Asian Productivity Organization

ANNUAL REPORT 2025

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Foreword

The belief that progress requires both responsive action today and preparation for tomorrow defined the work of the Asian Productivity Organization (APO) in 2025, as reflected in this annual report. We found ourselves navigating a landscape shaped by the blooming of AI technologies, automation, sustainability imperatives, demographic transition, skill mismatches, weakening investment, and rising climate pressures. These developments challenged the APO to respond to an increasingly complex environment while transforming itself to better support member economies. Against this backdrop, 2025 marked a pivotal milestone in the APO's journey with the conclusion of Vision 2025 and adoption of Vision 2030, laying the foundation for the next chapter of regional cooperation and impact.

While preparing for this new chapter, the APO continued to deliver practical and impactful support to its member economies. During the year, 88 multicountry projects, 92 individual-country projects, 15 e-learning courses, and 33 Productivity Talks were implemented, addressing significant topics such as AI, big data, Green Productivity (GP) 2.0, digital transformation, and environmental, social, and governance principles. Significant advancements were also made in digital capabilities, strategic engagement with international partners and nonmember economies, and enhanced organizational effectiveness through stronger governance, accountability, and digital transformation. Together, these efforts strengthened the APO's ability to respond to members' evolving priorities while preparing the organization for the future.

The adoption of the APO Vision 2030 stands as the defining achievement of 2025. Developed through extensive consultations with member economies and stakeholders, Vision 2030 repositions the APO as a catalyst for productivity transformation, a trusted regional adviser, and a platform for collaboration and knowledge exchange. More importantly, it introduces a new way of working by placing member economies at the center of the APO's support through the Strategic Partnership Program (SPP). By aligning regional expertise with nationally owned priorities and measurable results, the SPP enables the APO to deliver more tailored, strategic, and sustainable support to its members.

The adoption of Vision 2030 is not the culmination of our efforts but the beginning of a new chapter. Our priority now is to translate this shared vision into tangible outcomes through stronger partnerships, continuous innovation, and closer collaboration with our member economies. I am confident that by working together with member governments, national productivity organizations (NPOs), businesses, academia, development partners, and other stakeholders, we can further strengthen productivity as a driver of sustainable growth, resilience, and improved quality of life across the Asia-Pacific region.

The achievements presented in this annual report reflect the collective efforts of our member economies, partners, and stakeholders. On behalf of the APO Secretariat, I extend my sincere appreciation to everyone whose dedication, trust, and collaboration have made this progress possible.

As we embark on the implementation of Vision 2030, I look forward to working together to transform today's preparations into tomorrow's achievements and to create lasting value for our member economies and the people they serve.

Dr. Indra Pradana Singawinata
Secretary-General

“2025 reminded us that meaningful progress comes not only by responding to today’s challenges but by preparing for tomorrow’s opportunities

67th Session of the APO Governing Body

20–22 May 2025, Jakarta, Indonesia

The 67th Session of the APO Governing Body (GBM) was hosted by the Government of Indonesia in Jakarta from 20 to 22 May 2025. Fifty-three APO Directors, Alternate Directors, and Advisers from 20 member economies gathered in Jakarta to review the APO's achievements in 2024 and deliberate on the organization's strategic direction in continuing the APO Vision 2025. Observers from the Center for Labor Productivity Research in Network Markets and Manufacturing of the Ministry of Economy and Finance of the Republic of Uzbekistan and observers from the United Nations Industrial Development Organization (UNIDO) were also present.

The inaugural address delivered by the guest of honor, H.E. Professor Yassierli, Minister of Manpower of the Republic of Indonesia, emphasized that a rapidly changing global landscape marked by economic uncertainty, technological disruption, and mounting sustainability pressures deepens the need for regional cooperation, shared learning, and joint responses that go beyond national solutions.

APO Director for India Amardeep Singh Bhatia assumed the role of APO Chair 2025–26, succeeding APO Director for Fiji Jone Maritino Nemani. Under the stewardship of APO Chair Bhatia, the 67th GBM covered several important agenda items, including the Financial Report for the Year 2024; the independent evaluation of the APO Secretariat's performance, management, and compliance by a third party (third cycle); recommendations from the APO post-2025 visioning exercise; recommendations from the Green Productivity Advisory (GPA) Council Annual Meeting; and recommendations from the review of the APO membership contribution formula. The fair and transparent election for the APO Secretary-General for 2025–28 was also conducted, resulting in the incumbent Secretary-General for 2022–25, Dr. Indra Pradana Singawinata, being reelected for a second term. Key updates were also presented by the APO Secretariat, with supporting presentations from Corrin Consulting, Deloitte Tohmatsu Risk Advisory LLC (now Deloitte Tohmatsu LLC), and XSIGHTS Research and Consultancy.

On 22 May, the delegates were treated to a cultural immersion program organized by the NPO of Indonesia, the Directorate for Productivity Development, Ministry of Manpower of the Republic of Indonesia, to explore Indonesia's cultural heritage and urban transformation through a curated visit to Kota Tua and Sarinah in Jakarta.

66th Workshop Meeting of Heads of NPOs

28–30 October 2025, Seoul, Republic of Korea

The 66th Workshop Meeting of Heads of NPOs (WSM) was held from 28 to 30 October 2025 in Seoul, the Republic of Korea (ROK). It was attended by 37 NPO delegates and 15 advisers from 19 APO members. Guest of honor H.E. Lee Seung Ryul, Deputy Minister for Industrial Policy at the Ministry of Trade, Industry and Resources, welcomed delegates to the ROK and conveyed the Government of the ROK's strong support for the APO's initiatives, emphasizing the importance of productivity and AI-driven innovation for sustainable growth across member economies.

APO Director for the ROK Dr. Park Sungjoong assumed the role of WSM Chair and delivered the inaugural address, which emphasized the ROK's commitment to advancing regional productivity cooperation and innovation under the APO Vision 2030 framework. APO Secretary-General Dr. Indra delivered key updates on the post-2025 visioning exercise, including the recommendations of the Post-2025 Visioning Exercise Steering Committee that were endorsed by the Governing Body on 7 October 2025, introducing the SPP under Vision 2030.

Delegates received important updates on key matters such as the post-2025 visioning exercise and the development of the GP 2.0 ecosystem, and presentations were delivered by representatives from the ILO, the International Finance Corporation, the World Bank Group, and the ADB about the respective organizations' country-tailored programs, which offered valuable lessons for the APO's SPP. Delegates also took part in a workshop conducted by the APO Secretariat that provided hands-on experience in creating an SPP Primer tailored to their national strategies and aligned with the APO Vision 2030 Result Framework.

On 30 October, delegates were invited to learn more about the ROK's technological innovations and cultural heritage through visits to the Samsung Innovation Museum located in Suwon and the Gyeongbokgung Palace in Seoul.

APO **2025 Projects** at a Glance (2025 Data)

Individuals participating in APO projects (excluding e-courses) in 2025

4,268

Multicountry:2,717
Individual-country:1,551

Individuals trained (e-courses)

All e-courses available in 2025: **115** courses

Completed: **21,484**

Passed: **19,486**

e-Courses developed in 2025

15

Individuals trained through e-courses developed in 2025

Completed: **2,736**

Passed: **2,245**

P-Talk videos released in 2025

33

P-Talk views: **12,000**

Publications released in 2025

34

APO publication downloads

15,411

Active APO website users

English: **151,254**

Japanese: **4,000**

Total impressions in 2025

X: **35,887**

LinkedIn: **3,521,300**

Facebook: **2,141,830**

YouTube: **65,914**

Monthly average engagement rate on APO social media platforms

X: **3%**

LinkedIn: **16.1%**

Facebook: **4.88%**

YouTube: **1.63%**

Technical Expert Services projects for NPOs and other organizations

4,432

Newly established APO-accredited certification bodies (CBs) in 2025

Productivity Specialist scheme CBs: **3**

Total CBs operating in 2025: **12**

(11 CBs operating Productivity Specialists scheme; 3 CBs operating Green Productivity Specialists scheme)

APO model companies/ organizations developed or assisted through the Development of Demonstration Companies Program

25

Experts engaged in 2025

517

Activity Report

HIGHLIGHTS AND SUMMARIES

Multicountry projects provide platforms for participants to consider appropriate measures

One of the benefits of multicountry projects is that participants from each member economy can learn together in a program lasting several days, led by a team of highly skilled APO resource persons. Participants not only learn about the latest developments and information from the resource persons but also gain insights into different approaches taken in various situations from their peers. By discussing these issues with the resource persons, participants can develop more multifaceted perspectives on their own economies' response strategies and gain greater confidence in the necessary measures.

Multicountry Observational Study Mission on Productivity Innovation through AI Transformation (AX), ROK

In 2025, four projects were carried out to support NPOs in harnessing AI for productivity, focusing on further enhancing their capabilities. The Training Course on AI and Data Analytics for Productivity Enhancement (25-CP-06-GE-TRC-A) in Phnom Penh, Cambodia, enhanced participants' practical understanding of AI applications, data processing automation, and data-driven decision-making. In terms of strategic readiness and framework adoption, "actionable assets" were identified for participants to take back to their home economies. The Workshop on AI Management Systems (25-IP-30-GE-WSP-A) in Ho Chi Minh City, Vietnam, strengthened participants' capacity to assess and manage AI systems responsibly by introducing internationally recognized standards, including ISO/IEC 42001. It also produced a replicable framework and case studies that can be adapted by APO member economies to strengthen responsible AI adoption, innovation management, and organizational readiness for future technological developments. A participant from Vietnam and his partner officially registered a copyright for the AI Competency Framework for the Workforce in Vietnam. The Multicountry Observational Study Mission on Productivity Innovation through AI Transformation (AX) in Seoul, the ROK (25-IP-31-GE-OSM-A), enhanced participants' understanding of AI maturity, responsible governance, and the steps required to bridge the gap between AI strategy and implementation, strengthening their capacity to develop productivity-focused AI transformation roadmaps and support stronger innovation ecosystems. A participant from Thailand contributed to the development and promotion of the AI-driven work platform MHESI Gen AI.

Workshop on Promoting Sustainable, Inclusive Tourism, Nepal

Aligning capacity-building initiatives with the GP 2.0 Roadmap, the APO implemented six multicountry projects in 2025 under the GP 2.0 Project Bank in addition to several other multicountry projects focusing on the GP concept. A participant in the Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems (25-CP-49-GE-WSP-A), held in November in Turkiye, applied what he had learned at the workshop to conduct a pilot project in his region, and the results are expected to be used in future policymaking. In green tourism, a workshop in Nepal (25-IP-12-GE-WSP-A) enhanced participants' understanding of sustainable, inclusive tourism frameworks and standards, while a training course in Thailand (25-CP-04-GE-TRC-A) introduced Tourism 4.0 approaches, including smart destination management. These efforts were complemented by a workshop in Bangladesh (25-CP-15-GE-WSP-A) that focused on translating sustainability concepts into practice through green tourism strategies. Together, these three projects established a foundation for integrating sustainability, inclusiveness, and digital innovation into tourism development. Building on this momentum, the APO supported a follow-up individual-country project in Turkiye to strengthen government officials' capacity to assist local hotels in complying with sustainable tourism standards (25-SN-02-GE-TES-C-TR03) and another in Nepal to promote wellness tourism (25-SN-02-GE-TES-C-NP01). These initiatives deepened the application of concepts introduced through multicountry projects and strengthened collaboration with leading international experts in sustainable tourism, creating a pathway from regional knowledge sharing to country-level implementation.

From inspiration to implementation:
A journey toward sustainable tourism

For the past decade, Evin Emir has worked at a regional development agency in Turkiye's Hatay Province, one of the areas most severely affected by the devastating earthquakes of 2023. She witnessed firsthand the challenges of rebuilding communities, livelihoods, and local economies. During the region's reconstruction, Evin became increasingly interested in how recovery efforts could be designed to generate long-term resilience as well as economic growth. Recognizing the region's rich cultural heritage and natural assets, she believed that sustainable tourism could support inclusive and sustainable development in Hatay and the eastern Mediterranean region of Turkiye.

Workshop on Promoting Sustainable, Inclusive Tourism, Nepal

Seeking knowledge and international perspectives, Evin participated in the APO Workshop on Promoting Sustainable, Inclusive Tourism (25-IP-12-GE-WSP-A) in June 2025. Through exchanges with tourism professionals from across the Asia-Pacific, she gained valuable insights into sustainable tourism frameworks, approaches, and international standards. The workshop reinforced her conviction that sustainable tourism could serve as a catalyst for regional revitalization while helping destinations remain competitive, resilient, and future ready.

Inspired, she organized a follow-up activity, supported by the APO Technical Expert Services (TES) Program (25-SN-02-GE-TES-C-TR03) and her project partner, Ece Golukcetin, who attended the Workshop on Sustainable Practices in Green Tourism (25-CP-15-GE-WSP-A) in August 2025. Their tailor-made project provided government officials with technical guidance on Turkiye's sustainable tourism requirements for hotels. The project also strengthened institutional capacity to advance sustainable tourism in line with international standards.

Evin's journey demonstrates how international cooperation and knowledge-sharing opportunities can support committed individuals, enabling them to create meaningful change in their communities.

Transforming manufacturing sustainability in the Republic of China

Houchun Chen, a Consultant at the China Productivity Center's Kaohsiung Regional Office, recognized the urgent need to modernize the manufacturing sector to reduce carbon emissions in the Republic of China (ROC), but he struggled to integrate environmental sustainability into his business management and innovation consulting.

Training Course on Green Productivity, Vietnam

After attending the APO Training Course on Green Productivity (25-CP-20-GE-TRC-A) in June 2025, Chen experienced a breakthrough. He successfully fused the GP methodology and tools like material flow cost accounting with lean and quality management frameworks. The course also elevated his sustainability mindset, shifting his strategic focus from standalone, project-based interventions to organization-wide transformation and the eco-innovation approach of GP. "This transformation allows me to guide enterprise leaders and students with a higher vision to change the world," Chen reflected.

Since July 2025, Chen has effectively encouraged the adoption of the GP mindset through more than 100 hours of enterprise coaching across manufacturing industries. To ensure practical application, he developed a proprietary methodology that integrates the GP mindset and material flow cost accounting tools into the Balanced Scorecard for corporate business excellence, correlating environmental metrics with operational cost savings.

Through 78 hours of strategic consulting for a client in the automotive electronic component manufacturing industry, Chen diagnosed bottlenecks and developed an action plan projected to improve process time by 10%, saving the enterprise TWD2.5 million annually. As a result, the client set a long-term goal of 10% annual improvement. Successful execution of the ongoing project could save TWD10 million annually through waste reduction after 10 years compared with the baseline of 2025.

By combining continuous sustainability with productivity goals, Chen has broadened his service scope while providing clients with a blueprint for lean productivity and sustainability.

Individual-country projects convert know-how into national productivity results

Individual-country projects occupy a uniquely consequential place in the APO's overall portfolio: They are where regional know-how is translated into changes, institutional capabilities, and measurable improvements within the economic realities of individual member economies. Of the 174 APO projects implemented or completed in 2025 (excluding P-Talks), 83, or almost half, were individual-country projects, encompassing Bilateral Cooperation between NPOs (BCN), the Center of Excellence (COE) Program, Development of Demonstration Companies (DMP), Individual-country Observational Study Missions (IOSMs), the Specific National Program (SNP), and TES. Their significance lies not simply in their number, but in the complementary functions they perform. Multicountry programs expose participants to emerging knowledge and comparative experience, and individual-country projects carry that knowledge across the more difficult distance between learning and application. They enable an economy to diagnose its own constraints, adapt international practices to local institutions, place specialized expertise inside organizations that need it, test solutions under real operating conditions, and build the national capabilities required to sustain change after external assistance has ended. Through this continuum, an IOSM may reveal what is possible, TES may develop the people and systems needed to act, a DMP project may prove the value of an intervention, and an SNP may embed the lessons within national policy and strategy. Individual-country projects are therefore not only a peripheral supplement to the APO portfolio; they are the principal mechanism for turning shared regional intelligence into productivity transformation.

Green Productivity Application through Environmental Management Systems in the Manufacturing Sector, Cambodia

Their importance is even clearer when measured by their results. In Cambodia, a DMP project (24-SN-04-GE-DMP-C-KH01) integrating environmental management systems and material flow cost accounting into four man-

ufacturers identified approximately USD234,000 in potential and realized savings, showing that environmental responsibility can produce tangible commercial value. In Lao PDR, three agroprocessing companies combined halal assurance systems with 5S, kaizen, waste reduction, and workforce-development practices, achieving operational improvements while securing halal certification for coffee and salt products and opening pathways to new export markets (24-SN-04-GE-DMP-C-LA01). In Vietnam, smart microclimate-control technology introduced through a demonstration farm generated greenhouse yield improvements that exceeded expectations (21-CP-40-DMP-C-VN01); elsewhere, TES strengthened national consultancy capacity, produced implementation roadmaps, and equipped local institutions to apply business excellence, data analytics, integrated management systems, innovation management, and other productivity methodologies.

These outcomes matter because Asia's future growth can no longer depend predominantly on accumulating additional capital. The *APO Productivity Databook 2025* estimated that capital accumulation generated 57% of Asia27's economic growth during 2000–23, while total factor productivity contributed only 27%. The strategic task is therefore to improve how economies organize knowledge, technology, skills, institutions, and resources. This is the space in which individual-country projects operate. By anchoring assistance in national priorities, local ownership, practical experimentation, and institutional follow-through, they transform productivity from a concept discussed in conferences into a capability exercised by governments, NPOs, enterprises, and workers. Their role anticipates and now directly supports the APO Vision 2030 transition from a project-based organization to a result-driven, member-led development partner, in which success will be judged not by activities delivered, but by the lasting productivity systems and socioeconomic outcomes created within member economies.

Specific National Program turns productivity evidence into national direction

In 2025, the APO's SNP functioned as a strategic instrument helping member economies create future prosperity by systematically and sustainably enhancing productivity. It especially focused on the point where productivity reform often falters: the divide between economic diagnosis, policy intention, institutional capacity, and execution. Malaysia's revised Productivity Blueprint translated lessons from nine Productivity Nexus sectors into a renewed national roadmap; Turkiye integrated digital technologies with lean transformation in its model factory system; and Vietnam employed strategic foresight and scenario analysis to chart the textile and garment industry's transition toward higher-value, technology-enabled, and sustainable production through 2045. Meanwhile, Cambodia began strengthening the institutional foundations needed for its NPO to lead an

Handover of the revised Malaysia Productivity Blueprint, Malaysia

increasingly complex productivity agenda. Rather than relying on a single standardized approach, these initiatives were shaped by each member's development ambitions, institutional realities, industrial structures, and capacity to implement reform.

Launching ceremony of Indonesia's National Productivity Master Plan, Indonesia

The significance of the SNP is especially apparent in the policy architecture it has helped build. Indonesia's National Productivity Master Plan 2025–29 was launched as a whole-of-nation framework linking ministries, provincial governments, enterprises, policy, budgets, delivery, and accountability, with the Ministry of National Development Planning positioned as the system integrator and disciplined monitoring and evaluation placed at the center of implementation. The development of Nepal's and Mongolia's national productivity master plans helped transform productivity from a technical indicator into a shared national undertaking, and the 2025 launch of Sri Lanka's master plan (developed through an SNP project in 2024) demonstrated how advisory support can mature into a living reform agenda commanding attention at the highest levels of government. In Thailand, extensive consultations revealed that the productivity promise of AI depends on coherent governance, reliable data infrastructure, workforce capability, ethical safeguards, and practical pathways for small and medium-sized enterprise (SME) adoption.

These experiences affirm that effective policy advisory is not simply making recommendations. It is the disciplined construction of a national coalition built on evidence, a credible institutional home for reform, and a chain of responsibility connecting aspiration to measurable results. The SNP projects implemented in 2025 represent the culmination of the APO's member-tailored advisory model and a practical precursor to its Vision 2030 transformation: a movement away from delivering isolated projects and toward building enduring, member-owned systems capable of converting productivity gains into competitiveness, higher incomes, resilience, and shared prosperity.

Resource efficiency is more than cutting costs

For Pakistan International Printers (Pvt.) Ltd., one of Pakistan's leading printing and packaging companies, resource efficiency became more than a way to reduce costs. It became a pathway to stronger productivity and long-term competitiveness.

Through the APO DMP project titled Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry (24-SN-04-GE-DMP-C-PK01), implemented from December 2024 to January 2026, Pakistan International Printers tackled operational challenges such as long machine setup times, equipment downtime, inefficient workplace organization, and underutilized resources.

With technical guidance and capacity-building support from the APO, Pakistan International Printers successfully adopted lean productivity tools, including 5S, gemba kaizen, total productive maintenance, and single-minute exchange of

Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry, Pakistan

die, to address operational challenges. The results were substantial. The company recovered approximately 2,500 square feet of production and storage space, generating an estimated benefit of PKR9.7 million through improved space utilization and avoidance of facility expansion costs. An additional saving of PKR4.5 million was estimated by improving inventory management, which reduced the excess inventory, obsolete materials, associated carrying costs, and retrieval time. In addition, average machine downtime was reduced from 20% to 10%, and setup time on the BOBST 1080E die-cutting machine was cut from 2.5 hours to 1 hour, increasing production outputs, enabling faster service delivery, and contributing to greater customer satisfaction.

Beyond these operational gains, the project fostered a strong culture of continuous improvement. Employees became more actively involved in identifying waste and improving processes, while management adopted a more systematic, data-driven approach to resource efficiency through the application of a digital dashboard and associated standard operating procedures for data collection and analysis.

Reflecting on the project, Saad Haleem Khan, the Chief Executive Officer of Pakistan International Printers, noted, “The APO DMP project helped us realize that resource efficiency is not only about saving costs, but also about creating value through better use of people, machines, materials, and time. It strengthened our culture of continuous improvement and helped us build a more efficient, sustainable organization.”

The company’s experience demonstrates that resource efficiency can deliver both immediate productivity gains and lasting organizational transformation, creating a strong foundation for sustainable growth.

Building trust through productivity

Driven by the desire to enter the growing halal market, Veunkham Salt Co., Ltd., a salt producer in Savannakhet Province, Lao PDR, recognized that obtaining halal certification would require more than a certificate. It would require building trust through higher standards of hygiene, traceability, and operational excellence. “We realized that halal certification is not only about compliance, but also about improving the way we manage our business. That is why we sought support from the APO through the Lao National Productivity Organization (LNPO), and the results proved that it was the right decision,” shared Bounnaly Chounlamany, Deputy Managing Director of Veunkham Salt.

Through the APO DMP project titled Enhancing Productivity for Halal Certification in Lao PDR (24-SN-04-GE-DMP-C-LA01), implemented from December 2024 to December 2025, Veunkham Salt was guided to establish a halal assurance system integrated with productivity tools such as kaizen, 5S, and Training Within Industry to

Enhancing Productivity for Halal Certification, Lao PDR

Enhancing Productivity for Halal Certification, Lao PDR

improve performance and workplace sanitation and develop standardized operating procedures. The project delivered impressive results. Labor utilization in the delivery section reached 100% by eliminating idle time through improving delivery schedules and assigning additional tasks for delivery team members. This resulted in a 6% increase in monthly staff income due to labor cost saving. Based on comparable production records from 30 April 2025 and 31 October 2025, average saleable salt output increased from 186 kg to 203 kg per field per day, representing a 9.2% improvement. Standardized quality-sorting procedures obtained through applying Job Instruction (job breakdown) sheets and Training Within Industry–style training for quality control sorting also reduced processing time by 53%, improving both efficiency and consistency. Most importantly, these improvements enabled Veunkham Salt to establish the systems and practices required for halal certification, strengthening customer confidence and positioning the company to enter halal markets with greater credibility.

Reflecting on the journey, Deputy Managing Director Bounnaly noted, “The APO project helped us strengthen hygiene, traceability, workplace organization, and operational efficiency while building a culture of continuous improvement. Achieving halal certification has enhanced customer trust and created new opportunities for business growth. We sincerely appreciate the support of the APO, LNPO, and project experts for helping us transform our operations and prepare for the future.”

Veunkham Salt’s experience demonstrates that productivity can be a powerful catalyst for halal certification, operational transformation, trust building, and sustainable growth.

From training to transformation: Building the foundation for AI adoption across Bangladesh’s SME ecosystem

Sustainable economic growth is shaped by enterprises’ capacity to efficiently deploy resources and appropriately adapt to emerging challenges. The TES Program responded to this imperative in 2025 by supporting interventions that enhanced operational agility and digital resilience across member economies. An assessment of TES projects implemented in 2025 revealed five core demand clusters: smart transformation and AI-driven solutions (22% of TES projects), institutional and business excellence (22%), Green Productivity and environmental management (19%), innovation management (19%), and targeted sectoral development (18%). These demand patterns underscore the growing emphasis on strengthening organizational competitiveness while navigating rapid technological, economic, and sustainability transitions.

Boosting SME Productivity with AI-Powered Solutions, Bangladesh

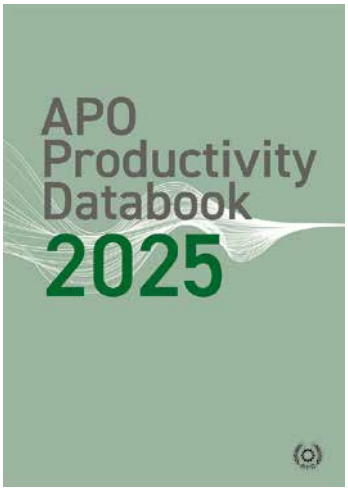
The face-to-face TES project Boosting SME Productivity with AI-Powered Solutions (25-SN-02-GE-TES-C-BD01), held in Dhaka, Bangladesh, 2–6 November, emerged as a premier example of capacity building for digital transformation. Co-hosted by the Small and Medium Enterprise Foundation and the NPO, Bangladesh, the project sought to address the persistent challenges faced by Bangladeshi SMEs in adopting AI solutions, including limited awareness, technical expertise, and structured guidance. Operating on the specialized, no-code Capabara platform, the 32 participants progressed from understanding foundational AI concepts to designing practical business solutions. They collaboratively developed 10 prototype applications tailored to SME needs, demonstrating how AI tools can address specific operational challenges without traditional programming expertise.

