2017 Annual Report
The Centre has highlighted the importance of excellence in public service for the ‘Singapore Story’ of the country’s extraordinary success since independence in 1965. We are a major contribution by Singapore to the SDGs. That is because here we seek to offer cost-effective and much needed expertise in a development theme that is central to the 2030 Agenda.

Drawing out the lessons for today’s developing countries is a significant contribution by the Government of Singapore to the UN’s 2030 Agenda of Sustainable Development Goals.

The key practical message on the attainment of the Sustainable Development Goals is that that is dependent on the ability of the public services to prioritise effectively, allocate limited resources efficiently, promote participation and inclusion equitably, foster consensus, and promote long-term national aims.

GCPSE Director, Max Everest-Phillips, opening speech at the SCP Training “Future Public Service Leaders – Middle East” on 26 February 2018.
The Global Centre for Public Service Excellence

The UNDP Global Centre for Public Service Excellence (GCPSE) was established in 2012 to act as *UNDP’s catalyst for new thinking, strategy and action in the area of public service; promoting innovation, evidence, and collaboration*. An effective public service is the key competitive advantage in the 21st century. It is also essential for building citizens’ trust in government. The Sustainable Development Goals (SDGs) highlight the importance of public service for development. Implementation of the SDGs depends primarily on an effective public administration.

The ‘Singapore Story’ demonstrates the importance for development of an impartial, fair, motivated and merit-based public service. While the Centre is an independent entity, GCPSE’s vision of public service excellence is inspired by the success of the Singapore’s remarkable development over the last 50 years. The Centre’s location in the island city-state is an additional strong attraction. Visitors are always keen to learn from the country’s extraordinary achievements, not least by studying public service innovation through engaging government which is always willing to share its insights. Singapore also benefits from a vibrant culture of academic institutions, think-tanks and the private sector.

GCPSE has built up four themes emerging from the ‘Singapore Story.’ These guide the Centre’s work by providing its framework and ‘theory of change’ for effective public service to deliver the SDGs:

- Political/administrative leadership,
- Public service motivation,
- Foresight / adaptive governance, and
- Public service innovation.

GCPSE argues that fixing public administration is dependent on the political economy context. This means that, while there are technical issues to address like performance
measurement, public sector reform is never susceptible solely to a technical fix. Rather what is needed is A.I.M.M. (Adaptive - Impartial - Merit-based - Motivated) for Excellence: Public service is impartial (treats all equitably and fairly, essential for building citizens’ trust in government); based on ability; and promotes continuous learning and incremental change.

During the Second Phase (2015-2018) of the Centre’s work, GCPSE is fostering that approach. The ambition is to make a tangible difference by helping UNDP and its partner countries to:

1) **Build** citizens’ trust in public service as fair and impartial.
2) **Foster** better appreciation of the key roles that the public service plays in every developing country for achieving development.
3) **Act** as a source for new thinking and action on public service excellence, and South-South collaboration.
4) **Question** assumptions where the evidence suggests there is a case for re-examining development practice; and
5) **Contribute** to global research priorities on improving public service.
1. Director’s Message

The Global Centre for Public Service Excellence (GCPSE) has continued to make progress since my last report.

2017 was a busy year. We strengthened our collaboration with partner institutions. We held a major workshop with the World Bank, hosted a high-profile training programme on the Sustainable Development Goals in cooperation with the Singapore Cooperation Programme (SCP), partnered with the International Public Policy Association (IPPA) and the Lee Kuan Yew School of Public Policy (LKYSPP) in hosting the their largest and most international conference ever, and organised an international conference on disruptive technologies and the public service among many others.

We continued our partnership with the OECD on South-South learning, in running the Joint Secretariat of the Effective Institutions Platform (EIP), funded by USAID.

GCPSE further consolidated the close working partnership which we enjoy with the Astana Hub of Civil Service. ACSH partnered with us and the World Bank in hosting the International Workshop on Re-inventing Public Service Delivery in May, and we are currently preparing to produce the second annual joint publication on trends in civil service reform around the world.

We featured the work and partnerships of the GCPSE at a side event to the High Level Political Forum (HLPF) at the United Nations in New York and contributed to the Global South-South
Development Expo, hosted by the UN Office for South-South Cooperation and the Government of Turkey.

Our partnership with Microsoft, which began with the Responsible Business Summit in 2016, resulted in the Centre receiving a research grant jointly implemented with the Institute for Systems Science (ISS) of the National University of Singapore.

The ambition of the Centre remains to make a significant impact and be relevant to the programming agenda of the UNDP country offices. We responded to mission requests from UNDP Country Offices in Cambodia, Myanmar, Moldova, the Philippines, Maldives, Naples, Pakistan, Cape Verde, Samoa, Uzbekistan, as well as the Bangkok Regional Hub.

Many requests are related to the body of knowledge and consolidated approach on strategic foresight: the “Empowered Futures” approach. The Centre produced a toolkit on the use of foresight during MAPS (Mainstreaming, Acceleration and Policy Support) missions which the UN is fielding in support of the 2030 Agenda.

