PowerPoint file should reach the APO (jelvenia@apo-tokyo.org, nkasai@apo-tokyo.org, and National Training and Productivity Centre of FNU dntpc@fnu.ac.fj; apo-lu@fnu.ac.fj) **no later than 15 August 2018**. All participants are expected to make a PowerPoint presentation of 20 minutes including a Q&A session. The presentations should focus only on the main points of the country paper. It is strongly recommended that participants organize their presentations based on the topical outline above.