



## PROJECT NOTIFICATION

23 February 2018

1. **Project Code** 18-IN-54-GE-WSP-A
2. **Title** Workshop on APO Public-sector Leadership
3. **Timing and Duration** 6–10 August 2018 (five days)
4. **Venue** Manila, Philippines
5. **Implementing Organization** Development Academy of the Philippines  
DAP Bldg., San Miguel Ave., Ortigas Center, Pasig City, Philippines  
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6. **Number of Overseas Participants** Up to 18 qualified participants from APO member countries
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 8 June 2018
9. **Objectives**
  - a. To define the critical role of leadership within the framework of good public governance of the future;
  - b. To understand the drivers of change in the future and their impact on public-sector leadership; and
  - c. To disseminate the APO Public-sector Leadership Framework and its related elements in line with efforts to enhance the productivity of the public sector.

### 10. Background

The OECD describes leadership as a critical component of good governance and an important, crucial variable that leads to enhanced management capacity and organizational performance. There is no single best model for developing future leaders because each country has its unique public-sector values with management systems different in many ways. Deloitte states that the confluence of demographic and socioeconomic factors along with technological advances will influence what happens in the future and how governments evolve to meet citizens' changing needs. Understanding these factors or drivers of change and their potential impact is the first step in preparing for the future, especially for public-sector leadership.

The APO recognizes that a number of member countries have undertaken their own leadership development initiatives in the public sector. Those efforts are important and commendable. Under its Public-sector Productivity Program Framework and Broad Action

Plan, the APO intends to supplement, not replace, what is being done in the public services of various member countries. To build on existing leadership initiatives, the APO convened a workshop in Manila, the Philippines, in November 2016 to develop its own complementary framework dedicated to public-sector leadership as a guide for member countries to anticipate the future of government. One of the aims of the framework is to bring greater coherence and comprehensiveness to the different approaches by emphasizing the need for innovation leadership to increase public-sector productivity. The framework identifies the desirable leadership competencies and capabilities to lead an innovative, productive public-sector organization and navigate existing and future challenges posed by their environments. It also provides a blueprint for the APO and NPOs to develop the leadership capacity of government officials in the Asia-Pacific region. This workshop will therefore provide an opportunity to define the critical role of leadership within the framework of good public governance of the future, understand the drivers of change that will impact public-sector leadership, and disseminate the APO Public-sector Leadership Framework to enhance productivity.

## 11. Scope and Methodology

The tentative topics to be covered are:

- a. Drivers of Change in the Future of the Public Sector;
- b. The Need for Leadership in Government in Anticipating the Future of the Public Sector;
- c. Key Principles and Focus Areas in Guiding Public-sector Leadership;
- d. Emphasizing Results and Expected Outcomes of Public-sector Leadership; and
- e. Roadmap of the APO Public-sector Leadership Framework for the Future.

The workshop will consist of lectures, group discussion sessions, sharing of experience among participants, case study presentations, assignments (contents to be specified later), site visits, and individual action plan preparation/presentation.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sunday, 5 August 2018	Arrival of participants in Manila
Monday, 6 August	Opening session Presentation of resource papers
	- Drivers of Change in the Public Sector
	- Public Services in the Digital Age
Tuesday, 7 August	Presentation of resource papers
	- The Need for Leadership in Government in Anticipating the Future of the Public Sector
	- Defining Leadership in the Public Sector
	- Public-sector Leadership Competencies at Different Levels
Wednesday, 8 August	Site visits
Thursday, 9 August	Presentation of resource papers
	- The APO Public-sector Leadership Framework
	- Key Principles and Focus Areas in Guiding Public-sector Leadership
	- Emphasizing Results and Expected Outcomes of Public-sector Leadership
	- Group workshop/exercise
Friday, 10 August	Presentation of group workshop output
	- The APO Public-sector Leadership Framework for the

	Future
	Wrap-up session
	Program evaluation by participants, resource persons, and implementing organization
	Closing session
Saturday, 11 August 2018	Departure of participants

## 12. Qualifications of Candidates

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 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 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 35 and 55 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 Manila, the Philippines.

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 Manila	No	Yes	No
Per diem allowance in Manila	No	Yes	No
Transportation costs to and from hotel and airport in Manila	No	Yes	No
Insurance coverage in the Philippines (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
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 "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. 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.



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Secretary-General