Our competencies on foresight are also noticed by external partners, such as the Konrad Adenauer Foundation (funded a foresight clinic with women political leaders from Asia) or the OECD (invited the GCPSE to be part of the Global Government Foresight Community).

We strive to be the catalyst on public service issues. This year, we sharpened our focus on the impact of disruptive technologies on the public service by publishing a think piece on the Politics of Big Data, commissioning a discussion

In the context of this event new partnerships were established with private sector entities that lead on relevant topics. These new partners include GovInsider, Centre for Economics and Public Administration, BCG, Horizon State and NEC, academic institutions and think tanks (e.g. Nanyang Technological University, Centre for Public Impact).

The Centre’s mission remains essential for UNDP to achieve its mandate to help partner countries in implementing the Sustainable Development Goals. The UNDP 2018 Strategic Plan renews the importance of GCPSE as a catalyst for progress in strengthening public service to deliver on the SDGs.

Max Everest-Phillips
Director
UNDP Global Centre for Public Service Excellence
2. Highlights of the Centre in 2017

**Influencing**

Hosted high level international visits (incl. a study visit from Pacific Island States and Timor-Leste, organised by MFA):

- The President of Nauru;
- Heads of Government (the Prime Ministers of Cook Islands, Samoa and Tonga);
- Foreign Ministers from the Marshall Islands, Papua New Guinea, Solomon Islands and Vanuatu), Minister of Natural Resources from Niue, Minister of Home Affairs from Tuvalu, Minister of State for Timor-Leste, Minister of Finance of Palau;
- The heads of Regional Organisations (Pacific Islands Development Forum, Pacific Islands Forum Secretariat and Pacific Community);

As well as other senior officials who visited or took part in GCPSE programmes:

- Chief Secretary to the Government of Malawi and his Permanent Secretary for Human Resources;
- Chairman of Niue Public Service Commission;
- Permanent Secretary of Civil Service in Fiji;
- Delegation, Union Public Service Commission, Myanmar;
- Head of Government ICT, Timor-Leste.

**Featured**

Senior Singaporean leaders who spoke at our events:

- Mr. Lawrence Wong, Minister for National Development, Singapore (SCP-GCPSE Leadership Programme);
- Mr. Peter Ong, former Head of the Singapore Civil Service, Singapore (SCP-GCPSE Leadership Programme);
- Ms. Grace FU Hai Yien, Minister for Culture, Community and Youth (KAS Asian Women Parliamentarian Caucus);
- Ms. Tin Pei Ling and Ms. Rahayu Mahzam, Members of Parliament (KAS Asian Women Parliamentarian Caucus).
Advising

Supported South-South learning through knowledge-sharing and event partnerships with the UN Office for South-South Cooperation and the OECD.

Advised visiting delegations from Timor-Leste, Maldives and Myanmar on innovations in institutional capacity building, public service motivation and e-governance.

Undertook a scoping mission to Samoa on the request for the Prime Minister to public sector reform options, with a particular focus on e-Governance.

Supported the International Best Practice Competition, organised by the Centre for Organisational Excellence Research (COER), BPIR.com and BestPrax Club (India) in a judging capacity.

Supported a wide-range of UNDP Country Offices (including Cambodia, Myanmar, Moldova, the Philippines, Samoa, and Uzbekistan).

Themes

Presented our research at major international conferences and workshops outside Singapore:

- Knowledge Forum on Public Service Motivation (Naypyidaw, Myanmar)
- Public Service Excellence: Delivering the 2030 Agenda for Sustainable Development at the High Level Political Forum (HLPF) Side Event (New York, USA)
- Regional Forum: Innovation in Governance, Public Service Innovation (Chisinau, Moldova)
- Intl. Workshop: Kazakhstan’s Experience in the Development of Public Services (Astana, Kazakhstan)
- Global South-South Expo (Antalya, Turkey)
- Government Foresight Community Meeting (Paris, France)
- Conference on Civil Service Reform (Tashkent, Uzbekistan)
- International Peer-to-Peer Learning Alliance on Climate Finance Integrity Foundational Engagement Workshop (Frankfurt, Germany)
Partnering

**Implemented and co-hosted** three training programmes with the Singapore Cooperation Programme (details in the section on “The Singapore Story”):

- Transformational Leadership for Delivering the 2030 Agenda (19-23 June), jointly funded.
- Disruptive Technologies and the Public Service (25-29 September), fully funded by the Government of Singapore.
- New Public Passion – Motivating the Public Service (9-13 October), fully funded by the Government of Singapore.

**Partnered** the International Public Policy Association (IPPA) and hosts – Lee Kuan Yew School of Public Policy (National University of Singapore) – in bringing the 3rd International Conference on Public Policy (ICPP) to Singapore in June 2017.

The ICPP was what the organisers believe to be their largest gathering ever on public policy, attracting more than 1,200 participants (scholars and practitioners) from over 80 countries. The conference saw over 170 panels and 1,500 paper presentations taking place over three days.

