

APO
ANNUAL REPORT
2015



ASIAN PRODUCTIVITY ORGANIZATION

APO ANNUAL REPORT 2015



ASIAN PRODUCTIVITY ORGANIZATION

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Director
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Ministry of Manpower and Transmigration

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NPO Head & Liaison Officer
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Director of Productivity and Entrepreneurship
Directorate Productivity and Entrepreneurship
Directorate General of Training and Productivity
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Malaysia Productivity Corporation

Liaison Officer

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Mongolian Productivity Organization

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Human Development,
Research and Training Center

NPO Head

Amarsaikhan Damdinjav

Executive Director
Mongolian Productivity Organization

Liaison Officer

Batbileg Tsagaan

Expert
Mongolian Productivity Organization

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Surya Prasad Silwal

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Ministry of Industry

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Liaison Officer

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Chew Mok Lee

Assistant Chief Executive
Capabilities & Partnership
SPRING Singapore

Alternate Director

Simon Lim

Group Director
Capabilities & Partnership
SPRING Singapore

Liaison Officer

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Director

Jinasiri Dadallage

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Liaison Officer

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National Productivity Secretariat

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Director

Arthit Wuthikaro

Permanent Secretary
Ministry of Industry

Alternate Director & NPO Head

Dr. Santhi Kanoktanaporn

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Liaison Officer

Ratchada Asisonthisakul

International Relations Department Manager
Thailand Productivity Institute

Vietnam

Director

Tran Van Vinh

Director General
Directorate for Standards, Metrology, and Quality

Alternate Director & NPO Head

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Director
Vietnam National Productivity Institute

Liaison Officer

Nguyen Thu Hien

Deputy Director
Vietnam National Productivity Institute

APO Secretariat

| | | |
|--|------------------------------|--|
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| | Tomoko Goto | Assistant to Secretary-General |
| | Itaru Nakamura | Administration & Finance Officer |
| | Emi Kakuta | Accountant |
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| | Yasuko Asano | Program Officer |
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| | Akemi Oikawa | Project Coordinator |
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| | Akiko Ohara | Project Assistant |
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| | Mochamad Arsyoni Buana Nur | Program Officer |
| | Muhammad Idham bin Mohd Zain | Program Officer |
| | Jun-Ho Kim | Program Officer |
| | Ta-Te Yang | Program Officer |
| | Mitsuko Eshita | Project Coordinator |
| | Madoka Asai | Project Assistant |
| | Noriko Kasai | Project Assistant |
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| | Mitsuo Nakamura | Program Officer |
| | Emiko Iwasaki | Project Coordinator |
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| | Satomi Kozuka | Project Assistant |
| | Emiko Kurayoshi | Project Assistant |

(As of 31 December 2015)

Foreword

The APO's work in the Asia-Pacific region in the last 54 years was founded on the concept of sustainability. In a rapidly evolving society, individuals and organizations must rely on their abilities to be aware of changes, adapt to shifting norms and traditions, and adopt new technologies and innovations. The APO has continued efforts to help its members achieve long-term progress by developing and harnessing such abilities.

Green Productivity (GP) remained a core area for the APO in 2015. With the assistance of the Government of Japan, several projects were conducted on energy efficiency, a concern of many members. The APO Center of Excellence (COE) on GP in the Republic of China continued to play an important role in supporting our members through its portfolio of programs and resources allocated to support future GP efforts.

Programs on topics like social marketing, diversity management, youth employment issues, aging societies, and gender mainstreaming were also developed in 2015. Agriculture continues to be important in the region, and emerging topics to build resilience in the sector, such as climate change, revitalization of rural economies, nonchemical pest management, value chain analysis, and food quality control systems, were translated into APO projects.

The sustainability of the APO's capacity building and knowledge sharing must be ensured. The introduction of the National Follow-up Program in 2015 now allows members to use the experience gained in multicountry projects for national-level training of wider local audiences. The past year also saw the launch of the Success Stories initiative documenting the results achieved by APO project participants and demonstration companies in down-to-earth, real-world terms.

The Roadmap to Achieve the APO Vision 2020 was endorsed by the Governing Body in April 2016. Its



principles and strategies reflect the commitment to enhancing the APO's contribution to making the Asia-Pacific region an innovative hub for sustainable socioeconomic development and transforming the APO into the leading international organization in the area of productivity enhancement. The roadmap will guide program and project planning over the next four years to help APO members improve overall productivity performance.

This *APO Annual Report* is a compendium of information on activities in 2015. In addition to brief descriptions of projects and activities presented by subject area, summaries including number of participants, names of experts, and other details are provided in tabular form for easy reference.

People remain at the core of the APO. Networks connecting participants, experts, member economies, strategic partners, and NPO staff give the productivity community advantages in pursuing continued socioeconomic growth. The APO will continue its role of connecting people for increased productivity within and outside the region.

Mari Amano
APO Secretary-General
Tokyo, June 2016

ORGANIZATION

The Asian Productivity Organization (APO) was established on 11 May 1961 as a regional intergovernmental organization. The APO is nonpolitical, nonprofit, and nondiscriminatory.



From 1990 to 2010, APO programs and projects were based on the five thrust areas of knowledge management, Green Productivity, strengthening of SMEs, integrated community development, and development of NPOs. Three strategic directions replaced them for the 2011 to 2020 decade:

1. Strengthen NPOs and promote the development of SMEs and communities

NPOs need to be strengthened to lead national productivity initiatives, and SMEs play a crucial role in all economies. The APO aims to support NPOs to develop competency centers and improve the productivity of targeted segments of SMEs and communities.

2. Catalyze innovation-led productivity growth

Productivity improvement includes both increased efficiency and innovation-led gains that increase the quality of products and delivery of services. The APO aims to strengthen management skills through proven knowledge management tools, improve productivity in the service and public sectors, and promote business collaboration among member economies.

3. Promote Green Productivity

The APO will work with member countries to promote green technologies, create demand for green products and services, green manufacturing

and service sector supply chains, and promote sustainable practices in agriculture.

MEMBERSHIP

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership comprises Bangladesh, Cambodia, the Republic of China, Fiji, Hong Kong, India, Indonesia, the Islamic Republic of Iran, Japan, the Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. These countries pledge to assist each other in their productivity drives in a spirit of mutual cooperation by sharing knowledge, information, and experience.

KEY ROLES

In serving its members, the APO performs five key roles: Think Tank, Catalyst, Regional Adviser, Institution Builder, and Clearinghouse for Productivity Information.

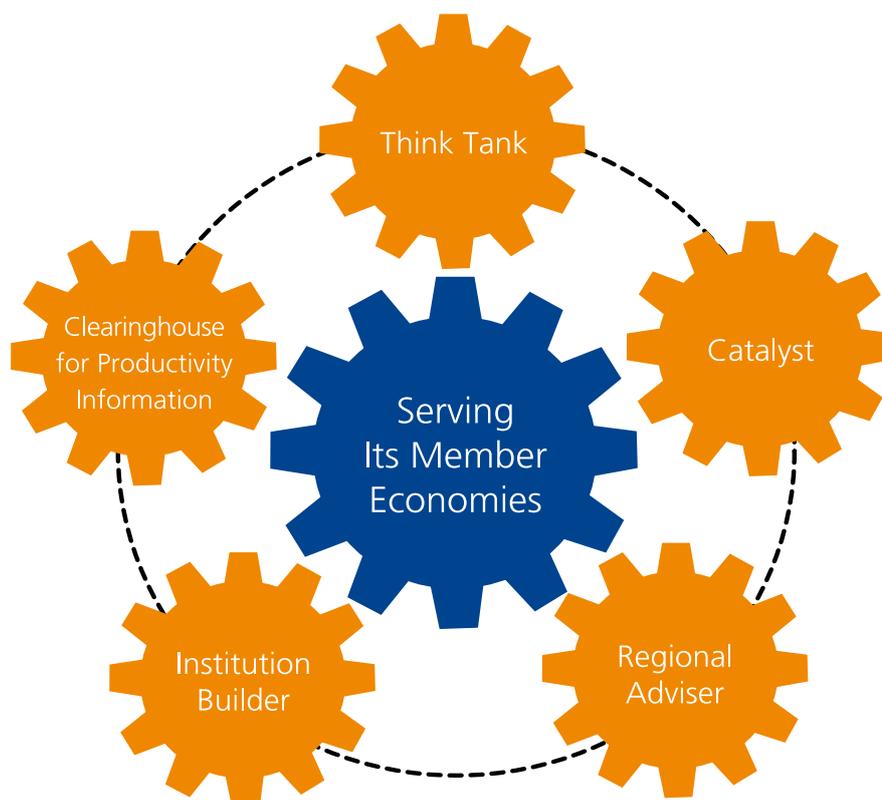
1. As a **think tank**, the APO conducts research on emerging needs of members for their follow-up and for determining appropriate assistance to them.

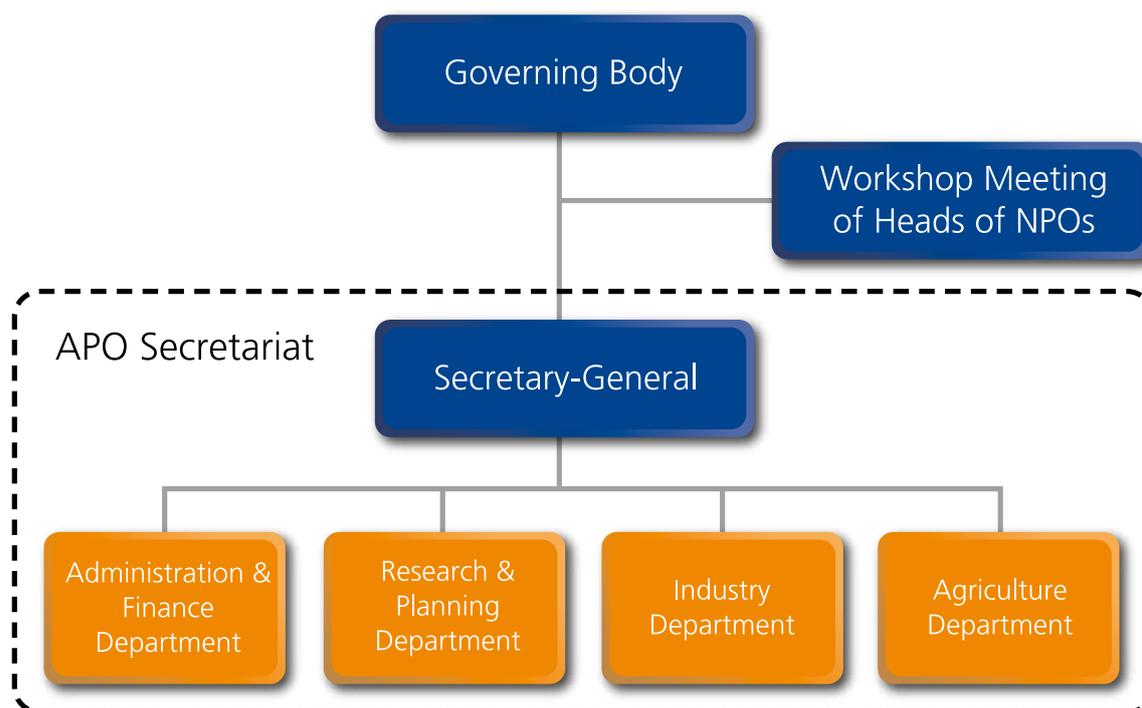
2. As a **catalyst**, the APO promotes bilateral and multilateral alliances among members and between them and others outside the APO region for collaboration in productivity-related activities for mutual benefit.

3. As a **regional adviser**, the APO surveys the economic and development policies and performance of each member country and assists in formulating strategies for achieving enhanced productivity and competitiveness.

4. As an **institution builder**, the APO strengthens the capability of the national productivity organizations (NPOs) and other institutions to provide productivity promotion, training, and consultancy services to the public and private sectors.

5. As a **clearinghouse for productivity information**, the APO facilitates the dissemination and exchange of information on productivity among its members.





STRUCTURE

The APO structure comprises the Governing Body, NPOs, and the Secretariat headquartered in Tokyo.

Governing Body

The Governing Body is the supreme organ of the APO. It comprises one government-appointed Director from each member. The Governing Body meets annually to receive the Secretary-General's annual report and the auditor's financial report; determine the APO budget, policies, strategies, directions, and membership; approve the two-year plan and annual programs; lay down guidelines for the ensuing fiscal year's program; and approve the budget and financial guidelines.

NPOs and Workshop Meeting of Heads of NPOs

Each member government designates a national body to be its NPO. NPOs are usually entrusted with spearheading the productivity movement in each country. They also serve as the official liaison bodies with the Secretariat and coordinate APO projects hosted by their governments. Each year, the APO organizes a Workshop Meeting of Heads of NPOs

(WSM) to evaluate the previous year's projects, undertake strategic planning, and formulate the two-year plan and detailed program for the next year. The WSM assumes the role of program planning for two years and presents the plans to the Governing Body Meeting (GBM) for the decision on budget size. It also deliberates on productivity issues, guidelines for future programs, and emerging needs of member countries.

Secretariat

The Secretariat is the executive arm of the APO. Headed by the Secretary-General, four departments, comprised of Administration and Finance, Research and Planning, Industry, and Agriculture, work side by side in carrying out the decisions and policy directives of the Governing Body. In collaboration with NPOs and other partners, it plans the biennial program and implements projects. The Secretariat also undertakes joint programs with other international organizations, governments, and private institutions for the benefit of its members.

■ TYPES OF ACTIVITIES

The general feature of APO activities is to provide practical training through a combination of: 1) lectures by experts; 2) field visits to factories, farms, and facilities for observation of actual applications; and 3) country reports by participants for the sharing of experiences. APO projects are intended to be as immediately useful and applicable to participants as possible. The participants are expected to create multiplier effects by disseminating their newly acquired knowledge and understanding to others in their home countries.

APO activities target a diverse group of productivity stakeholders. The various types of approach or methodology employed in organizing them are:

- **Training courses:** Impart information and practical skills based on an established body of knowledge following a structured curriculum to improve competency and performance.
- **Research:** In-depth study requiring the collection and analysis of data to address specific productivity-related issues.
- **Conferences:** Share or disseminate new knowledge, best practices, and research findings in a field, subject, or topic.
- **Forums:** Share views and knowledge on current and emerging productivity-related issues, their implications, and potential solutions.
- **Observational Study Missions:** Provide opportunities to learn based on direct observations of applications of best practices, innovations, and advanced technologies.
- **Workshops:** Discuss, share knowledge on, and explore emerging topics related to productivity tools, techniques, methodologies, and issues for making relevant recommendations and/or developing action plans to energize the productivity community.
- **Technical Expert Services:** Consultation services to member countries by assigning experts to cater to the specific needs of NPOs. Experts conduct training, consultancy, or national programs.
- **Development of Demonstration Companies/Organizations:** A program to establish model projects to improve productivity in factories, companies, and organizations and then disseminate best practices to others.
- **Bilateral Cooperation Between NPOs:** Provides opportunities for productivity professionals, high-level officials, or policymakers from NPOs or related organizations in one member country to visit one or more other NPOs, organizations, or enterprises for mutual learning and collaboration.
- **Institutional Strengthening of NPOs:** Consists of two mutually dependent components: DON Strategy to determine the needs of member countries; and DON Implementation to translate the results of DON Strategy into training programs that meet those specific needs.
- **e-Learning Programs:** Courses carried out using web-based or videoconferencing facilities.

2015 GBM AND WSM

57th Session of the APO Governing Body

The 57th Governing Body Meeting (GBM) was held in Bangkok from 27 to 29 April. Fifty-six delegates comprising APO directors and their advisers from 18 members, along with observers from the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Food and Agriculture Organization of the United Nations (FAO), International Atomic Energy Agency (IAEA), Pan African Productivity Association (PAPA), Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), United Nations Environment Programme (UNEP), United Nations Economic & Social Commission for Asia and the Pacific (UNESCAP), Republic of the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), and Singapore Productivity Association (SPA) attended.

APO Director for Thailand Dr. Atchaka Sibunruang delivered the welcome remarks. As APO Chair Jaya Mukunda Khanal was unable to attend the meeting due to a catastrophic earthquake in Nepal, First Vice Chair and APO Alternate Director for Pakistan Khizar Hayat Khan assumed the role as Acting APO Chair of the GBM and presented the opening address.

Thai Minister of Industry Chakramon Phasukavanich gave the inaugural address. The heads of delegations to the meeting were introduced by APO Secretary-General Mari Amano.

The APO Chair is assigned on a rotational basis by member economy in alphabetical order as decided by the GBM in 2002 and practiced since 2003, beginning with Bangladesh. Thus, under this system, the 57th GBM elected APO Alternate Director for Pakistan Khizar Hayat Khan as APO Chair for 2015–2016, with APO Director for the Philippines Margarita R. Songco and APO Director for Singapore Tan Kai Hoe assuming the position of First and Second Vice Chairs, respectively.

Annual Report of the Secretary-General

Secretary-General Amano welcomed APO Directors, advisers, and observers to the 57th Session of the GBM and extended his gratitude to the Government of Thailand and FTPI for hosting the meeting. He explained that the annual report comprised two parts: 1) achievements during 2014; and 2) planned activities for 2015 and 2016.

The level of APO activities in 2014 had increased significantly, with 172 projects implemented, an



57th GBM delegates. Photo courtesy of FTPI.

increase of about 25% compared with the average of the previous three years. The Secretary-General reported that media coverage of the APO had also grown exponentially over the past two years.

One of the APO's signature projects, the *APO Productivity Databook*, which was the outcome of a long-standing collaboration with Keio University and Professor Dale Jorgenson of Harvard University, had become the definitive reference on productivity statistics for the Asia-Pacific and came with a smartphone app.

The Center of Excellence (COE) program had been very successful in facilitating the sharing of knowledge and best practices among member economies. Secretary-General Amano commented that some of the main achievements of the COE on Green Productivity (GP) by the CPC in 2014 had included developing the GP Excellence Award framework and enhancing the green technical capabilities of member economies through the dispatch of ROC experts. He also noted that the third COE was about to be established, provided that this GBM endorsed the Proposal for New Centers of Excellence.

Secretary-General Amano remarked that an important element to coordinate national GP activities was the GP Advisory Committee (GPAC). In the past year, the number of GPACs had shot up from one to three, with the ROC and Sri Lanka following the footsteps of Japan by establishing their own GPACs under the International GPAC initiative. He also added that the GPAC in the ROC had been instrumental in advising on the 9th Eco-products International Fair held in Taipei in March 2014, which successfully attracted more than 17,000 visitors with 200 exhibitors. A follow-up event had been the GP World Conference also held in Taipei with around 400 delegates in attendance, which had adopted the GP Commitment Document sent to the UN as an input for its new Sustainable Development Goals.

Secretary-General Amano felt that consultations

with NPOs would be required to understand the reasons why some projects could not be implemented. Cancelling projects that had become less relevant to the needs of member economies could free up limited resources that could be channeled to new, emerging areas. He gave the example of the first APO project targeting the banking sector in India in November 2014, which had provided senior bank executives with strategic insights on productivity. Another example was the first APO International Productivity Showcase and Best Practice Networking Forum on SMEs held in Sri Lanka.

The Secretary-General also mentioned that the Technical Expert Service Program supported the dispatch of experts to member economies, which had been very well received and remained a core APO program. The APO had revived missions to nonmember developed countries to expose participants to international best practices and advanced technological applications in relevant subject areas. These had included a mission to London to learn from the state-of-the-art approaches to risk management in food supply chains; one to Hawaii to examine the latest trends in the use of smart energy grids and their technological challenges; and one to Texas to allow senior executives of NPOs to learn from the APQC's sophisticated business and service models. The APO would continue to explore new topics and identify destinations outside the region for valuable learning opportunities.

When describing projects implemented in two key areas to contribute to inclusive development, empowering and increasing women's participation in business and other entrepreneurial areas and supporting rural projects focused on agritourism and ecotourism, the Secretary-General thanked Indonesia, IR Iran, Japan, Malaysia, the Philippines, and Sri Lanka for their support in organizing them.

Secretary-General Amano confirmed that the APO would continue to offer videoconference-based e-learning courses as well as self-e-learning courses,

which had included one very successful course in 2014 on Food Safety Management that had attracted more than 1,700 participants from APO member economies and 14 nonmember countries.

Special cash grants from the Government of Japan had enabled the APO to supplement the annual programs, continued the Secretary-General. He said that the five-year Special Program for Strengthening Agricultural Partnerships with ASEAN LDCs had been completed early in 2015 with great success in supporting food-related companies, particularly in Cambodia and Lao PDR, through training and consultancy services. He also noted that the APO had made special efforts in 2014 to complete all the outstanding special cash grant projects from the past by implementing six projects including five study missions covering solar energy; management of waste, sewage, and waterworks; the 3Rs; eco-cities; and innovative modern agricultural technologies as well as an international environment forum.

The APO had continued efforts in international cooperation by seeking collaborative activities. He introduced the observers from international organizations attending the GBM from CIRDAP, FAO, IAEA, OECD, PAPA, SEARCA, UNEP, and UNESCAP. He also stated that the APO should appreciate the indications of interest in joining the membership by some Asian countries including Myanmar and introduced the Secretary-General of the UMFCCI. He also introduced a representative from the SPA.

Through the *Productivity Databook* platform, the APO was discussing a joint project with the OECD to review productivity enhancement policies in Asia. There were also possible productivity measurement and capacity-building projects in Asia with the UN's Department of Economic and Social Affairs. The Secretary-General then summarized the cooperation with the Hawaii Natural Energy Institute, University of Hawaii, Maui Economic Development Board, and New Energy and Industrial Technology Development Organization of Japan which had enabled the study mission on Smart Grids to Hawaii.

The cooperation of the Economic Research Institute for ASEAN and East Asia, Center for International Forestry Research, International Federation of Organic Agriculture Movements, and International Rice Research Institute had been instrumental for the forum on Mitigating Negative Effects of Climate Change on Agriculture held in Indonesia, which produced the Bali Declaration on Climate Change Adaptation and Mitigation in Agriculture in the Asia-Pacific. A three-year MOU with Cornell University had been signed to hold an Executive Course in Agribusiness Management and conduct case studies on SMEs in agribusiness.

The lineup of projects for the 2015–2016 biennium had first been endorsed at the WSM held in Fiji in 2013 and approved in principle by the GBM in 2014, said the Secretary-General. He explained that the main thrusts of the 2015–2016 programs were to improve public-sector productivity; equip SMEs to become both strong domestic forces and global players; strengthen research in areas such as gender, aging, and diversity; mitigate the impact of climate change; enhance agricultural productivity by reducing postharvest losses; improve food safety and security; and achieve more sustainable, inclusive development.

Secretary-General Amano told the GBM that the 2015 Program Plan included a new individual-country program called the National Follow-up Program, which was aimed at increasing the benefits of multilateral projects within member economies. This would allow an NPO to request an expert from a multilateral project to act as a resource person for a national conference on the same topic to deepen the impact in that member economy, which could be conducted in the local language.

Secretary-General Amano said that the 2015 Program Plan included projects funded by special cash grants from the Government of Japan (GOJ). The GOJ had approved the next five-year phase as well as a new five-year grant for Promoting Public-private-sector Partnerships in Enhancing Food Value

Chains in Asian Countries. Three more special cash grant projects for 2015 from the GOJ had recently been approved by the Governing Body via circulation: two projects for Myanmar and Africa; and the other one on labor-management relations. He thanked the GOJ, particularly the Ministry of Foreign Affairs and Ministry of Agriculture, Forestry and Fisheries, for its support and efforts in securing cash grants that had enabled many meaningful additional projects to be carried out. He also added that the Ministry of Economy, Trade and Industry of Japan had agreed to provide a substantial new two-year grant to the APO to carry out energy- and other GP-related projects. Secretary-General Amano also thanked the Government of the ROK that had recently provided a cash grant for an additional project and the Government of the ROC that had been regularly providing special cash grants.

Requests from Directors for the APO to find new revenue streams to fund projects were acknowledged. The Secretary-General suggested that the APO certification system for standard productivity training courses to be implemented in collaboration with the NPOs of Malaysia and the Philippines, together with the self-e-learning courses, had the potential to generate such additional revenue.

Secretary-General Amano remarked that the planning for the 10th EPIF would begin this year. He also pointed out that with GPACs established in the ROC, Japan, and Sri Lanka, the APO hoped to promote GPACs in other member economies to lead national GP movements.

The Secretary-General announced a new initiative called Success Stories to showcase results achieved by demonstration companies as well as testimonials of participants in APO projects, both available on the APO website. He encouraged member governments and NPOs to share more stories with the Secretariat.

In 2014, a pilot scheme had been launched for the periodic attachment of NPO staff to the Secretariat

to strengthen the APO's understanding of the development needs of individual member economies and NPOs. Because the pilot scheme had not received many nominations from NPOs, the Secretariat planned to refine the scheme based on more feedback.

Secretary-General Amano pointed out that the new APO roadmap was to be discussed and approved by the Governing Body in a further session, which would guide the organization to achieve its Vision 2020 and add two powerful new elements: policy analysis; and a review mechanism. He mentioned that the roadmap would refocus the APO's efforts on specific capacity-building productivity programs that would make a big difference to member economies. He noted that the roadmap would have two implications for the APO. The first was the need to strengthen the policy adviser and think tank roles of the APO, broaden its knowledge networks, and intensify its intellectual property resources in the form of publications, manuals, and research papers. The second was that the APO needed to improve the current approach to project planning by adopting a programmatic approach aimed at achieving specific results.

The Secretariat was also contemplating changes in its organizational structure to adapt to the new approaches and meet the challenges ahead. He mentioned that the Secretariat had been testing its own videoconferencing technology with the help of NPOs and would continue to roll out other IT initiatives to support the activities under the roadmap.

Secretary-General Amano observed that 2015 was the APO's 54th anniversary. He reiterated that the recommendations of the roadmap, if adopted, had the potential to reinvent and transform the APO's traditional roles. With the support of member governments, the APO would be in a position that could help influence national productivity policies. He also believed that the roadmap should not be static but reviewed and revised regularly to ensure its continued relevance. He concluded his report by thanking Directors for their continued efforts to ensure an enduring future for the APO.

56th WSM

The 56th WSM was held in Singapore, 20–22 October. It was attended by 35 NPO and agriculture delegates and 19 advisers representing APO members alongside observers from CIRDAP, PAPA, SPA, Singapore Productivity Center, Singapore Innovation and Productivity Institute, and the Solomon Islands High Commission in Malaysia. Parliamentary Secretary for the Ministry of Trade and Industry and Ministry of Education Low Yen Ling delivered the inaugural address. APO Director for Singapore Chew Mok Lee presented the welcome remarks, while the vote of thanks was led by MPC Strategic Planning and Corporate Management Services Department Director Kamaruddin Mohamad.

Statement by the APO Secretary-General

Secretary-General Mari Amano expressed appreciation to the Government of Singapore for hosting the WSM. He also thanked SPRING Singapore, led by APO Director for Singapore Chew Mok Lee, for sparing no effort in organizing the WSM and making all delegates feel at home.

Since there were several new delegates attending this WSM, the Secretary-General explained the purpose of holding this annual gathering of the Heads of NPOs and delegates from the agriculture sector. He gave two primary objectives of this WSM: reconfirming the final lineup of projects as well as host member economies for the 2016 Program Plan based on the revised budget that had been approved by the 2015 GBM; and discussing the

priority list of projects for the 2017–2018 biennium. Once delegates had endorsed this program plan, it would form the basis of the request for the new 2017–2018 budget at the next GBM.

The Secretary-General stated that the Secretariat had proposed new projects to supplement the 2016 Program Plan to meet the request of the last WSM to implement key elements of the proposed APO roadmap as soon as possible. Projects included preliminary work on the Policy Advisory Program, as well as missions and conferences to identify new agriculture-related innovations and technologies. Secretary-General Amano explained the main objective of discussing the lineup of projects for 2017–2018, adding that the Secretariat would provide more details on the process of preparing the 2017–2018 Biennium Program Plan later during the presentations and strategic planning sessions. Secretary-General Amano then presented the following initiatives of particular importance to member economies.

Public-sector productivity was set to take center stage as the GBM in Sri Lanka the previous year had approved the designation of the DAP as the COE on Public-sector Productivity. The new COE would develop a master plan and implement activities to facilitate learning, innovation, and sharing of knowledge and best practices from the public sector on topics important to member economies. To date, three COE in member economies, on Business Excellence in SPRING Singapore, GP in the CPC, and Public-sector Productivity in the DAP had been established. These COE would continue



56th WSM delegates. Photo courtesy of SPRING Singapore.



56th WSM session in progress. Photo courtesy of SPRING Singapore.

to play a critical role in achieving the APO's vision and mission.

Secretary-General Amano remarked that the 2015 edition of the *APO Productivity Databook* released in September was the result of rigorous research by experts from member economies. The 2015 edition offered international comparisons of productivity data, computed total factor productivity (TFP) for Cambodia for the first time, and provided analysis of TFP for 18 APO member economies. This edition also presented energy productivity estimates to allow members to improve GP as a policy target for pursuing sustainable growth in the region. The *APO Productivity Databook* project would continue efforts to improve, while exploring constructive ways to offer useful information for evidence-based productivity analysis as part of the policy advisory function of the APO.

He informed the WSM that Thailand would be the host country for the next EPIF, which would be jointly implemented by the FTPI and Federation of Thai Industries from 8 to 11 June 2016 with the theme "24-Hour Eco-Life." This would be the second EPIF in Thailand after hosting its first fair in 2005.

The Secretary-General thanked the Governments of the ROC, Japan, and the ROK for providing generous cash grants enabling the APO to implement new projects and assign experts to member economies. He added that the cash grants were particularly

important for the agriculture sector, which had benefited from the five-year Special Program for Capacity Building in the Food Industry in ASEAN Least Developed Countries starting in 2014. This program would support individual-country activities to increase productivity in agriculture and the food

industry. In addition to country-specific activities, it would also finance the hosting of two multicountry projects in Japan every year.

The APO had also received a special cash grant from Japan to build the capacity for energy conservation in Bangladesh, Mongolia, Nepal, Pakistan, and Sri Lanka, continued the Secretary-General. Implementation was underway by completing visits to the targeted member economies and developing training materials. He explained that to gain spillover effects from the program, the GBM had approved an increase in the number of slots for participants in multicountry projects under the program for other member economies.

The Secretary-General mentioned that the APO continued to be active in Africa through the generosity of the Japanese government. Twenty-seven productivity professionals and government officials from eight African countries had attended the Training Course on Industrial Human Resources Development for Africa held in South Africa in June 2015. The APO planned to continue follow-up activities in Africa.

On the international front, the APO had been accelerating global partnerships with major international organizations, research institutions, and universities. Secretary-General Amano reported that the APO would be collaborating with the Development Centre of the OECD on the publication of a productivity outlook report, which would analyze productivity growth trends in APO economies and

related policies. The APO had also assisted the United Nations Department of Economic and Social Affairs (UNDESA) in its productivity measurement work for the Bhutanese government. The APO and UNDESA were discussing a possible joint workshop on productivity data and their use for policy formulation.

Secretary-General Amano remarked that Secretariat staff were playing an important role in the APO's international cooperation activities. In 2015, they had traveled to various events to share the APO's unique knowledge, experience, and expertise: the UNESCAP meeting in Cambodia to discuss strategies for the sustainable development of LDCs; regional conference on marketing and innovation strategies held in the ROK; and the annual UN Centre for Regional Development Forum on 3R solutions held in Maldives.

The Secretariat was also committed to maintaining close relations with various agencies in Japan. In 2015, some of the activities conducted in Japan had been taking part as a lecturer in an internship program on global leadership practices held by the JPC, conducting a lecture on APO activities in GP and green business at Yokohama National University, and participating in the International Forum for Sustainable Asia and the Pacific.

Recalling that the APO e-Learning Program had first been launched in 2006, the Secretary-General reported that since then the convergence of technology, social media, and content had presented the perfect opportunity to relaunch the APO's whole suite of e-learning courses. Later, the Secretariat would present a reference paper on the proposed expansion of the Digital Learning Program

(DLP). Early in 2015, the Secretariat had embarked on a journey with member economies to improve that program. The first major part, which was to conduct videoconference-based courses using the APO's new in-house facilities, had proven to be a huge success.

Secretary-General Amano announced that the very popular self-learning e-courses would also be revolutionized. The next phase would be to create high-impact, interactive self-learning e-courses. The Secretariat had finally put together the capability to offer a vastly improved learning experience for member economies. He solicited the support and advice of member economies to help transform the DLP into a world-class platform for e-learning on par with that offered by institutions of higher learning around the world. He also encouraged the WSM delegates to leverage self-learning by translating courses into local languages to increase the APO's reach in their communities.

The Secretary-General remarked that the APO always strived to serve member economies by offering great programs funded from membership contributions and special cash grants, made even better through partnerships with other organizations working to advance the productivity mission. He encouraged delegates to use the WSM platform for lively discussions to help improve APO programs for the benefit of member economies. He hoped that despite the work commitment, delegates would also spare some time to appreciate the magnificent culture and people of Singapore.

Finally, Secretary-General Amano informed the delegates that the next WSM would be held in Malaysia, hosted by the MPC.

APO 2015
Projects
at a Glance



178

projects in 2015



4,893

participants completed APO projects



558

experts assigned to APO projects



46

national coordinators assisted in e-learning projects



6,201

attendees/visitors/observers through APO projects/
events open to the public

BRIEF DESCRIPTION OF 2015 APO PROJECTS

STRENGTHENING OF NPOS

Strengthening of National Productivity Organizations Assistance Program

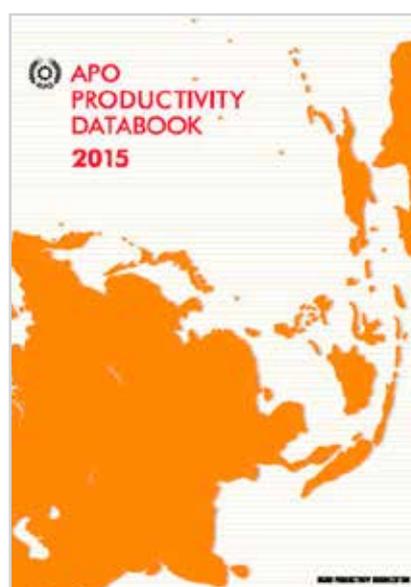
Research on Strengthening of National Productivity Organizations (NPOs) Assistance Program (SNAP) was carried out in 2014 and completed in 2015 as a one-year project. The objectives of the SNAP research were to: enhance institutional development and capacity development programs for NPOs; strengthen NPOs in the delivery of services to stakeholders in their economies; and improve the visibility of NPOs as leading productivity organizations in their economies. One chief expert and 15 national experts from 15 NPOs performed the research and data collection at the national level. The coordination meeting of all experts was held in May 2014 at the Secretariat in Tokyo. The completed report from the chief expert was circulated to all NPOs as it contained a wealth of useful information that will serve as a reference and guide for benchmarking and/or strategic planning exercises.

Research for the APO Productivity Databook (2015 edition) and Database

Policymakers, business planners, and economic analysts rely on economic statistics including productivity data to analyze socioeconomic growth and set policies and goals for the future. To support the needs of such stakeholders in member economies, as well as in preparation for one of the APO roadmap initiatives to strengthen evidence-based policy advice, the productivity databook project continues to conduct research to gather data to measure productivity and generate a set of socioeconomic and productivity data under an internationally

harmonized measurement framework. These data are harmonized, updated, expanded, and published annually in the analytical report the *APO Productivity Databook* series, as well as on the APO website as the APO Productivity Database.

The project is conducted under a research partnership between the APO and Keio University in Tokyo, while national experts collect basic primary data following the internationally harmonized methodology. The project not only monitors productivity trends but also provides analysis of the most up-to-date socioeconomic performance for assessing potential economic growth. The 2015 edition newly included Cambodia in total factor productivity (TFP) computation, as well as analyzing regional growth accounting for the APO 20. It also added a section dedicated to analyzing energy productivity, with a view to providing econometric analysis for suggesting policy implications in productivity and sustainable development.



Program coverage: Comparative analyses of labor productivity and sources of economic growth; TFP analysis; Energy productivity and sustainable development; Analytical report for publication of the *APO Productivity Databook 2015*; and APO Productivity Database.

Research for the APO Productivity Databook (2016 edition) and Database

In 2015, the research for the subsequent edition of the *APO Productivity Databook* was also underway, planned for publication in 2016. It will be available as a hard copy and an e-book on the APO website. Meanwhile, the 2016 version of the database in Excel format will be on the website as a reference for all who need to consult the most recent economic statistics and productivity data. A special feature of the project in 2015 was an initiative for renewal of the Asian Quarterly Growth Map (AQGM).

Program coverage: Comparative analyses of labor productivity and sources of economic growth; TFP analysis; Energy productivity and sustainable development; Analytical reports for publication in the *APO Productivity Databook 2016*; APO Productivity Database; and renewal of the AQGM.

Self-learning e-Course on the Information Security Management System (ISO 27001)

Organizations today have an increased awareness of the value of information and perceive an increasing need to protect their information assets. An information security management system (ISMS) is a risk management approach to maintain the confidentiality, integrity, and availability of an organization's information. The ISO 27000 series of standards were specifically developed by the ISO for information security. This series is aligned with a number of other standards, including ISO 9000 (quality management) and ISO 14000 (environmental management).

The APO self-learning e-course on the Information Security Management System (ISO 27001) opened on 3 November 2014 and was completed on 3 February 2015. The objective was to enable participants to understand the standards, requirements, and application of the ISMS based on the ISO 27000 series. Those enrolling in this course totaled 1,058, with 322 completing it. Sixteen participants from the nonmember countries Afghanistan, Australia, Botswana, Cuba, Germany, Mauritius, Nigeria, South Africa, and United Arab Emirates also enrolled.

Program coverage: General concept and scope of ISO 27001 and terms and definitions; Organizational context and stakeholders; Information security leadership and support; ISMS planning; Information security risk management; Supporting ISMS; and Reviewing performance and corrective action.

Self-learning e-Course on Climate Change Impacts and Adaptation: Basic Course

Our climate is changing, and the reality is that some of the most dynamic cities on the planet are the most vulnerable to the impacts these changes will bring. Climate change is the one of the biggest global challenges the human race has ever faced. The unquenchable global demand for energy from fossil fuels is changing the atmosphere and in turn changing our climate. Climate change is already affecting the physical surface of the earth, the environment that provides our life support, and our food supply, economy, and society. These changes will accelerate over the next few decades.

The APO offered a self-learning e-course on Climate Change Impacts and Adaptation: Basic Course, 10 February–11 May, to enable participants to understand the science, impacts, mitigation measures, and policy framework at individual, community, national, and global levels to reduce the effects of climate change. A total of 821 individuals enrolled,

of whom 274 completed all course modules. Fifteen participants from nonmember countries (Algeria, Australia, Bahrain, Colombia, Iraq, Mongolia, Mauritius, Poland, Qatar, and United Arab Emirates) also enrolled.

Program coverage: Science and impacts of climate change; Energy usage; Environmental economics; Mitigation measures; Climate change adaptation; and Future focus and trends.

Self-learning e-Course on ISO 26000:2010: Guidance on Social Responsibility

Social responsibility (SR) means not only providing products and services that meet customers' requirements without affecting the ecology adversely but also acting responsibly toward customers, governments, industries, and the general public. Despite many declarations on SR, the key challenge is how to put these principles into practice and implement SR activities effectively.

From 1 July–30 September, the APO offered a self-learning e-course on ISO 26000:2010: Guidance on Social Responsibility. The course was designed to train participants in the concept and fundamental elements of ISO 26000 and SR as well as enable them to develop basic plans for improving business sustainability from an SR perspective in all sectors. The course attracted 672 individuals, of whom 207 successfully completed it. Ten participants from nonmember countries Australia, Egypt, Nigeria, Saudi Arabia, Tunisia, United Arab Emirates, and the UK also enrolled.

Program coverage: General concept and scope of ISO 26000 and terms and definitions; Understanding SR; Principles of SR; Recognizing SR and engaging stakeholders; Guidance on SR core subjects; and Guidance on integrating SR throughout an organization.

Self-learning e-Course on SA8000:2014 Social Accountability International

Complying with the codes and conduct related to social accountability (SA) is increasingly important to business corporations. Workers are more concerned about their rights, ethical issues, and a decent workplace. In addition, customers tend to boycott the products of unethical or irresponsible companies. The lack of SA can affect a company's reputation. Receiving Social Accountability: SA8000 certification can give a company a competitive edge by ensuring that it is practicing ethical trading initiatives, thus enabling it to attract new customers and enter new markets, especially in a business environment where social issues are increasingly important.

