



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

4 January 2016

- 1. Project Code** 15-AG-39-GE-NFP-C-06
- 2. Title** National Workshop on Measurement of Productivity in the Public Sector
- 3. Reference** Project Notification 15-RP-02-GE-WSP-A dated 29 May 2015
- 4. Timing and Duration** 19–21 January 2016 (three days)
- 5. Venue** Kuala Lumpur, Malaysia
- 6. Implementing Organizations** Malaysia Productivity Corporation (MPC)
Address: P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti 46904, Petaling Jaya, Selangor, Malaysia
Phone: 60-3-7951-2314
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- 7. Number of Participants** 70 participants
- 8. Objectives**
 - a. Understand the concepts and different approaches in measuring public-sector productivity;
 - b. Agree on key productivity indicators in measuring public-sector productivity; and
 - c. Share best practices in measuring public-sector productivity.

9. Background

In the Eleventh Malaysia Plan, 2016–2020 (11MP), the Malaysian government will become more citizencentric and focus on enhancing the efficiency and productivity of public service. Among the focus areas is rationalizing public-sector institutions for greater productivity and better performance by integrating productivity improvements into public service. One of the initiatives is to undertake productivity measurement in public service. This workshop will assist all stakeholders involved to understand the concepts and approaches in measuring public-service productivity immediately before implementation.

As a national follow-up project to a similar workshop implemented by the APO in November 2015 that was hosted by the DAP in Manila, the workshop will introduce productivity measurement in the public sector, with best practice sharing from Australia and Malaysia.

This three-day workshop will therefore bring together different government ministries/agencies to understand and appreciate the importance of productivity in the public sector in general.

10. Scope and Methodology

The conference will consist of resource paper presentations by international and national speakers, panel discussions, exercise sessions, and site visit. The tentative program and topics to be covered are as follows:

| Time | Activity/Topic | Presenter/Facilitator |
|--|---|---|
| Monday, 18 January (Venue: Hilton Hotel, Putrajaya) Arrival of APO resource persons Coordination meeting | | |
| Day 1, Tuesday, 19 January | | |
| 9.00–9.30 | Registration | |
| 9.30–10.30 | <p>Opening Session at MPC</p> <ul style="list-style-type: none"> ▪ Welcome remarks by MPC ▪ Opening remarks by Director General of Public Service Department ▪ Brief introduction to APO ▪ Introduction of experts and participants ▪ Traditional group photo | <p>YBhg Dato Mohd Razali Hussain Director General of MPC</p> <p>Mr. Tan Sri Mohamad Zabidi Zainal Director General of Public Service Department</p> <p>Dr. Jose Elvinia Program Officer R&P Dept. APO</p> |
| 10.30–10.45 | Short break | |
| 10.45–11.45 | <p>Resource presentation 1: Why measure public-sector productivity?</p> <p>Studies indicate at least three main reasons why public-sector productivity is important: 1) the public sector is a major employer; 2) the public sector is a major provider of services in the economy; and 3) the public sector is a consumer of tax resources. Hence, changes in public-sector productivity can have significant implications for the economy. This introductory session will contextualize why it is necessary to understand and measure public-sector productivity and eventually improve such methodologies to achieve higher-quality public services.</p> | <p>Mr. Dean Parham Visiting Fellow Crawford School of Public Policy College of Asia and the Pacific Australian National University Australia</p> |
| 11.45–12.45 | <p>Resource presentation 2: Defining KPIs in measuring public-sector productivity</p> <p>Measuring productivity in the public sector is not a simple task. Even when the definition of public-sector productivity is confined to the relationship between inputs and outputs, there are challenges</p> | Mr. Dean Parham |

| Time | Activity/Topic | Presenter/Facilitator |
|------------------------------|--|---|
| | in the measurement of both. Obviously, it requires the development of a guide for generating productivity metrics including tools and strategies to accomplish productivity calculations at national, sectoral, and organizational levels and even for specific public services. While there is no established precise definition and set of measurements of productivity in government, there are a number of initiatives underway to understand and apply productivity in the public-sector context. | |
| 12:45–14:00 | Lunch break | |
| 14:00–15:00 | <p>APO presentation: The APO public-sector productivity milestones and the COE on PSP</p> <p>The APO has recognized the importance of improving the productivity of the public sector of member countries given its important role as a major employer, as a major provider of services in the economy, and as a consumer of tax resources. Also, many national productivity organizations are mandated by their governments to undertake various initiatives to enhance the productivity of this sector, a reason that made the APO launch a series of projects to address such issues including the establishment of the new COE on Public-sector Productivity under the auspices of the DAP. This session will explain the APO milestones in promoting public-sector productivity in the region and a brief background to the COE on PSP.</p> | Dr. Jose Elvinia |
| 15:00–15:15 | Short break | |
| 15:15–16:45 | <p>Resource presentation 3: Public-service productivity measurement cases in Malaysia (1)</p> <p>The MPC has been undertaking productivity measurement of public services following practical methods in recent years. While such methods are still being developed, the MPC has been successful in measuring productivity in the public sector. This session will present some actual experiences of the MPC in measuring public-sector productivity ranging from public services, public organizations, sectoral level, etc. highlighting the KPIs used.</p> | Ms. Rauzah Zainal Abidin Director of Productivity and Competitiveness Development, MPC |
| Day 2, Wednesday, 20 January | | |
| 09:00-10:30 | <p>Resource presentation 4: Productivity performance of some public services in Australia</p> <p>It is posited that Australia's public sector is lean and keen. Yet, improvement in the sector's efficiency is constantly sought to ensure the most possible value is gained from public funds. This session</p> | Mr. Dean Parham |

