



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

28 February 2017

1. **Project Code** 16-RP-12-GE-DON-C-01
2. **Project Activity** Workshop on the Common Assessment Framework (CAF) for the Public Sector
3. **Project Reference** Project Notification 16-RP-12-GE-DON-C dated 22 June 2016
4. **Duration** 21–25 August 2017 (five days)
5. **Venue** Pasig City, Philippines
6. **Implementing Organization** Development Academy of the Philippines (DAP)
Address: DAP Bldg., San Miguel Ave.
Pasig City, Metro Manila, Philippines
Phone: (63-2) 631-2143
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e-Mail: apolu@dap.edu.ph
7. **Number of Overseas Participants** Up to 18 participants from Bangladesh, Cambodia, Republic of China, Indonesia, India, IR Iran, Malaysia, Mongolia, Pakistan, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in the subject are also encouraged to apply.
8. **Number of Local Participants** Up to six qualified participants
9. **Closing Date for Nominations** 17 June 2017

10. Objectives

This workshop aims to introduce the Common Assessment Framework (CAF), examine how this tool can be applied to the public sector to improve its effectiveness and efficiency performance in the Asia-Pacific region, and learn the best practices based on the EU experience.

11. Background

The CAF is a TQM tool inspired by the major total quality models in general, and by the Excellence Model of the European Foundation for Quality Management in particular. It is especially designed for public-sector organizations, taking into account their characteristics. The CAF was conceived through cooperative efforts by EU ministers responsible for public

administration. The CAF is an easy-to-use, free tool to assist public-sector organizations across Europe in using TQM techniques to improve their performance. The CAF model is based on the premise that excellent results in organizational performance, citizens/customers, people, and society are achieved through leadership driving strategy and planning, people, partnerships, resources, and processes. It looks at organizations from different angles to foster a culture of excellence. The main building blocks of excellent performance in the public sector in the context of CAF are: defining the mission, values and vision; determining strategy; measuring performance and perceptions; and analyzing impacts or outcomes.

For APO member countries, the CAF could serve as a new tool for analyzing and assessing any public organization's performance to improve its productivity. Important questions related to the planning, measurement, monitoring, assessment, and improvement of performance can be addressed through this tool. The model will also help in examining the key elements of performance management and the different steps through which a public organization carries out performance assessment. In pursuing further innovation and improvement in efficiency and effectiveness in the public sector, the workshop aims to catalyze improvement processes in public organizations using the CAF as a tool.

12. Scope and Methodology

The workshop will introduce the CAF, a self-assessment tool that develops a culture of excellence and the principles of TQM in the public sector. The easy-to-use model for all public-sector organizations basically deals with the enablers (leadership, people, strategy and planning, partnerships and resources, and processes) and results (people results, citizen/customer-centered results, social responsibility results, and key performance results) which deal with all aspects of organizational excellence. The workshop will feature lectures by resource persons from the European Institute of Public Administration, group activities and presentations, and country reports.

Date/Time	Activity
Sun., 20 August 2017	Arrival of participants in Manila
Mon., 21 August	Opening session Presentation of resource papers
Tues., 22 August	Presentation of resource papers Group exercises/presentations
Wed., 23 August	Presentation of resource papers Group exercises/presentations Country reports/presentations
Thurs. 24 August	Presentation of resource papers Group exercises/presentations
Fri., 25 August	Presentation of group discussion outputs and action plans Program evaluation by participants, resource persons, and implementing organization Summing-up session Closing session
Sat., 26 August	Departure of participants and resource persons

13. Qualifications of Candidates

Officials of public organizations, local government officials, researchers, and NPO staff who are specialists in public-sector productivity and performance with at least two years of experience in this area.

14. 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 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 arising from withdrawals after letter of acceptance has been issued by the APO.

To be borne by the host country (Philippines)

- 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.

15. 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 13 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. 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 Research and Planning Department, APO Secretariat (e-mail: rp@apo-tokyo.org, fax: 81-3-5840-5324).
- e. 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 to qualify for the certificate of attendance.

16. 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.

17. Project Preparation

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."

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

Attachment

16-RP-12-GE-DON-C

Workshop on the Common Assessment Framework for the Public Sector
(21–25 August 2017, Pasig City, Philippines)

Guidelines for Preparation of Country Papers

The participants in this workshop are expected to prepare country papers keeping in mind the objectives, scope, and proposed outlined below. The fundamental objective of country papers is to give an overall view of the self-assessment being undertaken by the public sector in your country, if any, and compare it with/benchmark it against the CAF tool.

Proposed Outline of Country Papers

1. Introduce current self-assessment practices/tools/systems of your government to improve organizational/agency performance;
2. Discuss the applications of such self-assessment tools using a specific public organization or your own agency as an example; and
3. Identify some issues or best practices involved in the applications discussed under point 2 above.

The country papers should be single-spaced, on standard A4-sized paper, and between 5 and 8 pages in length, excluding tables/figures. Country papers that have good contents on best practices based on the theme of the workshop may be presented for a maximum of 20 minutes. A soft copy of the country paper and PowerPoint file should reach the APO Secretariat (jelvinia@apo-tokyo.org; afunakoshi@apo-tokyo.org) and the DAP (apolu@dap.edu.ph; ablanr@dap.edu.ph) no later than 8 August 2017.