



PROJECT NOTIFICATION

30 January 2018

1. **Project Code** 18-RP-34-GE-SPW-A
2. **Title** Strategic Planning Workshop for Senior Planning Officers of NPOs
3. **Duration and Timing** 11–12 July 2018 (two days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization** APO Secretariat
6. **Number of Participants** Up to 38 participants from APO member countries (two from each member country, see 11. Qualifications of Participants)
7. **Closing Date for Nominations** 30 April 2018
8. **Objectives**
 - a. To raise awareness of emerging trends identified by the APO and their implications for productivity enhancement programs for member countries;
 - b. To provide an informal avenue for member countries to voice their individual needs and expectations so that they can co-create programs with the APO Secretariat to meet them;
 - c. To design first-round strategies to address emerging issues, customized for individual member countries (APO Specific National Programs); and
 - d. To develop a common mindset among member countries on new foresight capability-centric and future thinking-oriented directions that will be undertaken by the APO Secretariat.

9. Background

The Strategic Planning Workshop (SPW) is positioned as the start of the APO's planning cycle. The objective of the SPW is to share emerging trends and issues identified by the APO and their implications for productivity enhancement programs for member countries and to design first-round strategies to address them, customized for each member country. The SPW also provides an informal avenue to discuss individual needs and expectations so that members can co-create programs with the Secretariat to meet them. This will help improve engagement with all member countries. Held immediately after the Sustainable Productivity Summit on 10 July 2018, participants will be able to identify trends and advanced technologies that will influence the future.

The SPW differs from the Workshop Meeting of Heads of NPOs (WSM) and Governing Body Meeting (GBM) because the discussions are less structured during the SPW and participants are encouraged to propose more appropriate programs to meet the goals of the APO Vision 2020 and the specific needs of member countries. Conversely, the GBM and WSM are more structured, with less time for informal discussions. The WSM is specifically focused on the review of the annual/biennial program plans and the evaluations of projects already implemented, while the GBM reviews organizational policies, financial reports, program evaluation reports, and overall annual/biennial program plans and budgets.

In addition, futures thinking is more critical today than ever before. It entails developing the ability to make decisions that are well informed when they are made and remain so in the long run. Futures thinking and research are therefore considered to be the systematic exploration of possible and desired futures to improve decisions and make deliberate efforts to achieve them.

In essence, futures thinking is rooted in the understanding that knowledge of the future is not possible. However, knowledge of the driving forces that shape the future can be acquired and consequently suggest a plethora of possible future outcomes, states, and scenarios. Those possibilities can be collectively addressed by the APO and member countries to shape their desired outcomes.

The SPW seeks mindsharing between participants and the APO on Secretariat-initiated directions grounded in foresight capability-centric and futures thinking-oriented programs such as the Specific National Programs (SNPs), even as they commit to existing programs for 2019–2020 approved by the 58th WSM in Seoul, ROK.

10. Scope and Methodology

Scope

Strategic planning for future-fit projects; addressing member countries' needs and expectations; and consensus building on new initiatives of the Secretariat aimed at future-proofing the economic and social development of member countries.

Methodology

The workshop will consist of an APO-identified scenario planning and response exercise, SNP consultative discussions, and a final consolidation session.

The tentative program of the SPW is given below:

Date/Time	Activity
Mon., 9 July 2018	Arrival of participants in Tokyo (Narita or Haneda)
Tues., 10 July 2018	APO Sustainable Productivity Summit (17-RP-36-GE-CON-A)
Wed., 11 July 2018	APO scenario planning and response exercise (facilitated by Devadas Krishnadas, Founder and CEO of Future-Moves Group; CV attached)

Morning session: Review of APO-identified scenarios and their implications for individual macroeconomic policies and individual productivity enhancement programs for member countries.

Afternoon session: Strategy formulation on a country-to-country basis in response to APO-identified scenarios. Member countries will be given dedicated consultative discussion tables for this session.

