

Global Centre for Public Service Excellence

United Nations Development Programme Project Document

Project Title: Global Centre for Public Service Excellence

Strategic Plan Outcome: Outcome 2.4: National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services

Related BDP IWP Outcomes: BDP Outcome 54: State institutions at central and local level operate in a responsive, transparent and accountable manner to achieve the MDGs and prevent /mitigate potential conflicts

BDP Outcome 39: Expanded capacities of national and local development partners to design and implement policies and strategies for inclusive development and MDG achievement; to scale-up service delivery; to respond to emerging challenges, and; to promote south-south solutions

BDP outcome 58: Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions, including post-disaster and post-conflict situations

BDP Outcome 61: National and sub-national country capacities are strengthened to assess, access, combine and sequence cutting edge knowledge and policy resources

Executing Entity: UNDP

Implementing Agencies: UNDP and partners

Brief Description

The United Nations Development Programme (UNDP) and the Government of Singapore (GoS) are extending their cooperation to the field of applied policy in Public Services. As part of a new global initiative on Galvanising Public Services Capacities for Development, UNDP and GoS are setting up a Global Centre for Public Service Excellence, with the aim of creating a Centre dedicated to policy, learning, and knowledge sharing on cutting edge research and practice in public services management and reform. Building on a long history of engagement between UNDP and Singapore, the Global Centre represents the beginning of a new phase of engagement between UNDP and the Government of Singapore. Set up with shared resources and under shared governance arrangements, the Global Centre will draw on the respective strengths of the two partners and strive to create a Centre of excellence in research and a convening hub on the theme of public services. The Special Unit on South-South Cooperation (SU-SSC) is a key partner in this initiative.


The major focus of the Centre will be twofold:

- (i) A leading research hub, that draws upon the best quality material emanating from the various think-tanks, universities, and from on-going policy practice in Singapore and other countries, supplementing UNDP's existing knowledge and research capability;
- (ii) A convening hub that maximizes the unique position of Singapore to bring together and connect diverse experiences for promoting South-South collaboration, sharing, exchange and co-creation. UNDP's global outreach and networks are expected to help the Centre to become a global hub for all knowledge sharing and policy thinking on public service capacity for sustainable development.

Programme Period:	September 2012	Total resources required	6,397,963 \$
August 2015		Total allocated resources:	
Key Result Area (Strategic Plan)	Outcome 2.4	• Regular	
Atlas Award ID:	00067599	• Global Programme	1,125,000 \$
Start date:	1 September 2012	• Regional Programme	1,125,000 \$
End Date:	31 August 2015	• Other:	
PAC Meeting Date	13 June 2012	• SU-SSC	500,000 \$
Management Arrangements	DIM/DEX	• GoS (Seed)	200,000 \$
		• GoS (Programme)	900,000 \$*
		* to be confirmed by agreement UNDP and GoS	
		In-kind Contributions (GoS)	
		Personnel x 2	(2,979,400 \$)
		Rent	(665,904 \$)

Agreed by (UNDP -BDP): 
Olav Kjørven, Assistant Administrator and Director, UNDP/BDP

Date: 25/06/12

Agreed by (UNDP- RBAP): 
Ajay Chhibber, Assistant Administrator and Regional Director, UNDP/RBAP

Date: 25/06/12

I. SITUATION ANALYSIS

1.1 UNDP's involvement in public service management

UNDP has long recognised the importance of public sector management for development. As part of a broader enterprise intended to inform a global strategic debate on UNDP's corporate approach to public management at national and sub-national levels, UNDP's Bureau for Development Policy undertook a comprehensive stock-taking exercise of UNDP's recent and current interventions in this theme. The stocktaking showed that UNDP continues to implement a wide range of projects and programmes in the areas of public administration reform, local governance and related capacity development in 124 countries across five regions, in LDCs, as well as in middle income countries.

Over the years, however, the attention to public services excellence, public sector management, public administration reform - while remaining historically high in volume terms – has suffered from a lack of policy attention, and therefore there has been a diminishing of resources to keep research, advocacy, and cutting edge learning going.

More recently, the role and capacity of states to deliver services, and to promote inclusive, equitable and sustainable development has come back into focus, with recent events in North Africa and the Arab States. These illustrate the Secretary General's assertion linking the perceived degree of legitimacy of democratic systems to the way that public services operate¹.

There is now a considerable body of evidence of a positive correlation between government effectiveness/public service capacity and the quality of service delivery and development outcomes. It is, for example, impossible to sustain improvements in service delivery without effective planning, budgeting and personnel management systems, pay equity and incentive systems and transparency mechanisms to improve service quality and equitable access and reduce corruption. Emerging evidence also points to the difference that women in decision-making positions and at the front line of service delivery can make to gender responsive public services. To be efficient and effective in today's complex and fast-changing environment, governments also need to redesign/adapt their public sector, its structures and processes. New networks and technologies such as social media can transform public management capacity at national and subnational levels, empower citizens and rebuild the social contract between political leaders and citizens. Equally important for a (human) development organization like UNDP is to stress the important role of the public service in setting an example for the society it serves, hence for the public service itself to reflect and promote international norms and principles including human rights and gender equality in both its functioning and its composition. The capacity of institutions, institutional arrangements, leadership, the quality of state-citizen interface mechanisms all become key elements for further enquiry and knowledge gathering.

To re-position itself in this crowded area, UNDP has developed a corporate initiative for developing public management capacities for sustainable human development. The new UNDP approach not only focuses on technical capacities to deliver on core government functions, it aims to support the development of a robust public sector institution that abides by a set of core democratic governance principles: (i) citizen participation/engagement in public management, (ii) integrity in public affairs; (iii) policy and institutional frameworks for horizontal and vertical accountability; (iv) mainstreaming human rights and rule of law principles in public management; (v) advancing gender equality and women's empowerment within the public service; (vi) representation in the public service (including minorities and disabled people, including women from these groups); and (vii) public sector leadership for transformational change.

