



## PROJECT IMPLEMENTATION PLAN

9 April 2018

1. **Project Code** 18-RP-01-GE-RES-C-03
2. **Project Activity** Strategic Foresight Capability Building in the Public Sector for NPO Heads (2nd Round)
3. **Project Reference** Project Notification 18-RP-01-GE-RES-C dated 13 March 2018
4. **Duration** 5–8 June 2018 (four days)
5. **Venue** Tokyo, Japan
6. **Implementing Organization** APO Secretariat
7. **Number of Overseas Participants** One participant from Bangladesh, Cambodia, Fiji, IR Iran, Japan, Republic of Korea, Lao PDR, Mongolia, Nepal, and Pakistan
8. **Closing Date for Nominations** 11 May 2018

### 9. Objectives

This capability-building training aims to help NPOs develop strategic foresight and scenario planning ability as a tool to help public-sector organizations become competent in devising strategic plans that look beyond short-term issues. In particular, the training project aims to:

- a. Equip participants with the fundamentals and principles of strategic foresight and scenario planning as well as explain its relevance and approaches specific to public-sector organizations;
- b. Develop the capability of public-sector organizations to set forward-looking strategic directions derived from plausible scenarios for the future; and
- c. Study the requirements for the institutionalization of foresight-based strategic planning in public-sector organizations.

### 10. Background

Strategic foresight as a planning tool refers to a stepwise method of anticipation to identify opportunities and potential threats that may occur in the long-term future. Apart from stretching out the time dimension of strategic planning, which may yield the ability to view the bigger picture of complex matters, among the benefits stemming from the institutionalization of foresight is encouraging organizational shifts toward becoming learning enterprises. A foresight system requires constant external environmental scanning and

analyzing information to create plausible futures to be achieved as the process for deriving strategic options for execution. This is another area of relevance of strategic foresight for the public sector, particularly in allocating resources for defined actions. Efficiency gains can result from the allocation of resources and design of operations relevant to achieving the desirable future.

The APO as an intergovernmental organization focusing on enhancing productivity and improving efficiency always refines its approach to serving the needs and challenges of its member countries. One of the pressing concerns accompanying accelerating rates of change and heightened uncertainty is how to ensure that endeavors undertaken at the present will sustain productivity improvement in the future. The only choice is to rely on approaches that provide with insights on what the future might hold so that appropriate resources and efforts can be prepared now. Strategic foresight is a tool fits this necessity.

NPOs must be on the front line in fusing foresight thinking with ways to reinvigorate the productivity movement. While embedding foresight will help member economies to focus on future-ready development initiatives, greater competitiveness will be the end result. Furthermore, because accelerating changes in the external environment are already underway, NPOs responsible for administering development agendas must understand the ramifications of those changes for their operations. This capacity-building training will equip participants with the fundamentals of foresight and develop the ability of NPOs and public-sector organizations in general to undertake foresight-based strategic planning for resilient development policy planning. It will also discuss methods and approaches to institutionalize foresight thinking in the overall policymaking process and in the public-sector structure to optimize its benefits to citizens.

## 11. Scope and Methodology

The training will introduce the concept of strategic foresight and scenario planning and its processes/steps, limits and benefits of scenario planning, keys to successful scenario planning, scenario writing, option identification, and foresight in strategic planning. It will also include lectures on the functions of and requirements for institutionalization at the national level through the establishment of strategic foresight centers, with presentations by resource persons, group workshops, and scenario report preparation and presentation.

The tentative program of the training is given below:

<u>Date/Time</u>	<u>Activity</u>
Monday, 4 June 2018	Arrival of participants in Tokyo
Tuesday, 5 June 2018	Training overview and expectations Principles of strategic foresight Scanning: Facing the future by exploring change Connecting the past, present, and future Identifying scenario parameters
Wednesday, 6 June 2018	Scenarios: Building and presenting your future worlds
Thursday, 7 June 2018	Strategy:

	Using the future today Identifying and refining strategic options
Friday, 8 June 2018	Embedding foresight: The role of foresight in government agencies The foresight office structure Barriers and challenges Critical capabilities Housekeeping: maintaining ongoing support and ensuring values
	Disseminating foresight: Individual and organizational prerequisites Strategies Resource deployment Evaluation
Saturday, 9 June 2018	Departure of participants

## 12. Qualifications of Candidates

NPO heads who will be the national focal points for disseminating and taking initiatives related to strategic foresight.

## 13. Financial Arrangements

### To be borne by participants or participating countries

- a. Participants must be fully insured in Japan for the entire duration of the project, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:

Accidental death and dismemberment up to JPY4,000,000,  
Medical expenses for accident up to JPY4,000,000, and  
Medical expenses for illness up to JPY4,000,000.

