



PROJECT NOTIFICATION

Ref. No. 20-RP-23-GE-WSP-B-PN2000037-001

<b>PN Issue Date</b>	22 January 2020
<b>PN Revision 1 Issue Date</b>	18 March 2020
<b>PN Revision 2 Issue Date</b>	6 August 2020
<b>Project Code</b>	20-RP-23-GE-WSP-B
<b>Title</b>	Workshop on Scenario Planning Development
<b>Timing and Duration</b>	1 September and 3-4 September 2020 (three days)
<b>Venue</b>	Virtual Session
<b>Implementing Organization(s)</b>	Thailand Productivity Institute (FTPI) and Secretariat
<b>Target Country(ies)</b>	Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Islamic Republic of Iran, Malaysia, Mongolia, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam
<b>Maximum Number of Overseas Participants</b>	19
<b>Maximum Number of Local Participants</b>	12
<b>Closing Date for Nominations</b>	14 August 2020

Change History of Project Notification: 20-RP-23-GE-WSP-B

Revision	Date of Issue	Clause	Modifications
Revision 1	18 March 2020	Timing and Duration	Timing has been changed from 25-29 May 2020 to 31 August-4 September 2020
		Closing Date for Nominations	Closing date for nominations has been changed from 15 April 2020 to 31 May 2020.
		3. Scope and Methodology	Program Schedule has been revised in accordance with revised project timing.
Revision 2	6 August 2020	Timing and Duration	Timing has been changed from 31 August-4 September 2020 to 1 September and 3-4 September 2020
		Venue	The meeting venue is modified from Bangkok, Thailand, to Virtual Session.

Implementing Organization(s)	Implementing Organization is changed from Thailand Productivity Institute (FTPI) to Thailand Productivity Institute (FTPI) and Secretariat.
Maximum Number of Overseas Participants	Maximum Number of Overseas Participants is changed from 18 to 19.
Maximum Number of Local Participants	Maximum Number of Local Participants is changed from six to 12.
Closing Date for Nominations	Closing date for nominations is changed from 31 May 2020 to 14 August 2020.
Modality of Implementation	Modality of Implementation is added.
Scope and Methodology	Program Schedule and Activities are revised in accordance with the revised project timing.
Qualifications of Candidates	Health requirement is deleted.
Requirements	5. Requirements are updated.
Financial Arrangements	6-1., 6-2., and 6.3 are deleted. 6-4. is updated.
Action by Member Countries	Items e., j., k., l., and m. are deleted.
Actions by the APO Secretariat	Item a. is updated: Under normal circumstances, the selected candidates will be informed of their acceptance two weeks instead of four weeks, prior to the start of the project.
	9. Postproject Actions, and 11. Guide for Participants are deleted.

## **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 workshop intends to:

- a. To 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. To develop the capability of public-sector organizations to set forward-looking strategic directions derived from plausible scenarios for the future;
- c. To study the requirements for the institutionalization of foresight-based strategic planning in public-sector organizations; and
- d. To 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 decisionmakers 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 accelerating and increasingly disruptive global changes make 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 workshop for development planning specialists is part of the first phase.

## **3. Modality of Implementation**

This project will be conducted online using videoconference applications. The participants and resource speakers will virtually attend the workshop using their own devices, applications, and Internet connections. The duration of each day's session is up to three hours. The APO Secretariat will inform the participants of the program, applicable videoconference application, and link to the virtual sessions. The videoconference link will be provided exclusively to participants selected for this workshop and should not be shared.

## **4. 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 workshop will 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 workshop is given below:

Date/Time	Activity
Tuesday, 1 September	Presentations: - Workshop overview and expectations - Defining the focus of strategic foresight - Developing focal questions - Conducting foresight research and environmental scanning Discussion on facilitating critical issue and focal question development
Thursday, 3 September	Presentations: - Creating scenario frameworks - Defining critical uncertainties  Discussion on scanning tools, frameworks, and research skills
Friday, 4 September	Presentations: - Applying scenarios - Communicating scenarios  Discussion on scanning tools, frameworks, and research skills

### 5. 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.
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 to receive the certificate of attendance.

### 6. Requirements

The participants are required to be equipped with devices (including computers, web cameras, microphones, and speakers/headphones) and have access to Internet connections suitable for videoconferencing. Stable wired LAN connections are preferred.

The participants will follow the instructions of the moderators/presenters for asking questions, joining discussions, and answering questions.

## 7. Financial Arrangements

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
Assignment costs of international resource persons	No	No	Yes
Assignment costs of local resource persons	No	Yes	No

Notes (special conditions): The host country may arrange a virtual site visit(s) through live or recorded video. However, all costs for the visit(s) will be covered by the host country.

## 8. 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.
  - i. The Biodata Form should be entered in the Document Management System (DMS)/Fleekdrive. The form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). The Biodata Form (Ver. 1.1) in the Excel (xlsx) format should be uploaded to the specific project folder in nominees' member country folders in DMS/Fleekdrive.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. NPOs should inform participants that they must attend the entire program of the project.

## 9. Actions by the APO Secretariat

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least two 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.

## 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. Dress Code

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

A handwritten signature in black ink, appearing to read 'Dr. AKP Mochtan', with a long, sweeping flourish extending upwards and to the right.

Dr. AKP Mochtan  
Secretary-General