

No.40/9/2010-EO(F)  
Government of India  
Ministry of Personnel, P.G.& Pensions  
Department of Personnel & Training

North Block, New Delhi-1  
Dated the 14<sup>th</sup> September 2010.

**TRAINING CIRCULAR**

Subject :Singapore-Qatar Third Country Training Programme (TCTP): "Managing Public Sector Performance for Excellence" from 12<sup>th</sup> to 15<sup>th</sup> December 2010 (4 days).

The undersigned is directed to state that the Governments of Singapore and Qatar have offered the above mentioned training programme to be conducted at the Asia-Middle East Dialogue (AMED) Regional Training Centre for Public Administration in Doha, Qatar from 12<sup>th</sup> to 15<sup>th</sup> December 2010. The details of the programme and the application form may be drawn from Ministry of Personnel, Public Grievances and Pensions website ([persmin.nic.in](http://persmin.nic.in)).

2. The course provides an interactive forum for officers to share, explore and discuss concepts and issues related to managing public sector performance. The seminar will also provide the participants with a good insight into the process of developing effective policies and framework in adopting performance management frameworks.

3. The course is designed for participants who are Mid to senior officials involved in managing organizational performance, strategic planning and strategic human resource; are proficient in written and spoken English; are below 50 years of age and are in good health.

4. The Government of Singapore will bear the cost of the trainer's fees, while the Government of Qatar will bear the cost of the training facilities. The participant's nominating authority/ agency will be responsible for travel arrangements (including airfare), accommodation and other local and incidental expenses. **They should specifically undertake to bear the cost of participant's above expenditure. Applications received without such an undertaking will not be considered.**

5. It is requested that the nomination of the suitable candidates may please be forwarded to this Department in accordance with the eligibility criteria and the terms and conditions of the Singapore High Commission's Circular dated 3<sup>rd</sup> September 2010. The Ministries may sponsor the names of only Government/ Public Sector Undertaking functionary.

6. The nomination details should be submitted in the prescribed proformas duly authenticated by the Department concerned alongwith the requisite enclosures.

7. The applications should reach this Department through proper channel **not later than 25<sup>th</sup> October 2010**. Nominations received after the prescribed date will not be considered. The circular inviting applications for the above training programme is available on this Department's website [persmin.nic.in](http://persmin.nic.in)

  
(Raakesh Mishra)  
Desk Officer

1. The Secretaries, All Ministries/ Departments, Government of India.

2. All State Governments/Union Territories.

✓ 3. Director (Technical), NIC with the request to post the circular along with the Singapore High Commission's circular and the enclosed application Proformas on the Department's website



SINGAPORE HIGH COMMISSION  
NEW DELHI

3 September 2010

Ms. Trishaljeet Sethi  
Director, Department of Personnel & Training  
Room No. 19-A, North Block, New Delhi - 110001

Dear Ms. Sethi,

**SINGAPORE-QATAR THIRD COUNTRY TRAINING PROGRAMME (TCTP):  
"MANAGING PUBLIC SECTOR PERFORMANCE FOR EXCELLENCE", 12-15 DECEMBER 2010**

I am pleased to inform you that the Governments of Singapore and Qatar would like to invite India's National Focal Point for Technical Assistance to nominate up to three suitable candidates for the above-mentioned course to be conducted at the Asia-Middle East Dialogue (AMED) Regional Training Centre for Public Administration (RTCPA) in Doha, Qatar under the Singapore-Qatar Third Country Training Programme (TCTP).

