



## PROJECT NOTIFICATION

22 February 2018

1. **Project Code** 18-IN-48-GE-WSP-A
2. **Title** Workshop on Innovative and Strategic Leadership for Enhancing Public-sector Productivity
3. **Timing and Duration** 17–21 September 2018 (five days)
4. **Venue** Colombo, Sri Lanka
5. **Implementing Organization** National Productivity Secretariat  
10th Floor, Sethsiripaya 2nd Stage, Baththaramulla  
Sri Lanka  
Phone: 94-11-2187100  
Fax: 94-11-2186025  
e-Mail: nposlanka@gmail.com; krishanthinposl@gmail.com;  
erandinposl@gmail.com
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 15 June 2018
9. **Objectives**
  - a. To examine leadership activities that foster the development of an innovative, strategic, future-oriented public sector;
  - b. To review the importance of innovative and strategic leadership as applied in the public-sector context; and
  - c. To discuss the role of leadership at different hierarchical levels in public-sector organizations, especially in terms of innovative and strategic approaches to enhancing their productivity.

### 10. Background

The ability to innovate is crucial for enabling public-sector organizations to cope with their rapidly changing, challenging environment and unpredictable future. The role of top managers in encouraging strategic innovation is important, as they help define and shape work contents that contribute to organizational and individual innovation. The unfavorable current economic circumstances faced by many countries have resulted in shrinking budgets and stringent public scrutiny amid increasing citizens' demands and expectations. As the drive to provide greater value for the tax money spent has become an important challenge for public organizations, one strategy is to encourage innovation that stems from their leadership.

Studies show that increased innovativeness is associated with overall improvements in public organizations with regard to transparency, services, and responsiveness to the demands of citizens and stakeholders.

Under its Public-sector Productivity Program Framework and broad action plan, the APO emphasizes the importance of developing innovative, strategic leadership in the sector so that more efficient, effective products and services can be offered to satisfy citizens' expectations. In sustaining this initiative, the APO focuses on enhancing the ability of public-sector organizations to innovate, especially in its leadership programs for top managers, to contribute to national competitiveness and productivity in the long term. This workshop therefore will examine what constitutes an innovative, strategic, future-oriented public sector and discuss the role of leadership in sustaining a strategic approach to enhance its productivity.

## 11. Scope and Methodology

The tentative topics to be covered are:

- a. The Role of Innovation and Strategic Leadership in the Future Public Sector;
- b. Defining Innovation and Strategic Leadership in the Public Sector;
- c. Innovating the Public Sector through a Strategic Leadership Approach;
- d. Linking Innovative and Strategic Public-sector Leadership with Productivity;
- e. Creating an Innovative and Strategic Public-sector Leadership for the Future; and
- f. The APO Public-sector Leadership Framework for the Future.

The workshop will consist of lectures, group discussion sessions, sharing of experience among participants through country paper presentations, and site visits.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sunday, 16 September 2018	Arrival of participants in Colombo
Monday, 17 September	Opening session Presentation of resource papers <ul style="list-style-type: none"> <li>- The Role of Innovation and Strategic Leadership in the Future Public Sector</li> <li>- Defining Innovation and Strategic Leadership in the Public Sector</li> </ul>
Tuesday, 18 September	Presentation of resource papers <ul style="list-style-type: none"> <li>- Strategic Leadership for Better Public-sector Performance</li> <li>- Organizational Cultures, Leadership, and Innovative Organizations</li> </ul>
Wednesday, 19 September	Presentation of country papers Site visits <ul style="list-style-type: none"> <li>- To learn and observe applications of innovative and strategic leadership in public-sector organizations and its contribution to productivity and performance</li> </ul>
Thursday, 20 September	Presentation of resource papers <ul style="list-style-type: none"> <li>- Innovating the Public Sector</li> <li>- Building Organizational Leadership Capacity for Public-</li> </ul>

Friday, 21 September	sector Innovation
	- Group workshop/exercise
Friday, 21 September	Presentation of group workshop output
	- The APO Public-sector Leadership Framework for the Future
	Program evaluation by participants, resource persons, and implementing organization
	Summing-up session
	Closing session
Saturday, 22 September 2018	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Government officials including those from state-owned enterprises, policymakers from central and local government organizations, or senior officials/consultants for the public sector from NPOs.
Experience	At least two 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 do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who meet the qualifications above are generally between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

## 13. Financial Arrangements

### a. Airfare

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Colombo, Sri Lanka.

The APO will only reimburse discount air tickets for the most direct route. Participants should 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 and is also available on the APO website and from APO Liaison Officers in member countries.

**b. Insurance Coverage**

Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 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, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

**c. Cost Sharing**

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Colombo	No	Yes	No
Per diem allowance in Colombo	No	Yes	No
Transportation costs to and from hotel and airport in Colombo	No	Yes	No
Insurance coverage in Sri Lanka (refer to paragraph 13b)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No

#### 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 selection committee 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, 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.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no show of a participant.

## **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)).

#### **20. Dress Code**

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn  
Secretary-General



18-IN-48-GE-WSP-A:

Workshop on Innovative and Strategic Leadership  
for Enhancing Public-sector Productivity  
17–21 September 2018, Colombo, Sri Lanka

**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 outline below. The purpose is to share information on current leadership activities that foster the development of an innovative, strategic, future-oriented public sector in participants' countries. The country papers serve as valuable information for understanding and reviewing the importance of innovative, strategic leadership in the public-sector context.

**Proposed Outline of Country Papers**

1. Provide a brief description of current leadership activities that foster an innovative, strategic, future-oriented public sector in your country.
2. Discuss the impact or results (if any) of such innovative, strategic leadership in the public sector.
3. Give suggestions to help improve or sustain the innovative and strategic leadership culture in the public sector in your country.

The country papers should be printed, 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 ([jelvinia@apo-tokyo.org](mailto:jelvinia@apo-tokyo.org), [amatsumaru@apo-tokyo.org](mailto:amatsumaru@apo-tokyo.org), and National Productivity Secretariat ([nposlanka@gmail.com](mailto:nposlanka@gmail.com); [krishanthinposl@gmail.com](mailto:krishanthinposl@gmail.com); [erandinposl@gmail.com](mailto:erandinposl@gmail.com)) **no later than 3 September 2018**. 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 strongly recommended that participants organize their presentations based on the topical outline above.