¹ UN Secretary-General Ban-Ki Moon in his 2008 Guidance Note on Democracy.

Besides the traditional donors, UNDP will work increasingly with prospective partners and funders from BRICS and MICs and with involvement of leading think tanks and academic institutions. Through a network of UNDP practitioners and external knowledge hubs, UNDP aims to deliver practical guidance, tools and methodologies to foster effective and efficient public management performance at national and local levels, with special attention to strengthening capacity in emerging areas and areas of high demand.

The initiative will be implemented by the Bureau for Development Policy, in a multi-practice effort involving democratic governance, capacity development and gender expertise, in collaboration with the Regional Bureaux, and in partnership with BCPR with regard to public administration and local government in fragile and post-conflict contexts. The Special Unit for South-South Cooperation is a key cooperating partner in this initiative.

1.2 UNDP-Singapore cooperation

UNDP has had a strong and much-appreciated historical presence in Singapore. However, the organization all but ceased programme operations in Singapore after the latter became a Net Contributing Country (NCC) in 1992, wrapping up the final few ongoing programmes by 1997. In recent times, there has been new energy in the relationship, most notably with the UNDP-GoS joint publication (2011), “Virtuous Cycles: The Singapore Public Service and national Development”.

Over the years, Singapore has established global good practice in a number of areas in the public service. It is best known for eliminating corruption, introducing performance based pay, recruitment and retention systems that borrow from a private sector ethic, promoting work-life balance, and cutting-edge use of e-governance. But beyond these prominent themes, there are solid innovations in public management that represent ahead –of-the-curve innovation and adaptation. There have been innovations in business processes, in institutional architecture (e.g. an extensive system of semi-autonomous Boards), and in the soft systems side like instilling pride and values among civil servants.

Recent developments in Singapore have created the conditions that bring a convergence of the interests of Singaporean policy makers to that of UNDP’s normative agenda. Public discourse has become distinctly more participatory (not least due to the channels accorded through new social media), with attendant relaxation of erstwhile restrictions on democratic space. Recent elections and emergent political dialogue has also opened up discussion on issues such as accountability and broader civic engagement in shaping public policy. And Singapore also wants to remain at the cutting edge in relation to its own public management in the context of crises, climate change, currency volatility etc.

Further, Singapore has been moving towards branding itself as a hub for prestigious international organisations and NGOs, to complement its traditional branding as a hub for finance and business. Also, Singapore has among the top universities and centers of learning excellence in the region, and there has been a recent opening/scaling up of a number of premier Singaporean Institutions e.g. the Lee Kwan Yew School for Public Policy in the National University of Singapore, as well as out-posted centers of globally reputed Universities such as Yale University. There is thus a growing acknowledgement that Singapore’s own evolution and maturation from here on, needs to take cognizance of global good practice, learn from those and adapt and apply to Singapore.

Combined with its own first-rate professionals, and then attracting quality expatriate talent, Singapore clearly sees itself as well-positioned to take on a role of a global research, convening and knowledge hub. The prestige and perceived influence of such a positioning is a driving factor for the Singaporeans.

For UNDP, there is attraction in the idea that Singapore offers to join forces with UNDP on the theme of public services. As a recently developed country, Singapore has a fresher recollection of their investments in public services, and the returns these have paid. Many of Singapore’s experiences are immensely valuable complements to UNDP’s own learning in this area, and thematically therefore, the proposed Singapore Center will have a rich offering for client countries.

There is thus rich ground for UNDP and Singapore to come together and develop a joint initiative to take forward their respective advantages in a strategic fashion - the willingness of the GoS to bring its good practices and lessons to a wider audience, and UNDP's global reach, its track record in providing support on public service reform and capacity development, and its relationship with developing countries, provides an opportunity to forge a partnership that will contribute to improving the quality of the public services in developing countries and offer learning opportunities for developing and developed countries alike.

In sum therefore, Singapore's offer to host and establish a Global Centre represents a timely initiative and represents a welcome opportunity for the champions within UNDP of such themes as state capacity, Public Sector Management (PSM), Public Administration Reform (PAR), capacity development, and general public management. The Centre represents a shared commitment at the highest levels of the Government of Singapore and UNDP's management. The UNDP Administrator Helen Clark, was recently invited to Singapore under the Distinguished Visitor Programme, and in the course of the visit, delivered the 'Singapore Annual Lecture' – a prestigious invitation that is usually extended to Heads of State or the Secretary General of the UN. UNDP's Executive Team/Group have also discussed the Centre from time to time and provided necessary guidance to proceed.

2.1. The Global Policy Centre as a central hub of the UNDP Global Initiative

Building on its long experience of support to public service, UNDP has launched a global initiative to **galvanise public service for sustainable human development**. As part of this initiative, UNDP will work with prospective partners and funders from BRICS, MICs and traditional donors, and with involvement of leading think tanks and academic institutions, to establish a UNDP-facilitated global network of policy makers, practitioners and researchers implementing public management reform. This global network of policy makers, practitioners and researchers will (a) facilitate access to knowledge and advice on public sector management reform strategies and experiences and (b) provide a vehicle for UNDP to better influence the global discourse on public management and public service capacities (OECD-DAC and others).

The Global Centre on Public Service Excellence that will be established in Singapore is central to that process and will be a key part of his global network. It will be responsible for research, knowledge and solutions exchange in particular areas of interest as well as to promote south-south knowledge sharing on public management capacities. The Center is expected to be a valuable resource for partners and clients around the world including in OECD countries.

The broad goal of the Global Center for Public Service Excellence is to influence public services policy and reform process by making available the state-of-the-art knowledge and know-how, and connecting top experts and practitioners on the subject through a common platform. The impact of the Centre is to ensure that developed and developing countries operate in a responsive, accountable and transparent manner to effectively manage the delivery of public services.