A self-learning e-course on SA8000:2014 Social Accountability International was offered by the APO, 10 July–9 October, to provide basic knowledge on how to develop, implement, audit, and improve SA management systems under the requirements of SA8000. Two hundred seventy completed the course of the 553 initially enrolled. Six participants from nonmembers Australia, Cuba, Egypt, Saudi Arabia, United Arab Emirates, and the UK also enrolled.

Program coverage: SA; Child, forced, and compulsory labor health and safety; Freedom of association and right to collective bargaining; Discrimination and disciplinary practices; Working hours and remuneration; and Management systems.

Self-learning e-Course on the Occupational Health and Safety Management System (OHSAS 18001)

The rapid growth and diversification of industries and economic activities have contributed to overall prosperity in the Asia-Pacific region. However, they have also posed new challenges such as occupational health and safety issues. Occupational health and safety have become more significant for

organizations as the lack of appropriate measures to safeguard them can result in direct resource losses due to workplace injury and illness and have long-standing implications for workers, supervisors, managers, employers, and their families. To address occupational health and safety issues using the OHSAS 18000 management approach, an international series of standards was developed.

A self-learning e-course on OHSAS 18001 was offered 4 August–3 November. The objective was to enable participants to understand the basic principles and practices of occupational health and safety and apply them in actual workplaces. This e-course was enrolled in by 872 individuals, of whom 255 completed it. Twenty participants from nonmember countries including Afghanistan, Australia, Colombia, Cuba, Iraq, Monaco, Saudi Arabia, Turkey, United Arab Emirates, and the UK also enrolled.

Program coverage: Occupational health and safety management system; Purpose and structure of OHSAS 18001:2007; Understanding the OHSAS18001:2007 standard (policy and planning); Understanding the OHSAS 18001:2007 standard (implementation and operation); Understanding the OHSAS 18001:2007 standard (checking and management); and Planning, conducting, and reporting an audit.

Self-learning e-Course on Green Growth and Ways to Operationalize It for Green Economy Development: Basic Course

Today governments the world over face challenges in advancing economic and social development in the presence of resource constraints and risks posed by climate change and environmental degradation. Green growth, a path toward an inclusive green economy which achieves resource-efficient, climate-resilient economic development along with poverty reduction, is now a necessity rather than a choice. Green growth strategies generate programs to deliver these goals simultaneously.

They accelerate investment in resource-efficient technologies and new industries, while managing costs and risks to domestic taxpayers, businesses, communities, and consumers.

A self-learning e-course on Green Growth and Ways to Operationalize It for Green Economy Development: Basic Course was available for three months from 17 August. The curriculum aimed at providing basic information to facilitate understanding of the concept of green growth and provide a systematic approach to developing a green growth strategy for hands-on implementation. Of the 496 enrolled, 207 completed the course. Twelve participants from nonmember countries (Australia, Botswana, Egypt, Germany, Saudi Arabia, Turkey, United Arab Emirates, and the UK) also enrolled.

Program coverage: Introduction and world development scenario overview; Green growth: Concept and definition; Key drivers of green growth (focus on developing countries); Components of green growth; Strategies for promoting green growth; and Green growth in practice: International success stories.

Self-learning e-Course on Good Agricultural Practices for Increasing Farm Productivity, Safe Sustainable Production, and Market Access

Driven by the continued growth in regional and international trade in agricultural and food products, the development and adoption of Good Agricultural Practices (GAP) have become more important. Consumers are increasingly concerned about the quality and safety of the products they buy. Agricultural producers need to have their farms certified as GAP compliant to enhance the acceptability of their products.

The self-learning e-course on Good Agricultural Practices for Increasing Farm Productivity, Safe Sustainable Production, and Market Access, which

opened on 1 December 2014, was completed on 30 April 2015. The objective was to train more stakeholders, in particular SME farm production units and farm extension officers, in the principles and practices of GAP and benchmarking local GAP schemes against the GLOBALGAP standard.

The course was enrolled in by 1,060 participants from 20 APO members, of whom 234 completed the course. Eighteen participants from nonmember countries Algeria, Australia, Bahrain, Botswana, Iraq, Mauritius, New Zealand, Norway, Poland, Saudi Arabia, United Arab Emirates, and the UK also enrolled, for a total enrollment of 1,078.

Program coverage: GAP approaches, principles, and systems; Development of GAP in conventional horticultural production practices; Farm management; Food safety; Environmental conservation; Workers' health, safety, and welfare; and Quality management systems.

Self-learning e-Course on Value Addition to Agricultural Products

The demand for agricultural and food products, both raw and processed, is expected to increase substantially, especially in emerging and growth-leading economies. This trend provides opportunities for agribusinesses, especially in most developing countries with good agricultural bases, to diversify their product lines by undertaking value-adding activities for their primary or intermediate products. The value addition concept and techniques need to be promoted, especially in developing countries, to improve productivity and create new, diversified enterprises. It is also a good strategy for stabilizing markets for farm produce to benefit small farmers.

To enhance knowledge and understanding of the concepts of and various approaches to value addition to agricultural products and to develop critical thinking and practical problem-solving skills in value addition to agricultural products, the APO

offered a self-learning e-course on Value Addition to Agricultural Products, 1 April–31 August. A total of 783 participants from APO members enrolled, of whom 137 completed the course; others came from Algeria, Angola, Australia, Botswana, Colombia, Egypt, Germany, Mauritius, Poland, and United Arab Emirates.

Program coverage: Value addition of cold chains and logistics for perishable agrifood products; Product development, innovation, and value addition; Functional/nutraceutical food value addition; Packaging and labeling for more product information and value addition; Utilization of by-products and farm waste to create new products for value addition; Emerging R&D on utilization of by-products and waste products; Foods produced with natural ingredients and food ingredients derived from by-products/waste; Emerging global trends in new and value-added products with success stories; and Value addition through quality, safety, and quality assurance certification systems.

Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries: Fifth Year

The APO has carried out the Special Program for Strengthening the Capacity of Food Supply Chain Management (FSCM) in Asian Least Developed Countries (FSCM-LDCs) since 2009 under a special grant from the Government of Japan, in which national projects including seminars, training courses, demonstration companies, and manual development were organized in Cambodia and Lao PDR. With the completion of the special program, it was important to share the experiences and lessons gained in this program by the demonstration companies, local NPO staff who guided them, and other stakeholders working in the food industry to maximize the multiplier effects throughout the industry. The following national activities were therefore conducted in 2015.

National Conference on Food Supply Chain Management in Cambodia

In cooperation with the NPCC, the APO organized a National Conference on Food Supply Chain Management in Phnom Penh, 3–4 March, to enhance the awareness of stakeholders in Cambodian agribusinesses of the importance of FSCM; share the experiences gained by the demonstration companies and NPCC staff in FSCM; and consider future strategies to strengthen capacities for FSCM throughout the Cambodian food-processing industry. More than 70 participants attended the national conference.

Program coverage: Overview of the APO project on FSCM; Food safety management in the food supply chain; HACCP and ISO 22000 implementation experiences by demonstration companies; Supply chain innovations to enhance productivity and competitiveness; and Enhancing access of Cambodian food products to global markets through global value chains. A panel discussion was attended by all demonstration company representatives, the APO expert, and NPCC staff to discuss how to disseminate FSCM in the Cambodia food-processing industry.



National Conference on Food Supply Chain Management in Cambodia.

National Conference on Food Supply Chain Management in Lao PDR

To provide opportunities to review the project and consider possible future actions to be taken to improve FSCM in the food industry in Lao PDR,

the APO organized a National Conference on Food Supply Chain Management in Vientiane, 8–9 January, in cooperation with DOSMEP. More than 50 participants attended.

Program coverage: Overview of the APO demonstration company project on modern food safety systems; Situation of food safety control and management systems in Lao PDR; and HACCP and ISO 22000 implementation experiences by demonstration companies. A panel discussion was held among demonstration company representatives, the APO expert, and DOSMEP staff to discuss how to disseminate food safety management systems throughout the Lao food-processing industry.

Expert Panel Meeting on the APO Center of Excellence Designation

At the 55th Workshop Meeting of Heads of NPOs in Colombo in October 2014, the delegates endorsed the Secretariat's plan to convene an expert panel meeting to review the proposals from NPOs on the establishment of the next center of excellence

(COE). The objective of the meeting was two-fold: to assess the proposals for the next COE, including assessment of the outstanding competencies and expertise available in the proposing member economies/NPOs and current and prospective programs, the availability of a strong financial base, and the existing organizational structure that would support the sustainable

implementation and operation of the COE; and to recommend a new COE for the endorsement of the APO Governing Body during its 57th session in April 2015.

The Secretariat convened an Expert Panel Meeting on the APO Center of Excellence Designation on 26 February in Tokyo. Six selected NPO heads or their representatives along with experts on Green Productivity (GP), energy efficiency, and public-sector productivity (PSP) attended to assess the proposals submitted by the CPC of the ROC for an extension of the COE on GP, NPC of India for a COE on Energy Efficiency, and DAP for a COE on PSP.

Program coverage: What is a COE?; Objectives and criteria for designation of an NPO as a COE; Scope of COE activities; Presentation of COE proposals and NPO evaluation results; and Decision and selection of the new COE for recommendation to the GBM.



Expert Panel Meeting on the APO Center of Excellence Designation.

Development of the Center of Excellence: Workshop on Policy Development for Green Productivity Promotion

The APO established the COE on GP with one key objective of achieving more widespread adoption of GP practices in member economies, especially in the four selected GP models of resource recycling, green energy, green factories, and eco-agri innovation. To encourage stakeholders, especially policymakers, to give full support to the productivity movement in terms of policy and public programs on GP, various GP-related initiatives have been identified and undertaken to address environment-related challenges and

set the foundation for greener economies in the APO region beginning with legislation.

A four-day workshop on Policy Development for Green Productivity Promotion was conducted 10–13 March, with the CPC of the ROC as the local implementing organization. Twenty-one participants from 15 member economies and two observers from Turkey attended. The main objectives were to: identify areas in the selected GP models of resource recycling, green energy, green factories, and eco-agri innovation where suitable policies could be promoted and adopted; and share achievements of existing public policies and programs to promote the best GP practices in the four model topics of the COE on GP.

Program coverage: Present environmental status and its implications for sustainable development; global situation of resource recycling, eco-agriculture, green factories, and green energy; GP and sustainable development; Enhancing the capacity of policymakers in greening development; GP-related policies and

best practices in the ROC; and individual action plan preparation.

Workshop on Social Marketing and Networking for NPOs

NPOs are the backbone of the APO and the leaders of national productivity initiatives. In the context of governmental budget constraints and market competition, both profit-making and nonprofit NPOs share the same need to increase their visibility among partners and other governmental authorities and to raise public awareness of the productivity movement. Efficient strategic marketing, communication, and public relations are necessary for NPOs to communicate their

activities and to gain support from relevant stakeholders for productivity initiatives.

A four-day workshop on Social Marketing and Networking for NPOs was organized by the APO in partnership with the NPO of Bangladesh, 12–15 May in Dhaka. Nineteen participants from 14 member economies attended. NPO Director and APO Alternate Director for Bangladesh Dr. Md. Nazrul Islam delivered welcome remarks to all participants. Minister of Industries Amir Hossain Amu and Secretary of Industries and APO Director for Bangladesh Md. Mosharraf Hossain Bhuiyan delivered keynote speeches. The workshop discussed the significance of networking and communication strategies in enhancing the recognition and visibility of NPOs and shared best practices. This was the first time the APO introduced the concept of social marketing as an element to be incorporated in NPOs' activities. At the end of the workshop, participants divided into five groups to discuss their ideas to improve future communication strategies to enhance NPOs' visibility.

Program coverage: Social marketing; Communication strategy; Networking; Visibility; and Social media marketing. Site visits were made to the Small and Medium Enterprise Foundation of Bangladesh where support for SMEs is provided, including assistance for marketing and visibility enhancement activities.



Workshop on Social Marketing and Networking for NPOs. Photo courtesy of NPO Bangladesh.

Training Course for the Development of Productivity Practitioners: Basic Program (DPP: Basic)

In 2013, the Secretariat conducted an expert meeting to study the feasibility of and identify opportunities to develop an APO certification system. Based on the discussion and subsequent review of APO projects of three to four weeks' duration, two courses were identified in 2014 for the development of APO-certified productivity practitioners: Development of Productivity Practitioners: Basic Program (DPP: Basic), implemented by the DAP; and DPP: Advanced, implemented by the MPC. A pilot certification scheme consisting of three stages was launched starting from 2015 to develop a pool of APO-certified basic productivity practitioners.

DPP: Basic was organized in Manila and Tagaytay City, 1–26 June, with the aim of developing APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and tools. Twenty participants from 15 member economies attended this three-week course.

Program coverage: Module I—Productivity concepts and implementation strategies; Module II—Productivity tools and techniques; Module III—Competencies as a productivity practitioner; and Module IV—Individual productivity and quality action plans. Site visits were hosted by the View Park Hotel, Tagaytay, and

municipality of Alfonso, province of Cavite. Exams were conducted before and at the end of the course to assess the level of competency among participants. Out of 20, 19 participants passed the final exam and qualified to proceed to stage 3 in the certification scheme.

Workshop on Knowledge Management Adoption and Monitoring for NPOs

Knowledge management (KM) is an effective management tool that can significantly contribute to improved productivity and efficiency. It requires holistic approaches touching upon not only hard systems but also soft ones to encourage behavioral changes among staff. The KM opportunities for NPOs are two-fold: applying KM in NPOs internally; and building the capacity to provide KM consultancy to public- and private-sector organizations. By leveraging the APO's assets of an established KM framework, tools, and techniques, a workshop was organized to enable NPOs to enhance their efficiency and effectiveness and become capable of providing KM consultancy to the public and private sectors.

The four-day workshop on Knowledge Management Adoption and Monitoring for NPOs was held in Phnom Penh, 2–5 June. Twenty-three participants from 14 APO members along with two resource persons attended. The resource persons shared their experiences and insights on KM implementation for NPOs as well as facilitated discussions on practical KM applications in the NPO contexts.

Program coverage: KM; APO KM framework; KM tools and techniques; Communities of practice; Key challenges for KM implementation; KM case



Workshop on Knowledge Management Adoption and Monitoring for NPOs. Photo courtesy of NPCC.

studies; and KM applications for NPOs. The delegates also visited the Cambodia Investor Club, which applied KM concepts learned in a previous APO project and became an influential network of investors and businesses in the country.

Workshop on Results-based Management for Public-sector Organizations

Results-based management (RBM) is a management strategy in which all actors contribute to achieving the desired results. By focusing on results rather than activities, RBM helps organizations to achieve greater efficiency, effectiveness, and accountability. RBM is used in many international and private-sector organizations. As governments worldwide are under pressure to have greater transparency and better governance frameworks, the RBM strategy has become a global trend in the public sector.

To expand the knowledge of participants and promote RBM applications to enhance public-sector productivity, a four-day workshop on Results-based Management for Public-sector Organizations was organized by the APO in conjunction with the VNPI, 9–12 June, in Hanoi. Twenty-one participants comprising ministerial officers of 14 member economies attended. At the end of the workshop, participants reinforced the findings of the 2014

APO workshop on the same topic: to increase the quality of service to citizens, governments should focus on results, rather than activity and disbursement of budgets; and an individual public organization's effort in applying RBM must be made in the context of sectoral planning and the national performance framework.

Program coverage: Public-sector productivity and framework of RBM; Applying RBM to the whole of government and to the sector; Results-based performance management at national level in the ROK; and Canadian public-sector approach to RBM. Site visits were made to the Ministry of Agriculture and Rural Development of Vietnam, the first public-sector agency in Vietnam applying RBM in planning activities.



Workshop on Results-based Management for Public-sector Organizations. Photo courtesy of VNPI.

Strategic Planning Workshop for APO Liaison Officers

NPOs and their national stakeholders assume very important roles in the design and implementation of APO projects and assist in achieving strategic priorities for productivity growth. Thus, it is essential that the needs of NPOs as well as national productivity targets be fully taken into consideration by the Secretariat in future project planning. The Strategic



Strategic Planning Workshop for APO Liaison Officers.

Planning Workshop for APO Liaison Officers is a venue that provides opportunities for aligning APO program plans and the priorities of member economies and NPOs with greater synergy.

The 2015 workshop was held in Tokyo, 1–3 July, and attended by 19 Liaison Officers from 19 member economies and two observers. The workshop comprised four sessions: updates on APO activities; sharing of productivity promotion programs by NPOs; project planning and its approach; and improvement of APO operations and activities. All sessions were facilitated by Secretariat departmental directors, and the workshop results provided significant input for the project planning for 2017 and 2018 as well as further improvement of APO operations.

Program coverage: Priorities and needs of member economies; Priorities and needs of NPOs; Core programs and activities of the APO; New initiatives of the APO Secretariat; APO Roadmap to Achieve Vision 2020; APO project planning; APO self-learning e-courses; Program approach; Productivity promotion programs; and Implementation challenges of APO projects.

Workshop on Developing and Strengthening Consulting Capacities of NPOs

NPOs play a crucial role in the promotion of productivity. They are designated by their governments to spearhead the productivity

movement and provide consultancy services to various organizations. Depending on the stage and level of economic development of member economies and on the needs of enterprises, different NPOs have evolved appropriate consultancy interventions and offer effective services to their clients, while a few are still catching up.

A workshop on Developing and Strengthening Consulting Capacities of NPOs was organized and hosted by the CPC, 11–14 August in Taipei. Seventeen international participants from 16 member economies and three local participants examined the consultancy services of NPOs and exchanged experiences in developing and extending consultancy services including enhancing consultants' competencies. Participants from developing member economies expressed enthusiasm in learning from the current consulting services of advanced member economies considering their wider market outreach and more varied services provided.

Program coverage: The consulting industry evolution; TEAM FOCUS—A framework for more efficient and effective team problem solving; Role of NPO consultants and effective consulting process; The consultant toolkit; The consulting business of the CPC and its contribution to companies' business growth; and The CPC's consulting framework for corporate business growth. The participants visited two CPC client companies. The Super Qin Group is an automated poultry-processing plant that supplies McDonald's, Mos Burger, China Pacific Catering Service, local supermarket chains, and National Taiwan University. Shin Poo Technology Co., Ltd., which produces printed circuit boards (PCBs) and undertakes PCB assembly, was a recipient of the Taiwan National Quality Award in 2014.

Institutional Strengthening of NPOs through the Development of Productivity Practitioners

Based on the Development of NPOs (DON) need

assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 28 programs since 2008, more than 750 professionals have been trained in basic and/or advanced productivity tools and techniques. These practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects. However, starting from 2014, the focus of this project is on both NPOs and SMEs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities. The program will also explore effective linkages with relevant multicountry projects such as the DPP: Basic and Advanced.

In 2015, five DON programs were organized in association with participating NPOs: in Bangladesh, 16–28 August, with 25 participants; in Mongolia, 5–16 October, with 24 participants; in Sri Lanka, 12–23 October, with 120 participants; in Fiji, 16–27 November, with 22 participants; and in IR Iran, 19–23 December, with 49 participants.

Program coverage: Productivity-related subject areas in which NPOs and SMEs were currently engaged such as productivity and quality tools and techniques, basic and advanced courses, total quality maintenance (TQM), total productive maintenance, KM, Six Sigma, and lean production. The programs were tailored for each member economy. Each in-country training program was highly interactive, work oriented, and rigorous in scope and included a comprehensive examination at the end of the course.

Workshop on Productivity Promotion Practices and Strategies for NPOs

Steady improvement in productivity at the individual, organizational, national, and international levels is vital. NPOs in each member economy need to be strengthened to lead national productivity initiatives. NPOs can learn how to develop productivity

promotion strategies from each other and transform them into activities and promotion tools to reach target groups. In the economic climate today, it is more than ever necessary for NPOs to upgrade their abilities to use the available tools and techniques to promote and lead productivity efforts.

A workshop was organized in association with SPRING Singapore, 25–28 August, to provide a platform for sharing knowledge, best practices, and successful models of productivity promotion strategies and examine key factors to develop successful productivity promotion tools and communication channels. Nineteen officials from 18 NPOs attended the workshop. One APO resource speaker from Malaysia supported the program, which consisted of knowledge-sharing sessions, country paper presentations, group discussions, and site visits.

Program coverage: Importance and impact of emerging productivity promotion strategies, practices, tools, and communication channels; Singapore's best practices of productivity promotion strategies, practices, tools, and communication channels; Best practices of the regulatory review department of the MPC for enhancing SME productivity in Malaysia; and Best practice presentations on productivity promotion strategies, practices, tools, and communication channels by NPOs. The participants made visits to study the best practices of

productivity promotion business models, innovation, and service improvement of the Singapore Productivity Centre and also visited the Singapore Innovation & Productivity Institute to learn about productivity promotion strategies in the manufacturing and engineering sectors.

National Conferences on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity

As a follow-up to the 2014 multicountry observational study mission conducted in Tokyo, the APO in partnership with the NPO, Ministry of Industries, Bangladesh, organized a national conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity in Dhaka, 20–22 September. It assessed the current status of the agriculture sector and system of information dissemination, as well as knowledge and technology transfers to small farmers and other stakeholders, to explore ways of enhancing cooperation between agriculture-related government agencies and ministries, the mass media, and small farmers. Fifty-one participants representing the media, public and private sectors, print and electronic media, relevant ministries and agricultural extension departments, and agricultural researchers attended. Dr. Toyoki Kozai



National Conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity. Photo courtesy of NPO Bangladesh.

and local experts from the agriculture and media sectors presented papers. The conference received widespread coverage in the national electronic and print media and on popular social media sites.

National Conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity and Farmers' Welfare in Nepal

In most developing countries in Asia, including Nepal, the agricultural landscape is dominated by small farms where productivity is low and farmers have meager income to improve their well-being. Most are scattered in remote rural villages that are inadequately reached by government services. Many technological developments and innovations in agriculture have not reached small farmers due to constraints in the flow of information and knowledge, among other factors. Access to information, new knowledge, and technologies is important to increase farm productivity and improve farmers' welfare.

To assess the current status of the agriculture sector and establish a platform for enhancing the links among agricultural R&D centers and mass media practitioners, the NPEDC with the cooperation of the Lalitpur Chamber of Commerce and Industry and APO organized a conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity and Farmers' Welfare in Nepal, 1–3 December, in Kathmandu. Sixty-nine participants attended.

Program coverage: Mass media programs on information and knowledge transfers to farmers; Technological innovations to improve agricultural productivity; The state of agriculture in Nepal: Postearthquake scenario; Success stories on agricultural R&D programs to improve agricultural productivity; Support and extension programs for small farmers; Plant factories with artificial lighting; Sustainable upland farming

technologies; Value addition to agricultural products to improve productivity and farmers' income; Agritourism and homestays for creating jobs and increasing farm incomes; Trends and future prospects for ecotourism and wildlife conservation; Selected models and experiences of homestays in Nepal; and Issues and challenges for mass media in covering agriculture.

National Conference on Enhancing the Roles of Mass Media in Innovation and Knowledge Transfer to Improve Productivity and Competitiveness of the Rice Sector in Cambodia

Rice is a very important crop in Cambodia as it covers 84% of the cultivated land and employs 80% of all farmers. The government is committed to enhancing the productivity and competitiveness of the sector to improve the income and welfare of rice farmers. It encourages the mass media to support government initiatives and mechanisms to disseminate information on and best practices in rice production, postharvest handling, and marketing.

To share information on the current status of the rice sector in Cambodia, including government policies and programs, emerging technologies, and overall global trends; review the current roles of mass media practitioners in information dissemination and knowledge and technology transfers to farmers; and identify ways to enhance such roles in cooperation with all stakeholders, a national conference was organized on Enhancing the Roles of Mass Media in Innovation and Knowledge Transfer to Improve Productivity and Competitiveness of the Rice Sector in Cambodia, 7–9 December, in Phnom Penh. One hundred participants from the government, NGOs, the private sector, and academia attended.

Program coverage: Global and regional trends and prospects in the production and trade of rice; Rice production policies in Japan; State of rice

production technologies and future direction of rice R&D; Current state of the rice sector in Cambodia; Mass media support in the promotion of the rice sector; Role of Japanese rice for the future; and Development of rice farming-based agritourism to increase household incomes. Participants visited the Sok Sen Chey Agriculture Development Project in Kandal province.

Development of the Center of Excellence: Research Mission on Recent Trends in Public-sector Productivity and Performance in Europe

Productivity issues in the public sector have been identified as one of the top priorities by many APO member economies in recent years. To address the challenges involved, the APO has been enhancing its PSP work with various initiatives such as adapting basic productivity tools and techniques for the sector and strengthening performance management systems to drive innovation. One area that requires more R&D is suitable benchmarks to advance PSP performance to a higher level.

A research mission on Recent Trends in Public-sector Productivity and Performance in Europe travelled to Belgium, the Netherlands, Germany, and Luxembourg, 27 September–2 October, organized by Benchmarking Partnerships and the Resource Centre of the European Institute of Public Administration under the COE on PSP. It examined recent trends and best practices in enhancing PSP and performance in Europe that will strengthen the capability of the APO COE on PSP. Participation in this international event provided in-depth insights into the approaches, frameworks, and strategies of best practice organizations including a detailed look at the Common Assessment Framework (CAF) being implemented in the EU with more than 4,000 public-sector organization users.

Program coverage: General introduction to TQM in the public sector; and the European CAF

2013 model including its criteria, subcriteria, and practical examples. Site visits were made to public-sector organizations using/implementing the CAF and successful examples of CAF users in the EU. The mission also included participation in the 8th European Quality Conference to learn about some good practices and experiences of successful public administration and current and future challenges in the EU.

Development of the Center of Excellence: Workshop on Need Assessment of Member Countries in Improving Public-sector Productivity and Performance

Reflecting the importance of PSP, the 57th Session of the Governing Body in April 2015 approved the establishment of the new APO COE on PSP under the auspices of the DAP.

A workshop on Need Assessment of Member Countries in Improving Public-sector Productivity and Performance was organized and hosted by the DAP, 8–10 December, in Tagaytay City. Nine international participants from seven member economies and two local participants undertook a need assessment in member economies in the area of PSP and performance so that appropriate interventions could be made and resources provided to develop and implement suitable programs and projects by both the APO and the COE on PSP. Participants presented their countries' issues and concerns and came up with recommendations for the COE on PSP to consider in planning for future actions that would improve the performance of the public sector in general.

Program coverage: Performance management and principles of performance management; Global trends in performance management improvement in the public sector; Dimensions of productivity in the public sector; Best practices of performance management and productivity in the public sector;

Government project management framework; PSP and its recent developments in APO members; Performance goal management; Self-assessment of budgetary programs; In-depth evaluation of budgetary programs; The APO PSP program; and the COE on PSP.

Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)

The DPP: Basic and Advanced training courses have been conducted annually since 1994 and 2001, respectively, to equip productivity professionals from various NPOs with basic and advanced productivity and quality tools to strengthen the technical competency and institutional capacity of NPOs. Specifically, DPP: Advanced aims to equip participants with more advanced, emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries. Senior practitioners can further develop themselves through specialization, pursue areas of specific interest, and tap other knowledge resources or attend specialized courses organized by the APO and its member economies.

In 2014, two courses were identified for the development of APO-certified productivity practitioners,

one of which was DPP: Advanced, implemented by the MPC. The three-stage pilot certification scheme was initiated in the 2015 DPP: Advanced held in Kuala Lumpur, 19 October–6 November. The aim was to equip participants who had attended the basic course with advanced productivity improvement principles, tools, techniques, and approaches. Twenty participants from 12 member economies, who had to submit productivity improvement projects they had carried out to demonstrate basic knowledge of productivity prior to selection, attended this 19-day course.

Program coverage: Module I—Productivity and business competitiveness; Module II—Corporate strategies and implementation; Module III—Process management; and Module IV—Productivity tools and techniques. A site visit to a local enterprise, transport equipment maker KEU Transworld Sdn. Bhd., was conducted to observe productivity- and quality-related activities. Exams were conducted before and at the end of the course to assess the level of competency among participants.

Research on Institutions Offering Productivity Courses

Studies indicate that the formation of human capital not only leads to higher worker productivity but also contributes to economic development through its



Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced). Photo courtesy of MPC.

positive effects when workers are absorbed into the economy and move into higher-productivity sectors and occupations. In 2014, the APO implemented a workshop that looked into the productivity courses being offered by national institutes of technology and other training institutions in member economies so that mutual cooperation could be established among them, NPOs, and the APO at large. One of the recommendations of the workshop was a study to assess the different productivity courses offered by national institutes of technology and other training institutions.

A coordination meeting for the Research on Institutions Offering Productivity Courses was held 6–8 October, hosted by the VNPI in Hanoi. Six national experts from Bangladesh, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam, and one chief expert from India participated. The objective was to agree on the research design and methodology to examine the curriculum designs and training programs of institutions that offer such courses with the aim of expanding them to increase the number of productivity specialists in the region.

Program coverage: The role of institutions in human capital development and in enhancing the national productivity; Evolution of the human capital concept; The concept of human capital; What is national productivity?; Social stratification and human productivity; How does human capital affect national productivity?; Relationship modeling between human capital and national productivity; Productivity tools and training courses; and APO training courses on productivity tools, concepts, systems, and techniques. The national experts also made a presentation on their preassignments following the guidelines given in advance. This research will continue for one year after the coordination meeting.

Research on Need Assessment of Member Countries

Having knowledge of the current and future development needs of stakeholders in member economies is crucial for the APO Secretariat to conduct strategic project planning and implementation. To enhance the relevance and effectiveness of APO support to member economies, it is important that its projects be aligned with the needs and priorities of each. Research is implemented by the APO Secretariat to develop impactful programs and projects. This exercise is also crucial for the APO in terms of allocating resources and developing a medium-term roadmap.

The Research on Need Assessment of Member Countries has been undertaken by the APO Secretariat since August 2013 to assess their current productivity-related requirements. Eighteen countries are participating, and the final assessment report was submitted by the chief expert, which was referred to during the development of the draft APO roadmap. At the time of writing, the document was being edited for publication in the e-report format.

Program coverage: National development policy priorities; National productivity strategy; Identification of mid-term national productivity targets; NPOs' strategy and priorities; and Assessment of project needs for productivity improvement.

Research on Productivity Analysis for NPOs

With the increasing recognition that productivity growth is one of the keys to sustained economic expansion, measuring and analyzing productivity are becoming more important for member economies and NPOs to provide better recommendations to policymakers in setting the right priorities for their economic growth. The APO annually publishes the *APO Productivity Databook* series and database and presents comparative analyses of the productivity

performance of member economies in the context of the fast-changing global economy. As a part of the research efforts, it is important to build the capacity of NPOs in collecting and utilizing those data in their own national productivity analyses and providing evidence-based policy advice and guidance to policymakers.

The Research on Productivity Analysis for NPOs was initiated with a coordination meeting of national experts in Vietnam in December 2014, where they agreed to undertake the study for analyzing national productivity and economic growth trends and attempt to produce respective national productivity analysis reports, while establishing collaborative channels between NPOs and national statistics offices. Six participating members have so far submitted partial drafts of national productivity reports based on their research, and the APO Secretariat has already provided feedback and advice for follow-up to some national experts. Based on the results of this research project, the next phase is being planned to determine how to strengthen the capacity of NPOs in productivity measurement and analysis.

Program coverage: Productivity concepts and different productivity measures; National data collection and productivity analyses at national level; Labor productivity and sources of growth; and National development plans and evidence-based policy analyses.

Development of the APO Certification System

In 2013, the APO Secretariat conducted an expert meeting to study the feasibility of and identify opportunities to develop an APO certification system and to obtain recommendations on the most appropriate way to develop it. Experiences from tested systems for certifying food professionals in Thailand and of consultants in Japan, the ROC, and Singapore were cited as good references for the

proposed APO certification system. Opportunities and challenges were identified as well as necessary elements of the APO system. In view of the differences in the levels of capabilities in each member country, a common standard (with the option to expand to a layered certification system) should first be established to ensure consistency, relevance, and the continuing development of productivity practitioners from different economies.

It was proposed that self-learning e-courses on DPP: Basic and Advanced be developed with the help of NPOs. These courses would become prerequisites for attending the APO's face-to-face DPP: Basic and Advanced courses. The experience gained in organizing these courses will subsequently be utilized to develop a common, standard certification system. As the first step, 13 experts from DPP: Basic and DPP: Advanced were certified as productivity practitioners by the APO in 2015.

The objective of this scheme is to develop a pool of APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and tools. At the time of writing, participants in DPP: Basic and Advanced were in the final stage (PREP) of the course before being certified.

Self-learning e-Course on Waste Management in Agribusiness

Waste management is one of the key issues being discussed at the global level in both the agriculture and industry sectors. Global warming, climate change, environmental degradation, and health hazards are just some of the consequences of improper waste management.

Agriculture generates huge amounts of organic and inorganic waste during food production, handling, processing, packaging, storage, transportation, and marketing. It is estimated that 15% of total waste consists of agriwaste, equivalent to 998 million tons per year. Waste management can not only reduce

waste generation but also promote its reuse and recycling. In general, agribusiness enterprises are concerned about waste management. However, micro, small, and medium enterprises (MSMEs) are constrained in the adoption of proper waste management strategies due to a lack of knowledge and other factors. The appropriate management of waste in any agribusiness can help to maintain a healthy environment for the business and community, yielding overall economic benefits.

To train more stakeholders, in particular MSME managers and entrepreneurs, professionals, consultants, and academics involved in agricultural waste management, the APO offered a self-learning

e-course on Waste Management in Agribusiness, 14 December 2015–13 May 2016. As of the time of writing, 440 participants from 17 economies, including eight from nonmembers, had enrolled in the course to gain basic knowledge of and skills in waste management in agricultural systems and agribusinesses. A total of 79 had gone on to complete the course.

Program coverage: Introduction to waste management in agribusiness; Agricultural waste generation and characterization; Waste management strategies; Resource recovery from waste; Life cycle assessment and financing; Legal and institutional arrangements; and Sample real-life stories.

PROMOTING THE DEVELOPMENT OF SMES AND COMMUNITIES

Workshop on Development of Business Models for Women Entrepreneurs in Rural Communities

Several reports in the literature show that women are better poised to improve their welfare and economic status when they are able to establish their own businesses. This enhances their security and standing in the community and, more importantly, provides or augments family incomes. Replicating such outcomes on a wider national level could empower more women to become stronger leaders and contribute more to society and their economies.

To give participants current knowledge of different business models initiated and managed by women and understand the critical enabling environment and support systems that contribute to their success, the APO in association with NIPO organized a workshop on Development of Business Models

for Women Entrepreneurs in Rural Communities, 24–28 January in Tehran. Twenty-three participants from 11 APO members attended, representing government, NGOs, NPOs, and academia. Three international experts from India, the Philippines, and Thailand and two local experts made presentations.

Program coverage: Participation of women in the labor force and in business; Emerging opportunities and challenges for women entrepreneurs; Different business models suited for women entrepreneurs; Agriculture and food processing-based business models; Nonagrifood business models; e-Based business models; Enabling environment and support systems for women entrepreneurs; Government policies and programs supporting women's entrepreneurship; The impact of rural microcredit funds on women's entrepreneurship development in rural areas; Selected models of credit and extension support programs for women entrepreneurs; Critical managerial functions in different business



Workshop on Development of Business Models for Women Entrepreneurs in Rural Communities. Photo courtesy of NIPO.

models for women; Basics of business management; Basics of human resources management; and Product development and innovations. The group visited a rural cooperative called Shabahan Shariyar.

Training Course on Rural Entrepreneurship Development

Entrepreneurship creates jobs, promotes the strategic use of natural resources and sustainable agriculture, inculcates progressive thinking among local people, and improves both farm and nonfarm earnings while driving innovation and economic prosperity. Some rural workers are evolving as entrepreneurs who can create new jobs for themselves and others. However, to make entrepreneurship a driving force of rural development and the advancement of rural enterprises, an enabling environment, intensive promotion of entrepreneurship through training, and business development interventions are needed. In most developing countries, however, there are no comprehensive programs catering to such needs, and institutions meant to serve this sector require more trained experts.

To build the capacities of rural entrepreneurs; rural development planners, trainers, and consultants; and extension officers who provide business advisory services to rural workers, the APO in partnership with the Ministry of Employment, Productivity and Industrial Relations and the NTPC of Fiji National University organized a training course on Rural Entrepreneurship Development, 2–6 March, in Nadi. Twenty-three participants from 13 economies and three overseas and one local resource persons attended.

Program coverage: Concepts and principles of, problems and challenges in, and unique features of rural entrepreneurship development; Managing the business cycle including supply chain process, value chain analysis, and marketing strategies; Policy framework development and how to engage

sponsors and other institutions; Process of identifying problems and their solutions/project cycle management; Formulation of development plans and projects; and Monitoring and evaluation of rural entrepreneurship development projects. Participants visited the farm and nursery of the Pacific Harvest Company Limited.

Workshop on Market Access for SMEs in the Service Sector

In the dynamic world of today, intense global competition for market access and rapid changes in the business environment are forcing enterprises to become more agile. SMEs in the service sector recognize the importance of productivity improvement in the current environment to gain and maintain market access.

To learn about and share global market access strategies and best practices for global competitiveness adopted by prominent companies in the service sector from advanced countries, the APO in association with the KPC organized a workshop on Market Access for SMEs in the Service Sector, 10–13 March, in Seoul. Eighteen participants from 13 member economies attended. Three resource persons from Japan, Singapore, and the ROK introduced best practices in gaining global market access.

Program coverage: Market access policy in the service sector in the ROK; Market readiness and global partnerships; Market access strategy for SMEs in the service sector; Japanese cases of market access focusing on retailers in foreign markets; Success stories of global marketing in the Korean service sector; and How to develop access plans for global markets. Participants visited Genesis BBQ, a globally franchised group that has 3,500 outlets in 19 countries, and learned about its successful global marketing strategy and franchise satisfaction scheme.

Workshop on Total Productive Maintenance Applications in SMEs

Total productive maintenance (TPM) is an approach to equipment improvement used to reduce costs and improve quality and delivery reliability. The goals of TPM are zero breakdowns, zero accidents, and zero defects with excellent performance, safety, and quality. The starting point of TPM is to measure overall equipment effectiveness and perform loss analysis to give a baseline for continuous improvement and identify improvement priorities.

To understand the history, concept, and purpose of TPM; provide participants with practical approaches, tools, and steps to adopt TPM in SMEs; and improve the corporate culture and mindset through improvement of personnel and machine systems, the APO in association with the MPO organized a workshop on Total Productive Maintenance Applications in SMEs, 4–8 May, in Ulaanbaatar. Twenty-four participants from 14 member economies attended, mainly directors, managers, engineers, technicians, and consultants of public and private enterprises.

Program coverage: Introduction of TPM—outline; Introduction of TPM—implementation program (steps 1–6 and 7–12); Overall equipment effectiveness; Focused (individual) improvement (7 steps); Planned maintenance (7 steps); Autonomous maintenance; and TPM education and training. Participants visited Sankou Solar Mongolia, an assembler of solar PV modules which carries out numerous kaizen activities in its factory; and APU,

the largest beverage company in Mongolia, to benchmark against its TPM activities, especially quality management and machine maintenance.

Training of Trainers in Total Quality Management for SMEs

To raise product or service quality, most SMEs are applying various improvement methods in the hope of achieving the required growth and higher profits. One of the methods to improve product or service quality in SMEs is through the implementation of total quality management (TQM). TQM, which looks at an organization as a “system” and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective and service-oriented approaches, has shown great success in SMEs over the years to help enhance and streamline processes to be more cost-effective and customer driven.

To enable participants to understand the concept and implementation of TQM and to become competent TQM trainers and practitioners, the APO organized a Training of Trainers in Total Quality Management for SMEs course in Nadi, Fiji, 18–22 May. A total of 23 participants (including six local ones) from 15 APO members attended this course, representing a variety of backgrounds.

Program coverage: Introduction to TQM; Important concepts in TQM; Quality assurance in SMEs; Useful



Training of Trainers in Total Quality Management for SMEs. Photo courtesy of NTPC.

tools for TQM; and How to implement TQM in SMEs. A site visit to Air Terminal (Fiji) Ltd. illustrated how the company had achieved total quality in line with customers' requirements.

Training Course on Lean Production Systems in Agribusiness to Improve the Productivity and Sustainability of Agribusiness SMEs

Lean production systems (LPS) seek to reduce or eliminate waste in the production process while creating desired value for customers. LPS tools have been used to analyze and eliminate unnecessary inventories of raw materials and finished products and other forms of waste in the supply chain. They also ushered in the lean management concept that emphasizes outsourcing, cooperation, and networking. The objective is to get the needed items to the right place at the right time in the right quantity and quality at the least cost. With the use of LPS, agribusiness and food companies can increase customer value through cost reductions or the provision of value-enhanced services.

