



PROJECT NOTIFICATION

PN Issue Date	31 May 2019	
Project Code	19-RP-15-GE-TRC-B	
Title	Training of Trainers in Foresight Management and Scenario Development for Development Planners	
Timing and Duration	26–30 August 2019 (five days)	
Venue	Kuala Lumpur, Malaysia	
Implementing Organization(s)	Malaysia Productivity Corporation	
Number of Overseas Participants	18	
Number of Local Participants	Six	
Target Countries from Overseas	Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Republic of Korea, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam	
Closing Date for Nominations	15 July 2019	

1. Objectives

This is a capability-building program introducing government officials to the principles and practices of scenario planning and strategic foresight for use in the public sector. 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. Specifically, the training intends to:

- a. Equip participants with the fundamentals and principles of strategic foresight and scenario planning as well as explain their 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; and
- d. Create a pool of practitioners who can strengthen the institutional capabilities of public-sector organizations and disseminate know-how on strategic foresight to increase organizational readiness for the future.

2. Background

Increasing interconnection and complexity are some of the distinctive features of today's world. Unprecedented rates of change, resulting in unparalleled levels of uncertainty, have made it difficult for decision makers and planners to develop robust strategies. Traditional models of planning which rely solely on linear extrapolations of current trends cannot consider "wild cards" or how certain factors interact in complex ways.

Strategic foresight refers to an organization's capacity to think systematically about the future to inform decision making today. Strategic foresight can be developed by employing and institutionalizing tools such as scenario planning within the planning process. Through these tools, planners may anticipate opportunities and threats occurring in the near and distant future and develop appropriate, robust strategic responses to those possibilities. Scenario planning involves developing, in a rigorous, structured way, several plausible "stories" about the future. The scenarios are then used to develop strategic options and initiatives that are future-ready.

The APO, as the leading intergovernmental organization focused on enhancing productivity in the Asia-Pacific, recognizes that the accelerating and increasingly disruptive global environment makes it more difficult to design strategies to sustain productivity improvement in the future. For this reason, the APO is implementing a series of capability-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 three phases: 1) leveraging understanding and raising awareness of NPOs and the public sector in general; 2) developing in-country trainers; and 3) inculcating foresight thinking into development planning through the creation of national scenarios relevant to member countries' needs and challenges. This capacity-building course for development planning specialists is part of the first phase.

3. Scope and Methodology

Scope

What foresight is; why foresight is important for public-sector organizations; methods of foresight-based planning for the public sector; and teaching foresight applications to public-sector development planners.

Methodology

The training course will intensively explore strategic foresight and scenario planning and their processes/steps as well as keys to successful scenario planning, scenario communication, and using scenarios for strategy. It will emphasize the practical applications of strategic foresight in a public-sector context and develop the teaching and training capabilities of participants. It will include presentations by resource persons, group exercises, and presentations by participants.

The tentative program of this project is given below:

Date/Time	Activity
Sunday, 25 August 2019	Arrival of participants in Kuala Lumpur
Monday, 26 August	Opening session Training overview and expectations Team-building exercises Review of principles of strategic foresight, why it is important, and successful cases
Tuesday, 27 August	Defining the focus of strategic foresight and identifying key actors and stakeholders Developing focal questions Practical session on facilitating critical issue and focal question development
Wednesday, 28 August	Conducting foresight research and environmental scanning Practical session on scanning tools, frameworks, and research skills
Thursday, 29 August	Creating scenario frameworks Defining critical uncertainties Strategic storytelling Practical session on communicating scenarios to a public-sector audience
Friday, 30 August	Strategy: applying scenarios Identifying and refining strategic options Embedding foresight practices and evaluation Follow-up
Saturday, 31 August	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Officials of government agencies involved in formulating national-level economic planning or sectoral-level planning related to industry, manpower, economic affairs, or economic development or from other relevant government agencies including NPOs. Senior-level members of key industrial and trade associations will also be considered.
Experience	At least two 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 oral and written presentations. 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 project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do 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.

5. Requirements

The participants are required to undertake preparatory work such as writing country papers prior to departure for the project venue.

All participants are required to prepare and submit action plans to the APO and to share them with their NPOs within 10 working days after attending the project. The participants are also required to submit postproject follow-up reports six months after project completion to document the achievement of outcome(s) of the project. The NPOs will monitor the follow-up actions and report submission by participants.

The Guidelines for Project Preparatory Work will be provided in the project circular, and the Postproject Activity Guidelines are given in Attachment 1.

5-1. Repeat Participants (who attended previous APO projects and are applying for another)

- a. In the Candidate's Biodata form (application form), candidates are required to provide details of follow-up actions taken after attending a previous APO project(s) and outcomes (benefits) of those activities.
- b. Candidates are also required to state in the Candidate's Biodata form whether they submitted a report on their follow-up actions.

5-2. All Participants

- a. In the Candidate's Biodata form, candidates are required to list their expectations from the project and planned postproject actions/activities. This is a tentative list, which participants are free to revise or replace after attending the project (as in item b below).
- b. All participants are required to develop and submit final follow-up action plans within 10 working days of project completion, in the format to be provided by the APO Secretariat later.
- c. All participants are required to submit reports on the follow-up actions taken within six months (or a period specified for a particular project) of project completion.
- d. The reports on follow-up actions are separate from the trip reports participants usually submit to their organizations/NPOs immediately after returning from project venues. The report format will be provided before project completion.

6. Financial Arrangements

6-1. Airfare

The APO will meet the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Kuala Lumpur, Malaysia, from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

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.

6-2. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs*
**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

6-3. 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.

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.

6-4. 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 met by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph on Airfare for conditions)	No	No	Yes
Participating Country Expenses (PCEs) (refer to paragraph on PCEs)	USD50 per participant	No	No
Hotel accommodation at the venue	No	Yes	No
Per diem allowance at the venue	No	Yes	No
Transportation costs to and from hotel and airport at the venue	No	Yes	No
Insurance coverage in the host country (refer to paragraph on Insurance Coverage)	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	Yes	No	No

Cost item	Cost to be met by		
	Participants or participating countries	Host country	APO
c. Early arrival or late departure d. Flight cancellation			
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
Notes (special conditions):			

7. 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 Qualifications of Candidates 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). 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 department in charge of this project.
- 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 project.
- l. NPOs should inform participants that they must attend the entire program of the project.
- 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.

8. 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.

9. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO also requests participants to submit progress reports six months after completion of the project. In addition, participants taking part in training-of-trainers courses must also submit a report summarizing a training project that they conducted following the action plans to the APO and NPOs within six months after project completion.

10. Evaluation of Participants

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

11. 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).

13. Dress Code

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



Dr. Santhi Kanoktanaporn
Secretary-General

POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

Examples of Follow-up Activities

The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

- a. An official report on project attendance to participants' organizations, or NPOs, or both;
- b. Newspaper/magazine articles based on learning from the project;
- c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
- d. Delivering a presentation or lecture on the project topic;
- e. Conducting a workshop/seminar/conference/forum on the project topic;
- f. Improving training/teaching/extension materials related to the project topic; and
- g. Sharing project findings with colleagues, professional groups, or others.