The Global Center for Public Service Excellence is envisioned initially as a three year initiative having two broad lines of work:

- i) A hub for leading research that draws upon the best quality material emanating from the various think-tanks, universities, and from on-going policy and practice in Singapore and other countries, complementing UNDP's existing knowledge and research capability; codification of findings, and dissemination of knowledge and best practices pertaining to public services and public service development in practice
- ii) A convening hub that maximizes the unique position of Singapore to bring together and connect diverse experiences, through, *inter alia*, South-South collaboration, sharing, exchange and co-creation. UNDP's global outreach and networks are expected to help the Center to become a global hub for all knowledge sharing and policy thinking on public service capacity for sustainable development. It will bring together the best of case evidence, thought leaders, - and promote articulation, thinking, expression and exchange of ideas, strategies and action plans with wider applicability for the global development community.

Annex 2 has indicative Sub Themes for the Center to consider working on²³. Topics that will be explored include the future nature, role and form of the public services, issues of diversity in the public services, country typology specific knowledge on public services, public services capacities in light of emerging challenges like climate change, and so forth.

² Indicative only: Exact themes to be discussed and agreed in the Steering Committee of the Global Center, including with representatives of GoS

³ A detailed list of indicative themes are captured in Annex 2

UNDP and the Government of Singapore will engage in dialogue soon after the setting up of the Centre, about the longer term sustainability plan of the Center, resource base diversification, and eventual maturation and exit issues.

2.2 Partnerships Strategy

While GoS, UNDP and the UN SU-SSC remain founding partners of this initiative, the Center will forge a diverse set of partnerships with Centers of excellence, Universities, think-tanks, civil society organisations, other governments and their specialized agencies and so forth. Some of these partnerships will include partnerships with donors who make a financial and substantive contribution to the Center.

Singapore offers a rich plethora of institutions that would make potential partners for the Center. Notable among them are the Lee Kwan Yew Center for Public Policy, the Institute for Policy Studies, and the Civil Services College. Discussions have been undertaken with these centers and interest has been verified. Developing country governments will be progressively brought into the planning and workings of the Centre.

Likewise, the UN system's network of partnerships will be brought to bear. The Center will forge issue-based partnerships with other UNDP Global Centers, Regional Service Centers, and UN Centers for research and learning such as UNITAR and UNRISD. The Centre will be a key node in the global network of UNDP's knowledge resources.

The Centre will leverage the services of the SU-SSC through its three-in-one South-South Multilateral Support Architecture viz. the Global South-South Development Academy, the Global South-South development Expo, and the South-South Global Assets and Technology Exchange.

Explorations for partnerships will include discussions with the World Bank, Asian Development Bank, Japan, Norway and other donors interested in the subject matter. Indeed, several partners are in various stages of rethinking and reorganising their priorities in this field. The World Bank is currently finalising a new approach for 2011 to 2020 to what it calls public sector management, <http://go.worldbank.org/BQGJN2KA30>. The Asian Development Bank posits its work on public sector management under its broader governance portfolio, and as part of its strategy to assist countries to improve governance⁴. DFID has recently completed a review of its Public Sector management portfolio – a forward looking statement of intent is expected to come out of this.

The center will develop modular packages of ideas which can be submitted to specific interested parties including donors.

2.3 Communications strategy

It is critical that the Center have a strong focus on visibility. Communication and outreach channels of both UNDP and the GoS will need to be leveraged extensively to accord the Center a high degree of visibility. For all of its knowledge management and promotional materials, the Center will include GoS and UNDP logos. To the extent possible, it will acknowledge the role of future partners in contributing to the expansion of the programme, while ensuring such branding and attribution remains in compliance with UNDP branding standards and requirements. All programme-related publications (documents, brochures, press releases, websites, newsletters, results-reporting, banners etc.) and events (press conferences, programme seminars, public events and visits) will bear the names of all partners (with the appropriate logo of the organization).

⁴ The Asian Development Bank allocates about 26% of its loan portfolio to projects that have a significant public sector management component (figs for 2008-10 period) <http://www.adb.org/themes/governance/main>

In order to maximize visibility, the existing partnerships and subsequent new partnerships will be announced by means of targeted communication e.g. press release to all relevant stakeholders as well as on UNDP/ UN global and regional websites.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the BDP IWP for the Global Programme: Outcome 54: State institutions at central and local level operate in a responsive, transparent and accountable manner to achieve the MDGs and prevent /mitigate potential conflicts

BDP Outcome 39: Expanded capacities of national and local development partners to design and implement policies and strategies for inclusive development and MDG achievement; to scale-up service delivery; to respond to emerging challenges, and; to promote south-south solutions

BDP outcome 58: Strengthened national, regional and local level capacity to mainstream gender equality and women’s empowerment in government policies and institutions, including post-disaster and post-conflict situations

BDP Outcome 61: National and sub-national country capacities are strengthened to assess, access, combine and sequence cutting edge knowledge and policy resources

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable Key Result Area (from 2008-13 Strategic Plan): Outcome 2.4 : National, regional and local levels of governments expand their capacities to reduce conflict and manage the equitable delivery of public services

Partnership Strategy: Dialogue with interested partners, joint activities, packaging specific products for donors

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><u>Output 1:</u> A credible body of research findings generated and disseminated</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of research items initiated No of policy notes, discussion documents, working papers produced and published No of communities of practice generated or joined <p>Baseline: This is a start-up initiative</p>	<p>1 <u>Activity Result:</u> Research outputs</p> <p>Actions:</p> <ul style="list-style-type: none"> Scope research items Identify gaps in knowledge Forge partnerships and agree on implementation roadmap Commission research and report on progress Undertake peer review processes/knowledge CAPs Codify research Undertake dissemination activities Generate community of practice (where relevant) Issue guidelines for UNDP staff (where relevant) 	<p>Staff of the Global Center, supported by the Steering Committee and UNDP’s larger pool of practitioners from HQ and Regional Service Centres</p>	<ul style="list-style-type: none"> UNDP: Staff time September-December 2012: 75,000 as available from GoS programme resources January-Dec 2013: 150,000 as available from GoS programme resources January-Dec 2014: 150,000 as available from GoS programme resources January-August 2015: 75,000 as available from GoS pgrm resources

