



# APO VISION 2025 IN ACTION

*Key Achievements January 2021–June 2025*





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*Over the past four years, I have witnessed the APO evolve into a more agile, future-ready organization, one that anticipates change, embraces innovation, and empowers its members to lead meaningful transformation.*



## A MESSAGE FROM APO SECRETARY-GENERAL

The APO Vision 2025 was an ambitious step forward in reframing productivity for the Asia-Pacific. The journey was not without its challenges, yet it guided us through a global pandemic, accelerated digital adaptation, unlocked new models of regional collaboration, and redefined sustainable productivity with the launch of Green Productivity 2.0 and the Center of Excellence on Climate-smart Agriculture.

These achievements were only possible because of the shared commitment of our member economies, national productivity organizations, partners, and the APO Secretariat. Together, we brought this vision to

life through concrete initiatives and close cooperation, inspiring innovation and embedding productivity as a national and regional priority. I wholeheartedly thank you for your dedication. The lessons learned on sharpening strategic focus, tailoring support for members, and ensuring robust follow-up for lasting changes now serve as a compass for the post-2025 journey. With renewed clarity, stronger tools, and deeper collaboration, we will carry forward this progress to shape a resilient and sustainable future inspired by purpose and innovation.

**Dr. Indra Pradana Singawinata**  
APO Secretary-General



# APO VISION 2025



## **Total number of projects**

(Jan. 2021–June 2025)

**665**

## **Total number of beneficiaries**

(Jan. 2021–June 2025)

**46,000**

## **APO member economies benefited**

**20**

The APO Vision 2025, anchored in the organization's founding mission, served as the strategic roadmap for inclusive, innovation-led, and sustainable productivity growth in the Asia-Pacific from 2021 to 2025. It set out three primary goals, 10 key result areas, and seven strategic thrusts that guided APO programs, initiatives, and partnerships across member economies.





2021-25

# TIMELINE OF KEY MILESTONES



The APO's Diamond Jubilee celebration

Launch of Vision 2025 and the Vision 2025 Outreach Program



Resumption of face-to-face modality after two years ●

Launched new research publication series, APO Productivity Outlook ●

Third CB established in Mongolia ●

Midterm review of APO Vision 2025 and first independent evaluation by a third party conducted ●

Launched new COE on Climate-smart Agriculture, hosted by NARO, Japan ●

Established the first CB operating the GP Specialist scheme in Indonesia and two new PS scheme CBs in India and Pakistan ●



## 2021

## 2022

## 2023

National Productivity Master Plan for Lao PDR completed ●

Institutional Capacity Development Plan for Pakistan completed ●

First two APO-accredited CBs established in Malaysia and Vietnam, operating the PS scheme ●



National Productivity Master Plan for Pakistan completed ●

APO SG paid courtesy calls on Ministers from Pakistan and Indonesia ●



**Acronyms:** BAPPENAS, Ministry of National Development Planning, Indonesia; CB, Certification Body; COE, Center of Excellence; GBM, Session of the APO Governing Body; GP, Green Productivity; M&E, monitoring and evaluation; NARO, National Agriculture and Food Research Organization; PS, Productivity Specialist; SG, Secretary-General; WSM, Workshop Meeting of Heads of National Productivity Organizations; VNPI, Vietnam National Productivity Institute.



As we look back on the path carved by the APO Vision 2025, each milestone marks a step forward in our shared commitment to progress. From navigating global uncertainties to redefining productivity through inclusivity, innovation, and sustainability, **these achievements reflect our collective purpose that continues to inspire and unite us.**

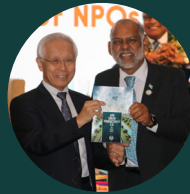


Renewal of GP with the launch of GP 2.0 ●

APO Awards Ceremony held at the 66th GBM in Malaysia ●

APO SG had high-level engagements with APO member Ambassadors in Tokyo, BAPPENAS in Osaka, and OECD Secretary-General in Paris ●

Fiji's Deputy Prime Minister and President honored guests at the 65th WSM in Fiji ●



Inaugural GP Advisory Council meeting held at Expo 2025, Osaka, Japan ●

Completed revision of the Malaysia Productivity Blueprint ●

**2024**

**2025**

Presented VNPI's Institutional Capacity Development Plan to Vietnam's Deputy Minister of Science and Technology and paid a courtesy call on the Prime Minister ●

