22 February 2013

1. Project Code: 13-RP-14-GE-LOM-A

2. Title: Strategic Planning Workshop for APO Liaison Officers

3. Duration and Timing: Three days, 26–28 June 2013

4. Venue: Tokyo, Japan

5. Implementing Organization: APO Secretariat
   Leaf Square Hongo Building 2F
   1-24-1 Hongo, Bunkyo-ku
   Tokyo 113-0033, Japan
   Phone: 81-3-3830-0411
   Fax: 81-3-5840-5322
   e-Mail: apo@apo-tokyo.org
   Website: www.apo-tokyo.org

6. Number of Participants: Up to 19 participants

7. Closing Date for Nominations: 1 April 2013

8. Objectives:
   1) To review the APO's strategic directions and new initiatives and NPOs' priorities in the promotion of productivity and development of productivity programs;

   2) To discuss the results of the survey on the 2015–2016 Program Plan and assess how these can be enhanced to meet the needs of stakeholders in member countries; and

   3) To review issues and share experiences and best practices in the implementation and evaluation of APO multicountry and individual-country projects in member countries.

9. Background:
NPOs are the prime movers of productivity promotion in member countries. They serve as the channel for the APO in the delivery of support programs to various stakeholders in their countries. Given their crucial role, it is important to maintain good coordination and cooperation between the APO Secretariat and NPOs as well as among NPOs themselves to ensure effective planning and successful implementation of projects and other activities related to productivity promotion. The Liaison Officers (LOs), or Senior Project Coordinators in charge of APO affairs in NPOs, are vital links of communication between NPOs and the Secretariat. It is therefore essential that LOs and the APO Secretariat work very closely together on all facets of planning, preparation, implementation, and evaluation of APO projects.
projects. The Strategic Planning Workshop will provide an avenue for that purpose and for aligning APO program plans and NPO priority activities for greater synergy. It will also provide opportunities for the exchange of experiences and best practices in implementing and managing APO projects, and for jointly reviewing issues to agree on practical measures and workable ideas to improve the planning, implementation, and evaluation of future APO projects.

10. **Scope and Methodology:**
The workshop will consist of Secretariat presentations, country presentations, group discussions, and site visits. The tentative topics to be covered are:

- The APO’s strategic directions and new initiatives
- NPOs’ priority activities for productivity promotion
- The APO project planning process
- Results of the survey on the 2015–2016 Program Plan
- Review of project implementation issues
- Sharing of best practices and experiences in productivity promotion and project implementation and management
- Review of the current system for evaluating APO projects
- Monitoring and documentation of follow-up activities
- Exploring mechanisms for enhancing the effectiveness of APO support for member countries

11. **Participants:**
This workshop is meant only for APO LOs and/or Senior Project Coordinators in NPOs 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:**
   a) To be borne by the APO
      i) Hotel accommodation and per diem allowances at the rate to be prescribed later for up to four days.

      ii) 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 and use discounted tickets (following IATA PEX or other applicable discount fares). Please note that arrangements for the purchase of air tickets should be in accordance with the “Guide on Purchase of Air Tickets for APO Project Participants (Appendix I).” *It is noted that 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 whatsoever.*

      iii) Local transportation costs from Narita/Haneda Airport to the designated hotel.

   iv) All other local implementation costs.

   b) To be borne by LOs or their countries
      i) All LOs/Senior NPO coordinators 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 ¥4,000,000
      Medical expenses for accident (including hospitalization) for up to ¥4,000,000
      Medical expenses for illness (including hospitalization) for up to ¥4,000,000.
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.

ii) 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 whatsoever.

iii) Any expenses related to visa fees and airport taxes.

13. Actions by Member Countries:
   i) Member countries are requested to notify the Secretariat of the names and other details of the individuals who are nominated to attend the LOs’ Strategic Planning Workshop no later than 1 April 2013. Given the stricter procedures now in force for obtaining entry visas to Japan, all NPOs are advised to observe this deadline without fail.

   ii) 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 Web site. 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.

   iii) Every LO/Senior NPO Coordinator 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 recognized physician on the reverse side of the medical form is required.

   iv) LOs/Senior NPO Coordinators selected and traveling to Tokyo for the Strategic Planning Workshop should not bring family members or engage in any private business activity during the entire duration of the project. Furthermore, they should be requested to inform the APO promptly of their inability to participate and the reason for last-minute withdrawal.

14. Preproject Preparation:
LOs/Senior NPO Coordinators attending the workshop are requested to prepare a briefing note on NPOs’ priority activities for productivity promotion for 2014 and the next biennium. The Secretariat may add more points, which will be communicated later if applicable. Please upload a soft (electronic) copy of the briefing notes to the APOnet by 3 June 2013.

Ryuichiro Yamazaki
Secretary-General
GUIDE ON PURCHASE OF AIR TICKETS FOR APO PROJECT PARTICIPANTS

In principle, the APO will bear 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 APO symposia, study meetings, and other projects as specified; 3) all participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal attending APO seminars, training courses, and multi-country study missions; and 4) all participants from SMEs from other APO member countries attending seminars, training courses, and multi-country study missions. 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. Attempts should be made to purchase discounted tickets to reduce costs.

The APO Liaison Officers/NPOs are kindly requested to assist the participants or make necessary arrangements to purchase the required air tickets through the designated or bona fide travel agents in member 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:
   – for economy class,
   – by the most direct route,
   – enabling timely arrival (day before the commencement of the project) and departure (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 will be 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 will take effect from 7 July 2006.