GCPSE led the focus on the 2030 Agenda, bringing in nine innovative researchers from developing countries to present their findings at our featured session on “Show me the evidence on Sustainable Development! How much do we know about what works and doesn’t work in public service?”

The research emphasized that technical expertise is needed to find practical solutions, but political insight to achieve progress was crucial.

**Functioned as co-secretariat** with OECD-DAC of the Effective Institutions Platform (EIP), a coalition of over 65 member governments, donors, academic bodies and NGOs that support peer-to-peer learning on the effectiveness of public sector institutions.
Strong and multi-faceted collaboration with the Regional Hub of Civil Service in Astana was further enhanced. The GCPSE Director is member of the editorial board of the ACSH Journal.

Sharing

Hosted global thought leaders on development and governance:

▶ Professor B. Guy Peters (University of Pittsburgh), who chaired the 3rd International Conference of Public Policy
▶ Associate Prof. Yuen Yuen Ang (University of Michigan) at a GCPSE Lunchtime Talk

At our International Conference on Disruptive Technologies and the Public Service:

▶ Hon. Susil Premajayantha (Minister of Science, Technology and Research, Government of Sri Lanka)
▶ Pedro Conceicao (Director for Strategic Policy, Bureau for Policy and Programme Support, UNDP)
▶ Danang Rizky Ginanjar (Special Adviser to the Minister for National Development Planning, Indonesia)
▶ Ivar Tallo (Board Member, e-Governance Academy Estonia)
▶ Askar Zhambakin (Deputy Chairman, Zerde, National Info-Communication Holding, Kazakhstan)

Funding

Secured financial support from:

▶ Government of Singapore (Ministry of Foreign Affairs and Economic Development Board)
▶ USAID: Effective Institutions Platform (EIP) Co-Secretariat
▶ UNDP Country Offices (for missions and events)
▶ UN Global Pulse
▶ Konrad Adenauer Foundation (KAS)
▶ Microsoft Asia-Pacific (via the Institute for Systems Science (ISS), National University of Singapore)
▶ *The Boston Consulting Group
▶ *Horizon State
▶ *NEC Corporation

*Note: These companies sponsored the International Conference on Disruptive Technologies and the Public Service. Please refer to section 3a for details.
Evidence  Produced and disseminated externally reviewed knowledge products, including:

**FORESIGHT**
- Africa and Foresight - Better Futures in Development
- Foresight: The Manual (updated & expanded)
- Foresight for MAPS Toolkit

**PUBLIC SERVICE INNOVATION**
- The Politics of Big Data – a Framework for Public Administration
- Framing Policies for the Digital Economy – Towards Policy Frameworks in Asia-Pacific

**PUBLIC SERVICE MOTIVATION**
- Public Service Motivation in Developing Countries (Scoping Study)
- Motivation of Public Servants in Kazakhstan (Pilot Study)
- Motivation of Public Servants in Pakistan (Pilot Study)

**EVIDENCE**
- GCPSE continues to publish a weekly ‘Raffles Review’ (RR) reviewing recent academic or practitioner papers. The RR has approx. 2000 email subscribers, plus UNDP Governance and Peacebuilding network)
3a. KEY EVENTS OF 2017

Ministerial Study Visit: Pacific Islands and Timor-Leste

On 8 February 2017, GCPSE welcomed a high-level visit from the Pacific organised and hosted by the Singapore Government. The delegation included the President of Nauru, the Prime Ministers of Cook Islands, Samoa and Tonga, Foreign Ministers from the Marshall Islands, Papua New Guinea, Solomon Islands and Vanuatu, the Minister of Natural Resources from Niue, the Minister of Home Affairs from Tuvalu, the Minister of State for Timor-Leste, and the Minister of Finance of Palau. Important officials, such as Chairman of Niue Public Service Commission, Permanent Secretary of Civil Service in Fiji also attended. The delegation was accompanied by the heads of 3 International Organisations (Pacific Islands Development Forum, Pacific Islands Forum Secretariat and Pacific Community).

The purpose of the briefing, arranged at the request of the Singaporean Ministry of Foreign Affairs, was to consider ways of improving public administration in the Pacific in order to achieve the Sustainable Development Goals (SDGs). The programme covered:
International Workshop: Re-inventing Public Service Delivery

Singapore launched the world’s first “One Stop Shop” (OSS) as early as 1989; TradeNet was an integrated system linking private companies to the relevant authorities for cargo clearance. Responding to the increased demand for governments to find ways of improving the efficiency and effectiveness of its service, GSPCE convened an international workshop on Re-inventing Public Service Delivery (3-5 May 2017), with a particular focus on one-stop shops. The workshop was organised in partnership with the World Bank Global Knowledge

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and Research Hub in Malaysia and the Regional Hub of Civil Service in Astana, Kazakhstan.

