



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

5 August 2015

- 1. Project Code** 15-RP-16-GE-DON-C-01
- 2. Project Title** Development of Centers of Excellence
- 3. Project Activity** Research Mission on Recent Trends in Public-sector Productivity and Performance in Europe
- 4. Duration** 27 September–2 October 2015 (six days)
- 5. Venue** Belgium, Germany, and Luxembourg
- 6. Number of Experts** Two experts
- 7. Background**

Productivity issues in the public sector have been identified as one of the top priorities by many APO member economies in recent years. To address the challenges, the APO has been enhancing its public-sector productivity (PSP) work with various initiatives such as adapting basic productivity tools and techniques for the sector and strengthening performance management systems to drive innovation. The APO has also developed a PSP framework that guides NPOs and public-sector organizations in member economies in adopting coordinated approaches to promote innovation and productivity increases.

Reflecting its importance, the 57th Session of the Governing Body in Bangkok, Thailand, in April 2015 approved the establishment of the APO Center of Excellence on Public-sector Productivity (COE on PSP) within the Development Academy of the Philippines. The COE on PSP will undertake various activities to facilitate learning, innovation, and sharing of knowledge and best practices among member countries. Key activities of the COE on PSP include R&D on materials to strengthen its capacity and disseminate know-how to other countries through multicountry workshops, conferences, training courses, and assignment of experts.

One area that requires more R&D is suitable benchmarks for PSP performance. The lack of these benchmarks makes it difficult to measure, compare, and improve productivity systematically. This research mission to Europe will help address this critical issue by looking into advanced PSP practices and standards in European countries.

The research mission will coincide with the First Public Sector Performance Study Mission in Europe to be held from 27 September to 2 October 2015 in three countries: Belgium, Germany, and Luxembourg. Participation in this international event will provide in-depth insights into the approaches, frameworks, and strategies of best practice organizations, as well as a closer look at business excellence practices in the public sector. These will broadly cover key PSP topics for the APO such as leadership, human resources, citizen and customer focus,

performance measurement, innovation, knowledge management, and measurement of productivity in public-sector organizations in European countries.

As one of the first major activities of the COE on PSP, this research mission is expected to present key findings from advanced European PSP practices and recommendations on the approaches, frameworks, and strategies of PSP initiatives in APO economies.

8. Positioning of this Research Mission under the COE on PSP

The COE on PSP consists of four pillars:

- a. PSP Knowledge Center: serves as an online repository on PSP knowledge products derived from APO projects;
- b. PSP Capability Development Program: provides face-to-face and online training, seminars, etc. for APO member countries for PSP knowledge transfer;
- c. PSP Innovation Library: serves as a venue for NPOs and public organizations to obtain first-hand information on applying PSP tools and concepts; and
- d. PSP Research Program: studies emerging trends and practices in PSP and develops tools and techniques to strengthen the capacity of the COE and transfer knowledge to other NPOs and public organizations.

This research mission will fall under e) the PSP Research Program to study advanced practices as well as develop tools and materials to be shared with other member countries and used for the future activities of b) PSP Capability Development.

9. Expected Mission Outcomes

The expected output of this research is a comprehensive report by experts containing the following:

- a. Recent trends and advanced practices of PSP and performance in Europe that may be adapted for APO member economies;
- b. Best practices and policies that encourage the development of productivity indices to measure cross-national, national, and organizational PSP; and
- c. Other emerging trends, opportunities, tools, and techniques that could be utilized for APO programs on the PSP.

10. Research Schedule

The primary activity of the research mission is to participate in the First Public Sector Performance Study Mission in Europe to be held from 27 September to 2 October 2015 in three European countries: Belgium, Germany, and Luxembourg. This will be followed by discussions between the experts and report writing.

Date and Activities of the Research Mission

Day 1, 28 September, European Institute of Public Administration, Brussels, Belgium

- Workshop on:
 - TQM in the public sector
 - The European Common Assessment Framework (CAF) model

- Group discussions and presentations on the CAF model

Day 2, 29 September, travel to German CAF Center and Public Administration of the City of Velbert

- Visit to German CAF Center in the Federal Office of Public Administration
- Visit to the Public Administration of the City of Velbert
- Presentation by resource persons with exercise/activity, group discussion, and presentation

Day 3 (AM), 30 September, Brussels

- Presentations on modern leadership in the public sector, creating motivation and innovation

Day 3 (PM), 30 September, departure from Brussels to Luxembourg

- Presentations by resource persons
- Site visit to Luxembourg CAF User

Days 4 & 5, 1–2 October, Luxembourg

- Participation in the 8th European Quality Conference in Luxembourg

Report Writing and Submission Timeline

The final output of the research mission will be the research report by experts covering the findings, chronicles of best practices learned from European countries, and recommendations for the APO to consider in improving PSP performance in the region. The final research report by experts will be submitted to the APO by December 2015, two months after the research mission.

Budget Estimate

The total budget estimate for this research mission is USD27,850 with the following breakdown:

Expenses for one expert from the COE on PSP (Philippines)

Airfare	USD 7,900
Registration fee/DSA	USD 3,965
Miscellaneous	USD 100
Honorarium	<u>USD 2,000</u>
Total	USD 13,865

Expenses for one expert from Australia

Honorarium	<u>USD 3,000</u>
Total	USD 3,000

Expenses for one APO staff (Japan)

Airfare	USD 6,920
Registration fee/DSA	USD 3,965

Miscellaneous
Total

USD 100
US 10,985

11. Methodology

- a. Identify eminent experts who will undertake the research especially from the COE on PSP and staff from the Secretariat to form the research mission;
- b. Assign the experts to attend the series of events organized in Belgium, Germany, and Luxembourg ;
- c. Require the experts to submit a summary report of their attendance on the different activities of the research mission; and
- d. Require the experts to submit a research output paper on their findings and proposals in the area of PSP measurement and performance to the APO by December 2015.

12. Financial Arrangements

To be borne by the APO:

- a. All assignment costs of research mission experts;
- b. Local implementation costs including costs of participation to be charged by the event organizer in participating all activities during the study mission; and
- c. Honorarium payments to experts.



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