



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

04 June 2014

1. **Project Code** 14-RP-20-GE-WSP-B
2. **Title** Workshop on Result-based Management for NPOs and Public-sector Organizations
3. **Timing and Duration** 7–10 October 2014 (four days)
4. **Venue** Manila, Philippines
5. **Implementing Organization** Development Academy of the Philippines (DAP)  
DAP Bldg., San Miguel Ave.  
Pasig City, Metro Manila, Philippines  
Phone: 63-2-631-2143  
Fax: 63-2-631-2123  
e-Mail: hipolitompm@dap.edu.ph
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, ROC, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Nepal, Pakistan, Sri Lanka, Thailand, and Vietnam. Other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 8 August 2014
9. **Objectives**
  - a. To enhance the knowledge of participants of the concept, methodologies, and tools of result-based management (RBM) and the benefits of RBM implementation;
  - b. To discuss key challenges in conducting RBM and exchange best practices of RBM application;
  - c. To understand and assess the current performance management system of public-sector organizations and NPOs; and
  - d. To promote the effective usage of RBM as a tool to enhance the productivity of public-sector organizations and NPOs.

## 10. Background

RBM is a management strategy by which all actors contribute to achieving the desired results. RBM comprises of a set of tools for planning, monitoring, evaluating, and reporting. By focusing on results rather than activities, RBM helps organizations to understand the impact of activities more thoroughly and to achieve greater efficiency, effectiveness, and accountability.

RBM has been widely implemented in many international organizations and private-sector organizations due to the increasing demand for better result demonstration with shrinking budgets. In the public sector, where demands for transparency of operations and better governance frameworks are increasing, RBM application is also a global trend. Applying RBM is crucial to enable public-sector organizations to monitor their effectiveness in achieving goals and objectives, promote the accountability of all stakeholders in the achievement of results, and enhance productivity through more efficient resource utilization. Therefore, public-sector organizations in APO member countries including most NPOs need to assess and explore the applicability of the RBM approach.

The APO will organize a four-day workshop to introduce RBM to public-sector organizations in member countries. During the workshop, participants will gain insights into the tools and techniques of RBM through experts' presentations, discuss RBM applicability and effectiveness, and exchange ideas on best practices and challenges of RBM implementation.

## 11. Scope and Methodology

The tentative modules to be covered are:

- a. RBM overview, key concepts, methodologies, tools, and techniques;
- b. Relevance of RBM application in public-sector organizations and NPOs; and
- c. Difficulties and challenges faced in implementing RBM in public-sector organizations.

The workshop will be conducted with presentations and case studies by experts, country paper presentations, knowledge-sharing sessions among participants; and site visit.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Mon., 6 October 2014	Arrival of participants in the Philippines
Tues., 7 October	Opening session Presentation by resource person Q&A session
Wed., 8 October	Country paper presentations Site visit
Thurs., 9 October	Presentations by resource person (case studies) Group discussion
Fri., 10 October	Group discussion presentation Comments from resource persons Program evaluation by participants, resource persons, and

Sat., 11 October  
implementing organization  
Closing session  
Departure of participants

## 12. Qualifications of Candidates

Present Position	Senior officials in public-sector organizations (ideally engaged in RBM or responsible for planning and managing activities or performance management systems). Senior officers of NPOs are encouraged to participate.
Experience	At least seven years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized institution.
Language	All presentations and discussions during the workshop are conducted in English, and participants will be frequently required to make oral and written presentations. They should be proficient in both oral and written English.
Health	Physically and mentally fit to attend an intensive workshop requiring participants to complete a number of individual and group activities. It is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 50 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 five 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.

**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. 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 Research and Planning Department, APO Secretariat (e-mail: [rp@apo-tokyo.org](mailto:rp@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 four 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 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](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General

14-RP-20-GE-WSP-B:

Workshop on Result-based Management for NPOs and Public-sector Organizations, 7–10 October 2014, Manila, Philippines

**Guidelines for Preparation of Country Papers**  
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The participants in this workshop are expected to prepare and present 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 how performance management systems are applied in the organizations of each participant.

**Proposed Outline of Country Papers**

1. Provide an overview of the RBM or the current performance management system of the organization.
2. Describe challenges/ difficulties with the RBM or the current performance management system.
3. Describe any form of support/intervention needed to cope with those challenges in order to improve the RBM or the current performance management system.

The country paper should be printed out, 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 ([hngo@apo-tokyo.org](mailto:hngo@apo-tokyo.org)) and DAP ([hipolitompm@dap.edu.ph](mailto:hipolitompm@dap.edu.ph)) no later than 12 Sep 2014. All 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 suggested that participants organize their presentation based on the topical outline above.