<p><u>Output 2:</u> Visible and effective convening for policy exchange established</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> No. of convening activities undertaken No of high profile events held No of South-South initiatives facilitated No of electronic discussions conducted Outcomes of the above codified and made available to a wider audience <p>Baseline: This is a start-up initiative</p>	<p><u>1 Activity Result:</u> Convening outputs</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> Plan and undertake seminars, workshops Conduct annual thought-leadership sessions Conduct annual or semi-annual conclaves Identify and broker South-South learning opportunities Seed and support communities of practice Conduct e-discussions and video conversations 	<p>Staff of the Global Center, supported by the Steering Committee and UNDP's larger pool of practitioners from HQ and Regional Service Centres</p>	<ul style="list-style-type: none"> UNDP: Staff time September-December 2012: 75,000 as available from GoS programme resources January-Dec 2013: 150,000 as available from GoS programme resources January-Dec 2014: 150,000 as available from GoS programme resources January-August 2015: 75,000 as available from GoS pgrm resources
<p><u>Output 3:</u> The Center is established and fully functional</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Key staff functions are covered by personnel in place Premises are in ready to use AWP signed off Programme resources raised Monitoring and evaluation reports 	<p><u>Activity Result:</u> A functioning center that undertakes research and convenes partners on public policy issues.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> Hire center staff and other personnel Refurbish and set-up premises Develop and implement workplan Monitor, evaluate and report in a timely manner. Additional resources mobilized for the optimal functioning of the Centre 	<p>BDP and RBAP HQ staff, Government of Singapore counterparts, Malaysia CO staff members in the set-up phase and Steering Committee members</p>	<ul style="list-style-type: none"> UNDP Staff time 200,000 Seed Grant available from GoS 201,000 from UNDP resources to cover refurbishment, maintenance, IT infrastructure, stationery, maintenance, janitorial services, communication, miscellaneous

Year: The Annual Workplan will be determined by the Director of the Centre in consultation with the Steering Committee, UNDP and the Government of Singapore

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Activity Result -Activity action -Activity action								
	2. Activity Result -Activity action -Activity action								
	3. Activity Result - Activity action - Activity action								
	4. Activity Result -Activity action -Activity action								
Output 2 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Activity Result -Activity action -Activity action								
	2. Activity Result -Activity action -Activity action								
Output 3 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>									
TOTAL									

IV. MANAGEMENT ARRANGEMENTS

The Centre will be headed by a Director who will be head of the Centre and is UNDP staff. The Director will be supported by a Policy Analyst and a JPO and two GoS seconded staff members who will be supporting the Director in fulfilling the aims of the Centre. The Center will be located in premises provided by the GoS within the campus of the National University of Singapore.

The governance/management arrangements of the Centre as well as staffing profile will pay explicit attention to the issue of gender balance in decision making positions.

The Director will be chosen through UNDP's competitive recruitment process and women will be encouraged to apply.

The Center for Public Service Excellence will be governed by a **Steering Committee** co-chaired by UNDP/BDP and the GoS. **The Steering Committee will also serve as the Project Board** (per UNDP project governance requirements). UNDP will apply DIM implementation modality. The project organisation structure is detailed in Annex 1.

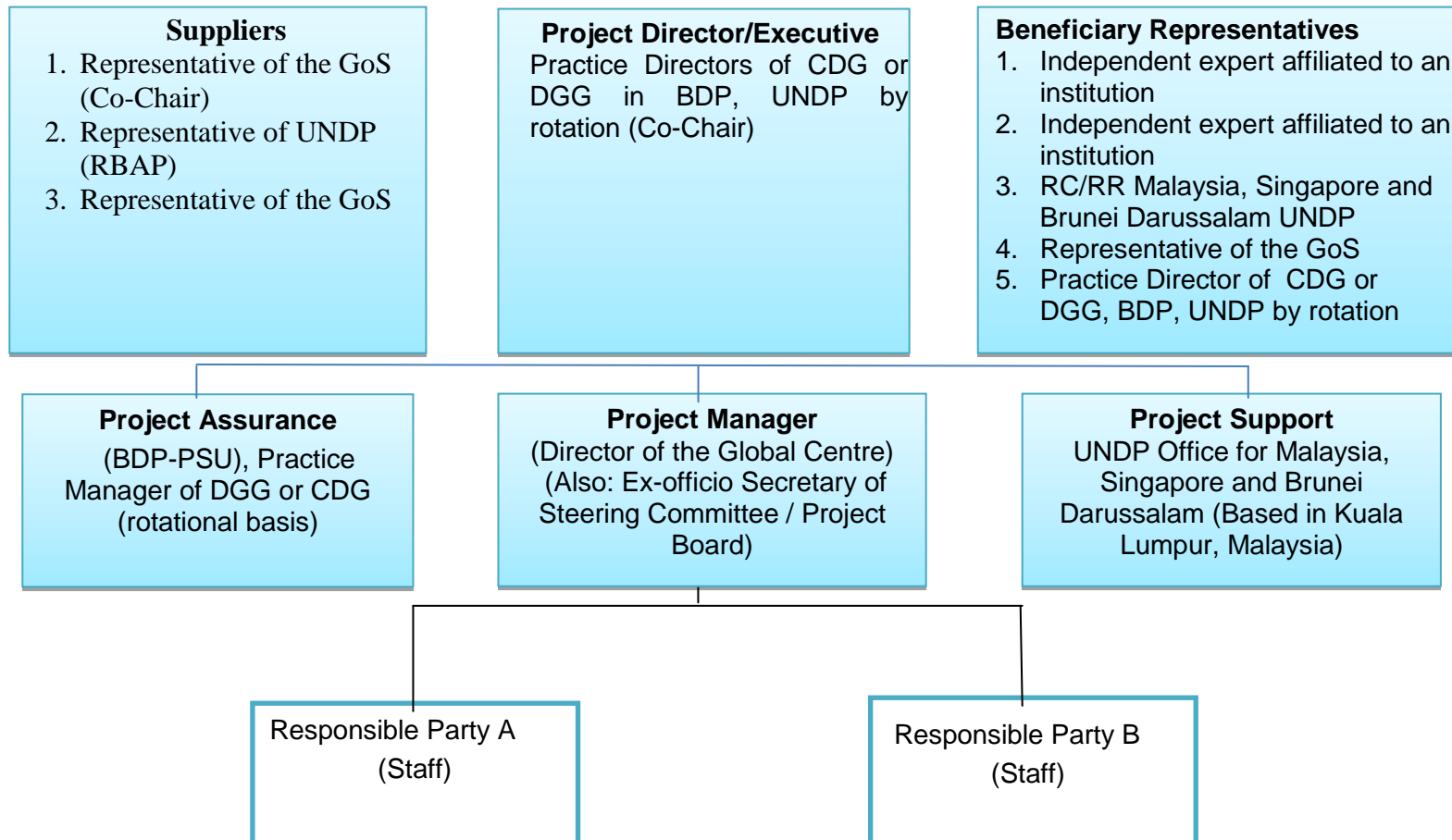
The Board will meet annually or more frequently if deemed necessary by the Co-Chairs. While members of the Steering Committee / Project Board have overall roles in governance of the Center, they will also have additional, specific roles. The tasks of the Steering Committee / Project Board will include to:

