



PROJECT NOTIFICATION

23 January 2019

1. **Project Code** 19-IN-61-GE-TRC-A
2. **Title** Training of Trainers on Productivity Measurement for Public-sector Organizations
3. **Timing and Duration** 24–28 June 2019 (five days)
4. **Venue** Manila, Philippines
5. **Implementing Organization** Development Academy of the Philippines (DAP)
DAP Bldg., San Miguel Ave., Ortigas Center, Pasig City
Philippines
Phone: 63-(0)2-631-2143 Fax: 63-(0)2-631-2138
e-Mail: apolugrantees@yahoo.com.ph
6. **Number of Overseas Participants** Up to 18 qualified participants.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 25 April 2019

9. Objectives

The objective of this course is to improve productivity in the public sector by formulating and agreeing on suitable measures applicable to public services. As part of the APO Transformation Initiative under the Public-sector Program to enhance productivity, this training of trainers specifically intends to:

- a. Familiarize participants with the concepts of and approaches to measuring public-sector productivity including key indicators for different public services;
- b. Agree on the appropriate measurements and methods to calculate the productivity of public-sector organizations; and
- c. Create a pool of trainers on productivity measurement for the public sector in 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 calculations of various basic inputs. As the government's function is not to maximize profits but people's welfare, performance measures in the public sector must be therefore 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 including the APO research published in 2016 on *Measuring Public-sector Productivity in Selected Asian Countries*. While determining the productivity of a specific service has proved to be challenging, the study investigated the productivity levels of selected public services in participating member countries. It was concluded that given the ongoing changes such as new approaches and systems taking place within governments and public-service delivery as a result of policies, institutional reforms, and technologies to promote greater accountability, the APO must increasingly recognize the important role of the public sector and examine how it can produce results of higher value to society. Hence, it must continue efforts to equip member countries' governments to put into practice the theories, concepts, and tools to improve the motivation and skill levels of public officials, strengthen management systems, enhance performance in the changing environment, and better understand productivity within their public agencies.

As part of the APO Transformation Initiative under the Public-sector Program, this course is designed to equip participants to become trainers on productivity measurement for public-sector organizations. They will learn about the concepts of and approaches to measuring public-sector productivity and review the appropriate measurement methods to determine productivity in the sector. At the end of the training, participants will formulate and agree on suitable measures applicable to the public sector.

11. Scope and Methodology

The tentative modules to be covered are:

- a. Introduction to productivity and quality concepts applicable to the public sector;
- b. Measurement and analysis of public-sector productivity;
- c. Qualitative and quantitative approaches to analyzing public-sector productivity;
- d. Measurement challenges and prospects for improvement in the modern era; and
- e. Digital technology and measuring the productivity of the public sector.

The course will consist of lectures, practical case study work, guided class exercises and presentations, visits to organizations with good practices, demonstrations by participants to qualify as trainers, and individual action plan preparation.

The tentative program of the workshop is given below:

Date/Time	Activity
Sunday, 23 June 2019	Arrival of participants in Manila
Monday, 24 June	Opening session Training module on: Introduction to productivity and quality concepts applicable to the public sector
Tuesday, 25 June	Training modules on: Measurement and analysis of public-sector productivity Qualitative and quantitative approaches to analyzing public-sector productivity
Wednesday, 26 June	Training modules on: Measurement challenges and prospects for improvement in the modern era Digital technology and measuring the productivity of the public sector
Thursday, 27 June	Site visits to public-sector organizations with best practices for

Friday, 28 June	case studies Demonstrations by participants including action plan formulation Summing up by resource persons
Saturday, 29 June	Program evaluation and closing session Departure of participants

12. Qualifications of Candidates

Participants are expected to possess the following qualifications:

Present Position	Representatives of public-sector organizations providing services, policymakers, and NPO consultants on the public sector. (Note: Examples of services are healthcare, education, law enforcement, driver licensing, immigration, tax agencies, infrastructure, fire services, public utilities, etc.)
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 fit the above profile are typically 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 Manila, the Philippines, from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

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. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

c. 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.

d. 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 for conditions)	Conditions apply	No	Conditions apply
Participating Country Expenses (PCEs) (refer to paragraph 13b)	USD50 per participant	No	No
Hotel accommodation in Manila	No	Yes	No
Per diem allowance in Manila	No	Yes	No
Transportation costs to and from hotel and airport in Manila	No	Yes	No
Insurance coverage in the Philippines (refer to paragraph 13c)	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	Yes	No	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
b. Extension of stay c. Early arrival or late departure d. Flight cancellation			
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 training course.
- 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 short 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 training course.

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.



Dr. Santhi Kanoktanaporn
Secretary-General

19-IN-61-GE-TRC-A

Training of Trainers on Productivity Measurement for Public-sector Organizations
24–28 June 2019, Manila, Philippines

Guidelines for Preparation of Country Papers

The participants in this course 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 approaches/tools/methods 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 the existing approaches/tools/methods in measuring public-sector productivity with an example from your own public service.
2. Based on your experience, what are the issues and challenges 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 (jelvinia@apo-tokyo.org, meshita@apo-tokyo.org, and ablanr@dap.edu.ph) no later than 17 June 2019. 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.

Important note: Participants are strongly encouraged to read reference materials on public-sector productivity measurement prior to the training to become more familiar with the topic, especially with the methods and formulas used when computing productivity.