



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

24 May 2016

1. **Project Code** 16-IN-98-GE-WSP-A
2. **Title** Workshop on Developing the APO Toolkit for Designing and Implementing Performance Management Systems in the Public Sector
3. **Timing and Duration** 5–9 December 2016 (five days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization** APO Secretariat
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to two qualified participants
8. **Closing Date for Nominations** 1 October 2016
9. **Objectives**
 - a. To develop a toolkit for designing and implementing performance management systems in the public sector;
 - b. To enhance knowledge of and experience in performance measurement, management strategies, and methodologies for the public sector; and
 - c. To promote the performance management concept and identify key performance indicators (KPIs) in the public sector.

10. Background

Performance enhancement that does not result in productivity improvement is pointless. Performance management frameworks should have a direct impact on the way results can be achieved. Initiatives to improve public service delivery often fail to achieve the desired higher productivity outcomes due to the absence of reliable measurement concepts. Difficulty in valuing public-service outputs using available market prices is an example of this measurement problem. Another hindrance is related to hierarchy. Performance management systems designed with top-down control and overly rigid performance measurements will align poorly with overall strategy. Systems should maintain a balance between priorities and drivers, ideally incorporating a feedback loop. This is crucial so that performance

systems designed with top-down control and overly rigid performance measurements will align poorly with overall strategy. Systems should maintain a balance between priorities and drivers, ideally incorporating a feedback loop. This is crucial so that performance measurements can monitor the implementation of strategy and, more importantly, feed back into strategy formulation. Only then can management ensure that the organization has the capability to implement strategic plans and connect them with the desired outcomes.

The APO has been making continuous, systematic efforts to enhance productivity in the public sectors of its member countries. After a series of capacity-building and knowledge-sharing projects started in 2009, the APO developed a Public-sector Productivity Framework and action plan in 2012 based on the deliberations at a Jakarta workshop. Following the introduction of the framework in 2013 and 2014, another series of projects aimed at improving public-sector productivity were initiated. This present workshop is a follow-up stemming from the framework with the objective of developing practical tools for performance-oriented public organizations.

This five-day workshop aims to develop the APO Toolkit for Designing and Implementing Performance Management Systems in the Public Sector. The toolkit will involve a reexamination and reconfirmation of the direction of APO initiatives for public-sector productivity and its overall framework. Emphasis will be on enhancing knowledge of and exposure to performance measurement including KPIs, management strategies, and methodologies. This workshop targets professionals at the mid- to senior-management levels. They are then expected to contribute to ongoing program development for public-service management and as workshop alumni to create multiplier effects.

11. Scope and Methodology

Scope

- a. Exposure to and skills covering the following areas:
 - Performance management in the complex setting of public organizations and relationship to productivity;
 - Basic principles and concepts of public-sector performance management;
 - Different approaches and tools in designing performance management strategies for the public sector;
 - Potential pitfalls in performance management systems;
 - Performance management tools and technologies for public-sector organizations, i.e., budgetary control, KPIs and benchmarking, the balanced scorecard, lean management, managerial checklists, etc.;
 - Performance measurement in modern public-sector management;
 - Managing performance, productivity, and innovation through incentivizing and disincentivizing; and
 - Best practices in public-sector performance management.
- b. Special case studies and assessment of the available best practice models in implementing performance management frameworks for the public sector within the context of development plans, including specific performance management system challenges such as KPIs and measurement systems, potential risks of performance management systems, etc.

- c. Drafting a workshop/project document referred to as the APO Toolkit for Designing and Implementing Performance Management Systems in the Public Sector to serve as a primary reference for member countries seeking to enhance productivity in public agencies and as a framework under the APO's Public-sector Productivity Program in the short to medium term.

Methodology:

Coaching-style workshop, presentations, group discussions, observational visits, and drafting the APO Toolkit for Performance Management Systems in the Public Sector.

The tentative program of the workshop is outlined below:

Date/Time (to be specified)	Activity
Sun., 4 December 2016	Arrival of participants in Tokyo
Mon., 5 December 2016	Opening session, workshop overview, and presentations by experts
Tues., 6 December 2016	Presentations by experts
Wed., 7 December 2016	Presentations by experts, best practice presentations and discussions
Thurs., 8 December 2016	Observational visits
Fri., 9 December 2016	Group/individual proposal presentations on the APO Toolkit for Designing and Implementing Performance Management Systems in the Public Sector, evaluation, and closing session
Sat., 10 December 2016	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Public-sector senior leaders, officials, and policymakers from central and local government organizations who manage performance management; or managers and officials responsible for maintaining or introducing performance management systems.
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 workshop. 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 workshop requiring participants to complete a number of individual and group activities, be involved in discussions, and attend site visits. 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 must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:
 - accidental death and dismemberment up to JPY4,000,000;
 - medical expenses for accident up to JPY4,000,000; and
 - medical expenses for illness up to JPY4,000,000,for the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances 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 workshop 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 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 Tokyo. 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 Project 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. Per diem allowances and hotel accommodations (including tax and service charges) for 18 overseas participants for up to six days.
- d. 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.

- e. All local implementation costs.

14. Actions by Participating 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, 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 workshop 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 related to the topic of the workshop 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. 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 (<http://www.apo-tokyo.org/wedo/projects/applicants>).



Mari Amano
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