



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

3 February 2015

1. **Project Code** 15-IN-80-GE-WSP-A
2. **Title** Workshop on Performance Management for the Public Sector
3. **Timing and Duration** 22–26 June 2015 (five days)
4. **Venue** Colombo, Sri Lanka
5. **Implementing Organization** National Productivity Secretariat
10th Floor, Sethsiripaya New Building
Battaramulla, Sri Lanka
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e-Mail: nposlanka@gmail.com; nposlanka@productivity.lk
6. **Number of Overseas Participants** Up to 25 qualified participants
7. **Number of Local Participants** Up to 10 qualified participants
8. **Closing Date for Nominations** 15 May 2015
9. **Objectives**
 - a. Discuss public-sector productivity and innovation including relevant national and local government policies;
 - b. Examine and confirm the direction of APO initiatives for public-sector productivity and its framework;
 - c. Share and exchange information and experience on performance management for the public sector, including best practices and success stories, and examine relevant government policies promoting public-sector productivity; and
 - d. Review and develop the relationship between productivity promotion strategies and performance management and evolve appropriate methodology for their management.

10. Background

Among the biggest challenges for public management systems are the increasing dynamism of public service, rising expectations of citizens, trends toward “rightsizing,” and innovation in service delivery. Evaluating performance realistically in the sector is another issue (creating value and validating real performance). Although great strides have been made in various areas of public services such as e-government, centralized service delivery systems, etc., they basically resemble service delivery solutions for its recipients or citizens. What is

desperately needed is the “how” to plan and manage effective, sustainable public-sector performance. 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. This trend is now beginning to catch on in emerging economies for various reasons, including increasing pressure from citizens to improve service delivery, encroaching globalization, the obsolescence of some bureaucratic tasks, the universal necessity for good governance in the public sector, and national competitiveness agendas. At the individual level, there is growing demand for greater accountability and transparency in managing national resources, especially from taxpayers who are educated and aware of the work of the government and how it delivers public service.

The introduction of the performance management 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 APO started activities catering to the public sector from 2009 with the study meeting on Public-sector Productivity in the Republic of Korea and workshop on Benchmarking Service Quality in the Public Sector in Indonesia. In February 2010, the APO organized an expert group meeting to identify areas of engagement and make recommendations for public-sector productivity improvement in the region. That meeting identified four major players, central government, local governments, public service agencies, and public enterprises, with huge potential to enhance public-sector productivity. The APO also developed a public-sector productivity framework and action plan in 2012 based on the deliberations at the Jakarta workshop. After introducing the framework in 2013 and 2014, other projects for improving public-sector productivity were undertaken.

This workshop is targeting professionals at the mid- to senior management level. They are expected to contribute to ongoing program development for public-service management and as course alumni create multiplier effects. Participation in this workshop will be a prerequisite for future follow-up projects in the series.

11. Scope and Methodology

Scope:

Principles of good governance in the public sector; citizen-centered service delivery; networking among federal, state, and local government services; quality regulatory management systems; modern public-sector management; and best practices in public-sector performance management.

Methodology:

Expert lectures, field visits, group discussions, and action plan preparation.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 21 June 2015	Arrival of participants in Sri Lanka
Mon., 22 June 2015	Opening session, workshop overview, resource speakers' presentations
Tues., 23 June 2015	Presentations on performance measurement

	initiatives in public-sector organizations by participants
Wed., 24 June 2015	Resource speakers' presentations
Thurs., 25 June 2015	Best practice of Sri Lanka visits
Fri., 26 June 2015	Group activities, summing-up session, and closing ceremony
Sat, 27 June 2015	Departure of participants from Sri Lanka

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, 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 organizations 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 25 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 Colombo, Sri Lanka. 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.

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 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 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 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).



Mari Amano
Secretary-General