



## **PROJECT IMPLEMENTATION PLAN**

2 November 2017

1. **Project Code** 17-RP-01-GE-RES-C-01
2. **Project Activity** Strategic Foresight Capability Building in the Public Sector for NPO Heads
3. **Project Reference** Project Notification 17-RP-01-GE-RES-C dated 17 January 2017
4. **Duration** 5 - 8 March 2018 (four days)
5. **Venue** Tokyo, Japan
6. **Implementing Organization** APO Secretariat
7. **Number of Overseas Participants** One participant from the Republic of China, India, Indonesia, Japan, Republic of Korea, Malaysia, Philippines, Singapore, Thailand, and Vietnam
8. **Closing Date for Nominations** 10 January 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. Specifically, the project will:

- a. Equip participants with the fundamentals of strategic foresight and scenario planning including its relevance and approach specific to public-sector organizations;
- b. Develop the ability of public-sector organizations to undertake foresight-based strategic planning by creating scenarios for the future; and
- c. Learn the requirements for establishing a Strategic Foresight Center to institutionalize foresight and scenario planning.

### **10. Background**

Thinking about the future is essential but not easy. According to Peter Schwartz, foresight is “the art of the long-term view” as it refers to the process of anticipation which identifies opportunities and threats that may arise in mid- to long-term versions of the future. The UNDP explains that strategic foresight encourages innovation, strategic evaluation, and the proactive shaping of the future. If applied in public administrations, it will guide them in generating forward-looking, adaptive, resilient policies and programs while shaping events to the best advantage of citizens.

The APO has not yet undertaken any strategic foresight and scenario planning projects to support member countries, especially NPOs, in their capacity-building initiatives, specifically in addressing the challenges of strategic planning for the long term in the face of uncertainty and accelerating change. Recognizing that these changes are already underway, governments must understand them better as they will have significant impacts on policy, regulatory, and program shift options, as well as the strategies, structures, and skills needed in the future. As part of institutional capability building of NPOs, this pilot test training therefore will equip participants with the fundamentals of foresight and develop the ability of public-sector organizations to undertake foresight-based strategic planning in the future through scenario planning, including knowledge and information on establishing a Strategic Foresight Center as part of the institutionalization process.

## **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 establishing a Strategic Foresight Center at the national level. It will feature presentations by resource persons, group workshops, and scenario report preparation and presentation.

<b>Date/Time</b>	<b>Activity</b>
Sun., 4 March 2018	Arrival of participants in Tokyo, Japan
Mon., 5 March	Workshop Opening Process Overview and Expectations Workshop Context Connecting the Past, Present and Future Identifying Scenario Parameters
Tues., 6 March	Building and Presenting Scenarios
Wed., 7 March	Identifying and Refining Strategic Options
Thurs., 8 March	The Role of Foresight in Government Agencies Examples of Government Foresight The Foresight Office Structure: Critical Positions, Funding, Reporting, and Mapping Your Current Futures Eco-System Barriers & Challenges Critical Capabilities: Environmental Scanning, Large-scale Projects (Scenarios), Nation-Wide Futures, Departmental Futures, Developing External Futures, Thinking Capability, and Disseminating Futures News and Reports Housekeeping: Maintaining Ongoing Support and Ensuring Value
Fri., 9 March	Departure of participants and resource persons

## **12. Qualifications of Candidates**

NPO heads or senior NPO management who must be endorsed by the APO Director or the NPO head and who will be involved in establishing the Strategic Future Center in the future.

### **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 10 January 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. 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.

#### **16. 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.*

