



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

7 June 2017

- 1. Project Code** 17-IN-71-GE-WSP-A
- 2. Title** Workshop on Performance Management for the Public Sector
- 3. Timing and Duration** 6–10 November 2017 (five days)
- 4. Venue** Manila, the Philippines
- 5. Implementing Organization**
Development Academy of the Philippines
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- 6. Number of Overseas Participants** Up to 18 qualified participants
- 7. Number of Local Participants** Up to six qualified participants
(or to be determined later upon coordination with the implementing organization)
- 8. Closing Date for Nominations** 5 September 2017
- 9. Objectives**
 - a. To rethink the performance management framework and related measurement elements to develop public-sector organizations of the future, taking into account their effects on productivity and efficiency;
 - b. To inculcate a strategic, longer-term perspective in designing performance management systems for government organizations;
 - c. To provide opportunities to learn about new initiatives in managing the performance of public-sector organizations;
 - d. To explore the role of IT and emerging technologies in improving performance management systems;
 - e. To discuss the alignment of information, measures, goals, priorities, and activities with the objectives and functions of the government sector and well-being of the community as a whole; and

- f. To examine approaches to sustain performance management practices in transforming organizations and their management and policy-making processes.

10. Background

Interconnections among performance management and concepts such as higher productivity, efficiency, and customer satisfaction are obvious. Within the context of public-sector organizations, performance management is based on clear organizational objectives and established methods to measure the extent to which those objectives are achieved. This allows all levels within organizations to improve efficiency, productivity, and citizen satisfaction. Greater demand from citizens for better public services for each tax dollar collected, shrinking resources for governments to cope with multifaceted public challenges, and increasing uncertainty in the external environment now define the context for performance management within the public-sector domain.

The logical construct implies that a well-developed performance management system aligned with overall organizational objectives can benefit the community and society as whole due to the significant nature of government operations. However, more refined approaches for current public-sector organizations are needed as they face unprecedented changes in their external environments. Instilling a longer-term perspective, particularly at the planning and design stage, can increase the durability of strategies and reduce uncertainty in the future. It is important for performance management to accommodate service delivery innovations through cost-cutting measures due to resource scarcity. Unintended consequences such as increased competition among agencies should be reduced in line with intended productivity gains. Finally, approaches to increase performance should focus on sectors or activities that matter the most to the public. All of these require rechecking and/or redesigning the performance management systems now in place.

While the APO has moved toward more comprehensive, advanced approaches to deal with organizational performance management in the face of accelerating volatility, uncertainty, complexity, and ambiguity (VUCA), this workshop will reexamine steps to improve government performance by aligning individual, team, and organizational objectives and results to reflect VUCA elements. It will reassess the framework for performance management in the public sector and appropriate methodologies. The workshop targets public-service professionals at the mid- to senior-management level. They will be expected to contribute to ongoing program development for public-service performance management and, as course alumni, to create multiplier effects by disseminating the acquired knowledge to peers in their own institutions.

11. Scope and Methodology

Scope

- a. Strategic thinking and planning in the development and implementation of performance management systems for public-sector organizations;
- b. Gaining top management support;
- c. Performance standards and indicators;
- d. Design of performance measurement systems;
- e. Staff supervision, motivation, and training;
- f. Performance budgeting and accounting;
- g. Aligning performance management systems with community demand; and

h. Technologies and data management in performance management systems.

Methodology

Lectures, in-class exercises, participants' paper presentations, observational site visits, and group discussions.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 5 November 2017	Arrival of participants in Manila
Mon., 6 November 2017	Opening session Workshop overview Resource speaker presentations
Tues., 7 November 2017	Resource speaker presentations In-class exercises Paper presentations on performance measurement initiatives in public-sector organizations
Wed., 8 November 2017	Resource speaker presentations
Thurs., 9 November 2017	Site visits to observe best practices
Fri., 10 November 2017	Group exercise and discussions Summing-up session Closing ceremony
Sat., 11 November 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Public-sector professionals/government officials, policymakers involved in performance management and organizational planning from central and local government organizations, public-sector productivity experts and practitioners, representatives of public-service providers such as state-owned enterprises, or NPO heads.
Experience	At least five 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 active contributions during the workshop. 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 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

- 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 organization 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 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 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 Manila, the Philippines. 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 workshop 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 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 withdrawal of participant as provided under item 13.d.

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 this 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 prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Individual Assignment" to be provided later.

17. 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 follow-up reports six months after completion of the workshop.

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 (www.apo-tokyo.org).



Santhi Kanoktanaporn
Secretary-General