



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

21 June 2016

1. **Project Code** 16-RP-02-GE-RES-B
2. **Title** Research on Measurement of Productivity in the Public Sector
3. **Duration & Timing** November 2016 – October 2017 (12 months)
Coordination Meeting: 23–25 November 2016 (three days) in Kuala Lumpur, Malaysia
4. **Venue** APO Secretariat
5. **Number of Participating Countries:** One chief expert and up to seven national experts from Indonesia, IR Iran, Pakistan, Philippines, Malaysia, Sri Lanka, and Thailand. Other member countries with particular interest in this project may nominate candidates upon consultation with the Secretariat.
6. **Closing Date for Nomination of National Experts** 26 September 2016

7. Objectives

This research aims to identify the key indicators in measuring public-sector productivity, measure and determine the productivity level of the public sector using those KPIs, and make recommendations that will enhance the overall productivity performance of the sector.

8. 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. Since public services are different from those provided by the private sector, their performance measures are also different.

The APO has focused on public-sector productivity growth and its measurement in recent years. Various initiatives have been undertaken to help improve the motivation and skill level of public officials, strengthen management systems, and enhance performance given the changing environment and current commitment to public-service renewal in many countries. In 2015, the APO published its first research on *Measuring Public-sector Productivity in*

Selected Asian Countries. That initial volume examined the efforts to enhance the productivity of governments of selected APO member economies. In addition, to understand fully the productivity performance of member governments, the research was inspired by recent developments in measuring public-service productivity in advanced economies outside the region. The contributors to the publication agreed that policy and government quality would continue to play important roles in raising public-sector productivity. More studies are needed so that appropriate future interventions in terms of program design and project formulation will support the enhancement of productivity and quality performance in the public sector, especially policies designed to raise the productivity of member countries' governments in general. This research therefore is another attempt to identify and measure the productivity of specific public services in assessing the performance of the public sector so that appropriate recommendations can be made.

9. Scope and Methodology

Scope

- 1) Coordination meeting: A coordination meeting of experts will be held 23–25 November 2016 in Kuala Lumpur, Malaysia. The tentative topics to be covered in the meeting 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. Methodology and the overall research framework.
- 2) Conducting in-country research: Each national expert will gather primary and secondary data based on the agreed methodology and parameters. The study will focus on the productivity performance of public services, preferably the education and healthcare sectors.

Methodology

The chief expert will draft the overall research framework and methodology to be presented and discussed during the coordination meeting. The outline and format of the contents of the report will also be discussed. Upon agreement, the national experts will adopt the framework and methodology to conduct in-country research.

The tasks of the chief expert will include:

- a. Developing the research framework proposal containing the background, direction, and methodology for performing the research;
- b. Preparing and presenting the background materials on the subject of the research during the coordination meeting;
- c. Providing overall coordination and advisory services to national experts in conducting the research in their countries;
- d. Reviewing the initial drafts of national expert reports to ensure uniformity in the quality and format of the country reports; and
- e. Preparing the executive summary, introductory section, integrated analysis, and overall conclusions of the research based on the individual country reports prepared by the national experts and ensuring that the final manuscript is completed and submitted to the APO Secretariat by the deadline of October 2017.

The tasks of the national experts will include:

- a. Undertaking the research at the national level following the agreed methodology and framework;
- b. Collecting and analyzing the required data and writing up the findings;
- c. Reviewing and integrating the comments and suggestions to improve the report; and
- d. Submitting the report to the chief expert within the agreed timeframe.

10. Qualifications of National Experts

The nominated national experts must have sufficient knowledge of and background in measuring the productivity and performance of public services. Preference may be given to those experts and researchers who have knowledge of and or are familiar with public services in the education and healthcare sectors. They must also possess excellent writing skills and have published articles, books, or substantive reports on the productivity and performance of the public sector. The national experts must have a strong commitment to undertaking and completing the research within the timeframe.

11. Qualifications of the Chief Expert

The APO will appoint a chief expert for this project to guide the group of national experts in undertaking the research. The APO-appointed chief expert must have:

- a. Extensive knowledge of measuring the productivity and performance of the public sector;
- b. Excellent writing skills and have published articles, books, or reports concerning productivity and performance of the public sector in English at the international level since the final integrated report will be written in English; and
- c. Strong commitment to undertaking and completing the research project within the given timeframe and producing the consolidated analysis of all national reports.

12. Financial Arrangements

To be borne by the APO

- a. Honoraria for the chief expert and national experts upon completion of the research;
- b. All assignment costs for the chief expert and national experts including daily subsistence allowances, miscellaneous expenses, and round-trip international airfare by the most direct route between the international airport nearest to the experts' place of work and Kuala Lumpur, Malaysia, for attending the coordination meeting for the research;
- c. Travel insurance coverage against accident and illness for all experts for the entire duration of the coordination meeting and travel; and
- d. Local implementation costs for the meeting package, room rental, and required equipment.

To be borne by the host country of the coordination meeting (Malaysia)

- a. Other local implementation costs not covered by APO.

To be borne by experts or participating countries

- a. Any expenses incurred by the experts for extra stay at the venue before and/or after the official project period due to early arrival, late departure, or any other reason must be borne by the experts; and
- b. All local implementation costs incurred by the national experts when conducting the research and related activities at the national level.

13. Actions by Member Countries

- a. For the selection of national experts, the member countries to be included in the research are requested to submit appropriate nominations (preferably at least two for consideration) by 26 September 2016.
- b. Each nomination should be accompanied by the candidate's biodata on the standard APO form in duplicate along with a passport-sized photograph. In addition to the standard APO form, nominees should also prepare a list of publications, research, and/or consulting projects they have undertaken in this field. A nomination lacking any of these documents will not be considered.
- c. The selection of national experts will be based strictly upon their professional qualifications and experience, academic background, and commitment to this research.

14. Preparatory Work by National Experts

The selected national experts are required to gather data, conduct preliminary research, and prepare a paper on Measuring Productivity in the Public Sector, especially covering experiences in their countries. Detailed guidelines will be provided later. The reports will be presented at the coordination meeting in Kuala Lumpur, Malaysia, and will form the basis for further deliberations and development of the research with the guidance of the chief expert.



Mari Amano
Secretary-General