



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

12 July 2016

1. **Project Code** 16-RP-08-GE-RES-B
2. **Title** Research on Change Management in the Public Sector
3. **Timing and Duration** December 2016–November 2017 (12 months)  
Coordination Meeting: 7–9 December 2016 (three days) in Bangkok, Thailand
4. **Venue** APO Secretariat
5. **Number of Participating Countries** One chief expert and up to seven national experts from Bangladesh, Cambodia, Indonesia, Pakistan, Philippines, 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 Nominations of National Experts** 14 October 2016
7. **Objectives**

This research aims to look into the models and theories on change management applied to the public sector, examine the complexities and results of their application to public-sector organizations, and provide recommendations that will enhance their overall performance within the framework of change management.

### 8. Background

Change is an inherent characteristic of any organization, and, like it or not, all organizations in the public and private sectors must change to remain relevant. However, public-sector organizations are often perceived as resistant to change as many seek to improve capacity without fundamental change. On the other hand, organizational change in the public sector also takes place each time new leaders, at both the national and local levels, are elected. Incoming administrations usually appoint new officials in the bureaucracy who introduce new policies and programs. In many instances, some previous policies and programs are simply disregarded, regardless of whether they were working. This is a common practice, especially if the new administration is from a different political party. Some such changes result in wasted efforts and resources, along with insecurity and confusion among those in public service during the transition period. Change models and processes that aim to change the culture of the public sector have recently been introduced under the banners of organizational development and institutional reform. Similarly, governments in some

countries have instituted mechanisms in the public service for managing transitions brought about by the electoral process including securing the tenure of key officials in the bureaucracy to ensure stability in the delivery of public services.

While the APO has been implementing capacity-building programs for the public sector to improve overall performance and productivity, the introduction of change management has not yet been well developed to support ongoing institutional reforms of many member country governments. In 2015, the APO conducted a Workshop on Change Management in the Public Sector, and one of the recommendations by participants and experts was for the APO to collect and publish case studies since there were few publications on the subject, especially in the Asia-Pacific region. This research therefore is an attempt to investigate what has been done so far to introduce and manage change in the public sector and look into its complexities so that appropriate interventions can be made in formulating projects and programs in the future. The results of this study will also provide insights on how change has been introduced and managed given the complexity of the public sector.

## **9. Scope and Methodology**

### **Scope**

- 1) Coordination meeting: A coordination meeting of experts will be held 7–9 December 2016 in Bangkok, Thailand. The tentative topics to be covered in the meeting are:
  - a. Importance of managing change in an organization;
  - b. Change management in the public sector;
  - c. Factors in successful change management in the public sector;
  - d. Analyzing complexities of change management in the public sector; and
  - e. 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 fundamentals of change management in the public sector including its complexity and best practices of successful organizations as case studies.

### **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 covering 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 and editing 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 in November 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 change management in the public sector including organizational development and organizational change of public-sector organizations. They must also possess excellent writing skills and have published articles, books, or substantive reports on change management in 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 change management, organizational development, and organizational change in the public sector;
- b. Excellent writing skills and have published articles, books, or reports on change management in 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 Bangkok, Thailand, 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 (Thailand)**

- 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 14 October 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 relating to change management in the public sector, especially experiences of public-sector organizations in their countries. Detailed guidelines will be provided later. The reports will be presented at the coordination meeting in Bangkok, Thailand, and will form the basis for further deliberations and development of the research with the guidance of the chief expert.



Mari Amano  
Secretary-General