| Time | Activity/Topic | Presenter/Facilitator |
|--|--|---|
| | will impart some comparative information on productivity performance of public services (e.g., education, health, housing, justice, etc.) in Australia. It will also bring to light some relevant issues in assessing the equity, efficiency, and effectiveness of these public services which are fundamentals in determining productivity and quality performance. | |
| 10.30–11.00 | Short break | |
| 11.00–1.00 | Resource presentation 5: Public-service productivity measurement cases in Malaysia (2) | Ms. Rauzah Zainal Abidin Director of Productivity and Competitiveness Development, MPC |
| 1.00–2.00 | Lunch break | |
| 2.00–4.00 | Resource presentation 6: Malaysian outcome-based budget | Department of Budget, Ministry of Finance, Malaysia |
| Day 3, Thursday, 21 January | | |
| 09:00–10:30 | Open forum: Challenges in measuring public-sector productivity This session will synthesize all presentations and discussions. This session will also point out some areas that the APO could focus on in strengthening the capacities of member countries in measuring public-sector productivity. | Panelists: Mr. Dean Parham Ms. Rauzah Zainal Abidin & Department of Budget |
| 10.30–11.00 | Short break | |
| 11:00–12.30 | Evaluation and closing of the workshop | Secretariat |
| 12.30–2.00 | Lunch and free time | |
| 2.00–5.00 | Visit and engagement with key stakeholders etc. (Public Service Department/Prime Minister's Office/Ministry of International Trade and Industry) | Secretariat |
| Friday, 22 January (Venue: MPC Office) | | |
| 09:00–12.00 | Meeting at the MPC to discuss and provide inputs to the 11MP, public-sector topics for future programs, and action plan and roadmap preparation. | MPC officials, APO resource persons, and APO program officer |
| Saturday, 23 January Departure of APO resource persons | | |

11. Participants

Approximately 70 participants who are government officials and employees representing the

following ministries/public-sector organizations of Malaysia: education, health, police, public service department, fire and rescue department, prisons, and state and local governments.

12. Resource Persons

The APO will assign Mr. Dean Parham from the Crawford School of Public Policy, College of Asia and the Pacific, Australian National University, Australia, as an overseas resource person. There will also be local resource person(s) from the MPC.

13. Financial Arrangements

To be borne by the host country (Malaysia)

- a. Implementation costs exceeding the APO share of USD10,000.
- b. Project management fees and personnel costs of the implementing organizations, including transportation of the facilitator(s) and project team to and from the project venue, meeting package for the project team, facilitator(s), and local resource person(s) during the conference, personnel service fees for the development of the program, honorarium for the local resource person(s) if applicable, and consultation meetings with key stakeholders.
- c. Any other local implementation costs not covered by the APO.

To be borne by the APO

- a. All assignment costs of one overseas resource person.
- b. Implementation costs up to a maximum of USD10,000 for making local arrangements. An itemized breakdown of the implementation costs is attached (Appendix 1).

14. Roles and Responsibilities

The roles and responsibilities of the NPO and APO are:

NPO

- a. Inviting local participants and arranging mass media coverage;
- b. Making copies of the conference materials;
- c. Organizing a three-day national workshop in Kuala Lumpur; and
- d. Bearing the balance of project implementation costs if the total amount exceeds USD10,000.

APO

- a. Providing financial support for organizing the national workshop as detailed in section 13;
- b. Assigning one overseas resource person for the national workshop; and
- c. Coordinating with the overseas expert and implementing organization.

15. Procedures for Project Implementation

This project is to be implemented in close collaboration with the APO Secretariat, referred to as the APO in this document.

- a. A temporary advance of up to 50% of the total APO share will be remitted to the MPC, if necessary.
- b. The proposed project will be carried out by the implementing organization.

- c. The MPC will make the expenditures for the assigned items and settle the entire account by providing all necessary bills and receipts to the APO after completion of the national conference.
- d. The MPC will submit a project completion report and a statement of expenses supported by receipts, etc., related to the project to the APO within one month of project completion. The report will provide details on how the project was carried out in the country; program of activities; benefits and advantages to the implementing organization and host country; and follow-up action plans, among others.

16. Final Project Output

The project is expected to produce a set of recommendations and agreement in measuring public-sector productivity including the KPIs of public services of government agencies attending the workshop. Upon completion of the project, the MPC will undertake the following:

- a. Submit a project completion report on the national workshop to the APO and disseminate the report on the proceedings including recommendations to relevant government bodies which participated within one month after completion of the project.
- b. Submit a statement of expenses supported by receipts/bills within one month after completion of the workshop.
- c. Submit documents and e-links relating to promotional material on the national event, e.g., newsletters, brochures, bulletins, news clippings, written in English or the local language with an English translation of the main points.



Mari Amano
Secretary-General

Estimated APO share of costs for the
Workshop on Measurement of Productivity in the Public Sector
(Kuala Lumpur, Malaysia, 19–22 December 2015)

| No. | Items | Total (USD) | APO Share (USD) | NPO Share (USD) |
|-------|--|----------------|--------------------|--------------------|
| 1 | Conference package for 70 participants for 3 days including (including meals for participants, resource persons, conference room, and audiovisual equipment) | 8,300.00 | 8,300.00 | - |
| 2 | Reproduction of conference materials | 500.00 | | 500.00 |
| 3 | Conference kit material | 300.00 | 300.00 | |
| 4 | Promotions (leaflets/brochures/backdrop) | 1,400.00 | 1,400.00 | - |
| 5 | Coordination activities (coordination meetings) | 500.00 | - | 500.00 |
| 6 | Miscellaneous (transportation and other local costs other than above) | 500.00 | - | 500.00 |
| Total | | 11,500.00 | 10,000.00 | 1,500.00 |

Note: The MPC is required to submit to the APO receipts for all expenses incurred in implementing this national project.