To train participants in LPS for reducing cost and waste and increasing productivity in agribusiness and food manufacturing enterprises, the APO in cooperation with the DAP organized a training course on Lean Production Systems in Agribusiness to Improve the Productivity and Sustainability of Agribusiness SMEs, 6–10 July, in Manila. Twenty participants from 13 APO members attended, representing NPOs, the private sector, academia, government, and NGOs.

Program coverage: Concept and principles of LPS; Evolution of LPS and the

Toyota Production System; Importance of LPS in creating competitive value chains and world-class agribusiness companies; Overview of lean techniques and tools and their applications in the agribusiness environment; Selected lean tools and techniques for enhancing the productivity and competitiveness of agribusiness; Kaizen and waste elimination techniques; Just-in-time techniques/kanban; Value stream mapping; and 5S and other related tools. Participants visited Global Foods Corporation in Laguna to observe lean management implementation in a food-processing company.

Workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity

SME development in Myanmar is mainly focusing on the transformation of traditional SMEs into modern ones. SMEs in Myanmar still face various problems such as a lack of financing, low-level technologies, and an unequal playing field compared with firms receiving foreign direct investment. Myanmar needs to solve all these problems to achieve SME development. An in-depth study of how Myanmar could overcome these barriers and effective policy recommendations to maximize the growth of SMEs are urgently needed.



Workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity.

With the assistance of special cash grants from the Ministry of Foreign Affairs of the Government of Japan, a workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity was organized in Tokyo, 7–11 September, to introduce Japanese business models, SME best practices, and current technologies while identifying possible future business opportunities between relevant SMEs in Japan and Myanmar. Thirty-five delegates from Myanmar comprising five officials from the Ministry of Industry, three officials from the Republic of the Union of Myanmar Federation of Chambers of Commerce and Industry, 25 from SMEs, and two media personnel attended. Three APO resource persons from Japan conducted the workshop.

Program coverage: Productivity improvement activities of Japanese SMEs; Productivity management—enabling SME excellence with special focus on strategic human resources development/human resources management; and Japanese quality management systems and methodologies in SMEs. Site visits were made to the local government-supported OTA Techno CORE apartment-style industrial park with 20 SMEs in a single building; Toyota Motor Corporation and its component supplier Sankyo Kougyo Co. Ltd.; and consultant agency Peers Co., Ltd.

Multicountry Observational Study Mission on Revitalizing Rural Economies for More Inclusive Development

Many countries in the Asia and Pacific region have made remarkable progress in economic growth. However, the gap between urban and rural development has increased because that growth has mainly benefited the urban population. In rural areas, poverty rates remain high and job opportunities remain scarce. This trend, if not corrected, will lead to a continuous exodus of the population from rural to urban areas. Rural areas will become more unproductive, while urban areas will be affected

by overpopulation that could lead to breakdowns in social services. It is critical to promote inclusive growth and development through accelerating the revitalization of rural economies.

To learn about the successful initiatives to revitalize rural communities and economies in the ROC, the APO in collaboration with the Council of Agriculture, Executive Yuan; CPC; and the National 4-H Club Association organized a multicountry observational study mission, 14–18 September, in Taipei. Twenty-four participants including six locals from 14 member economies and four resource persons attended.

Program coverage: Revitalization of rural economies to achieve inclusive growth—an overview; Social enterprises and their role in revitalization of rural communities; Initiatives of the ROC to revitalize rural economies; Legislation, policy, and institutional arrangements for revitalizing rural economies in the ROC; and Entrepreneurship and creative and value-added businesses for revitalizing rural economies in the ROC. To observe successful revitalization efforts, the participants visited six distinct rural communities.

National Conference on Development and Promotion of Homestays and Farmstays to Increase Farm Household Incomes in Sri Lanka

Sri Lanka has great potential for becoming one of the top tourist destinations in the world with its exceptional biodiversity, rich cultural heritage, diverse geography, climate, and political stability. These all create great opportunities for developing tourism enterprises. Homestays and farmstays are emerging as potential tourism niches. These are still in their infancy and a new concept for most rural communities.

To create public awareness of the importance and potential of homestays and farmstays as tools

for increasing productivity, creating alternative incomes, and diversifying the rural economy, and familiarize stakeholders with the best practices of selected models of homestays and farmstays in other countries, a National Conference on Development and Promotion of Homestays and Farmstays to Increase Farm Household Incomes in Sri Lanka was organized by the Department of Agribusiness Management, Sabaragamuwa University and the NPS, 15–16 September, in Colombo. One hundred twenty-seven participants from government and NGOs, academia, private tourism enterprises, tourism operators, and the mass media attended.

Program coverage: Government policies and programs for tourism, homestay, and farmstay development; Concept and types of homestay and farmstay enterprises; Successful models of homestay and farmstay enterprises in Asia; Homestay development process and experience in Malaysia; Current status and potential contributions of homestays and farmstays to the tourism industry and increasing rural household incomes; Role of various stakeholders in developing and promoting sustainable homestay and farmstay programs; Practical tools and techniques in planning and developing homestays and farmstays as rural businesses; and Creation of an enabling environment for stimulating the development of homestay and farmstay businesses.



National Conference on Development and Promotion of Homestays and Farmstays to Increase Farm Household Incomes in Sri Lanka.

Training Course on Business Excellence for SMEs

Business excellence (BE) is about achieving excellence in everything that an organization does and, most importantly, achieving superior business results. The BE framework including leadership, strategy, customer focus, information management, people, and processes is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the BE framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement.

To strengthen national BE strategies for SMEs and promote the BE concept and assessment tools among them, and to share and exchange information on and experience in best practices in BE adoption in SMEs, the APO in association with SPRING Singapore organized a training course on Business Excellence for SMEs, 12–15 October in Singapore. Nineteen participants from 14 member economies attended. New Zealand resource person Dr. Robin Mann pointed out that the APO could consider having an Asia-wide BE strategy consisting of an APO BE award and certification scheme providing a standardized self-assessment approach.

Program coverage: SPRING Singapore's BE initiative; BE models—Baldrige model and performance excellence criteria; Current status of BE for SMEs—challenges and opportunities; and Implementing BE in SMEs and a guide to self-assessments. Participants also attended the 7th BE Global Conference organized by SPRING Singapore.

Workshop for Women on Productivity Tools and Techniques for Micro and Small Agrifood-processing Businesses

Women are emerging as key players in the development of micro and small enterprises in various countries. Often, they do not have formal training in business planning and management or basic food safety management (FSM). In many cases, their enterprises are not sustained or unable to expand. It is important to support women operating micro and small enterprises, especially those in agrifood handling and processing, to sustain their businesses and protect consumers from food safety hazards.

To enhance the knowledge and skills of trainers working with women in the agrifood-processing industry of productivity tools and techniques and develop basic training modules, the APO in partnership with the MPC organized a workshop in Kuala Lumpur, 16–20 November. Seventeen participants from 13 member economies attended, with three resource persons from India, the Philippines, and Thailand and one local speaker.

Program coverage: Overview of women entrepreneurs; Emerging opportunities and challenges for women entrepreneurs in Asia and trends in women's

participation in rural enterprise development; Basic tools and techniques for productivity improvement in the context of the micro and small agrifood-processing business sector; 5S (scope, straighten, shine, standardize, and sustain); Kaizen approach for productivity improvement in micro and small enterprises; Food safety and quality management tools for micro and small agrifood-processing enterprises; and Case studies and successful models. Participants visited the factory of Noraini Cookies Worldwide Sdn. Bhd. in Kuala Lumpur.

Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry

Food safety is a worldwide issue as the globalization of food trade can spread foodborne pathogens. Each year, millions of illnesses can be attributed to contaminated food. Foodborne illnesses have serious implications for families as well as government expenditures for healthcare. They can also cause reduced productivity of the workforce. There is an urgent need to put in place sound food safety management systems (FSMS) through building reliable, safe food supply chains. The situation of food safety in many developing countries of the Asia-Pacific region, however, is far from satisfactory.



Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry.

To develop FSM practitioners with good knowledge of fundamental FSM concepts, principles, tools, techniques, and critical success factors for SMEs in the food industry, the APO in cooperation with the NPO organized a basic training course, 23–27 November, in Lahore, Pakistan. Twenty-two participants from 11 member economies and two overseas resource persons attended.

Program coverage: Key concepts in FSM and FSMS; Tools, techniques, and approaches in FSMS; Implementation of FSMS; Certification in FSMS; Food traceability; and Strategies for achieving food safety by SMEs in the food industry and key success factors. Participants visited the HACCP-, ISO 9001:2000-, and ISO 14000-certified milk-processing plant of Haleeb Foods Limited, Bhai Pheru, Lahore.

Training Course on Industrial Engineering Techniques for Productivity Improvement in SMEs

Industrial engineering is a set of tools and skills which helps organizations to observe, record, analyze, and improve work processes. With elements of engineering, ergonomics, and statistics, it enables stakeholders to manage work operations in a scientific manner and suggests continuous improvement and innovation to create additional value. It has thus been widely applied to enterprises, institutions, and production lines to streamline processes, reduce costs, and enhance productivity and efficiency.

To equip participants with the concepts and skills of industrial engineering for better productivity in their organizations, especially SMEs, the APO organized a training course on Industrial Engineering Techniques for Productivity Improvement in SMEs in Nadi, Fiji, 23–27 November. A total of 22 participants from 13 APO members attended, representing a good mix from government agencies, SMEs, NPOs, associations, and training and consulting organizations.

Program coverage: Introduction to productivity and industrial engineering; Work measurement tools; Method studies (including process analysis, process charts, flow diagrams, critical examination, operation analysis, multiple activity charts, principles of motion economy, design of work stations); Quality control tools; Statistical process control; Line balancing; Ergonomics; and Lean management. A visit to Jacks Garment Limited, one of Fiji's leading garment manufacturing enterprises, was conducted to provide participants hands-on experience in waste identification, work-flow analysis, and operation system streamlining.

Multicountry Observational Study Mission on SME Development

SMEs play an important role in the economies of most countries in the Asia-Pacific region, not only because of their sheer numbers but also the variety of their activities. SMEs have been forced to move beyond the philosophy of continuous improvement and adopt more radical, innovative ideas to upgrade and transform due to severe competition in the global business environment and technological complexity. The lack of knowledge of advanced management practices, weak technical capabilities, and limited access to external assistance are their critical common factors that must be overcome for future development.

After a multicountry observational study mission on SME Development in 2014 in the ROC, the APO in cooperation with the NPS held another in 2015 in Sri Lanka, 30 November–4 December, to allow the 23 participants from 13 member economies to learn about and apply productivity tools and techniques for SMEs; visit SMEs to examine and adopt their best practices that enhance productivity, quality, and profitability through various techniques and methodologies; and develop action plans for SME development in participating member economies.

Program coverage: SME development measures,

the roles of consultants and NPOs, and self-improvement efforts by enterprises; Management philosophy and strategies of top SME managers seeking to increase productivity and competitiveness; and Practical productivity improvement tools and techniques for SMEs. Site visits were hosted by Maliban Biscuit Manufactories Pt. Ltd., Wijeya Newspapers, Lanka Hospitals Corp. Ltd., and Link Natural Products.

Research on Benchmarking Indexes for SMEs (Logistics Sector—Warehousing Subsector)

In APO member economies, SMEs are growth engines and stimulators of productivity enhancement. However, SMEs lack the knowledge to implement productivity initiatives to improve their performance. To help SMEs in member economies overcome this challenge and improve their productivity, it is necessary to provide them with benchmarking indicators against which they can compare their performance. In 2012, the APO conducted research on benchmarking indexes for SMEs in the retail and food service sector, and then in the food manufacturing sector in 2013.

In 2014, the Research on Benchmarking Indexes for SMEs (Logistics Sector—Warehousing Subsector) to complete the global value chain benchmarking indexes for SMEs commenced. The objectives of the research were to: define the benchmarking metrics with a set of key business performance indicators; develop a database on productivity performance; identify best practices and strategies to improve productivity performance; and publish a report on cross-country analysis of productivity performance and best practices of SMEs in the warehousing subsector in selected APO members. A coordination meeting was held 3–5 March with the attendance of one chief expert and five national experts from India, the ROK, Singapore, Thailand, and Vietnam. The objective of the coordination meeting was to agree on the scope, methodology, and timeline for the research.

Program coverage: Why benchmarking?; Key learning points from the 2012 and 2013 benchmarking research; 2014 research framework and methodology; preliminary research findings in the warehousing subsector and challenges and issues; and Classification of the warehousing subsector in each country.

Research on Entrepreneurship Initiatives in APO Economies

Entrepreneurs stimulate and revitalize national economies by marshaling resources and leveraging innovation, technology, and creativity to create new business ventures. By serving as a conduit for knowledge spillovers, entrepreneurship is an important mechanism that connects the missing link between investments in new knowledge and economic growth. It is thus vital for the APO to understand how entrepreneurship can be effectively promoted for stimulating economic growth. A research project was initiated to look into which initiatives, policies, and frameworks could be conducive to productive entrepreneurship in the target countries under the project.

The APO has been conducting the Research on Entrepreneurship Initiatives in APO Economies since 2013, following a coordination meeting held in August that year in Phnom Penh. This research aims to study and analyze innovative entrepreneurship promotion initiatives in member economies and share knowledge of best practices in raising awareness to support such initiatives. The research report as the final output was drafted and reviewed by the chief and national experts multiple times since 2014, and the final report was being edited for publication online at the time of writing.

Program coverage: Analysis of perceptions of entrepreneurship; Global entrepreneurship monitoring; National policies on entrepreneurship promotion; and Entrepreneurship and economic and productivity growth.

Research on Benchmarking Indexes for SMEs (Food Manufacturing Sector)

Benchmarking is a continuous process of self-assessment and initiating actions to close gaps, surpass the best performers, and retain a competitive edge. To pursue continuous improvement, it is essential that SMEs not only have a relevant basis for comparison but also learn from the achievements and results obtained from benchmarking exercises. The APO conducted benchmarking research on SMEs in the Retail and Food Service Subsectors in 2012. As a continuing effort and due to the fact that the food business is a growing sector in Asia, a study on benchmarking of food-manufacturing businesses among advanced member economies was felt necessary.

A coordination meeting was organized in June 2013 with six national experts from the ROC, ROK, Japan, Malaysia, Singapore, and Thailand. The objectives of this research are to develop a database on the productivity performance and

best practices of SMEs in the food-manufacturing sector in selected APO member economies and publish a report containing cross-country analyses. The research activities of all experts continued, and the final report was submitted to the Secretariat in August 2015. The research results were under review before final publication as this *APO Annual Report 2015* went to press.

Program coverage: Why undertake benchmarking?—purpose, types, models, framework, action phase, data collection method, types of questions, and methods of research; Key learning points from the 2012 benchmarking research; 2013 APO benchmarking research plan, framework, and methodology; Preliminary research findings in terms of benchmarking frameworks, challenges, and issues; Success stories of benchmarking companies; Best practices of SMEs in the food-manufacturing sector; Critical success factors; and Classification of types of food manufacturing in each participating country.

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Training Course on Food Safety and Quality Standards for Market Access

Food safety and quality (FSQ) are global concerns for the food industry as they are important for public health and impact international trade. FSQ standards, both public and private, are fundamentally about establishing control, conformance, and compliance in the production, processing, and distribution of food. There is no legal obligation for exporters to obtain certification under private food standards, but business partners in the food supply chain often require suppliers to be certified by third parties, which entails costs. Producers and exporters of food products need to know and understand the requirements of FSQ standards and certification.

To help participants understand the structures, effectiveness, and requirements of public and private FSQ standards prevailing in world food and agricultural markets, the APO in partnership with the NPO of Pakistan organized a training course on Food Safety and Quality Standards for Market Access, 12–17 January, in Islamabad. Twenty-one participants from 10 member economies and two overseas and one local resource persons attended.

Program coverage: An overview of food safety management systems; EU and US legal requirements; Risk analysis and risk assessment; Hazard analysis and critical control point (HACCP); Management of nonconformity; Private voluntary standards; British Retail Consortium Global Standard; and International Featured Standard—Food. To observe good FSQ practices, participants visited Metro Cash & Carry, Islamabad, a wholesale and retail center.

Conference on Expanding Business Excellence in the Asia-Pacific

The business excellence (BE) framework is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the BE framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement.

To expand awareness of BE, promote the adoption of the BE framework standards, and integrate BE into core business strategies in the public, service, and private sectors, the APO in association with the NPO of Pakistan organized a conference on Expanding Business Excellence in the Asia-Pacific, 31 March–2 April, in Islamabad. Twenty-eight participants from 13 member economies attended. This was a challenging conference to plan and deliver as it needed to meet the needs of diverse attendees. It was designed to assist organizations applying the BE framework as well as NPOs designing or administering BE programs. The resource persons from New Zealand and Singapore were selected for their expertise in these areas. At the end of the conference, all participants prepared action plans for spreading the BE framework in their own countries based on what they learned.

Program coverage: The importance of BE—role in nation building, improving organizational performance, and relationship with productivity; History of BE, its use in Asia, and impact; Awards versus continuous improvement; Core concepts, categories, scoring, and assessment methods; BE tools and methods of implementation for sustainability; and



Conference on Expanding Business Excellence in the Asia-Pacific. Photo courtesy of NPO Pakistan.

Kulitcraft, a local shoe manufacturer; Spirit Aerosystem; and Proton Holdings Bhd., a local automotive company. In addition, the participants visited Selangor Human Resource Development Centre for a one-day lean simulation and practice experiential learning workshop, where they were assigned roles in a mock-up go-cart factory.

building and sustaining BE for the public sector, service sector, and private sector.

Training Course on Lean Manufacturing Systems

Lean systems, originally developed by Toyota Motor, have been widely adopted by industries and other sectors in many countries. The “Toyota way” became a topic studied in business schools, and “lean” is used by many consulting firms and in academia as a synonym for the Toyota production system.

The APO has organized e-learning courses and face-to-face training courses related to lean manufacturing systems for a decade. This training course, conducted in Kuala Lumpur, 6–17 April, provided 21 participants from 14 member economies with comprehensive information on lean manufacturing systems and lean applications in organizations. Participants not only learned how to make improvements on a production line through in-plant exercises under the tutelage of experts/veterans but were also required to demonstrate the skills acquired during the exercises as well as pass an examination at the end of the course.

Program coverage: Lean principles; Lean tools and techniques; Lean case study; Success stories; and Final examination. Site visits were hosted by:

Training Course on e-Marketing of Agricultural and Food Products

e-Marketing has had a major impact on retail businesses because of the many unique benefits it offers. The flexible, cost-effective nature of e-marketing and faster transactions make it particularly suitable for SMEs. Potential customers can find out about products or services and make purchases at a time and place of their convenience. Transactions are conducted online, so savings are realized. e-Marketing of agrifood products is feasible. However, CEOs, entrepreneurs, and managers of businesses, especially of SMEs, adopting e-marketing must have knowledge of both Internet operations and marketing of perishable agrifood products, as well as the skills and know-how to run an efficient, effective e-marketing campaign.

To expand participants’ knowledge of and skills in the tools and techniques of e-marketing of agricultural and food products, the APO, in partnership with the CPC of the ROC, organized a training course on e-Marketing of Agricultural and Food Products, 11–15 May, in Taipei. Twenty-four participants from 12 member economies and three overseas and two local resource persons attended.

Program coverage: Key concepts in e-marketing;

Unique features of e-marketing of agrifood products; e-Marketing opportunities and challenges for agrifood SMEs; Framework for developing effective e-marketing objectives; Web page design, development, and management; Developing an efficient, effective e-marketing campaign; Social media marketing; e-Marketing strategies, tools, and techniques; e-Marketing models for agrifood products; and Logistics management for e-marketing of agrifood products. Participants visited the Farm-Direct Company, a social enterprise engaged in e-marketing of fresh fruit and vegetables (FFVs).

Training Course on Information Security Management Systems Based on ISO 27000

Designing and maintaining a comprehensive, cost-effective information security management system (ISMS) have become ongoing challenges for many institutions. The ISO 27000 series of standards were specifically developed by the ISO for information security. This series is aligned with a number of other standards, including ISO 9000 (quality management) and ISO 14000 (environmental management).

To introduce the latest ISMS to member economies, the APO organized e-learning courses in 2010 and 2013 and face-to-face training courses in 2011 and 2012. In continuing efforts to increase awareness among member economies of the need for ISMS, a training course was organized again to illustrate the step-by-step process of compliance with the standard, which includes establishing, implementing, operating, monitoring, reviewing, maintaining, and improving, so that the ISO 27000 series can be easily introduced and adopted by institutions in APO members.

Twenty participants, including two local ones, from 14 member economies attended the training course on Information Security Management Systems

Based on ISO 27000 held in Jakarta, 11–15 May. They were able to understand, apply, and monitor the standard requirements and were expected to adopt ISMS based on the ISO 27000 series.

Program coverage: ISMS; ISO/IEC 27001:2013: Impact on organizations; The plan-do-check-act (PDCA) approach; and Relation of the PDCA approach to standard requirements. A site visit was hosted by Telkom Indonesia, a leading telecommunications, information, media, edutainment, and service company, where inputs were given on applications of ISMS.

Multicountry Observational Study Mission for High-level Public-sector Officials on Public-sector Productivity

The public sector is important not only for the economic development of a country but also for employment. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and the inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc. As more citizens demand greater value from their tax payments, governments are pressured to reform and improve public-sector productivity to deliver efficient, effective performance.

A multicountry observational study mission for High-level Public-sector Officials on Public-sector Productivity was organized in association with the Directorate of Productivity and Entrepreneurship (NPO Indonesia), 25–29 May in Jakarta, to provide an opportunity for participants to share knowledge, experience, best practices, and success stories and to benchmark against practices in other member economies. It also aimed to enhance the APO's visibility among key government ministries and institutions in Indonesia. Twenty high-ranking officials, including three local ones, representing 13 APO members attended. Two resource speakers from Canada and the Philippines facilitated the



Multicountry Observational Study Mission for High-level Public-sector Officials on Public-sector Productivity. Photo courtesy of NPO Indonesia.

program, which consisted of knowledge-sharing sessions, group discussions, and individual action plan preparation.

Program coverage: The APO Public-sector Productivity Framework; Citizen-centered service; Networking among government services; Quality regulatory management systems for improving the public sector; and The Philippines' best practices on results-based performance management in the public sector. Site visits were hosted by the: Ministry of Manpower; Ombudsman Republic of Indonesia; Ministry of Bureaucracy Reforms and Administration; Ministry of Trade; National Board of Search and Rescue; Ministry of Marine Affairs and Fisheries; and Governor of Jakarta.

Multicountry Observational Study Mission on Branding Local Specific Agricultural Products through the Use of Geographical Indications

Policymakers in several countries have identified geographical indications (GIs) as a potential mechanism to support the sustainable production of specific traditional products and maintain their competitive advantage in the market. Through GIs, the community of producers is encouraged to invest in maintaining the specific qualities of the product on which the reputation is built and to cooperate in promoting

and protecting that reputation. Agricultural products typically have qualities that derive from their location and are influenced by specific local factors, such as climate, water and soil quality, and the cultural practices adopted by farmers in the production and postproduction handling of the products.

To contribute to greater understanding and knowledge of GIs for local food and agricultural products and share experiences on recent developments and initiatives in this area, the APO organized a multicountry observational study mission on Branding Local Specific Agricultural Products through the Use of Geographical Indications in Tokyo, Kyoto, Nara, and Kobe, 25–30 May, under a special grant from the Government of Japan. Nineteen participants from relevant government agencies, agribusinesses, and academic institutions of 14 member economies, along with seven resource persons, attended.

Program coverage: GIs as a branding strategy and sustainable development tool for producers and rural communities; Issues and challenges in the enforcement of GIs; Legal protection and enforcement of GIs; and Best practices in the management of GIs and the roles of producer groups. The study mission included visits to the National Agriculture and Food Research Organization (NARO), Kyoto prefectural offices, Kyoto Special Products Association, a sake brewery (Fushimi rice wine brands), tea plantation, tea factory, direct-sales shop (Uji green tea brand), Japanese

wheat noodle factory and industry association (Miwa Somen brand), Japanese pickle- processing company, Kobe Beef Marketing and Distribution Promotion Association, and local food and goods markets.

Workshop on Customer Satisfaction (CS) Measurement and CS Index Development for the Service Industry

The service industry plays a vital role in a country's economic growth. Thus, the promotion of productivity in the service industry is crucial to sustain growth. There has been increasing demand from APO project participants and NPOs for methods to measure customer satisfaction (CS) levels in the service industry. This is critical for the long-term competitiveness and profitability of organizations at the firm and macro levels.

To review and discuss CS measurement for the service industry and develop a CS index (CSI) to establish specific targets and goals for assessing overall performance in the sector, the APO in association with the CPC organized a workshop on Customer Satisfaction (CS) Measurement and CS Index Development for the Service Industry, 8–12 June, in Taipei. Eighteen participants from 12 member economies attended. Canadian resource person Dr. Brian Marson pointed out that it was not enough simply to measure CS but that performance had to be measured all along the service profit chain.

Program coverage: Measuring the right things and improving CS scores through the identification of the key drivers of CS; CS measures for the service industry; The Japanese CSI; Benchmark ranges for CS in the service sector; Comparing public- and private-sector CS

performance in Canada; Benchmarking and integrating CSI for productivity improvement; and Construction of the Hong Kong CSI. A site visit was hosted by the WowPrime restaurant chain, which introduced its successful CS innovation strategy.

Workshop on Lean Applications Focusing on the Service Industry

Lean manufacturing systems involve the systematic elimination of all types of waste in production and related processes. "Lean" is a set of principles which accelerates the speed of all processes across the enterprise. The process requires identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations.

To spread knowledge of how to apply and utilize lean tools in service organizations and share best practices of applying lean systems in the service sector, the APO in association with the FTPI organized a workshop on Lean Applications Focusing on the Service Industry, 15–19 June, in Bangkok. Twenty-two participants from 14 member economies, all from the service industry, attended. Under guidance from resource persons from Japan, Malaysia, Singapore, and Thailand, they examined



Workshop on Lean Applications Focusing on the Service Industry.

the concepts of and strategic planning for the adoption of lean applications and Six Sigma, as well as details of practices and methodologies specifically for the service sector.

Program coverage: Core concepts of lean thinking; How to apply lean thinking for the service industry; Lean techniques for the service industry and office improvement; and Lean techniques and tools: lean Six Sigma/kaizen. The local resource person from Siriraj Hospital shared best practices in applying lean systems in a healthcare setting. A site visit was made to CP Retailink Co., Ltd., a Thailand Quality Award winner, to observe 5S, quality control circle, and kaizen activities in a service organization.

Training Course on Industrial Human Resources Development for Africa

Between 2007 and 2010, the APO in collaboration with the Pan African Productivity Association (PAPA) organized a series of training courses for productivity practitioners at both the basic and advanced levels for PAPA member NPO staff, training more than 160 individuals. This built up a pool of practitioners, which is a necessary initiative in the development of a productivity culture but not sufficient to produce the critical mass of activists required to lead the productivity movement in Africa. It is necessary

to continue training more practitioners across the continent.

To develop a pool of competent local/regional practitioners and trainers who can deliver training and provide technical assistance in their countries and Africa at large, the APO in association with Productivity SA, South Africa, and PAPA organized a training course on Industrial Human Resources Development for Africa, 15–26 June, in Johannesburg. Twenty-seven productivity professionals from Botswana, Burkina Faso, Ghana, Mauritius, Namibia, South Africa, Tanzania, and Zambia attended the course, which was sponsored by the Government of Japan.

Program coverage: Principles of training and consultancy; Productivity tools and techniques; Industrial engineering; Green Productivity; and in-plant practice including productivity improvement action plans. The site visits for productivity diagnosis were made to furniture company Shelvcraft (Pty) Ltd. and bank cashbox manufacturing company All Cash Technologies (Pty) Ltd.

APO National Training Course on Postharvest Management of Fruit and Vegetables for Enhancing Farmers' Income and National Food Security

Small farmers in most developing countries lose a substantial amount of their produce due to poor postharvest handling. In Cambodia, postharvest losses of FFVs are estimated at up to 30%. Cost-effective, simple-to-adopt tools, techniques, technologies, and approaches that could reduce postharvest losses as well as assure food safety between



Training Course on Industrial Human Resources Development for Africa.

production and consumption are needed. The main challenges in postharvest management (PHM) are inappropriate harvest timing, lack of cooling/cold chain facilities, absence of grading, inappropriate packaging, and inadequate transportation facilities. A lack of awareness and understanding of handling skills, tools, techniques, and technologies hampers improvement in PHM systems.

To increase the number of competent consultants, trainers, and practitioners for strengthening PHM of FFVs in Cambodia, the NPCC with support from the APO organized a national course on Postharvest Management of Fruit and Vegetables for Enhancing Farmers' Income and National Food Security in Phnom Penh, 22–25 June. Fifty-six participants attended, with one overseas and one local resource person.

Program coverage: PHM of FFVs and supply chain systems in Cambodia; Global trends in FFV production and consumption; Preharvest cultivation and codes of practices on farms; Postharvest handling and logistics management; Key factors impacting FFV quality and safety at the preharvest, harvest, and postharvest levels; Plant protection and PHM control of quarantine pests and diseases; Postharvest handling techniques for export deliveries; and Practical approaches to PHM and the way forward for small farmers and exporters of FFVs in Cambodia.

APO National Workshop on Innovative Postharvest Management of Fruit and Vegetable Products

PHM determines food quality and safety, competitiveness in the market, and the profits earned by producers. PHM in most developing Asian countries is, however, not up to the mark. The major constraints include inappropriate harvesting techniques, inefficient postharvest handling and transportation, inappropriate technologies for storage and packaging, inefficient logistics,

and poor infrastructure. The concerted efforts of all actors including the public and private sectors in the horticultural supply chain are required to address these constraints.

To increase knowledge of innovative PHM tools, technologies, and approaches to ensure the quality and safety of FFVs and minimize postharvest losses in IR Iran, NIPO with support from the APO organized a National Workshop on Innovative Postharvest Management of Fruit and Vegetable Products in Tehran, 10–13 October. Sixty-two participants attended, with one overseas and one local resource person.



APO National Workshop on Innovative Postharvest Management of Fruit and Vegetable Products. Photo courtesy of NIPO.

Program coverage: Postharvest losses of FFVs in Iran and the current handling practices and marketing constraints; An overview of postharvest supply chains and major causes of losses; Biology and physiology of FFVs; Biological components of postharvest; Common steps in the postharvest handling of FFVs: Harvesting and grading, packaging, insect disinfection, storage, and transportation; Methods used to evaluate quality; Good Agricultural Practices; Good Handling Practices; and Good Manufacturing Practices; Postharvest safety: “Layer of protection” and avoiding contamination; and Postharvest diseases. Participants visited a packing operation for fresh herbs in the Tehran Main Wholesale Market.

Workshop on Performance Management for the Public Sector

The performance management model emphasizes a healthy, effective, result-oriented culture in public-sector organizations. It includes the activities of government or its agencies in planning, implementing, reviewing, evaluating, and reporting the effectiveness of its policies and programs. The main aim is to introduce systematic control in the management process to achieve organizational excellence.

In association with the NPS, a workshop on Performance Management for the Public Sector was organized in Colombo, 22–26 June, to provide an opportunity for high-level public-sector officials to discuss and share knowledge on the topic. To increase the APO's visibility among key government officials and policymakers in Sri Lanka, a public seminar was held on the first day. Thirty-three officers representing the public sector of 13 APO members attended the workshop. In addition, nearly 220 local, chief, and district secretaries; heads of departments; and other officials from Sri Lanka attended the first-day seminar. Three APO resource persons from Canada, India, and the ROK conducted the seminar and workshop.

Program coverage: The results framework document, India; Korean framework for performance management and measurement of public-sector organizations; Canadian best practices in measuring the efficiency, effectiveness, and performance of the public sector; Sri Lankan success stories on measuring the efficiency, effectiveness, and performance of the public sector; and Public-sector productivity award system. A site visit was made to the Department of Pensions, which has used public-sector productivity tools and techniques to reengineer the organization with significant results in improving services to clients, especially in the efficiency and timeliness of pension payments.

Study Mission to a Nonmember Country on Food Innovations for Enhancing the Productivity and Competitiveness of the Agrifood Industry

Product innovations are vital for business enterprises to survive and stay competitive. Thus, it is important to understand and pursue innovations as inherent elements of business strategy. Given today's dynamic, challenging business environment, agribusiness and food-based enterprises, especially SMEs in developing countries, must pursue innovation to stay competitive.

To gain new knowledge on agrifood product innovations in advanced countries; learn the latest trends in packaging, labeling, promotion, and marketing of new food products; and establish networks with academics and professionals working in this field, the APO organized a study mission on Food Innovations for Enhancing the Productivity and Competitiveness of the Agrifood Industry, 24–29 June, in New York, USA. Eleven participants from eight APO members attended. The Cornell International Institute for Food, Agriculture and Development of Cornell University and Market Matters, Inc. in Ithaca, NY, hosted the mission.

Program coverage: Cutting edge of food technology; Food industry consumer trends; Role of the university in transferring technology; Top 10 forces shaping global food preferences; Global rise of supermarkets; Food regulations in the USA; and Future prospects of Asian food in the US market. The participants visited Wegmans, Ithaca's leading supermarket; Northeast Center for Food Entrepreneurship in Geneva, NY; Cornell agriculture and food technology park, a Cornell-affiliated incubator facility housing innovative new food companies; Ithaca Farmers' Market; and the Summer Fancy Food Show in New York City which showcases the latest and greatest in the food industry from around the world.

Advanced Agribusiness Management Course for Executives and Managers

Agribusiness companies in Asia face tremendous challenges from the growing complexities of the global environment. To stay competitive, they need to address those challenges posed by more technologically advanced, well-financed, networked multinational agribusiness companies, mostly of Western origin. They also need to develop value chains that take into consideration the dynamics of the sociopolitical environment in the region, changing consumer behavior, and climate extremes, among others. Introducing innovations in business operations and product development should be an indispensable element. They also need to consider science and technology to increase productivity and competitiveness.

To familiarize participants with recent and emerging developments in global agribusinesses, provide opportunities for networking and sharing of best practices in the management of agribusiness issues, and identify the needs of agribusiness executives and managers in member economies, the APO in collaboration with the FTPI organized the Advanced Agribusiness Management Course for Executives and Managers, 20–24 July, in Bangkok. Twenty-five participants from 14 members attended, along with

resource speakers from Cambodia, Germany, Italy, Malaysia, Thailand, and the USA.

Program coverage: Global trends in agribusiness and emerging opportunities and challenges; Buying decisions and supplier selection among supermarket chains; Upgrading of micro and small enterprises in India, Egypt, and the Philippines; Innovation management for SMEs; R&D for innovation: Best practices from Mitr Phol Sugar; Inclusive value chains in agribusiness; Building capacities of small producers to meet emerging global market demand and standards; and Analyzing Asian agribusiness case studies: Methods, principles, and best practices. Participants visited Betagro, an integrated agribusiness company producing a wide range of meat and other food products.

Workshop on Youth Employment Issues in APO Economies

Youth are the potential and future of every country, and productive young people are the architects of a healthy, growing economy. A common concern of many governments nowadays is finding the best ways to integrate young people into the labor force as an increase in youth unemployment will have



Advanced Agribusiness Management Course for Executives and Managers. Photo courtesy of FTPI.

seriously negative effects on national economic growth and productivity.

The APO in cooperation with NIPO organized a workshop on Youth Employment Issues in APO Economies, 2–5 August, in Tehran. Twenty-two participants representing 12 member economies and six local observers attended. This was the first APO workshop focusing specifically on issues of youth employment. It updated participants on the trends in and status of youth employment in APO economies, examined the challenges facing productivity arising from youth employment issues, shared existing policies and national programs to resolve those issues, and made recommendations to improve youth labor productivity. At the end of the workshop, in addition to noting initiatives from other member economies to suggest to their governments, participants also offered ideas for the APO Secretariat to examine in depth in future research.

Program coverage: Youth employment issues; Youth productivity; Youth not in education, employment, or training; and labor, education, employment, and entrepreneurship policies for youth. A site visit was made to the Iran Small Industries and Industrial Parks Organization where job creation policies for young people are implemented.

Workshop on Change Management in the Public Sector

Many public-sector organizations are undergoing dramatic changes to address rapidly changing needs and increase their efficiency and effectiveness. The success of these initiatives in the public sector depends heavily on a common element: managing change in the right way. This has often been underestimated; however, implementing change initiatives in public-sector organizations where bureaucracy often prevails is complex and hence requires strong leadership skills. A project was therefore designed to deal with this issue,

which has yet to be fully addressed in the context of the public sector.

A four-day workshop was held in Colombo, 10–13 August, organized by the APO and NPS. Twenty-three participants from 15 member economies along with two resource persons attended the program. The renowned resource persons shared their insights on managing change in public-sector organizations using case studies as the basis of discussions along with the theoretical framework. The program also provided the participants with an opportunity to discuss their “real-life” change initiatives to improve, which were presented on the last day of the project.

Program coverage: Change management; Change management in the public sector; Case studies of change management; Challenges of managing changes in public-sector organizations; Transformation at The World Bank; Leadership and change management; and Leading change at different stages of project life cycles. The delegates also visited the Department of Pensions in Sri Lanka hosted by the Director General, who gave an insightful presentation on how changes in the department led to it becoming an innovative, customer-centric organization.

Workshop on Benchmarking of Local Governments (Municipal Level) for Improving Their Service Delivery and Productivity

There is wide diversity between individual states in the scale of the tasks devolved to local government. Local government is the democratic representative of communities. It is close to the people and can lead and be the voice of communities. It can moderate between competing interests and create places that make lives better. In most countries, local government is responsible for what are often called “communal services” like local roads and lighting, water supply and

sanitation, waste management, parks and sports facilities, cemeteries, and social housing.

The first APO workshop on Benchmarking of Local Governments (Municipal Level) for Improving their Service Delivery and Productivity was organized in association with the Directorate of Productivity and Entrepreneurship (NPO Indonesia), 10–14 August, in Semarang, Central Java, to discuss productivity issues faced by local governments, prepare a benchmarking index for them, and draft action plans for local government benchmarking in participating member economies. Nineteen local government officials and managers from 11 member economies attended the workshop.

Program coverage: Common measurement tools; Methods for local governments to measure citizen satisfaction; Best practices in results-based performance management in local government authorities; The Ontario Municipal Benchmarking Initiative; Best practices in service improvement plans for local government; Strategies for improving efficiency, effectiveness, and performance; Best practices in waste management systems; and Best practices in continuous improvement. Two local companies shared their success stories on business model innovation and kaizen. The participants made visits to view the best practices of innovation and citizen service improvement of the Semarang Municipal Council and small industry development activities with the support of the Board of Investment, Central Java.

Workshop on Agricultural Productivity Measurement

Increased agricultural productivity is crucial in achieving the objectives of food security and economic growth in the face of a growing global population. For many developing countries, agriculture contributes substantially to rural livelihoods, trade revenues, and national food security. For most, however, systems for measuring and monitoring agricultural productivity trends are

weak due to the absence of institutionalized monitoring and limited trained personnel. This usually translates into less effective planning and programming systems, which often leads to improper allocation of scarce resources. Countries in the region need reliable databases on their agricultural resources and productivity to assist governments in planning and policymaking.

To build capacities for measuring, analyzing, and monitoring agricultural productivity in member economies, the APO in partnership with NIPO organized a workshop, 22–26 August, in Tehran. Twenty-four participants from 12 member economies, six local observers, and four resource persons attended.

Program coverage: Measurement of agricultural productivity in Asia—an overview; Concepts, methodologies, and challenges in agricultural productivity measurement; Comparison between existing agricultural productivity measurement approaches; Decomposing total factor productivity change in agriculture with parametric and nonparametric methods; Different computer software/programs for estimation of agricultural efficiency and productivity; agricultural productivity measurement and its application in government agencies and between countries; Current practices and models for monitoring agricultural productivity; and Agriculture development and productivity trends in participating member economies. Visits were hosted by two model farms engaged in the commercial production of pistachios and ornamental plants.

Workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities

The APO has been promoting innovation, incubation, and entrepreneurship in the region, especially through SME promotion. Entrepreneurial activities stimulate and revitalize national economies by embracing innovation and technology as well as creativity. One of the keys to achieving more rapid economic growth is

to focus on developing entrepreneurial skills among professionals dealing with and managing SMEs, as the industrial spectrum in Asia is dominated by SMEs. Technology incubators play a crucial role in encouraging the growth of businesses and entrepreneurship and have been a popular tool for promoting economic development since the late 1980s.

Twenty participants from 13 member economies, as well as two observers from the ROC, attended a workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities in Taipei, 24–28 August, with the aims of learning and sharing examples of successful, innovative business start-ups through incubation, their commercialization, and entrepreneurship.

