

## OTHER FACULTY

- 1. Dr. Robert D. Behn**  
Lecturer in Public Policy  
Kennedy School of Government  
Harvard University  
Cambridge, USA
- 2. Professor John Gilmour**  
Professor of Government and  
Associate Director of the  
Thomas Jefferson Program in Public Policy.  
College of William & Mary in Williamsburg  
Virginia, USA
- 3. Dr. Ray Rist**  
Senior Evaluation Officer  
The World Bank  
Washington, DC, USA
- 4. Mr. Ken Miller**  
Founder, Change and Innovation Agency  
Former Director of Performance Improvement,  
Missouri State Government, USA
- 5. Ms. Kate Kelly**  
Head of Performance Strategy  
Performance and Efficiency Team  
Her Majesty's Treasury  
London, UK
- 6. Mr. Richard Ndubai**  
Secretary  
Performance Contracts Steering Committee  
Cabinet Office, Office of the President, Kenya
- 7. Ms. Juster Nkoroi**  
Legal Advisor  
Performance Contracts Steering Committee  
Cabinet Office, Office of the President, Kenya

For more details please go to BIDE website:

[www.BIDE.COM](http://www.BIDE.COM)

## COSTS

The tuition for the two week Workshop is \$ 3500 and is payable prior to attending the workshop on March 12, 2007.

Participants are expected to make their own arrangements for accommodations in Nairobi. A number of hotels in the area have agreed to provide special discounted rates for workshop participants. Please visit our website for more information.

Participants will be responsible for the cost of travel between their homes and Nairobi, Kenya. They will also require an allowance sufficient to cover the cost of local transportation, laundry, telephone, dinner and other incidental expenses. Light lunch will be provided during the workshop.

Please note that health insurance for participants is not provided by the Workshop. We strongly recommend that all participants obtain health insurance prior to departure from their country.

## VISAS

Each participant is responsible for the necessary visas and other travel documents required to attend the Workshop. Applications should be made as early as possible to allow sufficient time for visas to be issued.

## FUNDING

BIDE is not in a position to offer financial assistance to applicants. Participants have been traditionally funded by their own organizations or through technical assistance portions of loans from bilateral and multilateral agencies such as the World Bank, African Development Bank, Asian Development Bank, the United Nations Development Program or the United States Agency for International Development (USAID). Participants are advised to contact the local representative offices of these organizations for the possibility of financial assistance.

## HOW TO APPLY

Interested candidates should complete the enclosed application form. Completed applications must be received no later than March 1, 2006. Since space in the Workshop is limited and admission is competitive, earlier application is strongly recommended.

*We would strongly recommend using email for all communications*

Applications should be sent to:

## PERFORMANCE CONTRACTS WORKSHOP

Boston Institute for Developing Economies (BIDE)  
124 Mt. Auburn Street, Suite 200N  
Harvard Square, Cambridge, MA 02138-5758  
United States of America.

Tel: (617) 576-5776

Fax: (617) 547-1431

Email: [training@BIDE.com](mailto:training@BIDE.com)

Website: [BIDE.com](http://BIDE.com)

For more details on this and other workshops,

please send an email to:

[training@BIDE.com](mailto:training@BIDE.com)

or visit our website at

[www.BIDE.COM](http://www.BIDE.COM)

# Seventh International Workshop on Performance Contracts

*An Approach to Improving Public  
Sector Performance*

MARCH 12 - 23, 2007  
NAIROBI, KENYA

PROFESSOR LEROY P. JONES  
DR. PRAJAPATI TRIVEDI  
LEAD FACULTY



**BIDE**

BOSTON INSTITUTE FOR  
DEVELOPING ECONOMIES

IN COLLABORATION WITH



PERFORMANCE CONTRACTS STEERING COMMITTEE SECRETARIAT  
CABINET OFFICE, OFFICE OF THE PRESIDENT, KENYA

The use of Performance Contracts has been acclaimed as an effective and promising means of improving the performance of public enterprises as well as government departments. Essentially, a Performance Contract is an agreement between a government and a public agency which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets. They include a variety of incentive-based mechanisms for controlling public agencies—controlling the outcome rather than the process. The success of Performance Contracts in such diverse countries as France, Pakistan, South Korea, Malaysia, Kenya and India has sparked a great deal of interest in this policy around the world. A large number of governments and international organizations are currently implementing policies using this method to improve the performance of public agencies in their countries. Performance Contracts represent a state-of-the-art tool for improving public sector performance. They are now considered an essential tool for enhancing good governance and accountability for results in the public sector.

