



## PROJECT NOTIFICATION

20 April 2018

1. **Project Code** 18-RP-38-GE-WSP-B
2. **Title** Workshop on Development of Frameworks for Foresight in Public-sector Organizations
3. **Timing and Duration** 3–7 September 2018 (five days)
4. **Venue** Manila, the Philippines
5. **Implementing Organization** Development Academy of the Philippines (DAP)  
DAP Building, San Miquel Avenue, Ortigas Center  
Pasig City, Metro Manila, Philippines  
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Fax: (63-2)-631-2138  
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6. **Number of Overseas Participants** Up to 18 qualified participants from Republic of China, Fiji, Indonesia, Japan, Republic of Korea, and Mongolia (up to two qualified participants from each eligible country)
7. **Number of Local Participants** Up to six qualified participants (or to be determined later on upon agreement between the APO Secretariat and implementing organization)
8. **Closing Date for Nominations** **25 July 2018**
9. **Objectives**

This workshop is a part of a capacity-building series on strategic foresight divided into three training courses and workshop targeting separate groups of countries. The goal is to increase the capability of public-sector organizations in APO member economies to devise long-term national strategic plans by relying on foresight management and scenario planning as well as to facilitate the institutionalization of foresight thinking in policymaking processes. In particular, the workshop intends 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;
- c. Study the requirements for the institutionalization of foresight-based strategic planning in public-sector organizations including its framework to integrate foresight thinking and approaches in policymaking processes; and

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- d. Create a pool of experts who can strengthen the institutional capabilities of public-sector organizations and disseminate know-how on strategic foresight to increase organizational readiness for the more interdependent, complex world of the future.

## **10. Background**

Our temporary world has evolved into a completely different, volatile environment where increasing interconnection and complexity are among its distinctive features. Continuous changes at ever-increasing speeds have become the new normal with which all organizations must cope because the attitude toward change will determine their survival. Furthermore, unprecedented rates of change, resulting in unparalleled levels of uncertainty, have made it difficult to isolate events and attribute them to specific causes. Simply addressing current events and trends based on prior knowledge is no longer adequate. Traditional planning methods that rely mainly on linear extrapolation techniques cannot predict future events likely to occur at different frequencies with greater deviations from previous norms.

Public policies aimed at achieving specific objectives should be based on a variety of probable interrelated issues. A cross-cutting, rather than single-issue, approach offers a wider perspective for addressing interdependent problems in a fast-changing world. This is a hallmark of strategic foresight in long-term policy planning, particularly for developing countries. Because resource constraints are more common in developing countries, policy failures are more costly. Strategic foresight emphasizes resilience through the early detection of potentially adverse effects and allows faster recovery.

Strategic foresight as a planning tool refers to a stepwise method of anticipation to identify strategic 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 an 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 strategic actions. Efficiency gains can be made from the allocation of resources and design of operations relevant to achieving the desirable future.

Recognizing the importance of a new approach to strategic, long-term development planning, the APO is implementing a series of capacity-building courses for development planning specialists. This will both strengthen member countries' national policy efforts and create a pool of trainers to disseminate the know-how needed for strategic foresight-based policy planning. The capacity-building initiative will focus on the public sector to broaden the impact, while the approach taken will be in a stepwise manner such as: 1) leveraging understanding and awareness of NPOs and the public sector in general; 2) development of in-country trainers; and 3) inculcating foresight thinking into development planning through the creation of national scenarios relevant to member countries' needs and challenges.

## **11. Scope and Methodology**

The workshop will introduce the concept of strategic foresight and scenario planning, including the processes/steps, limits, and benefits; keys to successful scenario planning, such as scenario writing, option identification, and foresight; and practical sessions on how to conduct foresight training. It will include lectures on the functions of and requirements for establishing a strategic foresight center at the national level including possible approaches or

frameworks to institutionalize foresight thinking in overall development planning. It will also involve presentations by resource persons, group workshops and exercises, scenario report preparation, and group presentations.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sunday, 2 September 2018	Arrival of participants in Manila
Monday, 3 September 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
Tuesday, 4 September 2018	Scenarios: Steps to developing scenarios: from focal question onward Building and presenting your future worlds
Wednesday, 5 September 2018	Strategy: Using the future today Identifying and refining strategic options
Thursday, 6 September 2018	Embedding foresight: Case studies Possible approaches/frameworks for public-sector organizations The role of foresight in government agencies The foresight office structure Barriers and challenges Critical capabilities Housekeeping: maintaining ongoing support and ensuring values
Friday, 7 September 2018	Disseminating foresight: Individual and organizational prerequisites Strategies Resource deployment Evaluation
Saturday, 8 September 2018	Departure of participants

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	Officials from government agencies/institutions responsible for formulating national economic development plans or for planning in core ministries related to industry, manpower, economic affairs, or
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	economic development, or from other relevant government agencies including NPOs.
Experience	At least three years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make active contributions during the duration of the training course. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive training course involving discussions and site visits. It is therefore recommended that member countries not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

### **13. Financial Arrangements**

#### **a. Airfare**

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Manila, the Philippines.

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 "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is also available on the APO website and from APO Liaison Officers in member countries.

#### **b. Insurance Coverage**

Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 for the entire duration of the project and travel and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organization will 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.

#### **c. Cost Sharing**

Subject to the conditions stated in the Financial Arrangements section, the following

table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a)	No	No	Yes
Participating Country Expenses (PCEs) (refer to paragraph 13b)	NA	NA	NA
Hotel accommodation in Manila	No	Yes	No
Per diem allowance in Manila	No	Yes	No
Transportation costs to and from hotel and airport in Manila	No	Yes	No
Insurance coverage in the Philippines (refer to paragraph 13c)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No

#### 14. Actions by Member Countries

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the selection committee of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the



candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.

- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Research and Planning Department, APO Secretariat (e-mail: [rp@apo-tokyo.org](mailto:rp@apo-tokyo.org), fax: 81-3-5840-5324).
- e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed 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.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please give the candidate's name and the project code on the reverse side of the photograph.
- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO workshop.
- l. NPOs should inform participants that they must attend all five days of the workshop.

- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no-show of a participant.

#### **15. Actions by the APO Secretariat**

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

#### **16. Project Preparation**

The participants are required to review the reading list to be provided later prior to departure for the project venue.

#### **17. Postproject Actions**

Each participant is required to finalize a scenario applicable to his/her own organization's and/or country's context. The scenarios will then be submitted to the APO and shared with participants' NPOs. More detailed information on finalizing the scenarios will be provided later.

#### **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

#### **19. 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)).

#### **20. Dress Code**

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn  
Secretary-General