What elevates this project from an isolated intervention into a compelling institutional success story is its remarkable cascading multiplier effect. Recognizing the potential for broader impact, the Small and Medium Enterprise Foundation created a mechanism for continued dissemination beyond the original intervention period by mobilizing 10 competent project participants as local resource persons. This team facilitated 13 follow-up workshops titled Accelerating SME Business Growth with Artificial Intelligence, transferring practical AI knowledge to an additional 260 enterprise participants, 40% of whom were women, across 10 districts, promoting wider accessibility of emerging digital technologies for regional SMEs.

By embedding international technical expertise within local institutions and grassroots systems while strengthening national delivery capacity, the initiative demonstrated how targeted interventions can evolve into member-owned mechanisms for productivity knowledge dissemination. It illustrates the potential of localized capacity-building models to expand AI literacy, accelerate digital adoption, foster practical solution-development capabilities, and support long-term productivity gains across the SME ecosystem.

Research Program

In line with the APO's think-tank and advisory roles for member economies, the Research Program continued to play a central role in delivering meaningful services. To further strengthen these roles in 2025, the Research Program focused on topics that provide member economies with practical, policy-relevant insights and support economy-wide growth through productivity improvement across sectors. Key research topics included the gig economy, the educational divide, digital transformation in healthcare, international benchmarking of productivity in the food and beverage sector, and AI-enabled and systemic productivity and innovation enhancement in the public sector. The APO also began developing the GP 2.0 guidebook, which is expected to be published in 2026, and continued to assess members' productivity performance through the Productivity Analysis series, the Productivity Outlook series, and the annual *APO Productivity Databook*.



Digital learning

The Digital Learning Program is a major APO initiative, disseminating productivity-related knowledge through self-paced e-courses. The program is open to individuals from both APO member and nonmember economies and continues to strengthen the APO's reputation and visibility within and beyond the Asia-Pacific region. In 2025, the program achieved its strongest performance on record, with 33,353 enrollments and 21,484 course completions. To intensify delivery, the APO introduced 15 e-courses in 2025 (12 new and three updated e-courses) covering different sectors such as agriculture, industry, the public sector, and the service sector and covering topics such as GP and productivity tools and techniques. The APO also maintained 97 continuing courses in response to sustained demand. For the new and updated courses, 8,984 participants enrolled and 2,245 received APO certificates upon passing the final examination. Across the continuing courses, 23,903 new learners enrolled and 16,971 received certificates. Detailed information on the courses, enrollments, and certifications is provided in the appendices.

The APO P-Talks continued to be broadcast on the APO YouTube channel in 2025, with 33 sessions delivered by 39 speakers from member and nonmember economies. The year's P-Talk episodes generated over 12,000 views and contributed to more than 65,000 total views across all APO videos, while the channel's subscriber base expanded to more than 6,380 by year-end.

Accreditation and Certification Program

The APO Accreditation Body (APO-AB) continued to support member economies in strengthening their productivity capabilities through its Accreditation and Certification Program, aligned with the APO Vision 2025. By the end of 2025, the APO-AB had accredited 12 certification bodies (CBs) since the program's launch in 2018. During the year, three new CBs were accredited in Bangladesh, the Philippines, and Sri Lanka to operate the Certified Productivity Specialists scheme (APO-PS 101). In addition, the CBs in Indonesia and Singapore were granted extensions to operate the Certified Productivity Specialists scheme alongside their existing Certified Green Productivity Specialists schemes (APO-GPS 201). To ensure continued compliance with its standards, the APO-AB conducted surveillance assessments of the CBs in India, Indonesia, I.R. Iran, Mongolia, Pakistan, Singapore, and Thailand. Malaysia and Vietnam successfully completed reaccreditation assessments and were granted a further four-year accreditation term. The APO Secretariat also supported CB promotion activities to increase awareness and adoption of the Certified Productivity Specialists and Certified Green Productivity Specialists certification schemes. Activities were implemented in Indonesia, Malaysia, Mongolia, and Singapore, while initiatives in India, Pakistan, the Philippines, and Thailand remained ongoing.

The 7th APO-AB Council Meeting was held in Bangkok, Thailand, on 10–11 February. Council members reviewed program progress and discussed strategic directions for the future development of the Accreditation and Certification Program. Three online All CB Heads Meetings were conducted during the year, providing a platform for sharing updates, exchanging good practices, discussing common challenges, and strengthening coordination among accredited CBs.

APO-AB Council Meeting, Thailand

Driving productivity excellence:
MPC-CB's industry impact journey in 2025

Since being accredited by the APO in 2021, the Malaysia Productivity Corporation Certification Body (MPC-CB) has strengthened Malaysia's productivity ecosystem by implementing the APO Certified Productivity Specialists scheme and conducting strategic initiatives to develop productivity talent, strengthen industry collaboration, and deliver measurable organizational impact.

By the end of 2025, the MPC-CB had certified a total of 50 productivity professionals since its establishment, comprising 34 productivity specialists and 16 senior productivity specialists. Representing both public and private sectors, these professionals assist local organizations in identifying productivity improvement opportunities, implementing sustainable solutions, and strengthening organizational performance.

One of the most significant outcomes of the certification scheme is its measurable contribution to organizational improvement through productivity improvement projects. In 2025 alone, certified productivity specialists and senior productivity specialists successfully implemented 113 productivity improvement projects across various types of organizations, generating substantial economic and operational value. These initiatives contributed MYR82 million (an estimated USD20 million) in cost savings and MYR494 million (approximately USD122 million) in operational and environmental savings. Additional benefits included MYR10 million (approximately USD2.5 million) in cost avoidance, more than 11,000 hours of annual time savings, and manpower optimization equivalent to 5,284 man-days per year. Collectively, these interventions generated an estimated value exceeding MYR576 million (around USD145 million), clearly demonstrating the tangible business impact that certified productivity specialists can deliver across industries.

A key milestone in 2025 was the successful organization of the inaugural Industry Productivity Forum, held 17–18 November. The forum served as an important platform for bridging industry challenges with productivity expertise and future-ready solutions. In parallel, the MPC-CB actively promoted productivity awareness and certification knowledge through social media campaigns and digital promotional activities. Collectively, these efforts expanded awareness of productivity certification, facilitated industry knowledge sharing, and nurtured a growing ecosystem of productivity practitioners committed to continuous improvement and organizational excellence.

Industry Productivity Forum, Malaysia

Advancing Green Productivity 2.0

The APO introduced GP in 1994 as a strategy for integrating environmental protection with productivity enhancement, long before sustainability concepts like the circular economy gained widespread recognition. At the 63rd GBM in 2021, the Governing Body authorized the APO to develop GP 2.0, updating the original framework for contemporary needs. Following three years of foundational work led by Dr. Chun-Hsu Lin, Director of the Center for Green Economy at the Chung-Hua Institution for Economic Research, the ROC, the GP 2.0 Roadmap was presented to and approved by the Governing Body at the 66th GBM in May 2024.

Following this approval, the APO moved swiftly to translate the GP 2.0 Roadmap into action. This momentum culminated in a landmark moment at the 65th WSM in Fiji in October 2024: the ceremonial launch of GP 2.0. The launch marked more than the completion of the roadmap's development phase; it signaled the beginning of a new era of purposeful implementation, wider engagement, and greater impact. To commemorate this milestone, the APO unveiled *APO Green Productivity 2.0: The Road Ahead*, a report documenting the roadmap's evolution and setting out its future direction.

GPA Council Annual Meeting Special Presentation Session at the Blue Ocean Dome, World Expo 2025, Osaka, Japan

On 14–15 April 2025 in Osaka, Japan, the inaugural GPA Council Annual Meeting was convened. Chaired by Professor Emeritus Ryoichi Yamamoto of the University of Tokyo, the council is formed of members from Fiji, Indonesia, Japan, Singapore, and Thailand and advises the APO Secretariat on the development of a solution-based, action-oriented, and Asia-centric GP 2.0 ecosystem.

Secretary-General Dr. Indra reported the progress made by the Secretariat in conceptualizing the GP 2.0 ecosystem, as well as three of its seven elements: the GP guidebook, GP mapping tool, and GP rating system. In addition, prototypes of the GP rating system and GP mapping tool were demonstrated to the GPA Council for their first review. Council members and their representatives provided insightful feedback and suggested adjustments to improve the overall design of the GP 2.0 ecosystem.

The significance of the GPA Council's efforts to incorporate the principles of GP was underscored through the council members' presentations highlighting past and present national efforts to implement sustainability initiatives in their respective economies while looking toward the GP 2.0 ecosystem.

A final set of recommendations to guide the APO Secretariat's development of the GP 2.0 ecosystem in the coming year was agreed upon. These recommendations were reported at the 67th GBM in Jakarta, Indonesia, in May 2025 and the 66th WSM in Seoul, the ROK, in October 2025. At the close of 2025, the GP rating system, the GP guidebook, and the GP mapping tool were under development and expected to be launched in 2026.

As the APO Vision 2025 approached its conclusion, the APO undertook a structured post-2025 visioning exercise to prepare the organization's next strategic cycle. Approved at the 66th GBM in May 2024 and formally commenced in November 2024, the exercise combined an end-term review of Vision 2025, a needs assessment covering 20 member economies, and consultations with APO Directors, NPO Heads, APO Liaison Officers, APO Secretariat staff, and external stakeholders. These inputs were further refined through the High-level Strategic Workshop held in Tokyo in July 2025 and deliberations of the Post-2025 Visioning Exercise Steering Committee in September 2025, culminating in the APO Vision 2030 Strategy Document and the APO Vision 2030 Operationalization Document.

The two Vision 2030 documents were approved by the Governing Body by circulation on 6 October 2025, marking a major institutional milestone for the APO. Vision 2030 reflects the lessons learned from Vision 2025, particularly the need for stronger results-based management, deeper member engagement, clearer pathways from learning to application, and a more coherent connection between regional priorities and member-level outcomes.

Vision 2030 and the New Strategic Partnership Approach

Vision 2030 repositions the APO not as the sole driver of productivity change but as a catalyst, think tank, and trusted regional adviser. Under this approach, the APO will enable member economies by providing expertise, facilitating knowledge exchange, supporting institutional capacity building, and helping translate productivity opportunities into practical and measurable outcomes. The framework is grounded in five guiding principles: results-based and adaptive management, tailored and inclusive support, transformative and sustainable change, collaborative and agile delivery, and application-focused and innovation-centered programming.

At the core of Vision 2030 is a streamlined APO Result Framework consisting of one strategic outcome and four strategic pillars. The strategic outcome focuses on strengthening member economies' capacity to design and implement productivity-focused strategies, policies, and interventions that are effective and aligned with national development goals. The four strategic pillars are (1) catalyzing and enabling stakeholder collaboration, (2) providing strategic planning support, (3) empowering organizational and institutional capacity, and (4) generating and applying knowledge for productivity improvement. Together, these pillars provide the basis for designing, implementing, monitoring, and assessing APO support under the new strategic cycle.

The Four Strategic Pillars

A major shift introduced under Vision 2030 is the SPP, which serves as the APO's main vehicle for engagement with member economies. Through the SPP, the shared Vision 2030 framework is translated into member-owned, economy-specific priorities and results frameworks aligned with national development goals. Each member economy begins with an SPP Primer, which identifies medium-term productivity priorities and focus areas, and then develops an SPP Plan that sets out specific outcomes, indicators, activities, and implementation arrangements. This approach links regional strategic direction with member-level planning, budgeting, implementation, and monitoring.

During 2025, the Secretariat began the operational transition from Vision 2025 to Vision 2030. Following the approval of the Vision 2030 documents, the Secretariat engaged NPOs to provide further information on the new framework and to begin preliminary discussions on SPP Primers. The 66th WSM, held in Seoul, the ROK, from 28 to 30 October 2025, served as the first formal platform for NPO Heads to deepen their understanding of Vision 2030, receive hands-on guidance on the SPP, and begin the practical co-development of economy-specific SPP Primers.

The Post-2025 Visioning Exercise Steering Committee, which became the APO Vision 2030 Steering Committee in November 2025, provided guidance on the key design features required for SPP implementation. These included firm alignment with the Vision 2030 Result Framework, member-driven implementation with APO guidance and support, the simplification and modularization of APO services, the introduction of SPP Points as standardized units of APO service support, and the development of a digital SPP Planning Tool to support the formulation and submission of SPP Plans.

In parallel, the Secretariat began aligning budget and programming processes with Vision 2030. The Secretariat prepared the APO Revised Budget for 2026 within the total annual membership contributions while prioritizing the smooth transition to Vision 2030 and the implementation of member economies' SPP Plans. This reflected the need to balance strategic ambition with financial sustainability and prudent resource allocation.

By the end of 2025, the APO had established the strategic, operational, and governance foundations for the transition to Vision 2030. Work continued on the finalization of SPP Primers, development of standardized SPP Plan templates and guidance, strengthening of the SPP Planning Tool, and preparation for implementation from 2026 onward. Through these efforts, the APO began moving toward a more member-driven, results-based, evidence-informed, and impact-oriented model of regional productivity cooperation.

INSTITUTIONAL
PROGRAMS

Information and Public Relations

The Digital Information Unit (DIU) leads the APO Secretariat's Public Relations Program initiatives and expands its outreach through the development and dissemination of information and digital communications. Regular activities include media engagement, publication development and release, and website and social media management, including sharing details of the APO's activities, programs, and outputs with its stakeholders across member economies and partner institutions.

In 2025, the DIU continued improving its information sharing and public relations functions by increasing the dissemination of productivity-related knowledge, enhancing the APO's digital presence, and facilitating access to information on APO initiatives and institutional development. All these efforts led to achieving higher engagement than in previous years.

Media and Public Information

To communicate key organizational developments, governance outcomes, and knowledge outputs, the Secretariat increased media engagement, publishing more press releases than in previous years. In 2025, the following seven press releases were distributed:

- "APO Green Productivity Advisory Council Meeting 2025" highlighted follow-up discussions on strategic directions and priorities for GP.
- "67th Session of the APO Governing Body in Indonesia Sets Strategic Direction for a Unified Productivity Vision" reported on governance deliberations and policy guidance provided by APO member economies.
- "Dr. Indra Pradana Singawinata Begins Second Term as the APO's 13th Secretary-General" announced leadership continuity at the APO Secretariat.
- "*APO Productivity Databook 2025*: Growth and Productivity in Asia, 1970–2035" introduced the release of a flagship knowledge publication.
- "Indonesia Launches Its 2025–29 National Productivity Master Plan to Power Sustainable, Innovation-led Growth" covered national productivity initiatives supported by the APO.

- "66th WSM in Seoul Discusses Strategic Transformation under the APO Vision 2030" reported on program-level and strategic discussions among member economies.
- "Sri Lanka Launches National Productivity Master Plan to Power Next Decade of Growth" highlighted productivity policy developments in Sri Lanka.

In addition to these press releases, a joint statement on the International Court of Justice advisory opinion and the APO's commitment to GP was issued by Amardeep Singh Bhatia, APO Chair 2025–26; Professor Emeritus Ryoichi Yamamoto, APO GPA Council Chair; and Dr. Indra Pradana Singawinata, APO Secretary-General.

These releases served as official communications informing governments, NPOs, partner institutions, and the media about APO activities, governance outcomes, and knowledge products.

Website

The DIU introduced new approaches in 2025 to drive visitors to the APO website by amplifying the APO's initiatives and activities through social media. In addition to the regular posts on social media platforms, posts related to project opening and monthly social media campaigns were implemented from March 2025 to promote selected content. These efforts increased the visibility of APO activities and facilitated access to related information on the website.

As a result, the APO's website continued to serve as a central platform for information dissemination on APO programs, events, and publications, setting record growth in 2025 with 151,254 active users, representing an increase of 58.37% compared with 2024.

Social Media

Social media platforms continued playing an important role in supporting the APO's outreach and information dissemination efforts in 2025. LinkedIn was a key social media platform in 2025 for engaging stakeholders and sharing organizational updates, knowledge products, and program-related information. LinkedIn followers increased by 1,168, reflecting continued growth in the APO's audience base, and its engagement rate of 11.11% was the highest of all platforms, reinforcing its role as the organization's main social media channel for audience interaction and stakeholder engagement.

Collateral

In addition to the publications, the APO produced other printed material, including a brochure outlining the key achievements of the APO Vision 2025 and another on the Productivity Specialist Certification Program, providing a quick guide on how to become an APO productivity specialist through the APO-AB-accredited CBs.

APO Honorary Fellows

Introduced in 1978, the APO Honorary Fellowship has been conferred on former APO Directors, Alternate Directors, NPO Heads, Secretaries-General, and APO Liaison Officers who have fulfilled the established criteria in recognition of their outstanding contributions to the organization.

For 2025, the title of Honorary Fellow was conferred on the following individuals:

- Former APO Director for Bangladesh, Zakia Sultana
- Former APO Liaison Officer for Bangladesh, Muhammad Arifuzzaman
- Former APO Alternate Director and NPO Head for Fiji, Dr. Isimeli Waibuta Tagicakiverata
- Former APO Liaison Officer for Thailand, Ratchada Asisonthisakul
- Former APO Director for Vietnam, Dr. Ha Minh Hiep

Publications

A wide range of publications was released in 2025, including research reports, serials, program reports, and the *Annual Report*. During the year, the APO produced a total of 34 publications across these categories. Publications were downloaded 15,411 times, including those released in 2025 and in previous years, reflecting sustained interest in APO knowledge products among users from member economies and beyond.

The following APO publications were released in 2025.

Research Reports

- *Strategic Modeling for Future Agriculture in Asia*
- *Harnessing Crowdsourcing for Public Sector Innovation: Lessons from Six APO Members*
- *AI and the Knowledge Economy: Transforming APO Members*
- *Enhancing Disability-inclusive Employment Policies in Asia: Challenges, Good Practices, and Policy Recommendations*
- *SME Productivity and Innovation in Asia: Policies for a Resilient Future*
- *Small Tech, Big Impact: Low-cost ICT and SME Productivity—Microdata Evidence from Nine Economies in Asia*
- *Strategic Approaches in Rightsizing and Restructuring Initiatives in the Public Sector*
- *Productivity Performance of Digital Workplaces: Insights from Selected APO Member Economies*
- *Advancing Shared Prosperity: Best Practices in Productivity Gainsharing in Asia's Agrifood Sector*
- *Agricultural Productivity in Asia*
- *National Strategy to Boost Vietnam's Textile and Garment Productivity through Innovation and Technology*
- *Voices from the Fields: Women's Empowerment in Agriculture*
- *Research on Assessing the Needs of APO Member Economies* (available for the use of the APO and NPOs only)

Serials

- Emerging Trends in APO Members
  - *Trends in Addressing Plastic Pollution in the Philippines*
  - *Sustainable Agri-food System and Resilience in Thailand: Exploring Technology-driven Solutions for a Resilient Future*
  - *An Overview of the Twin Transformation Process in Turkiye*
  - *R&D Performance Trends in Turkiye*
- Productivity Analysis
  - *AI in the Philippine Information Technology and Business Process Management Sector*
  - *Digital Transformation and Workforce Skills Strategy for Pakistan's Manufacturing Sector*
  - *Financial Inclusion and Total Factor Productivity in Nepal*
  - *Unlocking Productivity and Growth Potential: Digital Adoption in Indonesia's Manufacturing MSEs*
- Productivity Insights, volume 6 (four reports)
  - *Future Prospects for Smart Agriculture: Focusing on Case Studies in Japan and Asia*
  - *Service Quality Standards for the Public Sector*
  - *Navigating AI Risks for Sustainable Productivity and Resilience*
  - *Getting Started on Environmental, Social, and Governance and Sustainability for Small and Medium-sized Enterprises*
- Productivity Insights, volume 7 (one report)
  - *Capability Maturity Models for Digital Transformation and Sustainable Competitiveness in Small and Medium-sized Enterprises*
- *APO Productivity Outlook 2025*
- *APO Productivity Databook 2025*
- *APO Productivity Readiness 2025*

Program Reports

- *Lean Management Systems: Case Studies from Bangladesh's Chemical Industry*
- *Productivity Transformation in SMEs: Case Studies from Sri Lanka*
- *National Productivity Master Plan for Indonesia* (available for the NPO and relevant stakeholders in Indonesia only)
- *National Productivity Master Plan for Sri Lanka* (available for the NPO and relevant stakeholders in Sri Lanka only)

Annual Report

- *Annual Report 2024*

Information Technology

Enhancing the Strategic Digital Capability Initiative

The APO Salesforce system was launched in November 2024 for participant and resource person management for APO members. Following this major digital transformation, the Secretariat focused on stabilizing, enhancing, and optimizing the platform to further strengthen its digital capability in 2025. The digitalization streamlined the participant and resource person management process, adding value to APO Secretariat and NPO operations. To realize the new system's potential and reap its full benefits, continuous system updates were implemented to improve user experience, including usability, efficiency, and scalability, which supported smoother operations for the Secretariat, NPOs, project participants, and resource persons.

Key system enhancements included the introduction of automatic key generation for user access, which significantly improved accessibility for project participants and resource persons and reduced the number of related queries to NPOs and the APO Secretariat. Furthermore, the automation of user account management processes contributed to the efficient recycling of limited system licenses, reducing administrative workload. Additional improvements separated the application processes for regular and institutional projects and optimized participant selection, document management, output and notification functions, and reporting capabilities. To support the effective adoption of these enhancements, Secretariat-wide staff briefings were held, user manuals updated, and on-request user training conducted.

The 67th GBM approved the extension of the APO Strategic Digital Capability Plan 2021–25 to 2028, recognizing the importance of digital transformation for optimizing APO operations and processes, enhancing productivity, and upholding transparency and accountability. Following this approval, the Secretariat began preparations for the Salesforce system enhancement to digitalize business processes for robust project management.

The launch of the APO Vision 2030 and the new project management approach under the SPP necessitate realigning the SAP Business ByDesign project management and the Salesforce participant and resource person management systems. The Secretariat is committed to continuing its digital transformation efforts in 2026 to further enhance its digital systems and launching other Strategic Digital Capability Plan initiatives to accommodate emerging and changing needs of the Secretariat, NPOs, and stakeholders under the APO Vision 2030.

IT Infrastructure Improvement and Cybersecurity

Building on the successful development and implementation of the IT Security Policy in 2024, the Secretariat continued to strengthen its cybersecurity framework in 2025. Regular meetings of the IT Committee were held to provide strategic oversight, monitoring, and direction, supporting a secure and well-governed IT ecosystem.

In parallel, and in line with findings from the independent evaluation cycles, internal IT controls were strengthened through both technical and procedural measures. An initiative was launched to upgrade and modernize the Secretariat's IT infrastructure while considering cost-effectiveness and operational efficiency. The focus of this initiative is security enhancement (e.g., providing identity-based access to information assets, improving endpoint protection, and monitoring threats) and more efficient system updates and patch management.

At the same time, IT security control procedures continued to be updated and developed in the areas of network access management, portable media use, incident response, personal information protection, and AI tool use at the Secretariat. The development of control procedures will continue in 2026 to reinforce the overall IT control framework of the Secretariat.

International Cooperation

The APO continued to extend its network of collaborators among APO members, nonmembers, international organizations, and other national institutes in 2025.

In April, the inaugural GPA Council Annual Meeting convened in Osaka and agreed on a set of recommendations to guide the development of the GP 2.0 ecosystem. This was accompanied by a Special Presentation Session held at the Blue Ocean Dome, World Expo 2025, Osaka, Japan, graced by guest of honor H.E. Febrian Alphyanto Ruddyard, Vice Minister of the National Development Planning Agency of Indonesia.

APO Secretary-General Dr. Indra Pradana Singawinata (right) and H.E. Mukhsinkhuja Abdurakhmonov, Ambassador Extraordinary and Plenipotentiary of the Republic of Uzbekistan to Japan

In August, the APO Secretary-General participated in the breakfast meeting hosted by the Minister of Foreign Affairs of Japan that brought together heads of 16 international organizations on the occasion of the Ninth Tokyo International Conference on African Development (TICAD 9) in Yokohama, Japan, for discussions on enhancing international cooperation.

The APO also took part in international forums, such as the World Governments Summit 2025 in Dubai; the ASEAN-Japan Workshop on Carbon Neutrality, Food Security and Agricultural Innovation in Tokyo; the NARO 4th International Symposium on Food and Health in Tokyo; and the WorldSkills Asia International TVET Conference 2025 in the ROC.

In September, the APO contributed to the successful conclusion of the first Pacific Regional Tripartite Employment Conference in Fiji, co-organized by the ILO and Ministry of Employment, Productivity and Workplace Relations, Fiji. In addition to providing expert support and facilitation of key sessions, the APO unveiled a GP mapping prototype to foster policy dialogue and cooperation on climate change and sustainability between Japan and Pacific Island states.

The APO also stepped up cooperation with other international organizations such as the ADB, the Global Energy Alliance for People and Planet, the ILO, the International Union for Conservation of Nature, the OECD, UNESCAP, the United Nations University, and the World Bank Group. To foster strong partnerships for the GP 2.0 ecosystem, the APO Secretary-General also engaged with the ministries overseeing sustainability, climate change, and the environment in Fiji, the ROK, and Mongolia.

The APO's engagement of nonmembers reached a high point in 2025, led by numerous high-level engagements. In April, the APO Secretary-General called on the Ambassador Extraordinary and Plenipotentiary of the Republic of Uzbekistan to Japan, H.E. Mukhsinkhuja Abdurakhmonov, at the National Pavilion of Uzbekistan at the World Expo 2025. Official representatives from the Center for Labor Productivity Research in Network Markets and Manufacturing of the Republic of Uzbekistan participated in the 67th GBM as observers in May, as well as the Training Course on Digital Kaizen for SMEs (25-CL-07-GE-TRC-A) held in Japan in November. The strong

momentum continued with an online meeting between the APO Secretary-General and the Deputy Minister of Economy and Finance of Uzbekistan, H.E. Umid Abidkhadjaev, in December.