Program coverage: Innovative entrepreneurial business planning; Issues for incubator management and business development; Entrepreneurship support systems; Best practices to increase entrepreneurial success and commercial opportunities; and Case studies on successful examples of innovation, incubation, and entrepreneurship. Site visits were conducted to the National Taiwan University of Science and Technology Innovation & Incubation Center and the Daluan Aborigine Theme Restaurant.

Observational Study Mission on Innovation and Competitiveness in SMEs

Innovation is a process by which an idea or invention is translated into a product or service for which people will pay, or something that results from this process. In business, innovation often results from the application of a scientific or technical idea to decrease the gap between the needs or expectations of customers and the performance of a company's products.

To learn about the latest trends in and information on innovation to have first-mover advantages, achieve product success, capture market share, and develop an innovative, creative culture in SMEs,

the APO in association with the KPC organized an observational study mission on Innovation and Competitiveness in SMEs, 25–28 August, in Seoul. Seventeen participants from 13 member economies attended, and three international experts from Japan and Singapore as well as three local experts were invited as resource speakers. The resource speakers introduced best practices and success stories from their countries on productivity enhancement through successful innovation.

Program coverage: Productivity and innovation; Key attributes and practices of innovative and competitive organizations; Korean success stories of innovation and competitiveness in SMEs; Best practices in innovation and competitiveness; Smart factory innovation; and Innovation and quality teams for achieving and sustaining SMEs' business performance and competitiveness. A site visit was hosted by the Ministry of Government Administration and Home Affairs, which explained the successful introduction of its e-government system.

Training Course on Value Addition to Agricultural Products for Increasing Productivity

Value addition to agricultural products has enormous potential for increasing productivity, incomes, and off-farm employment opportunities in developing countries. However, this has not been consciously practiced, especially at the level of small farms and enterprises. In many instances, agricultural products are sold in their basic raw form. If properly promoted and adopted, value addition can encourage intensive, diversified use of local agricultural raw materials, development of collateral and/or complementary enterprises, and thus job creation, especially in rural areas.

To train participants in new tools and techniques in value addition to agricultural products for optimizing the use of raw materials, reducing waste, and increasing the productivity and profitability of



Training Course on Value Addition to Agricultural Products for Increasing Productivity. Photo courtesy of NPS.

enterprises, the APO in association with the Ministry of Agriculture of Sri Lanka and NPS organized a training course on Value Addition to Agricultural Products for Increasing Productivity, 7–13 September, in Colombo. This course was a follow-up to the Self-learning e-Course on Value Addition to Agricultural Products held 1 April–31 August 2015 for those who passed the examination. Twenty-four participants from 13 member economies attended.

Program coverage: Value addition of cold chains and logistics for perishable agrifood products; Product development, innovation, and value addition; Functional and nutraceutical food value addition; Packaging and labeling for more product information and value addition; Utilization of by-products and farm waste to create new products for value addition; Emerging R&D on utilization of by-products and waste products; Foods produced with natural ingredients and food ingredients derived from by-products/waste; Emerging global trends in new and value-added products with successful stories; and Value addition through quality, safety, and quality assurance certification systems.

Workshop on Labor-Management Relations

Labor-management relations refer to the system in which employers, workers, and their representatives,

and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. The experience of countries with good productivity records underlines the link between labor-management relations and productivity. How companies develop and maintain a strong relationship between labor and management is an important process that they see as mutually beneficial.

To examine, discuss, and share the current status of and issues in labor-management relations in Japan and identify the role of governments, the Japanese Trade Union Confederation (JTUC-RENGO), and Keidanren (Japan Business Federation) in promoting good labor relations for higher productivity, the APO organized a workshop on Labor-Management Relations, 28 September–2 October in Tokyo. Twenty-one participants from 17 member economies attended.

Program coverage: Productivity movement and labor-management relations in Japan; Overall picture of the labor market and labor-management relations in Japan; Present situation and tasks of the Japanese Labor Management Council; Labor-management relations and lessons learned in the ROK; Best practices of labor-management relations in Japan; and Management viewpoint and tasks for constructive Japanese labor-management relations. A site visit was made to Nissan Motor Co., Ltd. (Oppama Plant) to observe how to develop amicable relationships between management and employees in the field.

e-Learning Course on KM for SME Top Management

Knowledge Management (KM) can be a strategic weapon for SMEs to remain competitive and can

help them develop more sustainable business practices, making them less vulnerable to the economic cycles of industry. However, SMEs may face constraints in adopting KM which differ from those faced by larger organizations.

Twelve member economies took part in the e-learning course on KM for SME Top Management. The two-session course attracted 199 participants, comprising a good mixture of backgrounds (NPO staff, government officials, NGO representatives, and private company employees). The first session of the four-day course was conducted 28 September–1 October, involving 90 participants from five member economies, while the second session was conducted 16–19 November, involving 109 participants from seven APO members. Both sessions had the same two experts from Singapore assigned.

Program coverage: Basic concepts of KM; Importance and benefits of KM to SMEs; The APO KM framework and implementation approach; Case studies on KM implementation in SMEs; and KM challenges in SMEs.

e-Learning Course on Business Excellence for the Public Sector

The public sector is the main actor in policymaking and implementation, which directly forms socio-economic institutions and is pivotal in raising the quality of life and welfare. The APO started activities promoting public-sector innovation from 2009. An e-learning course was developed to combine the strengths of the two APO Centers of Excellence (COE), the COE on BE in Singapore and COE on Public-sector Productivity in the Philippines, to raise awareness of the need for BE in public services.

More than 200 participants from a variety of backgrounds attended the e-learning course on Business Excellence for the Public Sector. The first session of the four-day course was conducted from 5–8 October, involving 101 participants from

Bangladesh, India, IR Iran, Nepal, and Sri Lanka, and the second was held 1–4 December, with 119 participants from Cambodia, Fiji, Indonesia, Mongolia, Pakistan, the Philippines, and Vietnam.

Program coverage: Introduction to BE and international BE models; The Baldrige criteria; The application of the Baldrige criteria in the public sector; Specifics of the public sector and focus areas within the Baldrige criteria; BE assessment process and scoring; and Sustainability of BE in the public sector and transfer of best practices. Site visits to local public-sector agencies were organized by national coordinators to help participants better comprehend BE values and practices.

Workshop on Diversity Management and Human Capital Strategy

In the context of increasing globalization and internationalization, organizations must employ a diversified workforce and adopt diversity management as a strategy to stay competitive. On one hand, diversity generates knowledge spillovers and complementary skills among employees. On the other hand, diversity can have negative effects on productivity due to miscommunication, looser social ties, and less cooperation among employees. Diversity in the workplace should not create conflict but should be harnessed to improve efficiency and effectiveness. Successfully managing diversity can lead to more committed, satisfied employees and potentially better organizational productivity performance.

The APO in collaboration with the NPO Pakistan organized a workshop on Diversity Management and Human Capital Strategy, 6–9 October, in Islamabad. Eighteen participants from nine member economies plus three resource persons attended. CEO of the NPO Pakistan Sher Ayub Khan delivered welcome remarks on behalf of the implementing organization. The four-day workshop was a platform for participants to discuss diversity management practices and the impact of

workforce diversity on organizational productivity. The resource persons spoke on the fundamentals of diversity, barriers to inclusive practice, and strategies for a diverse, inclusive workforce, covering the academic, public-sector agency, and multinational corporation perspectives. Personal biases and organizational systems and culture were emphasized as the main determinants of noninclusive practices or the main barriers to productivity of an organization with a diverse workforce. Using the new approaches introduced by the resource persons, participants reviewed their organizational communications to ensure the understanding and acceptance of diversity, manage diversity better, and bring about inclusiveness for organizational productivity enhancement.

Program coverage: Diversity in the workforce; Diversity and inclusion strategies; Diversity management practices; Barriers to inclusive practice; Human capital strategy; and Talent management. A site visit was made to Telenor Pakistan where a diversity and inclusion strategy has been deployed in human resources management.

Study Mission to Germany on Modern Quality Control and Inspection Systems for Food Products

Effective national food control systems (FCS) are essential to protect the health and safety of domestic consumers as well as to enable countries to ensure the safety and quality of food entering international trade and that imported foods conform to national requirements. The performance of food control and inspection systems in many developing countries could, however, be improved. The main impediments to improving FCS are a lack of awareness of the latest developments, fragmented legislation, multiple jurisdictions, lack of coordination, poor infrastructure, and weaknesses in surveillance, monitoring, and enforcement.

To expose participants to the latest infrastructure required for effective FCS; state-of-the-art operations of relevant organizations and institutions; and modern legislation, policy, and institutional settings and to provide an opportunity to visit the Anuga Fair 2015, the APO organized a study mission, 12–17 October, in Berlin and Cologne. Organic Services GmbH implemented the program. Seventeen participants from 12 member economies attended.



Study Mission to Germany on Modern Quality Control and Inspection Systems for Food Products.

Program coverage: The EU Organic Regulation and the EU Policy on Genetic Engineering; International Featured Standards; ICS Guidelines for grower groups; Innovative software and systems to monitor frauds in the food supply chain and their control; and Future of food, food regulations, and food quality control and inspection systems in Germany, among others. Participants visited the Federal Ministry of Food and Agriculture, International Featured Standards Secretariat, Headquarters of the National Food Risk Management Institute, Anuga Fair 2015, GlobalGAP Secretariat, Fairtrade Deutschland, and Heuschrecke Naturkost GmbH (organic warehouse).

e-Learning Course on Business Excellence for the Service Industry

BE is a management philosophy based on performance improvement and surpassing stakeholder expectations. Its set of core values and concepts has over time delivered success for many organizations through its focus on achieving excellence in important factors including leadership, strategy, customer focus, information management, people, and processes. BE may be applied to boost performance in most organizations, from SMEs to large corporations, in both the private and public sectors.

To expand awareness of BE, promote the adoption of the BE framework standards and integration into core business strategies in the service sector, and share and exchange best practices in BE adoption in the service sector through videoconferencing, the APO organized an e-learning course on Business Excellence for the Service Industry. It was held in two sessions: 9–12 November for Bangladesh, IR Iran, Sri Lanka, and Vietnam; and 14–17 December for Cambodia, Fiji, India, Indonesia, Malaysia, Mongolia, Nepal, and Pakistan. Two hundred and twenty-five participants took the course. Two resource speakers from Singapore conducted both sessions. Member economies also shared their best practices in BE for the service industry through country presentations after site visits.

Program coverage: The course covered a variety of BE topics in six modules. A written examination was given on the final day to evaluate learning from the course.

Study Mission to a Nonmember Country on the Use of ICT in Service-sector Firms for Productivity Improvement

The ICT sector has grown rapidly since the early 1990s, and recent advances, especially in software, have made it a hotbed of innovation and technological progress. In the service sector, four subsectors have particularly great potential for ICT use to raise productivity: wholesale and retail trade; hotels and restaurants; transport, storage, and communications; and finance, real estate, and business activities.

A study mission to the USA on the Use of ICT in Service-sector Firms for Productivity Improvement was organized in association with USJP Culture and Education and USAsia, 9–13 November, in the San Francisco Bay Area/Silicon Valley to provide an opportunity for the 13 participants to exchange information and experiences on the innovative use of ICT to accelerate productivity growth and improve the quality and cost of services. Representatives from USJP and USAsia supported the program, which consisted of knowledge-sharing sessions, group discussions, and numerous site visits.

Program coverage: Innovations in Silicon Valley in applying and developing ICT applications to enhance service efficiency; and Introduction of ICT uses in the service sector. During the site visits, HarvestPort shared its economy platform for agricultural resources, marketing, the Industrial Internet of Things, and big data applications in warehouse management. Participants also visited LinkedIn, Google, Tableau, Fetch Robotics, Levi's Stadium, and Stanford University for demonstrations of how ICT innovations can improve the efficiency, effectiveness, and performance of service-sector organizations.

Workshop on Measurement of Productivity in the Public Sector

Public-sector productivity is an important part of the economic performance of a country. Yet measuring productivity in the sector, especially public services, is not a simple task. It requires an appropriate framework and robust calculation of various basic inputs. Over the past several years, the APO has launched a series of public sector-related projects designed to address the needs of member economies for enhancing productivity performance.

A workshop on Measurement of Productivity in the Public Sector was organized and hosted by the DAP, 9–13 November, in Manila. Eighteen international participants from 14 member economies and four local participants learned about the concepts of and different approaches to measuring public-sector productivity and agreed on some key productivity indicators for public services. As this was the first attempt of the APO to organize this type of workshop that measures the productivity of governments, participants believed that a similar activity, perhaps in the form of a training course, should be organized to equip government representatives in the region with the ability to measure, analyze, and understand public-sector productivity.

Program coverage: Why measure public-sector productivity?; APO public-sector productivity milestones and the COE on Public-sector Productivity; Defining KPIs in measuring public-sector productivity; Productivity measurement approaches for the public sector; Measuring public-sector productivity: Lessons from international experience and selected APO members; Results-based management and productivity; Productivity performance of selected public services in Australia; Public-service productivity measurement cases in Malaysia; A public-sector productivity measurement exercise; and Challenges in measuring public-sector productivity. The participants visited the Department of Interior and Local Government, a national government agency in charge of strengthening local government capabilities, and

the City Government of Pasig, where they learned about local government initiatives and activities to enhance the productivity and performance of staff in the delivery of public services.

Workshop on Sustainable Community Development

Many developing countries admire the compressed development arc of the ROK. They want to learn how it could have developed so rapidly in a period of approximately 50 years. We can find the answer from the Saemaul Undong (New Village Movement), a comprehensive rural development program in the 1970s which spread beyond rural communities to urban areas, industries, schools, etc.

The APO organized a workshop on Sustainable Community Development to examine, discuss, and share the experience of development in the ROK, 23–27 November in Daegu. Specifically, the Saemaul Undong, economic development, reforestation, and environmental protection experiences were discussed by the 11 participants from 10 APO members. The participants also had opportunities to visit various sites related to the topics of presentations by Korean resource speakers.

Program coverage: The understanding of the Saemaul Undong in Korea; Korean rural development policy and Saemaul Undong; Water and wastewater management; and Saemaul Undong and reforestation. Site visits were hosted by ChungDo village (the birthplace of the Saemaul Undong), ChungDo Wine Tunnel, Munsan Water Treatment Plant, Goryeongbo Weir, and POSCO Steel Co. Erosion Control Memorial Park to observe how activities were actually implemented in the village.

Research on Agricultural Policies in Asia

Agricultural policies and measures have a significant impact on the long-term performance and

productivity of the agriculture sector. However, many Asian countries have limited experience in policy analysis and poor monitoring systems of policies employed to support farmers in the context of globalization and sustainable development. Policymakers must be adequately supported by reliable information, databases, and analytical tools. In this context, the APO conducted a pilot study on basic agricultural policies and productivity in selected member economies using producer support estimates (PSEs) developed by the OECD and published a synthesis of the pilot study results in 2013.

As a follow-up to that study, the APO decided to undertake research on Agricultural Policies in Asia. The first coordination meeting was held at the APO Secretariat in Tokyo in two sessions, 22–24 July (ROC, India, Malaysia, Pakistan, Sri Lanka, and Thailand) and 29–30 October (Bangladesh and Indonesia). The sessions were attended by the chief and international experts, and eight national experts from the selected member economies to agree on common analytical tools as well as the database and manual to be used for PSE computations for the research.

Program coverage: OECD's experiences in the use of PSEs for policy analysis and monitoring; Major findings of the APO research on agricultural policies; Recent changes in agricultural policies in ASEAN; Structure and analytical framework of the new research on agricultural policies; Revised guidelines and new APO template for the research; and Data availability and possible difficulties in measurement. Experts engaged in extensive discussions to establish a common methodological framework.

Research on Knowledge Management Models in the Public Sector

KM is increasingly recognized as a strategic activity by the public sector. Some common issues tackled through KM initiatives include enhancing effectiveness and efficiency, improving accountability, making informed decisions, enhancing collaboration and

strategic partnerships, and driving service innovation. All of the initiatives address the same challenge: improving the productivity of knowledge-based work. However, this has not been directly discussed in the public-sector context. Research aimed at producing KM models for the sector by examining the latest trends and practices with the emphasis on knowledge productivity to develop a framework for the future public-sector KM curriculum was therefore initiated by the APO.

A three-day coordination meeting was conducted in Kuala Lumpur, 21–23 September, with the MPC as the local implementing organization. Seven experts attending shared their insights on and experiences of KM in the sector and discussed research deliverables, methodologies, and processes of the project. The group outlined the deliverables and work plan that would guide them throughout the timeline. As a regular research project, the activities involved in writing the final publication are planned to continue until August 2016, including the second coordination meeting planned in the first half of that year. The experts also held a small session on KM for the public sector for MPC staff and a local audience.

Program coverage: KM for the public sector; APO KM framework; Knowledge asset management; Knowledge process management; Knowledge creation theory; Knowledge productivity; KM tools and techniques; Communities of practice; BE; KM standard; and Key challenges in KM implementation.

Research on Measuring Productivity in Higher Education

In the knowledge economy, great attention is being paid to the competitiveness and quality standard of higher education because expanding economic sectors and industries rely greatly on workers with higher educational and skill levels. In 2013, the APO organized a workshop that examined productivity measurement and the performance of higher educational institutions in the region. The meeting

of university administrators and faculty members in that workshop paved the way for a discussion on what constitutes productivity including KPIs. This research therefore was an attempt to look into the productivity of higher education, especially among participating member economies.

A coordination meeting for the Research on Measuring Productivity in Higher Education was held 24–26 November, hosted by the FTPI in Bangkok. Eight national experts from Cambodia, Fiji, India, Indonesia, Malaysia, the Philippines, Sri Lanka, and Thailand, and one chief expert from Australia participated. The objective was to examine the concepts of productivity and application to higher education, agree on the KPIs in assessing the productivity level of academic institutions, and recommend proposals that would enhance the productivity outcome of the higher education sector in general.

Program coverage: Productivity in higher education and framing its definition; Productivity in terms of contextual dimensions, technical dimensions, and managerial dimensions; Productivity concepts with emphasis on sustaining quality and increasing quantity; and Higher education productivity framework including indicator foundations, identifying indicators, and management foundation. All national experts also made a presentation on their preassignments following the guidelines given in advance. This research will continue for one year after the coordination meeting.

Research on Aging Societies and Gender Mainstreaming in Human Capital Development

Nowadays, APO members face the prospect of shrinking labor forces and thus labor shortages in coming years with rapidly aging populations. Better utilization of the untapped or underutilized pool of female labor is crucial to stimulate productivity growth and cope with the challenges facing productivity in aging societies. Against this backdrop, the

APO initiated research on Aging Societies and Gender Mainstreaming in Human Capital Development in November, with the focus on female labor force participation (FLFP).

This research aims to examine the trends, patterns, and determinants of the FLFP rate in participating member economies and their impact on labor productivity. An analysis of policies to boost the participation of women in the labor force as a measure to mitigate the impact of population aging will also be covered. Good practices and lessons learned from advanced countries with experience in driving FLFP will be documented and serve as the basis for recommendations for the more active participation of women in the labor force in participating member economies. The coordination meeting of experts was held 24–26 November in New Delhi with the attendance of one chief expert and seven national experts from the ROC, India, Indonesia, Japan, Malaysia, the Philippines, and Thailand. The purpose of the meeting was to discuss the research framework, scope, and methodology and to agree upon the research timeline at the end of the meeting.

Program coverage: Aging societies; Gender mainstreaming; Human capital development; FLFP; Quality employment for female labor; Labor market participation framework; and Labor productivity.

Research on Performance Management for Public-sector Organizations

Public-sector organizations face unprecedented pressure to improve service quality while adhering to the rules for accountability, transparency, and higher productivity. This is why the era of good governance and new public management triggered institutional and policy changes that resulted in the transformation of many governments to meet a more demanding public and make wiser use of limited resources. The idea of performance management for the public sector is an emerging issue but has been reflected in various APO projects in its effort to address the

much broader issue of public-sector productivity in member countries in the past several years.

A three-day coordination meeting was conducted 3–5 September 2013 in Manila, with the DAP as the local implementing organization with member countries Bangladesh, Indonesia, IR Iran, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam participating. The research activities of all experts continued, and the final report was submitted to the Secretariat in August 2015. The research results were under review at the time of writing before final publication.

Program coverage: Productivity concepts in the context of the public sector; Review of the Atkinson Study on Public-sector Productivity; Measuring public-sector organizations' performance; Issues and solutions in determining public-sector productivity; and Suitable output measures for public services.

GREEN PRODUCTIVITY

Multicountry Observational Study Mission on Energy Efficiency

Without adequate energy supplies, society cannot function and economic growth in the region cannot be achieved. At the same time, the energy situation in the region has been aggravated due to rising oil/natural gas prices in recent years, leading to rising costs of production, transport, etc. To maintain high, sustainable growth in the region, APO member economies must manage energy security and find a different path using advanced energy technologies.

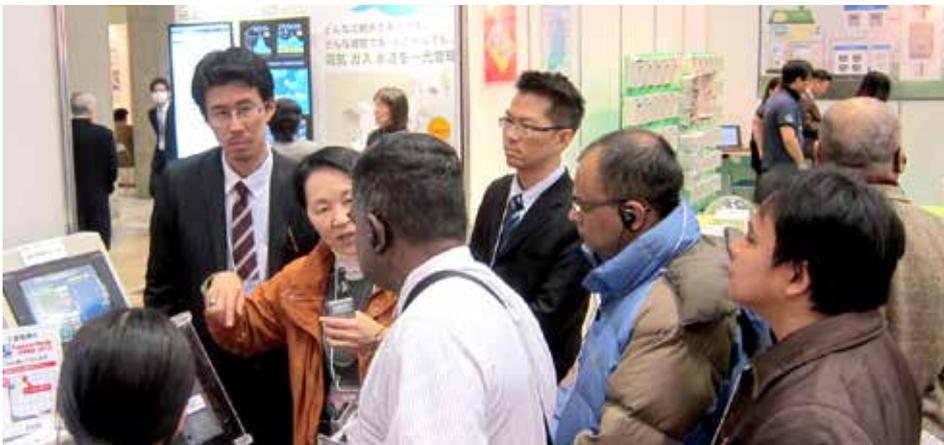
To provide an opportunity to study advanced energy-efficient practices and technologies and examine their applicability in participating member economies, the APO in association with the JPC organized a multicountry observational study mission on Energy Efficiency, 26–30 January, in Tokyo. Nineteen high-ranking government officials, top managers, and professionals in energy efficiency representing 14 APO members attended the study mission. The participants also took part in the Smart Energy

Japan 2015 (ENEX 2015) with the theme Smart Energy Japan.

Program coverage: Overview of the energy efficiency concept and methodology; Japan's energy efficiency promotion scheme and policies; Energy efficiency in industries; and Energy efficiency best practices and technologies. Site visits were hosted by chemical company Zeon Corporation, low-carbon energy-efficient Kokuryu Shiba Koen Building, and Fujisawa Techno Center of Azbil Corporation to learn about factory and building automation systems for enhancing energy efficiency.

Workshop on Advanced Energy Technologies in the Manufacturing Sector

Economic growth depends on a stable supply of energy. Rising fuel prices in turn affect production, transport, and numerous other costs. Energy security can only be achieved by utilizing technologies that maximize the efficiency of fuel of all types.



Multicountry Observational Study Mission on Energy Efficiency.

To observe and learn from the latest advanced energy technologies contributing to green growth in the region, the APO in association with the Directorate of Productivity and Entrepreneurship, Ministry of Manpower of Indonesia, organized a workshop on Advanced Energy Technologies in the Manufacturing Sector, 1–5

June, in Jakarta. Seventeen participants from 12 APO members attended the workshop. The participants developed a set of recommendations on advanced energy technologies.

Program coverage: Advanced energy technologies; Concept and applications of advanced energy technology; Environmental and other requirements for technology transfer; and Successful adaptation of advanced energy technologies. Site visits were hosted by PT. Krakatau Steel and Pertamina Geothermal Energy.

Workshop on Development of Ecocities

Asia must focus on building green, resilient cities. Ecocities are ecologically healthy cities with self-sustaining structures and functions providing an inclusive, sustainable living environment. Today, we face the challenges of climate change and associated environmental degradation and of finding ways for economic transition away from carbon-intensive living patterns. There is a need for the development of low-carbon ecocities and an inclusive society with shared values of sustainability.

A four-day workshop on the Development of Ecocities was organized by the APO in partnership with the CPC, 23–26 June in Taipei. Fifteen participants from 12 member economies attended, as well as three self-financed observers from the Japan Agency for Environment Business. The workshop provided a venue to learn about the potential options of ecocity development in seeking solutions to local needs and in tackling contemporary global issues such environmental sustainability and socio-economic inclusiveness, which are closely associated with urbanization and potential natural disasters. At the end of the workshop, participants were divided into four groups to make viable recommendations for future actions for developing sustainable ecocities in the Asia-Pacific.

Program coverage: Concepts and essential elements of ecocities; Socioeconomic and environmental

issues addressed by ecocity development and planning; Case studies of ecocities; and Sustainable lifestyles (e.g., ethical and ecoconsumption).

Training of Trainers and Consultants in Green Productivity

Green Productivity (GP) is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities, goods, and services. It helps to increase profitability through improvements in productivity and environmental performance.

To develop trainers, consultants, and practitioners in GP equipped with in-depth knowledge of and hands-on experience in strategic resource planning and management, the APO in association with the CPC organized a Training of Trainers and Consultants in Green Productivity, 6–24 July, in Taipei. Twenty-six participants representing 12 APO members attended the course. This was the first time for this annual core course to be held in Taipei and it will continue at that venue for five years as part of the activities of the Center of Excellence (COE) on GP.

Program coverage: Overview and history of GP; GP tools and techniques; GP methodology; GP practices; and Case studies. Site visits for GP assessment projects were made to China Steel and its subsidiary company China Hi-Ment and Fong Kee International Machinery.

Training Course on Management Consultancy with Special Focus on Green Productivity

The APO has organized training courses on management consultancy-related topics since 1964 as one

of its core topics. Since 2009, the training courses have focused on SMEs, which is one of the three strategic directions of the APO. The 2013 training course shifted the focus to support another strategic direction, promoting GP. This focus was continued in the 2015 training course in Fiji.

To train participants to undertake management consultancy services on GP, encompassing productivity enhancement and environmental protection in manufacturing industries, the APO in association with the NTPC, Fiji National University (FNU) organized a training course on Management Consultancy with Special Focus on Green Productivity, 27 July–5 August in Nadi. Twenty-four consultants from 16 APO members attended.

Program coverage: Overall framework of management consultancy; Consulting skills in business management, production management, and quality management; and Application of material flow cost accounting (MFCA) and GP. Site visits for GP consultancy projects were made to Manubhai Industries Ltd. (a manufacturer of polyurethane foam), Tanoa International Hotel, and the Nadi campus of FNU.

Workshop on Agritourism Business Development

Agritourism is increasingly becoming a popular element of the rural development strategy in many countries. It is being pursued as value addition to farming and as allied business that enables farmers, agribusiness companies, and rural communities to harness the optimal benefits of the multifunctional nature of agriculture. Agritourism is also emerging as an important strategy to educate visitors on farming and appreciating farm life and the contributions of farmers to society. If appropriately pursued, agritourism can increase farm productivity and create more dynamic rural economies by mobilizing local resources and positive externalities associated with agriculture.

To share knowledge of and best practices in successful agritourism models and guide participants in formulating business development plans for agritourism enterprises, the APO in cooperation with the Ministry of Agriculture and Ministry of Manpower of Indonesia organized a workshop on Agritourism Business Development, 3–7 August in Bandung. Twenty participants from 15 APO members attended. Resource persons were from the Netherlands, Hawaii, and Japan.



Workshop on Agritourism Business Development. Photo courtesy of NPO Indonesia.

Program coverage: Concepts, principles, and opportunities for agritourism development; Planning of agritourism enterprises: Key considerations in product development; Roles of government and other stakeholders in agritourism development; Snapshot of agritourism models in selected countries in Asia; and Developing marketing and promotion strategies for agritourism enterprise. Group case studies and an exercise in product development enabled participants to have deeper insights into the agritourism business. Participants visited the Malabar Coffee Farm in Pasir Mulya, Pangalengan, West Java.

Workshop on Material Flow Cost Accounting

MFCA is a management tool that promotes the efficient use of materials, contributing to reductions in

waste, emissions, and nonproducts. MFCA increases the transparency of material flow, which helps organizations to increase their resource productivity and reduce costs at the same time. The APO has been implementing several MFCA-based projects since 2010, including workshops, e-learning courses, and demonstration projects to disseminate this concept and practice.

To exchange ideas on the progress of MFCA development in member economies and formulate strategies on promoting awareness and practices of MFCA, the APO organized a workshop on Material Flow Cost Accounting in Jakarta, 24–28 August. A total of 23 participants from 14 member economies attended the workshop, gathering practitioners and professionals from government agencies, SMEs, NPOs, academia, nonprofit organizations, and international organizations. The participants developed strategies for promoting MFCA in their organizations and expressed willingness to establish national platforms to further the efforts.

Program coverage: Standardization of MFCA practice: ISO 14051; MFCA experiences and case studies from Japan and Germany; Visualization of MFCA: Utilization of software; Benchmarking: Country papers on MFCA practices in participating countries; and Practice of a national forum. In addition, a visit to the production line of Martina Berto, Indonesia's largest cosmetics company, was conducted, providing the participants an opportunity to observe the work and material flows from laboratory research, ingredient mixing, quality assurance, molding, manufacturing, and packaging.

Expansion of the Network of the International Green Productivity Advisory Committee and Green Productivity Advisory Committees

Since the establishment of the GP Program in 2003, the APO has been expanding GP Advisory Committee (GPAC) activities internationally.

The main objective of the GPAC is to promote state-of-art eco-technology and innovation that contribute to GP practices among member economies. In recent years, GPAC activities have been expanded by International (I-)GPACs. The first I-GPAC was established in the ROC after the ninth Eco-products International Fair (EPIF) in 2014, which was followed by the establishment of another GPAC in Sri Lanka, called the Green Productivity Enhancement Committee. These GPACs have unique attributes where leaders from industry and academia as well as government agencies jointly collaborate to act as enablers and advisers in fostering green industries and green growth in the country.

13th Annual Meeting of the GPAC

The 13th Annual Meeting of the GPAC was convened in Tokyo on 26 August, attended by 34 members, including Chairperson Teisuke Kitayama (Chairman of the Board, Sumitomo Mitsui Banking Corporation), Vice Chairpersons Yukio Yanase (Senior Adviser, ORIX Corporation), Hajime Bada (Honorary Adviser, JFE Holdings), Shunichi Matsumura (Senior Advisor for Technology, Teijin Limited), Masayoshi Matsukawa (President, JPC), and Professor Ryoichi Yamamoto (Professor Emeritus, University of Tokyo and Professor, Tokyo City University).

The meeting invited delegates from the Federation of Thai Industries (FTI), which is the co-host of the 10th EPIF to be held in Bangkok, 8–11 June 2016, while the meeting agenda focused on reporting on the preparation status for the EPIF 2016. The Thai delegates reported on the venues and side events for the fair, while the Japanese Secretariat for the EPIF 2016, JTB Kanto, explained the status of promotional activities and the newly opened EPIF 2016 website.

Coverage: GP; GPAC activities; and EPIF 2016.

Annual Meeting of the GPAC and International Conference on Green Leadership

The GP concept and initiatives have been instrumental in addressing global environmental challenges in APO economies, in which the GPAC has been playing a significant role. The first GPAC was established in Japan in 2003 to seek collaboration with leading Japanese corporations with environment-friendly businesses and products, followed by the ROC, which formed the second GPAC in 2013, shortly after the CPC was designated as the APO COE on GP.

The annual meeting of the ROC GPAC and International Conference on Green Leadership was held in Taipei, 12 and 13 November, respectively. The international conference was attended by 10 international participants and over 100 local ones from both the private and government sectors. The conference provided a venue to share the APO's GP initiatives and progress of the COE on GP, under which multiple international cooperation projects have been implemented. The annual meeting of the ROC GPAC was attended by about 25 members and several international experts from APO members, who discussed plans for GP expansion across the region.

Program coverage: Global warming; Climate change (CC); GP, Clean technologies; COP 21; Green leadership; Green energy; Waste management; Green factories; Solar energy generation; Resource recycling; COE on GP; and GPAC activities.

Workshop on the Development of the International Green Productivity Advisory Committee

Given the potential contributions and important roles of the I-GPAC as a network of GPACs in promoting GP initiatives throughout the APO region and beyond, the APO held a three-day

workshop to orient the participants on state-of-the-art knowledge of global environmental issues; environment-friendly products, technologies, and services; and innovations in green businesses to encourage expansion of I-GPACs. The workshop also intended to offer a venue to foster collaborative relationships between NPOs and relevant government agencies leading sustainability and environmental initiatives.

The workshop on the Development of the International Green Productivity Advisory Committee was held 25–27 November in Tokyo. Twenty-one participants from 10 member economies attended the workshop. Eight international resource persons both from Japan and overseas gave presentations on the topic of sustainable development, suggesting potential areas in which I-GPACs could become involved in the future as a means to promote GP in the region. At the same time, GPAC Vice Chairs Bada, Yanase, and Matsumura also attended day 1. The GPAC Vice Chairs noted the importance of international collaboration to achieve more sustainable development, as the workshop was held just before COP 21 in Paris, while expressing their expectations for GP promotion and success of the forthcoming EPIF 2016 in tandem with I-GPAC expansion.

Coverage: GP; GPAC activities; I-GPAC expansion; Sustainable development; CC; and International agenda for sustainable development.



Workshop on the Development of the International Green Productivity Advisory Committee.

e-Learning Course on Nonchemical Pest Management in Agriculture

Pests destroy more than 30% of all potential food production each year. Appropriate agricultural pest management control strategies can enhance food security and the safety of agricultural and food products. The use of chemical pesticides is the most common method worldwide. Chemical pesticides are expensive and harmful to people, animals, and the environment. To address such externalities associated with farming, there is a need to promote nonchemical pest management (NCPM) in agriculture, which is less expensive, ecologically safe, and socially friendly.

To train more key stakeholders in NCPM strategies, approaches, tools, techniques, and methods, the APO held a videoconferencing-based distance-learning course on Nonchemical Pest Management in Agriculture in two sessions: 8–10 September (Cambodia, Mongolia, Philippines, Thailand, and Vietnam); and 7–9 December (Bangladesh, India, IR Iran, Pakistan, and Sri Lanka). Two-hundred eighteen participants from 10 economies attended this course.

Program coverage: Key concepts, current status, and global trends in NCPM; NCPM methods of pest control; Successful examples of biological control of pests in agriculture; Applications of nuclear technology in insect pest control; Regulatory framework for biological pesticides; Institutional settings to promote NCPM adoption by farmers: Farmers' Field School model; Natural and environmentally friendly ways of managing weeds without chemical herbicides; and Agrobiodiversity to promote NCPM adoption by farmers.

International Conference on Applications of the Green Productivity Approach in New and Emerging Industries

The APO launched its GP Program in Asia and the

Pacific in 1994 in response to the Rio Earth Summit of 1992. Following the Rio+20 conference in June 2012 which identified areas for further work to move toward sustainable development and a greener economy, the Post-2015 Development Agenda is being formulated. The week after the APO International Conference on Applications of the Green Productivity Approach in New and Emerging Industries, the UN convened the Summit to Adopt the Post-2015 Development Agenda, 25–27 September in New York, to arrive at an inclusive, people-centered agenda. In this context, the APO conference addressed the role of emerging industries and innovative businesses in driving green growth and sustainable development in the Asia-Pacific region. It also offered a forum to discuss productivity improvement in tandem with environmental, social, and economic achievements.

The three-day conference was organized by the APO in partnership with the Taiwan Environmental Management Association, supported by the CPC, 15–17 September. Thirty-two participants from 14 member economies attended. The conference provided a venue to share knowledge and learn best practices in innovative applications of the GP concept in various emerging industries and businesses, as well from consumption perspectives. At the end of the conference, participants discussed key challenges for industries to apply the GP concept in their member economies and attempted to draw up viable recommendations for future actions for spreading the GP movement in the Asia-Pacific.

Program coverage: GP; Eco-solutions; the Post-2015 Development Agenda; and Sustainable development and business applications of GP.

e-Learning Course on Good Agricultural Practices for Greater Market Access

With international trade in food booming, consumers are increasingly concerned about food safety, how food is produced, and how it is handled

within supply chains. Farmers and producers are often required to use production methods that reduce the impact of agricultural practices on the environment, decrease the use of agrochemicals, and make efficient use of natural resources, while safeguarding the welfare of workers and farm animals. The development and adoption of Good Agricultural Practices (GAP) have become increasingly important in light of increasing regional and international trade in food products and growing consciousness of consumers of the quality and safety of the food they eat.

To contribute to participants' understanding of the benefits and importance of GAP for increasing the access of agrifood products to international markets, the APO held a videoconferencing-based e-learning course on Good Agricultural Practices for Greater Market Access in two sessions: 13–15 October (Bangladesh, India, IR Iran, Mongolia, and Sri Lanka); and 4–6 November (Cambodia, Nepal, Pakistan, the Philippines, Thailand, and Vietnam). Two-hundred twelve participants from 11 member economies completed the course.

Program coverage: General concepts and basic requirements of GAP systems; Scope and trends in implementation of GAP; GAP and GLOBALGAP and their importance in global trade; Issues and challenges in GAP adoption; Support systems for the dissemination and sustainability of GAP implementation; Benchmarking national GAP schemes against GLOBALGAP; and GLOBALGAP implementation, certification, and key success factors.

Top Management Forum with Focus on Smart Grids and Green Productivity

A smart grid is an electricity network that intelligently integrates the actions of generators, consumers, and those that do both to deliver sustainable, economical, secure electricity supplies. Smart grids support the widespread distribution of energy resources, facilitate the participation of

customers, and support increased use of electric vehicles. Extensive use of smart grids in the Asia-Pacific will also help companies export their smart grid products, technologies, and services; innovate; and create green jobs in a high-tech market of growing importance.

To discuss and share the latest developments and trends in the use of smart grids for energy management, deliberate on technological challenges, and demonstrate the successful application of smart grids for sustainable energy management, the APO's Top Management Forum with Focus on Smart Grids and Green Productivity was held 17–19 November in Jeju, the ROK, in collaboration with the KPC. Twenty-four participants from 15 member economies attended.

Program coverage: What is a smart grid and why is it necessary?; Renewables and energy efficiency in Japan; NEDO's smart grid/smart community activities in Japan; Smart-related development in Hawaii and role of government; and Jeju smart demonstration and other projects. The participants also had opportunities to visit the Smart Grid Center on Jeju Island to observe how smart grids are actually utilized in the ROK.

Multicountry Observational Study Mission on Solar and Renewable Energy

Due to economic growth in Asia, energy consumption is rising dramatically and renewable energy is becoming a significant industry. Given the public health and environmental impact of fossil fuels and fast-growing energy demand, renewable energy will play a crucial role in the global energy mix.

The APO conducted an observational study mission on Solar Energy to Kagoshima, Japan, in July 2014. Subsequently, in 2015 a multicountry observational study mission on Solar and Renewable Energy was conducted as a follow-up to examine cutting-edge technologies for both solar power and wind and

geothermal energy in Japan and examine their possible adaptation in participants' member economies, 23–27 November in Japan. It also provided a platform for Japanese institutions to meet APO participants for future business collaborations. Fourteen participants from seven member economies attended.

Program coverage: Outline of the current situation of renewable energy in Japan; High-performance photovoltaic (PV) modules with thin crystalline silicon solar cells; Advanced technology for wind power generation; Technologies for the effective and sustainable use of geothermal resources; Suitability assessment of ground-source heat pump systems and system optimization technology; production and utilization technology of hydrogen energy carriers; Research on and verification of advanced integration of renewable energy sources; Sustainable development of PV technologies; The concept of plant factories and utilization of renewable energy sources and waste heat in them; and Kashiwa-no-ha Smart City. Site visits were hosted by the Fukushima Renewable Energy Institute; National Institute of Advanced Industrial Science and Technology, where participants were given a tour of the Science Square; and the Center for Environment, Health and Field Science of Chiba University and its plant factory.



Multicountry Observational Study Mission on Solar and Renewable Energy.

Workshop on Climate Change-resilient Agriculture Systems

Agriculture is extremely vulnerable to CC. The overall impact of CC on agriculture and food security is expected to be negative. Obviously, CC will create new challenges for farmers and policymakers. As CC brings new uncertainties, adds new risks, and changes existing risks, one of the most effective ways for agriculture to adapt to CC could be to increase its resilience. Building resilience in agriculture will require an understanding of the types of risks to which agriculture is prone, among others. Appropriate tools, technologies, practices, policies, and institutional settings will be critical for building CC-resilient agricultural systems and scaling them up.