1. Peruse accounts and reports from preceding cycle;
2. Consider for approval and , offer guidance into all programme funding proposals;
3. Receive and comment on periodic progress report of the Global Center;
4. Approve the budget and workplan;
5. Approve significant deviations from workplan.
6. Provide strategic direction and vision for the sustainability of the center;
7. Support the centers resource mobilization efforts.

Membership of the governing body can be expanded as required, with the agreement of standing Steering Committee / Project Board members, to permit participation of future major donors and supporting organisations.

Job descriptions of the Director and staffing organigramme are attached as Appendices, 3 and 4 respectively

PROJECT ORGANISATION STRUCTURE



V. MONITORING FRAMEWORK AND EVALUATION

Contributing to the UNDP Strategic Plan Goal 2 Outcome 4 and to a number of BDP IWP Global Programme Outcomes, the Centre will contribute to UNDP's work on responsive institutions, capacity development, public administration reform, support to mechanisms of responsiveness and accountability to women and men.

The goal of the Centre is to ensure that public services capacities in developed and developing countries are supported to enable them to operate in a response accountable and transparent manner to effectively manage delivery of public services. This goal will be achieved through the following set of outputs:

Research and convening outputs inclusive of and contributing to improved policy regimes in partner governments, new and innovative directions and guidance on what is ahead of the curve, and a cadre of civil servants are more aware to state of play in public services management in order for them to be responsive to their citizens.

Results: The Centre will be expected to contribute to improved and more equitable public service in developing countries by adding to a body of knowledge available to UNDP staff, clients and practitioners on state of the art in various aspects of public services management.

Success for the Centre would look like:

- The outputs of the Center have been recognized by a body of peers (in UNDP and in Singapore) as a useful contribution to the discourse on Public Service
- Outputs of the Center have been used as a resource in consultations, workshop, or exchanges undertaken by a third party
- Two (2) flagship initiatives have been launched and deemed to be completed/progressing satisfactorily by the Governing Board of the Singapore Center
- Mutual agreement between UNDP & Singaporean Principals at the end of year 2 regarding future perspective and exploring options for the sustainability of the center.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 5), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Other: The project will be regularly monitored by the staff of the Centre and quarterly by BDP management. The Project Board will review annual progress. BDP PSU will assess performance of the center. BDP-PSU staff are independent of the key stakeholders of the Centre.

In the final six months of this programme cycle (2015), a joint evaluation report will be available that would have been carried out by UNDP and GoS to examine the the relevance and usefulness of the Centre. The evaluation will be undertaken by independent evaluators jointly chosen by UNDP and GoS. The results will be used to determine whether future support is warranted. The report will be presented to the Project Board/ Steering Committee for their consideration and decision regarding the further course of action on the center beyond the life of the project. Part of the management budget for 2015 will be earmarked for the evaluation.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Singapore. The superseding document however, will be the attendant MoU signed for the purpose of setting up this Centre, and UNDP, signed on (date), and any side documents/letters agreed upon between UNDP and the GoS

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds and funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1:

Members of the Steering Committee and Project Board of the Centre

1. Co-Chair: UNDP, Bureau for Development Policy at the level of Practice Director of the Democratic Governance Group and Capacity Development Group by rotation.
 2. Co-Chair: High-level official of the Government of Singapore nominated by GoS.
 3. Member: High-level official of the Government of Singapore nominated by GoS.
 4. Member: UNDP, High-level official of the Regional Bureau for Asia Pacific nominated by the ASG/Asia-Pacific.
 5. Member: Independent; an independent recognized scholar or practitioner from the field of public services, nominated by agreement between GoS and UNDP members of the Steering Committee / Project Board with affiliation to an organization/institution e.g. CSO, think tank, university etc.
 6. Member: Independent; an independent recognized scholar or practitioner from the field of public services, nominated by agreement between GoS and UNDP members of the Steering Committee / Project Board with affiliation to an organization/institution e.g. CSO, think tank, university etc.
 7. UN Resident Coordinator/UNDP Resident Representative, Malaysia, Singapore and Brunei Darussalam.
 8. Member: High-level official of the Government of Singapore nominated by GoS.
 9. Member: UNDP, Bureau for Development Policy at the level of Practice Director, Democratic Governance Group and Capacity Development Group by rotation –to be the Practice Director other than the designated Co-Chair above, representing global networks of the thematic area.
- Secretary: *Ex-officio*; the Director of the Center. Members 5 and 6 will represent a degree of geographical diversity⁵.

