



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

02 December 2015

- 1. Project Code** 16-IN-42-GE-OSM-B
- 2. Title** Multicountry Study Mission on Local Government Service Delivery and Productivity
- 3. Timing and Duration** 9–13 May 2016 (five days)
- 4. Venue** Colombo, Sri Lanka
- 5. Implementing Organization**  
National Productivity Secretariat (NPS)  
10th Floor, Sethsiripaya 2nd Stage  
Baththaramulla, Sri Lanka  
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- 6. Number of Overseas Participants** Up to 18 qualified participants from the Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Pakistan, Philippines, Thailand, and Vietnam for the sake of continuation of a similar series of previous projects organized by the APO Secretariat. However, 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 6 qualified participants
- 8. Closing Date for Nominations** 10 March 2016

### 9. Objectives

The objectives of this multicountry study mission are to:

- a. Observe and learn the best practices of local government service delivery and productivity;
- b. Exchange information on challenges faced by local governments with regard to improving the quality and productivity of service delivery;
- c. Review and develop the relationship between productivity promotion strategies and performance management of local governments and propose appropriate methodology for their management;
- d. Identify the institutional requirements and settings for developing people-centered local government authorities; and
- e. Make recommendations on how local governments can be more efficient and effective.

## 10. Background

The APO has been promoting public-sector productivity since 2009 and in 2012 developed a public-sector productivity framework and action plan based on discussions in a Jakarta workshop in the same year. The action plan states that the APO will initiate internal benchmarking studies among local government units and public service delivery agencies in member countries. This will be followed by international benchmarking against countries with more advanced approaches, e.g., innovation leadership and e-government. The designation of the Development Academy of the Philippines as the Center of Excellence on Public-sector Productivity in early 2015 was another indicator of APO focus on this topic.

One of the main targets and important player under the framework is local government, which is at the frontline in delivering services to people. Therefore, local units must tie their service quality to the efficiency principle both to satisfy taxpayers and overcome increasing resource constraints. Constant innovations in the ways services are provided can also contribute to greater efficiency while using fewer resources. This OSM is being organized as a follow-up to the workshop on Benchmarking of Local Governments (Municipal Level) for Improving Service Delivery and Productivity conducted in August 2015 in Indonesia.

## 11. Scope and Methodology

### Scope

- a. Productivity challenges for local governments;
- b. Manpower, infrastructure, and financial resources;
- c. Productivity and service quality indicators; and
- d. Benchmarking index for local governments.

### Methodology

Interactive expert lectures, group discussions, country presentations/case studies, field visits, and preparation of recommendations/action plans.

The tentative program of the study mission is given below:

Date/Time	Activity
Sun., 8 May 2016	Arrival of participants in Colombo
Mon., 9 May 2016	Opening session, mission overview, interactive expert presentations
Tues., 10 May 2016	Interactive expert lectures
Wed., 11 May 2016	Best practice observations and visits
Thurs., 12 May 2016	Participant/country presentations on productivity improvement initiatives in local government organizations, group discussions
Fri., 13 May 2015	Recommendation/action plan preparation, evaluation, summing-up session and closing ceremony
Sat, 14 May 2016	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Local government heads and senior officials, officials from ministries managing or formulating policy on local government
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	funding, local government consultants/experts, municipal commissioners, and NPO heads.
Experience	At least 10 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 attend a number of individual and group activities and intensive discussion. It is therefore recommended that member countries not to nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit 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**

For participants from profit-making organizations except for SMEs, and from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Colombo.
- b. Participating country expenses of USD50.00 per participant, payable to the APO in convertible currency.

For all participants

- 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 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 Colombo for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, for participants from SMEs, and for participants from nonprofit organizations from other APO member countries. 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](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 study mission.
- 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 study mission.

#### **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)).

A handwritten signature in black ink, appearing to be 'MA', with a large, sweeping flourish extending to the right.

Mari Amano  
Secretary-General