Under the Singapore-Qatar TCTP arrangement, the Government of Singapore will sponsor the costs of sending the instructor to Qatar to conduct the course. The Government of Qatar will bear the cost of training facilities in Doha, Qatar. The recipient Governments will be responsible for the travel costs, accommodation and other local and incidental expenses of their participants. A write-up on the course and copy of the application form are enclosed. The completed application forms should be endorsed by India's National Focal Point for Technical Assistance and submitted to the following address before 1 November 2010:

Technical Cooperation Directorate (Attn: Ms. Aurelia Lin)  
Ministry of Foreign Affairs, Singapore  
Tanglin, Singapore 248163  
Fax: (65) 6479 3357 / Tel: (65) 6379 8462

In case there are more applicants than training places, the selection of candidates will be based on merit. Hence, the Governments of Singapore and Qatar seek the understanding of India's National Focal Point for Technical Assistance in the event its nominees are not selected.

With best regards,

Yours sincerely,

**ADRIAN LI**  
FIRST SECRETARY (POLITICAL)  
enc.

Cc: Mr. Sanjay Kumar  
Director, D/O Economic Affairs, Ministry of Finance  
North Block, New Delhi - 110001

Teo 6/9/10  
US/FA-IND  
7/9/10 (F2)  
DO (F2)

DUD No: 79129/2010  
C-497/EO(F)/2010  
8/9/2010

## **MANAGING PUBLIC SECTOR PERFORMANCE FOR EXCELLENCE**

**12 TO 15 DECEMBER 2010**

Jointly sponsored by the

**MINISTRY OF FOREIGN AFFAIRS, SINGAPORE**

and the

**INSTITUTE OF ADMINISTRATIVE DEVELOPMENT, QATAR**

under the

**SINGAPORE – QATAR THIRD COUNTRY TRAINING PROGRAMME**

to be conducted by the

**CIVIL SERVICE COLLEGE, SINGAPORE**

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### **Singapore Cooperation Programme**

Singapore has provided technical assistance to other developing countries since the 1960s. As a country whose only resource is its people, Singapore believes that human resource development is vital for economic and social progress. Singapore itself has benefited from training provided by other countries and international organisations. Through the Singapore Cooperation Programme (SCP), Singapore can contribute to the development of other developing countries.

In 1992, the SCP was established, bringing together under one framework the various technical assistance programmes offered by Singapore. Through the SCP, the range and number of training programmes have been increased to meet the needs of developing countries.

Since 1992, Singapore has sponsored training courses and study visits for over 70,000 officials from 169 countries. The SCP is managed by the Technical Cooperation Directorate of the Singapore Ministry of Foreign Affairs.

### **Institute of Administrative Development, Doha, Qatar**

The Institute of Administrative Development (IAD), established by the Amiri Decree in 1997, is an independent government institution of the State of Qatar. Located in Doha, IAD is administratively under the charge of the Minister of the State for Council of Ministers Affairs.

IAD is committed to improving on the administrative processes, practices, behaviour and procedures through training, consulting and applied research. Since 1997, IAD has trained more than 11,000 participants in the region in public administration, finance and information technology. It has also carried out over 44 consulting studies for 18 governmental and private organisations.

IAD has actively engaged in linkages with reputable regional and international organisations, focusing on and addressing issues of management and administrative development.

## **Civil Service College, Singapore**

As a key strategic catalyst in initiating change and sustaining transformation within the Public Service, the Civil Service College (CSC) has played an important role in facilitating the learning process for public servants in Singapore since 1971.

Being part of CSC, CSC International serves as a one-stop contact point for international organizations interested in Singapore's public sector reform initiatives and management practices. Through the sharing of Singapore's best practices and experiences with overseas delegates, CSC International hope to promote good governance, and generate goodwill and cooperation between different governments across the world. CSC International has substantial experience working with international agencies.

## **Course Objective**

By the end of the course, participants would be able to:

- Appreciate the rationale, philosophy and principles of performance management
- Understand public sector performance management frameworks
- Appreciate the issues surrounding the application of performance management framework
- Draft broad framework pertaining to improvement of public sector performance
- Understand the strategic role and functions of a HR department in the civil service and its importance to performance management

## **Methodology**

Using the best mix of training and learning methodologies, the course will be highly interactive and experiential. Besides formal lecturing, activities include open discussions, group work, exercises, case study, experiential activities and other learning methodologies. Participants will have adequate opportunity to share their experiences, learning and challenges.

