



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

18 April 2017

1. **Project Code** 17-RP-02-GE-LOM-A
2. **Title** Strategic Planning Workshop for Senior Planning Officers of NPOs and APO Liaison Officers
3. **Duration and Timing** 19–21 July 2017 (three days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization**
APO Secretariat
UNIZO Hongo 1-Chome Building 2F
1-24-1 Hongo, Bunkyo-ku
Tokyo 113-0033, Japan
Phone: 81-3-3830-0411
Fax: 81-3-5840-5322
e-Mail: rp@apo-tokyo.org
Website: www.apo-tokyo.org
6. **Number of Participants** Up to 36 participants
7. **Closing Date for Nominations** 15 June 2017
8. **Objectives**
 - a. To recap the APO Roadmap to Achieve Vision 2020 and its main targets and initiatives;
 - b. To introduce the APO Advanced Strategic Planning Framework to NPOs;
 - c. To assess national needs and expectations of member countries aligned with the APO Vision 2020;
 - d. To review the Program Plan for 2018;
 - e. To discuss and finalize the draft list of proposed projects for 2019–2020;
 - f. To strengthen coordination between NPOs and the Secretariat in postprogram and postproject monitoring and evaluation; and
 - g. To share new initiatives taken by the Secretariat.
9. **Background**

Strategic planning is an organizational management activity to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward common goals. By undertaking strategic planning, organizations can establish agreements on intended outcomes/results and assess and adjust their directions and

priorities in response to a changing environment. With a clearly defined and articulated strategy, organizations can share priority initiatives and identify which lead to the highest success rates. Planners need to anticipate the social, environmental, and economic impacts of proposed strategies, programs, and projects. Since planning involves forecasting the future and deciding how to prepare for it, planners should also be familiar with the techniques of scenario planning and future analysis.

The APO Secretariat will introduce a new project planning system, called the “APO Advanced Strategic Planning Framework,” at this 2017 Strategic Planning Workshop for APO Liaison Officers (LOs) to plan for 2019–2020 projects, as well as to review the Program Plan for 2018 projects. This new strategic planning system intends to align projects with the APO Vision 2020, while ensuring that all satisfy three important criteria: 1) contribute to the targets of Vision 2020; 2) are future-fit; and 3) meet member country needs and expectations. This is the first initiative to undertake participatory project planning in a collaboration between the Secretariat and NPO representatives. To maximize the opportunity, in addition to LOs, Planning Officers are also invited to participate in the meeting so that country-specific needs are comprehensively addressed in the project plans.

Furthermore, this meeting will update participants on other recent new initiatives of the Secretariat, such as strengthened information-sharing practices through project reports; the APO Sustainable Productivity Institute and the APO Strategic Future Platform. It will also discuss optimal methods of postprogram and postproject monitoring and evaluation under co-ownership by the Secretariat and NPOs. It is envisioned that these initiatives will contribute to smoother working relationships and partnerships among NPOs and with the Secretariat, as well as more effective result management of APO projects.

10. Scope and Methodology

Scope

Topics to be covered are:

- a. Recap of the APO Vision 2020;
- b. Emerging global trends and scenario planning for the future;
- c. Strategic planning for future-fit projects;
- d. Individual member country needs and expectations;
- e. Postprogram/postproject monitoring and evaluation;
- f. Review of the Program Plan for 2018;
- g. Proposed Program Plan for 2019–2020; and
- h. Recent initiatives of the APO Secretariat.

Methodology

The workshop will consist of presentations, discussions, and group workshop.

11. Participants

This workshop is designed for Senior Planning Officers in NPOs, NPO Heads or Deputy NPO Heads responsible for leading the development of strategies of the NPOs and APO LOs who are in charge of coordinating APO activities in the country. Nominations of candidates other than those specified will not be accepted.

12. Financial Arrangements

To be borne by the APO

- a. Hotel accommodation and per diem allowances at the rate to be prescribed later for up to four days.
- b. Round-trip economy-class international airfare between the nearest international airport from the place of work and Tokyo by the most direct route. As far as practicable, all participants are strongly encouraged to purchase discounted tickets (following IATA PEX or other applicable discount fares). Please note that arrangements for the purchase of air tickets should follow the “Guide on Purchase of Air Tickets for APO Project Participants (Appendix I).” The APO will not be responsible for paying any additional per diem allowances due to early arrival, delayed departure, rerouting of tickets, or any other reason.
- c. Local transportation costs from Narita/Haneda Airport to the designated hotel.
- d. All other local implementation costs.

To be borne by participants or their countries

- a. All participants attending the workshop should be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against:

Accidental death and dismemberment for up to JPY4,000,000;

Medical expenses for accident (including hospitalization) for up to JPY4,000,000; and

Medical expenses for illness (including hospitalization) for up to JPY4,000,000.

The insurance coverage should be valid for the entire duration of the project. The APO will secure this insurance on behalf of the participants from the day before project commencement until the day after its completion. Each participant is requested to pay the premium, which will be deducted from the per diem allowances provided. The APO will not be responsible for any eventuality arising from accident or illness.

- b. Any expenses incurred for stopovers on the way to and from the LOs’ offices and Tokyo; or for extra stay at the venue before and/or after the official workshop period due to early arrival, late departure, or any other reason.
- c. Any expenses related to visa fees and airport taxes.
- d. Any cancellation charges for airfare and hotel arising from withdrawals after letters of acceptance have been issued by the APO.

13. 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 workshop **no later than 15 June 2017**.
- 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. 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 workshop 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. Selected participants should not bring family members or engage in any private business activity during the entire duration of the project. Furthermore, if they should become unable to attend, they are requested to inform the APO promptly of their inability to participate and the reason for last-minute withdrawal.

14. Preproject Preparation

Participants attending the workshop may be asked to submit information materials or reports related to the scope of the discussions, which will be communicated later.



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.