



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

16 May 2013

1. **Project Code:** 13-RP-04-GE-RES-B
2. **Title:** Research on Performance Management for Public-sector Organizations
3. **Duration & Timing:** 1 July 2013–30 June 2014 (12 months)
3–5 September 2013 (three days) Coordination Meeting
4. **Venue:** Participating member countries
5. **Number of Participating Countries:** Six national experts from Bangladesh, Indonesia, Philippines, Sri Lanka, Thailand, and Vietnam. Other member countries with particular interest in this project may nominate candidates upon consultation with the Secretariat.
6. **Closing Date for Nomination of National Experts:** 1 July 2013
7. **Objectives:**
 - a) To review the different models of performance management systems in public-sector organizations;
 - b) To study existing performance management systems in public-sector organizations in selected countries; and
 - c) To identify the critical elements in performance management systems and recommend ways of improving current systems.

8. **Background:**

Public-sector organizations face unprecedented pressure to improve public service quality while adhering to accountability, transparency, and productivity. This is why the era of good governance and new public management triggered institutional and policy changes that resulted in the transformation of many governments to meet a more demanding public and make wiser use of limited resources. This current period of transformation puts more emphasis on measuring the productivity of the public sector within the framework of organizational performance management. Although it is not a new concept, the emergence of performance management in the public sector focuses not only on individual employees, but also on teams, programs, processes, and the organization as a whole. The introduction of this model emphasizes performance to create and sustain a healthy, effective, result-oriented culture in public-sector organizations. To some extent, performance management includes the activities of government or its agencies in planning, implementing, reviewing, evaluating, and reporting the effectiveness of its policies, programs, and projects. The purpose of

organizational performance management in the public sector is to introduce systematic control in the management process to achieve organizational objectives.

The idea of performance management for the public sector is an emerging issue but has been reflected in various APO activities (e.g., experts' meeting, observational study mission, seminars, and workshop) in its effort to address the much broader issue of public-sector productivity in member countries in the past several years. This research seeks to examine the subject more closely and recommend how public-sector organizations should be performing more competently, efficiently, and effectively in serving the public interest.

9. Scope and Methodology:

Scope

- 1) Coordination meeting: A coordination meeting of experts will be held 3–5 September 2013 in Manila, the Philippines. The tentative topics to be covered in the meeting are:
 - a) Theories and tools of performance management
 - b) Performance measurement framework for public-sector organizations
 - c) Performance management systems and practices in the public sector in selected countries
 - d) Performance monitoring and evaluation approaches
 - 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 national government agencies covered by the performance management system of the government. This activity will be undertaken and completed within seven months.

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 containing 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 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 August 2014.
- 3) Tasks of National Experts
 - 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; and
 - c) Submitting the report to the chief expert within the agreed timeframe.

10. Qualifications of National Experts:

The nominated national experts must have sufficient professional knowledge or direct involvement, management, and experience in the area of performance management and productivity systems of public-sector organizations at the national level. Preference may be given to those experts who have knowledge and or are familiar with the passport processing system, driver's license processing and tax collection system. They must also possess excellent writing skills and have published articles, books, or substantive reports on performance management for public-sector organizations. The national experts must have a strong commitment to undertaking and completing the research within the timeframe.

11. Chief Expert:

The APO will appoint a chief expert who has an extensive knowledge of performance management for public-sector organizations. The chief expert must possess excellent writing skills and have published articles, books, or reports concerning performance management in public-sector organizations at the international level. The chief expert must have a strong commitment to undertaking and completing the research project within the given timeframe.

12. Financial Arrangements:

- 1) 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 business-class international airfare by the most direct route between the international airport nearest to the experts' place of work and Manila, the Philippines, 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.

- 2) To be borne by the host country of the coordination meeting (the Philippines)
Other local implementation costs.

- 3) To be borne by experts or participating countries

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.

13. Actions by Member Countries:

- 1) 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 1 July 2013.
- 2) 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.
- 3) 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 prepare a paper on the Performance Management System for the Public Sector in their countries. Detailed guidelines will be provided later. The reports will be presented at the coordination meeting in Manila, the Philippines, and will form the basis for further deliberations and development of the research.



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Secretary-General