⁵ Job description of the Director is in Annex 3

Annex 2:

Possible themes for the work of the Singapore Center (Strictly indicative only)

Theme: Public Management 2.0: Scenario building and anticipatory adaptations in public management (partnership with Centre for Strategic Futures and possibly Institute for South East Asian Studies, Institute for Policy Studies, Lee Kwan Yew School): Singapore is delving into scenario building in order to understand how public policy in Singapore needs to evolve to emerging global trends – climate, energy, currency volatility, rising sea level s etc . CFS is at the hub of it. Similarly, ISEAS is undertaking community resilience programmes which involve the placing of volunteers in each community who will assume leadership in the event of catastrophic events like a bomb attack, and subsequent possible ethnic tensions/fracture. UNDP could offer to twin with these institutions to undertake further research and guidance development as to what public management adaptations will be necessary for evolving public policy scenarios. Excerpt from Peter Ho’s (Head of the Civil Service) writing: *As Singapore is rapidly globalizing in its economic and political domains, how would the public sector cope with new demands stemming from globalization, a burgeoning foreign population in Singapore and an outward looking and demanding younger generation?...is the civil service reinventing itself?*

Activities: MoU and division of labour with CFS/ISEAS/IPS/LKY; sharing of Singapore experience and learning with select countries; agreement on gap areas in knowledge; commissioning and completion of research - dissemination workshop; guidelines produced for wider UNDP client base.

Theme: Business process and systems innovations in the Singaporean Model (partnership with Technical Cooperation Directorate): Goes without saying that Singapore has made tremendous advancement in both business processes of public administration, as well as in systems. Quite apart from its successes in anti-corruption, and public services remuneration packages, there are less well-known but highly effective innovations in various aspects of public administration: the use of e-governance, the use of semi-autonomous sector ‘Boards’ e.g. the housing board, as effective service delivery platforms, and the use of soft systems techniques in building pride and instilling a sense of values. Similarly, Singapore is a leading example of adapting private sector business practices for the public sector, and making a success of it. These need to be codified for a wider audience, unpacked in good measure (what lies beneath, critical success factors) and shared with a wider constituency

Activities: Convening, codifying and sharing

Theme: Adaptive Leadership (Partnership with Institute of Policy Studies and Centre for Global leadership in the Civil Services College): Singapore has been a leadership-driven polity and society. Leadership has been adaptive – a modern line of thought in leadership theory that codifies and recognizes leadership traits for specific outcomes e.g. leadership style required to evacuate a building on fire v/s leadership style required to promote ethics in public life, and how to have effective leaders adapt their style to situations. The center could become a repository hub on leadership material and provide workshops and discussion spaces

Activities: Workshops, disseminating activities, fellowships

Theme: Diversity in Public Service (partnership with Civil Services College/PSD): Singapore has a very diverse public services cadre – both ethnically as well as by gender. This diversity is partially reflective of the social composition of the country, but is also largely engineered by public policy and commensurate incentives regime. This is worth some analysis and capture for a wider audience. A UNDP report in collaboration with the Singapore Ministry of Foreign Affairs and the Civil Service College⁶ states that there is ‘gender equality in the civil service, in principle and in practice...’. The following table is illustrative of the gender diversity in the civil services:

Table: No. & proportion of senior officers in Civil Service of total in Division I & Super scale by gender

Gender	2005 (Dec 05)	2006	2007	2008	2009
Female	18,965 (62%)	20,240 (62%)	21,148 (63%)	22,136 (63%)	24,244 (62.4%)
Male	11,568 (38%)	12,172 (38%)	12,629 (37%)	13,223 (37%)	14,595 (37.6%)
Total	30,533	32,412	33,777	35,359	38,839

Source: Public Service Division, Singapore

Activities: Analytical work, Workshops, disseminating activities, fellowships

Theme: Pricing of public utilities (partnership with Lee Kwan Yew School and World Bank Singapore): Singapore being a natural-resource poor country means that it incurs high costs for producing water (sea water de-salination), waste management (disposal in a limited geographical space) and provision of general public utilities in general. Yet it has cleverly engineered a regime of economic governance which allows public utilities to be priced reasonably, and more importantly, equitably so that all of the population has equal access. This is a valuable issue to analyse and share with a wider audience.

Activities: Workshops, disseminating activities, fellowships

⁶ Virtuous Cycles: The Singapore Public Service and National Development, 2011

Theme: Stakeholder engagement in governance and public discourse (Partnership with Institute for Policy Studies). Singapore is trying new techniques of creating e-forums and mediation mechanisms for citizen-state-business interfaces and dispute resolution. UNDP knows quite a bit about this from its global experiences and can help share with Singapore, as well as learn from Singapore to refine its package of offer in this area.

Activities: Exchanges, Workshops, disseminating activities, fellowships

Theme: Public Management offer for Middle Income Countries (partnership with National University of Singapore): UNDP is being increasingly challenged to come up with various packages of offer for MICs, diversifying from its traditional LDC focus. This includes the offer on public management. It is proposed that the center become the hub of research, codification and global guidance on this issue.

Activities: Research, sharing and disseminating activities, fellowships

Theme: The ASEAN Governance Initiative (partnership with Nanyang Technological University and possibly Institute for South East Asian Studies): Understanding the underpinnings of governance in each ASEAN country with a view to providing practical guidance on improvements in governance. Covers cultural values and beliefs, institutional capabilities, and adaptability to evolving change and challenge. Will touch upon leadership, systems and processes.

