

Confab on development of NPOs



Participants of the forum

Nineteen NPO Heads and senior officials met in Danang, Vietnam, for the annual APO Forum on the Development of NPOs, 15–17 September

2003. This was the fourth since the series started in 1999. During the forum, the delegates gave a status report on the NPOs' implementation of the balanced scorecard and human resources scorecard. They were introduced to scenario planning, including the identification of capabilities they would need to deal with what is to come or to forestall anticipated shortcomings.

The participants felt that scenario planning has enabled them to adopt a “multi-track” mindset; understand the forces that affect their NPOs; challenge deeply held assumptions; use simulation for organizational learning; anticipate uncertainties ahead; and improve their quality of strategic thinking. Regardless of the anticipated scenarios, the participants were told that they would have to consider developing the competencies and capabilities to deal with up coming situations. In this regard, strategic human resources management is needed.