## **Course Outline**

Governments around the world have been embarking on a new paradigm with regard to managing public sector performance. This is largely because public sector organizations around the world are facing unprecedented pressure to improve delivery and service quality while working within cost constraints. At the same time, they are also expected to become more accountable, customer focused and responsive to stakeholder needs. This involves coming up with clear and focused performance measures and adopting longer term planning.

Singapore, for example, has adopted a Whole-Of-Government (WOG) approach in managing its resources better to achieve intended outcomes for the country. Processes, human resource capacity, performance based budgetary frameworks are key components that support this performance management framework.

This programme provides an interactive forum for officers to share, explore and discuss concepts and issues related to managing public sector performance. The seminar will also provide the participants with a good insight into the process of developing effective policies and framework in adopting performance management frameworks. A

### **The topics to be covered are:**

- Introduction to the Singapore Public Service
- Introduction to Performance Management and its Implementation in the Singapore Public Service
- Human Resource Management and Development Framework
- Adaptation of the Balanced Scorecard (BSC) Performance System in the Singapore Public Service
- Organisational Excellence Frameworks
- A Look at Performance and Outcome Based Budgeting
- Whole-of-Government and Ministry Report Cards

## Duration

The course will be held from **12 to 15 December 2010**.

## Venue

The course will be conducted at the **Asla-Middle East Dialogue (AMED) Regional Training Centre for Public Administration (RTCPA) in Doha, Qatar**.

**Address:**

**Institute of Administrative Development  
P O Box 22129  
Doha, Qatar**

## Class Size

Maximum of 25 participants

## Participants' Profile

This course is designed for participants who are:

- Mid to senior officials involved in managing organisational performance, strategic planning and strategic human resource
- Nominated by the National Focal Points of the recipient Governments
- Proficient in spoken and written English
- Below 50 years of age
- In good health

## Terms of Award

The Government of Singapore will be responsible for the cost of the trainer's fees while the Government of Qatar will bear the cost of the training facilities.

The recipient Governments will be responsible for travel arrangements (including airfare), accommodation and other local and incidental expenses of their participants.

## Application Procedure

(Closing date for nomination: **1 November 2010**)

The Governments of Singapore and Qatar are pleased to invite the National Focal Point for

Technical Assistance of the AMED member countries to nominate up to **three (3)** suitable applicants for consideration.

In case there are more applicants than training places, the selection of candidates will be based on merit. Hence, the Governments of Singapore and Qatar seek the understanding of the respective National Focal Points for Technical Assistance in the event that their nominee is not selected.

All nominations are to be carried out by the respective Government Institutions, using the official application form.

The application forms are to be submitted and should reach the **Ministry of Foreign Affairs, Singapore** through the National Focal Point and the Singapore Embassy in the nominating country not later than **1 November 2010**.

Please address the forms to:

**The Director  
Technical Cooperation Directorate  
Ministry of Foreign Affairs, Singapore  
Tanglin  
Singapore 248163**

**Attn: Ms Aurelia Lin  
Tel: (65) 6379 8476  
Fax: (65) 6479 3357**

**E-mail: [aurelia\\_lin@mfa.gov.sg](mailto:aurelia_lin@mfa.gov.sg)**

- To expedite the process, a copy of the completed application forms can be faxed to the **Ministry of Foreign Affairs, Singapore** at Fax (65) 6479 3357. The original application forms can be mailed through diplomatic or normal channels.
- All application forms should be completed in full and must bear the endorsement of the respective National Focal Point responsible for technical assistance.
- Incomplete application forms or forms which are not endorsed will not be accepted.
- Applicants should refrain from making telephone, fax and email inquiries on the status of their applications.
- The **Ministry of Foreign Affairs, Singapore**, in consultation with the Government of Qatar, will inform all applicants of the outcome of their

applications. Their National Focal Point will also be informed directly or through our diplomatic representations in the nominating country.