To review strategies, approaches, and tools for building climate-resilient, sustainable agriculture aimed at increasing productivity in the face of CC, and to share examples of climate-resilient agricultural production systems, the APO in cooperation with the NPO and University of Agriculture, Faisalabad (UAF) organized a workshop, 30 November–4 December in Faisalabad, Pakistan. Twenty-nine participants from 11 member economies, and dozens of local observers attended, with five resource persons from Thailand, Turkey, and the USA and 10 local speakers.

Program coverage: Food security in a changing climate; CC-resilient agriculture systems: Crop production systems, live-stock farming, and fisheries and aquaculture systems; Role of precision agriculture in CC; Policy and institutional settings for the development of climate-smart agriculture; and Outreach and extension in the realm of CC. To observe CC-related agricultural interventions, participants visited research areas and laboratories of the Ayub Agricultural Research

Institute, Faisalabad; Water Management Research Institute of the UAF; and one private model livestock farm.

Research on the Status of Green Business in the Region

A green business adopts strategies that demonstrate commitment to a sustainable future. Many businesses are integrating environmental dimensions in their business planning and implementing sustainability action plans that will lead to greater value creation, improved productivity, and enhanced corporate image. In order to monitor and evaluate the effectiveness and performance of green businesses, indicators to measure the progress of environmental performance and sustainable business are important.

The APO carried out the Research on the Status of Green Business in the Region commencing in early 2015. This research aims at reviewing various indicators currently used to assess green businesses and establishing a framework with a set of indicators to rate green businesses in APO members; establish the baseline data for the adoption of green business principles; and determine the best practices of green businesses in APO member economies. One chief expert and six national experts from the ROC, India, Indonesia, ROK, the Philippines, and Thailand were assigned to undertake the research. The coordination meeting was held 4–6 February in Seoul to define the scope and methodology of the research including data collection, data analysis, and timeline. The framework of indicators to compare levels of green in different enterprises and a definition of each indicator were determined.

Program coverage: Green business definition, trends, and study; APO green business research framework and methodology; Analytical hierarchy process methodology; and Framework of indicators for assessing green business.

Research on Need Assessment for Energy Conservation in Member Countries

Rapid industrialization in Asian economies has been a strong driving force in raising productivity in the region. On the other hand, however, it has shown negative effects on the environment such as global warming, CC, energy price fluctuations, etc. It is crucial to promote energy conservation in the region to enable smarter, more efficient use of energy. The promotion of energy conservation will also help in the transition from carbon-intensive to environment-friendly, sustainable economic patterns.

In order to address issues of energy efficiency and conservation in the industry and service sectors in Bangladesh, Mongolia, Nepal, Pakistan, and Sri Lanka, the Ministry of Economy, Trade and Industry of Japan funded a special cash grant to support the capacity building of human resources who can lead energy efficiency and conservation initiatives in each member economy.

A need assessment was undertaken to identify the present energy conservation situation and needs of those five member economies before determining the scope of the project and detailed program plan. A questionnaire was sent to each concerned NPO prior to a visit to those member economies by the officer in charge of the survey. Based on the questionnaire responses and visits to the five member economies, the APO assessed and analyzed the status of energy efficiency and conservation in each to consolidate practices into a textbook to be used for subsequent projects.

Program coverage: Sending and collecting a survey questionnaire; Assessing and analyzing the status of energy efficiency and conservation in the five member economies; and Identifying needs for subsequent energy-efficiency projects.

Development of Demonstration Companies on Energy Conservation

APO demonstration projects on energy conservation are meant to illustrate practical applications of energy conservation tools and techniques. Demonstration companies disseminate success stories on the development and implementation of energy conservation initiatives undertaken by all stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase the tangible results of energy conservation improvement programs, others are encouraged to undertake similar efforts. Such projects involve a tripartite arrangement among a demonstration company or group of demonstration companies, the NPO, and APO. The APO assigns technical experts to assist demonstration companies in the implementation of the project.

In 2015, three demonstration projects on energy conservation were launched in Mongolia in collaboration with the MPO at APU Company, TESO LLC, and UBEDN SOJS Company. All three projects are scheduled to continue throughout 2016.

Research on Green Productivity and Productivity Measurement Program for Myanmar

Measuring the productivity performance of a nation is essential to evaluate its efficiency in resource use and assess areas for potential economic growth, which is pivotal for evaluating productivity improvement. This project is attempting to assess labor, capital, and energy productivity while examining the potential for improving energy productivity (or energy efficiency) with lower carbon emissions in Myanmar.

This pilot project is implemented under a cash grant from the Japanese Ministry of Foreign Affairs. The research is a collaboration between the APO and Keio University, while local counterparts will be

identified to collect national data. The project will initially examine energy productivity issues at the aggregate and industry levels in Myanmar. Empirical evidence for policy recommendations in the area of energy efficiency will then be developed. It is envisioned that the research activities in turn will contribute to building the capacity of stakeholders in Myanmar to understand productivity measurement and evidence-based productivity analysis, while sharing the lessons learned with APO members and promoting GP.

Program coverage: Assessment of national account data; Establishment of preliminary methodology to construct a growth accounting framework; Measurement of labor productivity, total factor productivity, and energy productivity; and Assessment of energy efficiency.

Eco-products International Fair 2016

The APO launched its GP projects in 1994 to pursue the concurrent improvement of productivity and conservation of the environment. The APO promotes establishing a sustainable society and expanding green businesses in economically important sectors in its member economies through GP advocacy. The APO initiated the EPIF in 2004. EPIFs have been hosted by various APO members: Malaysia (2004); Thailand (2005); Singapore (2006 and 2013); Vietnam (2008); the Philippines (2009); Indonesia (2010); India (2011); and the ROC (2014). The EPIFs have evolved into the largest international eco-fairs in Asia.

To provide a platform to showcase the latest eco-technologies and eco-products among governments, industry, and the general public, as well as accelerate the dissemination of eco-knowledge and expand green markets for the creation of a sustainable society, the APO will organize the 10th EPIF, 8–11 June 2016, at the Bangkok International Trade Exhibition Center, in collaboration with the FTI and FTPI. The fair has the theme 24-Hour Eco



Press conference on the EPIF 2016. Photo courtesy of JTB KANTO Corp.

Life, and the focus will be on the B2B (business-to-business), B2C (business-to-consumer), and

B2G (business-to-government) models. The EPIF 2016 will include GP-related side events, including the Asia EnviroEconomics Conference, business matching, an eco-kids feature, and new product presentations.

As part of the preparatory activities, a press conference was organized on 14 December in Bangkok to announce the event to the local and regional media, and representatives from the APO, EPIF Preparatory Committee, FTI, and FTPI were present to explain the background and objectives.

Program coverage: GP; Environmentally friendly eco-technologies, eco-products, and eco-services; Green growth; Eco-innovation; and Energy efficiency.

INDIVIDUAL-COUNTRY PROGRAMS

APO Special Speakers Session (under the Program Development Fund)

Sensing emerging challenges and trends and acquiring new tools and techniques for productivity enhancement are keys to staying relevant to the needs of member economies. The APO Special Speakers Sessions are held to introduce the latest trends from world authorities by taking advantage of their visits to Tokyo for other purposes. The special session on New Perspectives on Productivity in the Knowledge Economy was held 27 May, in conjunction with the National Graduate Institute for Policy Studies.



APO Special Speakers Session on New Perspectives on Productivity in the Knowledge Economy.

Two world-renowned speakers on the topic, Dr. Laurence Prusak, Executive Advisor to The World Bank and NASA, and Prof. Ikujiro Nonaka, Professor Emeritus, International Business Strategy, Hitotsubashi University, spoke to an audience of over 150, including guests from the embassies of APO members in Tokyo, Japanese government agencies, corporations, and universities. Dr. Prusak contended that the principles of productivity

increases for knowledge work are fundamentally different from those for physical labor, pointing out that increasing knowledge productivity is our most significant challenge in the current era. Dr. Nonaka, the father of the organizational knowledge creation theory, asserted that leadership with *phronesis*, or practical wisdom, is essential for increasing knowledge productivity to drive innovation.

Program coverage: Emerging trends in productivity enhancement; New productivity tools and techniques; Knowledge productivity; Knowledge leadership; Knowledge strategy; Change management; and Organizational behavior.

Individual-country Observational Study Missions

Under the Individual-country Observational Study Mission (I-OSM) Program, an APO member may send a mission(s) to one or more other member economies to study and observe recent develop-

ments and best practices in a particular area of interest relevant to its needs for productivity promotion. This program addresses individual member economy needs in the pursuit of productivity enhancement.

In 2015, seven study missions benefiting 76 professionals from six member economies were carried out on: Preparing a long-term outlook,

strategic plan, and investment policy statement for a group of steel manufacturers from IR Iran to India; Quality customer service through productivity enhancement and best practices in agritourism from Sri Lanka to Japan; Production, service, and agricultural sectors from Mongolia to Vietnam; Best practices in agritourism from the Philippines to the ROC; Zero quality defect manufacturing in SMEs from India to Japan and the ROK; and Productivity and quality enhancement from Vietnam to the ROC. In 2015, the ROC, India, Japan, the ROK, Malaysia, and Vietnam hosted I-OSMs from other member economies.

Technical Expert Services

The main objectives of the Technical Expert Services (TES) Program are to develop trainers and consultants of NPOs as well as related organizations and provide them with consultancy services to solve productivity-related issues. TES achieves these two main objectives through the assignment of experts who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates TES activities in close cooperation with the recipient NPO. The duration of TES projects is normally up to 12 days.

In 2015, 51 TES experts were assigned, with two carried over from 2014. The most experts assigned from within the APO membership were from Japan and Malaysia (nine each), and the most from outside it were from the USA (five). Other experts came from Australia, Bangladesh, Canada, the ROC, Germany, Hong Kong, India, Indonesia, ROK, New Zealand, Philippines, Romania, Singapore, the UK, and Vietnam.

Overall, expert services received an average evaluation score of 80 out of 100 for the quality of service provided to members who utilized them. Based on information provided by NPOs, more than 3,000 participants, professionals, and employees benefited through lectures, presentations, consultations, and training conducted by the experts.

Development of Demonstration Companies

The demonstration projects undertaken by the APO are designed to illustrate practical applications of productivity tools and techniques in all major sectors. Demonstration companies convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase tangible results of productivity improvement programs, others are encouraged to undertake similar efforts. The APO assigns experts to the selected organizations to perform diagnostic studies, recommend an action plan for productivity improvement, and help implement the plan. The results are documented for learning by others.



Development of Demonstration Companies (Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector, Sri Lanka). Photo courtesy of NPS.

Three demonstration projects started in 2013 and 2014 were completed in 2015, including applications of material flow cost accounting (MFCA) in Thailand, knowledge management and innovation in Sri Lanka, and enhancement of productivity and quality management in the service industry in Mongolia. In 2015, three demonstration projects were also initiated. The first was on MFCA in Mongolia in collaboration with the MPO at Erin International LLC, Gungervaa LLC, Munkhiin Useg LLC, and Yarmag Hungun Beton LLC. The second

was on the application of on-grid solar power systems in Lao PDR, joining forces with DOSMEP and the Institute of Renewable Energy Promotion of Lao PDR, and CPC, Industrial Technology Research Institute, and Hengs Technology Co., Ltd. of the ROC, at the Lao Ministry of Industry and Commerce. The third was on the application of resilient, resource-efficient, vibrant energy sources in India, in collaboration with the NPC and selected organizations from the green energy industry. These three projects are scheduled to be completed in 2016.

Bilateral Cooperation Between NPOs

The Bilateral Cooperation Between NPOs (BCBN) Program facilitates the dispatch of those involved in the productivity movement from an NPO or similar organizations in a member economy to another member economy. This is a model example of mutual support and cooperation for productivity

improvement among APO members. BCBN also sponsors the visits of high-level officials, policy-makers, NPO heads, and opinion leaders from one member economy to another to observe and study firsthand proven productivity policies and programs.

The seven BCBN missions sponsored in 2015 covered areas such as: Best Practices and New Initiatives of NPOs for Productivity Improvement; Future Planning and Management; Innovation and Competitiveness Strategies for Enhancing Technological Readiness; Successful Business Models; Strengthening the NPEDC of Nepal; Competitiveness and Industrial/SME Sector Improvement; Innovative, Successful Business Models; and Productivity and Entrepreneurship Development benefiting 24 professionals from seven economies. The participating member economies were Fiji, India, the ROK, Malaysia, Nepal, Pakistan, and Thailand. The host member economies were the ROC, Fiji, Indonesia, Japan, ROK, Malaysia, Mongolia, and Singapore.

EVALUATION OF APO PROJECTS

The evaluation of projects held in 2014 was conducted in 2015. The APO implemented 57 multicountry projects in 2014 with 1,250 participants. The total number of multicountry projects in 2014 increased by 21% compared with 2013. Among 57 multicountry projects, there were nine training courses, 27 workshops, 11 observational study missions, three study missions, four forums, and two conferences. Participants' feedback indicated a 98% rate of overall satisfaction. To elaborate: Program Content, 97%; Program Schedule, 98%; Time Allocation, 94%; Time Management, 95%; Methodology Used, 97%; Physical Arrangements, 97%; Resource Speakers/Persons, 98%; and Field/Observational/Company Visit(s), 90%.

The number of participants evaluating projects as "more than expected" increased in all areas, especially for program content and physical arrangements. Site visits needed further improvement. The top three high points in all projects were: 1) good program content with relevant topics and comprehensive coverage; 2) knowledgeable, experienced resource persons with good materials; and 3) good methodology with a mix of presentations, group activities, site visits, and action plan formulation. The three main low points were: 1) tight schedules; 2) short time for site visits; and 3) compressed programs with too many topics.

In 2014, four videoconferencing (VC)-based e-learning courses attended by 852 participants from 12 member economies were conducted. The overall satisfaction rate was 98%. The percentage breakdown was: Program Content, 96%; Program Schedule, 98%; Time Allocation, 95%; Time Management, 98%; Methodology

Used, 96%; Physical Arrangements, 95%; and Resource Speakers/Persons, 94%. The high points of e-learning courses were: good program content and design with appropriate coverage of topics; good mix of online and offline sessions; interactive sessions among participants; and good selection of resource persons and local coordinators. The low points were: technical issues such as occasional VC interruptions; poor video quality due to bad Internet connections; and difficulty in understanding the comments of participants from other countries.

In 2014, 60 Category C projects were implemented including Individual-country Observational Study Missions (I-OSMs), Technical Expert Services (TES), Bilateral Cooperation Between NPOs (BCBN), Demonstration Company Program (DMP), and Development of NPOs (DON). Fifty-five experts were assigned and more than 3,230 individuals benefited from Category C projects. Overall, individual-country projects were well received by member economies. Points appreciated by beneficiaries were the good coordination by hosting NPOs for I-OSMs; well-designed schemes addressing key priorities of member economies for TES; good arrangements for BCBN; effective showcasing of the impact of productivity initiatives for DMP; and well tailored to NPOs' specific needs for DON. Areas for improvement were a high concentration of hosting with only a few regular countries for I-OSMs; nonsubmission of evaluation reports for TES; last-minute changes in delegates and cancellations; lack of a payment system among all parties for BCBN; more involvement of NPO staff required for their competency development for DMP; and better specification of the requirements by NPOs for DON.

INFORMATION PROGRAM

The objectives of the APO Information Program are to: promote the mission of the organization and expand cooperation and collaboration with other organizations in the membership and beyond; disseminate information that will contribute to increased productivity; and oversee IT applications within the Secretariat, in the administration of training courses, and in training delivery. Activities under the program include print and electronic publications, multimedia projects, seminars and workshops, and promotional efforts.

Publications

The APO has three publishing programs: General Publications, Report Format Titles, and Special Publications. Since 2003, the APO has been producing more electronic editions in PDF of the report format titles and special publications, which are all made available through the APO website.

General Publications

The APO publishes a bimonthly newsletter in English, the *APO News*, which features write-ups on recent APO projects and activities, regular columns by international productivity experts, and coverage of NPO activities and other special events. Aside from its electronic version on the APO website, the print and e-mail versions of each issue are disseminated to more than 8,000 recipients worldwide, including NPOs, APO alumni, project participants, other international organizations, government agencies, NGOs, educational institutions, and various individuals.

Report Format Titles

The Report Format Titles are a unique set of publications resulting from specific APO projects, such as preliminary reports from selected research projects, proceedings of study meetings, and records from workshops or seminars. The publications produced in 2015 in this category were *Agricultural Biotechnology and Global Competitiveness* and *Handbook for SME Productivity Measurement and Analysis for NPOs*.

Special Publications

Special publications cater to specific purposes such as to assist NPOs and consultants in their training efforts or for special events organized by the APO. In 2015, three titles were published: *APO Productivity Databook 2015*; *Productivity in the Asia-Pacific: Past, Present, and Future*; and *Handbook on Productivity*.

Multimedia

The APO is capitalizing on the use of IT for disseminating information on the productivity movement in Asia and the Pacific. The IT Program of the Secretariat currently has four components: the APO website; APOnet; APO e-learning activities; and social media.

APO Website

The APO develops and maintains a website at <http://www.apo-tokyo.org>. The site provides comprehensive information on the APO and its activities through various media, such as news and photo articles, press releases, and special announcements. Also made available online are other information tools for both APO members and the public, such as

project notifications, e-editions of APO publications, current and past issues of the *APO News*, statements by the Secretary-General, and links to the websites of NPOs and APO-related organizations. The website, apart from information dissemination, plays an important role in facilitating communication between APO members, its partners, project participants, and the Secretariat. In the long term, the APO website is envisioned to become a major Internet portal on knowledge, news, and information related to productivity. In 2015, success stories that captured actual case studies of how the APO helped improve the productivity of organizations were developed, featuring a snack company in Cambodia, a baking goods company from the Philippines, a leather manufacturing company in Thailand, and a manufacturer of hospital furnishings in Indonesia. These stories are shared with the public under the section "APO People." The APO website includes a Japanese section containing translations of selected information, and work was conducted in 2015 to improve its look by aligning the overall design with that of the English site, which was renewed in the previous year.

APO e-Learning Portal

The APO set up an e-Learning Portal (<http://www.apo-elearning.org/moodle19/>) on its website to host a variety of e-learning projects, including web (Internet)-based courses and self-learning e-courses. The web-based courses require registered participants to log onto online sessions. Those taking self-learning e-courses can enroll directly or through their NPOs. In 2010, the Secretariat initiated intensive discussions to evolve more structured self-learning e-courses including monitoring of participants, examination, and certification. In 2015, the Industry Department offered six courses on the 1) Information Security Management System (ISO 27001); 2) Climate Change Impacts and Adaptation: Basic Course; 3) Guidance on Social Responsibility; 4) SA8000:2014 Social Accountability International; 5) The self-learning e-course on the Occupational Health and Safety Management System (OHSAS 18001); and 6) Green Growth and Ways to

Operationalize It for Green Economy Development: Basic Course. The Agriculture Department offered two courses: 1) Value Addition to Agricultural Products; and 2) Good Agricultural Practices (GAP). As of 31 December 2015, a total of 6,315 had enrolled in available courses, of whom 1,906 had completed them.

Videoconference-based courses

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have videoconferencing (VC) facilities. The APO has been conducting VC-based e-learning courses since 2006, delivering three- or four-day courses in two or three phases each year. The World Bank's Tokyo Development Learning Center (TDLC) was working with the APO to coordinate VC-based lectures with other overseas VC centers from 2006. However, the TDLC stopped providing such services from 2015. Therefore, the Secretariat began using its own VC platform to offer e-learning courses, the first of which were well received by participants and implementing NPOs. The Secretariat also received an enquiry from a Nepalese educational institution asking for a distance-learning program on one of the topics for university students. In 2015, the APO organized five VC-based e-learning courses (in 10 sessions) on GAP for Greater Market Access, Nonchemical Pest Management in Agriculture, Business Excellence for the Service Industry, Knowledge Management for SME Top Management, and Business Excellence for the Public Sector catering to more than 1,050 participants from member countries.

Social media

The APO has been utilizing Facebook as an additional platform to engage the public and promote its activities since 2013. The APO Facebook page provides a diverse range of posts on a daily basis, including notices about holidays and celebrations in the communities of APO members; information on upcoming/ongoing projects and events; photos of project participants, experts, and staff; and general tools, tips, and discussions on productivity-related

topics. Interest in and followers of the page are increasing every year, with a jump in the number of “likes” received of almost 150% in 2015.

APO 2015 Regional/National Awards

The APO established an award scheme in 1978 to recognize individuals who make outstanding contributions to the promotion and improvement of productivity in the Asia-Pacific region. In 1985, the award scheme was revised and expanded, the previous APO Award was renamed the APO Regional Award, and the APO National Award was introduced to commend individuals who made significant contributions to productivity promotion in their countries. These two awards have been conferred once every five years since 1990. In 2015, the APO Regional Award was presented to Vice Minister Jong-Chin Shen, Ministry of Economic Affairs, ROC, in a ceremony during the 57th GBM.

The following four individuals received the APO National Award for 2015, which was presented by the NPOs in their countries (listed in national alphabetical order):

1. Dr. Ming-Ji Wu, ROC;
2. Boo-Keun Yoon, ROK;



Jong-Chin Shen from the ROC receiving the APO Regional Award 2015 during the 57th Governing Body Meeting on 27 April 2015, Thailand. Photo courtesy of FTPI.

3. Natsagnyam Namkhai, Mongolia; and
4. Dr. Ajva Taulananda, Thailand.

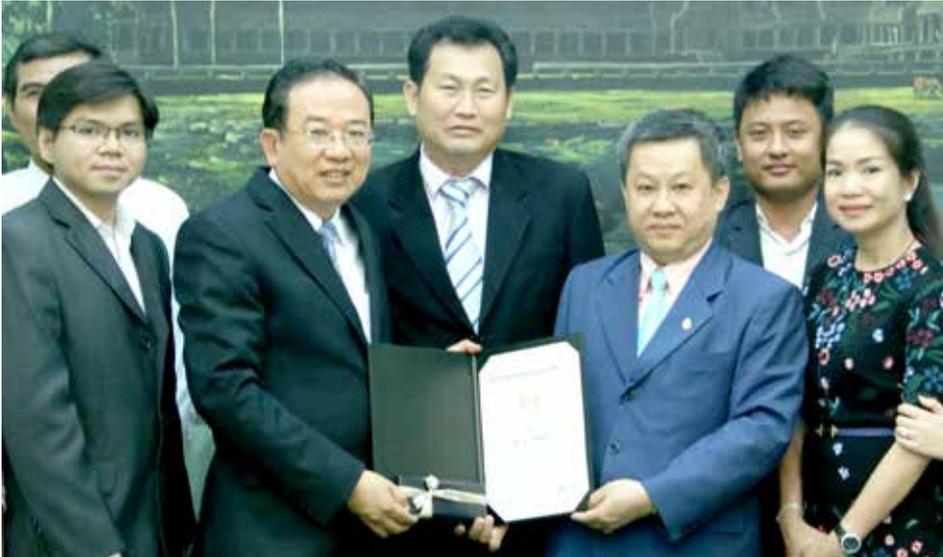
APO Honorary Fellows

Since 1978, the title of APO Honorary Fellow has been conferred by the APO Governing Body on former APO Directors, Alternate Directors, NPO Heads, Secretaries-General, or APO Liaison Officers in recognition of their outstanding contributions to the organization. Six awards were given in 2015 (listed in national alphabetical order):

1. Abdul Baqui Chowdhury (former APO Liaison Officer for Bangladesh, May 1991–September 2015);
2. Yea Bunna (former APO Alternate Director and NPO Head for Cambodia, May 2004–February 2014);
3. Ryuichiro Yamazaki (former APO Secretary-General, September 2010–September 2013);
4. Hong Jin (former APO Director and NPO Head for the ROK, December 2011–December 2014);
5. Dr. Woon Kin Chung (former APO Alternate Director for Singapore, April 2011–October 2013); and
6. Leung Wai Ling (former APO Alternate Director for Singapore, May 2008–March 2011 and November 2013–June 2015).

Business Continuity and IT

One role of IT is to ensure the business continuity of the Secretariat, building and maintaining systems and networks so that its critical functions of electronic communication, system oversight, and data access are not disrupted even in cases of unforeseen



Yea Bunna receiving the APO Honorary Fellow certificate from APO Director for Cambodia Phork Sovanrith. Photo courtesy of NPCC.

emergencies. Furthermore, protection of the valuable data and information resources of the organization is a priority for the sustainability of APO activities.

Threats to information security increase and diversify every year, and the Secretariat realizes that the APO network is as much a target as any other organizational information network system. Preventive measures to minimize such security risks must be taken on an organizational as well as individual-user level. One of the activities conducted in 2014 was the development of training materials for Secretariat staff on information security. The Secretariat worked with an external vendor to develop training contents that teach staff about the protection of information and proper use of IT tools and services. Basic courses on Microsoft Office (Word, Excel, PowerPoint, Outlook) were developed to improve staff skills and work productivity. The existing APO e-learning site was utilized as a platform for this, and the course was made mandatory training for all existing and new staff from 2015 onward.

In 2015, the Secretariat also began a review of and feasibility studies on replacing and reconfiguring its network servers, which either had no more manufacturer support or had reached the five-year term.

Finally, as part of efforts to streamline internal processes and enhance the overall efficiency of its operations, the Secretariat conducted numerous studies on human resources and workflow systems which could digitalize many administrative processes currently handled manually, as well as systems such as for project management, customer relationship management to consolidate various databases compiled to extract real-time, comprehensive data on member countries, projects, and impact evaluations. These projects will be carried forward to 2016 for the next phases of identification of specific solutions and implementation.

Laptop replacement

In 2015, the APO replaced laptop PCs more than four years old for all staff as the hardware support maintenance contract expired. It was also essential due to the aging of hardware and staff complaints concerning performance issues. The new PCs allowed staff to improve their productivity and are also more convenient to carry on official overseas trips.

APO Mobile e-Mail App

The use of mobile devices for work purposes is increasing, creating many new opportunities for the modern worker. According to a recent report from Juniper Research, the number of employee-owned smartphones and tablets in the workplace could exceed one billion by 2018.

The APO launched a mobile e-mail app so that staff can check e-mail, use the calendar function, and browse the Internet in a secure environment whenever required using their personal mobile devices. This improved the ability of staff to respond faster

to urgent e-mails while ensuring that data are protected at all times.

Public Promotional Activities

Participation in the Global Festa Japan 2015

Since 1998, the APO has participated in the Global Festa Japan (formerly the Japan International Cooperation Festival), which is held annually in Tokyo. Each year, the APO booth showcases information on its activities and services to create awareness among the Japanese public and other stakeholders. More than 200 other international organizations, government agencies, and NGOs also participate in this event. In 2015,



Global Festa Japan 2015.

the Global Festa was held 3–4 October. In addition to displaying information on APO activities, Secretariat staff engaged the public by disseminating customized information and conducting quizzes to attract them to the booth. With the diversification of activities conducted at the booth to appeal to different groups and levels, the number of visitors to the APO booth in 2015 was over 1,500, jumping significantly by almost 300% compared with the previous two years.

Productivity Promotional Materials

In its effort to promote the productivity concept, the APO produces a wide range of promotional materials and distributes them to NPOs and others so that the productivity message can be conveyed to member countries and elsewhere. The 2015 APO Calendar featured all national holidays of APO members and was distributed to other international organizations, educational institutions, NGOs, and government agencies. In addition, original APO items such as eco-bags and baseball caps with APO logos were designed to be given to APO delegates or project participants at different venues. File folders made from recycled polypropylene, APO original highlighters, and APO KitKat chocolates were distributed during the Global Festa Japan 2015.

INTERNATIONAL COOPERATION



In an increasingly interconnected world, the APO recognizes the importance of maintaining ties with other international organizations, national agencies, and relevant bodies within and outside the Asia-Pacific region. Its International Cooperation Program allows the APO to broaden the knowledge/resource base on topics important to member economies through information exchanges, international conferences, and study missions to observe recent advances or established best practices in non-APO countries. Member economies therefore have opportunities to establish bilateral business ties and networks with counterparts outside the region. The International Cooperation Program also contributes to expanding the pool of experts for the Technical Expert Services Program and other APO projects. The APO as a whole, its member economies, and its partners in cooperation all derive benefits from the synergy thus created while avoiding the duplication of efforts.

Joint Projects

The APO collaborated with one organization on one project in 2015. For details, please refer to page 110.

Services of Experts Received

Three experts from three organizations were assigned in 2015. For details, please refer to page 110.

Guest Observers Received

Ten observers from nine organizations attended the 57th Session of the Governing Body, and seven observers from five organizations attended the 56th Workshop Meeting of Heads of NPOs. For details, please refer to page 110.

Participants from Nonmember Countries

Sixty-four participants from 10 countries attended two APO projects. For details, please refer to page 110.

Meetings Attended

APO Secretariat staff attended 20 international meetings. For details, please refer to page 111.

2015 APO PROJECT SUMMARY

In 2015, the APO conducted various projects covering a multitude of topics. Projects totaled 178 (156 projects had been completed and 22 were in progress at the time of writing), with 4,893 participants. A total of 558 experts (among whom 423 had completed their assignments in 2015 and 135 were involved in ongoing projects) facilitated these projects, assisted by 46 national coordinators who focused on e-learning courses. The APO also extended its outreach to 6,201 attendees/visitors/observers through projects/events open to the public.

