



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

24 May 2016

1. **Project Code** 16-IN-97-GE-WSP-A
2. **Title** Workshop on Developing the APO Public-sector Leadership Framework
3. **Timing and Duration** 14–18 November 2016 (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
8. **Closing Date for Nominations** 13 September 2016
9. **Objectives**
  - a. 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; and
  - b. To establish a common public-sector leadership framework for APO member countries to serve as a perennial platform showing how productivity can be improved in the public sector.

### 10. Background

Leadership 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. This concept applies to the same degree in both public- and private-

sector entities and means that 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 requires a working framework with a common language for delivering the best public services by government entities.

The APO’s Public-sector Productivity Program Framework, designed in 2012 under one of its strategic directions, emphasizes enhancing productivity in the sector through leadership channels and shows how specific competencies can help leaders navigate the changing environment. This workshop is aimed at developing a framework covering leadership development milestones within a specific time frame and involving every organizational level based on specific demands and the nature of tasks performed.

The development of the APO Public-sector Leadership Framework will scrutinize the role of leadership in productivity enhancement in public-sector organizations. A broad theme of the workshop is the identification of key leadership capabilities and skills needed to direct an innovative, efficient public-sector organization. The proposed framework will be communicated to all NPOs as the project outcome document for strategic follow-up. This 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 to attend. Participants are expected to contribute to the development of the leadership framework during the workshop.

## **11. Scope and Methodology**

### **Scope**

- a. Leadership principles and skills for public-sector organizations covering the following areas:
  - Leadership and performance management in the complex setting of public organizations and their relationship to productivity;
  - Managing diverse stakeholder relationships;
  - Shaping strategic thinking and designing leadership strategies;
  - Leadership development tools for public-sector managers;
  - Result-based leadership;
  - Leading productive working relationships;
  - Personal drive and integrity;
  - Communication with influence; and
  - Best practices in managing leadership for public-sector organizations.
- b. Assessment of the best practices of established leadership management and continuity in public-sector organizations in APO member countries within the context of achieving development agenda goals; and
- c. Developing the APO Public-sector Leadership Framework to serve as a primary document for APO member countries in enhancing productivity in the sector through innovative leadership. The framework and its components will be a reaffirmation of the direction of APO initiatives for improving public-sector productivity.

## **Methodology**

Coaching-style workshop, presentations, group discussions, observational visits, and drafting the APO Public-sector Leadership Framework.

The tentative program of the workshop is outlined below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 13 November 2016	Arrival of participants in Manila
Mon., 14 November 2016	Opening session, workshop overview, and presentations by resource speakers
Tues., 15 November 2016	Presentations by resource speakers
Wed., 16 November 2016	Case studies and coached group discussion
Thurs., 17 November 2016	Coached working group discussion on the draft proposal and observational visit
Fri., 18 November 2016	Group/individual proposal presentations on the APO Public-sector Leadership Framework, evaluation, and closing session
Sat., 19 November 2016	Departure of participants from Manila

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	Public-sector professionals, officials, and policymakers from central and local government organizations who manage performance, design, and development; public-sector productivity experts and/or practitioners; or public-service providers 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 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 not nominate candidates likely to suffer from physical and mental stress.

Age	Candidates who fits the above profile are typically between 40 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 US\$10,000.00 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 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.

#### **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. 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. Non-selection 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](http://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](mailto: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 workshop.
- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.

#### **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 workshop 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. 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 a 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 (<http://www.apo-tokyo.org/wedo/projects/applicants>).



Mari Amano  
Secretary-General