- Flight arrangements are only to be made upon receipt of the Letter of Acceptance to the course.

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# SINGAPORE COOPERATION PROGRAMME APPLICATION FORM

AFFIX A  
RECENT  
PASSPORT-  
SIZE  
PHOTOGRAPH  
HERE

Please type or write clearly in capital letters. Do not leave any space blank. Use "NIL" or "N/A" where applicable.

Programme : Singapore-Qatar Thrd Country Training Programme  
 Course Title : Managing Public Sector Performance for Excellence  
 Course Dates : 12 to 15 December 2010

## APPLICANT'S PARTICULARS

Salutation	<input type="radio"/> Dr <input type="radio"/> Mr <input type="radio"/> Mrs <input type="radio"/> Ms <input type="radio"/> Others: _____		
Family Name			
Given Name			
Gender	<input type="radio"/> Male <input type="radio"/> Female	Date of Birth	(dd/mm/yy)
Marital Status	<input type="radio"/> Single <input type="radio"/> Married <input type="radio"/> Divorced <input type="radio"/> Widowed		
Nationality			
Representing the Government of (if different from nationality)			
Ethnic Group		Religion	
Passport Number		Passport Expiry Date	(dd/mm/yy)

## CORRESPONDENCE ADDRESS

Country		State/ Province		City/Town	
Postal Address (Street, House/ Block, Unit, etc)				Postal Code	

## CONTACT DETAILS

Office	Country Code	Area Code	Number	Home	Country Code	Area Code	Number
Fax				Mobile			
Primary Email				Secondary Email			

## PERSON TO BE NOTIFIED IN CASE OF EMERGENCY

Name				Relationship			
Address				Country Code	Area Code	Number	
				Contact Number			
				Email			

NOTE: This application form should be duly completed and endorsed by the Ministry of Foreign Affairs or the National Focal Point for Technical Assistance in your country. Forms which are incomplete or not endorsed will not be accepted.

## SINGAPORE COOPERATION PROGRAMME APPLICATION FORM

**EMPLOYMENT HISTORY** (starting with present position, i.e. in reverse chronological order)

Organisation	Department	Designation	Nature of Job	From (dd/mm/yy)	To (dd/mm/yy)
					PRESENT

**EDUCATIONAL QUALIFICATIONS** (starting with highest qualification attained, i.e. in reverse chronological order)

Educational Qualification Attained	Educational Institution	From (dd/mm/yy)	To (dd/mm/yy)

**PROFESSIONAL QUALIFICATIONS****LANGUAGE PROFICIENCY**

Type of Qualification	Date Attained	indicate either (Excellent, Good, Fair or Basic)		
		Language	Spoken	Written

**PREVIOUS ATTENDANCE**

Have you previously attended any courses sponsored under the Singapore Cooperation Programme? If yes, please state the name and date of course(s)	<input type="radio"/> Yes <input type="radio"/> No
1.	
2.	

**EXPERIENCE AND TRAINING REQUIREMENTS**

Please write briefly on your working experience and training requirements. Copies of the relevant supporting documents (e.g. educational certificates, testimonials) should be attached.	
1.	
2.	
3.	
4.	
5.	
6.	

NOTE: This application form should be duly completed and endorsed by the Ministry of Foreign Affairs or the National Focal Point for Technical Assistance in your country. Forms which are incomplete or not endorsed will not be accepted.



