



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

3 March 2017

- 1. Project Code** 17-IN-21-GE-WSP-A
- 2. Title** Workshop on Productivity Measurement in the Higher Education Sector
- 3. Timing and Duration** 7–10 August 2017 (four days)
- 4. Venue** Yogyakarta, Indonesia
- 5. Implementing Organization** Directorate of Productivity Development (NPO Indonesia)  
Directorate General of Training and Productivity  
Ministry of Manpower Republic of Indonesia  
  
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Jakarta 12950, Indonesia  
Phone: 62-21-52963356  
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e-Mail: npoindonesia@yahoo.co.id
- 6. Number of Overseas** Up to 18 qualified participants.
- 7. Number of Local Participants** Up to six qualified participants
- 8. Closing Date for Nominations** 9 June 2017
- 9. Objectives**
  - a. To discuss the current methods and framework for productivity measurement in the higher education sectors in member countries and the impact of advanced technology and social communication networks on educational systems;
  - b. To provide and equip participants with measurement tools and techniques based on the APO Guide to Productivity Metrics in Higher Education and to assess the suitability of the techniques to the systems of the higher education sectors in member countries; and
  - c. To discuss the possibility of developing demonstration projects in selected member countries on improving the productivity of the higher education sector through consultation with NPOs.

### 10. Background

Higher learning institutions are facing real challenges in meeting the demand of stakeholders to deliver high-quality services in most member countries. In the current environment where public funds are shrinking and institutions must hike tuition fees to sustain their operations, it

is urgent to measure the performance of the higher education sector in the hope that costs can be contained without compromising quality or accessibility. In addition, the rise of private education due to lucrative markets in Asia's developing nations has also raised the issue of quality, and it is reported that almost 80% of higher education institutions are run by profit-oriented organizations. Another challenge faced by this sector is keeping pace with rapid advances in communication and social networking technologies. Internet-based instructional delivery such as nonclassroom-based models, massive open online courses (MOOCs), and computer modeling and simulation are current global trends. Despite providing opportunities to expand accessibility and social development, there is a need for institutions to increase budgets for installing the latest technology, which directly affects overall operational costs. Questions are also raised about degree granting and credentialing, quality control mechanisms, and governance. In light of this situation and recognizing that a good higher education system is a critical element in sustained, long-term national economic development, improving productivity is therefore critical in those institutions.

Against this backdrop, the APO has organized various initiatives in the past few years. In the recent Conference on Raising Productivity in Higher Education held in Jakarta, Indonesia, most participants agreed that the APO should develop productivity measurement methods that can be used in each country. In the meantime, a reexamination of current productivity measurement is needed, along with appropriate modifications. It is imperative to analyze critically the relationship between productivity and performance and evolve a suitable methodology for enhancing both in the higher education sector. Therefore, this workshop aims to provide insight into the measurement concepts developed by the APO and explore the possibility of testing the methods in member countries.

## 11. Scope and Methodology

### Scope

The tentative topics to be covered are:

- a. Concepts of productivity and their applications in higher education;
- b. Current practices of and approaches to productivity measurement in the higher education sector;
- c. APO Guide on Productivity Metrics in Higher Education;
- d. Latest trends and best practices in improving higher education performance outside the APO region; and
- e. Best practices of productivity improvement initiatives and interventions in the higher education sector.

### Methodology

Lectures, interactive sessions, sharing of experience in productivity measurement and analysis in the higher education sector, observational site visit, and individual/group exercises.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 6 August 2017	Arrival of participants in Yogyakarta
Mon., 7 August 2017	Opening session, workshop overview, individual report presentations
Tues., 8 August 2017	Presentations by resource speakers
Wed., 9 August 2017	Presentations by resource speakers and best practice site visits

Thurs., 10 August 2017

Group discussions and action plan preparation  
Group presentations, summing-up session, and  
closing ceremony

Fri., 11 August 2017

Departure of participants

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	Senior management level in the higher education sector, or officials from higher learning institutions, NPOs, and academia.
Experience	At least 10 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 not nominate 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 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 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.
- d. Any cancellation charges for airfare and hotel accommodations arising from withdrawals after letters of acceptance have been issued by the APO.

**To be borne by the host country**

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to five 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 Yogyakarta. 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.
- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to five days.

**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. 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](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 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, 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 four days of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from participant withdrawal, as provided for under item 13.

## **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**

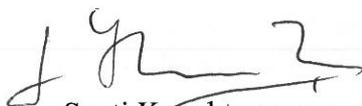
All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

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



Santi Kanoktanaporn  
Secretary-General