Lastly, in recognition of its importance in a rapidly changing world, international cooperation was enshrined in Pillar 1, Catalyzing and Enabling Stakeholder Collaboration, of the APO Vision 2030 Result Framework, as well as the SPP.

2024 Annual Project Review by the APO Secretariat

The 2024 annual project review by the APO Secretariat assesses progress against the revised APO Vision 2025 operational indicators. Building on the recommendations of the 66th GBM and the Pause-and-reflect Activity, the Secretariat assessed progress using revised postproject surveys. The review covers 101 projects in 2024, representing 77.7% of projects eligible for inclusion in the review and capturing feedback from 2,125 beneficiaries. The analysis spans all types of multicountry project, selected individual-country projects, and new APO e-courses, with a focus on relevance, effectiveness, efficiency, and overall satisfaction.

2024 Projects Covered in the Report

Program Category	Number of Projects Implemented or Completed[1]	Number of Projects That Administered a Postproject Survey	Number of Direct Beneficiary Respondents (Sample Size)
Multicountry[2]	73	50	1,225
Multicountry: APO e-course[3]	13	13	209
Individual-country[4]	44	38	691
Total	130	101	2,125

1. "Implemented" refers to projects for which activities had ended before 31 December 2024, but for which final reporting requirements had not yet been completed. "Completed" refers to projects that were fully completed by 31 December 2024.
2. Conferences, observational study missions, training courses, and workshops.
3. Released in 2024.
4. BCN, IOSM, and TES.

Key Findings

Relevance, Effectiveness, and Efficiency

Findings confirm that APO projects were consistently rated highly relevant, with participants affirming both the appropriateness of topics and the likelihood of applying knowledge gained. Ratings exceeded 90% across modalities. For multicountry projects, 98.0% of respondents rated the topics as appropriate, while 95.1% indicated they were likely to apply the knowledge and skills acquired. Respondents from individual-country projects rated slightly higher, with 98.8% affirming the appropriateness of the topics and 95.9% reporting that they were likely to apply the knowledge and skills gained. For e-courses, 97.2% endorsed the learning objectives as appropriate, and 92.8% reported they were likely to apply the skills gained. Less than 1% of participants answered "strongly disagree" to questions regarding application and the appropriateness of learning objectives across modalities. Respondents cited barriers such as limited resources, organizational constraints, and policy gaps that may temper practical uptake. The APO was commended for addressing underexplored themes, such as inclusive productivity, which are of value to least developed and developing members.

On effectiveness, results highlight the central role of resource persons and learning materials, which received the highest approval ratings across individual-country and multicountry projects, including e-courses: Resource persons were rated positively by 97.4% of multicountry respondents, 97.2% of individual-country respondents, and 95.2% of e-course respondents. Learning materials received similarly strong ratings: 96.9% for multicountry projects, 97.2% for individual-country projects, and 95.2% for e-courses. While content quality and expertise

were strong, organization and methodology in multicountry projects (76.2%) and the application of e-course learning (92.8%) were identified as weaker areas requiring attention. Participants recommended diversifying methodologies, incorporating more localized and practice-oriented case studies, and strengthening follow-up mechanisms such as mentorship to support application in the workplace.

Efficiency ratings varied more sharply across modalities. Resource persons again stood out as a consistent strength (97.4%), while organization and methodology drew lower ratings (76.3%) in multicountry projects. Resource persons for individual-country projects were rated highly efficient (97.3%), and organization also scored strongly (91.8%). However, compared with resource persons, organization drew fewer "strongly agree" responses, suggesting room to further enhance planning and delivery. APO e-courses were generally rated efficient, with high satisfaction for online instructions (98.1%) and platform usability (95.7%), though participants noted scope for stronger technical and learner support. Feedback also underscored the importance of translation to improve accessibility, experiential learning through site visits, and the integration of contextually relevant case studies.

Satisfaction, Impact, and Sustainability

Overall satisfaction was strong across modalities, though face-to-face delivery outperformed online formats. Nearly 99% of participants expressed satisfaction with face-to-face multicountry projects, reflecting the value of direct engagement, interaction, and immediacy. Online projects also achieved high satisfaction (96.4%), though the lower proportion of "strongly agree" responses suggests that digital delivery may not fully replicate the depth of in-person experiences.

The review affirms that the APO's 2024 project portfolio was well aligned with member economy needs, delivered strong technical content, and provided meaningful learning opportunities. At the same time, the findings highlight opportunities to strengthen project design, enhance learner support, and reinforce mechanisms that bridge training with workplace application. Recommendations include refining project organization and delivery, expanding localized and practice-based content, investing in follow-up activities and mentorship, improving learner support in e-courses, diversifying resource persons, and deepening the APO's focus on inclusive productivity. Taken together, these actions will enhance the quality and impact of APO projects while reinforcing the organization's role as a regional leader in productivity-driven development.

Key Recommendations

The 2024 annual project review by the APO Secretariat highlights the strong relevance, effectiveness, efficiency, and overall satisfaction of its interventions, reflecting the organization's capacity to deliver high-quality initiatives that respond to members' priorities. At the same time, the findings expose persistent challenges, particularly in translating knowledge into practice, ensuring implementation rigor, and enhancing online activities, that must be addressed to sustain and deepen impact as the APO Vision 2025 draws to a close.

	Conclusions	Recommendations
Relevance		
1.	Relevance remains a consistent strength. Nearly all projects were rated as appropriate and useful, with participants recognizing the value of the APO in addressing both core productivity topics and underexplored areas such as inclusive productivity.	Deepen focus on inclusive productivity. Build on the recognition received for tackling this underexplored theme, positioning the APO as a leader in shaping innovative responses to the needs of least developed and developing members.
Effectiveness		
2.	Resource persons and content drive effectiveness. Subject matter experts and well-prepared materials remain the APO's strongest assets, though ratings for organization and methodology reveal a gap in how activities are structured and delivered.	• Refine project design and methodology. Improve activity structuring and coordination to ensure smoother delivery and stronger participant engagement. • Leverage and diversify resource persons. Sustain the high quality of experts while improving accessibility, for example, by allowing delivery in native languages with translation support.

	Conclusions	Recommendations
Efficiency		
3.	Efficiency varies across modalities. Resource persons and e-course platforms were praised for accessibility and delivery, but multicountry projects recorded slightly weaker results for coordination, with many undecided respondents signaling mixed experiences.	• Enhance e-course delivery and support. Continue investing in platform usability, ensure regular content updates, and expand technical and learner support to improve efficiency and participant experience. • Bridge multicountry and individual-country projects. Translate multicountry project learnings into local initiatives or pilot projects to enhance relevance and sustainability.
Satisfaction		
4.	Satisfaction is high but modality sensitive. Face-to-face formats continue to yield the highest satisfaction, while online delivery, though still positively rated, falls short in generating the same level of engagement and immediacy.	Expand practical and localized content. Integrate more case studies drawn from member experiences and explore alumni contributions as live case studies to make learning more relevant and context specific.
Impact and Sustainability		
5.	Application remains the weakest link. Although participants report strong learning gains, barriers such as limited resources, policy gaps, and organizational constraints hinder the translation of knowledge into practice, reducing long-term impact.	• Strengthen application support. Establish follow-up mechanisms, including mentorship, peer-learning networks, and structured action plans, to track and support the application of knowledge gained and help participants overcome implementation barriers. • Strengthen participant selection and qualification. Ensure nominees are well aligned with project objectives and occupy positions that allow them to apply and disseminate learnings effectively. • Institutionalize knowledge sharing. Require participants to share outcomes with their peers, ministries, or industries upon returning, thereby amplifying impact. • Support APO monitoring and evaluation. Provide systematic feedback on the long-term organizational, sectoral, and policy-level impacts of multicountry projects.

Preliminary 2025 Annual Project Review by the APO Secretariat

The 2025 annual project review by the APO Secretariat assesses progress against the revised APO Vision 2025 operational indicators. The review covers 137 of the 174 projects implemented or completed in 2025, representing 78% of the total portfolio (excluding P-Talks) and capturing feedback from 5,809 beneficiaries. The analysis spans multicountry projects (except research projects), selected individual-country projects, and newly launched APO e-courses, with a focus on relevance, effectiveness, efficiency, and overall satisfaction. A comprehensive annual project review, including all 2025 projects as well as those carried over to 2026, will be presented at the WSM. This chapter presents only preliminary findings and recommendations.

2025 Projects Covered in the Report

Program Category	Number of Projects Implemented or Completed[1]	Number of Projects That Administered a Postproject Survey	Number of Direct Beneficiary Respondents (Sample Size)[5]
Multicountry[2]	76	53	1,521
Multicountry: APO e-course[3]	15	15	2,864
Individual-country[4]	83	69	1,424
Total	174	137	5,809

1. "Implemented" refers to projects for which activities had ended before 31 December 2025, but for which final reporting requirements had not yet been completed. "Completed" refers to projects that were fully completed by 31 December 2025. The project total of 174 excludes P-Talks.
2. Conferences, observational study missions, research projects, training courses, and workshops; research projects did not administer a postproject survey.
3. Released in 2025.
4. Award Program, BCN, Certification Body Development Program, COE, DMP, IOSM, SNP, TES, and Vision 2025 Outreach Program, out of which only BCN, COE, DMP, IOSM, and TES administered the survey.
5. For multicountry and individual-country projects, the sample size includes participants in implemented as well as completed projects who responded to the survey. For e-courses, the sample size includes respondents who answered the survey without completing the course.

Preliminary Findings

Participant Profile

While most individual-country projects and e-courses did not systematically collect age data, the ages of multi-country participants ranged from 21 to 79 with a median age of 41. Gender distribution in multicountry project participants was relatively balanced. In contrast, accreditation and individual-country projects tended to attract a higher proportion of male participants. Because APO-organized projects were conducted exclusively in English, the APO Secretariat collected self-reported English proficiency levels. While most participants rated their English ability as proficient, advanced, or good, a small number indicated that their English skills were limited. Across all project types, the majority of participants were affiliated with government institutions. Participation also included individuals from private enterprises, academia and research institutions, and nonprofit organizations. Notably, several participants took part in more than one project, as many as seven.

Relevance, Effectiveness, Efficiency, and Satisfaction

Across projects and modalities, respondents reported consistently high levels of relevance, effectiveness, and efficiency. Ratings for questions related to relevance exceeded 90%, and the majority of participants indicated that the content was useful and that they intended to apply what they learned. However, thematic analysis of open-ended responses from multicountry participants suggests that, despite strong agreement on relevance, several factors may hinder the practical application of learning. The most frequently cited barriers included financial constraints, limited institutional capacity, and organizational or structural challenges. Similarly, individual-country respondents identified time constraints, limited capacity, lack of decision-making authority, and financial limitations as key obstacles to applying the knowledge gained.

With respect to effectiveness, the majority of respondents across all modalities rated the projects as highly effective. Participants consistently noted that the materials used were of high quality and that the projects and courses were well organized. Multicountry and individual-country respondents also rated the projects favorably for providing opportunities to connect with peers and expand their networks. At the same time, multicountry respondents recommended incorporating more practical, hands-on components and increasing opportunities for interaction to enhance engagement and learning outcomes. Individual-country respondents echoed these suggestions, highlighting the need for stronger practical application and greater interactivity. Similarly, e-course participants emphasized the importance of interactive learning elements, practical case studies, and richer multimedia content. Across modalities, a number of respondents also noted language-related challenges.

Efficiency was assessed primarily through feedback on project management, organization, and the performance of resource persons. The majority of respondents across modalities agreed that resource persons demonstrated strong expertise. However, thematic analysis of open-ended responses from e-course participants revealed

several concerns related to module flow, platform functionality, and navigation, indicating areas where the user experience could be improved.

Satisfaction levels were also very high. Multicountry projects, individual-country projects, and e-courses all received satisfaction ratings above 90%, based on respondents selecting “Strongly agree” or “Agree” when asked whether they were satisfied with the project. Nearly all multicountry respondents indicated that they would recommend the project to others.

Preliminary Recommendations

The preliminary findings demonstrate strong performance across APO project modalities, with consistently high ratings for relevance, effectiveness, efficiency, and overall satisfaction. At the same time, participants identified several recurring challenges that limit the full application of learning and highlight opportunities for strengthening program design. Based on these insights, several preliminary recommendations emerge to enhance future project planning and delivery.

First, participant targeting and support mechanisms can be strengthened to ensure that programs are accessible and responsive to diverse participant profiles. Given that a portion of participants reported limited English proficiency, additional language support such as subtitles, simplified English materials, or multilingual glossaries would help ensure equitable access to learning.

Second, across all modalities, participants expressed a clear desire for more practical, hands-on, and interactive learning experiences. Incorporating additional real-world case studies, simulations, group exercises, and scenario-based activities would strengthen the practical application of knowledge.

Third, the review revealed several institutional and structural barriers that hinder participants from applying what they learned. To address these challenges, the APO could provide tools such as action plan templates, implementation checklists, or resource mobilization guides to support participants in navigating financial, capacity-related, or organizational constraints. Strengthening postproject support through follow-up coaching or periodic check-ins may also help sustain momentum and reinforce the application of learning.

To further enhance the quality and responsiveness of APO projects, strengthening monitoring and evaluation systems is essential. The findings highlight gaps in data collection, especially for individual-country projects, and limited systematic tracking of how participants apply learning after project completion. Establishing a more robust and consistent monitoring and evaluation framework would enable the APO to better understand participant profiles, identify emerging needs, and monitor longer-term outcomes.

Looking Forward

As 2025 marks the final year of Vision 2025, the APO Secretariat is preparing the concluding annual project review to formally close Vision 2025 and transition the organization into its next strategic chapter under Vision 2030. Following the Pause-and-reflect Activity and the recommendations endorsed at the 66th GBM in 2024, the Vision 2025 Strategy Document was updated to sharpen the intended results and strengthen alignment with high-level organizational goals. While targets were not set for eight of the 11 strategic indicators, which were intentionally left open due to the APO’s limited influence over high-level outcomes, the exercise reaffirmed the value of tracking broader productivity trends using secondary data to inform strategic direction and program relevance.

At the operational level, although targets for operational indicators for 2025 were not set due to limited in-house monitoring and evaluation capacity at the time, the Secretariat is now positioned to report meaningfully on these indicators using existing tools and data sources. This final review will therefore provide a balanced and evidence-based account of the APO’s achievements, challenges, and contributions under Vision 2025.

The conclusion of Vision 2025 also marks a pivotal moment for institutional renewal. Lessons from Vision 2025, particularly the need for stronger results-based management, deeper member engagement, and more coherent pathways from learning to application, have directly shaped the design of Vision 2030. With the introduction of

a cascading results framework and strengthened monitoring and evaluation systems, the APO is entering a new phase defined by member-led programming, adaptive management, and a clearer line of sight from regional aspirations to member-level outcomes.

Against this backdrop, the Secretariat will present the final Vision 2025 achievements at the 2026 WSM, formally closing Vision 2025 and setting the stage for the full operationalization of Vision 2030. This transition represents the end of a strategic cycle and the beginning of a more integrated, evidence-driven, and collaborative era for the APO and its member economies.

Post-2025 Visioning Exercise and **Vision 2030**

As the APO Vision 2025 approached its conclusion, the APO began preparing its next strategic cycle. The post-2025 visioning exercise was approved at the 66th GBM in May 2024 and formally commenced in November 2024. It combined an end-term review of Vision 2025, a needs assessment involving 20 member economies, and extensive consultations with APO Directors, NPO Heads, APO Liaison Officers, APO Secretariat staff, and external stakeholders. These inputs were further refined through the High-level Strategic Workshop held in Tokyo in July 2025 and the Post-2025 Visioning Exercise Steering Committee's deliberations in September 2025, culminating in the APO Vision 2030 Strategy Document and the APO Vision 2030 Operationalization Document.

This process reconfirmed that the APO must position itself not as the sole driver of productivity change but as a catalyst, think tank, and trusted regional adviser. Vision 2030 therefore repositions the APO as an enabler that provides expertise, facilitates knowledge exchange, and strengthens institutional capacity so that member economies can better respond to evolving challenges and translate opportunities into tangible gains. It is grounded in five guiding principles: (1) results-based and adaptive management, (2) tailored and inclusive support, (3) transformative and sustainable change, (4) collaborative and agile delivery, and (5) application-focused and innovation-centered programming. At its core is a streamlined APO Result Framework with one strategic outcome and four pillars:

1. Catalyzing and enabling stakeholder collaboration
2. Providing strategic planning support
3. Empowering organizational and institutional capacity
4. Generating and applying knowledge for productivity improvement

A major strategic shift under Vision 2030 is the introduction of the SPP as the APO's main vehicle for engagement with member economies. Through the SPP, the shared Vision 2030 framework is translated into nationally owned, member-specific priorities and results frameworks aligned with national development goals. Each member economy begins with an SPP Primer and then develops an SPP Plan to operationalize it, setting out medium-term collaboration priorities, specific outcomes, indicators, and activities. In this way, Vision 2030 links regional direction with member-level planning, budgeting, implementation, and monitoring.

Following the Governing Body's approval by circulation of the APO Vision 2030 Strategy Document and APO Vision 2030 Operationalization Document on 6 October 2025, the Secretariat reached out to NPOs to provide further information on Vision 2030 and to begin preliminary discussions on the preparation of SPP Primers. The 66th WSM in Seoul, the ROK, held from 28 to 30 October 2025, then served as the first formal platform for NPO Heads to deepen their understanding of Vision 2030, receive hands-on guidance on the SPP, and begin the practical co-development of economy-specific SPP Primers. The WSM thus functioned as an operational bridge to implementation, while strategic oversight, pillar-level budgeting, and the collective endorsement of SPP Plans remained with the Governing Body under the two-track governance model.

After the WSM, the Secretariat continued intensive work on the substantive, operational, and technological elements of SPP implementation in close consultation with the Post-2025 Visioning Exercise Steering Committee (renamed the APO Vision 2030 Steering Committee in November 2025). This included continued consultations with APO Directors and NPOs; further refinement and finalization of SPP Primers; the development of standardized, results-based templates and guidance for SPP Plans; follow-up discussions on implementation details;

and strengthening of the SPP Planning Tool. By the end of December 2025, several member economies had either signed or were in the final stages of finalizing their SPP Primers, and the next phase focused on developing full SPP Plans for consideration at the 68th GBM in May 2026.

Learning and continuous improvement are built into this architecture. At the member level, NPOs co-develop monitoring reports with the Secretariat, generating evidence for peer-to-peer exchange and cross-learning through regional dialogues, peer reviews, and communities of practice. At the regional level, aggregated results will help identify trends, highlight innovation, and inform strategic choices, feeding directly into the design of Vision 2035. In this way, Vision 2030 not only introduces a new way of planning and programming but also embeds a culture of evidence use and reflection across the APO community.

Independent Evaluation of the APO Secretariat's Performance, Management, and Compliance by a Third Party (2024–25)

In 2025, the APO Secretariat underwent the first-year assessment of the third cycle (2024–26) of independent evaluation by a third party, continuing the annual exercise approved by the 64th GBM in 2022. The third cycle focuses on reviewing the remediation actions from the first two cycles and on piloting an enhanced internal control system.

Deloitte Tohmatsu Risk Advisory LLC (now Deloitte Tohmatsu LLC) was engaged to assess and review the Secretariat's performance, management, and compliance for the third cycle. Work in 2024–25 followed up on findings from the first and second cycles, surveyed Secretariat staff members (and interviewed them as needed) to assess the effectiveness of remediation actions, and provided advice on implementing the internal control system.

Interim results were presented and discussed at the 67th GBM in May 2025 in Jakarta, Indonesia. The interim report outlined the progress made in remediating the five high-risk areas identified in the first cycle, the findings from the second cycle, and items requiring continued attention, including the pace of internal control system implementation and the APO post-2025 vision process.

After the 67th GBM, Deloitte issued an updated interim report dated 31 October 2025 covering the follow-up items, including clarifying the terminology of "assessment," confirming the rollout of a policies and procedures portal, and supporting the commencement of the internal control system implementation through the selection of external experts. The report obtained the approval of the Governing Body in November 2025.

The assessment also followed up on progress related to the APO post-2025 vision, including the High-level Strategic Workshop held in July 2025 and feedback from the post-workshop survey. The Secretariat continued implementing the remediation roadmap approved by the Governing Body and the phased internal control system implementation. The next annual assessment report (2025–26) will be presented at the 68th GBM in 2026.

Financial Statement

Independent Auditor's Report

To the Governing Body of Asian Productivity Organization

Our opinion

In our opinion, Asian Productivity Organization (the "Organization")'s financial statements present fairly, in all material respects, the financial position of the Organization as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

What we have audited

The Organization's financial statements comprise:

- the statement of financial position as at 31 December 2025;
- the statement of revenues or expenses and other comprehensive income for the year then ended;
- the statement of changes in surplus for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

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

Independence

We are independent of the organization in accordance with the ethical requirements that are relevant to audits of financial statements of non-listed entities in Japan and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have also fulfilled our other ethical responsibilities in accordance with the ethical requirements in Japan and the IESBA Code.

Other information

Management is responsible for the other information. The other information comprises the annual report (but does not include the financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

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In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to management.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers Japan LLC

12 March 2026

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2025 AND 31 DECEMBER 2024

(US dollars)

	2025	2024
ASSETS		
Cash and cash equivalents (Note 3)	$19,700,519	$23,171,827
Receivables (Note 4):		
Member countries	3,095,924	3,193,216
Others	6,955	5,043
Prepaid expenses	74,319	104,057
Deposits and other advance payments	151,039	50,358
Total current assets	23,028,756	26,524,501
Fund for severance payments (Note 11)	58,100	98,522
Property, plant and equipment (Note 5):		
Leasehold Improvement	528,566	528,566
Furniture &Fixture	172,093	172,093
Equipment	334,404	464,354
Automobile	72,935	72,935
Right of use assets (Note 13)	569,371	513,587
Accumulated depreciation	(1,115,947)	(1,383,160)
Construction/Development in progress (Note 5)		-
Intangible assets (Note 5)	264,499	347,043
Total noncurrent assets	884,021	813,940
Total assets	$23,912,777	$27,338,441
LIABILITIES AND SURPLUS		
Accounts payable	$2,395,326	$2,971,725
Withholding tax and social insurance	62,471	79,656
Lease liabilities - current (Note 13)	268,372	44,495
Other current liabilities (Note 8)	2,065,501	2,578,858
Total current liabilities	4,791,670	5,674,734
Accrued annual leave (Note 6)	375,842	391,246
Liability for severance payments (Note 12)	1,335,779	1,485,133
Lease liabilities - noncurrent (Note 13)	57,814	2,889
Other noncurrent liabilities	119,591	119,591
Total noncurrent liabilities	1,889,026	1,998,859
Total liabilities	6,680,696	7,673,593
Surplus:		
Appropriated for		
Working capital fund	$7,000,000	7,000,000
Contingency fund (Note 2)	500,000	500,000
Continuing projects	6,168,826	6,088,660
Unappropriated surplus (Note 15)	3,379,667	5,981,279
Accumulated other comprehensive income (Note 12)	183,588	94,909
Total surplus	17,232,081	19,664,848
Total liabilities and surplus	$23,912,777	$27,338,441

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 2025 AND 31 DECEMBER 2024

(US dollars)

	2025	2024
Revenues:		
Membership contributions (Note 7)	$11,986,035	$11,986,035
Special cash grants (Note 8)	462,469	969,448
Mandatory contribution for rent (Note 9)	220,891	178,089
Participation by member countries	800	400
Miscellaneous Revenue	679,808	805,394
Total revenues	13,350,003	13,939,366
Expenses:		
Projects		
Current year's project costs:		
APO share Current	7,152,761	6,704,909
Subtotal	7,152,761	6,704,909
Prior years' continuing project costs:		
APO share Continue	2,875,912	3,008,969
Subtotal	2,875,912	3,008,969
Allocation to project costs from		
Administration expenses (Note 10)	2,266,891	2,171,049
Total	12,295,564	11,884,927
Administration		
Staff expenses (Note 6, 12)	4,076,713	3,920,720
Office maintenance	22,990	28,144
Depreciation expenses (Note 5, 13)	279,837	291,830
Operations	113,326	122,372
Miscellaneous	184,954	179,980
Allocation to project costs (Note 10)	(2,266,891)	(2,171,049)
Total	2,410,929	2,371,997
Exchange (gain)/loss	47,124	173,684
Increase (decrease) in loss allowance (Note 4)	1,121,192	1,361,042
Total	1,168,316	1,534,726
Total expenses	15,874,809	15,791,650
Net adjustment gain/(loss) for closed projects (Note 14)	3,360	(39,932)
Excess of revenues over expenses (expenses over revenues)	(2,521,446)	(1,892,216)
Other comprehensive income (loss):		
Pension liability adjustments (Note 12)	88,679	(6,568)
Total other comprehensive income (loss)	88,679	(6,568)
Total comprehensive income (loss)	($2,432,767)	($1,898,784)

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS

YEARS ENDED 31 DECEMBER 2025 AND 2024

(US dollars)

	Appropriated for					
	Working capital fund	Contingency fund	Continuing projects	Unappropriated	Accumulated other comprehensive income	Total
2024						
Surplus as of 1 January 2024	$7,000,000	$500,000	$4,741,873	$9,220,282	$101,477	$21,563,632
Excess of expenses over revenues	-	-	-	(1,892,216)	-	(1,892,216)
Transfer to (from) continuing projects	-	-	1,346,787	(1,346,787)	-	-
Pension liability adjustment (Note 12)	-	-	-	-	(6,568)	(6,568)
Surplus at end of year	7,000,000	500,000	6,088,660	5,981,279	94,909	19,664,848
2025						
Surplus as of 1 January 2025	$7,000,000	$500,000	$6,088,660	$5,981,279	$94,909	$19,664,848
Excess of expenses over revenues	-	-	-	(2,521,446)	-	(2,521,446)
Transfer to (from) continuing projects	-	-	80,166	(80,166)	-	-
Pension liability adjustment (Note 12)	-	-	-	-	88,679	88,679
Surplus at end of year	$7,000,000	$500,000	$6,168,826	3,379,667	$183,588	$17,232,081

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CASH FLOWS
YEARS ENDED 31 DECEMBER 2025 AND 2024

(US dollars)

	2025	2024
Cash Flows from Operating Activities:		
Excess of revenues over expenses (expenses over revenues)	($2,521,446)	($1,892,216)
Adjustments:		
Depreciation and amortization	479,766	538,902
Provision for losses on receivables	1,121,192	1,361,042
Interest income	(679,023)	(801,153)
Exchange variance	519,244	478,396
Decrease (increase) in receivables from member countries	(1,026,861)	(1,267,239)
Decrease (increase) in receivables - others	1,049	67,510
Decrease (increase) in other current assets	(70,943)	(12,303)
Decrease (increase) in funds for severance payments	40,421	9,571
Increase (decrease) in accounts payable	(469,748)	(415,970)
Increase (decrease) in other liabilities	(530,543)	(811,723)
Increase (decrease) in accrued annual leave	(15,403)	(33,507)
Increase (decrease) in liability for severance payments	(60,675)	41,462
Subtotal	(3,212,970)	(2,737,228)
Interest received	679,023	801,153
Net cash flow from operating activities	(2,533,947)	(1,936,075)
Cash Flows from Investing Activities:		
Acquisition for PP&E and intangible assets (Note 5)	(134,962)	(154,236)
Net cash flow from investing activities	(134,962)	(154,236)
Cash Flows from Financing Activities:		
Payments for lease liabilities (Note 13)	(265,799)	(239,462)
Net cash flow from financing activities	(265,799)	(239,462)
Effect of exchange rate changes on cash and cash equivalents	(536,601)	(483,773)
Net increase (decrease) in cash and cash equivalents	(3,471,309)	(2,813,546)
Cash and cash equivalents at beginning of year	23,171,828	25,985,373
Cash and cash equivalents at end of year (Note 3)	$ 19,700,519	$ 23,171,827

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 1-24-1 Hongo, Bunkyo-ku, 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 non-project 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 the funding include:

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) Mandatory contribution for rent given by the host government; and
d) Miscellaneous income such as proceeds from interest income.