During the workshop, attendees from 29 countries and three continents shared a wide range of perspectives, both conceptual and technical. The workshop focused on citizen-centric OSS, presenting examples from a wide range of contexts, including Albania, Azerbaijan, Bangladesh, Kazakhstan, Malaysia, Moldova, and Vietnam, to illustrate the diverse experiences and models. Please refer to the workshop report for more information².

The sessions during the workshop were interactive and took various forms: presentations, panel discussions, pecha-kucha style rapid talks, peer exchanges during a “gallery walk” session, and learning visits to OSS in Singapore and Malaysia; participants visited the Singapore’s Public Service Centre, and the Urban and Mobile Transformation Centres in Johor Bahru, Malaysia. Greater clarity over drivers of success and reasons for failures were discussed at the workshop to help pave the way to public service transformation.

Conversations during the workshop focused on the practical experiences and challenges facing the participants, in particular the enabling factors and overcoming challenges to implementing OSSs. Participants shared their insights and experiences with designing, constructing, and implementing a new service delivery model, and ideas for the future of service delivery.

Some key learning points such as the need for high-level political commitment for the success of OSS, and that they must be accompanied by legal and institutional reforms that support citizen-centric service delivery were highlighted. As a follow-up, some countries were exploring recommendations to integrate anti-corruption more strongly into national development policies and to enhance service delivery.

**High Level Political Forum (HLPF) Side-Event**

The work of the Centre on public service for delivering the Sustainable Development Goals was featured at the HLPF side-event at the UN in New York. The event was co-organised with the Permanent Mission of Singapore, and co-sponsored by the Permanent Missions of Bangladesh, Chile, Jamaica, Kazakhstan and Kenya. The event was hosted by Ambassador Burhan Gafoor (Permanent Representative of Singapore to the United Nations), opened by Magdy Martínez-Solimán (Assistant Secretary-General, Assistant Administrator and Director of the UNDP Bureau for Policy and Programme Support), the keynote address given by Heidi Berner (Vice-Minister for Social Development of Chile).

Speakers addressed how a responsible, accountable and effective public service is essential to build effective, accountable and inclusive institutions for sustainable development.
Panellists noted how public service excellence is a key enabler for the achievement of the 2030 Agenda for Sustainable Development, not only for Sustainable Development Goal 16 and its particular target on effective institutions, but for the entire development agenda, including the Goals reviewed at the 2017 HLPF. The event concluded that GCPSE played an essential role in being a catalyst for action in this field. The ASG noted that attainment of the Sustainable Development Goals is dependent on the ability of the public services to prioritise effectively, allocate limited resources, foster consensus and promote long-term national aims.

Panellists were the Deputy Minister for Social Development, Chile; Professor Margaret Kobia (Chair, Public Service Commission of Kenya and Co-Chair, Effective Institutions Platform); Anir Chowdhury (Policy Advisor, Prime Minister’s Office of Bangladesh); Ruslan Bultrikov (Deputy Permanent Representative of Kazakhstan to the United Nations), and Toni-Shae Freckleton (Planning Institute of Jamaica), as well as the GCPSE Director.
International Conference on Disruptive Technologies and the Public Service

Together with the Nanyang Technopreneurship Centre (NTC) and the Centre for Economics and Public Administration Ltd. (CEPA), GCPSE organised an International Conference: Disruptive Technologies and the Public Sector on 28 & 29 September 2017 in Singapore. The conference aimed to provide a forum for early adopters to share their pioneering experiences, identify alternative policy frameworks and scenarios, and develop roadmaps for the deployment of these technologies to achieve societal and development goals.

Participants from over 45 countries – Government officials, development practitioners, academics, private sector and NGO representatives, came together to discuss and share their thoughts on technology as an enabler in the public service. H.E. Susil Premajayantha, Sri Lanka Minister for Science, Technology and Research opened the event which was the highlight of a full week of conference and training activities organized by the GCPSE. Pedro Conceição, Director (Strategic Policy, Bureau for Policy and Programme Support) UNDP was also present to give the keynote speech on Day 2 of the conference.
Participants of the conference debated whether Government is ready to embrace emerging technologies, where they (technology) bring opportunities and where the challenges lie. The legitimacy of the state and trust in Government with regards to technological disruption was one of the key focuses of the conference. While technologies have enabled countries to “leapfrog” (e.g. Estonia), simply rolling-out new technologies in the public sector will be insufficient to create the desired development gains – there must be a high level of trust in the policy frameworks set it place, implementation on the ground and in ability of public service to retain or gain tech literacy and thought-leadership in this field.
3b. The Empowered Futures Initiative

GCPSE had identified, explored and tested several the application of foresight for public service organisations in developing countries. It was discovered that the more ‘traditional’ forecasting, as practised by more advanced countries, is resource intensive and therefore best organised and accessed as a ‘global public good’.

Applications of (strategic) foresight, conversely, have shown great potential for developing countries, especially in the new context of the Sustainable Development Goals. These practices, which have been gathering speed over the last ten years (strategic foresight has been in use in the South for several decades), can be broadly categorized into four groups. In all these groups, (strategic) foresight enhances existing tools; it does not replace them.