Activities: Inception workshop and core community of practice; country by country teams of scholars and policy makers; sharing and modification of UNDP's existing governance, capacity and political economy analysis instruments – adaptation; country studies; sharing and feedback sessions on findings in each country; improvement strategies; Synthesis workshop and publication.

Theme: Compendium of Studies: Investing in Public Services equals Effective Development Results (from a handful of countries): The Singapore Case Study represents one such study as part of the compendium. A handful others could be done to make a full compendium.

Activities: Research, validation and disseminating activities

Annex 3:

Job Description of Director

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	UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION
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I. Post Information	
Post Title: Director Post Number: XXXX Organizational Unit: Bureau for Development Policy (BDP), Regional Bureau for Asia-Pacific (RBAP) Supervisor/ Grade: Practice Director (D-2) Post Status: Source of Funding: BDP, RBAP	Current Grade: Proposed Grade: D-1 Approved Grade: Post Classified by: Classification Approved by: Duty Station: Singapore

II. BACKGROUND

The United Nations Development Programme (UNDP) and the Government of Singapore (GoS) are extending their cooperation to the field of applied policy in Public Services. UNDP and GoS are setting up a Global Center of Public Service Excellence, with the aim of creating a center dedicated to policy, learning, and knowledge sharing on cutting edge research and practice in public services management and reform.

UNDP and Singapore

UNDP is the custodian agency of the UN's global network on development with a substantive mandate for enhancing governance and institutional capacity in the 177 countries around the world in which it operates. It has an explicit mandate for supporting the improvement of the performance, adaptability, resilience, efficiency and effectiveness of public services in these countries.

Singapore is an acknowledged leader in the field of public services with an established track record of excellence. Starting over half a century ago from a relatively poor base with few natural resources, it has transformed itself into a first world economy within one generation. It has been at the cutting edge of adaptive systems and institutions, has designed and benefitted from a robust capacity development framework, and its achievements in the field of efficient and contextually relevant public services is frequently cited as a global exemplar. Singapore is now widely recognized as having developed an outstanding public service and has one of the world's most competent, disciplined and non-corrupt bureaucracies, with a high standard of efficiency and accountability. It counts amongst the 16 best-run countries for government effectiveness and regulatory quality. Singapore has also raised the bar on the interface of the public and the private sectors demonstrating a synergistic interplay of the two to further national development goals.

Against this backdrop, UNDP and the Government of Singapore are setting up a Global Center themed on Public Service Excellence. This Center is conceived around the ambition that it will be a global cutting-edge entity that can serve as a resource for countries from the North and South alike. UNDP has a strong interest in ensuring that the lessons from Singapore's experience, and others like it, are more widely accessible to both developing and OECD countries. Likewise, The Government of Singapore is keen on a platform where sharing and learning from experiences worldwide occurs on an ongoing basis and informs the policy agenda in Singapore.

The Center is a cornerstone of the partnership between UNDP and the Government of

Singapore going forward and represents a shared commitment at the highest levels of the Government of Singapore and UNDP's management.

The Global Center for Public Service Excellence

The Global Center will be based in Singapore. The Center will primarily locate its activities within two broad genres of functions: a) it will be a hub for cutting-edge research, codification of findings, and dissemination of knowledge and best practices pertaining to public services and public service development in practice; and, b) it will be a convening hub bringing together the best of experiences, case evidence, thought leaders, - and promote articulation, thinking, expression and exchange of ideas, strategies and action plans with wider applicability for the global development community.

This Center is looking for a Director, based in Singapore. The Director is a senior functionary in the United Nations System and is the effective head of the Center. The individual is expected to have specialisation in the subject at hand, senior management experience, experience at leading and guiding research, ability to carry out liaison functions, lead resource mobilization efforts, conduct outreach, convene seminars, conclaves, and is able to foster and nurture relationships among key stakeholders.

The individual recruited for this position will hold a UNDP contract, and will be under the aegis of the provisions of a United Nations staff member. The Director works under the substantive guidance of the Practice Directors of the Democratic Governance and Capacity Development Groups of UNDP. There are lines of accountability to the Governing Board of the Center, and especially, the Co-Chairs of the Governing Board/Steering Committee composed of UNDP and Singaporean Government representatives.

The Director's substantive responsibilities will revolve around coordinating cutting-edge research agenda, bringing together the best available knowledge resources and resource persons on the subject and create a strong set of policy recommendations with global relevance.

The Director will also focus on partnership building, resource mobilization, stakeholder outreach, convening activities and connecting with existing networks, institutions, universities, civil society organisations and think tanks.

In addition the Director's will give time for the overall management of the center, managing staff, workplans, budgets, reporting and board liaison and ensuring all key stakeholders are abreast of developments and heedful of the evolving nature of the partnership between UNDP and the Government of Singapore.

III. FUNCTIONS / KEY RESULTS EXPECTED

Within the overall vision for the Center, the Director will be responsible for:

- Providing strategic leadership and vision, as well as ensuring cutting-edge knowledge production and dissemination.
- Overall management of the Center including as ex officio Secretary of the Governing Board of the Center.
- Convening of ideas, resource persons, thought leaders, practitioners from across public, private, civil society and academic actors.
- Partnership building, communication and outreach, including to specialized thematic communities of practitioners in the subject area.
- Liaison function between UNDP, the Government of Singapore and other stakeholders.
- Resource mobilisation for the Center and its programmatic activities from interested partners in the South as well as the North
- Ensuring close collaboration and coordination with other relevant UNDP units, notably Bureau for Development Policy, the Regional Bureau for Asia and the Pacific, UNDP programmes and initiatives that may wish to draw upon the expertise of the Center, the Resident Representative of UNDP in Malaysia/Singapore and Brunei Darussalam, and UNDP Regional Service Centers in all substantive activities.