2. Significant accounting policies

(1) Basis of preparation of accompanying financial statements

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

b) Historical cost conversion
The financial statements of the Organization are prepared on a historical cost basis, except for certain financial assets and liabilities which are measured at fair value.

c) Changes in accounting policies
New standards and interpretations are not yet adopted. Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2025 reporting period and have not been adopted early by the Organization. These standards are not expected to have material impact of the Organization in the current or future reporting periods and on foreseeable future transactions.

d) Authorization
The financial statements were authorized by the APO Secretary-General for issue on 12 March 2026.

(2) Receivables

Receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less loss allowance.

(3) Property, plant and equipment, intangible assets, and right-of-use assets

Property, plant and equipment consist of the leasehold improvements including contra-asset-retirement-obligation, furniture and fixtures, equipment, and automobile. Intangible assets include Software. 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 property, plant and equipment and intangible assets using the straight-line method over their estimated useful lives, and is recognized in profit or loss.

The estimated useful lives of the property, plant and equipment and intangible assets are as follows:

- Leasehold improvements: 5–8 years
- Furniture and fixtures: 5–8 years
- Equipment: 3–8 years
- Automobile: 6 years
- Software: 5 years

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

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 includes an insurance endowment fund and is stated at fair value. The fair values of the fund for severance payments are estimated based on values quoted by financial institution.
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 held by the Organization is 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 2025, the Organization recorded accrued annual leave of 73 days (72 days in 2024) for staff members who had annual leave of more than 73 days as a liability, taking into consideration both the rule that an 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 leaving the Organization and the possible utilization of unused accrued leave in excess of 60 days before leaving the Organization.

(7) Revenues

Major sources of revenues of the Organization are membership contributions and special cash 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 are recognized as revenues over the period necessary to match them with the costs that they are intended to compensate.

(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. In 2012, the Organization set up a contingency fund amounting to $500,000 as decided by the 54th GBM.

(9) Appropriation for continuing projects

The outstanding balance of commitments for continuing projects at year-end, which has been funded mainly from membership contributions, 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 in 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.

Cash and cash equivalents	2025	2024
Current Deposits	$7,299,323	$9,246,423
Time Deposits	12,401,196	13,925,404
Total	$19,700,519	$23,171,827

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

Receivables	2025	2024
Membership contributions	$13,893,026	$12,866,164
Participating country expenses	2,842	3,138
Others	4,478	5,232
Loss allowance	(10,797,467)	(9,676,275)
	$3,102,879	$3,198,259

Receivables represent uncollected revenue from membership contributions, participating country expenses, and others. Membership contributions approved by the GBM are to be paid to the Organization from each member as soon as possible after the receipt of such advice according to Regulation 6 of the Financial Regulations. Loss allowance of $10,797,467 comprises of the receivables overdue for one year and longer including $10,792,242 for membership contributions, $2,665 for participating country expenses, and $2,560 for other receivables.

The Organization has receivables that are subject to the expected credit loss model and applies the IFRS 9 simplified approach to measuring expected credit loss which uses lifetime expected loss allowance for the receivables.

31 December 2025	Current	More than 1 year overdue	Total
Expected loss rate	0%	100%	
Gross carrying amount - receivables	$3,102,878	$10,797,467	$13,900,345
Loss allowance	-	$10,797,467	$10,797,467

31 December 2024	Current	More than 1 year overdue	Total
Expected loss rate	0%	100%	
Gross carrying amount - receivables	$3,011,259	$9,676,275	$12,687,534
Loss allowance	-	$9,676,275	$9,676,275

The closing loss allowance for the years ended 31 December 2025 and 2024 reconcile to the opening loss allowance as follows:

	2025	2024
Opening loss allowance as of 1 January	$9,676,275	$8,315,233
Increase in loss allowance recognized in profit or loss during the year	1,121,488	1,488,646
Advance payment written off during the year as uncollectable		-
Unused amount reversed	(296)	(127,604)
Closing loss allowance as of 31 December	$10,797,467	$9,676,275

Loss allowance for the receivables is maintained for potential credit losses based upon the assessment of the receivables aging, taking into consideration any circumstances regarding member's inability to meet its financial obligations. The Organization's exposure to credit risk is influenced mainly by the individual characteristics of each member country. The maximum exposure to credit risk is represented by the carrying amount of receivables.

5. Property, plant and equipment and intangible assets

Movements in property, plant and equipment and intangible assets for the year ended 31 December 2025 were as follows:

	Leasehold Improvement	Furniture & Fixture	Equipment	Automobile	Total	Construction/ Development in Progress	Software
Acquisition Cost							
On 1 January 2025	$528,566	$172,093	$464,354	$72,935	$1,237,948	$0	$1,045,583
Additions	-	-	-	-	-	-	28,311
Disposals	-	-	(129,950)	-	(129,950)	-	(407,527)
Transfer	-	-	-	-	-	-	0
On 31 December 2025	528,566	172,093	334,404	72,935	1,107,998	-	666,367
Accumulated depreciation							
On 1 January 2025	371,195	169,602	311,666	72,935	925,398	-	698,540
Depreciation	51,122	554	43,442	-	95,118	-	110,854
Disposals	-	-	(129,950)	-	(129,950)	-	(407,526)
On 31 December 2025	422,317	170,156	225,158	72,935	890,566	-	401,868
Net Book value							
On 1 January 2025	157,371	2,491	152,688	-	312,550	-	347,043
On 31 December 2025	$106,249	$1,937	$109,246	$0	$217,432	$0	$264,499

The total depreciation amount of $205,972 for 2025 was recognized, including $156,306 as project costs and $49,666 as administration expenses.

Movements in property, plant and equipment and intangible assets for the year ended 31 December 2024 were as follows:

	Leasehold Improvement	Furniture & Fixture	Equipment	Automobile	Total	Construction in Progress	Software
Acquisition Cost							
On 1 January 2024	$527,181	$169,326	$323,200	$72,935	$1,092,642	$29,912	$900,090
Additions	1,385	2,767	141,154	-	145,306	-	115,581
Disposals	-	-	-	-	-	-	-
Transfer	-	-	-	-	-	(29,912)	29,912
On 31 December 2024	528,566	172,093	464,354	72,935	1,237,948	-	1,045,583
Accumulated depreciation							
On 1 January 2024	320,160	136,749	278,242	72,935	808,086	-	531,520
Depreciation	51,035	32,853	33,424	-	117,312	-	167,020
Disposals	-	-	-	-	-	-	-
On 31 December 2024	371,195	169,602	311,666	72,935	925,398	-	698,540
Net Book value							
On 1 January 2024	207,021	32,577	44,958	-	284,556	29,912	368,570
On 31 December 2024	$157,371	$2,491	$152,688	$0	$312,550	$0	$347,043

The total depreciation amount of $284,332 for 2024 was recognized, including $198,016 as project costs and $86,316 as administration expenses.

6. Accrued annual leave

Movements in accrued annual leave for the years ended 31 December 2025 and 2024 were as follows:

	2025	2024
On 1 January	$391,246	$424,753
Additional accrual during the year	40,221	47,929
Payments made during the year	(56,380)	(6,665)
Reclassified to payable	-	(31,745)
Foreign exchange movements	755	(43,026)
On 31 December	$375,842	$391,246

7. Membership contributions

The apportionment of total membership contributions for 2024/2025 follows the membership contribution formula based on the six-year average GNI, approved first by the 64th GBM held in June 2022. There are no unfulfilled conditions or other contingencies attaching to these contributions.

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 Organization in addition to their membership contributions. There are no unfulfilled conditions or other contingencies attaching to these grants. The Organization will recognize special cash grants received from the Government of Japan as revenues over the period necessary to match them with the costs that they are intended to compensate. Unrecognized revenue balances for the years ended 31 December 2025 and 2024 were as below, which were included in other current liabilities.

	2025	2024
Unrecognized revenue on 1 January	2,348,200	$3,347,354
Grants received during the year	14,967	(29,706)
Revenue recognized during the year	(462,469)	(969,448)
Unrecognized revenue on 31 December	1,900,698	$2,348,200

9. Mandatory contribution for rent

The 54th GBM held in April 2012 decided that the cost of the annual rent for the APO Secretariat Office from 2013 shall be borne by the host government, 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 Organization allocated administration expenses which are directly or indirectly related to project activities to project costs. Allocation to project costs includes the staff expenses of program directorate.

11. Fund for severance payments

In 2001, the Organization purchased an insurance for employees as a fund for severance payments, of which the beneficiary is the Organization. Net gains on the fund for the insurance endowment fund for the years ended 31 December 2025 and 2024 were $1,109 and $1,445, 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 2.12% per annum for the year ended 31 December 2025 and 1.23% for the year ended 31 December 2024. 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:

	2025	2024
Current service cost	$212,329	$215,643
Interest on obligation	14,932	9,777
Net periodic pension cost	$227,261	$225,420

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:

	2025	2024
Opening defined benefit obligation	$1,485,133	$1,437,103
Current service cost	212,329	215,643
Interest cost	14,932	9,777
Remeasurements (actual gain/loss)	(88,679)	6,568
Payments made during the year	(280,170)	(19,072)
Reclassified to payable	-	-
Foreign currency translation adjustments	(7,766)	(164,886)
Closing defined benefit obligation	$1,335,779	$1,485,133

13. Leases

Movements in the right-of use assets for the year ended 31 December 2025 were as follows:

	Office building	Equipment	Total
Right-of-use assets on 1 January 2025	$506,176	$7,412	$513,588
Additions	633,590	-	633,590
Lease contract terminations	(577,807)	-	(577,807)
Right-of-use assets on 31 December 2025	$561,959	$7,412	$569,371
Accumulated depreciation on 1 January 2025	$455,168	$2,594	457,762
Depreciation	272,313	1,482	273,795
Lease contract terminations	(506,176)	-	(506,176)
Accumulated depreciation on 31 December 2025	$221,305	$4,076	$225,381

The depreciation of $273,795 includes $43,624 recorded as project expenses and $230,171 as administration expenses.

Movements in the right-of use assets for the year ended 31 December 2024 were as follows:

	Office building	Equipment	Total
Right-of-use assets on 1 January 2024	$506,176	$7,411	$513,587
Additions	-	-	-
Lease contract terminations	-	-	-
Right-of-use assets on 31 December 2024	$506,176	$7,411	$513,587
Accumulated depreciation on 1 January 2024	$202,080	$1,112	$203,192
Depreciation	253,088	1,482	254,570
Lease contract terminations	-	-	-
Accumulated depreciation on 31 December 2024	$455,168	$2,594	$457,762

The depreciation of $254,570 includes $49,056 recorded as project expenses and $205,514 as administration expenses.

The lease liabilities as of 31 December 2025 and 2024, by maturity were as follows:

Lease liabilities by maturity	2025	2024
Less than one year	$268,372	$44,495
Between one and two years	57,493	1,284
Between two and three years	321	1,284
Between three and four years	0	321
Between four and five years	0	-
After five years	0	-
Total lease liabilities	$326,186	$47,384
Less current portion of lease liabilities	268,372	44,495
Non-current portion of lease liabilities	$57,814	$2,889

The following table provides additional disclosures related to right-of-use assets and lease liabilities:

	2025	2024
Expenses on short-term leases	$-	$-
Expenses on low-value leases	$3,609	$3,591
Payments of lease liabilities	$265,799	$239,462

14. 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 the account of revenues and expenses retroactive year.

	2025	2024
Revenues	$3,360	$-
Expenses	-	39,932
Net adjustment gain/(loss) for closed projects	$3,360	($39,932)

15. Unappropriated surplus

The utilization of $4,648,705 of unappropriated surplus in the APO Revised Budget for 2025 was approved by the Governing Body on 10 January 2025 by circulation.

16. Related party transactions

Key management personnel compensations for 2025 and 2024 were as follows:

	2025	2024
Short-term employee benefits	$169,058	$168,683
Annual leave	19,619	16,028
Severance payment	-	-
	$188,677	$184,711

About the **APO**

Established in 1961, the APO is a regional intergovernmental organization dedicated to enhancing productivity in the Asia-Pacific region through mutual cooperation. From eight founding members, it has grown to include 21 economies: 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, Turkiye, and Vietnam.

In 2025, which marked the final year of the APO Vision 2025, the APO continued conducting programs and projects under its five-year strategic roadmap while preparing for its transition to a unified APO Vision 2030. The APO's new strategic framework was developed through extensive consultation with member economies and establishes a renewed direction to advance productivity through innovation, sustainability, digital transformation, and stronger partnerships in the years ahead.

The APO contributes to the sustainable socioeconomic development of the Asia-Pacific region by providing policy advisory services, acting as a think tank, and undertaking smart initiatives to strengthen various economic sectors in its members. Its major activities include knowledge sharing, capacity building, and facilitating cooperation between NPOs, international organizations, and technical experts.

Five Key Roles of the APO

01

Think Tank

The APO conducts research on productivity trends to guide policymaking among its members.

02

Catalyst

The APO promotes multilateral cooperation for greater productivity impacts.

03

Regional Adviser

The APO provides information and advice to members on specialized aspects of productivity.

04

Institution Builder

The APO strengthens NPO capabilities to spearhead productivity agendas.

05

Clearinghouse for Productivity Information

The APO disseminates productivity information in various formats and channels for wider outreach.

Types of Programs

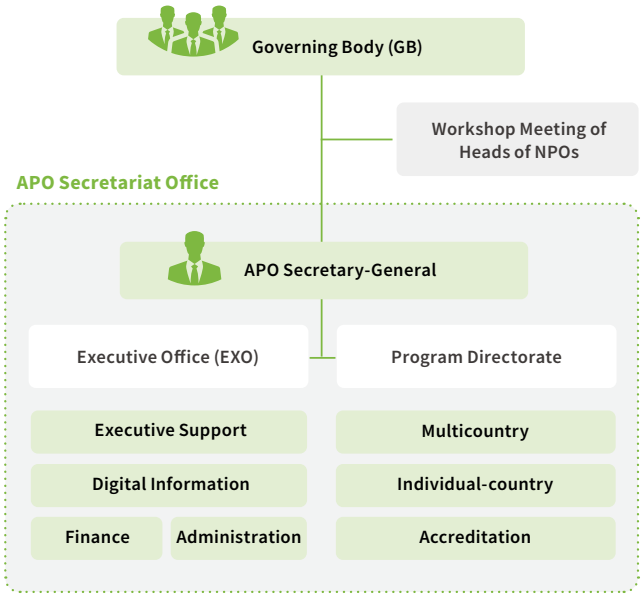
Multicountry	The Multicountry Program offers practical training, knowledge development, and sharing of best practices and innovations among diverse productivity stakeholders from all APO members. It encompasses training courses, workshops, conferences, and observational study missions for the agriculture, manufacturing, public, and service sectors.
Research	The APO's Research Program conducts in-depth studies and analysis on emerging trends and specific productivity challenges in member economies, leading to actionable recommendations and the formulation of targeted projects.
Digital Learning	The Digital Learning Program aims to meet the increasing demand for productivity training and skill development through an online platform. This program provides e-courses covering productivity topics related to agriculture, manufacturing, the public sector, and services. Additionally, videos featuring expert discussions and best practices are available on the APO YouTube channel for the general public.
Individual-country	The Individual-country Program is designed to offer tailored support to NPOs by strengthening their ability to spearhead the productivity movement and disseminating productivity know-how, techniques, and tools among APO members. Customized to the unique needs of individual economies, this support can be extended to other institutions and organizations upon request by NPOs. The program encompasses a range of initiatives, such as Bilateral Cooperation between NPOs, Centers of Excellence, Certification Body Development, Individual-country Observational Study Missions, Development of Demonstration Companies, Specific National Programs, and Technical Expert Services.
Accreditation	The Accreditation Program recognizes the competency of NPOs or their affiliates as APO-accredited certification bodies. This program cultivates and expands communities of productivity experts and strengthens APO leadership in productivity.

Organizational Structure of the APO

The APO is structured around three core entities: the Governing Body, NPOs, and the Secretariat.

The Governing Body, serving as the APO's highest authority, consists of an appointed director from each member economy. Distinguishing itself from other international bodies, the APO uniquely designates an NPO within each member. These NPOs act as the APO's implementing arm, responsible for coordinating and spearheading productivity-enhancing projects.

Located in Tokyo, Japan, the Secretariat functions as the executive branch of the APO, led by a Secretary-General appointed by the Governing Body. Additionally, the Secretariat engages in collaborative programs with other international organizations, governments, and private institutions to benefit its members.



APO Directors, Alternate Directors, NPO Heads, and Liaison Officers

As of 31 December 2025

APO Chair	**Mr. Amardeep Singh Bhatia, IAS** India
APO First Vice Chair	**Mr. Agung Nur Rohmad** Indonesia
APO Second Vice Chair	**Dr. Mohammad Saleh Owlia** I.R. Iran

BANGLADESH

Director
Mr. Md Obaidur Rahman
Secretary, Ministry of Industries

Alternate Director
Mr. Md. Nurul Alam
Director General (Additional Secretary), National Productivity Organisation, Ministry of Industries

NPO Head
Mr. Md. Nurul Alam
Director General (Additional Secretary), National Productivity Organisation, Ministry of Industries

Liaison Officer
Mr. A.S.M. Myeen Uddin
Director (Administration), National Productivity Organisation, Ministry of Industries

CAMBODIA

Director
Mr. Phork Sovanrith
Secretary of State, Ministry of Industry, Science, Technology and Innovation

Alternate Director
Mr. Yea Bunna
Under Secretary of State, Ministry of Industry, Science, Technology and Innovation

NPO Head
Mr. Um Serivuth
Director, National Productivity Centre of Cambodia, Ministry of Industry, Science, Technology and Innovation

Liaison Officer
Mr. Sok Bunsry
Chief of Cleaner Production Office, National Productivity Centre of Cambodia, Ministry of Industry, Science, Technology and Innovation

ROC

Director
Mr. Sheng-Hsiung Hsu
Chairman, China Productivity Center

Alternate Director
Dr. Chyou-Huey Chiou
Director General, Industrial Development Administration, Ministry of Economic Affairs

NPO Head
Dr. Pao-Cheng Chang
President, China Productivity Center

Liaison Officer
Ms. Fenice Huey-Chyun Wang
Manager, APO Affairs Department, China Productivity Center

FIJI

Director
Mr. Jone Maritino Nemani
Permanent Secretary, Ministry of Employment, Productivity and Workplace Relations

Alternate Director
Mr. Tomasi Kama
Deputy Secretary, Ministry of Employment, Productivity and Workplace Relations

NPO Head
Mr. Jone Maritino Nemani
Permanent Secretary, Ministry of Employment, Productivity and Workplace Relations

Liaison Officer
Ms. Fulori Nasau Tuiraki
Productivity Officer, Ministry of Employment, Productivity and Workplace Relations

HONG KONG

Director
Not designated

Alternate Director
Not designated

NPO Head
Not designated

Liaison Officer
Not designated

INDIA

Director
Mr. Amardeep Singh Bhatia, IAS
Secretary, Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India

Alternate Director
Ms. Urmila
Economic Adviser, Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry

NPO Head
Ms. Neerja Sekhar, IAS
Director General, National Productivity Council

Liaison Officer
Mr. K.D. Bhardwaj
Regional Director & Group Head (International Services), National Productivity Council

INDONESIA

Director
Mr. Darmawansyah
Director General, Vocational Training and Productivity Development, Ministry of Manpower of the Republic of Indonesia

Alternate Director
Ms. Memey Meirita Handayani
Deputy Director General, Vocational Training and Productivity Development, Ministry of Manpower of the Republic of Indonesia

NPO Head
Dr. Muhammad Ali
Director, Productivity Development, Directorate of Productivity Development, Directorate General of Vocational Training and Productivity Development, Ministry of Manpower of the Republic of Indonesia

Liaison Officer
Mr. Alamsyah
Deputy Director, Productivity Organization, Promotion and Cooperation Development, Directorate of Productivity Development, Directorate General of Vocational Training and Productivity Development, Ministry of Manpower of the Republic of Indonesia

I.R. IRAN

Director
Dr. Mohammad Saleh Owlia
Professor (Yazd University), National Productivity Organization of Islamic Republic of Iran

Alternate Director
Mr. Behrooz Mahmoodi
Infrastructure-Production Steering Deputy, National Productivity Organization of Islamic Republic of Iran

NPO Head
Dr. Mohammad Saleh Owlia
Head, National Productivity Organization of Islamic Republic of Iran

Liaison Officer
Ms. Mitra Alipour
Division Head of International Affairs, Directorate for Head Office, Public Relations and International Affairs, National Productivity Organization of Islamic Republic of Iran

JAPAN

Director
Ms. Misako Takahashi
Ambassador, Deputy Assistant Minister/Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs

Alternate Director
Mr. Yota Kato
Director, Country Assistance Planning Division I, International Cooperation Bureau, Ministry of Foreign Affairs

NPO Head
Mr. Kazutaka Maeda
President, Japan Productivity Center

Liaison Officer
Ms. Kaori Yuki
Project Manager, International Cooperation Department, Japan Productivity Center

ROK

Director
Dr. Park Sungjoong
Chairman and Chief Executive Officer, Korea Productivity Center

Alternate Director
Mr. Lee Minwoo
Director General, Industrial Policy Division, Ministry of Trade, Industry and Resources (MOTIR)

NPO Head
Dr. Park Sungjoong
Chairman and Chief Executive Officer, Korea Productivity Center

Liaison Officer
Ms. Inseon Lee
Director, International Cooperation Department, Korea Productivity Center

LAO PDR

Director
Dr. Bounpheng Sibounheung
Director General, Micro, Small and Medium Enterprise Promotion Agency, Lao National Productivity Organization, Ministry of Industry and Commerce

Alternate Director
Mr. Vilakone Philomlack
Deputy Director General, Micro, Small and Medium Enterprise Promotion Agency, Lao National Productivity Organization, Ministry of Industry and Commerce

NPO Head
Dr. Bounpheng Sibounheung
Director General, Micro, Small and Medium Enterprise Promotion Agency, Lao National Productivity Organization, Ministry of Industry and Commerce

Liaison Officer
Mr. Vilakone Philomlack
Deputy Director General, Micro, Small and Medium Enterprise Promotion Agency, Lao National Productivity Organization, Ministry of Industry and Commerce

MALAYSIA

Director
Datuk Kamaruzzaman Johari
Chairman, Malaysia Productivity Corporation

Alternate Director
Datuk Zahid Ismail
Director General, Malaysia Productivity Corporation

NPO Head
Datuk Zahid Ismail
Director General, Malaysia Productivity Corporation

Liaison Officer
Ms. Abigail Anbalakan
Assistant Manager, Corporate Secretariat and International Relations, Malaysia Productivity Corporation

MONGOLIA

Director
Mr. Yamaaranz Erkhembayar
Chairman and Executive Director, Mongolian Productivity Organization

Alternate Director
Mr. Urgamal Byambasuren
Vice Chief, Cabinet Secretariat, Government of Mongolia

NPO Head
Mr. Yamaaranz Erkhembayar
Chairman and Executive Director, Mongolian Productivity Organization

Liaison Officer
Mrs. Batbileg Tsagaan
Deputy Director, Mongolian Productivity Organization

NEPAL

Director
Mr. Maddhu Sudan Burlakoti
Secretary, Ministry of Industry, Commerce and Supplies