- **Visionary** foresight helps to create empowering narratives about the preferred place of communities, organisations and countries in a rapidly transforming world.
- **Strategic** foresight identifies those strategic opportunities in the emerging future that will accelerate achievement of visions such as the SDGs.
- **Adaptive** foresight strengthens the resilience of policies and planning to attain meaningful change in people’s lives.
- **Creative** foresight innovates public services design and delivery, leveraging technology, collective intelligence and active citizen’s engagement.
The sheer ambition of the SDGs and the volatile new realities of the 21st century call for innovative approaches to identify emerging strategic opportunities to turn good policies into results for citizens.

*GCPSE has led the way in applying ‘Empowered Futures’ foresight methodologies to development and, in particular the SDGs.*

*Foresight offers strategic entry point in SDG nationalization and capacity development for public sector institutions.*

The opportunities and challenges for economic growth, quality education, healthy lives, etc. for the coming 15 years will be fundamentally different from those of the past 50 years. The development approaches developed in (and for) the past provide limited insight and guidance for an uncertain and unpredictable future.” Foresight also brings into sharp focus the ability of the centre of national governments to conceptualise integrated development result and provide strategic guidance for policy coherence.

GCPSE analysed these particular foresight applications for developing countries, and started working on the establishment on a dedicated foresight funding and capacity development facility, the *Empowered Futures Initiative*. As part of the joint missions GCPSE offered foresight input into MAPS-Mainstreaming, Acceleration and Policy Support missions, presenting a strategic entry point in SDG ‘localisation’ and capacity development of public sector institutions.

GCPSE workshops, for example in the Philippines, explore the impact of the complexity, volatility and global interdependency on the capacity of national governments to realize the vision captured by the 2030 Agenda. The main
emphasis is to identify emerging strategic opportunities and how strategic foresight can help to prioritize SDGs and accelerate their achievement.

In November 2017, GCPSE organised and facilitated a 1.5 day foresight workshop on the topic of Human Trafficking, for the Asian Women Parliamentarians Caucus (organised by Konrad-Adenauer-Stiftung).

This network of Asian women parliamentarians and party leaders meet annually to promote, strengthen and develop female political leadership in their respective countries through policy discussions and capacity building programmes.

The main objective of the workshop was to familiarise the participants with foresight tools that will be useful in their professional lives, applying foresight methods to a topic that they chose as a priority issue.

A highlight of the workshop was a tea session with Ms. Grace Fu (Minster for Culture, Community and Youth, Singapore), Ms. Tin Pei Ling (Member of Parliament, Singapore), and Ms. Rahayu Mahzam (Member of Parliament, Singapore). The participants were treated to the insights of various issues such as the Singapore parliamentarian system and gender issues etc from the speakers’ perspectives.

Previous foresight introduction events by GCPSE are, with targeted input from the Centre, bearing fruit. For example, UNDP South Africa has developed a program proposal with the Eastern Cape Province authorities to mainstream foresight in planning processes, while the Department of Planning, Monitoring & Evaluation (DPME) has requested something similar. UNDP Lesotho is applying foresight in national visioning processes.

GCPSE has also been asked to introduce, contribute to and enhance ‘internal’ UN/UNDP planning processes, such as SDG Visioning and UNDAF formulation cycles, with foresight methods (Regional Meeting UNDG-AP, the Philippines, Bhutan and Cambodia). ‘Foresight’ has recently been called an essential planning capacity of the reformed UN country presence by the UN Secretary General. UNDP’s Strategic Plan 2018-21 mentions futures thinking as one of the areas of expertise that its Country Platforms should possess.

3c. Public Service Motivation

Implementation of the 2030 Sustainable Development Goals (SDGs) depends on effective public service, and public services.

GCPSE, in partnership with UNDP Pakistan and the Regional Hub for Civil Service in Astana, sought to better understand the motivation civil servants of in developing countries. The result was a pilot study conducted on the motivational factors of civil servants in Kazakhstan and Pakistan as well as to
their comparative analysis; please refer to the full publication\(^4\) for more information.

In July 2017, GCPSE participated in the Knowledge Forum on Public Service Motivation. The forum was hosted by UNDP Myanmar, and included the launch of Myanmar’s Civil Service Reform Action Plan by Myanmar’s Union Civil Service Board (UCSB) and UNDP Myanmar. It also incorporated the launch of UNDP’s Global Study of Intrinsic Motivation in Developing Countries, championed by GCPSE and strongly supported by UNDP Myanmar, who hosted the event together with UCSB.

\(^4\) Please visit [http://www.regionalhub.org/international-journal/e-library](http://www.regionalhub.org/international-journal/e-library) to download the reports
H.E. Daw Aung San Suu Kyi (State Counsellor, Republic of the Union of Myanmar) expressed great interest in the outcomes of this Global Study in her keynote address. The first phase of the Global Study will involve a limited group of Pioneer countries; the list of countries participating has since increased. Including Myanmar, some of the countries participating in the study includes Bhutan, Moldova, Palestine, Seychelles, Kiribati, Kenya, Laos, Vietnam and Afghanistan (Note: either expressed interest or already in the process of administering the study). The study will build on earlier work conducted in Kazakhstan and Pakistan. A global index of motivation of public servants will also be developed from this Global Study (in Phase 2).

