



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

29 May 2015

1. **Project Code** 15-RP-02-GE-WSP-A
2. **Title** Workshop on Measurement of Productivity in the Public Sector
3. **Timing and Duration** 9–13 November 2015 (five days)
4. **Venue** Manila, Philippines
5. **Implementing Organization** Development Academy of the Philippines (DAP)  
Address: DAP Bldg., San Miguel Ave., Ortigas Center  
Pasig City, Philippines  
Phone: 63-2-631-2143  
Fax: 63-2-631-2123  
e-Mail: ablanr@dap.edu.ph
6. **Number of Overseas Participants** Up to 18 qualified participants from APO member countries
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 1 September 2015
9. **Objectives**
  - a. To understand the concepts and different approaches in measuring public-sector productivity;
  - b. To agree on key productivity indicators in measuring public-sector productivity; and
  - c. To share best practices in measuring public-sector productivity among member countries.

### 10. Background

Public-sector productivity is an important part of the economic performance of a country. Yet measuring productivity in the sector, especially public services, is not a simple task. It requires an appropriate framework and robust calculation of various basic inputs. Public services are different from those provided by the private sector. As the government's function is not to maximize profits but people's welfare, performance measures in the public sector must be addressed differently. Recently, a number of studies have been carried out to understand public-sector productivity better by measuring the full range of outputs and quality improvements delivered by public-sector organizations which are valued by society. This workshop is

therefore an attempt to make more people aware of this positive development in measuring and analyzing public-sector productivity.

Over the past several years, the APO has launched a series of public-sector-related projects designed to address the needs of member countries. In 2009, for example, a study meeting on Public-sector Productivity was held where participants discussed the status of the public sector, visions for public-sector modernization, and proposals for a public-sector development agenda. In the study meeting organized in 2010, experts discussed the framework and methods related to public-sector productivity. Subsequent related projects were on innovation, lean management, knowledge management in the public sector to enhance the productivity level, and conceptualizing the APO public-sector productivity framework. In 2012, a workshop on public-sector productivity was organized, while in 2014 a similar project was implemented to link productivity with performance management. In addition, the 57th Session of the APO Governing Body held in April 2015 endorsed a new Center of Excellence (COE) on Public-sector Productivity. The COE aims to support the APO in the promotion and enhancement of productivity among public-sector organizations in member economies.

Although the APO has continued efforts to improve public-sector productivity, a single definition and benchmark for governmental productivity have not been agreed upon, making it difficult to collect evidence of productivity indicators for the sector. Thus, because most member countries have been unable to measure productivity accurately in their public sectors, it has been difficult for them to gauge the overall impact of the initiatives mentioned above. Thus, this workshop will discuss all these issues and present different approaches/methods for calculating public-sector productivity.

## 11. Scope and Methodology

The tentative modules to be covered are:

- a. Concepts and indicators of public-sector productivity;
- b. Methods for measuring public-sector productivity;
- c. Qualitative and quantitative approaches in analyzing public-sector productivity; and
- d. Sharing of best practices in measuring public-sector productivity.

The workshop will consist of lectures, country and case presentations, group discussions and activities, and attendance to the national conference.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 8 November 2015	Arrival of participants in the Philippines
Mon., 9 November 2015	Opening session Presentation of resource papers
Tues., 10 November 2015	Presentation of country papers
Wed., 11 November 2015	Workshop and group discussion
Thurs., 12 November 2015	Attendance to the National Conference on Business Excellence
Fri. 13 November 2015	Presentation of group discussion output Presentation of individual action plans Program evaluation and closing session

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Representatives of public-sector organizations, local government officials, public policymakers, researchers, and NPO senior consultants/officials.
Experience	At least seven years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized institution.
Language	All presentations and discussions 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.
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.
Age	Candidates who fit the above profile are typically between 35 and 50 years of age.
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. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 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 organizations will be responsible for any eventuality arising from accident or illness.
- b. All expenses related to visa fees and airport taxes.
- c. 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 by the most direct route between the international airport nearest to the participants' place of work and Manila, the Philippines. As far as practicable, all participants should purchase discount tickets. 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. It is also 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. Non-selection therefore does not mean that the candidates concerned are not competent. 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 Research and Planning Department, APO Secretariat (e-mail: [rp@apo-tokyo.org](mailto:rp@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 workshop.
- 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**

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 attached "Guidelines for the Preparation of Country Papers."

### **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](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General

15-RP-02-GE-WSP-A:

Workshop on Measurement of Productivity in the Public Sector  
9 – 13 November 2015, Philippines

### **Guidelines for Preparation of Country Papers**

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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 of this preparation is to explain the existing policies, approaches, and best practices in measuring the productivity of the public sector. The country papers serve as valuable information in understanding and assessing the existing approaches and in making proposals for improvement.

#### **Proposed Outline of Country Papers**

1. Discuss existing policies that mandate the measurement of public-sector productivity;
2. Discuss the approaches/methods in measuring public-sector productivity with an example of a specific public service; and
3. Issues and problems in measuring public-sector productivity in general.

The country papers should be printed out, 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](mailto:jelvenia@apo-tokyo.org), [aoikawa@apo-tokyo.org](mailto:aoikawa@apo-tokyo.org), and [ablanr@dap.edu.ph](mailto:ablanr@dap.edu.ph) no later than 23 October 2015). 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 suggested that participants organize their presentation based on the topical outline above.