Alternate Director
Not designated

NPO Head
Mr. Bhim Prasad Bhattarai
Under Secretary, Ministry of Industry, Commerce and Supplies, Deputy General Manager, National Productivity and Economic Development Centre Limited

Liaison Officer
Mr. Ashish Khatri
Section Officer, Ministry of Industry, Commerce and Supplies

PAKISTAN

Director
Capt. (Retd.) Saif Anjum
Secretary, Ministry of Industries and Production

Alternate Director
Mr. Asad Islam Mahni
Additional Secretary-I, Ministry of Industries and Production

NPO Head
Mr. Muhammad Alamgir Chaudhry
Chief Executive Officer, National Productivity Organization (NPO Pakistan)

Liaison Officer
Mr. Muhammad Alamgir Chaudhry
Chief Executive Officer, National Productivity Organization (NPO Pakistan)

PHILIPPINES

Director
Dr. Arsenio M. Balisacan
Secretary, Department of Economy, Planning, and Development (DEPDev)

Alternate Director
Dr. Leocadio S. Sebastian
Acting President and Chief Executive Officer, Development Academy of the Philippines

NPO Head
Dr. Leocadio S. Sebastian
Acting President and Chief Executive Officer, Development Academy of the Philippines

Liaison Officer
Mr. Armand Tristan R. Suratos
Head, APO/DAP Secretariat, Development Academy of the Philippines

SINGAPORE

Director
Mr. Geoffrey Yeo
Assistant Managing Director (Capabilities, Product & Policy), Enterprise Singapore

Alternate Director
Mr. Michael Tan
Chief Executive Officer, Singapore Productivity Centre

NPO Head
Mr. Michael Tan
Chief Executive Officer, Singapore Productivity Centre

Liaison Officer
Ms. Sim Siling
Director, Singapore Productivity Centre

SRI LANKA

Director
Ms. Thilaka Jayasundara
Secretary, Ministry of Industry and Entrepreneurship Development

Alternate Director
Ms. Subhashini K. Kulathunga Mudali
Additional Secretary (Administration), Ministry of Industry and Entrepreneurship Development

NPO Head
Mr. W. M. D. Suranga Gunarathne
Director General, National Productivity Secretariat

Liaison Officer
Mr. J.D. Niranja S. Jayakodi
Director, National Productivity Secretariat

THAILAND

Director
Dr. Nattapol Rangsitpol
Permanent Secretary, Ministry of Industry

Alternate Director
Mr. Satit Chanjavanakul
Chairman of the TPI Board of Directors and Board Member of FTPI, Thailand Productivity Institute

NPO Head
Mr. Surachet Polwanich
President, Thailand Productivity Institute

Liaison Officer
Ms. Nantaphorn Aungatichart
Director of Strategy and Organizational Development Division, Thailand Productivity Institute

TURKIYE

Director
Mr. Abdullah Basar
Director General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye (NPO Turkiye)

Alternate Director
Mr. Hakan Erten
Deputy Director General, Directorate General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye (NPO Turkiye)

NPO Head
Dr. Yucel Ozkara
Head of Department, Productivity Implementations Department, Directorate General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye (NPO Turkiye)

Liaison Officer
Ms. Fatma Cil
Industry and Technology Expert, Directorate General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye (NPO Turkiye)

VIETNAM

Director
Dr. Tran Hau Ngoc
Deputy Director General, Commission for Standards, Metrology and Quality

Alternate Director
Mr. Pham Le Cuong
Vice Chief of Office, Administration Department, Commission for Standards, Metrology and Quality

NPO Head
Dr. Nguyen Tung Lam
Director, Vietnam National Productivity Institute

Liaison Officer
Mr. Doan Anh Vu
Officer, International Cooperation Department, Commission for Standards, Metrology and Quality

List of **NPOs** As of 31 December 2025

BANGLADESH

National Productivity Organisation, Ministry of Industries

CAMBODIA

National Productivity Centre of Cambodia, Ministry of Industry, Science, Technology and Innovation

ROC

China Productivity Center

FIJI

Ministry of Employment, Productivity and Workplace Relations

HONG KONG

Hong Kong Productivity Council

INDIA

National Productivity Council

INDONESIA

Directorate for Productivity Development, Ministry of Manpower of the Republic of Indonesia

I.R. IRAN

National Productivity Organization of Islamic Republic of Iran

JAPAN

Japan Productivity Center

ROK

Korea Productivity Center

LAO PDR

Micro, Small and Medium Enterprise Promotion Agency, Lao National Productivity Organization, Ministry of Industry and Commerce

MALAYSIA

Malaysia Productivity Corporation

MONGOLIA

Mongolian Productivity Organization

NEPAL

National Productivity and Economic Development Centre

PAKISTAN

National Productivity Organization (NPO Pakistan)

PHILIPPINES

Development Academy of the Philippines

SINGAPORE

Singapore Productivity Centre

SRI LANKA

National Productivity Secretariat

THAILAND

Thailand Productivity Institute

TURKIYE

Directorate General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye (NPO Turkiye)

VIETNAM

Vietnam National Productivity Institute

Appendices

APPENDIX 1

List of 2025 Projects

In 2025, the APO implemented a total of 228 projects, including 15 e-courses and 33 P-Talks and P-Trends. As of 31 December 2025, 186 of those projects had been completed, with 21 implemented and 21 continuing. These initiatives benefited 6,513 individuals and 197 organizations, with the engagement of 517 resource persons. Institutional projects are excluded from the summary tables below.

APO Projects in 2025

	No. of Projects According to Status			No. of Beneficiaries (Completed Only)		No. of Resource Persons (Completed Only)
	Continuing	Implemented	Completed	Individuals	Organizations	
Multicountry	12	12	64	1,551	0	301
Individual-country	9	9	74	2,717	197	155
Subtotal	21	21	138	4,268	197	456
APO e-Course	0	0	15	2,245	0	22
P-Talk/P-Trends	0	0	33	0	0	39
Total	21	21	186	6,513	197	517

Focus Area	No. of Projects According to Status			No. of Beneficiaries (Completed Only)		No. of Resource Persons (Completed Only)
	Continuing	Implemented	Completed	Individuals	Organizations	
I. Centrality of Productivity	0	6	24	677	0	89
II. Innovation for Productivity	0	3	10	307	0	37
III. Inclusive Productivity	0	1	9	328	0	40
IV. Regional Catalyst	13	2	76	2,621	27	243
V. Strengthening of NPOs and Policy Advisory	8	9	67	2,580	170	108
Total	21	21	186	6,513	197	517

Notes

Multicountry:	This category includes projects open to all member economies, excluding e-courses and Productivity Talks. APO e-courses, Productivity Talks, and Productivity Trends are open to the general public.
Individual-country:	This category includes projects tailored to specific APO members and comprises a variety of initiatives: AWD, BCN, CBD, COE, DMP, IOSM, TES, SNP, and VSN.
Continuing:	Refers to projects that began their implementation phase in 2025 but did not reach completion by 31 December 2025. They are marked with an asterisk (*) in the following sections.
Implemented:	Refers to projects for which activities had ended before 31 December 2025, but for which final reporting requirements had not yet been completed.
Completed:	Refers to projects that were fully completed by 31 December 2025. In the context of e-courses, Productivity Talks, and Productivity Trends, it specifically refers to those newly released in 2025.
Beneficiaries:	Individuals who directly benefited from and successfully completed APO projects/e-courses and obtained APO certificates and/or organizations that directly benefited from APO projects. Organizations recognized as beneficiaries are specifically applicable to individual-country projects such as BCN, CBD, DMP, IOSM, and SNP. A detailed breakdown of participants in e-courses is provided in the dedicated section on the Digital Learning Platform.

Centrality of Productivity

Smart Transformation

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
21-CP-40-SP-DMP-C-VN01	Improvement of Productivity in Greenhouse Vegetable Production	Vietnam	0	0	1
24-CP-10-GE-TRC-A	Training Course on Big Data Analytics in the Agrifood Sector	Thailand	37	11	5
25-CP-04-GE-TRC-A	Training Course on Tourism 4.0 for Inclusive, Productive Rural Development	Thailand	20	15	4
25-CP-06-GE-TRC-A	Training Course on AI and Data Analytics for Productivity Enhancement	Cambodia	23	15	4
25-CP-14-GE-TRC-A	Training Course on Smart Manufacturing Specialists	ROC	24	14	3
25-CP-47-GE-WSP-A	Workshop on Artificial Intelligence and Sustainability Applied in Aquaculture	ROC	25	12	4
25-CP-55-GE-WSP-A	Workshop on Youth Entrepreneurship and Digital Innovations	Indonesia	42	9	2

Quality of the Workforce

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
24-CP-35-GE-TRC-A	Training Course on Reskilling of the Workforce in the Service Sector	Fiji	32	10	3
25-CP-08-GE-TRC-A	Training Course on Development of Productivity Specialists (Basic)	Sri Lanka	25	13	4
25-CP-09-GE-TRC-A	Training Course on Development of Productivity Specialists (Advanced)	Vietnam	21	14	4
25-CP-13-GE-WSP-A	Workshop on the Exponential Workplace	Fiji	19	14	2
25-CP-21-GE-TRC-A	Training Course on Enhancing Utility Energy Performance	India	20	11	4
25-CP-26-GE-WSP-A	Workshop on Productive Talent Management	Fiji	22	14	3
25-CP-29-GE-TRC-A	Training Course on Development of Public-sector Productivity Specialists	Philippines	25	15	3
25-CP-48-GE-TRC-A	Training Course on Servicification of Manufacturing Sector for Higher Productivity	Philippines	23	15	4

Green Productivity

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
24-CP-38-GE-OSM-B	Multicountry Observational Study Mission on the Policy Landscape for Sustainable Development	India	35	10	4
24-CP-48-GE-WSP-A	Workshop on Sustainable Food Systems	Bangladesh	20	13	4
24-CP-54-GE-TRC-A	Training Course on Green Productivity	APO Secretariat	37	11	3
25-CP-11-GE-CON-A	Conference on Green Productivity 2.0	Pakistan	108	14	6
25-CP-15-GE-WSP-A	Workshop on Sustainable Practices in Green Tourism	Bangladesh	22	14	4
25-CP-19-GE-WSP-A	Workshop on the Circular Economy through Digital Solutions	ROC	24	13	6
25-CP-20-GE-TRC-A	Training Course on Green Productivity	Vietnam	19	14	4
25-CP-22-GE-CON-A	Conference on Role of Green Productivity in Transition to Cleaner Energy	Philippines	67	11	3
25-CP-24-GE-WSP-A	Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency	Lao PDR	25	13	5
25-CP-30-GE-OSM-A	Multicountry Observational Study Mission on Principles and Best Practices of the Sufficiency-based Circular Economy	Japan	35	15	5
25-CP-33-GE-CON-A	Conference on Global Trends in Policies on Marine Debris and SMEs	APO Secretariat	25	9	3
25-CP-46-GE-TRC-A	Training Course on Smart Building Solutions for Sustainable Productivity Outcomes	ROC	21	12	4
25-CP-49-GE-WSP-A	Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems	Turkiye	22	17	4
25-CP-50-GE-WSP-A	Workshop on Impact of Circular Economy Principles on Productivity and Sustainability	Japan	41	12	3
25-CP-53-GE-WSP-A	Workshop on Driving Business toward ESG and the SDGs	ROC	22	12	3

Innovation for Productivity

Robust Ecosystem and Regulatory Framework

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
25-IP-07-GE-CON-A	Conference on Behavioral Insights in Policymaking for Productivity	Malaysia	82	15	5
25-IP-10-GE-WSP-A	Workshop on Policy Ecosystem Development for Startups	Mongolia	25	13	5
25-IP-11-GE-WSP-A	Workshop on Boosting Workplace Productivity through Effective Practices	Cambodia	23	13	3
25-IP-12-GE-WSP-A	Workshop on Promoting Sustainable, Inclusive Tourism	Nepal	21	14	4
25-IP-16-GE-WSP-A	Workshop on Good Regulatory Practice in the Automotive Industry to Achieve Net-zero Emission Targets	Malaysia	31	14	3
25-IP-29-GE-CON-A	Conference on Digital Transformation and Regulatory Technology (RegTech) for Improving Public-sector Productivity	Philippines	91	16	6
25-IP-30-GE-WSP-A	Workshop on AI Management Systems	Vietnam	19	14	4

Innovation Capability

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
25-IP-01-GE-OSM-A	Multicountry Observational Study Mission on Smart Manufacturing and Digital Supply Chains	ROC	33	15	3
25-IP-15-GE-SMN-A	Study Mission to a Nonmember Country on Innovative Technologies for Food Security	Netherlands	17	14	0
25-IP-25-GE-WSP-A	Workshop on Promoting Productivity through Digitalization	Pakistan	23	12	3
25-IP-26-GE-WSP-A	Workshop on Leadership of Service Transformation in the Lifestyle and Service Sectors	Singapore	22	15	4
25-IP-28-GE-WSP-A	Workshop on Service Innovation for the Food and Beverage Industry	ROC	24	13	4
25-IP-31-GE-OSM-A	Multicountry Observational Study Mission on Productivity Innovation through AI Transformation (AX)	ROK	32	17	4

Inclusive Productivity

SME Development

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
24-CL-06-GE-WSP-A	Workshop on Transformation of the Informal Economy	Fiji	43	15	3
24-CL-34-GE-WSP-A	Workshop on Monitoring and Evaluation Systems for SME Support Programs	Turkiye	47	10	3
25-CL-07-GE-TRC-A	Training Course on Digital Kaizen for SMEs	Japan	18	13	2
25-CL-09-GE-WSP-B	Workshop on Best Practices of Service Design in SMEs	Singapore	18	9	4
25-CL-15-GE-WSP-A	Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development	Sri Lanka	24	13	3

Broad-based Engagement

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
24-CL-09-GE-OSM-A	Multicountry Observational Study Mission on Women's Economic Empowerment	Japan	36	17	7
24-CL-13-GE-WSP-A	Workshop on Policies for Gender Equality and Competitive Female Labor	Sri Lanka	23	5	4
24-CL-20-GE-WSP-A	Workshop on Policies and Schemes on Gender Equality in Agriculture	APO Secretariat	31	12	6
24-CL-21-GE-WSP-A	Workshop on Social Resilience for Sustainable Societies	APO Secretariat	42	13	4

Productivity Gainsharing

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
25-CL-12-GE-CON-A	Conference on Informal-economy Productivity Measurement	Lao PDR	70	13	7

Regional Catalyst

Certification and Accreditation

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
25-RC-01-GE-CBD-A	Management of the APO Accreditation and Certification Program	APO Secretariat	32	11	36
25-RC-01-GE-CBD-A-ID01	Certified Productivity Specialists Preparatory Course	Indonesia	147	1	4
25-RC-01-GE-CBD-A-MY01	MPC-CB Key Resources Calibration Training Workshop and Industry Productivity Forum (IPF)	Malaysia	75	1	1

Capacity Building of NPOs

Project Code	Project Title	Host	Participants	Participating Countries	Resource Persons
23-SN-08-GE-TRC-A-UAS-01	Executive Leadership Programs for NPOs	France	17	16	7

Digital Learning Platform

Continued e-Courses

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
15-AG-23-GE-TRC-A	Waste Management in Agribusiness	50	3	3	1
15-AG-23-GE-TRC-A-02	Controlled-environment Agriculture	48	17	7	1
16-AG-23-GE-TRC-A	Good Agricultural Practices (GAP)	44	8	7	1
16-AG-23-GE-TRC-A-03	Agritourism Business Development	62	42	26	1
16-AG-23-GE-TRC-A-04	Food Safety Management (Basic)	83	31	22	1
16-IN-06-GE-TRC-A-06	Marketing Strategy and Product Branding for SMEs	32	16	15	1
17-AG-23-GE-DLN-A-01	Organic Agriculture and Organic Agribusiness	25	10	6	1
17-AG-23-GE-DLN-A-02	Agribusiness Management (Advanced)	38	10	10	2
17-AG-23-GE-DLN-A-03	Food Safety Management (Advanced)	66	32	27	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
17-AG-23-GE-DLN-A-04	Rural Entrepreneurship Development	27	8	8	1
17-IN-06-GE-DLN-A-01	Occupational Health and Safety Management System (OHSAS 18001)	219	152	139	1
17-IN-06-GE-DLN-A-02	Productivity Tools and Techniques (Basic)	248	114	84	1
17-IN-06-GE-DLN-A-03	Productivity Tools and Techniques (Advanced)	184	111	104	1
17-IN-06-GE-DLN-A-04	Applying Green Productivity Based on ISO 14001 Standards	185	131	105	1
17-IN-06-GE-DLN-A-05	Material Flow Cost Accounting (ISO 14051)	101	72	59	1
17-IN-06-GE-DLN-A-06	Climate Change Impacts and Adaptation (Basic)	35	13	11	1
17-IN-06-GE-DLN-A-07	Smart Manufacturing: Basic	30	11	10	1
17-IN-06-GE-DLN-A-08	Smart Manufacturing: Advanced	3	0	0	1
17-IN-06-GE-DLN-A-09	Energy Management System Auditors' Course	66	30	21	8
17-IN-06-GE-DLN-A-10	Sustainable, Resilient Supply Chains and Integration into Global Value Chains	49	9	5	1
17-IN-06-GE-DLN-A-11	Integrating Lean Manufacturing Systems and Industry 4.0 Concepts	35	12	11	1
17-IN-06-GE-DLN-A-12	Green Productivity and Integrated Management System	79	31	19	1
18-AG-23-GE-DLN-A-01	Modern Food Storage and Transport Technologies	25	10	8	1
18-AG-23-GE-DLN-A-02	Urban Agriculture	24	3	3	1
18-AG-23-GE-DLN-A-03	Building Climate Change-resilient Agriculture	52	37	32	1
18-AG-23-GE-DLN-A-04	Future Food: Exploring Business Opportunities	25	7	7	1
18-AG-23-GE-DLN-A-05	Business Models for Women Entrepreneurs	17	5	5	1
18-AG-23-GE-DLN-A-06	Smart Farm Mechanization	54	37	33	1
18-IN-06-GE-DLN-A-01	Energy Efficiency Techniques	27	8	7	1
18-IN-06-GE-DLN-A-02	Basic Data Analytic Course for the Public Sector	222	41	23	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
18-IN-06-GE-DLN-A-04	Management of Innovation in SMEs	36	13	11	1
18-IN-06-GE-DLN-A-05	Measurement of Public-sector Productivity	15,786	15,156	14,113	4
18-IN-06-GE-DLN-A-06	Critical Strategic Foresight Tools for Sustainable Productivity	41	25	23	1
19-AG-17-GE-DLN-A-02	Organic Inspection and Certification	34	16	16	1
19-AG-17-GE-DLN-A-03	Innovative Cost-effective Technologies for Sustainable Agriculture	22	8	8	1
19-AG-17-GE-DLN-A-05	Modern Food Distribution Systems	26	11	8	1
19-AG-17-GE-DLN-A-06	Innovations in Agroforestry Systems	15	8	7	1
19-AG-17-GE-DLN-A-AP01	Smart Transformation of Agriculture	69	52	45	1
19-AG-17-GE-DLN-A-AP04	Future Aquaculture Farming	16	6	6	1
19-IN-06-GE-DLN-A-01	Basic Smart Manufacturing 101 in a Blockchain-driven Era	19	5	5	1
19-IN-06-GE-DLN-A-AP02	General Aspects of Energy Management and Audit	42	11	10	1
19-IN-06-GE-DLN-A-AP04	Advanced Smart Manufacturing 101 in a Blockchain-driven Era	24	11	11	1
20-AG-17-GE-DLN-A-AP01	Apiculture Management	28	13	7	1
20-AG-17-GE-DLN-A-AP02	Digital Technologies for Smallholder Farmers	31	14	12	1
20-AG-17-GE-DLN-A-AP03	Development of Social Enterprises for Agribusiness	26	11	11	1
20-IN-06-GE-DLN-AP-02	Advanced Course on Data Analytics for the Public Sector	122	24	21	1
21-CL-03-GE-DLN-A	Service-sector Productivity and Innovation for the Digital Economy	40	18	10	1
21-CL-07-GE-DLN-A	Agricultural Insurance for Food Security	40	21	17	1
21-CP-11-GE-DLN-A	Smart Livestock Value Chains	34	18	17	1
21-CP-12-GE-DLN-A	Modern Food Retailing	46	29	26	1
21-CP-19-GE-DLN-A	Applying Scientific Knowledge for the Public Sector	50	22	19	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
21-CP-24-GE-DLN-A	Energy Efficiency and Management in Thermal Systems	42	15	11	1
21-CP-25-GE-DLN-A	Energy Efficiency and Management in Electrical Systems	51	20	18	1
21-CP-32-GE-DLN-A	Human Resource Strategy for the Public Sector	366	186	172	1
21-CP-33-GE-DLN-A	Cloud Solutions for Enhanced Productivity in the Service Sector	20	5	5	1
21-CP-34-GE-DLN-A	Service Design Thinking for SMEs	24	5	4	1
21-RC-09-GE-DLN-C	Case Studies on Incorporating Lean Manufacturing to Industry 4.0	55	9	9	1
22-CL-12-GE-DLN-A	Measuring and Analyzing Productivity Gains for SMEs	122	91	82	1
22-CL-18-GE-DLN-A	Digital Transformation for SMEs	57	22	19	1
22-CP-25-GE-DLN-A	Green Productivity Tools and Techniques	136	60	54	1
22-CP-29-GE-DLN-A	Sustainable Fisheries	70	27	25	1
22-CP-33-GE-DLN-A	Productivity Measurement in Service Sector	109	31	20	1
22-CP-34-GE-DLN-A	Service-sector Transformation in Industry 4.0	23	12	12	1
22-CP-35-GE-DLN-A	Generating Energy Sustainably	44	21	13	1
22-CP-36-GE-DLN-A	Hydroponic Farming	52	19	17	1
22-CP-42-GE-DLN-A	Digital Manufacturing	54	22	21	1
22-IP-03-GE-DLN-A	Enabling Regulations for Agricultural Innovation	40	29	29	1
22-IP-05-GE-DLN-A	Regulating Emerging Technologies	57	20	19	1
22-IP-06-GE-DLN-A	Applications of Service Innovation	34	19	17	1
22-IP-14-GE-DLN-A	Public-sector Innovation Labs	39	10	9	1
22-IP-15-GE-DLN-A	Behavioral Public Administration	160	59	54	1
22-IP-16-GE-DLN-A	Regulatory Management Systems	76	23	23	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
22-IP-37-GE-DLN-A	Management of Plant Factories	42	11	9	1
22-RC-16-GE-DLN-A	Data Modeling for Productivity Improvement	91	25	23	1
23-CL-06-GE-DLN-A	Food Bakery Entrepreneurship Development	55	25	19	8
23-CL-07-GE-DLN-A	Value-added Fruit Products	100	69	66	1
23-CL-10-GE-DLN-A	Inclusive Leadership in the Public Sector	474	318	300	1
23-CL-14-GE-DLN-A	Managing Demographic Transition and its Impacts	54	20	19	1
23-CP-08-GE-DLN-A	Data Analytics for SMEs	147	45	40	1
23-CP-09-GE-DLN-A	Workplace Digitalization in Public-sector Organizations	212	55	38	1
23-CP-13-GE-DLN-A	Blockchain Solutions in Improving Productivity in Agriculture	38	9	8	1
23-CP-17-GE-DLN-A	Platform Business in the Service Sector	33	9	9	1
23-CP-20-GE-DLN-A	Effective e-Commerce Strategies	48	15	10	1
23-CP-29-GE-DLN-A	Public-sector Strategic Management	292	78	67	1
23-CP-38-GE-DLN-A	Energy Conservation Opportunities and Best Practices in Various Industry Sectors	128	27	22	1
23-CP-39-GE-DLN-A	Eco-design and the 3Rs	43	22	21	1
23-CP-41-GE-DLN-A	Lean Management in the Public Sector	286	61	51	1
23-IP-03-GE-DLN-A	Digital Innovation Processes in the Public Sector	172	69	63	1
23-IP-04-GE-DLN-A	Innovative Entrepreneurship for the Youth	139	50	41	1
23-IP-14-GE-DLN-A	Innovation Management for SMEs	103	42	40	1
23-IP-21-GE-DLN-A	Digital Marketing Strategy	90	28	27	1
24-CL-08-GE-DLN-A	Diversity and Inclusion in the Service Sector	231	80	65	1
24-CL-16-GE-DLN-A	New Participatory Governance Mechanisms for the Public Sector	137	56	48	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
24-CP-14-GE-DLN-A	Smart Poultry Farming	129	60	54	1
24-CP-16-GE-DLN-A	Innovative Unmanned Aerial Vehicle applications in Agriculture	135	72	71	1
24-CP-21-GE-DLN-A	Digital Transformation Strategies for the Service Sector	89	29	25	1
24-CP-30-GE-DLN-A	Evidence-based Decisionmaking for Innovation in Public Organizations	380	128	123	1
24-CP-44-GE-DLN-A	Circular Economy Implementation and Strategies for the Public Sector	179	68	67	1
24-IP-09-GE-DLN-A	Productivity Statistics for Effective Policymaking	110	31	25	1
24-IP-17-GE-DLN-A	Innovation Management for Productivity Improvement in the Service Sector	99	38	37	4

