



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

16 March 2016

1. **Project Code** 16-IN-71-GE-WSP-B
2. **Title** Workshop on Performance Management for the Public Sector
3. **Timing and Duration** 26–30 September 2016 (five days)
4. **Venue** Manila, the Philippines
5. **Implementing Organization** Development Academy of the Philippines  
DAP Building, San Miguel Avenue, Ortigas Center  
Pasig City, Philippines  
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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Pakistan, Sri Lanka, Thailand, and Vietnam. 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 six qualified participants
8. **Closing Date for Nominations** 28 June 2016

### 9. Objectives

The objectives of this workshop are to:

- a. Discuss public-sector productivity and innovation including relevant national and local government policies;
- b. Examine, assess, and confirm the direction of APO initiatives for public-sector productivity including its public-sector 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 in promoting public-sector productivity;
- d. Review and develop the relationship between productivity promotion strategies and performance management and discuss appropriate methodology for their management;
- e. Identify the future challenges hindering the improvement of public-sector productivity in member countries and beyond and seek ways to promote its enhancement; and

- f. Attract more attention to the importance of enhancing productivity within public-sector organizations among relevant stakeholders.

## 10. Background

Government organizations have been challenged to upgrade their performance. Citizens, for example, demand greater value from their tax contributions. They also question the appropriate size of public-sector entities. Those are basically questions on performance, which necessitate efforts to prioritize productivity. A more difficult problem is how to set up a public-sector organization that constantly embraces productivity enhancement. As a consequence, institutions in the sector must adopt frameworks that link strategy and desired performance. The linkage should be established at all levels and be monitored to have the desired impact of enhancing productivity. This is called results-based management, a well-known approach replacing input-based frameworks. The introduction of performance management to public-sector institutions can ensure and sustain a result-oriented culture and allow governments to increase productivity. Performance management in the public-sector domain includes the activities of public agencies in planning, implementing, reviewing, evaluating, and reporting the effectiveness of their policies, programs, and projects.

Strategic Direction 2 of the APO emphasizes innovation-led gains that increase the quality and performance of products and services. A study meeting in 2009 held in the Republic of Korea was the starting point for the APO in focusing on public-sector productivity. An important conclusion on enhancing productivity in public-sector organizations was agreed upon in February 2010, followed by the establishment of the APO public-sector productivity framework and action plan in 2012 based on the deliberations at a workshop in Jakarta. The framework laid the foundation for future projects aiming to improve public-sector productivity. This 2016 workshop will examine steps to improve government performance by aligning individual, team, and organizational objectives and results. It will assess a framework for performance management in the public sector and develop a methodology and roadmap for applications of performance management in the sector. This workshop targets professionals at the mid- to senior-management level. They are then expected to contribute to ongoing program development for public-service management and as course alumni to create multiplier effects. Participation in this workshop will be a prerequisite for future follow-up projects in the series.

## 11. Scope and Methodology

### Scope

- a. Principles of good governance in the public sector;
- b. Citizen-centered service delivery;
- c. Effective networking among public service entities;
- d. Best practices of productivity measurement and performance management frameworks; and
- e. Linkages between productivity measurement and performance measurement.

### Methodology

Lectures, country presentations, site visits, and group discussions and exercise.

The tentative program of the conference is detailed below:

Date/Time (to be specified)	Activity
Sun., 25 September 2016	Arrival of participants in Manila
Mon., 26 September 2016	Opening session
	Workshop overview

Tues., 27 September 2016	Resource speaker lecture Resource speaker lectures Country paper presentations on performance measurement initiatives in public-sector organizations
Wed., 28 September 2016	Resource speaker lectures
Thurs., 29 September 2016	Best practice visits
Fri., 30 September 2016	Group exercise and discussion Summing-up session Closing ceremony
Sat, 1 October 2016	Departure of participants

## 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, public-sector productivity experts and practitioners, public service providers, 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 active contributions during the conference. 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 fit the above profile are typically between 35 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

- 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 conference 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 Manila, the Philippines. 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.
- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to six days.

#### **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 workshop 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 this conference 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. Post-project Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit follow-up 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