APO PROJECTS IN 2015

| Type of projects | Completed | In progress |
|-----------------------------|------------|-------------|
| Multicountry projects | 80 | 5 |
| Individual-country projects | 74 | 17 |
| Nonmember country projects | 2 | 0 |
| Subtotal | 156 | 22 |
| Total | 178 | |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|--|--|------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Strengthening of National Productivity Organizations (NPOs) Assistance Program (SNAP) | APO Secretariat | Completed | - |
| Dr. Robin Mann (New Zealand)* | Director, Centre for Organisational Excellence Research, Massey University | | APO |
| Mohammad Abdul Musabbir (Bangladesh) | Senior Research Officer, NPO, Ministry of Industries | | APO |
| Yea Bunna (Cambodia) | Director, General Department of Small and Medium Enterprises and Handicraft, Ministry of Industry and Handicraft | | APO |
| Kamlesh Shashi Prakash (Fiji) | Director, NTPC, Fiji National University | | APO |
| Nageswaran Srimati (India) | Management Consultant | | APO |
| Dr. Mochamad Moedjiman (Indonesia) | Chairman, National Training Council of Indonesia, Ministry of Manpower and Transmigration | | APO |
| Dr. Firouzeh Khalatbari (IR Iran) | Chief Advisor, NIPO | | APO |
| Dr. Keomarakoth Sidlakone (Lao PDR) | Deputy Director General, DOSMEP, Ministry of Industry and Commerce | | APO |
| Mah Lok Bin Abdullah (Malaysia) | Principal Consultant, Railer Management Services | | APO |
| Enkhzul Baatarkhuu (Mongolia) | General Manager/Expert, MPO | | APO |
| Dr. Bhavani P. Dhungana (Nepal) | Advisor, Institute for Integrated Development Studies | | APO |
| Rabia Jamil (Pakistan) | Head of International Relations, NPO Pakistan | | APO |
| Calros A. Sayco, Jr. (Philippines) | Vice President, DAP | | APO |
| Upali Marasinghe (Sri Lanka) | Additional Secretary, Ministry of Education | | APO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|--|------------------------|--------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Parichat Sanoi (Thailand) | Productivity Researcher, Productivity Research Department, FTPI | | APO |
| Dang Thi Mai Phuong (Vietnam) | Service Development Manager, VNPI | | APO |
| Research for APO Productivity Databook (2015 edition) | | APO Secretariat | Completed |
| Prof. Koji Nomura (Japan)* | Associate Professor, Keio Economic Observatory, Keio University | | APO |
| Dr. Dale W. Jorgenson (USA) | Samuel W. Morris University Professor, Department of Economics, Harvard University | | APO |
| Dr. W. Erwin Diewert (Canada) | Professor of Economics, Vancouver School of Economics, University of British Columbia | | APO |
| Ziauddin Ahmed (Bangladesh) | Joint Director, Bangladesh Bureau of Statistics, Ministry of Planning | | APO |
| Keo Chettra (Cambodia) | Director, National Accounts Department, National Institute of Statistics, Ministry of Planning | | APO |
| Wei-Jie Huang (ROC) | Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan | | APO |
| Navilini Singh (Fiji) | Senior Statistician, Fiji Bureau of Statistics | | APO |
| Dr. Kolathupadavil Philipose Sunny (India) | Director and Group Head (Economic Services), NPC | | APO |
| Sulthani Emil Azman (Indonesia) | Director of Industrial Statistics, Statistics Indonesia (Badan Pusat Statistik) | | APO |
| Behzad Mahmoodi (IR Iran) | Deputy of Auditing, Research and Technology, NIPO | | APO |
| Phousavanh Chanthasombath (Lao PDR) | Deputy Director of National Account, Department of Economic Statistics, Lao Statistics Bureau, Ministry of Planning and Investment | | APO |
| Hezlin Suzliana Binti Abdul Halim (Malaysia) | Assistant Director, National Accounts Statistics Division, Department of Statistics | | APO |
| Bayarmaa Baatarsuren (Mongolia) | Director of National Accounts Division, Macro-economic Statistical Department, National Statistical Office | | APO |
| Rajesh Dhital (Nepal) | Director, Central Bureau of Statistics | | APO |
| Estela Tormon De Guzman (Philippines) | Director (Interim Assistant National Statistician), Philippine Statistics Authority | | APO |
| NPO, Pakistan | - | | APO |
| Tan Jian Qi (Singapore) | Senior Officer, SPRING, Singapore | | APO |
| Weerasinghe Wasala Mudiyanseelage Ananda Sarath Premakumara (Sri Lanka) | Additional Director General, Department of Census and Statistics | | APO |
| Wirot Nararak (Thailand) | Director, National Accounts Office, National Economic and Social Development Board | | APO |
| Duong Manh Hung (Vietnam) | Deputy Director, National Accounts Department, General Statistic Office of Vietnam | | APO |
| Research for the APO Productivity Databook and Database | | APO Secretariat | In progress |
| Dr. Koji Nomura (Japan)* | Associate Professor, Keio Economic Observatory, Keio University | | APO |
| Dr. Dale W. Jorgenson (USA) | Samuel W. Morris University Professor, Department of Economics, Harvard University | | APO |
| Dr. W. Erwin Diewert (Canada) | Professor of Economics, Vancouver School of Economics, University of British Columbia | | APO |
| Wei-Jie Huang (ROC) | Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan | | APO |
| Navilini Singh (Fiji) | Senior Statistician, Economics Statistics Division, Fiji Bureau of Statistics | | APO |
| Dr. Kolathupadavil Philipose Sunny (India) | Director and Group Head (Economic Services), NPC | | APO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|--|--|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Behzad Mahmoodi (IR Iran) | Deputy of Auditing, Research and Technology, NIPO | | APO |
| Dr. Rhee Keun Hee (ROK) | Director/Senior Researcher, Productivity Research Institute, KPC | | APO |
| Bayarmaa Baatarsuren (Mongolia) | Director of National Accounts Division, Macro-economic Statistical Department, National Statistical Office | | APO |
| Dhital Rajesh (Nepal) | Director, Central Bureau of Statistics | | APO |
| Ma. Julieta P. Soliven (Philippines) | Statistician E (SG 22), Philippine Statistics Authority | | APO |
| Weerasinghe Wasala Mudiyansele Ananda Sarath Premakumara (Sri Lanka) | Additional Director General, Department of Census and Statistics | | APO |
| Wirot Nararak (Thailand) | Director, National Accounts Office, National Economic and Social Development Board | | APO |
| Duong Manh Hung (Vietnam) | Deputy Director, National Accounts Department, General Statistic Office of Vietnam | | APO |
| Self-learning e-Course on the Information Security Management System (ISO 27001) | - | 3 November 2014–3 February 2015 | 322 |
| Siddharth Sharma (India) | Director, Information Technology, NPC | | APO |
| Self-learning e-Course on Climate Change Impacts and Adaptation: Basic Course | - | 10 February–11 May | 274 |
| Jonathan Evers (Australia) | Principal, Kapma Pty. Ltd. | | APO |
| Self-learning e-Course on ISO 26000:2010—Guidance on Social Responsibility | - | 1 July–30 September | 207 |
| Birendra Raturi (India) | International Director, SR Asia | | APO |
| Self-learning e-Course on SA8000:2014 Social Accountability International | - | 10 July–9 October | 270 |
| Harbhajan Singh, IAS (India) | Director General, NPC | | APO |
| Self-learning e-Course on the Occupational Health and Safety Management System (OHSAS 18001) | - | 4 August–3 November | 255 |
| Self-learning e-course on Green Growth and Ways to Operationalize It for Green Economy Development: Basic Course | - | 17 August–16 November | 207 |
| Dr. Ravinder N. Batta (India) | Consultant | | APO |
| Self-learning e-Course on Good Agricultural Practices (GAP) for Increasing Farm Productivity, Safe Sustainable Production, and Market Access | - | 1 December 2014–30 April 2015 | 234 |
| Chan Seng Kit (Malaysia) | Managing Director, K-Farm Sdn. Bhd. | | APO |
| Self-learning e-Course on Value Addition to Agriculture | - | 1 April–31 August | 137 |
| National Conference on Food Supply Chain Management | Lao PDR | 8–9 January | - |
| Yong Kok Seng (Malaysia) | Managing Director, QMC Resource Center Sdn. Bhd. | | APO |
| National Conference on Food Supply Chain Management | Cambodia | 3–4 March | - |
| Jun Chanoki (Japan) | Senior Consultant, 5 Plus 2 Corporation Ltd. | | APO |
| Taneo Moriyama (Japan) | Managing Director, Insight Inc. | | APO |
| Yong Kok Seng (Malaysia) | Managing Director, QMC Resource Centre Sdn. Bhd. | | NPO |
| Prof. Louie A. Divinagracia (Philippines) | Doctor of Business Administration Program, De La Salle University | | NPO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|--|--------------------|---------------------------|
| Expert (country) (*): Chief expert | Designation/organization | | Assigned by |
| Expert Panel Meeting on the APO Center of Excellence Designation | Japan | 26 February | - |
| Dr. Md. Nazrul Islam (Bangladesh) | Director, NPO | | APO |
| Dr. Shin Kim (ROK) | Senior Research Fellow, Korea Institute of Public Administration | | APO |
| Ab. Rahim Yusoff (Malaysia) | Senior Director, Quality and Excellence Development, MPC | | APO |
| Dr. Song Bin (Singapore) | Senior Scientist and Lead, Sustainability and Life Cycle Management, Singapore Institute of Manufacturing Technology | | APO |
| Dr. Santhi Kanoktanaporn (Thailand) | Executive Director, FTPI | | APO |
| Nguyen Anh Tuan (Vietnam) | Director of Institute, VNPI | | APO |
| Workshop on Policy Development for Green Productivity Promotion | ROC | 10–13 March | 21 + 2 (observers) |
| Liana Bratasida (Indonesia) | Executive Director, Indonesian Pulp and Paper Association | | APO |
| Dr. Peter Noel King (Thailand) | Senior Policy Advisor, Institute for Global Environmental Strategies | | APO |
| Dr. Allen H. Hu (ROC) | Professor, Institute of Environmental Engineering and Management, National Taipei University of Technology | | NPO |
| Dr. Eugene Chien (ROC) | Chairman, Taiwan Institute for Sustainable Energy | | NPO |
| Dr. Hsiao-Kang Ma (ROC) | Professor, National Taiwan University | | NPO |
| Dr. Peng Hwang (ROC) | Director, Hualien District Agricultural Research and Extension Station | | NPO |
| Jin-Sheng Su (ROC) | Director, Bureau of Energy, Ministry of Economic Affairs | | NPO |
| Jiun-kuan Wu (ROC) | Principal Engineer, Industrial Technology Research Institute | | NPO |
| Dr. Laodar Juang (ROC) | Director, Southern Region Branch, Agriculture and Food Agency, Council of Agriculture | | NPO |
| Dr. Liang-Tung Chen (ROC) | Deputy Director, Industrial Development Bureau, Ministry of Economic Affairs/Sustainable Development Division | | NPO |
| Shou-Chien Lee (ROC) | Section Chief, Recycling Fund Management Board, Environmental Protection Administration, Executive Yuan | | NPO |
| Mo-Fan Tai (ROC) | Project Deputy Manager, Foundation of Taiwan Industry Service | | NPO |
| Workshop on Social Marketing and Networking for National Productivity Organizations (NPOs) | Bangladesh | 12–15 May | 19 |
| Elizabeth C. Roxas (Philippines) | Executive Director, Environmental Broadcast Circle | | APO |
| Chantalux Mongkol (Thailand) | Director, Productivity Promotion Division, FTPI | | APO |
| Dr. Durgadas Bhattacharjee (Bangladesh) | Former Vice Chancellor, Bangladesh National University | | NPO |
| Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic) | Philippines | 1–26 June | 20 |
| Mah Lok Bin Abdullah (Malaysia) | Principal Consultant, Malaysia Headquarter, Railer Management Services | | APO |
| Chantalux Mongkol (Thailand) | Director, Productivity Promotion Division, FTPI | | APO |
| Arnel D. Abanto (Philippines) | Vice-President, DAP | | NPO |
| Elena Avedillo-Cruz (Philippines) | Freelance Consultant | | NPO |
| Homer H. Alcon (Philippines) | Project Officer, DAP | | NPO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|--|--|-----------------------|---------------------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Jonathan C. Macaraeg (Philippines) | Sustainable Development, Head, Integrated Management Representative, Mariwasa Siam Ceramics, Inc. | | NPO |
| Josephine E. Abanto (Philippines) | Director, Corporate Planning and Quality, AAI Holding, Inc. | | NPO |
| Ma. Theresa A. Agustin (Philippines) | Program Director, DAP | | NPO |
| Magdalena Legaspi Mendoza (Philippines) | Senior Vice-President, Programs, DAP | | NPO |
| Nina Maria B. Estudillo (Philippines) | Freelance Consultant | | NPO |
| Othello B. Tongio, Jr. (Philippines) | Conciliator-Mediator, National Conciliation and Mediation Board, Department of Labor and Employment | | NPO |
| Themistocles Padla (Philippines) | Freelance Consultant | | NPO |
| Workshop on Knowledge Management Adoption and Monitoring for NPOs | Cambodia | 2–5 June | 23 |
| Dr. Ida Yasin (Malaysia) | Senior Manager, MPC | | APO |
| Ron Young (UK) | CEO and Chief Knowledge Officer, Knowledge Associates Cambridge Ltd. | | APO |
| Workshop on Results-based Management for Public-sector Organizations | Vietnam | 9–12 June | 21 |
| Richard Clarke (Canada) | President, Avenidor Consultants | | APO |
| Dr. Shin Kim (ROK) | Senior Research Fellow, Korea Institute of Public Administration | | APO |
| Strategic Planning Workshop for APO Liaison Officers | Japan | 1–3 July | 19 + 2 (observers) |
| Workshop on Developing and Strengthening Consulting Capacities of NPOs | ROC | 11–14 August | 20 |
| Eddy Paulry Edwards (Bahrain) | Lead Consultant, KBE Consulting Pte. Ltd. | | APO |
| Prof. Paul N. Friga (USA) | Clinical Associate Professor of Strategy and Entrepreneurship, Director of STAR Program, University of North Carolina at Chapel Hill Kenan-Flagler Business School | | APO |
| Dr. Eugene Yu-Ying Lin (ROC) | Director, Integrated Business and Training Service Division, CPC | | NPO |
| Yuan-Hsiang Lian (ROC) | Director, Integrated Business Department, CPC | | NPO |
| Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners | Bangladesh | 16–28 August | 25 |
| Mohd. Lizuan Bin Abd. Latif (Malaysia) | Principal Consultant, Qualitymind Sdn. Bhd. | | APO |
| Shaharum Ashaari (Malaysia) | Consultant, Synergy Assimilation of Knowledge Resources | | APO |
| Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners | Mongolia | 5–16 October | 24 |
| Dr. Shinichiro Kawaguchi (Japan)* | President/International Management Consultant, MSC International Co., Ltd. | | APO |
| Dr. Gan Kai William Lee (Singapore) | Co-Founder and Chief Trainer, The SMART Methodology Pte. Ltd. | | APO |
| Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners | Sri Lanka | 12–23 October | 120 |
| Mohd. Lizuan Bin Abd. Latif (Malaysia) | Principal Consultant, Qualitymind Sdn. Bhd. | | APO |
| Yun Fung Yap (Malaysia) | Managing Director/Green Productivity Consultant, Centrex Training and Consultancy | | APO |
| Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners | Fiji | 16–27 November | 22 |
| Zaffrulla Bin Hussein (Malaysia) | Manager, Productivity and Competitiveness Division, MPC | | APO |
| Zulaifah Omar (Malaysia) | Senior Manager, Productivity and Competitiveness Division, MPC | | APO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|---|-------------------------------|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners | IR Iran | 19–23 December | 49 |
| Shahril Goh Fadhil (Malaysia) | CEO and Senior Consultant, Lean Applied Sdn. Bhd. | | APO |
| Dr. Gan Kai William Lee (Singapore) | Co-Founder and Chief Trainer, The SMART Methodology Pte. Ltd. | | APO |
| Workshop on Productivity Promotion Practices and Strategies for NPOs | Singapore | 25–28 August | 19 |
| Megat Akbaruddin Megat Ismail (Malaysia) | Director, Regulatory Review Department, MPC | | APO |
| National Conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity | Bangladesh | 20–22 September | 51 |
| Dr. Toyoki Kozai (Japan) | Executive Director and Professor Emeritus, Japan Plant Factory Association, Health and Field Sciences, Chiba University | | APO |
| Prof. A.J.M. Shafiul Alam Bhuiya (Bangladesh) | Chairman, Television and Film Studies Department, University of Dhaka | | NPO |
| Dr. Ahmed Salahuddin (Bangladesh) | Consultant, International Rice Research Institute | | NPO |
| Momtaz F. Chawdhury (Bangladesh) | CEO, KS Foundation of Gemcon Group | | NPO |
| Murtaza Ahmed (Bangladesh) | Research Coordinator and Program Officer, Hunger Free World | | NPO |
| S.A.M. Mahfuzur Rahman (Bangladesh) | Chief News Editor, United News of Bangladesh | | NPO |
| Dr. Sekender Ali (Bangladesh) | Professor, Department of Agricultural Education and Information Systems, Sher-e-Bangla Agricultural University | | NPO |
| National Conference on Enhancing the Role of Mass Media Practitioners in Knowledge Transfer to Improve Agricultural Productivity and Farmers' Welfare in Nepal | Nepal | 1–3 December | 69 |
| Dr. Toyoki Kozai (Japan) | Executive Director and Professor Emeritus, Japan Plant Factory Association, Health and Field Sciences, Chiba University | | APO |
| Dr. Akira Munakata (Bangladesh) | Expert, JICA | | NPO |
| Dr. Ananda Shova Tamrakar (Nepal) | Consultant | | NPO |
| Arun Raj Sumargi (Nepal) | Director, Muktishree Pvt. Ltd. | | NPO |
| Junar Babu Basnnet (Nepal) | Deputy Executive Director, Gorkhapatra Corporation | | NPO |
| Kalyani Mishra Tripathi (Nepal) | Central Executive Board Member, Federation of Nepalese Chambers of Commerce and Industry | | NPO |
| Dr. Pradip Maharjan (Nepal) | CEO, Agro Enterprise Centre | | NPO |
| Rajendra Suwal (Nepal) | Deputy Director, World Wildlife Fund | | NPO |
| Samdeen Sherpa (Nepal) | International Centre for Integrated Mountain Development | | NPO |
| Dr. Shyam Kishor Shah (Nepal) | Joint Secretary, Ministry of Agriculture | | NPO |
| Ukesh Raj Bhujju (Nepal) | Consultant | | NPO |
| Dr. Yuga Nath Ghimire (Nepal) | Director, Nepal Agriculture Research Association | | NPO |
| National Conference on Enhancing the Roles of Mass Media in Innovation and Knowledge Transfer to Improve Productivity and Competitiveness of the Rice Sector in Cambodia | Cambodia | 7–9 December | - |
| Dr. Shoichi Ito (Japan) | Professor, International Food Policy Economist, Faculty of Agriculture, Kyushu University | | APO |
| Development of the Center of Excellence: Research Mission on Recent Trends in Public-sector Productivity and Performance in Europe | Belgium, the Netherlands, Germany, Luxembourg | 27 September–2 October | - |
| Bruce Searles (Australia)* | Director and Managing Partner, Benchmarking Partnerships | | APO |
| Magdalena Legaspi Mendoza (Philippines) | Senior Vice President, DAP | | APO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|---|------------------------------|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Development of the Center of Excellence: Workshop on Need Assessment of Member Countries in Improving Public-sector Productivity and Performance | Philippines | 8–10 December | 11 |
| Dr. Chien-Chung Shen (ROC) | Deputy Director, Department of Supervision and Evaluation, National Development Council, Executive Yuan/Central Government Ministry | | APO |
| Dr. Shin Kim (ROK) | Senior Research Fellow, Korea Institute of Public Administration | | APO |
| Mendoza Magdalena Legaspi (Philippines) | Senior Vice President, DAP | | NPO |
| Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced) | Malaysia | 19 October–6 November | 20 |
| Dr. Lee Gan Kai William (Singapore)* | Co-Founder and Chief Trainer, The SMART Methodology Pte. Ltd. | | APO |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Jayaletchumi Krishnan (Malaysia) | Consultant, MPC | | NPO |
| Mohd. Hilmi Mohd. Idris (Malaysia) | Senior Consultant, MPC | | NPO |
| Shaharum Ashaari (Malaysia) | Principal Consultant, Synergy Assimilation of Knowledge Resources | | NPO |
| Suhaimi Hamad (Malaysia) | Senior Manger, MPC | | NPO |
| Research on Institutions Offering Productivity Courses | APO Secretariat | In progress | - |
| Dr. Pradip Kumar Ray (India)* | Professor, Department of Industrial and Systems Engineering, Indian Institute of Technology Kharagpur | | APO |
| Dr. Md. Nazrul Islam (Bangladesh) | Director, NPO | | APO |
| Dr. Zahir Javed Paracha (Pakistan) | Pro Vice Chancellor, Qarshi University, Lahore | | APO |
| Erwinson Bautista Atanacio (Philippines) | Vice President for Institutional Development and Director for Academic Affairs, National College of Science and Technology | | APO |
| Nagare Gamage Kularatne (Sri Lanka) | External Consultant, NPS | | APO |
| Nuntaporn Aungatchart (Thailand) | Director, Research Division, FTPI | | APO |
| Do Thi Dong (Vietnam) | Lecturer, National Economics University | | APO |
| Research on Need Assessment of Member Countries | APO Secretariat | In progress | - |
| Kunitoshi Saito (Japan)* | Development Consultant-cum-Capacity Development and Need Assessment Specialist | | APO |
| Abdul Baqui Chowdhury (Bangladesh) | Joint Director, NPO, Ministry of Industries | | APO |
| Yea Bunna (Cambodia) | Director, NPCC, Ministry of Industry, Mines and Energy | | APO |
| Sayasith Khamphasith (Lao PDR) | Adviser to Department of SME Promotion, DOSMEP, LNPO, Ministry of Industry and Commerce | | APO |
| Dr. Johnson H.C. Lin (ROC) | Senior Consultant, Planning and Training Division, CPC | | APO |
| Penitiko Aore (Fiji) | Deputy Director, Technical Training, NTPC, Fiji National University | | APO |
| Dr. S.K. Chakravorty (India) | Deputy Director General and CEO, NPC | | APO |
| Yass Yousefi Yekta (IR Iran) | International Affairs Officer, NIPO | | APO |
| Sayaka Harada (Japan) | Deputy Director, International Department, JPC | | APO |
| Dr. Keun Hee Rhee (ROK) | Director and Senior Researcher, Productivity Research Institute, KPC | | APO |
| Khidzir Ahmad (Malaysia) | Consultant, International Relations Unit, MPC | | APO |

STRENGTHENING OF NPOS

| Project title | Venue | Date/status | Participants |
|---|--|------------------------|--------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Baigalmaa Purevdorj (Mongolia) | Deputy Director, MPO | | APO |
| Prabin Kumar Acharya (Nepal) | Branch Chief, NPEDC | | APO |
| Saif ur Rehman (Pakistan) | Deputy General Manager, Regional Office in Karachi, NPO Pakistan | | APO |
| Carlos A. Sayco, Jr. (Philippines) | Vice President, International Relations, Innovation, Strategic Convergence Initiative and Partnerships, DAP | | APO |
| Rajeshpal Singh (Singapore) | Senior Manager, Productivity Program Office, SPRING Singapore | | APO |
| I.M.P. Gunaratna (Sri Lanka) | Deputy Director (Planning), Development Division, Ministry of Productivity Promotion | | APO |
| Dr. Ketmanee Ausadamongkol (Thailand) | Advisor to the Executive Director, FTPI | | APO |
| Nguyen Thu Hien (Vietnam) | Deputy Director, VNPI | | APO |
| Research on Productivity Analysis for NPOs | | APO Secretariat | In progress |
| Prof. Koji Nomura (Japan)* | Associate Professor, Keio Economic Observatory, Keio University | | APO |
| P. Bhanumati (India) | Director, National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation | | APO |
| Dr. Arundhati Chattopadhyay (India) | Deputy Director (Economic Service), NPC (RPMG Mumbai) | | APO |
| Ema Tusianti (Indonesia) | Head of Cross Sector Statistical Analysis Section, Statistics Indonesia | | APO |
| Sanggam Purba (Indonesia) | Head of Sub Directorate, Productivity Measurement, Ministry of Manpower and Transmigration | | APO |
| Baasansuren Munkhjargal (Mongolia) | Expert, MPO | | APO |
| Bayarmaa Baatarsuren (Mongolia) | Statistician, Macro-economic Statistical Department, National Statistical Office | | APO |
| Dr. Carlos Catabay Tabunda, Jr. (Philippines) | Executive Fellow, DAP | | APO |
| Estela Tormon De Guzman (Philippines) | Director (Interim Assistant National Statistician), Philippines Statistics Authority | | APO |
| Weerasinghe Wasala Mudiyanselage Ananda Sarath Premakumara (Sri Lanka) | Director Statistics, Department of Census and Statistics, Ministry of Finance and Planning | | APO |
| Thudallage Shyama Nilanthi Fernando (Sri Lanka) | Productivity Development Assistant, NPS | | APO |
| Patcharasri Dangthongdee (Thailand) | Productivity Researcher, FTPI | | APO |
| Apichai Thamsermsukh (Thailand) | Director, Production Accounts Section, Office of the National Economic and Social Development Board | | APO |
| Nguyen Thi Le Hoa (Vietnam) | Head, Office for Business Excellence, VNPI | | APO |
| Development of the APO Certification System | | APO Secretariat | In progress |
| Khidzir Bin Ahmad (Malaysia) | Consultant, MPC | | APO |
| Ma. Theresa A. Augstin (Philippines) | Program Director, DAP | | APO |
| Self-learning e-Course on Waste Management in Agribusiness | | - | In progress |

PROMOTING THE DEVELOPMENT OF SMES AND COMMUNITIES

| Project title | Venue | Date/status | Participants |
|---|---|----------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Workshop on Development of Business Models for Women Entrepreneurs in Rural Communities | IR Iran | 24–28 January | 23 |
| Pacita Uybocho Juan (Philippines) | President, Women's Business Council of the Philippines and ECHOstore Sustainable Lifestyle, Earth Life Store Supply, Inc. | | APO |
| Pansiri Jones (Thailand) | Consultant | | APO |
| Jayalakshmi Thirugnanam (India) | Director and COO, Ascendence Technologies Pvt. Ltd. and Joint Secretary, Empowering Women in IT | | APO |
| Dr. Forough Sadat Banihashem (IR Iran) | Adviser and General Director, Rural Women Affairs Office, Ministry of Jihad-e-Agriculture, NIPO | | NPO |
| Dr. Zahra Arasti (IR Iran) | Associate Professor, Faculty of Entrepreneurship, University of Tehran | | NPO |
| Training Course on Rural Entrepreneurship Development | Fiji | 2–6 March | 23 |
| Dr. Manoj Mishra (India) | Professor, Entrepreneurship Development Institute of India | | APO |
| Syed Saquib Mohyuddin (Pakistan) | Chairman, Pakistan Enterprise Development Facility | | APO |
| Steven Chiang (USA) | Director and Executive Director, Agribusiness Incubator Program and GoFarm Hawaii, University of Hawaii | | APO |
| Dr. Wasanthi Wickramasinghe (Fiji) | Consultant | | NPO |
| Workshop on Market Access for SMEs in the Service Sector | ROK | 10–13 March | 18 |
| Taneo Moriyama (Japan) | Managing Director, Insight Inc. | | APO |
| Abdul Kareem Sulaiman (Singapore) | Director, It's Biznes Pte. Ltd. | | APO |
| Ju Yong Park (ROK) | Professor, Soongsil University | | NPO |
| Young Soo Han (ROK) | Director, Korea International Trade Association | | NPO |
| Workshop on Total Productive Maintenance (TPM) Applications in SMEs | Mongolia | 4–8 May | 24 |
| Kazuteru Chinone (Japan) | Representative, Productivity Management Office | | APO |
| Byung Joon Kim (ROK) | Senior Consultant, Asia Management Consulting | | APO |
| Training of Trainers in Total Quality Management for SMEs | Fiji | 18–22 May | 23 |
| M.L. Suryaprakash (India) | Deputy Director General, NPC | | APO |
| Mohd. Lizuan Bin Abd. Latif (Malaysia) | Principal Consultant, Qualitymind Sdn. Bhd. | | APO |
| George Wong (Singapore) | Managing Director, Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | APO |
| Naveen Lakshmaiyia (Fiji) | NTPC, Fiji National University | | NPO |
| Training Course on Lean Production Systems in Agribusiness to Improve the Productivity and Sustainability of Agribusiness SMEs | Philippines | 6–10 July | 20 |
| Dr. Arundhati Chattopadhyay (India) | Deputy Director, NPC | | APO |
| Kabir Ahmad Mohd. Jamil (Malaysia) | Director, Regulatory Review Department, MPC | | APO |
| Dr. Lee Gan Kai William (Singapore) | Co-Founder and Chief Trainer, The SMART Methodology Pte. Ltd. | | APO |

PROMOTING THE DEVELOPMENT OF SMES AND COMMUNITIES

| Project title | Venue | Date/status | Participants |
|--|---|-------------------------------|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity | Japan | 7–11 September | 35 |
| Yasuhiko Inoue (Japan)* | Counselor, International Cooperation Department, JPC | | APO |
| Matao Ishii (Japan) | Representative, Shonan Institute of Management | | APO |
| Dr. Shinichiro Kawaguchi (Japan) | President/International Management Consultant, MSC International Co., Ltd. | | APO |
| Multicountry Observational Study Mission on Revitalizing Rural Economies for More Inclusive Development | ROC | 14–18 September | 24 |
| Etienne Dustin Salborn (Uganda) | Founder and Lead Facilitator, Social Innovation Academy | | APO |
| Chih-Hui Wang (ROC) | Director, Taitung Branch, Soil and Water Conservation Bureau, Council of Agriculture, Executive Yuan | | NPO |
| Prof. Hung-Hao Chang (ROC) | Professor, Department of Agricultural Economics, National Taiwan University | | NPO |
| Dr. Tsu-Lung Chou (ROC) | Professor, Graduate Institute of Urban Planning, National Taipei University | | NPO |
| National Conference on Development and Promotion of Homestays and Farmstays to Increase Farm Household Incomes in Sri Lanka | Sri Lanka | 15–16 September | - |
| Datuk Jeffrey Bin Ayah (Malaysia) | Coordinator/Owner, Misompuru Homestay Kudat/Advisor, Sabah Homestay Association | | APO |
| Training Course on Business Excellence for SMEs | Singapore | 12–15 October | 19 |
| Dr. Robin Mann (New Zealand)* | Director, Centre for Organisational Excellence Research, Massey University School of Engineering and Advanced Technology | | APO |
| Bina Damodaran (Singapore) | Principal Assessor, SPRING Singapore | | NPO |
| Derrick Tang (Singapore) | Director and Principal Consultant, Advent Management Consulting Pte. Ltd. | | NPO |
| Jo Ann Brumit (USA) | CEO and Chairman, Karlee | | NPO |
| Workshop for Women on Productivity Tools and Techniques for Micro and Small Agrifood-processing Businesses | Malaysia | 16–20 November | 17 |
| Chayaa Nanjappa (India) | M/s. Nectar Fresh, Pure Honey & Food Products | | APO |
| Nina Maria B. Estudillo (Philippines) | Technical Consultant, Cardno Emerging Markets | | APO |
| Darunee Edwards (Thailand) | Advisor, Food Science and Technology Association of Thailand, Governing Council, International Union of Food Science and Technology | | APO |
| Md. Rohani Borhan (Malaysia) | Consultant | | NPO |
| Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry | Pakistan | 23–27 November | 22 |
| Yong Kok Seng (Malaysia) | Managing Director, QMC Resource Centre Sdn. Bhd. | | APO |
| Richard J.H.M. Merx (Netherlands) | Director, PT Merkadi Management Consulting | | APO |
| Training Course on Industrial Engineering Techniques for Productivity Improvement in SMEs | Fiji | 23–27 November | 22 |
| Dr. Chien Liang Chen (ROC) | Professor, National Tsing Hua University | | APO |
| Shaharum Ashaari (Malaysia) | Consultant, Synergy Assimilation of Knowledge Resources | | APO |
| Kelvin Chan Keng Chuen (Singapore) | Director and Principal Consultant, Teian Consulting International Pte. Ltd. | | APO |
| Multicountry Observational Study Mission on SME Development | Sri Lanka | 30 November–4 December | 23 |
| Dr. Koh Niak Wu (Singapore) | Founder and Director, Cosmiqo International Pte. Ltd. | | APO |
| George Wong (Singapore) | Managing Director/Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | APO |

PROMOTING THE DEVELOPMENT OF SMES AND COMMUNITIES

| Project title | Venue | Date/status | Participants |
|---|--|--------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Research on Benchmarking Indexes for SMEs (Logistics Sector—Warehousing Subsector) | APO Secretariat | In progress | - |
| Wong Hock (Singapore)* | Managing Director and Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | APO |
| Tomer Krishan Pal Singh (India) | Deputy Director, NPC | | APO |
| Dr. Keun Hee Rhee (ROK) | Director and Senior Researcher, Productivity Research Institute, KPC | | APO |
| Mun Sun Vincent Lee (Singapore) | Partner/Management Consultant, SCMi Group LLP | | APO |
| Patcharasri Dangthongdee (Thailand) | Productivity Researcher, FTPI | | APO |
| Nguyen Thi Van (Vietnam) | Director, Ho Chi Minh City, VNPI | | APO |
| Research on Entrepreneurship Initiatives in APO Economies | APO Secretariat | In progress | - |
| Prof. Tsuneo Yanagi (Japan)* | Provost, Sakushin University, Professor Emeritus, Keio University | | APO |
| Dr. Chea Peou (Cambodia) | Director, Internal Audit Department, Office of the Council of Ministers | | APO |
| Dr. Chih-Yen Huang (ROC) | Assistant Professor, Graduate Institute of Public Policy, Feng Chia University | | APO |
| Dr. Sudipto Bhattacharya (India) | Associate Professor, VIT Business School, VIT University | | APO |
| Dr. Aji Hermawan (Indonesia) | Director, Recognition and Mentoring Program, Institute Pertanian Bogor, Bogor Agriculture Institute | | APO |
| Kikuko Harada (Japan) | Chief Executive Director, Center for Entrepreneurship Development | | APO |
| Dr. Muhammad Idrees Khawaja (Pakistan) | Associate Professor, Pakistan Institute of Development Economics | | APO |
| Renato M. Pleno (Philippines) | Assistant Treasurer, Philippine Exporters Confederation Inc. | | APO |
| Dr. Thanaphol Virasa (Thailand) | Deputy Dean, Chair of Entrepreneurship and Innovation Program, College of Management, Mahidol University | | APO |
| Research on Benchmarking Indexes for SMEs (Food Manufacturing Sector) | APO Secretariat | In progress | - |
| Hock Wong (Singapore)* | Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd. | | APO |
| Dr. Shin-Horng Chen (ROC) | Research Fellow, Director, International Division, Chung-Hua Institution for Economic Research | | APO |
| Atsushi Miyasaka (Japan) | Producer, Management Consulting Department, JPC | | APO |
| Sangmi Cha (ROK) | Researcher, Productivity Research Institute, KPC | | APO |
| Mazlina Binti Shafi'i (Malaysia) | Senior Consultant, MPC | | APO |
| Lim Jiaxuan Gillian (Singapore) | Manager, Singapore Innovation and Productivity Institute Pte. Ltd. | | APO |
| Janna Sanguanroongvong (Thailand) | GMP/HACCP/ISO 9000/ISO 22000/KM Consultant, FTPI | | APO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|--|-------------------------|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | Assigned by |
| Training Course on Food Safety and Quality Standards for Market Access | Pakistan | 12–17 January | 21 |
| Richard J.H.M. Merx (Netherlands) | Director, PT Markadi Management Consulting | | APO |
| Ng Ha Wai, Howie (PR China) | Technical Director, Hong Kong Veritas Limited | | APO |
| Dr. Muhammad Aslam Gill (Pakistan) | Commissioner Food Security, Ministry of National Food Security and Research | | NPO |
| Conference on Expanding Business Excellence in the Asia-Pacific | Pakistan | 31 March–2 April | 28 |
| Dr. Robin Mann (New Zealand) | Director, Centre for Organisational Excellence Research, Massey University | | APO |
| Yuen Wah Ku (Singapore) | Vice President, Quality and Service Excellence Division, OCBC Bank | | APO |
| Harnek Singh (Singapore) | Vice President and Director, Business Excellence, Singapore Technologies Engineering Ltd. | | APO |
| Training Course on Lean Manufacturing Systems | Malaysia | 6–17 April | 21 |
| Dr. Lee Gan Kai William (Singapore)* | Co-Founder and Chief Trainer, The SMART Methodology Pte Ltd | | APO |
| Mitsuru Aonuma (Japan) | Counsellor, International Cooperation Department, JPC | | APO |
| Shaharum Ashaari (Malaysia) | Consultant, Synergy Assimilation of Knowledge Resources | | NPO |
| Shahril Goh Fadhill (Malaysia) | CEO and Senior Consultant, Lean Applied Sdn. Bhd. | | NPO |
| Training Course on e-Marketing of Agricultural and Food Products | ROC | 11–15 May | 24 |
| Fione Tan (Malaysia) | President and CEO, eOneNet.Com Sdn. Bhd. | | APO |
| Dustin Andaya (Philippines) | Founder and CEO, IslandRose.net | | APO |
| Dr. Kheng Soon Rodney, Wee (Singapore) | Chief Executive/Principal Consultant, Asia Cold Chain Centre | | APO |
| Maggie Chen (ROC) | CEO, Wonderfulfood | | NPO |
| Michelle Wu (ROC) | Manager, Food Marketing Section, Strategic Marketing Department, Taiwan External Trade Development Council | | NPO |
| Training Course on Information Security Management Systems Based on ISO 27000 | Indonesia | 11–15 May | 20 |
| Siddharth Sharma (India) | Sr. Director (Gr. 1), Information Technology and KM, Human Resource, Management, Productivity Awareness and Awards, and Training, NPC | | APO |
| Mohd. Nazim Harun (Malaysia) | Principal Consultant, Basicz Consulting | | APO |
| Mohd. Lizuan Bin Abd. Latif (Malaysia) | Principal Consultant, Qualitymind Sdn. Bhd. | | APO |
| Multicountry Observational Study Mission for High-level Public-sector Officials on Public-sector Productivity | Indonesia | 25–29 May | 20 |
| D. Brian Marson (Canada) | President, Public Service Excellence Institute | | APO |
| Magdalena Legaspi Mendoza (Philippines) | Acting Senior Vice President for Programs, DAP | | APO |
| Multicountry Observational Study Mission on Branding Local Specific Agricultural Products through the Use of Geographical Indications | Japan | 25–30 May | 19 |
| Dr. Teiji Takahashi (Japan) | Temporary Lecturer, Graduate School of Agricultural and Life Sciences, University of Tokyo | | APO |
| Kouichi Mihashi (Japan) | Senior Staff, New Business and Intellectual Property Division, Food Industry Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries | | APO |
| Kaoru Saito (Japan) | Investigator, National Agriculture and Food Research Organization | | APO |
| Tetsunori Tanimoto (Japan) | Head of Secretariat, Kobe Beef Marketing and Distribution Promotion Association | | APO |
| Michihiro Yamashita (Japan) | Board Manager, Association of Kyoto Furusato Products | | APO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|---|----------------------|---------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Tetsuya Ashida (Japan) | Associate Director, Brand Promotion Section, Distribution and Brand Strategy Division, Department of Agriculture, Forestry and Fisheries | | APO |
| Dr. Mari Hazumi (Japan) | Professor, Faculty of Commerce, Kumamoto Gakuen University | | APO |
| Workshop on Customer Satisfaction (CS) Measurement and CS Index Development for the Service Industry | ROC | 8–12 June | 18 |
| D. Brian Marson (Canada)* | President, Public Service Excellence Institute | | APO |
| Dr. Geoffrey K.F. Tso (PR China) | Associate Head, College of Business, City University of Hong Kong | | APO |
| Taro Asano (Japan) | Project Manager, SPRING (Service Productivity Innovation for Growth), Management Development Department, JPC | | APO |
| Dr. Sheng-Tsung Hou (ROC) | Professor, Graduate Institute of Management of Technology, Feng Chia University | | NPO |
| Workshop on Lean Applications Focusing on the Service Industry | Thailand | 15–19 June | 22 |
| Kabir Ahmad Mohd. Jamil (Malaysia)* | Director, Regulatory Review Department, MPC | | APO |
| Masahisa Mizumoto (Japan) | Senior Management Consultant, Central Japan Industries Association | | APO |
| Prof. Thong Ngee Goh (Singapore) | Professor, Industrial and Systems Engineering Department, National University of Singapore | | APO |
| Prof. Cherdchai Nopmaneejumrulers (Thailand) | Vice Director, Siriraj Hospital | | NPO |
| Training Course on Industrial Human Resources Development for Africa | South Africa | 15–26 June | 27 |
| Kelvin Chan Keng Chuen (Singapore) | Director and Principal Consultant, Teian Consulting International Pte. Ltd. | | APO |
| Lee Kok Seong (Singapore) | General Manager/Principal Consultant, Eunison Network Pte. Ltd. | | APO |
| APO National Training Course on Postharvest Management of Fruit and Vegetables for Enhancing Farmers' Income and National Food Security | Cambodia | 22–25 June | 56 |
| Chan Seng Kit (Malaysia) | Managing Director, K-Farm Sdn. Bhd. | | APO |
| APO National Workshop on Innovative Postharvest Management of Fruit and Vegetable Products | IR Iran | 10–13 October | 62 |
| Dr. Robert E. Paull (USA) | Professor and Researcher, Tropical Plant and Soil Sciences, College of Tropical Agriculture and Human Resources, University of Hawaii at Manoa | | APO |
| Dr. Aslan Azizi (IR Iran) | Head, Food Technology Department, Agricultural Engineering Research Institute | | NPO |
| Workshop on Performance Management for the Public Sector | Sri Lanka | 22–26 June | 33 |
| D. Brian Marson (Canada) | President, Public Service Excellence Institute | | APO |
| Dr. Prajapati Trivedi (India) | Former Secretary to Government of India, Performance Management Division, Cabinet Secretariat | | APO |
| Dr. Shin Kim (ROK) | Senior Research Fellow, Department of Regulation and Evaluation, Korea Institute of Public Administration | | APO |
| Study Mission to a Nonmember Country on Food Innovations for Enhancing the Productivity and Competitiveness of the Agrifood Industry | USA | 24–29 June | 11 |
| Alice Li (USA) | Interim Executive Director, Cornell Center for Technology Enterprise | | APO |
| Dr. Ralph D. Christy (USA) | Director, Cornell International Institute for Food, Agriculture and Development and Professor, Applied Economics and Management, Cornell University | | APO |
| Brian Wansink (USA) | Professor, Consumer Behavior, Cornell University | | Cornell Univ. |
| Dilcia Granville (USA) | Senior Public Affairs Officer, US Food and Drug Administration | | Cornell Univ. |
| Edward Mabaya (USA) | Research Associate, Charles H. Dyson School of Applied Economics and Management | | Cornell Univ. |
| John Johnson (USA) | Executive Director, Food and Technology Park | | Cornell Univ. |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|---|---------------------|---------------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Julie Stafford (USA) | Industry Liaison Officer, Department of Food Science and Cornell Institute for Food Systems | | Cornell Univ. |
| Olga Padilla-Zakour (USA) | Director, Northeast Center for Food Entrepreneurship, Cornell University | | Cornell Univ. |
| Robert Herdt (USA) | International Professor, Applied Economics and Management, Adjunct, Cornell University | | Cornell Univ. |
| Rod Hawkes (USA) | Senior Extension Associate, Food Industry Management Program | | Cornell Univ. |
| Ron Tanner (USA) | Director, Fancy Food Show | | Cornell Univ. |
| Russell K. Statman (USA) | Official, US Food and Drug Administration | | Cornell Univ. |
| Sonya Islam (USA) | Extension Associate, Cornell University Division of Nutritional Sciences | | Cornell Univ. |
| Advanced Agribusiness Management Course for Executives and Managers | Thailand | 20–24 July | 25 |
| Dr. Carlos A.B. da Silva (Italy) | Senior Agribusiness Economist, Rural Infrastructure and Agro-Industries Division, UN FAO | | APO |
| Chan Seng Kit (Malaysia) | Managing Director, K-Farm Sdn. Bhd. | | APO |
| Dr. Ralph D. Christy (USA) | Director, Cornell International Institute for Food, Agriculture and Development and Professor, Applied Economics and Management, Cornell University | | APO |
| Vimol Chhron (Cambodia) | Sales and Marketing Director, Kirirom Food Production | | Cornell Univ. |
| Dr. Aimee Hampel-Milagrosa (Germany) | Senior Researcher, Department of Sustainable Economic and Social Development, German Development Institute | | Cornell Univ. |
| Lin Fu (USA) | Research Fellow, Cornell Institute for Food, Agriculture and Development | | Cornell Univ. |
| Pita Limjaroenrat (Thailand) | CEO, Agrifood Limited | | NPO |
| Dr. Veerinyaorn Luangboriboon (Thailand) | Manager, Organization Development and Innovation Department and Innovation Promoting Department, Mitr Phol Group | | NPO |
| Workshop on Youth Employment Issues in APO Economies | IR Iran | 2–5 August | 22 + 6 (observers) |
| Dr. Akira Murata (Japan) | Research Fellow, Japan International Cooperation Agency | | APO |
| Tuck Wah Wong (Singapore) | Associate Faculty/Head of English Faculty, SIM University/Human Capital Pte. Ltd. | | APO |
| Workshop on Change Management in the Public Sector | Sri Lanka | 10–13 August | 23 |
| Dr. Janamitra Devan (USA) | Strategy Advisor | | APO |
| Dr. J.B.M. Kassarjian (USA) | Professor of Management, Babson College, Emeritus Professor of Strategy and Organization | | APO |
| Sunil Hettiarachchi (Sri Lanka) | Director General, Department of Pensions | | NPO |
| Workshop on Benchmarking of Local Governments (Municipal Level) for Improving Their Service Delivery and Productivity | Indonesia | 10–14 August | 19 |
| Kate D. Johnston (Canada) | Manager, Service Delivery Improvement, Office of the CAO, Halton Region | | APO |
| Vishal Bhardwaj (India) | Additional Municipal Commissioner, Lucknow Municipal Corporation | | APO |
| W.M.M.B. Weerasekara (Sri Lanka) | Controller (Visa and Border Management), Department of Immigration and Emigration | | APO |
| Workshop on Agricultural Productivity Measurement | IR Iran | 22–26 August | 24 |
| Dr. Yu Sheng (Australia) | Senior Economist, Australian Bureau of Agricultural and Resource Economics and Sciences, Department of Agriculture | | APO |
| Dr. Sheng-jang Sheu (ROC) | Head, Department of Applied Economics, National University of Kaohsiung | | APO |
| Dr. Abid Aman Burki (Pakistan) | Professor of Economics and Director, MS Economics, Department of Economics, Lahore University of Management Sciences | | APO |
| Dr. Ali Kiani Rad (IR Iran) | Assistant Professor, Deputy Head of Research, Agricultural Planning, Economic and Rural Development Research Institute | | NPO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|--|-------------------------------|---------------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities | ROC | 24–28 August | 20 + 2 (observers) |
| Dr. William Douglas Beynon (Canada) | President, Beynon Enterprises | | APO |
| Kim Peng Foo (Singapore) | Managing Director/Owner, Kerydh Pte. Ltd. | | APO |
| Janice Sun (ROC) | Section Chief, Small and Medium Enterprise Administration, Ministry of Economic Affairs | | NPO |
| Kiki Chen (ROC) | Co-Founder, Medialand Digital Strategy Limited | | NPO |
| Dr. Yong-Chie Heng (ROC) | Vice President, National Taiwan University of Science and Technology | | NPO |
| Observational Study Mission on Innovation and Competitiveness in SMEs | ROK | 25–28 August | 17 |
| George Wong (Singapore)* | Managing Director and Principal Consultant, Hocklink Systems and Services Pte. Ltd. | | APO |
| Yasuhiko Inoue (Japan) | Counselor, International Cooperation Department, JPC | | APO |
| Ronald Tan Lian Huat (Singapore) | Chief Executive Officer, Jason Electronics (Pte.) Ltd. | | APO |
| Byung Joon Kim (ROK) | Representative Consultant, Asia Management Consulting | | NPO |
| Dongsun Kim (ROK) | Former Administrator, Small and Medium Business Administration | | NPO |
| Jeong Cheol Lee (ROK) | Senior Consultant, KPC | | NPO |
| Training Course on Value Addition to Agricultural Products for Increasing Productivity | Sri Lanka | 7–13 September | 24 |
| Dr. Navam S. Hettiarachchy (USA) | University Professor, and IFT Fellow, Integrated Protein, Nutraceuticals and Food Safety Program, Department of Food Science and Institute of Food Science and Engineering, University of Arkansas | | APO |
| Waheed Ahmad (Pakistan) | Manager (Operations)/Consultant, Capital Food Industries | | APO |
| Dr. D.B.T. Wijeratne (Sri Lanka) | Assistant, FAO Country Representative, UN FAO | | NPO |
| Workshop on Labor-Management Relations | Japan | 28 September–2 October | 21 |
| Masato Takayanagi (Japan) | Manager, Work-Life Management Department, JPC | | APO |
| Keiichiro Hamaguchi (Japan) | Senior Research Director, Japan Institute for Labour Policy and Training | | APO |
| Shoya Yoshida (Japan) | Executive Director, Department of International Affairs, Japanese Trade Union Confederation | | APO |
| Hiroyuki Matsui (Japan) | Senior Adviser, International Cooperation Bureau, Keidanren | | APO |
| Dr. Naoki Kuriyama (Japan) | Professor, Dean, Faculty of Business Administration, Soka University | | APO |
| Dr. Hanam Phang (ROK) | President, Korea Labor Institute | | APO |
| e-Learning Course on KM for SME Top Management (Session 1) | Cambodia, Fiji, Indonesia, Philippines, Vietnam | 28 September–1 October | 90 |
| Edgar Tan (Singapore) | Managing Partner, Straits Knowledge | | APO |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |
| e-Learning Course on KM for SME Top Management (Session 2) | Bangladesh, India, IR Iran, Mongolia, Nepal, Pakistan, Sri Lanka | 16–19 November | 109 |
| Edgar Tan (Singapore) | Managing Partner, Straits Knowledge | | APO |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | | Venue | Date/status | Participants |
|--|--|--|-----------------------|-----------------------|
| Expert (country) (*) Chief expert | Designation/organization | | | Assigned by |
| e-Learning Course on Business Excellence for the Public Sector (Session 1) | | Bangladesh, India, IR Iran, Nepal, Sri Lanka | 5–8 October | 101 |
| Elena Avedillo-Cruz (Philippines) | Consultant | | | APO |
| Sunil Sahadevan (Singapore) | Consultant | | | APO |
| e-Learning Course on Business Excellence for the Public Sector (Session 2) | | Cambodia, Fiji, Indonesia, Mongolia, Pakistan, Philippines, Vietnam | 1–4 December | 119 |
| Elena Avedillo-Cruz (Philippines) | Consultant | | | APO |
| Sunil Sahadevan (Singapore) | Consultant | | | APO |
| Workshop on Diversity Management and Human Capital Strategy | | Pakistan | 6–9 October | 18 |
| Noelle Richardson (Canada) | Principle, Noelle Richardson Consulting | | | APO |
| Sarimah Binti Talib (Malaysia) | Director, Vale Malaysia Minerals Sdn. Bhd. | | | APO |
| Wong Tuck Wah (Singapore) | Associate Faculty, SIM University | | | APO |
| Study Mission to Germany on Modern Quality Control and Inspection Systems for Food Products | | Germany | 12–17 October | 17 |
| Dr. Christian Grugel (Germany) | Federal Ministry of Justice and Consumer Protection | | | Organic Services GmbH |
| Detlef Grimmelt (Germany) | Transfair | | | Organic Services GmbH |
| Frank Gerriets (Germany) | Executive Director, Organic Services | | | Organic Services GmbH |
| Heinz-Dieter Gasper (Germany) | Director, Heuschrecke Naturkost GmbH | | | Organic Services GmbH |
| Ignacio Antequera (Germany) | Senior Manager, GlobalGAP | | | Organic Services GmbH |
| Joyce Moewius (Germany) | Expert, Bund Okologische Lebensmittelwirtschaft | | | Organic Services GmbH |
| Niklas Schulze Icking (Germany) | Deputy Head of Division, Federal Ministry of Food, Agriculture and Consumer Protection | | | Organic Services GmbH |
| Prof. Reiner Wittkowski (Germany) | Federal Institute for Risk Assessment | | | Organic Services GmbH |
| Dr. Stefan Engert (Germany) | Federal Institute for Risk Assessment | | | Organic Services GmbH |
| Stephan Tromp (Germany) | Managing Director, International Featured Standards | | | Organic Services GmbH |
| e-Learning Course on Business Excellence for the Service Industry | | Bangladesh, IR Iran, Sri Lanka, Vietnam | 9–12 November | 94 |
| George Wong (Singapore) | Managing Director and Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | | APO |
| Seng Meng Cheong (Singapore) | Senior Principal Corporate Development Manager, Corporate Development Group, Housing and Development Board | | | APO |
| e-Learning Course on Business Excellence for the Service Industry | | Cambodia, Fiji, India, Indonesia, Malaysia, Mongolia, Nepal, Pakistan | 14–17 December | 131 |
| George Wong (Singapore) | Managing Director and Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | | APO |
| Seng Meng Cheong (Singapore) | Senior Principal Corporate Development Manager, Corporate Development Group, Housing and Development Board | | | APO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|--|-----------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Study Mission to a Nonmember Country on the Use of ICT in Service-sector Firms for Productivity Improvement | USA | 9–13 November | 13 |
| Workshop on Measurement of Productivity in the Public Sector | Philippines | 9–13 November | 23 |
| Dean Parham (Australia) | Research Fellow, School of Economics, University of Adelaide | | APO |
| Dr. Hiroaki Inatsugu (Japan) | Professor, Faculty of Economics and Political Science, Okuma School of Public Management, Waseda University | | APO |
| Zahis Bin Ismail (Malaysia) | Director of Productivity and Competitiveness Development, MPC | | APO |
| Magdalena Legaspi Mendoza (Philippines) | Senior Vice President, DAP | | NPO |
| Bon Moya (Philippines) | Undersecretary, Department of Budget and Management, Chairman of the AO25 Inter Agency Task Force Technical Working Group | | NPO |
| Workshop on Sustainable Community Development | ROK | 23–27 November | 11 |
| Dr. Kisu Kim (ROK)* | Professor, School of Business/Vice Dean, Park Chung Hee School of Policy and Saemaul, Yeungnam University | | APO |
| Dr. Jin-Young Jung (ROK) | Deputy Director, Institute for International Development Cooperation/Associate Professor, Department of Environmental Engineering, Yeungnam University | | APO |
| Dr. Yangsoo Yi (ROK) | Professor, Department of Saemaul Studies and International Development, Yeungnam University | | APO |
| Dr. Yohan Lee (ROK) | Assistant Professor, Department of Sustainable Development, Park Chung Hee School of Policy and Saemaul, Yeungnam University | | APO |
| Research on Agricultural Policies in Asia | APO Secretariat | In progress | - |
| Prof. Kunio Tsubota (Japan)* | Professor, Department of Agri-food and Environmental Policy, School of Agriculture, Meiji University | | APO |
| Dr. Mohammad Jahangir Alam (Bangladesh) | Associate Professor, Department of Agribusiness and Marketing, Faculty of Agricultural Economics and Rural Sociology, Bangladesh Agricultural University | | APO |
| Dr. Yu-Hui Chen (ROC) | Professor, Department of Agricultural Economics, National Taiwan University | | APO |
| Dr. Olga Melyukhina (France) | Agricultural Policy Analyst, Policies and Trade in Agriculture, Trade and Agriculture Directorate, OECD | | APO |
| Avinash K. Srivastava (India) | Additional Secretary, Department of Agriculture and Cooperation, Ministry of Agriculture | | APO |
| Setyo Adhie (Indonesia) | Senior Planner, Directorate General, Processing and Marketing of Agricultural Products, Ministry of Agriculture | | APO |
| Dr. Tengku Mohd. Ariff Tengku Ahmad (Malaysia) | Director, Economic and Technology Management, Malaysia Agricultural Research and Development Institute | | APO |
| Dr. Abdul Salam (Pakistan) | Professor of Economics, Chairperson, School of Economics Sciences, Federal Urdu University of Arts, Science and Technology | | APO |
| Dr. Rasnayaka Mudiyansele (Sri Lanka) | Senior Agriculture Economist, Socio Economics and Planning Centre, Department of Agriculture | | APO |
| Dr. Boonjit Titapiwatanakun (Thailand) | Special Advisory and Resource Person, Department of Agricultural and Resource Economics, Faculty of Economics, Kasetsart University | | APO |
| Research on Knowledge Management Models in the Public Sector | APO Secretariat | In progress | - |
| Ronald Young (UK)* | CEO and Chief Knowledge Officer, Knowledge Associates Cambridge Ltd. | | APO |
| Sapta Putra Yadi (Indonesia) | Director/Founder, ITTC-Knoco Indonesia | | APO |
| Dr. Ida Yasin (Malaysia) | Senior Manager, Strategic Planning and Corporate Communication Department, MPC | | APO |
| Trevor Tin Shing Lui (PR China) | Partner Consultant, Wise Smart Consultants Limited | | APO |
| Magdalena Legaspi Mendoza (Philippines) | Senior Vice President, DAP | | APO |
| Gopinathan (Singapore) | Consultant, Knowledge Associates Cambridge Ltd. | | APO |
| Dr. Nguyen Van Thang (Vietnam) | Director, Asia Pacific Institute of Management, National Economics University | | APO |