SINGAPORE COOPERATION PROGRAMME APPLICATION FORM

**APPLICANT'S DECLARATION**

I, \_\_\_\_\_ of \_\_\_\_\_  
Name of applicant Representing Country

Declare that:

- (a) all information provided is true, complete and accurate to the best of my belief and knowledge, and that I have not willfully suppressed any material facts;
- (b) I am medically fit and free from any medical problems which may impair my ability to attend the training in Singapore; and
- (c) I will be personally liable for all medical expenses incurred during my stay in Singapore. (All successful participants are covered under Group Personal Accident and Hospitalisation Insurance policies against accidents while in Singapore)

Upon successful selection for the training award, I undertake to:

- (a) carry out instructions and abide by such terms and conditions as may be stipulated by the nominating and host governments in respect of this training course;
- (b) abide by the rules and regulations of the training institution in which I undertake to study in or be trained under;
- (c) submit/present any report which may be required;
- (d) refrain from engaging in political activities and any form of employment for profit or gain;
- (e) return to my home country upon completion of the training; and
- (f) discontinue the course should I be found guilty of misconduct or be medically unfit.

I fully understand that if I fail to comply with the terms and conditions of the training award, and/or any of the above declarations are found to be untrue, the award will be terminated with immediate effect and I will be liable to depart from Singapore at my own expense.

\_\_\_\_\_  
Date Signature of applicant

NOTE: This application form should be duly completed and endorsed by the Ministry of Foreign Affairs or the National Focal Point for Technical Assistance in your country. Forms which are incomplete or not endorsed will not be accepted.



## SINGAPORE COOPERATION PROGRAMME APPLICATION FORM

**TO BE COMPLETED BY THE NOMINATING GOVERNMENT**

<b>PROFICIENCY IN THE ENGLISH LANGUAGE OF THE APPLICANT</b>				
	Excellent	Good	Fair	Basic
Spoken				
Written				

<b>FITNESS LEVEL</b>				
	Excellent	Good	Fair	Poor
Health				

<b>REASONS FOR APPLICANT'S SELECTION</b>

<b>THE POST WHICH THE APPLICANT WILL BE REQUIRED TO FILL UPON SATISFACTORY COMPLETION OF TRAINING</b>

<b>RELEVANCE OF COURSE TO APPLICANT'S JOB</b>

NOTE: This application form should be duly completed and endorsed by the Ministry of Foreign Affairs or the National Focal Point for Technical Assistance in your country. Forms which are incomplete or not endorsed will not be accepted.

## SINGAPORE COOPERATION PROGRAMME APPLICATION FORM

**TO BE COMPLETED BY THE NOMINATING GOVERNMENT****OFFICIAL DECLARATION**

On behalf of the Government of \_\_\_\_\_, I, \_\_\_\_\_,  
Country Name of official

certify that:

- (a) I have examined the educational, professional or other certificates quoted by the applicant in this form and I am satisfied that they are authentic and relate to the applicant;
- (b) The applicant is medically fit and free from infectious disease and that, having regard to his/her physical and mental history, there is no reason to suppose that the applicant is other than fit to undertake the journey to Singapore and to remain in Singapore for the duration of training; and
- (c) The applicant has attained a level of proficiency in both spoken and written English to enable him/her to follow the course of study/training for which he/she is being nominated.

I nominate (Dr/Mr/Mrs/Ms/Others (Please state) \*) \_\_\_\_\_

holding Passport No \_\_\_\_\_ for the training course.

_____ Name and Designation	_____ Signature		
_____ Name of Organisation	_____ Country code	_____ Area code	_____ Office tel no.
_____ Email Address	_____ Country code	_____ Area code	_____ Office fax no.

Endorsement by the nominating country's Ministry of Foreign Affairs or the National Focal Point for Technical Assistance:

_____ Name	(Ministry's Official Stamp)		
_____ Designation			
_____ Signature	_____ Name of Organisation		
_____ Email Address	_____ Country code	_____ Area code	_____ Office tel no.
	_____ Country code	_____ Area code	_____ Office fax no.

NOTE: This application form should be duly completed and endorsed by the Ministry of Foreign Affairs or the National Focal Point for Technical Assistance in your country. Forms which are incomplete or not endorsed will not be accepted.