Courses Released in 2025

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
23-CP-43-GE-DLN-A	Ocean Environment and Plastic Pollution	111	55	46	1
24-CL-04-GE-DLN-A	SME Digital Transformation	642	169	141	1
24-CL-12-GE-DLN-A	Performance Management Systems in the Public Sector	5,148	1,646	1,394	3
24-CP-04-GE-DLN-A	Managing Disruptive Technologies	165	44	43	1
24-CP-07-GE-DLN-A	Artificial Intelligence in the Public Sector	347	119	91	1
24-CP-13-GE-DLN-A	Smart Aquaculture	40	26	23	1
24-CP-40-GE-DLN-A	Implementing International Standards Related to Green Productivity	251	72	61	6
24-CP-49-GE-DLN-A	Integrated Pest and Disease Management in Rice	162	71	59	1
24-IP-08-GE-DLN-A	Digital Innovation in the Public Sector	1,277	304	219	1
25-CP-35-GE-DLN-A	Gamification and Game Design for Customer and Employee Engagement	112	30	24	1
25-CP-40-GE-DLN-A	Cybersecurity Management Systems (Basic)	98	34	30	1
25-CP-41-GE-DLN-A	Occupational Health and Safety Management System (OHSMS)	61	0	0	1

Project Code	APO e-Course Title	No. of Enrolled	No. of Completed	No. of Passed	Resource Persons
25-CP-43-GE-DLN-A	Applying Green Productivity Based on ISO14001 Standards	29	15	13	1
25-CP-45-GE-DLN-A	Agritourism Business Development	16	4	4	1
25-IP-19-GE-DLN-A	Data-driven Agrifood Businesses	525	147	97	1

APO Productivity Talks

Project Code	APO P-Talk Title	Resource Persons
25-RC-03-GE-DLN-A	Boosting Resource Productivity through Circular Economy Approaches	1
25-RC-03-GE-DLN-A	Strategic Rightsizing of the Public Sector for Enhanced Productivity	1
25-RC-03-GE-DLN-A	Leveraging AI for Smart Manufacturing in SMEs	1
25-RC-03-GE-DLN-A	Geothermal Energy Systems: Applications, Opportunities, and Challenges for Sustainable Development	1
25-RC-03-GE-DLN-A	Unlocking the Impact of Climate Change on Productivity	2
25-RC-03-GE-DLN-A	Developing Institutional Capacity to Tackle Climate Risks	1
25-RC-03-GE-DLN-A	Green Productivity and Environmental Impact of the Textile Industry	1
25-RC-03-GE-DLN-A	Does Financial Inclusion Drive Total Factor Productivity?	1
25-RC-03-GE-DLN-A	Balancing Innovation and Compliance through Agile Regulation	1
25-RC-03-GE-DLN-A	Maturity Models in Enhancing Business Performance	1
25-RC-03-GE-DLN-A	Increasing Productivity through Digital Kaizen: An Introduction to the Digital Kaizen Guidebook	1
25-RC-03-GE-DLN-A	AI and the Knowledge Economy	2
25-RC-03-GE-DLN-A	AI Regulatory Sandboxes	1
25-RC-03-GE-DLN-A	Unlocking Business Potential through Neurodiversity and Disability Inclusion	1
25-RC-03-GE-DLN-A	Food Loss, Waste Reduction, and Recycling Strategies: Insights from Japan	1
25-RC-03-GE-DLN-A	Nature-positive Forest Value Chains for Sustainable Productivity	1

Project Code	APO P-Talk Title	Resource Persons
25-RC-03-GE-DLN-A	Productivity Trends, January–June 2025	1
25-RC-03-GE-DLN-A	Public Sector Productivity in the Age of AI: Evidence from India	1
25-RC-03-GE-DLN-A	The Quest for Inclusive Growth through Accessible Tourism	1
25-RC-03-GE-DLN-A	Explainable AI and Blockchain for Smarter Supply Chains	2
25-RC-03-GE-DLN-A	Applying Behavioral Insights in Public Services in the Digital Age	1
25-RC-03-GE-DLN-A	Productivity Trends, July–September 2025	1
25-RC-03-GE-DLN-A	Establishing an ESG Culture in SMEs	1
25-RC-03-GE-DLN-A	A Global Standard for Responsible AI Management Systems	2
25-RC-03-GE-DLN-A	Productivity Performance of Digital Workplaces	1
25-RC-03-GE-DLN-A	Bridging the Gender Gap for Productivity: Lessons from the Philippines	1
25-RC-03-GE-DLN-A	From AI Literacy to AI Capability: Value, Risks, Constraints, and Productivity	1
25-RC-03-GE-DLN-A	Systemic Organizational Change for Sustainable Productivity	1
25-RC-03-GE-DLN-A	Productive Leadership in the Age of AI and Gen Z: Purpose, Agility, and Transformation	2
25-RC-03-GE-DLN-A	Rightsizing and Restructuring: Do They Improve Productivity Performance in the Public Sector?	2
25-RC-03-GE-DLN-A	Energy Modeling for Smarter, Greener Buildings	1
25-RC-03-GE-DLN-A	Building a Culture of Productivity and Innovation in the Public Sector	1
24-RC-04-GE-DLN-A	Productivity Trends, October–December 2025	1

Research and Program Development

Project Code	Project Title	Resource Persons
23-RC-19-GE-RES-A	Research on Agricultural Productivity in Asia	1
23-RC-23-GE-RES-A	Research on Strategic Modeling for Future Agriculture in Asia	1
24-RC-09-GE-RES-A	Productivity Analysis Series*	4
24-RC-10-GE-RES-A	APO Productivity Outlook	1
24-RC-11-GE-RES-A	Research on Raising Informal-sector Productivity*	1
24-RC-12-GE-RES-A	Research on Economic Upgrading Strategies and Productivity Growth	10
24-RC-13-GE-RES-A	Research on Technological Capability Enhancement Support for SMEs and Productivity Improvement	13
24-RC-14-GE-RES-A	APO Productivity Databook and Database 2025	17
24-RC-15-GE-RES-A	Research on Emerging Trends in APO Member Countries	4
24-RC-16-GE-RES-A	Research on Assessing the Needs of APO Member Countries	21
24-RC-17-GE-RES-A	Research on Enhancing Productivity among Persons with Disabilities	8
24-RC-18-GE-RES-A	Research on the Women's Empowerment Index in the Agriculture Sector	9
24-RC-19-GE-RES-A	Research on Policies Supporting the Shift to a Knowledge-based Economy	1
24-RC-20-GE-RES-A	Research on Productivity Readiness	1
24-RC-21-GE-RES-A	Research on Measuring Productivity in Digital Workplaces	10
24-RC-22-GE-RES-B	Research on Crowdsourcing for the Public Sector	7
24-RC-24-GE-RES-A	Research on Government Rightsizing and Restructuring to Improve Bureaucratic Efficiency in APO Member Economies	8
24-RC-25-GE-RES-B	Research on Productivity Gainsharing Best Practices in the Agrifood Sector	11
25-RC-08-GE-RES-A	Research on Mapping Green Productivity Initiatives in APO Members for Green Growth	0
25-RC-09-GE-RES-A	APO Productivity Outlook*	1

Project Code	Project Title	Resource Persons
25-RC-10-GE-RES-A	Productivity Analysis Series*	4
25-RC-11-GE-RES-A	Research on the Educational Divide and Implications for Productivity*	1
25-RC-14-GE-RES-A	Green Productivity Rating System	0
25-RC-15-GE-RES-A	Need Analysis of APO Members*	11
25-RC-16-GE-RES-A	Development of Green Productivity Guidebooks*	1
25-RC-17-GE-RES-B	Research on Productivity Enhancement in the Healthcare Sector through Digital Transformation*	7
25-RC-18-GE-RES-B	Research on AI Adoption for Productivity Improvement in the Public Sector*	1
25-RC-20-GE-RES-A	APO Productivity Databook and Database 2026*	17
25-RC-23-GE-RES-A	Research on Building a Culture of Productivity and Innovation in the Public Sector in APO Member Economies*	13
25-RC-24-GE-RES-A	Research on the Gig Economy in APO Members*	13
25-RC-25-GE-RES-B	Research on International Benchmarking Studies on Productivity in the Food and Beverage (F&B) Sector	1

Centers of Excellence

Project Code	Project Title	Host	Participants	Resource Persons
24-RC-23-GE-COE-C-IN02	Development of Training Manual on Industry 4.0 and Responsible AI Adoption for SMEs	India	15	3
24-RC-23-GE-COE-C-JP02	Workshop on Meta-analysis of Soil Nitrous Oxide (N_2O) Emissions and Carbon Credit Methodology for Biochar	Japan	0	18
24-RC-23-GE-COE-C-PH02	Centers of Excellence (COE) Forum: Strengthening the Platform for Enhancing Productivity	Philippines	16	1
24-RC-23-GE-COE-C-TH01	Capacity-building Workshop on Carbon Credit Methodology for Biochar and Other Carbon Dioxide Removal	Thailand	60	24
25-RC-04-GE-COE-C-AP01	Assessment of the Performance of APO Centers of Excellence (COE)*	APO Secretariat	0	4
25-RC-04-GE-COE-C-JP02	Study Mission on Forging Strategic Smart Green Tech Alliances for a Sustainable Net-zero Future	Japan	20	0
25-RC-04-GE-COE-C-TW01	Training of Trainers on Smart Manufacturing for SMEs	ROC	21	1
25-RC-04-GE-COE-C-TW02	Study Mission on Advanced Industrial Technologies for Digital, Low-carbon Transformation	ROC	5	0

Strengthening of NPOs and Policy Advisory

Bilateral Cooperation between NPOs

Project Code	Project Title	Deputing Country	Host	Resource Persons	Organizations
24-SN-03-GE-BCN-C-IN01	Data Governance and Data-based Digital Applications for Productivity	Turkiye	India	1	2
25-SN-03-GE-BCN-C-FJ01	Strengthening the NPO and Productivity Enhancement in Public and Private Sector	Cambodia	Fiji	1	2
25-SN-03-GE-BCN-C-IN01	Digital Manufacturing Excellence: Harnessing India's Industry 4.0 Innovations for Thailand's Industrial Transformation	Thailand	India	2	2
25-SN-03-GE-BCN-C-JP01	Steadfast against the Quake: Earthquake Preparedness and Prevention	Turkiye	APO Secretariat (Japan)	2	3
25-SN-03-GE-BCN-C-LA01	Sustainable Ecotourism and Green Productivity	Singapore	Lao PDR	0	4
25-SN-03-GE-BCN-C-PK01	Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji's Agricultural Industry	Fiji	Pakistan	1	2
25-SN-03-GE-BCN-C-TR01	Industrial and Trade Policy Planning and Evaluation Framework	Nepal	Turkiye	2	2
25-SN-03-GE-BCN-C-VN01	Behavioral Insights for Enhancing Public Sector Efficiency, Regulatory Reform, and Digital Transformation	Malaysia	Vietnam	2	3

Individual-country Observational Study Missions

Project Code	Project Title	Deputing Country	Host	Resource Persons	Organizations
25-SN-01-GE-OSM-C-JP01	Introducing Digital Kaizen for SME Productivity Enhancement	Singapore	Japan	2	7
25-SN-01-GE-OSM-C-JP02	Sustainable and Innovative Technical Knowhow Exchange for Productivity Growth and Overall Transformation	India	APO Secretariat (Japan)	1	6
25-SN-01-GE-OSM-C-MN01	Tourism as a Service Export	Nepal	Mongolia	2	2
25-SN-01-GE-OSM-C-TR01	Leveraging Smart Manufacturing for Industrial Growth	Fiji	Turkiye	2	5
25-SN-01-GE-OSM-C-TW01	Youth Productivity	Vietnam	ROC	0	2
25-SN-01-GE-OSM-C-TW02	Strengthening R&D and Innovation Capability for Productivity Growth	Malaysia	ROC	0	5
25-SN-01-GE-OSM-C-TW03	Advancing Thailand's Agroindustry: Leveraging the ROC's Smart Agricultural Technologies and Innovation Ecosystems for Enhanced Productivity and Sustainability	Thailand	ROC	0	1

Project Code	Project Title	Deputing Country	Host	Resource Persons	Organizations
25-SN-01-GE-OSM-C-TW04	Productivity and Innovation for a Competitive Private Sector	Cambodia	ROC	0	10

Certification Body Development

Project Code	Project Title	Host	Participants	Resource Persons	Organizations
22-SN-05-GE-CBD-C-LK01	Development of the National Productivity Secretariat, Sri Lanka, as an APO Certification Body	Sri Lanka	8	3	1
23-SN-05-GE-CBD-C-BD01	Development of the National Productivity Organisation, Bangladesh, as an APO Certification Body	Bangladesh	9	4	1
24-SN-05-GE-CBD-C-PH01	Development of the Development Academy of the Philippines as an APO Certification Body	Philippines	13	3	1
25-SN-05-GE-CBD-C-ID01	Development of Directorate for Productivity Development, Ministry of Manpower of the Republic of Indonesia, as an APO Certification Body	Indonesia	11	3	1
25-SN-05-GE-CBD-C-KH01	Development of the National Productivity Centre of Cambodia as an APO Certification Body*	Cambodia	12	1	1
25-SN-05-GE-CBD-C-SG01	Development of the Singapore Productivity Centre as an APO Certification Body	Singapore	5	3	1

Specific National Program

Project Code	Project Title	Host	Resource Persons	Organizations
23-SN-06-GE-SNP-C-MY01	Revision of the Malaysia Productivity Blueprint	Malaysia	6	1
24-SN-06-GE-SNP-C-TH01	Development of National AI Strategy to Enhance Industry Productivity*	Thailand	5	1
24-SN-06-GE-SNP-C-TR01	Development of a Digital Transformation Consultancy Roadmap for Model Factories in Turkiye	Turkiye	6	12
24-SN-06-GE-SNP-C-VN01	National Strategy for Advancing the Productivity of Vietnam's Textile and Garment Industry through Technology and Innovation	Vietnam	3	2
25-SN-06-GE-SNP-C-ID01	Development of the National Productivity Master Plan for Indonesia	Indonesia	3	18
25-SN-06-GE-SNP-C-KH01	Institutional Capability Development Plan for the National Productivity Centre of Cambodia (NPCC)*	Cambodia	1	30
25-SN-06-GE-SNP-C-MN01	Development of the National Productivity Master Plan for Mongolia	Mongolia	1	25
25-SN-06-GE-SNP-C-NP01	Development of the National Productivity Master Plan for Nepal*	Nepal	1	13

Technical Expert Services

Project Code	Project Title	Host	Resource Persons	Participants
24-SN-02-GE-TES-C-BD03	Business Excellence Framework	Bangladesh	1	25
24-SN-02-GE-TES-C-BD04	Strengthening SMEs' Business Intelligence and Data Analysis	Bangladesh	1	22
24-SN-02-GE-TES-C-BD05	Best Productivity Practice and Quality Assurance	Bangladesh	2	83
24-SN-02-GE-TES-C-FJ03	Implementing Cultural Diversity and Inclusivity Strategies in Hospitality Operations for Fiji	Fiji	2	28
24-SN-02-GE-TES-C-JP01	Digital Kaizen Training Course	Japan	1	13
24-SN-02-GE-TES-C-KH02	Development of Public-Sector Productivity Specialist	Cambodia	2	122
24-SN-02-GE-TES-C-KH03	Business Excellence Framework	Cambodia	1	88
24-SN-02-GE-TES-C-LK02	Strategic Planning and Execution with the Balanced Scorecard Approach	Sri Lanka	1	42
24-SN-02-GE-TES-C-MN02	Organic Business Transformation for Enhancing Agricultural Productivity	Mongolia	1	45
24-SN-02-GE-TES-C-NP01	Leveraging AI for Sustainable Agricultural Productivity	Nepal	2	65
24-SN-02-GE-TES-C-PH03	Capability Building on Developing Innovation Champions within Department of Science and Technology	Philippines	2	131
24-SN-02-GE-TES-C-PK01	Salt Product Value Addition According to International Markets	Pakistan	1	72
24-SN-02-GE-TES-C-PK06	Environmental Management for Enhanced Productivity of the Leather Industry	Pakistan	2	19
24-SN-02-GE-TES-C-TH01	Resource Productivity Management Using Resource Efficiency, MFCA, and EcoLean Concepts	Thailand	2	13
24-SN-02-GE-TES-C-TH03	Productivity Curriculum Development for Youth	Thailand	1	22
24-SN-02-GE-TES-C-TR04	Use of Artificial Intelligence Applications of Crop Classification in Agriculture: Python Training	Turkiye	2	21
24-SN-02-GE-TES-C-TR05	Increasing Productivity and Efficiency of Technology Transfer Office of the Ministry of Agriculture and Forestry of Turkiye (MoAF)	Turkiye	2	30
24-SN-02-GE-TES-C-TW01	Conference on Sustainable Agricultural Development	ROC	1	133
24-SN-02-GE-TES-C-VN01	Capacity Building on Good Regulatory Practice	Vietnam	2	39
25-SN-02-GE-TES-C-BD01	Boosting SME Productivity with AI-Powered Solutions	Bangladesh	1	32

Project Code	Project Title	Host	Resource Persons	Participants
25-SN-02-GE-TES-C-BD02	Capacity Building on Six Sigma Black Belt	Bangladesh	1	26
25-SN-02-GE-TES-C-FJ01	Productivity through Innovation: A Learning Journey for SME Transformation	Fiji	1	17
25-SN-02-GE-TES-C-FJ02	Practical Application of Artificial Intelligence (AI) for Business Productivity and Innovation	Fiji	1	57
25-SN-02-GE-TES-C-IN01	Policy Dialogue for a National Strategy on Plastic Pollution: Addressing Single-Use Plastics and Microplastics in India	India	1	125
25-SN-02-GE-TES-C-KH01	Enhancing Technology Transfer in the Dry Food MSME Sector in Cambodia: A Strategic Study on Challenges, Opportunities, and Collaboration Model	Cambodia	1	214
25-SN-02-GE-TES-C-KH02	Work Design for Improved Public-Sector Productivity	Cambodia	1	27
25-SN-02-GE-TES-C-LA01	Digitalizing Productivity Gainsharing for Business Growth	Lao PDR	1	20
25-SN-02-GE-TES-C-LK01	Empowering the National Productivity Award Judge Panel	Sri Lanka	2	293
25-SN-02-GE-TES-C-LK02	Strategic Approaches to Energy Audits for SMEs in Sri Lanka	Sri Lanka	1	41
25-SN-02-GE-TES-C-MN01	Organic Business Transformation for Enhancing Agricultural Productivity	Mongolia	1	28
25-SN-02-GE-TES-C-MN02	Capacity Building Workshop for Productivity Specialists on Carbon Market Mechanism	Mongolia	2	22
25-SN-02-GE-TES-C-MY01	Workshop on Mastering Productivity Solutions to Boost Performance, Accelerate Growth, and Sustain Competitive Advantage	Malaysia	2	23
25-SN-02-GE-TES-C-NP01	Capacity Building on Wellness Tourism: Packaging, Marketing, Accreditation, and Certification	Nepal	2	65
25-SN-02-GE-TES-C-PH01	Strategic Applications of Artificial Intelligence in Education and Governance	Philippines	1	94
25-SN-02-GE-TES-C-PH02	Development of a Manual for Innovation Management Support of DOST to MSMEs	Philippines	2	103
25-SN-02-GE-TES-C-PH03	Training Course on Integrating Service Quality Standards in Government Service Delivery	Philippines	2	300
25-SN-02-GE-TES-C-PK01	Fostering Innovation Capability: Practical Workshop on Innovation Management and Standards	Pakistan	2	115
25-SN-02-GE-TES-C-PK02	Enhancing Operational Efficiency through Lean Manufacturing Techniques*	Pakistan	3	44
25-SN-02-GE-TES-C-PK03	Transforming TVET Learners and Learning Systems for the Future	Pakistan	1	106
25-SN-02-GE-TES-C-SG01	Knowledge Transfer on Green Productivity Strategy	Singapore	2	7

Project Code	Project Title	Host	Resource Persons	Participants
25-SN-02-GE-TES-C-TH01	TQA Assessor Calibration 2025	Thailand	1	241
25-SN-02-GE-TES-C-TR03	Sustainable Tourism Implementations In Turkiye	Turkiye	1	20
25-SN-02-GE-TES-C-TW02	Pineapple Export Competitiveness: Production Quality and Climate Resilience Perspectives	ROC	1	47
25-SN-02-GE-TES-C-VN01	Capacity Building on Environmental, Health, and Safety Integrated Management System	Vietnam	1	16

Demonstration Companies

Project Code	Project Title	Host	Resource Persons	Organizations (Demonstration Companies)
24-SN-04-GE-DMP-C-KH01	Green Productivity Application through Environmental Management Systems in the Manufacturing Sector	Cambodia	2	4
24-SN-04-GE-DMP-C-LA01	Enhancing Productivity for Halal Certification in Lao PDR	Lao PDR	5	3
24-SN-04-GE-DMP-C-PK01	Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry	Pakistan	3	6
24-SN-04-GE-DMP-C-TR01	Productivity Improvement through AI Application in Carbon Accounting and Emission Management	Turkiye	1	1
25-SN-04-GE-DMP-C-MN01	Enhancing Public Sector Productivity through Performance Excellence in Mongolia	Mongolia	1	4
25-SN-04-GE-DMP-C-PH01	Catalyzing Productivity through Innovation Management and Research Commercialization in State Universities and Colleges*	Philippines	0	3
25-SN-04-GE-DMP-C-VN01	Advancing Sustainable Productivity through Environmental, Social, and Governance Adoption in the Manufacturing Sector*	Vietnam	0	4

Vision 2025 Outreach Program

Project Code	Project Title	Host	Resource Persons	Participants
25-SN-07-GE-VSN-C	APO Vision 2025 Outreach*	All APO members	25	3,368

APO Award Program

Project Code	Project Title	Host	Awardees
24-SN-08-GE-AWD-C	APO National Awards (AWD)	Cambodia	2
		Mongolia	2
		Pakistan	2
25-SN-08-GE-AWD-C	APO National Awards (AWD)	Cambodia	2
		Mongolia	2

APPENDIX 2

Summaries of 2025 Projects

Centrality of Productivity

Smart Transformation

21-CP-40-SP-DMP-C-VN01 (MAFF Japan Cash Grant Project)

Improvement of Productivity in Greenhouse Vegetable Production

Vegetable demand in Vietnam has diversified as more produce is being processed, frozen, and exported. However, labor productivity is low, and it is necessary to enhance productivity and introduce cost-reduction measures.

To meet such requirements, microclimate control systems using smart technologies such as IoT and data analysis are suitable solutions. Under a special cash grant from the Ministry of Agriculture, Forestry and Fisheries (MAFF), Japan, the APO conducted the first study mission from Vietnam to Japan in February 2023. Subsequently, a demonstration farm on greenhouse horticulture was established in Da Lat, Vietnam, in collaboration with the Vietnam National Productivity Institute in March 2024, when a microclimate control system from SERAKU Company Limited, Japan, was installed with the support of a resource person from the company. The second study mission from Vietnam to Japan was conducted in October 2024 to consider the second equipment installation.

The second equipment installation was completed successfully on 29–30 May 2025. The Chief Executive Officer of the farm said that the yield of the greenhouse had improved significantly more than expected since the first equipment installation. He reported that he has been able to control the environment of the greenhouse more effectively by monitoring the environmental data. The second equipment installation is expected to further increase the farm's productivity.

24-CP-10-GE-TRC-A

Training Course on Big Data Analytics in the Agrifood Sector

Big data analytic technologies help identify the best environment for harvest quality and quantity as well as landscape productivity. This increases farms' income due to higher productivity, better quality products, and less fertilizer and pesticide waste. In food manufacturing and retail, big data analytics can be used to predict demand, thereby minimizing food losses and reducing costs. Understanding big data analytics thus improves productivity in agrifood value chains.

The Thailand Productivity Institute (FTPI) collaborated with the APO Secretariat to organize the Training Course on Big Data Analytics in the Agrifood Sector, held online on 17–20 February. The objectives were to facilitate the use of integrated databases in the agrifood sector, promote sustainable practices, help participants understand big data analytics, and improve the productivity and resilience of the agrifood sectors of APO members.

Thirty-seven participants from 11 APO members attended the course, which was delivered by five resource persons with varied expertise: one each from India, Singapore, and Thailand and two from the United States of America. During the training course, participants had the opportunity to learn a great deal about big data analytics in the agrifood sector, from agriculture to retail. At the end of the course, participants gave presentations on what they learned and strategies for promoting big data analytics in the agrifood sectors of their economies.

25-CP-04-GE-TRC-A

Training Course on Tourism 4.0 for Inclusive, Productive Rural Development

Tourism remains a critical driver of rural economies across APO members, yet many rural destinations continue to face challenges related to low productivity, limited market access, out-migration, and environmental pressures. Rapid advances under Industry 4.0 have introduced new opportunities for tourism through the integration of digital technologies such as AI, data analytics, and smart platforms, giving rise to Tourism 4.0.

Building on momentum from the APO Conference on Tourism 4.0 for Rural Development held in Indonesia in 2023, the FTPI held the Training Course on Tourism 4.0 for Inclusive, Productive Rural Development face-to-face in Bangkok, Thailand, from 30 June to 4 July. The training course aimed to equip participants with practical knowledge and skills related to Tourism 4.0 that they could apply in their local contexts, with a strong emphasis on inclusive and sustainable rural development.

Twenty participants from 15 member economies took part in the course, which was delivered by two resource persons from Austria and two from Thailand. The curriculum combined conceptual learning with applied case studies covering smart destination management, data-driven tourism planning, accessible tourism, community-based tourism, and digital strategies for cultural heritage. Interactive elements such as country paper presentations, panel discussions, and group work enabled participants to exchange experiences and tailor Tourism 4.0 concepts to rural settings. The program was further strengthened through a site visit to a rural community, Bang Kor Bua Community in Samut Prakan Province, promoted by the social enterprise Local Alike Co., Ltd., where participants observed the practical application of digital platforms in promoting rural and sustainable tourism, enhancing market access, and strengthening community engagement. Overall, the course enhanced participants' readiness to design and implement Tourism 4.0 initiatives, contributing to more inclusive, innovative, and productivity-driven rural tourism development across the Asia-Pacific region.

