



PROJECT NOTIFICATION

4 December 2018

1. **Project Code** 19-IN-71-GE-WSP-A
2. **Title** Workshop on Advanced Performance Management for Modern Public-sector Organizations
3. **Timing and Duration** 19–23 May 2019 (five days)
4. **Venue** Dhaka, Bangladesh
5. **Implementing Organization** National Productivity Organisation (NPO)
Ministry of Industries
Address: Shilpa Bhaban (1st Floor) 91, Motijheel
Commercial Area, Dhaka-1000, Bangladesh
Telephone: 880-2-9562883
Fax: 880-2-9563553
e-Mail: npobangla@yahoo.com
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 10 March 2019

9. Objectives

The primary objective of this workshop is for participants to adopt an advanced performance management to increase public-sector productivity in member countries. As part of capacity building and transformation initiative of the public sector, the other objectives are to:

- a) review and assess existing performance management of governments in member countries;
- b) formulate strategic plans for promoting advanced performance management in public-sector organization; and
- c) achieve the target of improved governance effectiveness and future-readiness of public sector in the region.

10. Background

Performance management systems are the systems in an organization by which its performance is measured, controlled, and improved to achieve its strategic goals. It has gained momentum in the public sector as a strategic approach to the management of public resources and involves the quest for efficiency and effectiveness in public service delivery. The overall aim of performance management is to establish a high-performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and of their own skills and contributions within a framework provided by effective leadership.

While the systems are widely used, there are also some criticisms. One of the reasons could be that it is more difficult to report on results than to formulate goals and objectives, including the use of performance information as an incentive, whereby good results are rewarded and poor results are punished. In practice, differences in polity features, cultural factors, and tasks produce variations in the use of performance management among different public-sector organizations. Some critics note that measuring performance is a politically complex task and identifying a single “best” performance measure is difficult. This is heightened by the fact that in a more complex environment for modern organizations, including those in the public sector, new challenges surface and performance management systems must be designed to equip organizations and individuals with new approaches in building up the required skills and future expertise. This has led to a shift in performance management systems from traditional methods to more effective modern ones.

Aligned with the transformation program of the APO, this workshop will explore new areas and knowledge that contribute to the governance effectiveness through adoption of an advanced performance management of public-sector organizations in the region. In fulfilling the program’s mission through institutional strengthening and capacity-building initiatives, this workshop will review and assess existing performance management of governments and formulate strategic plans for promoting advanced performance management thereby meeting the target of improved governance effectiveness of the public sector in the region.

11. Scope and Methodology

The tentative topics to be covered are:

- a. Definition and Evolution of Performance Management Systems;
- b. Digital Technology and Advanced Performance Management;
- c. Linking Advanced Performance Management and Productivity in Public Service;
- d. Strategy Development and Development Analytics in the Public Sector; and
- e. Advanced Performance Management of the Public Sector in the Future.

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

The tentative program of the workshop is given below:

Date/Time	Activity
Saturday, 18 May 2019	Arrival of participants in Dhaka
Sunday, 19 May	Opening session Presentation of resource papers - Definition and Evolution of Performance Management System
Monday, 20 May	Presentation of resource papers - Digital Technology and Advanced Performance Management - Linking Advanced Performance Management and Productivity in Public Service Presentation of country papers
Tuesday, 21 May	Site visits - To learn about and observe the implementation of

Wednesday, 22 May	performance management systems in public-sector organizations Presentation of resource papers - Strategy Development and Development Analytics in the Public Sector - Advanced Performance Management of the Public Sector in the Future - Group workshop/exercise
Thursday, 23 May	Presentation of group workshop output Individual action plan presentations Summing-up session Program evaluation Closing session
Friday, 24 May 2019	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Government officials from agencies involved in performance review and monitoring of public service, or senior consultants for the public sector from NPOs. This course is not intended for beginners.
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.

13. 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 Dhaka, Bangladesh.

The APO will only reimburse discount air tickets for the most direct route. 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. 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, 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.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Dhaka	No	Yes	No
Per diem allowance in Dhaka	No	Yes	No
Transportation costs to and from hotel and airport in Dhaka	No	Yes	No
Insurance coverage in Bangladesh (refer to paragraph 13b)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No

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 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, 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, 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.

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 prior to departure for the project venue. In preparing the paper, they are expected to follow the attached "Guidelines for the Preparation of Country Papers."

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 progress 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).

20. Dress Code

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



Dr. Santhi Kanoktanaporn
Secretary-General

19-IN-71-GE-WSP-A:

Workshop on Advanced Performance Management for Modern Public-sector Organizations
19–23 May 2019, Dhaka, Bangladesh

Guidelines for Preparation of Country Papers

The participants in this workshop are expected to prepare and present country papers keeping in mind the objectives, scope, and proposed outline below. The purpose is to share information on performance management systems being implemented by the governments/organizations of participants. The country papers serve as valuable information for understanding different performance management systems undertaken by member governments, including their outcomes and impacts on productivity in particular.

Proposed Outline of Country Papers

1. Give key features of the performance management system(s) undertaken/implemented by the government in your country or your own organization.
2. Discuss the impacts or results, if any, of the performance management system(s) in terms of organizational or individual performance improvements.
3. Explain any plans of your government to improve the current performance management system(s).

The country papers should be printed, single-spaced, on standard A4-sized paper and be between 3 and 5 pages in length, excluding tables/figures. Each participant should prepare a PowerPoint file for presentation of the country paper. A soft copy of the country paper and PowerPoint file should reach the APO (jelvinia@apo-tokyo.org; nkasai@apo-tokyo.org, and National Productivity Organisation of Bangladesh (npobangla@yahoo.com) **no later than 9 May 2019**. Participants are expected to make a PowerPoint presentation of 20 minutes including a Q&A session. The presentations should focus only on the main points of the country paper. It is strongly recommended that participants organize their presentations based on the topical outline above.