Implementation of the 2030 Sustainable Development Goals (SDGs) depends on effective public service, and public services. Yet, almost everywhere, public service appears in crisis. Morale and motivation in the public sector has declined in many countries across both the developed and developing worlds. Public servants seem to have little trust in their own leadership.
Globally, the success of multi-billion dollar development programmes, including the SDGs, *presumes the existence of a motivated and capable public service* that can efficiently and effectively deliver these programmes. Many countries already recognise the link between motivation and efficient delivery, and emphasise better management systems for their civil servants, especially in relation to their motivation.

The need and urgency for this project is based on the fact that more than 80% of research on Public Service Motivation has been conducted in developed countries. There is doubt whether identical factors and principles drive civil servants’ motivation in both developed and developing countries. Misunderstanding these drivers can lead to ineffective, and in extreme cases, counterproductive interventions to improve motivation of developing country civil servants. The Pioneer phase of this project is successfully underway, and results are expected in end 2018.

The ambition of GCPSE is to expand this study more broadly throughout the developing world in order to finally plug the crucial research gap in evidence, and more importantly, to ensure that ‘best practice’ research in this field properly takes into account the developing country context on what motivates civil servants.
3d. The Effective Institutions Platform

The EIP is an alliance of over 60 countries and organisations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform. The EIP Joint Secretariat is hosted by UNDP GCPSE in its Singapore office.

Working with OECD, UNDP GCPSE supports the EIP in promoting peer-to-peer learning in public sector reform. Despite widespread reform efforts, knowledge about public sector reform in general (what tends to work?) and knowledge about public sector reforms in context (what seems to work here?) remains limited. The traditional emphasis on standard solutions and best practice is giving way to more context aware problem-driven approaches.

The EIP has developed a user-friendly guide on peer-to-peer learning to help development partners in conceptualising effective peer-to-peer support and
learning in the public sector. This Guide was prepared in response to the need for more rigorous approaches in design, facilitation, documentation and results measurement. A well designed and well implemented peer-to-peer learning has the potential to unearth the tacit knowledge and unwritten lessons of making reform happen, including the political dimension of reform.

The SPARKS! Grants
In early 2017 the EIP made a call for proposals to the EIP membership to apply for SPARKS! Grants that are made available for innovative new initiatives employing the EIP Peer-to-Peer Learning approaches. Seven applications were submitted by government agencies and NGOs with topics ranging from public service, parliament, climate finance, fiscal decentralization, economic governance, climate finance, and strengthening of public agencies covering countries in Africa, Asia, Europe and global programmes.

Three well conceptualized applications have been selected by The EIP Co-Chairs upon a recommendation by a Review Team, i.e.:

- "Climate Finance Integrity and Anti-Corruption Peer Learning Initiative" by the Transparency International EU, Brussels
- "Peer Learning between Five African Parliaments: the African Parliamentary Evidence Network" by INASP, UK
- "Peer to Peer Learning Initiative on Fiscal Decentralization and Local Revenue Mobilization" by the Centre for Economic Governance, Kenya

The grantees used the USD 20,000 grant (each) to initiate the establishment of peer to peer learning alliance (P2P-LA) in the second half of 2017. The lessons learnt and reflection from the implementation of the EIP Peer-to-Peer Learning
Guide in the 3 SPARKS!-funded Peer-to-Peer Learning initiatives will be used to validate and revise the Guide. In this way, the EIP aims to contribute to a peer-to-peer learning that ensure changes and reforms in public institutions are to happen. The revision of the Guide will take place in 2018.

International Peer to Peer Learning Alliance (P2P-LA) Foundational Engagement workshop on Climate Finance Integrity

Held in Frankfurt (Germany) during December 2017, the workshop was intended as the first face-to-face engagement of peers who work to enhance their institutions’ integrity programmes in relations to their accreditation to the Green Climate Fund (GCF). The GCF is perhaps the largest public financing mechanism at the moment, working with public and private institutions and non-governmental organizations on climate change.

GCPSE provided a meeting facilitation in the workshop which was attended by peers from six participating institutions from 5 countries (i.e. India, Morocco, Uganda, Vietnam and Nepal). The meeting was organized by the EIP, GIZ, TI-EU, and UNDP as part of the SPARKS!-funded initiative by TI EU on Climate Finance Integrity. Representative from the Green Climate Fund’s Independent Integrity Unit was also present as a resource person and observer.

The workshop established ties and good understanding on the integrity programmes that the countries have established and experienced, sharing their achievements and challenges. Discussions on how these institutions could share with one another and learn from each other in establishing/strengthening the integrity programmes were facilitated. Proposals on if and how an international P2P-LA on Climate Finance Integrity was also put up as follow-ups.