APO SG had key engagements with Lao PDR's Deputy Prime Minister and Ministers ●

M&E framework for the National Productivity Master Plan for Bangladesh completed ●

Sri Lanka's National Productivity Master Plan completed ●

Inaugural executive leadership program conducted with INSEAD, France ●

First Workshop Meeting of Heads of APO CBs held in Tokyo, and two GP Specialist scheme CBs established in Singapore and Thailand ●



Second executive leadership program conducted with INSEAD, France ●

APO SG met with high-level delegates of the European Commission and Sri Lanka's Prime Minister and Minister of Industry and Entrepreneurship Development ●

New PS scheme CB established in the Philippines, and scope of the CB in Indonesia extended to include the PS scheme ●

**Strategic thrusts:** ● Expand capacity building and promote best practices ● Leverage and adopt new and next-generation technologies and practices; intensify the promotion and adoption of Green Productivity ● Contribute to enabling regulatory environments; step up think tank and advisory services ● Widen networks of experts and deepen strategic partnerships ● Strengthen the APO Secretariat



# 2021: LAUNCH AND RECOVERY



The APO's Diamond Jubilee marked both a celebration and a new beginning with the launch of the APO Vision 2025.

Amid the unprecedented challenges of the COVID-19 pandemic, the APO demonstrated agility and foresight by switching programs online, expanding digital learning initiatives, and introducing support mechanisms to help APO members navigate the crisis and begin building sustainable resilience.



*Helping APO members  
navigate the crisis and begin  
building sustainable resilience.*

**Enabling the Region**  
Asian Productivity Organization  
60th Anniversary Special Event

INTERNATIONAL CONFERENCE ON  
**The Centrality of Productivity**  
10 June 2021, TOKYO

THE CENTRALITY OF PRODUCTIVITY underlines the role of productivity as the driver of growth for firms, organizations, nations, and individuals. It signifies the determination to always do more with less. This conference celebrates the 60-year journey of the Asian Productivity Organization and will review new applications of productivity to improve the quality of the workforce and enable smart transformation.

Organized by  
Asian Productivity Organization  
Japan Productivity Center







## ***Special Account for Business Recovery and Resilience***

The APO introduced the Special Account for Business Recovery and Resilience to directly address the urgent needs brought on by the pandemic. Nineteen national productivity organizations (NPOs) were supported by the APO to enhance their digital infrastructure

and train staff to deliver programs online. By empowering NPOs to remain responsive and resilient, this initiative ensured productivity-building efforts continued amid the crisis. It also laid the groundwork for stronger, more agile institutional capabilities across APO members, creating momentum to achieve the long-term goals set out in the APO Vision 2025.



# 2022: FROM VISION TO IMPLEMENTATION

With borders reopening and face-to-face collaboration resuming, the APO moved swiftly to translate the vision's strategic roadmap into action.



## ***Pakistan's National Productivity Master Plan***

Under the Specific National Program (SNP), the APO collaborated with the Korea Development Institute and Pakistan's Ministry of Industries and Production to develop a National Productivity Master Plan that aimed to double productivity in Pakistan. Initiated in February 2022 and finalized in December of the same year, the master plan centered on three key pillars: industrial innovation, infrastructure enhancement, and effective public sector governance.

The plan was adopted by the Government of Pakistan and integrated into key national strategy documents, including URAAN Pakistan (National Economic Transformation Plan 2024–29), which centers on the 5E Framework to Turn Around Pakistan and Outlook 2035. This affirms the APO's role as a trusted partner in shaping national development agendas and government-led productivity strategies.



## 22

***SNP projects completed by June 2025***

## 13

***APO members assisted by the program in the development of various productivity strategies***



# 2022



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***The APO Productivity Outlook addresses emerging productivity challenges by providing evidence-based policy insights for member economies. Reflecting the diversity from low- to high-income economies, it not only offers comparative perspectives but also develops profiles that capture the unique circumstances of each member.***

***—Korea Development Institute***

## ***New Research and Publication Series: APO Productivity Outlook***

To strengthen evidence-based policy development and foster regional knowledge sharing, the APO launched its latest publication series, APO Productivity Outlook, in collaboration with researchers from the Korea Development Institute. It serves as a valuable resource by providing APO members with actionable, data-driven insights that contribute to building a more informed, resilient, and innovation-driven productivity community.