Knowledge, Research and related activities:

- Develop a series of flagship knowledge products that will position the Center as a global center of excellence in the area of public service in development.
- Planning, commissioning and supervising desk-based, exploratory and interview-based applied research on public services.
- Leading or supervising, comparative research or compilations and reviews of relevant research by other institutions, for both internal and external use.
- Producing analytical pieces/ policy briefs on comparative practical experiences in developing public services, bringing insights into various approaches, experiences, their merits, challenges and lessons learned.

IV. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Leadership:

- Demonstrated ability to think strategically and provide leadership.
- Strong decision-making skills with proven track record of mature judgments.
- Ability to conceptualize and convey strategic visions.

Functional:

- Strong analytical and communication skills, including ability to produce high quality academic papers, reports and other knowledge products.
- Proven professional and/or academic experience in Public Service Reform, Public Management, Public Governance or closely related fields.
- Capacity to interact with senior officials and credibly influence senior decision makers.

Management:

- Ability to produce high quality outputs in a timely manner while understanding and anticipating evolving client needs.
- Ability to focus on impact and results for the client, promoting and demonstrating an ethic of client service.
- Strong ability to manage teams; creating an enabling environment, mentoring and developing staff.
- Strong resource mobilization skills and accountability for management of financial resources.

Partnership building and team work:

- Excellent negotiating and networking skills.

V. IMPACT OF RESULTS

The research and inputs in the areas mentioned will support the activities of the Center. This assignment will help build UNDP and GoS a strong foundation, and exemplar for Public Services globally. It will enable the long-term impact of helping Countries in both the North and the South build strong, effective and efficient cadre of public service to promote their national development goals.

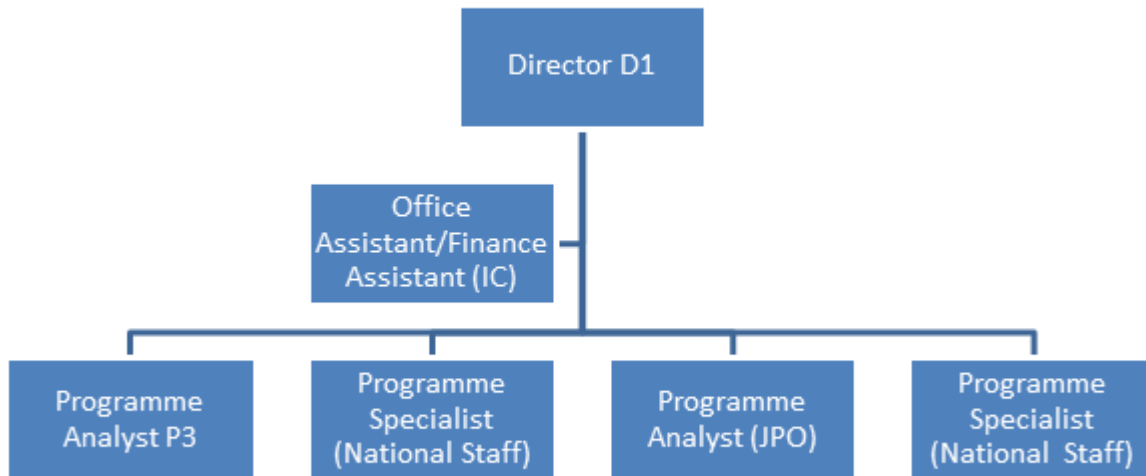
VI. RECRUITMENT QUALIFICATIONS

Education:	Master's Degree or equivalent in Public Administration, Economics, International Development, Business, or related field.
Experience:	<p>Minimum of 15 years of relevant experience inclusive of extensive national and international working experience in the development arena with a particular focus on public service development, public administration reform and/or public sector capacity development.</p> <p>Relevant experience in leadership positions in recognized development or other relevant organizations.</p> <p>Proven management experience and demonstrated leadership ability.</p> <p>Experience in leading/managing knowledge product development and dissemination.</p>

Language Requirements:	Fluency and proficiency in English; knowledge of other languages desirable.
Other Requirements:	Willingness to travel including to special development situations.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
N/A		
Name	Signature	Date
Supervisor		
Practice Director of DGG/CDG		
Name / Title	Signature	Date
Chief Division/Section		
Magdy Martinez-Soliman		
Deputy Assistant Administrator and Deputy Director, BDP		
Name / Title	Signature	Date

Annex 4:
Staffing Organigramme



Annex 5: Risk Log

No.	Type	Description	Rating	Mitigating Actions
1.	Financial	The Center fails to muster necessary resources to achieve critical mass	Medium	<ul style="list-style-type: none"> • Workplans made strictly according to available resources • Communication and Resource mobilization key deliverables of the center director • Relationship building with other arms of the GoS – such as the Technical Cooperation Directorate • Choice of prudent global, South-South and Triangular activities that other donors may episodically fund
2.	Institutional	The Center fails to attract and retain the best staff	Medium	<ul style="list-style-type: none"> • Choice of Director with a profile of relationships, spokesperson and communication skills • Strong outreach to Singaporean Civil service communicating attractiveness of secondments with the UN
3.	Institutional	Key government counterparts change job/retire	Low	<ul style="list-style-type: none"> • Ensure outreach and relationship building with multiple government agencies and multiple key individuals
4.	Institutional	Center is seen as promoting the Singapore model of public services	Medium	<ul style="list-style-type: none"> • A balanced portfolio must be chosen that reflects a healthy mix of global activities, as well as an inflow of scholars, thought leaders from around the world representing geographical and gender diversity

Annex 6: Special Clauses

1. The schedule of payments and UNDP bank account details:
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing referred above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. For grants received from GoS, there may be legal and auditing requirements consistent with GoS; UNDP will review these and put forward a proposed plan for compliance.