International experience with privatization suggests that the process of implementing a well-thought-out privatization program is a lengthy one. Therefore, in the interim, it is imperative that immediate steps be taken to increase the efficiency of the public enterprises and reduce further drain on the country's treasury resulting from their losses. A rigorous performance contract exercise reveals the "true" costs and benefits associated with a particular public enterprise. This, in turn, provides a valuable basis for Privatization. Similarly, the Performance Contracts with government departments are being used extensively in OECD countries to improve the delivery of public services and effectiveness of government machinery. Many countries have had success in improving the performance of their own public sector by designing performance Contracts after carefully examining and adapting to their particular needs the lessons of the vast international experience with regards to Performance Contracts.

## WORKSHOP OBJECTIVES

The purpose of the International Workshop on Performance Contracts is to summarize and convey to the Workshop participants both theory and international experience with regards to Performance Contracts. The Workshop has been designed for managers and policy makers who are interested in using Performance Contracts as a central element in a public sector reform package. Participants will be provided with an overview of the necessary knowledge and skills required to design and implement Performance Contracts effectively.

In addition, they will be provided with the necessary training resources to share their experience with a much larger audience in their home countries. The International Workshop on Performance Contracts exists for the purpose of furthering the development of a network of professionals who can continue to enrich each other with their experience in carrying out this policy.

## WHO SHOULD ATTEND?

The Workshop is intended for senior Government Officials, Public Enterprise Managers, Professional Economists, Management Consultants, Journalists, Academicians, and Politicians concerned with Public Sector management in their countries. It is expected that all participants will be university graduates, but candidates with other qualifications and/or relevant work experience will be considered. Since all work is done in English, prospective participants must be fully fluent in speaking, reading and understanding English.

## LOCATION

This Workshop will be held at a major luxury hotel in Nairobi, the capital of Kenya. Founded in 1899, the city lies on the Nairobi River, to the south of the nation, and has an elevation of 5450ft (1661m) above sea-level. Nairobi is now one of the prime cities in Africa politically and financially. Home to many companies and organizations, Nairobi is established as a hub for business and culture.

## WORKSHOP CONTENT

This is a very comprehensive training workshop and is tailored to be useful to participants with varying degrees of previous background in designing and implementing Performance Contracts. Both experienced professionals and newcomers will find it useful and enjoyable. Following is an illustrative list of topics that will be covered during the training workshop:

- Performance Contracts and Privatization as Complementary Policies: International Experience with Privatization.
- International Experience with Performance Contracts with public enterprises and government departments.
- Relevance of experience from strategic control of Multinational Corporations; Experience of Eastern and Western Europe; Experience of South Korea, Pakistan, India, Bolivia, USA, Malaysia, New Zealand and Senegal.
- Performance Contracts and other Public Enterprise Performance Improvements Systems (e.g., MBO, Performance Budgeting, Zero-Base Budgeting and Conventional Budgeting Process).
- Relationship Between Strategic (Corporate) Planning and Performance Contracts- An Overview of Conceptual Issues; Implementation of Performance Contracts within a Public Enterprise.
- Criteria Selection for Performance Evaluation in a Performance Contract- Partial Versus Multiple Indicators; Public Profit Versus Private Profit; Profit at Current Prices Versus Profit at Constant Prices.
- Performance Incentive System; Its Linkages with a Performance Evaluation System.
- Role of an Effective Public Enterprise Performance Information System in a Performance Contract Exercise.
- Evaluation of Qualitative Criteria in Performance Contracts- Research and Development; Human Resource Development; Marketing; Corporate Planning.
- Application of Performance Contracts in Government: Experience of OECD Countries.
- How to evaluate performance of government agencies?

## TRAINING METHODOLOGY

The Boston Institute for International Development (BIDE) was formed by teachers and trainers from Harvard University and Boston University. Teaching and training remains their central interest. However, as policy advisors in more than 70 countries, BIDE professionals are sensitive to the needs of policy makers and have developed a very practical and highly successful approach to training.