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

| Project title | Venue | Date/status | Participants |
|--|--|--------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Research on Measuring Productivity in Higher Education | APO Secretariat | In progress | - |
| Dr. Hamish Coates (Australia)* | Professor, Higher Education, Centre for the Study of Higher Education, University of Melbourne | | APO |
| Dr. Ngin Chanrith (Cambodia) | Dean, Faculty of Development Studies, Royal University of Phnom Penh | | APO |
| Robert Victor Misau (Fiji) | Team Leader for Corporate Services, Acting-Team Leader of Finance and Research, Fiji Higher Education Commission | | APO |
| Dr. Ganesan Kannabiran (India) | Professor (Higher Academic Grade), National Institute of Technology | | APO |
| Paulina Pannen (Indonesia) | Senior Adviser on Academic Affairs, Ministry of Research Technology and Higher Education | | APO |
| Dr. Izhar Bin Che Mee (Malaysia) | Principal Consultant/Researcher, Enterprise Heartbeat MSC Sdn. Bhd. | | APO |
| Shakeel Ahmad (Pakistan) | Assistant Professor, FAST National University of Computer and Emerging Sciences | | APO |
| Dr. Conrado E. Inigo, Jr. (Philippines) | Vice-President, Academic Affairs, Lyceum of Philippines University | | APO |
| G.M.R.D. Aponsu (Sri Lanka) | Director (Planning), Ministry of Higher Education and Research | | APO |
| Siriporn Petchkong (Thailand) | Researcher, Research Division, FTPI | | APO |
| Research on Aging Societies and Gender Mainstreaming in Human Capital Development | APO Secretariat | In progress | - |
| Prof. Arup Mitra (India)* | Professor of Economics, Institute of Economic Growth, Delhi University Enclave | | APO |
| Dr. Chin-Hui Hsiao (ROC) | Associate Professor, Chihlee University of Technology | | APO |
| Dr. Seema Joshi (India) | Associate Professor of Economics, Kirori Mal College, University of Delhi | | APO |
| Dr. Lilis Heri Mis Cich (Indonesia) | Researcher/Lecturer, Demographic Institute, Faculty of Economics and Business, University of Indonesia | | APO |
| Dr. Hiroyuki Fujimura (Japan) | Professor, Hosei University Business School of Innovation Management | | APO |
| Kelvin Chee Meng Yeong (Malaysia) | Assistant Director, Economic Planning Unit, Prime Minister's Department | | APO |
| Dr. Ronahlee A. Asuncion (Philippines) | Officer in Charge, School of Labor and Industrial Relations | | APO |
| Dr. Wiraporn Pothisiri (Thailand) | Assistant Professor, College of Population Studies, Chulalongkorn University | | APO |
| Research on Performance Management for Public-sector Organizations | APO Secretariat | In progress | - |
| Dr. Hiroaki Inatsugu (Japan)* | Professor, Faculty of Economics and Political Science, Okuma School of Public Management, Waseda University | | APO |
| Dr. Md. Nazrul Islam (Bangladesh) | Director, NPO | | APO |
| Dr. Anwar Sanusi (Indonesia) | Director, Center for Institutional Performance Studies, National Institute of Public Administration | | APO |
| Alaeddin Rafizadeh Bagrabad (IR Iran) | Deputy Bureau of Performance Management, Vice-Presidency for Management and Human Capital Development | | APO |
| Rabia Jamil (Pakistan) | Head of International Relations, NPO Pakistan | | APO |
| Magdalena Legaspi Mendoza (Philippines) | Senior Vice President, DAP | | APO |
| Dr. Indiketiya Hewage Kusumadasa Mahanama (Sri Lanka) | Additional Secretary, Prime Minister's Office | | APO |
| Ratchada Asisonthisakul (Thailand) | Business Development and Support Manager, FTPI | | APO |
| Tri Thanh Nguyen (Vietnam) | Senior Consultant/Managing Partner, Training and Consulting Firm iLumtics | | APO |

GREEN PRODUCTIVITY

| Project title | Venue | Date/status | Participants |
|---|---|-------------------------|---------------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| Multicountry Observational Study Mission on Energy Efficiency | Japan | 26–30 January | 19 |
| Georg Ratjen (Germany) | Senior Project Manager, Wirt.-Ing., M.Sc., Adelphi Consult GmbH | | APO |
| R. Virendra (India) | Deputy Director General, NPC | | APO |
| Eikyuu Watanabe (Japan) | Counsellor, International Cooperation Department, JPC | | NPO |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | NPO |
| Kazuhiko Yoshida (Japan) | General Manager, International Capacity Building Center for Energy, Conservation, International Cooperation Division, The Energy Conservation Center, Japan | | NPO |
| Osamu Kimura (Japan) | Researcher, Socio-economic Research Center, Central Research Institute of Electric Power Center | | NPO |
| Dr. Yoshiaki Ichikawa (Japan) | Senior Chief Engineer, International Standardization Office, Intellectual Property Division, Hitachi, Ltd. | | NPO |
| Yoshiyori Saito (Japan) | Counsellor, International Cooperation Department, JPC | | NPO |
| Workshop on Advanced Energy Technologies in the Manufacturing Sector | Indonesia | 1–5 June | 17 |
| Kuang-Chih Li (ROC) | Project Engineer, China Steel Corporation | | APO |
| Mohan Appasaheb Patil (India) | Director, Resource Conservation and Management, Federation of Indian Chamber of Commerce and Industries | | APO |
| Dr. Yoshiaki Ichikawa (Japan) | Senior Manager, Environmental Strategy Office, Hitachi, Ltd. | | APO |
| Workshop on Development of Ecocities | ROC | 23–26 June | 15 + 3 (observers) |
| Prof. Ryoichi Yamamoto (Japan) | Emeritus Professor of University of Tokyo, Professor of Tokyo City University, and Honorary President, International Green Purchasing Network Secretariat | | APO |
| Uchita de Zoysa (Sri Lanka) | Chairman, Global Sustainability Solutions | | APO |
| Dr. Ahwani Vasishth (USA) | Associate Professor, Sustainability Studies, Director, Master of Arts in Sustainability Studies, Rampao College of New Jersey School of Social Science and Human Services | | APO |
| Training of Trainers and Consultants in Green Productivity | ROC | 6–24 July | 26 |
| Kelvin Chan Keng Chuen (Singapore)* | Director and Principal Consultant, Teian Consulting International Pte. Ltd. | | APO |
| Bankim Navinchandra Bhatt (India) | Chairman and Managing Director, Bisman Fintech Pvt. Ltd. | | APO |
| Alex Yap Yun Fung (Malaysia) | Managing Director and Green Productivity Consultant, EcoLean Consultancy Sdn. Bhd. | | APO |
| Training Course on Management Consultancy with Special Focus on Green Productivity | Fiji | 27 July–5 August | 24 |
| George Wong (Singapore)* | Managing Director, Principal Consultant, Hoclink Systems and Services Pte. Ltd. | | APO |
| Bankim Navinchandra Bhatt (India) | Chairman and Managing Director, Bisman Fintech Pvt. Ltd. | | APO |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Workshop on Agritourism Business Development | Indonesia | 3–7 August | 20 |
| Harro Boekhold (Netherlands) | Managing Director, COUNTOUR Projects Ltd. | | APO |
| Prof. David Preece (USA) | Chair and Assistant Professor, Business Management Department, Brigham Young University-Hawaii | | APO |
| Workshop on Material Flow Cost Accounting (MFCA) | Indonesia | 24–28 August | 23 |
| Hiroshi Tachikawa (Australia) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Yoshikuni Furukawa (ROC) | General Manager, Sustainable Management, Nitto Denko Corporation | | APO |
| Martina Prox (Malaysia) | Representative, Ifu Hamburg GmbH | | APO |

GREEN PRODUCTIVITY

| Project title | Venue | Date/status | Participants |
|---|--|------------------------|--------------------------|
| Expert (country) (* Chief expert) | Designation/organization | | Assigned by |
| 13th Annual Meeting of the Green Productivity Advisory Committee (GPAC) | Japan | 26 August | - |
| June Kangvannavakul (Thailand) | Executive Board Committee, Industrial Environment Institute, Federation of Thai Industry | | APO |
| Woranut Karikan (Thailand) | Senior Environmental Officer, Industrial Environment Institute, Federation of Thai Industry | | APO |
| Annual Meeting of the GPAC and International Conference on Green Leadership in the Republic of China | ROC | 12–13 November | - |
| Bankim Navinchandra Bhatt (India) | Chairman and Managing Director, Bisman Fintech Pvt. Ltd. | | APO |
| Liana Bratasida (Indonesia) | Executive Director, Indonesia Pulp and Paper Association | | APO |
| Workshop on the Development of the International Green Productivity Advisory Committee (I-GPAC) | Japan | 25–27 November | 21 |
| Gakuji Fukatsu (Japan) | Vice Director, Green Purchasing Network | | APO |
| Koji Nomura (Japan) | Manager, Sales and Planning Group, Aqua Business Group, Environmental Business Development Department, Taiheiyo Cement Corporation | | APO |
| Mayumi Shiratsuchi (Japan) | Sustainability Strategy Advisor | | APO |
| Dr. Miyako Enokibori (Japan) | Project Manager, Carbon Disclosure Project Japan | | APO |
| Prof. Shinichi Takemura (Japan) | Professor, Kyoto University of Art and Design | | APO |
| Rae Kwon Chung (Thailand) | Principal Advisor for Climate Change, Secretary General's Climate Change Support Team | | APO |
| Dr. Ashwani Vasishth (USA) | Associate Professor, Environmental Studies, Ramapo College | | APO |
| Dr. Camilo Mora (USA) | Assistant Professor, University of Hawaii at Manoa | | APO |
| Dr. Eugene Yu-Ying Lin (ROC) | Director, Planning and Training Division, CPC | | NPO |
| e-Learning Course on Nonchemical Pest Management in Agriculture (Session 1) | Cambodia, Mongolia, Philippines, Thailand, Vietnam | 8–10 September | 90 |
| Dr. Jorge Hendrichs (Austria) | Head, Insect Pest Control Section, Joint FAO/IAEA Division, International Atomic Energy Agency | | APO |
| Dr. Yoshiharu Fujii (Japan) | Professor, Tokyo University of Agriculture and Technology | | APO |
| Dr. Ooi Aun Chuan (Malaysia) | Professorial Chair, Universiti Tunku Abdul Rahman | | APO |
| e-Learning Course on Nonchemical Pest Management in Agriculture (Session 2) | Bangladesh, India, IR Iran, Pakistan, Sri Lanka | 7–9 December | 128 |
| Dr. Jorge Hendrichs (Austria) | Head, Insect Control Section, Joint FAO/IAEA Division, International Atomic Energy Agency | | APO |
| Dr. Yoshiharu Fujii (Japan) | Professor, Tokyo University of Agriculture and Technology | | APO |
| Dr. Ooi Aun Chuan (Malaysia) | Professorial Chair, Universiti Tuanku Abdul Rahman | | APO |
| International Conference on Applications of the Green Productivity Approach in New and Emerging Industries | ROC | 15–17 September | 32 + 1 (observer) |
| Vinod Asad Iyengar (India) | Proprietor, Corporate Consultant | | APO |
| Yusuke Saraya (Japan) | President, Saraya Co., Ltd. | | APO |
| Uchita de Zoysa (Sri Lanka) | Chairman, Global Sustainability Solutions | | APO |

GREEN PRODUCTIVITY

| Project title | | Venue | Date/status | Participants |
|---|---|--|-------------------------------|--------------|
| Expert (country) (*) Chief expert | Designation/organization | | | Assigned by |
| e-Learning Course on Good Agricultural Practices (GAP) for Greater Market Access (Session 1) | | Bangladesh, India, IR Iran, Mongolia, Sri Lanka | 13–15 October | 85 |
| Chan Seng Kit (Malaysia)* | Director, K-Farm Sdn. Bhd. | | | APO |
| Dr. Friedrich Luedeke (Germany) | Senior Expert—Training, GLOBALGAP | | | APO |
| Yasuaki Takeda (Japan) | Managing Director, Asia GAP Research Institute | | | APO |
| e-Learning Course on Good Agricultural Practices (GAP) for Greater Market Access (Session 2) | | Cambodia, Nepal, Pakistan, Philippines, Thailand, Vietnam | 4–6 November | 127 |
| Chan Seng Kit (Malaysia)* | Director, K-Farm Sdn. Bhd. | | | APO |
| Dr. Friedrich Luedeke (Germany) | Senior Expert-Training, GLOBALGAP | | | APO |
| Yasuaki Takeda (Japan) | Managing Director, Asia GAP Research Institute | | | APO |
| Top Management Forum with Focus on Smart Grids and Green Productivity | | ROK | 17–19 November | 24 |
| Kazuyuki Takada (Japan) | Deputy Director, Smart Community Department, New Energy and Industrial Technology Development Organization | | | APO |
| Leon R. Roose (USA) | Specialist, Hawaii Natural Energy Institute, School of Ocean and Earth Science and Technology | | | APO |
| Jong Cheon Son (ROK) | Korea Smart Grid Institute | | | NPO |
| Multicountry Observational Study Mission on Solar and Renewable Energy | | Japan | 23–27 November | 14 |
| Dr. Haruhiko Obara (Japan) | Deputy Director General, Department of Energy and Environment, National Institute of Advanced Industrial Science and Technology | | | APO |
| Dr. Yutaka Shinohara (Japan) | Professor Emeritus, Chiba University | | | APO |
| Workshop on Climate Change-resilient Agriculture Systems | | Pakistan | 30 November–4 December | 29 |
| Dr. Attachai Jintrawet (Thailand) | Professor, Plant and Soil Sciences Department and Center for Agricultural Resource System Research, Faculty of Agriculture, Chiang Mai University | | | APO |
| Dr. Kenan Peker (Turkey) | Professor, Department of Agricultural Economics, Selcuk University | | | APO |
| Dr. Axel Garcia y Garcia (USA) | Assistant Professor, Cropping Systems, Department of Agronomy and Plant Genetics, University of Minnesota | | | APO |
| Dr. Ashfaq Ahmad Chattha (Pakistan) | Professor, University of Agriculture | | | NPO |
| Dr. Babar Shahbaz (Pakistan) | Professor, University of Agriculture | | | NPO |
| Dr. Bushra Sadia (Pakistan) | Professor, Biotechnology, University of Agriculture | | | NPO |
| Dr. Jahanzeb Cheema (Pakistan) | Professor, Precision Agriculture, University of Agriculture | | | NPO |
| Dr. Jamil Ahmad Khan (Pakistan) | Professor, Agricultural Policy, University of Agriculture | | | NPO |
| Dr. Javed (Pakistan) | Dean, Faculty of Basic Science, University of Agriculture | | | NPO |
| Dr. Muhammad Sajjad Khan (Pakistan) | Professor, Institution of Animal Sciences, University of Agriculture | | | NPO |
| Dr. Faith Ozdemir (Turkey) | Coordinator, International Winter Wheat Improvement Program | | | NPO |
| Dr. Musfata Kan (Turkey) | Official, Ministry of Food, Agriculture and Livestock, Bahri Dagdas International Agricultural Research Institute | | | NPO |
| Dr. James Hill (USA) | Professor, University of California, Davis | | | NPO |

GREEN PRODUCTIVITY

| Project title | | Venue | Date/status | Participants |
|--|---|------------------------|--------------------|--------------|
| Expert (country) (* Chief expert) | Designation/organization | | | Assigned by |
| Research on the State of Green Business in the Region | | APO Secretariat | In progress | - |
| Dr. Jong-dall Kim (IR Iran)* | Professor, School of Economics and Trade, Kyungpook National University, Director, Research Institute for Energy, Environment and Economy | | | APO |
| Dr. Lih-chyi Wen (Bangladesh) | Director/Research Fellow, Chung-Hua Institution for Economic Research, Center for Green Economy | | | APO |
| Dr. Suporn Koottatep (ROC) | Consultant | | | APO |
| Raghuram Virendra (India) | Deputy Director General, NPC | | | APO |
| Liana Bratasida (Pakistan) | Executive Director, Indonesian Pulp and Paper Association | | | APO |
| Joseph Benjamin Billones De La Torre (Philippines) | Programs Manager, Philippine Business for the Environment | | | APO |
| Dr. Keun Hee Rhee (USA) | Director/Senior Researcher, Productivity Research Institute, KPC | | | APO |
| Research on Need Assessment for Energy Conservation in Member Countries | | MCs | In progress | - |
| Development of Demonstration Companies on Energy Conservation: Mongolia | | Mongolia | In progress | - |
| Kazuhiko Yoshida (Japan) | General Manager, Cooperation Planning and Management Department, The Energy Conservation Center, Japan | | | APO |
| Masahide Shinohara (Japan) | General Manager, The Energy Conservation Center, Japan, Tokai Branch and International Planning Department | | | APO |
| Research on Green Productivity and Productivity Measurement Program for Myanmar | | APO Secretariat | In progress | - |
| Eco-products International Fair (EPIF): Press Conference for the EPIF 2016 | | Thailand | 14 December | - |
| Yukio Yanase (Japan) | Honorary Advisor, ORIX Corporation | | | APO |

PROJECTS FUNDED BY SPECIAL CASH GRANTS

GRANTS FROM THE GOVERNMENT OF JAPAN

National Conference on Food Supply Chain Management (Cambodia)

National Conference on Food Supply Chain Management (Lao PDR)

Multicountry Observational Study Mission on Branding Local Specific Agricultural Products through the Use of Geographical Indications

Training Course on Industrial Human Resources Development for Africa

Research on Need Assessment for Energy Conservation in Member Countries

Workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity

Development of Demonstration Companies

Workshop on Labor-Management Relations

Multicountry Observational Study Mission on Solar and Renewable Energy

Research on Green Productivity and Productivity Measurement Program for Myanmar

Development of Demonstration Companies: Mongolia

GRANTS FROM THE GOVERNMENT OF THE ROK

Workshop on Sustainable Community Development

INDIVIDUAL-COUNTRY PROGRAM

| Project title | Venue | Date/status | Participants |
|---|--|-------------|--------------|
| Expert (country) | Designation/organization | | Assigned by |
| Program Development Fund "APO-GRIPS Special Joint Forum on New Perspectives on Productivity in the Knowledge Economy" | Japan | 27 May | - |
| Prof. Ikujiro Nonaka (Japan) | Professor Emeritus, Hitotsubashi University Graduate School of International Corporate Strategy, National Center of Sciences | | APO |
| Dr. Laurence Prusak (USA) | Senior Advisor on Knowledge and Learning, World Bank | | APO |

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

| Subject | Deputing country | Venue | Date/status | Participants |
|---|------------------|------------|---------------|--------------|
| Preparing a Long-term Outlook, Strategic Plan, and Investment Policy Statement for a Group of Steel Manufacturers | IR Iran | India | 19–24 January | 12 |
| Quality Customer Service through Productivity Enhancement | Sri Lanka | Japan | 19–21 May | 4 |
| Best Practices in Agritourism | Philippines | ROC | 22–25 June | 26 |
| Production, Service, and Agricultural Sectors | Mongolia | Vietnam | 4–7 August | 6 |
| Health-sector Productivity and Quality-related Issues | Sri Lanka | Malaysia | 26–29 August | 15 |
| Zero Quality Defect Manufacturing in SMEs | India | Japan, ROK | 7–11 December | 6 |
| Productivity and Quality Enhancement | Vietnam | ROC | 7–11 December | 7 |

DEVELOPMENT OF DEMONSTRATION COMPANIES

| Subject | Venue | Date/status | Assigned by |
|---|---|------------------|-------------|
| Expert (country) | Designation/organization | | Assigned by |
| Material Flow Cost Accounting: Thailand (8th visit) | Thailand | 30 March–3 April | |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector: Sri Lanka (3rd visit) | Sri Lanka | 19–24 February | |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |
| Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector: Sri Lanka (4th visit) | Sri Lanka | 20–28 July | |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |
| Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector: Sri Lanka (5th visit) | Sri Lanka | 24–27 October | |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |
| Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector: Sri Lanka (6th visit) | Sri Lanka | 23–25 November | |
| Praba Nair (Singapore) | Principal Consultant, KDi Asia Pte. Ltd. | | APO |
| Application of Productivity and Quality Management in the Service Industry: Mongolia (3rd visit) | Mongolia | 9–13 February | |
| Ng Ha Wai, Howie (PR China) | Technical Director, Hong Kong Veritas Limited | | APO |
| Application of Productivity and Quality Management in the Service Industry: Mongolia (4th visit) | Mongolia | 6–10 April | |
| Ng Ha Wai, Howie (PR China) | Technical Director, Hong Kong Veritas Limited | | APO |

INDIVIDUAL-COUNTRY PROGRAM

| Subject | Venue | Date/status | Assigned by |
|--|---|-----------------|-------------|
| Expert (country) | Designation/organization | | |
| Application of Productivity and Quality Management in the Service Industry: Mongolia (5th visit) | Mongolia | 8–12 June | |
| Ng Ha Wai, Howie (PR China) | Technical Director, Hong Kong Veritas Limited | | APO |
| Application of Productivity and Quality Management in the Service Industry: Mongolia (6th visit) | Mongolia | 23–26 September | |
| Ng Ha Wai, Howie (PR China) | Technical Director, Hong Kong Veritas Limited | | APO |
| Application of On-grid Solar Power Systems for Promotion of Renewable Energy: Lao PDR (1st visit) | Lao PDR | 8–12 June | |
| Mu Liang Chen (ROC) | Senior Engineer, Hengs Technology Co., Ltd. | | APO |
| Application of On-grid Solar Power Systems for Promotion of Renewable Energy: Lao PDR (2nd visit) | Lao PDR | 14–25 December | |
| Mu Liang Chen (ROC) | Senior Engineer, Hengs Technology Co., Ltd. | | APO |
| Material Flow Cost Accounting: Mongolia (1st visit) | Mongolia | 27–29 August | |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Material Flow Cost Accounting: Mongolia (2nd visit) | Mongolia | 19–23 October | |
| Hiroshi Tachikawa (Japan) | Managing Director, Propharm Japan Co., Ltd. | | APO |
| Application of Resilient, Resource-efficient, Vibrant Energy Sources for the Development of a Green Economy: India (1st visit) | India | 10–13 December | |
| Shou-Chien Lee (ROC) | Section Chief, Recycling Fund Management Board, Environmental Protection Administration, Executive Yuan | | APO |
| Dr. Hsiao-Kang Ma (ROC) | Professor, National Taiwan University | | APO |

PARTICIPATION UNDER BCBN PROJECTS

| Subject | Deputing country | Venue | Date | Participants |
|--|------------------|---------------------|-----------------|--------------|
| Study of Best Practices and New Initiatives of NPOs for Productivity Improvement | India | Singapore, Malaysia | 2–6 February | 3 |
| Future Planning and Management | Thailand | Singapore | 6–8 July | 3 |
| Innovation and Competitiveness Strategies for Enhancing Technological Readiness | Malaysia | ROC, ROK | 13–17 July | 5 |
| Strengthening the NPEDC | Nepal | Fiji | 17–19 August | 3 |
| Mission to Observe Competitiveness and Industrial/SME Sector Improvement Programs in Mongolia and Malaysia | Pakistan | Mongolia, Malaysia | 2–9 September | 3 |
| Study on Innovative, Successful Business Models | ROK | Japan, ROC | 15–17 September | 3 |
| Productivity and Entrepreneurship Development | Fiji | Indonesia | 9–13 November | 4 |

TECHNICAL EXPERT SERVICES

| Expert (country of residence) | Subject | Venue | Duration |
|------------------------------------|---|-------------|------------------------|
| Dr. Yasuhiro Monden (Japan) | Global Supply Chain Management for Iranian Industries | IR Iran | 6–8 January |
| Richard Clarke (Canada) | Productivity Measurement for the Public Sector of Mongolia | Mongolia | 12–23 January |
| Gerald A. Herrmann (Germany) | Organic Production and Developing an Organic Certification System in Pakistan | Pakistan | 26–30 January |
| Yosuke Matsumiya (Japan) | Productivity Improvement in the Water Sector | IR Iran | 14–18 February |
| Dr. Yao-Chien Alex Chang (ROC) | Cultivation and Productivity/Quality Improvement of Orchids to Cater to the Export Market: 2015 | Sri Lanka | 10–14 March |
| Dr. Luis Ma. R. Calingo (USA) | Performance Excellence in Public Higher Education Institutions | Philippines | 16–20 March |
| R. Virendra (India) | Training of Trainers on Energy Audits | Nepal | 20–24 April |
| Praba Nair (Singapore) | Knowledge Management Empowering International Cooperation in the Agriculture and Fisheries Sector | Indonesia | 4–6 May |
| Chan Seng Kit (Malaysia) | Innovative Postharvest Management for Agribusiness | Pakistan | 4–8 May |
| Ng Ha Wai Howie (PR China) | Development of Energy Management System on ISO 50001 | Pakistan | 4–15 May |
| Shaharum Ashaari (Malaysia) | Developing Consulting Scheme on Lean Manufacturing | Vietnam | 8–12 June |
| Dr. Mohan Dhamotharan (Germany) | Productivity Facilitators for Integrated Community Development | Indonesia | 15–19 June |
| Sunil Sahadevan (Singapore) | Training Programme on National Productivity Awards Assessment for Judge Panel Members | Sri Lanka | 15–20 June |
| Sung-Tak Kim (ROK) | Human Performance Technology Consultant Training Program | ROC | 22–24 June |
| Yun Fung Yap, Alex (Malaysia) | Training Course on Green Productivity and Environment Management Accounting | Fiji | 29 June–3 July |
| Dr. Abdul Azeez Erumban (USA) | Workshop on Estimating Productivity and TFP for Short, Medium and Long Term (2015–2025) Based on Methodology Used by the Conference Board (TCB) | Malaysia | 29 June–3 July |
| Michael Jackson (UK) | Heading into the 21st Century World | Thailand | 8–9 July |
| Ian Gibson (Australia) | Training Programme on 3D Printing and Future Manufacturing | India | 20–24 July |
| Shaharum Ashaari (Malaysia) | Developing Consulting Schemes on Lean Manufacturing | Vietnam | 27–31 July |
| Dr. Dindo Maamo Campilan (Vietnam) | Training Course on Performance Management for Trainers and Middle Level Managers | Indonesia | 3–7 August |
| Kelvin Chan (Singapore) | Industrial Engineering Training Programmes for NPS Staff | Sri Lanka | 24 August–5 September |
| Prof. Wolfgang Baltus (Germany) | Industry 4.0: The Future Revolution of Productivity and Competitiveness | Thailand | 2 September |
| Ralf Opierzynski (Germany) | Industry 4.0: The Future Revolution of Productivity and Competitiveness | Thailand | 2 September |
| Joyce Johan Chang (Singapore) | Management Excellence in the Public Sector (Healthcare) | Japan | 9–11 September |
| Dr. Vu Minh Khuong (Singapore) | Developing a Strategic Plan for Productivity Promotion Programs in Vietnam and Capacity Building for the VNPI | Vietnam | 14–16 September |
| Prof. Hsiao-Kang Ma (ROC) | Recovered Paper, Policy and Technology Sharing | Indonesia | 14–18 September |
| Prof. Yuan Shing Perng (ROC) | Recovered Paper, Policy and Technology Sharing | Indonesia | 14–18 September |
| Hiroshi Ishida (Japan) | Corporate Social Responsibility and Sustainability Reporting | Thailand | 28 September–2 October |
| Mohd. Lizuan Latif (Malaysia) | Training of Trainers on Productivity Tools and Techniques for Indicators from 22 Provinces | Indonesia | 28 September–2 October |
| Sharil Goh Fadhil (Malaysia) | Training of Trainers on Productivity Tools and Techniques for Indicators from 22 Provinces | Indonesia | 28 September–2 October |
| Dr. Laurence Prusak (USA) | Top Executive Conference and Workshop on KM and Innovation | Fiji | 2–8 October |

TECHNICAL EXPERT SERVICES

| Expert (country of residence) | Subject | Venue | Duration |
|---|---|-------------|------------------------|
| John Goodman (USA) | International Conference on Using Technology and Voice of the Customer to Make Service Anticipatory and Proactive | ROC | 12–15 October |
| Masaki Nakagawa (Japan) | Seminar on Sharing the Experiences of Encouraging Young Entrants in Agriculture | ROC | 13–16 October |
| Seita Fujiwara (Japan) | Seminar on Sharing the Experiences of Encouraging Young Entrants in Agriculture | ROC | 13–16 October |
| Dr. Takeshi Shimmura (Japan) | Food and Beverage Consultant Retraining Program | ROC | 19–21 October |
| Norhasimah Ibrahim (Malaysia) | Training of Trainers on Strengthening the Capacity of Productivity Practitioners on Management Consultancy for SMEs | Indonesia | 19–23 October |
| Rosmi Bin Abdullah (Malaysia) | Training of Trainers on Strengthening the Capacity of Productivity Practitioners on Management Consultancy for SMEs | Indonesia | 19–23 October |
| Lisa Higgins (USA) | Cross-sharing and Exchange of Best Practices in Capability Development | Singapore | 19–23 October |
| Isep Gojali (Indonesia) | First Malaysia Productivity-linked Wages Conference | Malaysia | 22–23 October |
| Yasuhiko Inoue (Japan) | First Malaysia Productivity-linked Wages Conference | Malaysia | 22–23 October |
| Dr. Young Ku (ROC) | Cleaner Production Certification Scheme Development | Malaysia | 26–28 October |
| Ying-Ying Lai (ROC) | Bilateral Resource Recycling Development | Thailand | 9–10 November |
| Aurel Brudan (Australia) | Training Course/Workshop on Key Performance Indicators, Productivity Measurement, and Analysis | Indonesia | 9–20 November |
| Rauzah Zainal Abidin (Malaysia) | Training of Trainers in Productivity Management for the Academic/Education Sector | Mongolia | 9–13 November |
| George Wong (Singapore) | Training of Trainers in Productivity Management for the Academic/Education Sector | Mongolia | 16–20 November |
| Cristina Tarata (Romania) | Training Course/Workshop on Key Performance Indicators, Productivity Measurement, and Analysis | Mongolia | 16–27 November |
| Dr. Robin Mann (New Zealand) | Localizing the APO's COE Program: Enhanced Adoption of the BE Framework in the Public Sector | Philippines | 19 November–4 December |
| Sumaya Rashid (Bangladesh) | 4th SR Asia International Conference on Global Partnership for Sustainable Development | Indonesia | 25–27 November |
| Birendra Raturi (India) | 4th SR Asia International Conference on Global Partnership for Sustainable Development | Indonesia | 25–27 November |
| Osamu Uno (Japan) | 4th SR Asia International Conference on Global Partnership for Sustainable Development | Indonesia | 25–27 November |
| Prof. Hiroshi Izawa (Japan) | International Forum on Innovation of Catering Management | ROC | 7–9 December |
| Dr. V. Bruce J. Tolentino (Philippines) | National Consultations and Conference on the Rice Industry | Cambodia | 7–9 December |
| B.P. Bhandary (India) | Training-cum-Energy Auditing | Mongolia | 7–18 December |

INTERNATIONAL COOPERATION

JOINT PROJECTS

| Project | Collaborating organization |
|---|--|
| Advanced Agribusiness Management Course for Executives and Managers | Cornell International Institute for Food, Agriculture and Development, Cornell University and UN FAO |

SERVICES OF EXPERTS RECEIVED

| Project | Collaborating organization |
|---|----------------------------|
| Advanced Agribusiness Management Course for Executives and Managers | UN FAO |
| Research on Agricultural Policies in Asia | OECD |
| e-Learning Course on Nonchemical Pest Management in Agriculture | IAEA |

GUEST OBSERVERS RECEIVED

| Project | Organization/number of observers |
|--|--|
| 57th Session of the APO Governing Body | CIRDAP/1 |
| | UN FAO/1 |
| | IAEA/1 |
| | PAPA/1 |
| | Southeast Asian Regional Center for Graduate Study and Research in Agriculture/1 |
| | UNEP/1 |
| | UN ESCAP/1 |
| | Republic of the Union of Myanmar Federation of Chambers of Commerce and Industry/1 |
| | Singapore Productivity Association/2 |
| | |
| 56th Workshop Meeting of Heads of NPOs | CIRDAP/1 |
| | PAPA/1 |
| | Singapore Productivity Association/2 |
| | Singapore Productivity Centre/2 |
| | Singapore Innovation and Productivity Institute/1 |
| | |
| | The Solomon Islands High Commission in Malaysia/1 |

PARTICIPANTS FROM NONMEMBER COUNTRIES

| Project | Participating nonmember country/member of participants |
|--|---|
| Training Course on Industrial Human Resources Development for Africa | Botswana/4, Burkina Faso/3, Ghana/2, Mauritius/4, Namibia/4, South Africa/5, Tanzania/2, Zambia/3 |
| Workshop on SME Innovation and Quality Management for Myanmar to Increase Productivity | Myanmar/35 |
| Workshop on Policy Development for Green Productivity Promotion | Turkey/2 |

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

| Host organization | Title of meeting | Duration | Venue | Staff members involved |
|--|--|--------------|-------------|--|
| UN ESCAP | High-Level Asia-Pacific Policy Dialogue on the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 | 4–6 March | Cambodia | Dr. Jose Elvinia |
| IMF and OECD | Can Women Have It All? Lessons from Finland and Norway for Japan and the ROK | 16 Mar | Japan | Martini Abd. Aziz |
| Yokohama National University | Lecture at the Graduate School of Engineering | 21 April | Japan | K.D. Bhardwaj |
| GRIPS | Leadership and Management Development in Asian Countries | 27 Mar | Japan | Naoki Ogiwara Dr. Jose Elvinia |
| Cornell University | CIIFAD International Symposium | 15 Apr | USA | Mari Amano |
| Vietnam Business Council for Sustainable Development, VCCI | Vietnam Corporate Sustainability Forum 2015 | 14 May | Vietnam | Mari Amano |
| Economic Policy Forum and Economic Policy Research Foundation of Turkey | Think20 Regional Seminar and Study Tour on Enhancing Innovation Capacity and International Technology Diffusion | 17–20 May | Germany | Naoki Ogiwara |
| Japan Agency for Environmental Business | 1st Seminar: Ethical Japan: Environmental Solution and Global Market | 20 May | Japan | Yasuko Asano |
| JICA Research Institute | JICA Lunch Time Seminar | 27 May | Japan | Naoki Ogiwara |
| IFOAM Asia | Event of the Goesan International Organic Expo and Industry Fair (2nd IFOAM Asia General Assembly and International Organic Symposium) | 1–3 June | ROK | Dr. Shaikh Tanveer Hossain |
| OECD | IO Consortium for Measuring the Policy Environment for Agriculture | 22–23 June | France | Mitsuo Nakamura |
| International Forum for Sustainable Asia and the Pacific | International Forum for Sustainable Asia and the Pacific | 28–29 July | Japan | Dr. Shaikh Tanveer Hossain Dr. Muhammad Saeed |
| UNCRD | Sixth Regional 3R Forum in Asia and the Pacific | 16–19 August | Maldives | K.D. Bhardwaj |
| UN University | UNU Conversation Series: “The UN at 70 — Still Relevant?” | 1 Oct | Japan | Martini Abd. Aziz |
| IFOAM Asia | Regional Conference on Marketing and Innovation in Organic Farming | 2–3 Oct | ROK | Dr. Shaikh Tanveer Hossain |
| CPC | International Conference on Green Leadership | 12 Nov | ROC | Mari Amano Naoki Ogiwara |
| Research Institute for Humanity and Nature | 4th International Workshop on Future Earth in Asia | 19 Nov | Japan | Mari Amano |
| DAP | 1st International Conference on Productivity and Innovation | 26 Nov | Philippines | Mari Amano Joselito C. Bernardo |
| Board of Investment of Thailand; Royal Thai Embassy, Tokyo; ASEAN Japan Centre | Thailand: Moving Forward to Sustainable Growth | 27 Nov | Japan | Yasuko Asano |
| UNIDO | Partner for Prosperity | 18 Dec | Japan | Ta-Te Yang |