The EIP also envisions that more peer-to-peer learning initiatives will take place and more public institutions will adopt this peer-to-peer learning approach in South-South Cooperation and in implementing the 2030 Development Agenda.
EIP Advisory Group 2017-2018

The EIP Advisory Group provides leadership and guidance to the EIP. The Advisory Group members sit for a period of 2 years. EIP membership sees the need for a strong and bottom-up leadership of the Platform. In 2017 the EIP employed a new recruitment process for the EIP Advisory Group 2017-2018 in which individuals whose institutions are EIP members could apply for the EIP membership. This process has proven to be effective in garnering strong ownership and active involvement of the EIP Advisory Group.

At the same time, EIP Co-Chair Neil Levine (USAID) resigned from this role and a new Co-Chair was sought to work together with the existing Co-Chair, Prof. Dr. Margaret Kobia (Kenya). Dr. Per Nordlund of the Swedish International Development Agency (Sida) has since been confirmed in this position.

It is expected that the reconstituted EIP Advisory Group (AG) 2017-2018 will give a fresh impetus to EIP activities especially engagement in country dialogues and peer to peer learning alliances. A potential deepening of the EIP’s thematic focus on strategic issues, such as transparency and accountability as well as civil service reform, is underway.

3e. The Singapore Story

GCPSE, generously co-funded by the Government of Singapore, is also grateful for the active goodwill and collaboration received from Singapore’s public service, including the invaluable inputs of two secondees to the Centre. Numerous EoIs [50+, 19 longlisted] received from public servants for secondment to UNDP is the evidence of GCPSE’s growing profile.
The highlight of the Centre’s collaboration in 2017 with the Government of Singapore was second annual run of the public service senior leadership training programme titled **Transformational Leadership for Delivering The ‘2030 Agenda’**, jointly implemented with Singapore’s Ministry of Foreign Affairs under its Singapore Cooperation Programme. Participants comprised 23 countries from the Pacific, South America, the Caribbean, Europe, North and Sub-Saharan Africa, and South and South-East Asia.

The programme touched on key challenges faced by Public Service leaders in fulfilling national development aspirations and achieving the Sustainable Development Goals (SDGs) of the 2030 Agenda. ‘The SDGs and National Development’, ‘Commitment, Capacity and Culture in the Public Service’, and ‘Preparing Today for Future Public Service Challenges’ were key themes running through the programme. Participants were also exposed to several Singapore’s policy areas such as public housing, urban development, anti-corruption, and public sector transformation.

Participants felt that it was a well-organized and relevant to their work as senior public officials:

“I enjoyed all the sessions of the workshop as it provided comprehensive leadership capacity building for senior officials”; “I was impressed with the different range of topics covered and was able to learn about some new areas, which I can implement when I get back home. The experience was enriching and
I would definitely recommend that this course continues.” Please refer to the youtube video link⁵ for summarised highlights of the programme.

The keynote speaker, Mr Lawrence Wong, Minister for National Development Singapore, shared the Singapore story and journey towards urbanisation at an informal, open-minded session with the participants.

For many, Singapore’s development success is explained by “Dream, Design, Deliver” – far-sighted vision, good plans to achieve the vision and determined implementation of those plans. Centre’s study argues that at least four additional factors have contributed to Singapore’s success: action orientation, the ability to experiment, the capacity and inclination to change tack when faced with failure or opportunity, and the determination to prevent politically influential vested interests forming around inefficient or ineffective policies.

Together, these seven factors reflect a significantly messier reality on the ground that allows for continuous incremental improvement and learning from failure. These factors make up a framework – “Dream, Design, Do, Detour, Dismantle, Disrupt, Deliver” – a non-linear sequence of actions that better describes Singapore’s success.

⁵ https://www.youtube.com/watch?v=v_nc1kAjik8
The programme included field trips to the Gardens by the Bay as well as the Housing & Development Board (HDB) Hub. At the end of the week, the 25 public service leaders actively reflected on how good practices from the Singaporean case could be adapted in their own countries. All agreed that a future-ready Public Service is critical to achieving sustainable development.

4. Outlook 2018

In the coming year, the Centre is looking to:

- Organise a capstone event in commemoration of our centre’s achievements in Phase 1 and 2 (from 2012 – 2018): “Public Service 2030 and Beyond”, in August 2018. We will partner key institutions and engage senior thought leaders, such as the heads of civil service commissions of Kenya and Bhutan, to consider the future shape and needs of public service;
- Launch more capacity building activities under the Singapore Cooperation Programme (SCP); and
- Foresight workshop on “Advancing the 2030 Agenda in a Context of Uncertainty – The use of Strategic Foresight for Adaptive and Future-Ready SDG Strategies” at the SDG Learning, Training & Practice Workshop held during the High Level Political Forum (HLPF) in July 2018.