Thurs., 12 July 2018 SNPs consultative discussions (facilitated by Devadas Krishnadas)

Morning session: Formulation of first-round customized strategies on a individual-country basis. Member countries will be given dedicated consultative discussion tables for this session.

Afternoon session: Discussion on proposed SNP-funded projects aligned with the APO Vision 2020 and individual-country needs, expectations, and interests.

Final consolidation session

Fri., 13 July 2018 Departure of participants

11. Qualifications of Participants

The participants are expected to possess the following qualifications:

Present Position APO Directors/Alternate Directors and NPO Heads.

Attendance Participants must attend all sessions of the two-day workshop on 11 and 12 July 2018.

(Participants will also be required to attend the one-day APO Sustainable Productivity Summit on 10 July 2018. Please refer to the separate Project Notification for the APO Sustainable Productivity Summit.)

12. Financial Arrangements

To be borne by the APO

- a. All assignment costs of resource persons.
- b. The APO will bear the cost of round-trip international airfare for overseas participants between the international airport nearest to the participants' place of work and Tokyo.
- c. Hotel accommodation and per diem allowances at the rate to be prescribed later for up to two 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.

To be borne by participants or their 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.

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 SPW **no later than 30 April 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. 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 SPW 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 activities during the entire duration of the project.
- g. Participants must attend all two days of the project.

14. Actions by the APO Secretariat

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least six weeks prior to the start of the project.
- b. 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.

15. 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).

16. Dress Code

Participants are requested to wear business attire for all sessions of the SPW.



Santhi Kanoktanaporn
Secretary-General

Attachment. Curriculum Vitae of Devadas Krishnadas, Founder and CEO of Future-Moves Group



Devadas Krishnadas has extensive experience in both the public and private sectors and is an expert on strategy, foresight, public policy, and economic policy. Prior to founding the Future-Moves Group (FMG), Devadas accumulated breadth and depth of experience in security, fiscal, economic, and social policy.

During his time in the Singapore Public Service, Devadas successfully led efforts in long-term planning and whole-of-government budget coordination at the Ministry of Finance, where he was the Deputy Director of Fiscal Policy, Strategic Planning, and Lead Foresight Strategist. He also served as the first Lead Social Strategist at the then-Ministry of Community Development, Youth and Sports.

He was also Assistant Director in the Joint Operations Directorate of the Ministry of Home Affairs. He served in the Singapore Police Force for 10 years, where he assumed operational, policy, and command appointments at the national and regional levels.

Devadas is a respected expert on the topic of strategy, foresight, public policy, and economic policy and has been quoted by and written in various international publications including the *Asian Wall Street Journal*, *South China Morning Post*, and *The Straits Times*.

He has authored more than 100 op-eds in major publications and is the author of three books: *FUSE: Foresight-driven, Understanding, Strategy and Execution* (2015), a landmark volume on foresight-driven strategy; and *Sensing Singapore* (2014) and *The Seduction of the Simple* (2016), anthologies of his public commentaries on Singapore policy and public issues.

Devadas is a graduate of the Oxford University Scenario Programme conducted by the Said Business School, University of Oxford. He completed the General Management Programme conducted by the Judge Business School, University of Cambridge, and graduated from the Singapore Police Force Senior Officers Basic Course and Civil Service College Management Development Course.

He was awarded a prestigious Fulbright Scholarship to read a Master's of Arts in Law and Diplomacy from the Fletcher School, Tufts University, Boston, Massachusetts, USA. As an undergraduate at the University of Sydney, he read Modern History and Political Economics, was awarded the International Merit Scholarship, won the Aisling Society and G.A. Wood Prizes, and received the Merit Book Prize for four consecutive years.

In addition to leading FMG, Devadas is also an independent Director with PartnerRe Asia Pte Ltd, a reinsurance firm, and with Auto & General, a direct insurer.

