# PROJECT NOTIFICATION

<table>
<thead>
<tr>
<th>PN Issue Date</th>
<th>22 January 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PN Revision 1 Issue Date</td>
<td>23 December 2019</td>
</tr>
<tr>
<td>Project Code</td>
<td>19-IN-82-GE-WSP-B</td>
</tr>
<tr>
<td>Title</td>
<td>Workshop on Sharing Best Practices in Transparent Governance for Productivity Growth in the Public Sector</td>
</tr>
<tr>
<td>Timing and Duration</td>
<td>11–15 May 2020 (five days)</td>
</tr>
<tr>
<td>Venue</td>
<td>Colombo, Sri Lanka</td>
</tr>
<tr>
<td>Implementing Organization(s)</td>
<td>National Productivity Secretariat Ministry of Skills Development, Employment and Labour Relations</td>
</tr>
<tr>
<td>Maximum Number of Overseas Participants</td>
<td>18</td>
</tr>
<tr>
<td>Maximum Number of Local Participants</td>
<td>Six</td>
</tr>
<tr>
<td>Target Country(ies)</td>
<td>Bangladesh, Cambodia, ROC, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Thailand, and Vietnam</td>
</tr>
<tr>
<td>Closing Date for Nominations</td>
<td>10 March 2020</td>
</tr>
</tbody>
</table>

Change History of Project Notification: 19-IN-82-GE-WSP-B

<table>
<thead>
<tr>
<th>Revision</th>
<th>Date of Issue</th>
<th>Clause</th>
<th>Modifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revision 1</td>
<td>23 December 2019</td>
<td>Timing and Duration</td>
<td>Timing has been changed from 24–28 June 2019 to 11–15 May 2020</td>
</tr>
<tr>
<td>Implementing Organization</td>
<td></td>
<td>Implementing Organization</td>
<td>Implementing Organization has been revised to National Productivity Secretariat Ministry of Skills Development, Employment and Labour Relations</td>
</tr>
<tr>
<td>3. Scope and Methodology</td>
<td></td>
<td>Program schedule has been revised in accordance with revised project timing.</td>
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</table>
1. Objectives

This workshop will examine the connections between transparent governance and public-sector productivity growth through best practices; familiarize participants with the concept of new public management (NPM) and new public governance (NPG) and definitions of good, transparent governance; and explore best practices to identify applications in their own contexts which fit strategic future plans.

2. Background

"Good governance" has been increasingly recognized as important since the 1990s, especially after structural adjustment policies failed in many economies. It is now realized that economic development cannot be achieved without investment in human resources and building institutional capacity. Numerous aid organizations have shifted focus to implement programs satisfying the definition of good governance. Although various organizations define it differently and set their own indicators to measure the maturity of government, transparency and accountability are the common components of good governance under all definitions.

The concept of NPM was developed under the Thatcher regime in the UK in the 1980s to reorganize the government structure to deliver better public services, which represented a limited government. NPM borrows the management style of private companies, for example, by treating citizens as the clients of public services, setting quantitative indicators, and introducing market mechanisms such as privatization and private finance initiatives in public service management. Decentralization, competition, and incentivization accelerated government restructuring as well as improved the efficiency and effectiveness of public services. NPM is still a popular method for maintaining public resources under tight budgets. Post-NPM concepts such as NPG were also developed to complement NPM. Whereas NPM controls the output using quantitative performance indicators, NPG focuses on the outcomes, decision-making process, and inclusion of various actors such as the private sector and nonprofit organizations to co-create an innovative society. NPG strengthens horizontal networks of stakeholders with the whole-of-government approach, which fosters transparency. Many public-sector organizations including local governments apply both NPM and NPG.

Aligned with the transformation program of the APO, this workshop will explore the concepts and best practices of good governance and productivity growth in the public sector and consider what the good governance is, what NPM is, its linkages with good governance, and how it had evolved into NPG. The workshop will also present case studies showing how the public sector adopts both NPM and NPG concepts.