25-CP-06-GE-TRC-A

Training Course on AI and Data Analytics for Productivity Enhancement

AI-driven data analytics is fundamentally reshaping business decision-making. By automating data analysis and offering predictive insights, these technologies empower organizations to adapt swiftly to market dynamics, thereby boosting productivity and reducing human error. This strategic shift allows businesses to concentrate on core initiatives, which is crucial for maintaining competitiveness in today's fast-paced, global market. Furthermore, data visualization enables the translation of complex data into actionable insights. These advancements directly align with the APO Vision 2025, which champions inclusive, innovation-led productivity growth to achieve sustained productivity, robust innovation systems, and shared prosperity across the Asia-Pacific region.

The National Productivity Centre of Cambodia (NPCC) held the Training Course on AI and Data Analytics for Productivity Enhancement in Phnom Penh, Cambodia, 5–9 May. Attended by participants from 15 APO members, this face-to-face course aimed to enhance productivity and competitiveness by introducing AI-driven data processing, data visualization, and the role of datasets in decision-making.

One resource person from the Netherlands, one from Thailand, and two from Singapore were assigned to deliver the course. They significantly enhanced participants' understanding of and practical skills in AI and data analytics, directly supporting technology adoption for productivity growth. Twenty-three participants completed the course, which facilitated automated data processing, enabling more informed decision-making.

25-CP-14-GE-TRC-A

Training Course on Smart Manufacturing Specialists

Rapid advances in digitalization, AI, and smart manufacturing technologies across APO member economies have increased the demand for professionals who can effectively integrate productivity principles with digital transformation, particularly to support small and medium-sized enterprises (SMEs). Despite the growing adoption of digital tools, many economies continue to face gaps in practical capabilities related to IoT, data

analytics, machine learning, and other emerging manufacturing technologies.

To address these challenges, the China Productivity Center (CPC) held the face-to-face Training Course on Smart Manufacturing Specialists in Taichung, the Republic of China (ROC), from 8 to 12 September. The course aimed to equip participants with the ability to analyze existing production systems, identify appropriate smart manufacturing solutions, and develop actionable digital transformation roadmaps.

Twenty-four participants from 14 APO member economies attended the program, which was delivered by three resource persons, one each from the ROC, the Republic of Korea (ROK), and Thailand, with expertise in industrial engineering, machine learning, generative AI, and additive manufacturing. The curriculum combined strong conceptual foundations with intensive hands-on learning, including the use of IoT kits that enabled participants to experience real-time data collection, monitoring, and analysis. Specialized sessions on supervised machine learning deepened their understanding of predictive maintenance and data-driven manufacturing, and additive manufacturing modules highlighted the strategic role and practical potential of 3D printing in smart manufacturing systems. The program was further enriched by site visits to three advanced smart manufacturing facilities: the CPC Smart Manufacturing Experience Demo Site; Hiwin Technologies Corp.; and Micron Technology, a global leader in semiconductor manufacturing. These visits provided participants with firsthand exposure to automation, real-time monitoring, digital dashboards, and Industry 4.0 practices, reinforcing the practical relevance of the training and strengthening participants' capacity to apply smart manufacturing concepts in their respective economies.

25-CP-47-GE-WSP-A

Workshop on Artificial Intelligence and Sustainability Applied in Aquaculture

The APO Green Productivity (GP) program promotes harmonizing productivity with environmental protection, including in aquaculture. As global demand for seafood rises, aquaculture must address challenges related to sustainability, operational efficiency, and regulatory compliance. Integrating AI technologies, such as predictive analytics, image recognition, and autonomous systems, can play a pivotal role in optimizing operations, reducing labor costs, and enhancing resource efficiency. These innovations support long-term sustainability by mitigating environmental impacts and promoting responsible resource use.

The face-to-face Workshop on Artificial Intelligence and Sustainability Applied in Aquaculture was organized by the CPC and held in Tainan, the ROC, on 3–6 June. It aimed to strengthen participants' understanding of AI-driven solutions that can enable more sustainable aquaculture practices while supporting the sector's growth across APO member economies.

Twenty-five participants from 12 APO members joined the workshop, guided by a total of four resource persons from the ROC, the ROK, Malaysia, and Thailand. Sessions explored AI applications in aquaculture management, climate adaptation, disease control, and supply chain efficiency. Field visits to the Apollo Aquatic Product Co. and the International Center for the Scientific Development of Shrimp Aquaculture at National Cheng Kung University showcased real-world AI use in aquaculture. Participants developed four actionable AI roadmaps in thematic groups. Key outcomes included reports from each participating APO member on aquaculture and AI readiness in their local economy. A notable unintended outcome was the emergence of regional collaboration opportunities to address common challenges like limited technical capacity and funding.

25-CP-55-GE-WSP-A

Workshop on Youth Entrepreneurship and Digital Innovations

Youth entrepreneurship plays a critical role in driving digital transformation, and emerging technologies like AI, blockchain, and digital platforms are reshaping business models and opening new pathways for innovation. Despite this potential, many young entrepreneurs face skill gaps, limited resources, and a lack of supportive infrastructure, which limits their ability to translate ideas into scalable ventures. This multicountry project was planned to strengthen entrepreneurial readiness by deepening participants' understanding of innovation ecosystems, enhancing their ability to use practical digital tools, and sharing global best practices. Aligned with

the APO Vision 2025, the project aimed to build robust innovation ecosystems by empowering youth to become key drivers of productivity and shared prosperity.

To advance youth entrepreneurship and strengthen young people's ability to thrive in the digital economy, the Workshop on Youth Entrepreneurship and Digital Innovations was hosted online by the Ministry of Manpower of the Republic of Indonesia, in collaboration with the APO Secretariat, from 11 to 13 November. The workshop focused on emerging technologies, digital business models, opportunity recognition, and innovation-driven growth.

Forty-two participants from nine members successfully completed the workshop, supported by two resource persons, one from the ROC and one from Italy. Participants sharpened their understanding of digital entrepreneurship, the digital economy, and Industry 4.0, demonstrating an improved ability to design, iterate, and scale innovation-driven business ideas. Through team exercises, they developed and presented five digital business model prototypes leveraging AI. The workshop strengthened regional collaboration through international networking and peer learning. An unintended yet valuable outcome was the establishment of participant-led collaboration groups that continued beyond the program, serving as informal platforms for ongoing knowledge exchange and digital venture development.

ii. Quality of the Workforce

24-CP-35-GE-TRC-A

Training Course on Reskilling of the Workforce in the Service Sector

Digital technologies have been revolutionizing business operations and business models while creating new challenges and opportunities for the workforce and employers. As the service sector absorbs the majority of the workforce and the Asia-Pacific community transitions toward service-oriented economies, understanding the challenges faced by this sector as well as the requirements and needs of its workforce is indispensable for sustainable socioeconomic development at the macro level and productivity enhancement at the micro level.

To discuss strategies for enhancing the service sector workforce and to impart knowledge of how service innovation can sustain productivity in this sector, the APO Secretariat collaborated with the Ministry of Employment, Productivity and Workplace Relations (MEPWR), Fiji, to conduct the online Training Course on Reskilling of the Workforce in the Service Sector from 4 to 7 February.

Thirty-two participants from 10 APO members completed the course, led by three resource persons, one each from the ROC, Fiji, and Singapore. The course familiarized participants with service sector trends and ways that technologies can influence customers and the workforce. Participants also discussed reskilling and upskilling strategies and practices in different economies as well as implications for the workforce. In addition, exercises on service innovation and design thinking provided the participants with experience in identifying opportunities to create new value for the service sector.

25-CP-08-GE-TRC-A

Training Course on Development of Productivity Specialists (Basic)

The Development of Productivity Specialists (Basic) course enhances productivity expertise among national productivity organization (NPO) professionals, developing specialists who lead national and organizational productivity initiatives. It provides the latest techniques, productivity tools, and networking opportunities. The course is part of the APO's restructured Development of Productivity Specialists program, which separates the basic and advanced levels to ensure appropriate level training, improved learning outcomes, and professional progression. The National Productivity Secretariat (NPS), Sri Lanka, conducted the face-to-face Training Course on Development of Productivity Specialists (Basic) from 16 to 27 June in Colombo, Sri Lanka.

The course aimed to equip participants with essential productivity improvement tools and techniques;

demonstrate the required competencies for productivity consultants, trainers, promoters, and researchers; and introduce the certification standards outlined in APO-PS 101:2023 Requirements for Productivity Specialists. Completion of this training supports eligibility for certification by any certification body (CB) accredited by the APO Accreditation Body (APO-AB) in member economies.

Twenty-five participants from 13 APO member economies joined the face-to-face course, gaining insights from four resource persons, one each from the ROC, Malaysia, Singapore, and Sri Lanka. The two-week program featured theoretical learning in the first week, followed by practical sessions in the second week. These practical sessions included productivity diagnoses in Godrej Household Products Lanka (Pvt.) Ltd.; Atlas Axillia Co. (Pvt.) Ltd.; Wijeya Newspapers Ltd.; and a local government agency, the Divisional Secretariat of Thimbirigasyaya. Participants worked in groups, presented their findings, and proposed improvement measures. The course also introduced emerging topics such as IoT and AI as tools for productivity enhancement, and some groups included digital transformation proposals in their suggestions for improvement. Participants expressed strong interest in pursuing the advanced course and certification, aiming to apply their learning within their organizations.

25-CP-09-GE-TRC-A

Training Course on Development of Productivity Specialists (Advanced)

Strengthening NPO capabilities continues to be an APO priority. Hence, in 2025 the APO decided to relaunch the basic and advanced Development of Productivity Specialists training courses, which had not been held since 2017 due to their conversion to a single Development of Productivity Practitioners' Course. This relaunch would ensure training is at an appropriate level, improve learning outcomes for NPO staff, and enhance NPOs' ability to serve stakeholders in member economies. While the basic Development of Productivity Specialists course focuses on junior NPO staff, the advanced course enhances the capabilities of experienced productivity professionals, enabling them to address complex challenges at organizational and national levels.

The Commission for Standards, Metrology and Quality of Vietnam (STAMEQ) held the Training Course on Development of Productivity Specialists (Advanced) face-to-face in Hanoi, Vietnam, from 6 to 17 October. Twenty-one participants from 14 members attended, including professional staff from NPOs, government training centers, academia, and business associations.

The two-week course was delivered by a total of four resource persons from the ROC, Japan, Malaysia, and Vietnam. To provide the knowledge and experience necessary for productivity specialists to perform as competent consultants, the course topics included productivity concepts, methodologies, tools, and techniques; emerging trends in productivity and competitiveness at the organizational and national level; digital transformation; generative AI; organizational productivity diagnosis; and requirements for APO-certified productivity specialists. Participants visited the Rang Dong Light Source and Vacuum Flask Joint Stock Company to observe successful productivity enhancement practices. For the practical component, participants conducted productivity assessments and diagnoses at four local companies: Garment 10 Corporation Joint Stock Company; Seikico Co., Ltd.; Tung Duong Precision Mechanical Processing Co., Ltd.; and VPC Printing and Packaging Joint Stock Company.

25-CP-13-GE-WSP-A

Workshop on the Exponential Workplace

Rapid digitalization across APO member economies has not always resulted in proportional productivity gains, mainly due to organizational resistance to change, skill gaps, and limited leadership capacity for digital transformation. Although the Fourth Industrial Revolution and the COVID-19 pandemic accelerated the adoption of digital tools, many organizations continue to face difficulties in redesigning work structures and decision-making processes to fully leverage emerging technologies, particularly AI and cloud-based solutions.

To address these challenges, MEPWR, Fiji, held the Workshop on the Exponential Workplace face-to-face in Nadi, Fiji, from 14 to 17 October. The objective of the workshop was to deepen participants' understanding of exponential workplace principles and the transformation of workflows and decision-making through emerging

technologies. It also aimed to support the development of actionable strategies and roadmaps tailored to each workplace.

Nineteen participants from 14 APO member economies completed the workshop under the guidance of two experienced resource persons, one from Malaysia and one from Vietnam. The program combined structured lectures and case studies with hands-on group work and a site visit to Zens Medical, where participants analyzed real organizational practices and presented practical recommendations directly to the management. By the end of the workshop, participants developed concrete action plans and phased roadmaps to pilot and scale exponential workplace initiatives within their own organizations, strengthening the workshop's practical relevance and potential for sustained impact.

25-CP-21-GE-TRC-A

Training Course on Enhancing Utility Energy Performance

The *World Energy Outlook 2024* by the International Energy Agency highlights the benefits of adopting energy conservation and management practices in thermal and electrical utilities, such as improved efficiency, reduced costs, and reduced environmental impact. This aligns with the aim of the APO's GP initiative to strengthen the triple bottom line of economic prosperity, social well-being, and environmental protection and UN SDG 7, "ensure access to affordable, reliable, sustainable and modern energy for all." The *World Energy Outlook 2024* identifies challenges such as high up-front capital requirements, skill shortages, and the limited impact of measures targeting behavioral changes by consumers. The Centre for Excellence in Training for Energy Efficiency hosted by the National Productivity Council (NPC), India, is equipped with demonstration utilities, providing an ideal platform for strengthening participants' technical expertise in conducting energy utility performance assessments.

The Training Course on Enhancing Utility Energy Performance was held face-to-face in Chennai, India, 22–26 September. Hosted by the NPC, India, the training aimed to strengthen participants' understanding of energy conservation and management; offer practical, hands-on insights into the energy performance assessment of utilities; and showcase carbon emission reduction policy implications for energy finance and technology upgradation in utilities.

Twenty participants from 11 APO members gained insights from four resource persons, one from Denmark, one from South Africa, and two from India. The sessions covered topics such as international roles in regional energy performance, energy efficiency for sustainable development, enterprise-level key performance indicators, quantification of energy savings, utility performance metrics, digital tools, measurement and verification, and district heating and cooling. Site visits to Danfoss and Grundfos showcased carbon reduction initiatives, and hands-on exercises at the NPC's Centre for Excellence in Training for Energy Efficiency and group work on real-world cases enriched practical learning.

25-CP-26-GE-WSP-A

Workshop on Productive Talent Management

In today's competitive economy, organizations must manage talent strategically if they hope to build a productive, engaged, high performance workforce. Talent management is a crucial aspect of attracting and developing the right people to meet organizational objectives.

The face-to-face Workshop on Productive Talent Management was held on 3–6 November in Nadi, Fiji. Hosted by MEPWR, it aimed to explore the latest talent management strategies and recommend ways to achieve competitive advantage and improve performance with productive talent management.

Twenty-one participants from 13 APO members and one from the Cook Islands gained knowledge and insights from a total of three resource persons from Fiji, the Philippines, and Singapore. The workshop, part of a broader capacity-building initiative on productive talent management, explored how effective talent acquisition, development, engagement, management, and retention contribute directly to improved organizational productivity.

Practical case studies demonstrated how public and private organizations have adopted effective talent management practices to drive productivity and organizational transformation. In the site visits, the Fiji Airways Aviation Academy and Jack's of Fiji Limited showcased their best practices, technical expertise, insights, and challenges, giving participants an understanding of the reality of productive talent management. Participants prepared individual action plans on the last day to put the knowledge acquired from the workshop into action.

25-CP-29-GE-TRC-A

Training Course on Development of Public-sector Productivity Specialists

Productivity is key to a high-performing public sector. It improves national economic competitiveness and the cost-effectiveness of government programs and services while enhancing citizen satisfaction and public trust in those programs and services. As part of a series of APO capacity-building initiatives, the Training Course on Development of Public-sector Productivity Specialists utilized the *APO Manual: Public-sector Productivity* (Marson, 2020), which aimed to improve the motivation and skill level of public officials, strengthen management systems, and enhance performance in the changing environment.

The face-to-face training course was held on 4–15 August in Manila, the Philippines, hosted by the Development Academy of the Philippines (DAP). It aimed to establish high-performing cultures in APO members by developing the capacity of leaders in the public sector, equipping them with knowledge of productivity improvement strategies and helping them master the required skills and competencies to become public sector productivity specialists.

Twenty-five participants from 15 APO members along with seven observers from the DAP gained knowledge and insights from a total of three resource persons from the ROK, Malaysia, and the Philippines. The course included site visits to the Department of Trade and Industry, the Department of Social Welfare and Development, the Home Development Mutual Fund (also known as the Pag-IBIG Fund), and Bangko Sentral ng Pilipinas (the central bank of the Philippines). Participants presented a comprehensive report on the site visits and prepared individual action plans for putting the knowledge and skills acquired from the training course into action.

25-CP-48-GE-TRC-A

Training Course on Servicification of Manufacturing Sector for Higher Productivity

Servicification enhances productivity and improves efficiency and competitiveness in the manufacturing sector by integrating value-added services such as maintenance, customization, and after-sales support. Fueled by advanced technologies, it also optimizes production and global value chains. With services generating more than two-thirds of global GDP, servicification is reshaping manufacturing through increased service inputs, service-related jobs, and bundling services with goods. Driven by technology, globalization, and knowledge-based activities, this trend is led by advanced economies like Singapore and being gradually adopted by developing countries. This shift underscores the need to update regulations to foster innovation, competitiveness, and economic growth in the Asia-Pacific, and advancing servicification supports the APO Vision 2025 for smart transformation and sustained growth.

The Training Course on Servicification of Manufacturing Sector for Higher Productivity was held face-to-face on 11–15 August in Manila, the Philippines. Hosted by the DAP, it covered trends, policy and regulatory considerations, sustainability, and future opportunities and provided participants with the knowledge, skills, and resources to adopt servicification for greater productivity and competitiveness.

The training course strengthened participants' capacity to apply servicification to improve productivity and competitiveness in manufacturing. Twenty-three participants from 15 APO members gained knowledge and insights from a total of four resource persons from Australia, Japan, the ROK, and the Philippines, who shared case studies and frameworks aligned with project objectives. Key achievements included (1) the development of country- and firm-level action plans for the practical application of servicification strategies; (2) a site visit to Uratex Philippines, a company successfully integrating services and manufacturing; and (3) cross-border knowledge sharing to establish benchmarks and provide policy insights.

iii. Green Productivity

24-CP-38-GE-OSM-B

Multicountry Observational Study Mission on the Policy Landscape for Sustainable Development

With nations committing to reaching net-zero emission targets by the mid- to late 21st century, formulating robust policy frameworks and action plans is essential. In the Indian context, there have been numerous national initiatives and policy interventions to address emerging environmental challenges while continuing to foster industrialization and economic growth. Examples that can be replicated to create a regional climate regime include (1) the National Action Plan for Climate Change launched in 2008, (2) the goal to achieve equity and climate justice through net-zero emissions by 2070, and (3) Prime Minister Narendra Modi's introduction of the Lifestyle for the Environment (LiFE) initiative during COP26 in Glasgow.

The NPC, India, implemented the face-to-face Multicountry Observational Study Mission on the Policy Landscape for Sustainable Development from 26 to 28 March in New Delhi. The mission aimed to provide participants with insights into national strategies that enable climate change adaptation, to allow them to observe the implications of policies aligned with overall socioeconomic growth, and to help them understand the nuances of a global and collective approach to sustainability.

Thirty-five participants from 10 APO members gained insights from four resource persons from India. The resource persons shared their knowledge of regulatory frameworks for waste management in India, challenges and success stories in their implementation, energy policy frameworks for transitioning toward a sustainable future, global climate change scenarios, and business responsibility and sustainability reporting frameworks in India. To showcase the implications of the emerging policy landscape, three site visits were conducted. The first was to a waste-to-energy plant called Timarpur-Okhla Waste Management Company Limited; the second was to the National Energy Technology Research Alliance, which focuses on energy efficiency, emission reduction, and carbon capture; and the third was to EverEnviro Resource Management Private Limited, which uses circular economy principles to convert construction and demolition waste and send it back into the market as raw material.

24-CP-48-GE-WSP-A

Workshop on Sustainable Food Systems

Existing food production and consumption models have resulted in widespread environmental degradation, climate impacts, and diet-related diseases. Sustainable food systems can address such issues since they involve the development of sustainable and productive agriculture, including processing and supply chains, while reducing food loss and waste.

The National Productivity Organisation (NPO), Bangladesh, held the face-to-face Workshop on Sustainable Food Systems in Dhaka, Bangladesh, from 20 to 23 January. The objectives were to help participants understand sustainable food systems, share best practices for sustainable food systems, and explore strategies to support APO members in preventing and mitigating risks from food system changes and overall food system transformation.

Twenty participants from 13 APO members attended, along with four resource persons: one from Bangladesh, one from the United States, and two from Japan. During the site visit to the Christian Commission for Development in Bangladesh Climate Centre, participants had the opportunity to see cost-effective technologies for mitigation and adaptation, which deeply impressed them. At the end of the workshop, participants gave presentations on what they had learned and solutions to challenges faced by their economies in promoting sustainable food systems.

24-CP-54-GE-TRC-A

Training Course on Green Productivity

Although industrialization holds the key to economic progress, decoupling it from environmental degradation is essential considering the visible adverse changes to our climate and increases in all forms of pollution. Focusing

on inputs such as energy and resources combined with upgrading technology results in better quality, increased profitability, and reduced impacts of industrial activity on the environment. The GP concept was launched by the APO in 1994, and through a robust methodology, it guides enterprises in transitioning to business activities that are less reliant on limited natural resources and have minimal environmental impact.

This online training course on GP was implemented by the APO Secretariat from 7 to 11 April. Thirty-seven participants from 11 APO members gained insights from a total of three resource persons from India, Norway, and Thailand. The resource persons provided theoretical training on GP concepts, tools, and techniques; explained the APO GP framework; enhanced the competency of participants in becoming APO-certified GP specialists; and broadened participants' understanding of GP implementation methodologies.

The course also gave an overview of APO-GPS 201:2023 Requirements for Green Productivity Specialists, which is the certification scheme and competency standard for GP specialists, and included a hands-on exercise on material flow cost accounting and group work on bottle manufacturing, allowing participants to apply their learning through data analysis and GP tools and techniques. The presentations prepared by the group were presented in a plenary session, and the outcomes were shared among all the participants. Some participants, based on assessment scores and nominations by NPOs, were given preference to attend the face-to-face Training Course on Green Productivity (25-CP-20-GE-TRC-A) held in June 2025 in Vietnam.

25-CP-11-GE-CON-A

Conference on Green Productivity 2.0

The GP 2.0 Roadmap and approaches were established with support from a special cash grant from the Government of Japan to address critical environmental challenges while promoting cleaner and more sustainable economic growth in member economies. Building on the original GP concept, the upgraded framework introduces a new ecosystem with clearly defined focuses, projects, approaches, enablers, methodologies, and timelines, integrating advanced technologies, circular economy practices, and the SDGs. In response to rapid technological change, net-zero emission policies, and evolving development needs, GP 2.0 adds sector-specific elements, aiming to strengthen members' capacity to align productivity enhancement with environmental sustainability.

The Conference on Green Productivity 2.0, held face-to-face in Lahore, Pakistan, 28–29 November, was organized by the National Productivity Organization of Pakistan (NPO Pakistan) in collaboration with Lahore University of Management Sciences. The conference aimed to showcase the achievements of the APO GP initiative, convene key stakeholders from member economies, and facilitate discussions on the evolution and implementation of GP 2.0 to address contemporary environmental and productivity challenges.

The conference was completed by 108 participants from 14 APO member economies, demonstrating strong regional interest in the GP 2.0 initiative. The conference comprised 14 sessions sharing diverse policy perspectives and implementation experiences from six resource persons, one from the People's Republic of China, one from Italy, two from Japan, and two from Pakistan. Key outputs included enhanced understanding of the GP 2.0 framework and strengthened policy-oriented dialogue among government representatives and stakeholders. An unintended but positive outcome was the facilitation of exchanges across ministries and between academia and industry, supported by the Lahore University of Management Sciences venue, which contributed to broader networking and visibility of the APO GP initiative.

25-CP-15-GE-WSP-A

Workshop on Sustainable Practices in Green Tourism

GP promotes economic and productivity growth while safeguarding the environment, and its application to the tourism sector has become increasingly important as member economies seek more sustainable and inclusive growth models. Although sustainability is widely recognized as a core value in tourism development, many economies continue to face challenges in translating policy commitments into concrete, productivity-enhancing practices, particularly in nature-based tourism.

To address these gaps, the NPO, Bangladesh, held the Workshop on Sustainable Practices in Green Tourism face-to-face in Dhaka, Bangladesh, from 4 to 7 August. The workshop aimed to strengthen participants' capacities to design, promote, and implement sustainable and green tourism practices aligned with GP principles.

Twenty-two participants from 14 member economies completed the workshop, which was delivered by a total of four experienced resource persons from academia, the private sector, and policy institutions in Bangladesh, the ROK, Nepal, and Thailand. The curriculum covered key topics including green and sustainable tourism, regenerative and nature-positive tourism, climate change impacts on tourism, policy frameworks, certification systems, and the economic case for sustainability. Country paper presentations and group exercises facilitated knowledge sharing and encouraged participants to contextualize lessons to their national and local settings. The workshop was further enriched by a site visit to Eden Garden Resort in Savar, where participants observed the practical application of green tourism initiatives and reflected on implementation challenges. The project strengthened participants' understanding of sustainable, productivity-enhancing tourism practices and reinforced the potential for wider application and dissemination of green tourism approaches across APO member economies.

25-CP-19-GE-WSP-A

Workshop on the Circular Economy through Digital Solutions

Rapid material use and environmental pressures call for sustainable solutions. Digital technologies can help decouple economic growth from environmental harm by enhancing GP and enabling circular economy models. A circular economy keeps resources in use, reduces waste, and restores ecosystems. Technologies like AI, IoT, blockchain, and big data drive innovative circular economy solutions. However, challenges such as high costs, data security, and digital waste remain. Achieving sustainable outcomes requires coordinated action from governments, businesses, and communities to ensure inclusive digital access, proper regulation, and the integration of circular economy principles and digital strategies.