Events

- 13 – 14 February: International Forum on Peer Learning & Thinking (OECD Office, Paris, France);
- 6 February – 2 March: SCP Training Course “Future Public Service Leaders”; Digital Economy Seminar on 28 Feb
- 2 – 6 April: GovTech-UNDP-UNDESA Executive Development Course on Digital Government;
9 – 13 April: SCP Training Course “Public Service 2030 and Beyond”;
21 – 25 May: 3rd SCP-GCPSE Transformational Leadership Programme;
30 May – 1 June: UNLEASH kick off and UNLEASH SDG Innovation (UNLEASH is a global innovation lab that brings people from all over the world to transform 1,000 personal insights into hundreds of ideas, and build lasting global networks around the Sustainable Development Goals);
7 – 12 June: Digital Pacific Regional Conference and National Workshop on Digital Government and the Digital Economy, Samoa;
13 July: SDGs Learning, Training & Practice Workshop at the High Level Political Forum (HLPF): “Advancing the 2030 Agenda in a Context of Uncertainty - The use of Strategic Foresight for Adaptive and Future-Ready SDG Strategies”;
August: GCPSE Capstone Event and launch of Publication “Public Service 2030 and Beyond”.

Study/ Research

- Foresight Toolkit for SDG Mainstreaming, Acceleration and Policy Support;
- Public Service 2030 and Beyond (conference background papers)
- EIP Peer Learning Guide (revised)
- Discussion Paper: Policy Frameworks for the Digital Economy;
- Discussion Paper: Politics of Big Data (with Pulse Lab Jakarta);
- Booklet: Crime & Development;
- Book: Public Service 2030 and Beyond – Making the SDGs Happen
- Book: Review of Global Trends in Civil Service Reform (with Astana regional Hub for Civil Service)
Centre’s Service Lines

- **Country-level Engagements**

  GCPSE sees an increasing demand for country-level engagements; GCPSE is already committed to assisting UNDP Samoa in promoting the Government’s regional and national digital transformation agenda. Other countries seeking the Centre’s support in 2018 include Pakistan, Myanmar, Uzbekistan, Bhutan, Colombia and Timor-Leste.

- **Public Service Innovation**

  This theme remains one of GCPSE’s most promising areas which has been consistently in high demand (topics ranging from service design methods to Government delivery units). The Centre’s activities on the theme of Public Service Innovation have covered a wide range of topics: social innovation, design thinking, collaboration, citizen engagement and digital technologies. In 2016, GCPSE received private sector funding for a study on the digital economy and in 2017 it focused in on emerging technologies by convening an international conference on Disruptive Technologies and the Public Service. The latter was GCPSE’s first private sector-sponsored event and demonstrated the potential for future partnerships which it has begun to explore.

  GCPSE will consider the implications, opportunities and challenges associated with emerging (and often disruptive) technologies for the public service. Effects from the changing operating environment and demand will be tangible at the organizational level (procedures, structures, culture, etc.) and at individual level (skills, knowledge, competencies, etc.). Particular attention will be paid to the combinatorial effects of different technologies...
(e.g. AI and Big Data or Block Chain and IoT) as well as their impact on the sustainable and inclusive development agenda with its principle of “leaving no-one behind”.

- **Peer Learning among Practitioners - from Research to Action (within UNDP and beyond)**
  In its role as the Co-Secretariat for the Effective Institution Platform (EIP), GCPSE is organising the EIP Annual Meeting and thematic workshops focused on Peer Learning, and “Thinking and Working Politically”. The Swedish development agency SIDA is joining as a Co-Chair, replacing the current donor USAID. Peer learning platform will link research and programming and provide useful perspective on knowing and learning for practitioners across the regions. The Swedish development agency SIDA is joining as a Co-Chair, replacing the current donor USAID. There is potential to develop the EIP into a forum for strengthening OECD/UNDP ties on public service and the SDGs, with donors like SIDA funding activities on specific learning alliances.

- **Governance and Anti-Corruption**
  Given that the Centre and Singapore are already hosting the Anti-Corruption programme of UNDP with significant programme funding from Australian DFAT, GCPSE will also remain a focal point for possible linkages between the anti-corruption agenda for transparent & accountable institutions and public service excellence. We expect the anti-corruption team to augment its capacities on this topic and infuse expertise into the work of the Centre, linking the agenda of the team more closely to the public sector institutions agenda captured in SDG 16.
## Save the date

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<td>▶ Effective Institution Platform (EIP) Annual Meeting and Workshops</td>
<td>▶ 15 &amp; 23 Mar: UNITAR Training Session for Afghanistan Trainees on New Public Passion</td>
<td>▶ 9 – 13 Apr: SCP Training Course on Public Service 2030 &amp; Beyond</td>
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<td>▶ 26 Feb – 2 Mar: SCP Training Course for Future Public Service Leaders (Middle East)</td>
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Acknowledgements

The Director is deeply grateful for the continuing excellent guidance and enthusiastic support that the Centre receives from the Government of Singapore, from UNDP colleagues in New York, Kuala Lumpur and Country Offices, Regional Centres, and other Global Policy Centres; from our Independent board member from Rwanda, and from all the current and former employees, advisors, consultants, interns and volunteers who have all contributed enormously to the success of the Centre to date.