The APO will secure this insurance on behalf of participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. The APO will not be responsible for any eventuality arising from accident, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for any reason, including but not limited to:
- i. Stopovers on the way to and from the project venue;
  - ii. Extension of stay at the project venue before and/or after the official project period;
  - iii. Early arrival or late departure; or
  - iv. Flight cancellation.
- d. Any cancellation charges for airfare and hotel accommodations arising from participant

withdrawals after letters of acceptance have been issued by the APO.

#### **To be borne by the APO**

- a. All assignment costs of resource persons.
- b. The APO will bear the cost of round-trip economy-class international airfare for overseas participants between the international airport nearest to the participants' place of work and Tokyo.

The APO will only reimburse discount air tickets for the most direct route. Participants should note that the arrangements for the purchase of air tickets should follow the attached "Guide on Purchases of Air Tickets for APO Participants."

- c. Hotel accommodation and per diem allowances at the rate to be prescribed later for up to five days.
- d. Local round-trip public transportation costs from Narita/Haneda Airport to the designated hotel.
- e. All local implementation costs including but not limited to meeting rooms, documentation, and other preparatory costs.

#### **14. Actions by Member Countries**

- a. Member countries are requested to notify the Secretariat of the names and other details of the individuals who are nominated to attend the training **no later than 11 May 2018**.
- b. Nominations, along with a recent passport-sized photograph and the Medical and Insurance Declaration/Certification Form, should be submitted in duplicate on the standard APO biodata form. The form is available on the APO website. Downloading information is also available from [www.apo-tokyo.org](http://www.apo-tokyo.org). If a digital photograph is not submitted electronically, a hard-copy photograph should be sent to the APO Secretariat by postal mail, with the name and project code clearly marked on the back. NPOs are encouraged to submit their nominations in electronic form.
- c. Every candidate nominated for the training must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form along with his/her biodata. Please note that self-declaration is sufficient for those without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- d. For member countries where nominations are required to be approved by higher government authorities and require a longer time, NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- e. If a selected participant becomes unable to attend, he/she should inform the Secretariat promptly and give the reason for withdrawal.
- f. Selected participants should not bring family members or engage in any private business activity during the entire duration of the project.

g. Participants must attend all four days of the project.

### **15. Preproject Actions**

Participants are required to review the reading list and complete an online questionnaire prior to departure for the training venue. The details will be provided later.

### **16. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the course.

### **17. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).



Santhi Kanoktanaporn  
Secretary-General

## **GUIDE ON PURCHASE OF AIR TICKETS FOR APO PROJECT PARTICIPANTS**

The APO bears the cost of round-trip economy-class air tickets for the following categories of overseas participants: 1) all participants from nonprofit organizations; 2) all participants attending conferences/forums, workshops, etc. as specified in the Project Notification; 3) all participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal; and 4) all participants from SMEs of other APO member economies. The air tickets are for the most direct route between the international airport nearest to the participants' place of work and the international airport nearest to the venue of the project. As far as possible, discounted air tickets should be purchased to reduce costs. Please also note that the APO only bears the cost of international air travel.

The NPOs/APO Liaison Officers are requested to assist the participants or make necessary arrangements to purchase the required air tickets through the designated or bona fide travel agents in their countries. The APO will reimburse the actual airfare (excluding taxes) on the submission of payment receipts/invoices indicating the US dollar equivalent of the cost and copies of the air tickets (printouts of e-tickets).

### ***For reimbursements by the APO, please note the following:***

1. Ensure that the air tickets are:
  - in economy class;
  - by the most direct route;
  - enabling timely arrival (one day before the commencement of the project) and departure (one day after the project is over); and
  - at discounted rates.
2. The rates should not exceed those determined by the APO or other appropriate authorities.
3. If for some reason a discounted ticket is obtained for or by a participant to travel on a route other than the most direct route, the APO's reimbursement is limited to the amount that would have been incurred if the direct route had been flown under similar conditions. Any additional expenses incurred due to flying by a different route will not be reimbursed by the APO.
4. Only actual airfares, including fuel surcharge and security surcharge, are reimbursable. Other charges such as consumption tax, travel tax, airport tax, visa fees, etc. will not be met by the APO. All these items should be clearly indicated in the receipts/invoices.
5. For each air ticket, please provide the following:
  - payment receipt/invoice from airline/travel agent for the amount paid/to be paid, preferably with US dollar equivalent; and
  - clear photocopy of the complete air ticket (printout of e-ticket) used by the participant.

*This guide took effect from 7 July 2006 and was updated on 27 May 2015 and 18 August 2016.*