LIST OF NATIONAL COORDINATORS

| Project title | |
|--|---|
| National coordinator (country of residence) | Designation/organization |
| e-Learning Course on Nonchemical Pest Management in Agriculture (Session 1) | |
| Him Phanith (Cambodia) | Deputy Director, NPCC, Ministry of Industry and Handicraft |
| Batbileg Tsagaan (Mongolia) | Expert, MPO |
| Monica D. Saliendres (Philippines) | Division Director, AGRIPED, Center for Quality and Competitiveness, DAP |
| Dr. Saowanit Popoonsak (Thailand) | Entomologist, Plant Protection Research and Development Office, Ministry of Agriculture |
| Ho Vinh Loc (Vietnam) | Consultant, VNPI |
| e-Learning Course on Nonchemical Pest Management in Agriculture (Session 2) | |
| Dr. Md. Nazrul Islam (Bangladesh) | Director, NPO |
| Sunil Kumar Singh (India) | Deputy Director (Agri-Business), NPC |
| Dr. Mohammad Reza Ardakani (IR Iran) | Professor, Faculty of Agriculture, Azad University |
| Ali Ahsan (Pakistan) | Assistant Manager, NPO Pakistan Regional Office, Multan |
| K.G. Thilakarathna (Sri Lanka) | Director General, Kandededara Ecological Farm |
| e-Learning Course on Business Excellence for the Public Sector (Session 1) | |
| Md. Belayet Hussain Choudhury (Bangladesh) | Former Joint Director, NPO, Ministry of Industries |
| Dr. Firouzeh Khalatbari (IR Iran) | Chief Advisor, NIPO |
| Upali Marasinghe (Sri Lanka) | Secretary, Ministry of Plantation Industries |
| Nguyen Le Duy (Vietnam) | Project Coordinator, International Cooperation Division, VNPI |
| e-Learning Course on Business Excellence for the Public Sector (Session 2) | |
| Um Serivuth (Cambodia) | Deputy Head, NPCC |
| Taniela R. Qalilawa (Fiji) | Assistant Quality Service Officer, Department of Quality Awards, NTPC, Fiji National University |
| Sweta Kumari (India) | Assistant Director (IE), NPC |
| Sapta Putra Yadi (Indonesia) | Senior Consultant for HR and Knowledge Management, ITTC-KNOCO Indonesia |
| Khidzir Ahmad (Malaysia) | Consultant, MPC |
| Baasansuren Munkhjargal (Mongolia) | Expert, MPO |
| Prabin Kumar Acharya (Nepal) | Branch Chief, NPEDC |
| Waheed Ahmed (Pakistan) | Deputy Manager (Training and Consultancy), Regional Office Lahore, NPO Pakistan |

LIST OF NATIONAL COORDINATORS

| Project title | |
|--|--|
| National coordinator (country of residence) | Designation/organization |
| e-Learning Course on KM for SME Top Management (Session 1) | |
| Him Phanith (Cambodia) | Deputy Director, NPCC, Ministry of Industry and Handicraft |
| Asishna Ansu Pal (Fiji) | Training Instructor, Department of Occupational Assessment, NTPC, Fiji National University |
| Sapta Putra Yadi (Indonesia) | Senior Consultant for HR and Knowledge Management, ITTC-KNOCO Indonesia |
| Ma. Theresa A. Agustin (Philippines) | Division Director, SME/ICD, Center for Quality and Competitiveness, DAP |
| Ho Vinh Loc (Vietnam) | Consultant, Research and Development Solution Division, VNPI |
| e-Learning Course on KM for SME Top Management (Session 2) | |
| Md. Belayet Hussain Choudhury (Bangladesh) | Former Joint Director, NPO, Ministry of Industries |
| Nitin Aggrawal (India) | Deputy Director, NPC |
| Dr. Behzad Ghareyazie (IR Iran) | President, Federation of Agricultural Societies of Iran |
| Ariunzaya Batsaikhan (Mongolia) | Assistant Expert, MPO |
| Prabin Kumar Acharya (Nepal) | Branch Chief, NPEDC |
| Zahid Nawaz Khan (Pakistan) | Deputy Manager, NPO Pakistan |
| Sarathchandra Abeyesinghe (Sri Lanka) | Consultant, SA Consultants |
| e-Learning Course on Business Excellence for the Service Industry (Session 1) | |
| Md. Belayet Hussain Choudhury (Bangladesh) | Former Joint Director, NPO |
| Kritika Shukla (India) | Assistant Director, NPC |
| Abolfazl Khavarinejad (IR Iran) | Consultant, NIPO |
| Devendra Pradhan (Nepal) | Branch Chief, NPEDC |
| Upali Marasinghe (Sri Lanka) | Former APO Director for Sri Lanka |
| e-Learning Course on Business Excellence for the Service Industry (Session 2) | |
| Um Serivuth (Cambodia) | Deputy Director, NPCC |
| Taniela Qalilawa (Fiji) | Assistant Quality Services Officer, Department of Quality Awards, NTPC, Fiji National University |
| Sapta Putra Yadi (Indonesia) | Director/Founder, ITTC-KNOCO Indonesia |
| Uranchimeg Byamba (Mongolia) | Contracted Consultant, MPO |
| Syed Salman Masood (Pakistan) | Manager, Special Initiatives Department, NPO Pakistan |
| Ma. Theresa A. Agustin (Philippines) | Division Director, SME/ICD, Center for Quality and Competitiveness, DAP |
| Nguyen Le Duy (Vietnam) | Project Coordinator, VNPI |

FINANCIAL REPORT



Independent Auditors' Report

To the Governing body of
Asian Productivity Organization

We have audited the accompanying financial statements of Asian Productivity Organization ("the Organization"), which comprise the statements of financial position as at December 31, 2015 and 2014, the statements of revenues or expenses and other comprehensive income, changes in surplus and cash flows for the years then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

Project implementation grants and corresponding project costs are recorded based on information furnished by member governments and others as explained in Note 14 to the financial statements. Our audits did not extend beyond inspection of certain reports submitted by the member governments and others.

Qualified Opinion

In our opinion, except for the possible effects on the financial statements of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2015 and 2014, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

KPMG AZSA LLC

March 4, 2016

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2015 AND 2014

| | (US dollars) | |
|--|--------------|--------------|
| | 2015 | 2014 |
| <u>ASSETS</u> | | |
| Cash and cash equivalents (Note 3) | \$16,252,913 | \$15,500,387 |
| Receivables (Note 4): | | |
| Member countries | 3,583,137 | 1,680,002 |
| Others | 262,859 | 117,064 |
| Allowance for long-outstanding debts | (847,804) | (799,072) |
| Prepaid expenses | 39,644 | 67,300 |
| Deposits and other advance payments | 64,857 | 122,489 |
| Fund for severance payments (Note 11) | 2,166,250 | 2,165,086 |
| Fixed Assets (Note 5): | | |
| Structure | 349,440 | 309,501 |
| Equipment | 178,227 | 85,716 |
| Automobile | 72,935 | 72,935 |
| Intangible | 63,176 | - |
| Others | 85,262 | 56,165 |
| Accumulated Depreciation | (254,447) | (154,048) |
| Total assets | \$22,016,450 | \$19,223,526 |
| <u>LIABILITIES AND SURPLUS</u> | | |
| Accounts payable | \$1,032,877 | \$1,085,720 |
| Withholding tax and social insurance | 23,058 | 17,895 |
| Other current liabilities | 399,803 | 63,841 |
| Accrued annual leave (Note 6) | 560,313 | 530,694 |
| Liability for severance payments (Note 12) | 2,380,073 | 2,161,244 |
| Other noncurrent liabilities | 90,046 | 75,600 |
| Total liabilities | 4,486,170 | 3,934,994 |
| Surplus: | | |
| Appropriated for | | |
| Working capital fund | 6,000,000 | 6,000,000 |
| Contingency fund (Note 2) | 500,000 | 500,000 |
| Continuing projects | 4,728,165 | 3,886,577 |
| Unappropriated surplus | 6,570,441 | 5,127,543 |
| Accumulated other comprehensive income (Note 12) | (268,325) | (225,587) |
| Total surplus | 17,530,280 | 15,288,532 |
| Total liabilities and surplus | \$22,016,450 | \$19,223,526 |

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF REVENUES OR EXPENSES AND OTHER COMPREHENSIVE INCOME
YEARS ENDED 31 DECEMBER 2015 AND 2014

(US dollars)

| | 2015 | 2014 |
|--|--------------------|-------------------|
| Revenues: | | |
| Membership contributions (Note 7) | \$11,986,035 | \$11,107,310 |
| Special cash grants (Note 8) | 1,076,956 | 460,630 |
| Mandatory contribution for rent (Note 9) | 220,619 | 252,792 |
| Project implementation grants (Note 14) | 2,079,918 | 2,836,860 |
| Participation by member countries | 6,562 | 5,824 |
| Miscellaneous | 20,021 | 16,946 |
| Total revenues | <u>15,390,111</u> | <u>14,680,362</u> |
| Expenses: | | |
| Projects | | |
| Current year's project costs: | | |
| APO share | 4,388,859 | 3,888,298 |
| Implementation project costs (Note 14) | 1,638,795 | 1,647,108 |
| Subtotal | <u>6,027,654</u> | <u>5,535,406</u> |
| Prior years' continuing project costs: | | |
| APO share | 1,781,313 | 2,259,163 |
| Implementation project costs (Note 14) | 441,123 | 1,189,752 |
| Subtotal | <u>2,222,436</u> | <u>3,448,915</u> |
| Allocation to project costs from | | |
| Administration expenses (Note 10) | 1,537,312 | 1,792,296 |
| Total | <u>9,787,402</u> | <u>10,776,617</u> |
| Administration | | |
| Staff expenses (Note 6, 12) | 4,331,484 | 4,806,591 |
| Office maintenance (Note 13) | 231,345 | 268,457 |
| Depreciation Expenses (Note 5) | 92,679 | 93,976 |
| Operations | 69,043 | 70,517 |
| Miscellaneous | 177,291 | 190,196 |
| Allocation to project costs (Note 10) | (1,668,492) | (1,924,682) |
| Total | <u>3,233,350</u> | <u>3,505,055</u> |
| Exchange (gain)/loss | 40,736 | 221,595 |
| Provision for (reversal of) allowance for long outstanding debts | 48,732 | (586,177) |
| Total | <u>89,468</u> | <u>(364,582)</u> |
| Total expenses | <u>13,110,220</u> | <u>13,917,090</u> |
| Net adjustment for closed projects (Note 15) | (4,595) | (18,450) |
| Excess of revenues over expenses | <u>2,284,486</u> | <u>781,722</u> |
| Other Comprehensive income (loss): | | |
| Pension liability adjustments (Note 12) | (42,739) | (295,017) |
| Total other comprehensive income (loss) | <u>(42,739)</u> | <u>(295,017)</u> |
| Total comprehensive income (loss) | <u>\$2,241,747</u> | <u>\$486,705</u> |

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CHANGES IN SURPLUS
YEARS ENDED 31 DECEMBER 2015 AND 2014

(US dollars)

| | <u>Appropriated for</u> | | | | <u>Accumulated other comprehensive income</u> | <u>Total</u> |
|--|---------------------------------|-----------------------------|--------------------------------|-----------------------|---|---------------------|
| | <u>Working capital fund</u> | <u>Contingency fund</u> | <u>Continuing projects</u> | <u>Unappropriated</u> | | |
| <u>2014</u> | | | | | | |
| Surplus as of 1 January 2014 | \$6,000,000 | \$500,000 | \$4,127,824 | \$4,104,574 | \$69,430 | \$14,801,828 |
| Excess of revenues over expenses | - | - | - | 781,722 | - | 781,722 |
| Transfer from continuing projects | - | - | (241,247) | 241,247 | - | - |
| Pension liability adjustment (Note 12) | - | - | - | - | (295,017) | (295,017) |
| Surplus as of 31 December 2014 | <u>\$6,000,000</u> | <u>\$500,000</u> | <u>\$3,886,577</u> | <u>\$5,127,543</u> | <u>(\$225,587)</u> | <u>\$15,288,532</u> |
| <u>2015</u> | | | | | | |
| Excess of revenues over expenses | - | - | - | 2,284,486 | - | 2,284,486 |
| Transfer to continuing projects | - | - | 841,588 | (841,588) | - | - |
| Pension liability adjustment (Note 12) | - | - | - | - | (42,739) | (42,739) |
| Surplus as of 31 December 2015 | <u>\$6,000,000</u> | <u>\$500,000</u> | <u>\$4,728,165</u> | <u>\$6,570,441</u> | <u>(\$268,325)</u> | <u>\$17,530,280</u> |

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CASH FLOWS

YEARS ENDED 31 DECEMBER 2015 AND 2014

(US dollars)

| | <u>2015</u> | <u>2014</u> |
|---|----------------------------|----------------------------|
| Operating activities | | |
| Cash provided by: | | |
| Membership contributions (Note 7) | \$11,986,035 | \$11,107,310 |
| Special cash grants (Note 8) | 1,076,956 | 460,630 |
| Mandatory contribution for rent (Note 9) | 220,619 | 252,792 |
| Project implementation grants | 2,079,918 | 2,836,860 |
| Participation by member countries | 6,562 | 5,824 |
| Decrease (increase) in receivables from member countries | (1,903,134) | 8,507,030 |
| Decrease (increase) in receivables - others | (145,795) | 688,014 |
| Miscellaneous income - interest | 11,061 | 8,051 |
| Miscellaneous income - others | 8,960 | 8,895 |
| | <u>13,341,182</u> | <u>23,875,405</u> |
| Cash used in: | | |
| Projects expenses | | |
| APO share | 6,170,172 | 6,147,461 |
| Implementation project costs | 2,079,918 | 2,836,860 |
| Allocation to project costs | 1,537,312 | 1,792,296 |
| Administration expenses | 3,233,350 | 3,505,055 |
| Exchange variance | (35,773) | 1,987 |
| Pension liability adjustments (Note 12) | 42,739 | 295,017 |
| Increase (decrease) in prepaid expenses | (27,656) | 27,402 |
| Increase (decrease) in deposits and other advance payments | (57,632) | 71,959 |
| Increase (decrease) in fund for severance payments | 1,164 | (375,542) |
| Increase (decrease) in fixed assets | 124,325 | (21,041) |
| Decrease (increase) in accounts payable and other | (302,728) | (156,734) |
| Decrease (increase) in accrued annual leave | (29,620) | (181,405) |
| Decrease (increase) in liability for severance payments | (218,829) | 80,650 |
| Decrease (increase) in net adjustment for closed projects (Note 15) | (4,595) | (18,450) |
| | <u>12,512,146</u> | <u>14,005,516</u> |
| Net cash (used in) provided by operating activities | <u>829,035</u> | <u>9,869,890</u> |
| Effect of exchange rate changes on cash and cash equivalents | <u>(76,509)</u> | <u>(219,608)</u> |
| Net (decrease) increase in cash and cash equivalents | 752,526 | 9,650,282 |
| Cash and cash equivalents at beginning of year | <u>15,500,387</u> | <u>5,850,105</u> |
| Cash and cash equivalents at end of year | <u><u>\$16,252,913</u></u> | <u><u>\$15,500,387</u></u> |

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. Organization, business, and source of funding

The Asian Productivity Organization (the “Organization” or “APO”) is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in Tokyo, Japan, and continues to operate from this location. The Organization is nonpolitical, nonprofit making, and nondiscriminatory.

The objective of the Organization is to increase productivity and thereby accelerate economic development in Asia through mutual cooperation among member countries. To fulfill its objective, the Organization institutes programs for the development of productivity, provides information and advice for productivity improvement, and promotes and disseminates modern productivity skills and techniques in the agriculture, industry, and service sectors.

The Organization membership is open to all Asian and Pacific governments that are members of the United Nations Economic and Social Commission for Asia and the Pacific. From 1 July 1997, the Hong Kong Productivity Council was instructed to cease all APO activities when sovereignty was transferred to the People’s Republic of China.

The Organization performs activities in cooperation with national productivity organizations (NPOs) and other international organizations. NPOs in member countries that deal with productivity activities at the national level act as implementing agencies for the Organization’s projects and nominate participants from their countries to attend those projects.

The budget of the Organization is composed of the budget covering the program of action of the Organization and staff, administrative, and nonproject expenses. The Governing Body, which is the supreme organ of the Organization, meets once a year to decide on policy matters concerning program and budget, finances, and membership. The sources of revenue for the budget are:

- (a) Annual membership contributions based on gross national income;
- (b) Special cash grants given by member governments and external assistance from cooperating agencies and institutions;
- (c) Project implementation grants given by member governments that host projects and other governments and organizations that organize projects jointly with the Organization; and
- (d) Miscellaneous income such as proceeds from interest income.

2. Significant accounting policies

(1) Basis of preparation of accompanying financial statements

The financial statements of the Organization are prepared based on the Convention and the Financial Regulations established by the APO, which is in line with International Financial Reporting Standards (“IFRS”).

(2) Allowance for long-outstanding debts

The Organization uses the “aging the accounts” method as the estimation technique of the net realizable value of receivables. Although the Organization believes that the allowance is adequate to provide for losses that are inherent in the year-end accounts receivable balance, actual results could differ from those estimates.

(3) Fixed assets

Fixed assets consist of the furniture and fixtures, building improvements, structures and equipment which the Organization obtained at the time of relocation. The Organization books on the statements of financial position for the items whose acquisition cost amount is significant.

Depreciation is calculated to write off the cost of items of fixed assets using the straight-line method over their estimated useful lives, and is recognized in profit or loss.

The estimated useful lives of the fixed assets are as follows:

- Structure: 5–8 years
- Equipment: 5–8 years
- Automobile: 6 years
- Software: 5 years
- Others: 5–10 years

Depreciation methods and useful lives are reviewed at each reporting date and adjusted if appropriate.

(4) Fund for severance payments

The fund for severance payments consists of an insurance endowment fund and money market fund and is stated at fair value. The fair values of the fund for severance payments are estimated based on values quoted by financial institutions.

IFRS 7 “Financial Instruments—Disclosures” defines fair value and establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The three levels of the fair value hierarchy are as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The insurance endowment fund and money market fund held by the Organization are classified into Level 2 assets.

(5) Liability for severance payments

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon the monthly basic pay at the time of termination of employment and years of service. The cost of the severance payments is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Remeasurements of the Organization’s defined benefit obligation, which comprise actuarial gains and losses are recognized immediately in other comprehensive income.

(6) Accrued annual leave

Based on Rule 5.01 of APO Staff Regulation V, annual leave is accumulated up to 90 days, which does not expire until leaving the Organization. In 2015, the Organization recorded accrued annual leave of 69 days (71 days in 2014) for staff members who had annual leave of more than 69 days as a liability, since the unused accrued annual leave up to 60 days is paid by a sum of money equivalent to their salary for the period of the accrued annual leave upon separation from the Organization, and in consideration of the possible utilization of unused accrued annual leave in excess of 60 days upon separation.

(7) Revenue recognition

Major sources of revenues of the Organization are membership contributions, special cash grants, and project implementation grants, among others. Membership contributions, which are approved by the Session of the Governing Body (GBM), are recognized as revenues on 1 January of each fiscal year. Special cash grants for designated purposes are recognized as revenues by the Organization. The Organization recognizes project implementation grants based on the actual amounts granted for project implementation by the hosting countries, according to the information furnished by them.

(8) Appropriation for working capital fund

Based on Regulation 7 of the Financial Regulations, a working capital fund is established from which advances may be made to finance budgetary appropriations to the extent that this is necessary in anticipation of pledged but unpaid contributions.

Based on the decision in the 54th GBM, the Organization has set up a contingency fund amounting to \$500,000.

(9) Appropriation for continuing projects

The outstanding balance of commitments for continuing projects at year-end, which has been funded mainly from membership contributions and special cash grants, is appropriated for continuing projects. The balance for continuing projects funded from special cash grants includes unspent balances of special cash grants, which are balances generated from completion of some projects prior to the year-end being reallocated for the following year's projects in the same programs.

(10) Translation of foreign currencies

For the purpose of the financial statements, the results and financial position of the Organization are expressed in US dollars, which is the functional currency of the Organization and presentation currency for the financial statements. The Organization's books of account are maintained both in Japanese yen and US dollars. Assets and liabilities denominated in Japanese yen are translated into US dollars at the appropriate exchange rate on the statements of financial position date. For revenue and expense accounts, average rates for the prior month of the transactions are applied. Revenue and expense accounts of other currencies except Japanese yen are translated into US dollars at the rates prevailing at the time of the transactions. The resulting unrealized gain/loss from translation is included in exchange gain/loss in the statement of revenues or expenses and other comprehensive income.

(11) Taxes

The Organization is exempt from direct taxes on assets or income and from customs duties.

(12) Use of estimates

The Organization makes estimates and assumptions to prepare the financial statements. Such estimates and assumptions affect the reported amounts of assets, liabilities and expenses. Actual results could differ from those estimates.

3. Cash and cash equivalents

Cash and cash equivalents include all highly liquid investments, generally with original maturities of three months or less, which are readily convertible to known amounts of cash and are so near maturity that they present insignificant risk of changes in value because of changes in interest rates. Money market funds, which are treated as cash and cash equivalents except for specific use of the funds for severance payments, are carried at cost plus accrued interest.

4. Receivables of membership contributions, participating country expenses, and others

The allowance for receivables of membership contributions overdue for one year and longer amounts to \$846,356 and it includes the allowance for a long-outstanding receivable for the membership contribution from Hong Kong since 31 December 1999, amounting to \$248,125, because there has been no communication from Hong Kong after the transfer of sovereignty. The Organization has also recorded allowance for the outstanding debt for receivables of participating country expenses as of 31 December 2015, amounting to \$1,448.

Allowances for outstanding debts as of 31 December 2015 and 2014 were as follows:

| Receivables overdue for 1 year and longer | 2015 | | 2014 | |
|--|------------------------------|------------------|------------------------------|------------------|
| | Provided by percent of | Allowance | Provided by percent of | Allowance |
| Membership contributions | 100 | \$846,356 | 100 | \$798,572 |
| Participating country expenses | 100 | 1,448 | 100 | 500 |
| | | <u>\$847,804</u> | | <u>\$799,072</u> |

Movements in the allowance for outstanding debts for the year ended 31 December 2015 were as follows:

| | Membership contributions | Participating country expenses | Others | Total |
|-----------------------------------|--------------------------|--------------------------------|----------|------------------|
| Balance at beginning of the year | \$798,572 | \$500 | - | \$799,072 |
| Amounts recovered during the year | (414,269) | (122) | - | (414,391) |
| Loss recognized on receivables | 462,053 | 1,070 | - | 463,123 |
| Balance at end of the year | <u>\$846,356</u> | <u>\$1,448</u> | <u>-</u> | <u>\$847,804</u> |

Movements in the allowance for outstanding debts for the year ended 31 December 2014 were as follows:

| | Membership contributions | Participating country expenses | Others | Total |
|-----------------------------------|--------------------------|--------------------------------|----------|------------------|
| Balance at beginning of the year | \$1,384,059 | \$1,190 | - | \$1,385,249 |
| Amounts recovered during the year | (912,392) | (1,190) | - | (913,582) |
| Loss recognized on receivables | 326,905 | 500 | - | 327,405 |
| Balance at end of the year | <u>\$798,572</u> | <u>\$500</u> | <u>-</u> | <u>\$799,072</u> |

5.Fixed assets

Movements in fixed assets for the year ended 31 December 2015 were as follows:

| | Structure | Equipment | Automobile | Software | Others | Total |
|--------------------------|-----------|-----------|------------|----------|----------|-----------|
| Cost | | | | | | |
| On 1 January 2015 | \$309,501 | \$85,716 | \$72,935 | \$0 | \$56,165 | \$524,317 |
| Additions | 48,562 | 92,512 | 0 | 63,176 | 29,097 | 233,347 |
| Disposals | (8,622) | 0 | 0 | 0 | 0 | (8,622) |
| On 31 December 2015 | 349,440 | 178,227 | 72,935 | 63,176 | 85,262 | 749,041 |
| Accumulated depreciation | | | | | | |
| On 1 January 2015 | 95,577 | 31,696 | 11,143 | 0 | 15,633 | 154,048 |
| Depreciation | 48,933 | 26,153 | 12,156 | 6,318 | 9,084 | 102,644 |
| Disposals | (2,245) | 0 | 0 | 0 | 0 | (2,245) |
| On 31 December 2015 | 142,265 | 57,848 | 23,299 | 6,318 | 24,717 | 254,447 |
| Net book value | | | | | | |
| On 1 January 2015 | 213,924 | 54,020 | 61,792 | 0 | 40,533 | 370,269 |
| On 31 December 2015 | \$207,176 | \$120,379 | \$49,637 | \$56,858 | \$60,545 | \$494,595 |

Movements in fixed assets for the year ended 31 December 2014 were as follows:

| | Structure | Equipment | Automobile | Software | Others | Total |
|--------------------------|-----------|-----------|------------|----------|----------|-----------|
| Cost | | | | | | |
| On 1 January 2014 | \$309,501 | \$85,716 | \$0 | \$0 | \$56,165 | \$451,382 |
| Additions | 0 | 0 | 72,935 | 0 | 0 | 72,935 |
| Disposals | 0 | 0 | 0 | 0 | 0 | 0 |
| On 31 December 2014 | 309,501 | 85,716 | 72,935 | 0 | 56,165 | 524,317 |
| Accumulated depreciation | | | | | | |
| On 1 January 2014 | 35,462 | 16,482 | 0 | 0 | 8,129 | 60,072 |
| Depreciation | 60,115 | 15,214 | 11,143 | 0 | 7,504 | 93,976 |
| Disposals | 0 | 0 | 0 | 0 | 0 | 0 |
| On 31 December 2014 | 95,577 | 31,696 | 11,143 | 0 | 15,633 | 154,048 |
| Net book value | | | | | | |
| On 1 January 2014 | 274,039 | 69,234 | 0 | 0 | 48,036 | 391,309 |
| On 31 December 2014 | \$213,924 | \$54,020 | \$61,792 | \$0 | \$40,533 | \$370,269 |

6. Accrued annual leave

Movements in accrued annual leave for the year ended 31 December 2015 were as follows:

| | |
|------------------------------------|------------------|
| On 1 January 2015 | \$530,694 |
| Additional accrual during the year | 102,878 |
| Payments made during the year | (75,585) |
| Foreign exchange movements | 2,326 |
| On 31 December 2015 | <u>\$560,313</u> |

Movements in accrued annual leave for the year ended 31 December 2014 were as follows:

| | |
|------------------------------------|------------------|
| On 1 January 2014 | \$349,289 |
| Additional accrual during the year | 271,743 |
| Payments made during the year | (36,649) |
| Foreign exchange movements | (53,688) |
| On 31 December 2014 | <u>\$530,694</u> |

7. Membership contributions

The apportionment of total membership contributions for 2015/2016 was based on the long-term permanent membership contribution formula based on the six-year average GNI as approved by the 55th GBM held in May 2013.

8. Special cash grants

Special cash grants are used for specific programs and other administrative expenses for which member governments are encouraged to cooperate with the APO in addition to their membership contributions. The Organization accrued special cash grant from the Government of Japan of \$251,610 for 2015 and \$111,620 for 2014, as revenue in 2015 and 2014 respectively. This receivable is recorded in Receivables-Others.

The detailed amounts of the special cash grants for the years ended 31 December 2015 and 2014 were as follows:

| <u>Purpose of grants</u> | <u>2015</u> | <u>2014</u> |
|--------------------------|--------------------|------------------|
| Project costs | \$1,076,956 | \$460,630 |
| | <u>\$1,076,956</u> | <u>\$460,630</u> |

9. Mandatory contribution for rent

The 54th GBM decided that the cost of the annual rental for the APO Secretariat Office from 2013 onward shall be borne by the host government, the Government of Japan. This amount, which shall not exceed JPY 26 million, is to be considered as a mandatory contribution of the host government, distinct and separate from its annual membership contribution to the APO.

10. Allocation to project costs

The APO allocated administration expenses which are directly or indirectly related to project activities to project costs.

11. Fund for severance payments

The balances of the fund for severance payments represent the amounts for the severance payments resulting from employees' termination of employment and comprise the following:

| | 2015 | 2014 |
|--------------------------|--------------------|--------------------|
| Insurance endowment fund | \$259,440 | \$259,440 |
| Money market fund | 1,906,810 | 1,905,646 |
| | <u>\$2,166,250</u> | <u>\$2,165,086</u> |

The fund for severance payments is exposed to a variety of financial risks, including the effects of change in debt and equity market prices, foreign currency exchange rates, and interest rates. The Organization has a policy of considering economic conditions at the time of the contract and consistently monitors the effectiveness of its selection. In 2001, the APO purchased three types of insurance for each employee, of which the beneficiary is the APO. In addition, the Organization manages a money market fund (MMF) in Japanese yen for the purpose of severance payments. The purpose of the insurance and MMF is to pay for the severance payments, and more than 100% of the liability for severance payments was insured as of the statements of financial position date. Net gains on the fund for severance payments for the years ended 31 December 2015 and 2014 were \$1,166 and \$9,284, respectively, and were included in miscellaneous revenues.

12. Liability for severance payments

For the purposes of the actuarial valuations, the Organization used the discount rate of 0.3% per annum for the year ended 31 December 2015 and 31 December 2014 respectively. The expected rate of salary increases was applied in determining the projected benefit obligation and the expected rate was compiled from data of employee's basis salary.

Amounts recognized in profit or loss in respect of the defined benefit plan were as follows:

| | <u>2015</u> | <u>2014</u> |
|---------------------------|------------------|------------------|
| Current service cost | \$354,650 | \$255,940 |
| Interest on obligation | 6,234 | 15,279 |
| Net periodic pension cost | <u>\$360,883</u> | <u>\$271,220</u> |

Movements in the present value of the defined benefit obligation in the current period and the amount included in the statements of financial positions arising from the Organization's obligation in respect of its defined benefit plan were as follows:

| | <u>2015</u> | <u>2014</u> |
|---|--------------------|--------------------|
| Opening defined benefit obligation | \$2,161,244 | \$2,241,894 |
| Current service cost | 354,650 | 255,940 |
| Interest cost | 6,234 | 15,279 |
| Remeasurements (actuarial loss (gain)) | 42,739 | 285,836 |
| Benefits paid | (186,333) | (331,903) |
| Foreign currency translation adjustments | 1,538 | (305,802) |
| Closing defined benefit obligation | <u>\$2,380,073</u> | <u>\$2,161,244</u> |

The impact of the value of the defined benefit obligation of a reasonably possible change to the discount rate of 0.7 % per annum for the year ended 31 December 2015, holding all other assumptions constant, is presented in the decrease of \$70,450.

The impact of the value of the defined benefit obligation of a reasonably possible change to the discount rate of 0.7% per annum for the year ended 31 December 2014, holding all other assumptions constant, is presented in the decrease of \$64,085.

13. Operating leases

The Organization leases office space under a cancelable lease agreement. The lease was extended for another two years in March 2015. The contract can be terminated at any time by either party with six-month advance notice in writing. No rental deposit for the lease has been paid to the building owner. Rental expenses under operating leases for the years ended 31 December 2015 and 2014 were \$205,923 and \$239,968 respectively.

14. Reports of member countries' projects and other projects

Various projects of the Organization are fully or partially implemented by member governments and others. Costs incurred by such member governments and others are reported to the Organization, and these amounts are recorded as project implementation grants and corresponding project implementation costs.

15. Net adjustment for closed projects

Adjusted revenues and expenses attributed to projects that have already been closed prior to this financial year have been recorded in account of revenues and expenses retroactive year.

| | <u>2015</u> | <u>2014</u> |
|---|----------------|-----------------|
| Revenues | - | - |
| Expenses | 4,595 | 18,450 |
| Net adjustment for closed projects (loss) | <u>\$4,595</u> | <u>\$18,450</u> |

16. Unappropriated surplus

The unappropriated surplus as of end December 2015 of \$6,570,441 will be disposed of as follows:

| | |
|---|--------------------|
| <u>Surplus balance as of December end 2015</u> | \$6,570,441 |
| <u>To be disposed of in 2016 as follows:</u> | |
| Funding various 2016 projects* | 599,302 |
| Funding 2 programs by the special cash grant from Japan | 251,610 |
| <u>Surplus balance</u> | <u>\$5,719,529</u> |

*The 56th session of the Governing Body approved an increase in the total budget by 5% or US\$599,302 per year by using unappropriated surplus and other sources of income to fund the increases for the 2015/2016 biennium.

LIST OF NPOS (As of 30 April 2016)



Bangladesh

National Productivity Organisation (NPO)
Ministry of Industries
Shilpa Bhaban (1st Floor)
91, Motijheel Commercial Area
Dhaka-1000
Phone: 880-2-9562883
Fax: 880-2-9563553
e-Mail: liaisonbangla_01@yahoo.com



Cambodia

National Productivity Centre of Cambodia (NPCC)
Ministry of Industry and Handicraft
No. 45 Norodom Blvd., Phnom Penh
Phone: 855-12-814150
Fax: 855-23-222243
e-Mail: npccambodia@gmail.com



Republic of China

China Productivity Center (CPC)
2F., No. 79, Sec. 1, Xintai 5th Rd., Xizhi Dist.
New Taipei City 221
Phone: 886-2-2698-2989
Fax: 886-2-2698-2976
e-Mail: 2844@cpc.org.tw
Website: www.cpc.org.tw



Fiji

National Training & Productivity Centre (NTPC)
Fiji National University
Hotel & Catering School Buildings
2/8 Queen Elizabeth Drive
Nasese, Suva
Phone: 679-3311-004/3313-074/9990-724
Fax: 679-3311-756
e-Mail: dnptc@fnu.ac.fj
Website: www.fnu.ac.fj/ntpc/

Hong Kong

Hong Kong Productivity Council (HKPC)
HKPC Building 78, Tat Chee Avenue,
Yau Yat Chuen Kowloon, Hong Kong
Phone: 852-27885900
Fax: 852-27885090
Telex: 32842 HKPC HX
e-Mail: hkpcenq@hkpc.org
Website: www.hkpc.org



India

National Productivity Council (NPC)
Institutional Area, Lodi Road
New Delhi 110003
Phone: 91-11-24690331/3
Fax: 91-11-24615002/24698138
e-Mail: isg@npcindia.gov.in
Website: www.npcindia.gov.in



Indonesia

Directorate Productivity and Entrepreneurship,
Directorate General of Training and Productivity,
Ministry of Manpower
Jalan Jend. Gatot Subroto K. 51
Lt. 6B, Jakarta Selatan
Phone/Fax: 62-21-52963356
e-Mail: npoindonesia@yahoo.co.id



Islamic Republic of Iran

National Iranian Productivity Organization (NIPO)
3rd floor, Building No. 3
Management and Planning Organization
Daneshsara St., Baharestan Sq,
Tehran 1149943141
Phone: 98-21-3327-6501-3
Fax: 98-21-77646271
e-Mail: nipo@mporg.ir
Website: www.nipo.gov.ir



Japan

Japan Productivity Center (JPC)
3-1-1, Shibuya, Shibuya-ku,
Tokyo 150-8307
Phone: 81-3-3409-1135
Fax: 81-3-3409-5880
e-Mail: apo-liaison@jpc-net.jp
Website: www.jpc-net.jp/eng/index.html



Republic of Korea

Korea Productivity Center (KPC)
32, Saemun-ro 5ga-gil, Jongno-gu,
Seoul 110-751
Phone: 82-2-724-1180/4
Fax: 82-2-737-9140
e-Mail: phhan@kpc.or.kr
Website: www.kpc.or.kr



Lao People's Democratic Republic
 Department of Small and Medium Enterprise
 Promotion (DOSMEP), Lao National Productivity
 Organization (LNPO)
 Nong Bone Road, P.O. Box No. 474,
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LIST OF ABBREVIATIONS AND ACRONYMS USED

| | |
|---------------|---|
| AQGM | Asian Quarterly Growth Map |
| BCBN | Bilateral Cooperation Between NPOs |
| BE | Business excellence |
| CC | Climate change |
| CIRDAP | Centre on Integrated Rural Development for Asia and the Pacific |
| COE | Center of Excellence |
| CPC | China Productivity Center |
| CS | Customer satisfaction |
| DAP | Development Academy of the Philippines |
| DLP | Digital Learning Program |
| DMP | Demonstration Company Program |
| DPP | Development of Productivity Practitioners |
| DON | Development of NPOs |
| DOSMEP | Department of Small and Medium Enterprise Promotion |
| EU | European Union |
| FAO | Food and Agriculture Organization of the United Nations |
| FCS | Food control system |
| FFVs | Fresh fruit and vegetables |
| FLFP | Female labor force participation |
| FSCM | Food supply chain management |
| FSMS | Food safety management system |
| FSQ | Food safety and quality |
| FTI | Federation of Thai Industries |
| FTPI | Thailand Productivity Institute |
| GAP | Good Agricultural Practices |
| GBM | Governing Body Meeting |
| GIs | Geographic indications |
| GOJ | Government of Japan |
| GP | Green Productivity |
| GPAC | Green Productivity Advisory Committee |
| HACCP | Hazard and critical control point |
| I-GPAC | International Green Productivity Advisory Committee |
| IAEA | International Atomic Energy Agency |
| ICT | Information and communication technology |
| ISMS | Information security management system |
| ISO | International Standardization Organization |
| IT | Information technology |
| KM | Knowledge management |
| KPC | Korea Productivity Center |
| KPI | Key performance indicator |
| LPS | Lean production system |

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|----------------|--|
| METI | Ministry of the Economy, Trade and Industry of Japan |
| MFCA | Material flow cost accounting |
| MPC | Malaysia Productivity Corporation |
| MPO | Mongolian Productivity Organization |
| MSME | Micro, small, and medium enterprise |
| NCPM | Nonchemical pest management |
| NGO | Nongovernmental organization |
| NIPO | National Iranian Productivity Organization |
| NPC | National Productivity Council |
| NPCC | National Productivity Centre of Cambodia |
| NPEDC | National Productivity and Economic Development Centre |
| NPO | National productivity organization; National Productivity Organisation (Bangladesh); National Productivity Organization (Pakistan) |
| NPS | National Productivity Secretariat |
| NTPC | National Training & Productivity Centre, Fiji National University |
| OECD | Organisation for Economic Co-operation and Development |
| OHSAS | Occupational Health and Safety System |
| PAPA | Pan Africa Productivity Association |
| PDCA | Plan, do, check, act |
| PHM | Postharvest management |
| PSEs | Producer support estimates |
| PSP | Public-sector productivity |
| RBM | Results-based management |
| SA | Social accountability |
| SEARCA | Southeast Asian Regional Center for Graduate Study and Research in Agriculture |
| SNAP | Strengthening of NPO Assistance Program |
| SPA | Singapore Productivity Association |
| TES | Technical Expert Services |
| TFP | Total factor productivity |
| TPM | Total productive maintenance |
| TQM | Total quality maintenance |
| UMFCCI | Republic of the Union of Myanmar Federation of Chambers of Commerce & Industry |
| UN | United Nations |
| UNDESA | United Nations Department of Economic and Social Affairs |
| UNEP | United Nations Environment Programme |
| UNESCAP | United Nations Economic and Social Commission for Asia and the Pacific |
| VC | Videoconference |
| VNPI | Vietnam National Productivity Institute |
| WSM | Workshop Meeting of Heads of NPOs |

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