**Four editions of the APO Productivity Outlook have been published and made available digitally.**



# 2023: MIDTERM RECALIBRATION AND STRATEGIC PARTNERSHIPS



The halfway mark of the APO Vision 2025 was a defining moment of reflection and recalibration.

Under the leadership of Secretary-General Dr. Indra Pradana Singawinata, the APO advanced its strategic agenda through high-level external engagements, the establishment of a new center of excellence (COE), and a strengthened monitoring and evaluation (M&E) framework aligned with organizational priorities.

## **Establishing the Center of Excellence on Climate-smart Agriculture**

A major milestone in 2023 was the launch of the COE on Climate-smart Agriculture, hosted by Japan's National Agriculture and Food Research Organization (NARO). Established to address the growing challenges of climate change in agriculture, particularly in rice cultivation, the COE aims to enhance productivity, improve farmer livelihoods, and reduce greenhouse gas emissions across APO members. The COE's activities in its first year included conducting needs assessments, a pilot project in Thailand, and an international conference facilitating knowledge sharing. These initiatives set the stage for the wider adoption of climate-smart practices and reaffirmed Green Productivity (GP) as a driver for sustainable development under the APO Vision 2025.



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***I would like to stress the importance of disseminating the R&D [research and development] accomplishments and fostering dialogue on integrating government and private-sector efforts in climate change mitigation and adaptation. The APO COE on Climate-smart Agriculture offers an excellent platform to advance this agenda.***

**—NARO President Dr. Kazuo Kyuma**



## Midterm Pause-and-reflect Activity

To keep the APO Vision 2025 on course and ensure its continued relevance, the APO initiated a Pause-and-reflect Activity upon the endorsement of the Governing Body. This participatory review brought together the Technical Working Group and Steering Committee, composed of APO Directors and international experts, to review the progress and operationalization of the vision.

The process strengthened the M&E framework by improving tools to track outcomes more effectively and leverage data for decision-making and informed planning. It reaffirmed the relevance of the vision's three goals, reinforced a culture of accountability and learning, and laid the groundwork for the APO's post-2025 development.



## APO Engaging the World

Since 2022, the APO has expanded its external engagement to strengthen the implementation of Vision 2025. Through high-level dialogues with heads of government, ministers, ambassadors, and leaders from international organizations and think tanks, the APO has reinforced the alignment of its initiatives with national productivity priorities, explored new avenues for collaboration, and deepened both bilateral and multilateral partnerships across the region.

Until June 2025, Secretary-General Dr. Indra has undertaken 24 courtesy calls with foreign dignitaries and delegations from member and nonmember economies, along with 28 official overseas missions to 15 APO members and two nonmembers. These meaningful engagements have enhanced the APO's presence and network across the Asia-Pacific, ensuring that partnerships and mutual cooperation are essential pillars in fulfilling our mission and vision.

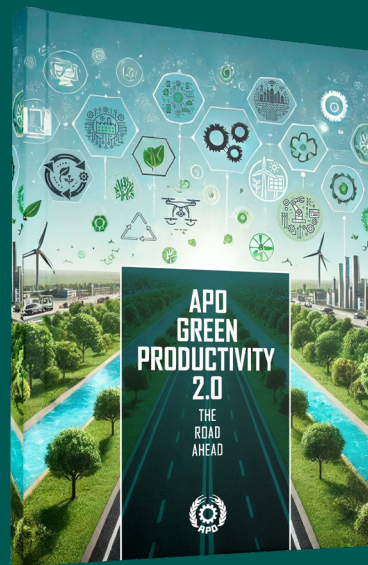


# 2024: EVOLVING GREEN PRODUCTIVITY, DEVELOPING NPO LEADERSHIP, AND HONORING PRODUCTIVITY CHAMPIONS

In 2024, the APO unveiled a new era for GP and celebrated the champions whose leadership continues to transform productivity across the Asia-Pacific region.

