



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

21 December 2016

1. **Project Code** 17-IN-25-GE-OSM-B
2. **Title** Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials
3. **Timing and Duration** 22–26 May 2017 (five days)
4. **Venue** Taipei, Republic of China (ROC)
5. **Implementing Organization** China Productivity Center
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New Taipei City 221, ROC
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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 22 March 2017
9. **Objectives**
 - a. To observe and understand the impact of higher-ranking leadership styles on performance and overall productivity improvement in public-sector organizations;
 - b. To outline the leadership knowledge, capabilities, skills, and behaviors that senior managers and leaders must exhibit to support the successful implementation of public-sector productivity development initiatives;
 - c. To discuss models for government of the future and its possible leadership styles;

- d. To discuss a set of leadership factors, skills, know-how, competencies, etc. required for ensuring the success of governments and public bodies in the new era of technological advancement and innovation;
- e. To explore and discuss the possibility to adopt smart technology initiatives as a way to enhance productivity in the public sector; and
- f. To observe best practices of effective higher-ranking leadership styles and their impact on the performance of public-sector organizations.

10. Background

Leadership occurs when an individual is able to use his or her power to influence intended changes in the thoughts and actions of followers by engendering either a commitment to the leader's goals or an internalization of his or her values. The rationale for leadership in the public and private sectors is essentially the same. In both, leadership must cover elements such as: a) coping with rapid, continuous change; b) dealing with turbulence and uncertainty; c) providing direction and vision; d) focusing employees on the organizational mission; e) achieving greater efficiency and effectiveness; and f) fostering greater employee satisfaction.

Due to its impact on the overall economy and its complexity and ambiguities, leadership in the public sector must address efficiency and effectiveness more clearly than counterparts in the private sector. Leadership itself is a key factor in any successful performance management system. It additionally affects an organization's ability to deliver responsive, innovative, efficient services to its customers. Responsiveness, the ability to innovate, and efficiency are the building blocks of the productivity concept. Leadership, in the form of commitment, capabilities, and behavior, must be preserved in the organizational structure. This in turn necessitates the introduction of the "learning organization" concept, making it possible to intervene in the functioning of leadership. For this reason, targeting higher productivity for public-sector organizations requires an effective leadership model that can continuously deliver improvement.

This workshop will reaffirm the concept of leadership in leveraging productivity for public-sector organizations and continue the series of APO interventions to promote higher performance in the sector in member countries. In addition, it will also discuss models for the government of the future and its possible leadership styles including the set of factors, skills, know-how, competencies, etc. required for ensuring the success of governments and public bodies in the new era of technological advances and innovation. The workshop is targeted at professionals at the mid- to senior-management levels. A sufficient understanding of and exposure to leadership experience, especially within the context of the public sector, is required.

11. Scope and Methodology

Scope

- a. Leadership and performance management in the complex setting of public organizations and their relationship to productivity;
- b. Managing diverse stakeholder relationships;
- c. Shaping strategic thinking and designing leadership strategies;
- d. Leadership development tools for public-sector managers;
- e. Results-based leadership;

- f. Leading productive working relationships;
- g. Personal drive and integrity;
- h. Communication with influence;
- i. The leadership model for the future;
- j. The set of leadership factors, skills, know-how, competencies, etc. required for ensuring the success of governments and public bodies in the new era of technological advances and innovation; and
- k. Best practices in managing leadership for public-sector organizations.

Methodology

Interactive lectures, in-class exercises, presentations, observational site visits, and discussions.

The tentative program of the mission is given below:

| Date/Time | Activity |
|---------------------|--|
| Sun., 21 May 2017 | Arrival of participants in Taipei |
| Mon., 22 May 2017 | Opening session Interactive lectures and group discussion |
| Tues., 23 May 2017 | Interactive lectures and in-class exercises Country paper presentations |
| Wed., 24 May 2017 | Guest lectures Themed group discussions and presentations |
| Thurs., 25 May 2017 | Observational visits to relevant organizations Case studies, lectures, and group exercise |
| Fri., 26 May 2017 | Group work and presentation Wrapping up, program evaluation, and closing session |
| Sat., 27 May 2017 | Departure of participants |

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

| | |
|------------------|--|
| Present Position | Public-sector professionals/leaders, senior government officials, officials from state-owned enterprises, and policymakers from central and local government organizations; public-sector productivity experts and/or practitioners; or public-service providers or NPO heads. (Please note that nominations other than the above will not be considered.) |
| Experience | At least five to 10 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. |

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|-----------------|--|
| 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 not nominate candidates likely to suffer from physical and mental stress. |
| Age | Candidates who fit the above profile are typically between 35 and 55 years of age. |
| APO Certificate | Participants are required to attend the entire program to receive the APO certificate of attendance. |

13. Financial Arrangements

To be borne by participants or participating countries

For participants from profit-making organizations, except SMEs from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Taipei.
- b. Participating Country Expenses of USD50.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. 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. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.
- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.
- d. Any cancellation charges for airfare and hotel accommodations arising from withdrawals after letters of acceptance have been issued by the APO.

To be borne by the host country

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.

- b. All local implementation costs.

To be borne by the APO

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Taipei for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal and for participants from SMEs and nonprofit-making organizations from other APO member countries. As far as practicable, all participants should purchase discount tickets. Please 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. It is also available on the APO website and from APO Liaison Officers in member countries.
- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to six days.

14. 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 12 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 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, fax: 81-3-5840-5324).
- 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, the 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 study mission.
- l. NPOs should inform participants that they must attend the entire duration of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from participant withdrawal, as provided for under item 13.

15. 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.

16. Project Preparation

The participants are required to prepare a paper related to the topic of the study mission 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.

17. Post-project Action

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 on action plan implementation six months after completion of the study mission.

18. Evaluation of Participants

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

19. 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 (<http://www.apo-tokyo.org/wedo/projects/applicants>).



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Secretary-General