3. Scope and Methodology

The tentative topics to be covered are:

a. Defining good governance: What is transparent governance?;

b. Introducing the concept of NPM, including challenges;

c. Introducing the concept of NPG, including comparisons with NPM;

d. Linking transparent governance with productivity growth in the public sector;

e. Best NPM and NPG practices in the public sector;

f. Applications of NPM and NPG in the development context;

g. Assessing and evaluating best practices; and

h. Discussing future forms of transparent governance aided by technology.

The workshop will consist of lectures, group discussion sessions, sharing of experience among participants through country paper presentations, and site visits, if possible.

The tentative program of the workshop is given below:

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Sunday, 10 May 2020</td>
<td>Arrival of participants in Colombo</td>
</tr>
</tbody>
</table>
Monday, 11 May 2020
Opening session
Presentation of resource papers
- Defining good governance: What is transparent governance?
- Introducing the concept of NPM, including challenges

Tuesday, 12 May 2020
Presentation of resource papers
- Introducing the concept of NPG, including comparisons with NPM
- Linking transparent governance with productivity growth in the public sector
Presentation of country papers

Wednesday, 13 May 2020
Site visits
- To learn about and observe transparent governance in public-sector organizations including contributions to and impact on productivity

or

Presentation of resource papers
- Best NPM and NPG practices in the public sector
- Assessing and evaluating best practices

Thursday, 14 May 2020
Presentation of resource papers
- Applications of NPM and NPG in the development context
- Discussing future forms of transparent governance aided by technology
- Group workshop/exercise

Friday, 15 May 2020
Presentation of group workshop output and individual action plans
Program evaluation by participants, resource persons, and implementing organization
Summing-up session
Closing session

Saturday, 16 May 2020
Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position
Senior government officials responsible for delivering public services, NPO staff, and academics/researchers focusing on governance or public-sector productivity.

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 meet the qualifications above are generally between 30 and 50 years of age.

Attendance
Participants are required to attend the entire program.

5. 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 Colombo, Sri Lanka.

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. 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. 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.

c. 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.

<table>
<thead>
<tr>
<th>Cost item</th>
<th>Participants or participating countries</th>
<th>Host country</th>
<th>APO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round-trip economy-class international airfare (refer to paragraph 5a)</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Participating Country Expenses (PCEs)</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Hotel accommodation in Colombo</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Per diem allowance in Colombo</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Transportation costs to and from hotel and airport in Colombo</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Insurance coverage in Sri Lanka (refer to paragraph 5b)</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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<tr>
<td>Any expenses related to visa fees and airport taxes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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<tr>
<td>All expenses incurred by participants for any reason including but not limited to:</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>a. Stopovers</td>
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<tr>
<td>b. Extension of stay</td>
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<td>c. Early arrival or late departure</td>
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<td>d. Flight cancellation</td>
<td></td>
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<tr>
<td>Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Assignment costs of international resource persons</td>
<td>NA</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Assignment costs of local resource persons</td>
<td>NA</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>All local implementation costs including but not</td>
<td>NA</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Cost item</td>
<td>Cost to be borne by</td>
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<tr>
<td></td>
<td>Participants or</td>
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<tr>
<td></td>
<td>participating</td>
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</tr>
<tr>
<td></td>
<td>countries</td>
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<tr>
<td></td>
<td>Host</td>
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<tr>
<td></td>
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<td></td>
<td>APO</td>
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</tbody>
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limited to:
- a. Meeting rooms
- b. Documentation
- c. Preparatory costs

6. **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 4 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).

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 workshop.

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.

7. 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.

8. 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.

9. 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.

10. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

11. 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).

12. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.

Dr. AKP Mochtan
Secretary-General
POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

Examples of Follow-up Activities
The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

a. An official report on project attendance to participants' organizations, or NPOs, or both;
b. Newspaper/magazine articles based on learning from the project;
c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
d. Delivering a presentation or lecture on the project topic;
e. Conducting a workshop/seminar/conference/forum on the project topic;
f. Improving training/teaching/extension materials related to the project topic; and
g. Sharing project findings with colleagues, professional groups, or others.