## ***Redefining Green Productivity***

The APO first introduced the concept of GP in 1994 as a new approach to sustainable development, integrating productivity enhancements with environmental responsibility. Amid shifting global priorities, the APO, supported by the Government of Japan, redefined the concept based on the insights and recommendations of a technical working group and the GP Advisory Council (GPAC), culminating in the approval of the GP 2.0 Roadmap at the 66th Session of the APO Governing Body in 2024. Launched alongside the publication *APO Green Productivity 2.0: The Road Ahead*, GP 2.0 aligns with the UN SDGs and net-zero ambitions, offering a scalable framework for member economies to embed sustainability into productivity strategies. It reinforces Vision 2025's commitment to inclusive, innovation-led growth and strengthens the APO's role as a thought leader in advancing green growth for a resilient future.







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*To sustain strong and forward-looking leadership, this leadership program for NPO Heads should be institutionalized as an annual event, ensuring continuous renewal of knowledge and skills.”*

*—Participant from Fiji*

## Developing Regional Leadership for a New Productivity Era

The APO partnered with the prestigious INSEAD business school in 2024 and 2025 to deliver high-impact executive leadership programs tailored to elevate NPOs' leadership capabilities within the productivity movement. Held at INSEAD's Europe Campus in Fontainebleau, France, the program brought together senior NPO representatives for an intensive, future-focused learning experience to address pressing productivity challenges, lead transformative change, and become catalysts for productivity-led prosperity in the Asia-Pacific region.

## APO Awards

The APO Regional, Meritorious and Distinguished, and National awardees' accomplishments embody the goals of the vision and inspire others to adopt transformative approaches to productivity.





# 2025: A LEGACY OF PRODUCTIVITY, A FUTURE OF SUSTAINABILITY

As the APO Vision 2025 entered its final year, the achievements of the past four years stood as both a testament to the collective effort of the NPOs and the APO Secretariat and a springboard for the future.



## ***GP 2.0 Presented on the Global Stage***

In April 2025, the APO reached a historic milestone of convening the inaugural GPAC meeting at Expo 2025 in Osaka, Japan, a global stage for innovation and sustainability. Chaired by Professor Emeritus Ryoichi Yamamoto, the meeting brought together distinguished council members from Fiji, Indonesia, Japan, Singapore, and Thailand, as well as international experts and national representatives, to advance the GP 2.0 agenda. The event showcased the first prototypes of three key GP 2.0 elements: a GP rating system, GP guidebooks, and GP mapping tools.

## ***APO-accredited Certification Bodies***

In line with the APO Vision 2025 objective of strengthening regional capacity and quality of the workforce, the APO established its pioneer APO-accredited certification bodies (CBs) in 2021 in Malaysia and Vietnam.

By June 2025, the network had expanded to 10 CBs offering certification of productivity specialists and GP specialists across the Asia-Pacific region, including one CB that operates both schemes. The number of certified professionals has grown steadily, with around 250 specialists certified by the APO and its CBs.

This regionwide network of skilled experts equipped with internationally recognized qualifications is a lasting legacy of the APO Vision 2025. It will continue to drive productivity transformation and sustain regional progress well into the future.



**APO Flagship Programs**



## 8

### ***CBs operating the Productivity Specialist scheme***



## 3

### ***CBs operating the Green Productivity Specialist scheme***



## ***Strengthening Internal Foundations***

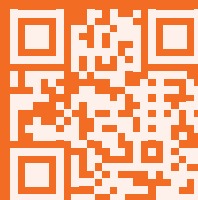
In pursuit of Vision 2025, the APO diligently carried out program plans, outreach initiatives, and midterm reviews while integrating M&E tools and strengthening the Secretariat's governance and transparency. With the Governing Body's approval, the Secretariat undertook its first independent third-party evaluation in 2023 to enhance operational efficiency and better support the APO's vision and mission.

The review's findings led to timely reforms, including enhancing IT security, updating procurement policies, introducing a whistleblowing system, building the capacity of Secretariat staff, and rolling out a new enterprise resource planning system and a customer relationship management platform to improve project management and benefit member economies. These reforms demonstrate the Secretariat's commitment to transparency, good governance, and continuous improvement, ensuring it can effectively support APO members and prepare for the future.





The Asian Productivity Organization (APO) is a regional, intergovernmental organization established in 1961 to enhance productivity in the Asia-Pacific. Through capacity building, research, and policy guidance, the APO supports its 21 member economies in driving inclusive and sustainable socioeconomic development.



[apo-tokyo.org](https://apo-tokyo.org)

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