Participants will be provided with latest information on developments in the field of Performance Contracts by means of lectures, panel discussions, group discussions and management films. Participant discussion of case studies and self study assignments as well as preparation and presentation of hypothetical Performance Contracts provide the participants with intensive first hand experience.

## LEAD FACULTY

**Dr. Leroy P. Jones**, is responsible for BIDE's path-breaking work in Public Enterprise Reform and Privatization. World's foremost authority on public enterprise reform in general, and Performance Contracts in particular, Dr. Jones is currently Professor of Economics at Boston University and CEO of BIDE. He has worked in more than 50 countries, including nine years residence in Asia. One of his highly regarded books entitled, "Public Enterprise in Developing Countries" was published by Cambridge University Press.

**Dr. Prajapati Trivedi** is currently the Senior Economist for the World Bank in Saudi Arabia and a visiting faculty at the Kennedy School of Government, Harvard University. At the World Bank headquarters in Washington, he worked as Privatization and Enterprise Reform Specialist in the Private Sector Development Department. Acknowledged as the father of Performance Contracts in India, he has worked in more than 25 countries and authored one of the first books on performance contracts entitled, "Memorandum of Understanding: An Approach to Improving Public Enterprise Performance."

In addition to the above lead faculty, there will be other very experienced guest faculty from international organizations, universities and government departments.

## APPLICATION FORM

### *International Workshop on Performance Contracts*

*Boston Institute for Developing Economies (BIDE)  
124 Mt. Auburn Street, Suite 200N  
Harvard Square, Cambridge, MA 02138-5758  
United States of America*

*Telephone: (617)576-5776*

*Fax: (617)547-1431*

*Email: training@BIDE.com*

*Website: www.BIDE.com*

*Please complete and send this form by March 1, 2007 (Earlier submission is recommended, given the need to make visa and other arrangements).*

*Name:* ..... *Sex:* ..... *Date of Birth:* .....

First

Middle

Family

Male / Female

Month, Day, Year

*Business Address :* .....

*Telephone :* ..... *Fax:* ..... *Email:* .....

*Present Responsibilities:* .....

**Education:**

1

2

3

*Degree:* .....

*Subject:* .....

*Where Obtained:* .....

*Dates:* .....

*Please summarize your professional experience as it relates to the workshop* .....

*Level of command of English :* .....

*Did you use English in your school work :* .....

*If not, how and where did you learn English :* .....

*If accepted to the workshop, how do you plan to finance your tuition and expenses :* .....

*On a separate page, please explain why you are applying for this Workshop and what you hope to gain from it*

The following unedited and unabridged comments have been taken from the evaluation feedback forms received at the end of the previous international workshops on Performance Contracts.

“Comprehensive, direct to the point and relevant to Performance Contracting issues.”

“Very informative and practical. Comprehensive coverage makes it indispensable to those in the field.”

“The workshop is very useful and I would recommend it to anyone in my country who is involved in the Performance Contract process.”

“Perhaps the most crucial workshop to acquire skills essential for improving public sector efficiency. It attempts to impart practical skills rather than concentrate on theory.”

“On Performance Contract as a specialty -the best so far.”

“The Workshop was useful in the sense that it provided an opportunity for exchange of experience in implementing Performance Contracts in developing countries.”

"I rate the workshop high. Good interaction. I enjoyed the entire 10 days. Intellectually Stimulating. Pleasant and knowledgeable speakers/instructors. Good international interaction. Informal, relaxed atmosphere. Congrats to BIDE."

"Extremely useful — helped in understanding the significance of applicability of 'Performance Contracts' in different countries of the world vis-vis-Privatization. It helped in bringing the concept of Performance Contracts to sharp focus, lent international dimension to it and brought about group participation."

"It is an excellent experience to understand the change in economic scenario, which is taking place in developing countries."

"It is something that we have to start thinking about. The workshop is very useful to get the idea and to develop the most important principles for its realization."

**BIDE**

**BOSTON INSTITUTE FOR  
DEVELOPING ECONOMIES**

124 Mt. Auburn Street, Suite 200N  
Harvard Square,  
Cambridge, MA 02138-5758, USA

Tel: (617) 576-5776

Fax: (617) 547-1431

Email: [training@BIDE.com](mailto:training@BIDE.com)

Website: [BIDE.com](http://BIDE.com)