



PROJECT IMPLEMENTATION PLAN

PN Issue Date	22 February 2019
Project Code	19-IN-70-GE-RES-A-02
Title	APO Accreditation and Certification Development Program: Development of the Future-readiness Award Program
Reference	Project Notification 19-IN-70-GE-RES-A dated 9 January 2019
Timing and Duration	April–November 2019 1st TWG-FRA meeting: 29–31 May 2019, APO Secretariat, Tokyo, Japan
Venue	Member countries
Implementing Organization(s)	APO Secretariat

1. Objectives

This is a development program to establish the Future-readiness Award (FRA) which includes a technical working group (TWG) to develop the award framework and assessment criteria. The objectives of the FRA are to enhance the visibility of the APO as a leading productivity and future-oriented intergovernmental organization in member countries and worldwide and to promote the FRA framework as an enabler of future-readiness, business continuity, and sustainable productivity at organizational level.

2. Background

Organizations need to build resilience in the face of climate change, technology disruptions, and structural economic reforms. Add to this the unpredictable social, political, and economic environments around the world, and it is clear how important it is to anticipate and identify opportunities and threats that may affect APO member countries in the mid- to long terms. "Business as usual" is no longer an option; organizations must be ready to embrace the volatility, uncertainty, complexity, and ambiguity of the future world. Therefore, they need a clear vision, foresight, and strategies to shape their future. A future-oriented plan for setting strategies is vital. The process should not be based on assumptions but follow a systematic approach of scanning internal and external factors, their trends, and driving forces.

The APO introduced a future-oriented strategic planning approach that incorporates foresight management to help organizations in member countries become future-ready. Using this structured strategic planning approach, organizations will be able to anticipate emerging trends, identify their driving forces, and develop plausible scenarios of how the contextual environment may change. A series of awareness workshops and training-of-trainers courses to build foresight capacity has been conducted by the APO. The goal is to increase the capability of organizations in member economies to devise long-term national strategic plans by relying on foresight management and scenario planning. Scenario planning is a systematic tool relying on a stepwise method of anticipation to identify strategic opportunities and potential threats that may occur in the long-term future. These techniques help organizations to visualize and prepare for their preferred futures.

To sustain these initiatives and as part of APO business continuity support for member countries, the Secretariat proposes the establishment of the FRA to recognize organizations that practice foresight management. It will also encourage organizations to be future-ready by pursuing innovative strategies, embracing new knowledge, and applying advanced technologies in enhancing their productivity and competitiveness, regardless of the type of business, public or private, large or small. The award recipients will be APO role models in promoting future-readiness and inspire others to replicate their best practices.

3. Scope and Methodology

Scope

The TWG will discuss and develop the following:

- a. FRA framework;
- b. Assessment criteria;
- c. Requirements for applicants;
- d. Award process; and
- e. Terms of reference.

Methodology

The Secretariat will assign a council member of the APO Accreditation Body (APO-AB) to lead the TWG of experts in developing and finalizing the FRA documentation and to chair the coordination/review meeting.

One TWG member will be assigned to assist the Secretariat in preparing the draft FRA documentation. The draft documents will be presented at the coordination meeting and form the basis for further deliberations and development of the FRA. The detailed guidelines for the draft document will be provided later.

A review meeting will be held to discuss and receive more input on the draft document.

If necessary, the Secretariat will convene a follow-up meeting to finalize the documentation.

4. Selection of TWG Members

The TWG members must possess the following:

- a. Extensive knowledge, research experience, and professional contributions related to foresight management and scenario planning, and experience as an assessor for national quality awards would be an advantage;
- b. Excellent English writing and presentation skills, as the discussion and final report will be written in English; and
- c. Strong commitment to undertaking and completing the project within the given time frame.

Upon consultation with the TWG chair, the Secretariat will appoint the other members. Member countries with special interest in this project may nominate expert candidates who meet the selection criteria upon consultation with the APO Secretariat.

5. Implementation Procedures

The APO-AB Secretariat will be the focal point of activities for the development of the FRA. The Secretariat will inform member countries of specific activities through separate communications, highlighting the status of development of the APO FRA. The APO-AB Secretariat will also be responsible for organizing follow-up activities related to FRA establishment.

6. Financial Arrangements

To be borne by the APO

- a. All assignment costs of experts serving as TWG members, including daily subsistence allowances, miscellaneous expenses, and round-trip international airfare by the most direct route between the international airport nearest to the experts' place of work and the site of the Technical Review Meeting; and
- b. Local implementation costs for the meeting package including meeting room rental and necessary equipment.

To be borne by the host country or NPOs

Part of local implementation costs, if any.



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