The CPC held the Workshop on the Circular Economy through Digital Solutions face-to-face on 15–18 July in Taipei, the ROC. With 24 participants from 13 APO members, it explored the role of digital technologies in promoting a resource-efficient circular economy; strategies for leveraging AI, IoT, blockchain, and big data; and potential associated risks. Six resource persons, one from Hong Kong, one from Singapore, two from the ROC, and two from Japan, shared their expertise on integrating circular economy principles and technology while addressing emerging challenges such as data security, digital waste, and inclusive digital access.

The workshop enhanced participants' understanding of how digital technologies support circular economy practices through site visits to the New Taipei City Resource Recycling Center and SINGTEX Group. Interactive simulations built hands-on skills in system-based problem-solving and supply chain collaboration. Participants developed actionable frameworks for digital circular economy adoption. Unintended outcomes included stronger regional networks and increased awareness of social equity and ethics in digital transitions. Participants left better prepared to implement circular economy strategies in diverse national and organizational settings.

25-CP-20-GE-TRC-A

Training Course on Green Productivity

Following the United Nations Conference on Environment and Development in 1992 (Earth Summit), the APO developed the GP approach to enhance productivity and profitability while minimizing environmental impact. The APO continues to support the global transition to net-zero emissions through GP-based training initiatives that strengthen local human resource capacity. These efforts develop individuals into GP practitioners, trainers, and knowledge disseminators to support enterprises in balancing industrial growth with environmental sustainability.

The face-to-face Training Course on Green Productivity, linked to the online course of the same name held in April 2025 (24-CP-54-GE-TRC-A), aimed to build a critical mass of future GP specialists. It also supported the APO's role as an institution builder and aligned with the updated GP 2.0 Roadmap. STAMEQ implemented the

course from 9 to 20 June in Hanoi, Vietnam. The course focused on helping participants understand GP implications at the enterprise level, learn GP implementation approaches, and build capacity to become APO-certified GP specialists.

Nineteen participants from 14 APO members attended, including eight from five members who had completed the online course. Four resource persons, one each from India, Norway, Thailand, and Vietnam, delivered sessions on GP methodologies, tools, and techniques; management systems enabling GP; and the APO-GPS 201:2023 certification and competency standards. The program included hands-on exercises on material flow cost accounting, group work on mushroom canning, and site visits to the Rang Dong Light Source and Vacuum Flask Joint Stock Company and Cosmos Industrial Co., Ltd. Participants collected and analyzed enterprise data, presented GP-based improvement proposals to enhance the triple bottom line, and prepared individual postproject action plans.

25-CP-22-GE-CON-A

Conference on Role of Green Productivity in Transition to Cleaner Energy

APO member economies face the challenge of sustaining economic growth while reducing environmental degradation and carbon emissions. Energy systems are central to this transition, and cleaner energy is essential for competitiveness, security, and inclusive development. The urgency for cleaner energy is signaled by global temperatures exceeding 1.5°C above preindustrial levels in 2024 (World Meteorological Organization, 2025). GP, particularly the GP 2.0 framework, links productivity improvement with sustainability and climate action, supporting resource-efficient, low-carbon systems.

The online Conference on Role of Green Productivity in Transition to Cleaner Energy was held on 15 December, hosted by the DAP and the APO Secretariat. It aimed to show how GP principles can contribute to clean energy strategies, share innovative technologies and policies that promote energy efficiency and renewable energy, and build capacity among stakeholders in adopting green practices across energy intensive sectors.

The conference strengthened the capacity of 67 participants from 11 member economies on GP 2.0 applications for cleaner energy transitions. A total of three resource persons from India, Italy, and the Philippines shared policies, financing mechanisms, and scalable solutions, including electrification, green hydrogen, and geothermal systems. The diversity of sectors represented (government, industry, and academia) enriched discussions and unveiled differing regional challenges. Discussions emphasized integrating policy instruments with technological innovation and highlighted the need for contextual approaches. Continuous capacity building, sector-specific training, and international sharing of case studies and financing models are recommended to ensure continuity and stronger impact, aligning with the APO's vision for low-carbon development.

25-CP-24-GE-WSP-A

Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency

Climate finance was a central focus of COP29, held in Baku, Azerbaijan, in 2024, with developed countries agreeing on a new climate finance goal of USD300 billion annually by 2035 to support developing countries (UN Climate Change, 2024). Micro, small, and medium-sized enterprises (MSMEs) are crucial players in the pursuit of green transition, but they rely on constrained cash flows, have limited financial opportunities, and lack knowledge of regulatory frameworks, which restricts their business growth.

The Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency was held on 19–22 August in Vientiane, Lao PDR. Hosted by the Lao National Productivity Organization (LNPO), the face-to-face workshop, which was aligned with the GP 2.0 Roadmap, aimed to help participants understand crucial aspects related to climate finance, gain insights into the current tax landscape in the Asia-Pacific region, and explore approaches to leveraging various financial mechanisms.

Twenty-five participants from 13 APO members gained insights from five resource persons: one each from the

ROC, India, and Singapore and two from Lao PDR. Sessions covered factors nudging enterprises toward green transition pathways; the emerging climate finance policy landscape in the Asia-Pacific; greenhouse gas protocols and carbon accounting; and environmental, social, and governance (ESG) reporting. Participants learned about metrics strengthening enterprises' bottom line and environmental performance, leveraging climate finance instruments, and cases from Lao PDR on the role of the central bank in strengthening MSMEs' access to finance. The site visits to the Micro, Small and Medium Enterprise Promotion Agency of the Ministry of Industry and Commerce and Saleumsouk Micro Finance Institute deepened participants' understanding of efforts made by the government to facilitate access to finance for MSMEs. On the last day of the workshop, the participants applied the knowledge gained into plausible solutions through group work on a case study.

25-CP-30-GE-OSM-A

Multicountry Observational Study Mission on Principles and Best Practices of the Sufficiency-based Circular Economy

The APO's GP 2.0 initiative strives to achieve net-zero emissions and meet the UN SDGs through climate change mitigation, digital technologies for carbon accounting, and circular economy practices like the 3Rs (reduce, reuse, recycle). Japan and the ROK lead Asia-Pacific economies with ambitious 2050 net-zero targets focusing on ecoproducts, responsible production and consumption, and environmentally friendly technologies. Developed economies offer replicable models that can be tailored to local needs. This observational study mission (OSM) provided participants with firsthand exposure to Japan's sustainable industrial growth approaches, enabling APO members to design frameworks for socioeconomic development with minimal environmental impact.

The Multicountry Observational Study Mission on Principles and Best Practices of the Sufficiency-based Circular Economy was held face-to-face on 10–12 December in Tokyo. Hosted by the APO Secretariat, it aimed to give participants insights into Japanese enterprises' ESG strategies and share best practices in adopting 3R principles. Participants also attended the EcoPro 2025 exhibition to observe environmentally friendly technologies and network with exhibitors.

Thirty-five participants from 15 APO members gained insights from five resource persons from Japan on leveraging digital solutions for sustainability management and compliance, decoupling business growth from environmental degradation, recycling appliances in Japan, and implementing circular economy standards. Site visits to Machida City Bio-Energy Center and Future Ecology Co., Ltd., deepened participants' understanding of public sector and industry strategies for the 3Rs, waste-to-energy, and e-waste recycling. The EcoPro 2025 visit showcased emerging green technologies and nature-based solutions promoting eco-conscious growth alongside industrialization and economic prosperity.

25-CP-33-GE-CON-A

Conference on Global Trends in Policies on Marine Debris and SMEs

SMEs are vital to economic growth, but their impact on marine debris requires greater attention. Marine debris threatens marine ecosystems globally. Governments around the world have been strengthening their efforts to address marine debris. SMEs, as both contributors and potential innovators, are central to these efforts, and enhancing SMEs' awareness of global trends and policies related to marine debris is crucial.

The APO Secretariat held the Conference on Global Trends in Policies on Marine Debris and SMEs online on 17 July. The objectives were to share the latest global trends in addressing marine debris and the implications of this issue for businesses and the environment, provide insights into policies and regulations on marine debris from members and beyond, and highlight success stories of SMEs that have made positive contributions to the environment.

Twenty-five participants from nine APO member economies attended the conference, and the sessions were delivered by three resource persons, two from Japan and one from the Philippines. They outlined global trends in countermeasures and policies addressing marine debris and plastic pollution, shared examples of policies and regulations in the Philippines, and provided examples of innovative actions taken by SMEs. Participants and resource persons engaged in active question and answer sessions, making the conference highly interactive.

25-CP-46-GE-TRC-A

Training Course on Smart Building Solutions for Sustainable Productivity Outcomes

Because of the rapid rise in urbanization, the buildings sector continues to grow, increasing energy demand and carbon footprints. By employing advanced technologies such as sensors, automation, and data analytics, smart building systems can intelligently monitor and control energy consumption for heating, cooling, and lighting, among other factors. This not only minimizes waste but also contributes to more sustainable, eco-friendly operations. This training course aligned with the core principles of GP 2.0 and aimed to expand the scope of GP to economic sectors beyond manufacturing.

The CPC held the Training Course on Smart Building Solutions for Sustainable Productivity Outcomes face-to-face in Taipei, the ROC, on 10–14 November. The objectives were to enhance participants' understanding of solutions for smart building management, give them knowledge of methodologies for quantitatively measuring and verifying energy efficiency gains, and enable them to evaluate the broader environmental and financial benefits of smart building solutions.

Twenty-one participants from 12 member economies attended the course, and sessions were delivered by a total of four resource persons from Canada, the ROC, India, and Oman. They gave an overview of smart buildings and energy modeling, including practical applications, and shared insights into IoT, automation technologies, data-driven and return on investment–driven building management, and practical approaches to retrofitting. Participants visited Taiwan Fertilizer Co., Ltd.; Colliers International Taiwan; and the Taiwan Carbon & Digitalization Development Association. On the final day, participants conducted an energy modeling exercise using Microsoft Excel, were divided into groups for active discussions on stakeholder mapping and business cases, and exchanged views with the resource persons.

25-CP-49-GE-WSP-A

Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems

About one-third of food produced for human consumption is lost or wasted globally, amounting to about 1.3 billion tons annually (FAO, 2011). This directly impacts sustainable development in economic, social, and environmental dimensions. The loss and waste of food suitable for human consumption decreases food security, nutrition, and the human right to an adequate diet.

The Turkish Academy of Sciences and the Directorate General for Strategic Research and Productivity of the Ministry of Industry and Technology of Turkiye (NPO Turkiye) held the Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems face-to-face in Ankara, Turkiye, 25–28 November. The objectives were to provide a comprehensive overview of the challenges and impacts of food loss and waste within food ecosystems, share best practices for managing food quality and minimizing food loss and waste, and explore suitable models for APO members to enhance food security and sustainability.

Twenty-two participants from 17 APO member economies completed this workshop, guided by four resource persons, one from Bangladesh, one from Japan, and two from Turkiye. A site visit to the public agricultural park Baskent Ankara Kalkinma Projesi ("Capital Ankara Development Project," also known as BAKAP) showed participants how agriculture and nature can be harmonized. At the end of the workshop, participants gave presentations on their plans to apply what they had learned in their own contexts.

25-CP-50-GE-WSP-A

Workshop on Impact of Circular Economy Principles on Productivity and Sustainability

This workshop supported the APO's mission to enhance sustainable socioeconomic development in the Asia-Pacific through GP, which aligns with circular economy principles. The circular economy approach promotes minimizing waste, circulating resources, and regenerating nature, offering an alternative to the linear "take, make, dispose" model. International standards such as the ISO 59000 series from the International Organization for Standardization (ISO) emphasize innovation, systems thinking, and resilience. By sharing strat-

egies and good practices, this workshop aimed to help APO members adopt circular economy approaches to improve resource efficiency, productivity, and sustainability and contribute to a broader shift toward resilient and sustainable economic systems across the region.

The Japan Productivity Center (JPC) and the APO Secretariat held the online Workshop on Impact of Circular Economy Principles on Productivity and Sustainability on 22–24 April. The objectives were to examine the principles and implications of the circular economy; to identify practical strategies, methodologies, and technologies for implementing circular economy practices; and to share initiatives facilitating sustainable development and resource efficiency in APO members.

Forty-one participants from 12 member economies attended the workshop, which was delivered by three resource persons: one from the ROC and two from Japan. Topics covered included trends and developments of the circular economy in different areas, the ISO 59000 series, and circular economy cases from the ROC in agrifood, plastic, textile, electronics, and high-tech industries.

25-CP-53-GE-WSP-A

Workshop on Driving Business toward ESG and the SDGs

The OECD report *Financing SMEs for Sustainability: Drivers, Constraints and Policies* (2022a) highlights limited resources, restricted access to sustainable finance, and insufficient expertise as key barriers to sustainability in SMEs. The 2025 UNCTAD report *Sustainability Disclosure for Small and Medium-sized Enterprises in Developing Economies: Challenges and Responses* adds that complex, fragmented international standards and pressure from larger corporations to engage in sustainability disclosure increase these difficulties.

To address these challenges, the CPC organized the Workshop on Driving Business toward ESG and the SDGs. Held face-to-face on 29 July–1 August in Taichung, the ROC, this workshop was an APO GP 2.0 initiative and aimed to help SMEs integrate ESG principles and align with the SDGs to achieve sustainable growth.

The objectives were to enhance participants' understanding of the technical, financial, and policy-related aspects of ESG- and SDG-driven business models for SMEs and teach them how to quantitatively measure and analyze the status of companies. Twenty-two participants from 12 member economies attended the workshop. Sessions were delivered by a total of three resource persons from the ROC, Japan, and Singapore. They provided an overview of ESG and SDG global trends and business impacts; gave lectures on identifying ESG-related challenges faced by SMEs, such as cost, limited resources, and compliance; outlined the sustainability reporting process; and shared best practices in sustainability disclosure. On the third day, all participants visited the Zero Carbon Technologies and Services Alliance at Tunghai University's Smart Carbon Neutral Campus and Artificer Intelligence Group at Central Taiwan Science Park.

Innovation for Productivity

i. Robust Ecosystem and Regulatory Framework

25-IP-07-GE-CON-A

Conference on Behavioral Insights in Policymaking for Productivity

Traditionally, efforts to improve productivity have primarily focused on organizational structures, technology, and processes, often overlooking the significant role of human behavior. In line with the APO's strategy of introducing various methods of productivity enhancement, behavioral insights have been introduced to member economies. Malaysia has been promoting behavioral insights since 2020, reflecting the government's commitment to integrating them into public policy design for better quality and more effective regulations.

This conference showcased initiatives by Malaysia and other nations for applying behavioral insights when developing public policy.

The Malaysia Productivity Corporation (MPC) held the face-to-face Conference on Behavioral Insights in Policymaking for Productivity on 21–22 April in Kuala Lumpur, Malaysia. The conference was attended by 82 participants from 15 member economies. The APO invited five resource persons, one each from Australia, Brazil, and Saudi Arabia and two from Malaysia, to share best practices for applying behavioral insights in the public sector.

Four papers were presented, covering reforming national policies to improve productivity, with lessons learned from Malaysia; leveraging good regulatory practices to support smarter governance, productivity and labor market reforms, competitiveness, and labor productivity; enhancing service delivery and increasing public sector productivity; and addressing 21st-century policy challenges in non-WEIRD (Western, educated, industrialized, rich, and democratic) countries. The conference also included panel discussions on the themes "productivity policies using a human-centered approach" and "implementing diverse policy techniques across countries," and site visits were conducted to the Institute for Health Behavioural Research, Ministry of Health, Malaysia, and the Inland Revenue Board of Malaysia.

25-IP-10-GE-WSP-A

Workshop on Policy Ecosystem Development for Startups

Startup ecosystems are key to robust innovation systems and align with the APO Vision 2025. Supporting effective collaboration between academia, industry, and policymakers with public policies that foster competitive startups is essential. A strong ecosystem includes diverse actors such as governments, universities, investors, and networks working together to drive innovation. However, as noted in the *OECD SME and Entrepreneurship Outlook 2023*, policies must reflect local needs to be effective. This workshop explored essential elements of startup policy ecosystems and how well-designed, context-sensitive public policy can help APO member economies unlock the innovation and productivity potential of startups.

The Mongolian Productivity Organization (MPO) held the Workshop on Policy Ecosystem Development for Startups face-to-face on 13–16 May in Ulaanbaatar, Mongolia. The objectives were to enhance participants' understanding of policies supporting startup ecosystems, to enable them to share and discuss best practices in policy development for strengthening startup ecosystems, and to cultivate policymaking skills for establishing appropriate startup ecosystems tailored to each member economy.

Twenty-five participants from 13 member economies attended the workshop, which was delivered by five resource persons: one each from the ROK, Malaysia, and Singapore and two from Mongolia. The resource persons provided an overview of global frameworks for startup ecosystem development and global advocacy and outlined startup ecosystem case studies. They also explained how to support startups, including from an investor's perspective, and how science, technology, and innovation ecosystems and data-driven platforms can shape the startup ecosystem. Site visits to the National Information Technology Park and the MMS Green Building in Ulaanbaatar were also conducted.

25-IP-11-GE-WSP-A

Workshop on Boosting Workplace Productivity through Effective Practices

Workplace productivity has a direct impact on organizational competitiveness and sustainable growth, but rapid changes in technology, workforce expectations, and market conditions challenge efficiency, engagement, and performance. To keep up, organizations need to adopt flexible strategies, adaptive leadership, agile systems, workflow optimization, and data-informed decision-making. Agility and adaptability are essential to maintaining productivity, and organizations that embrace flexible structures, encourage innovation, and foster continuous improvement are better positioned to sustain high performance.

The Workshop on Boosting Workplace Productivity through Effective Practices was held in Phnom Penh, Cambodia, on 18–21 November and organized by the NPCC. It aimed to help participants explore effective tools,

techniques, and practices that support and enhance productive, adaptable, agile workplaces for long-term productivity.

The workshop enhanced participants' understanding of practical approaches to increasing workplace productivity. Twenty-three participants from 13 APO members engaged in interactive sessions on leadership agility, employee engagement, workflow optimization, and performance management. A total of three resource persons from Cambodia, Japan, and Malaysia led discussions based on real-life cases and facilitated group exercises that promoted peer learning and problem-solving. Participants explored adaptable methods of addressing evolving work dynamics and strengthening organizational resilience. The workshop also included site visits to N.V.C Corporation Co., Ltd., and Canadia Bank Cambodia, where participants observed firsthand how productivity strategies are implemented in organizational contexts. The workshop enabled participants to critically reflect on their own practices and return to their home economies with actionable strategies for fostering more efficient, agile, and innovation-friendly workplaces.

25-IP-12-GE-WSP-A

Workshop on Promoting Sustainable, Inclusive Tourism

Tourism is a key sector across APO member economies, employing a high proportion of women, young workers, and SMEs, yet it faces growing challenges related to sustainability and inclusiveness amid rising environmental impacts. Although awareness of sustainable tourism is increasing globally, the sector continues to contribute significantly to greenhouse gas emissions and energy consumption.

To address these challenges and advance the APO's GP and inclusive productivity principles, the National Productivity and Economic Development Centre (NPEDC) of Nepal held the face-to-face Workshop on Promoting Sustainable, Inclusive Tourism in Kathmandu, Nepal, from 3 to 6 June. The workshop aimed to deepen participants' understanding of sustainable and inclusive tourism frameworks, standards, and policy approaches while supporting progress toward the development of a sustainable and green tourism standard by the APO.

Four resource persons, one from Austria, one from the ROK, and two from Nepal, led sessions for 21 participants from 14 member economies covering sustainable and inclusive tourism concepts, certification schemes, policy instruments, and inclusive business models. The workshop combined conceptual learning with practical application through country paper presentations, interactive discussions, and group exercises focused on developing draft standards for sustainable, inclusive tourism. A site visit to Patan Durbar Square provided firsthand exposure to heritage-based tourism practices that balance conservation, community engagement, and visitor management. Overall, the project reinforced regional capacity, fostered cross-cultural knowledge exchange, and laid a practical foundation for sustainable and inclusive tourism policies and practices across APO member economies.

25-IP-16-GE-WSP-A

Workshop on Good Regulatory Practice in the Automotive Industry to Achieve Net-zero Emission Targets

The automotive industry plays a significant role in many countries. It provides jobs, supports local businesses, and drives economic growth, but it also produces a lot of emissions. Many countries in the Asia-Pacific region are planning or beginning to switch from fully fuel-based vehicles to electrified vehicles. However, this shift is not easy; local ecosystems are not ready, and policies to support the transition are still in the infancy stage.

The Workshop on Good Regulatory Practice in the Automotive Industry to Achieve Net-zero Emission Targets was held on 23–26 September in Kuala Lumpur, Malaysia. Hosted by the MPC, it aimed to explore the changes happening in the automotive industry, especially the transition to electrified vehicles, and introduce good regulatory practices for net-zero emission compliance while boosting productivity.

Thirty-one participants from 14 APO members gained knowledge and insights from three resource persons:

two from Malaysia and one from Singapore. A standout feature of the workshop was a visit to Northport (Malaysia) Bhd., where participants learned about Northport's Electric Vehicle Battery Management Guidelines, developed in collaboration with the MPC. This visit demonstrated how the integration of electric vehicles and advanced battery systems can boost operational efficiency, extend battery lifespan, and reduce carbon emissions to address sustainability aspirations. Participants prepared individual action plans on the last day to put the knowledge acquired from the workshop into action.

25-IP-29-GE-CON-A

Conference on Digital Transformation and Regulatory Technology (RegTech) for Improving Public-sector Productivity

Governments face increasing regulatory complexity, requiring agile, tech-enabled responses. While digital transformation and regulatory technology offer powerful tools such as AI, big data, and automation to streamline compliance, improve oversight, and reduce burdens, successful adoption depends on adaptive governance and institutional readiness. As regulatory demands grow in real time, traditional systems are struggling to keep pace. APO member economies are advancing digital service delivery, yet barriers such as institutional inertia and readiness gaps persist.

The Conference on Digital Transformation and Regulatory Technology (RegTech) for Improving Public-sector Productivity was held in Manila, the Philippines, 1–2 October, organized by the DAP. It explored how digital transformation and regulatory technology can boost productivity and regulatory efficiency in the public sector, highlighted AI-driven tools and best practices, and identified resources and policies for scaling adoption.

A total of 91 participants from 16 APO members actively engaged in sessions covering institutional readiness, digital governance, regulatory sandboxes, and AI-driven regulatory technology. Participants gained valuable insights from case studies presented by six resource persons: one each from the ROC, Japan, the ROK, and Singapore and two from the Philippines. The event fostered high levels of interaction and enthusiasm, with participants contributing to dynamic discussions throughout the sessions. The conference also facilitated cross-cultural knowledge exchange, identified shared regulatory challenges, and showcased innovative tools and practices for more agile, efficient, and adaptive public administration.

25-IP-30-GE-WSP-A

Workshop on AI Management Systems

AI management systems balance governance with innovation, ensuring security, fairness, transparency, and trustworthiness. Regular reviews keep AI initiatives aligned with evolving organizational goals, ultimately enhancing economic growth and bridging infrastructure and service gaps, especially in developing countries. Combining these approaches supports productivity, innovation, and sustainable development through responsible AI use. AI integration helps organizations address inefficiencies, optimize resources, and standardize workflows while managing compliance, security, and ethical risks.

The Workshop on AI Management Systems was held on 9–12 September in Ho Chi Minh City, Vietnam. Hosted by STAMEQ, it provided 19 participants from 14 APO members with comprehensive knowledge of AI's role in efficiency, decision-making, risk management, workflows, and strategies for scalable and responsible AI adoption. The workshop was an effort by the APO to introduce a standard for AI management systems that will provide a framework for accountable, risk-aware AI adoption for member economies.

Delivered by a total of four resource persons from Hong Kong, Poland, the United Kingdom, and Vietnam, the workshop successfully enhanced participants' capacity to conduct AI system impact assessments, equipping them with practical tools to identify, evaluate, and mitigate AI-related risks in alignment with the ISO/IEC 42001 standard, developed by ISO and the International Electrotechnical Commission (IEC). It produced a replicable framework and case studies that APO members can adapt for their contexts, directly addressing members' needs in adopting AI responsibly. The workshop contributed to the APO Vision 2025 by promoting innovation, digital transformation, ethical AI deployment, future readiness, and risk management.

ii. Innovation Capability

25-IP-01-GE-OSM-A

Multicountry Observational Study Mission on Smart Manufacturing and Digital Supply Chains

The IoT enables the creation of digital threads providing real-time insights into equipment performance, production status, and supply chain logistics. AI algorithms can be used for predictive maintenance, quality control, and production optimization while predicting future demand and potential constraints in supply chains and determining root causes of quality issues outside manufacturing, such as in supply chains (Yan, 2024).

The CPC held the face-to-face Multicountry Observational Study Mission on Smart Manufacturing and Digital Supply Chains on 13–15 August in Taichung, the ROC. Thirty-three participants from 15 member economies attended, supported by three resource persons, two from the ROC and one from Japan. The mission aimed to showcase and facilitate discussions on the importance of supply chain resilience, the twin transformation (digital and green) of SMEs, the need for supportive policy frameworks and workforce upskilling, and the CPC's role as the APO Center of Excellence (COE) on Smart Manufacturing.

The program combined expert presentations, hands-on IoT workshops, and site visits to the CPC Central Regional Office in Taichung (the APO COE on Smart Manufacturing); Fair Friend Enterprise Co., Ltd.; and Victor Taichung Machinery Works Co., Ltd. These visits provided participants with direct exposure to Industry 4.0 practices such as IoT integration, robotics, automation, predictive maintenance, and digital supply chain synchronization.

25-IP-15-GE-SMN-A

Study Mission to a Nonmember Country on Innovative Technologies for Food Security

Innovative technologies for food security can address the challenges posed by global population growth, climate change, resource limitations, and evolving consumer demand. However, innovative technologies have not yet been widely disseminated in most APO members due to a lack of resources, knowledge, and infrastructure.

The APO Secretariat held the Study Mission to a Nonmember Country on Innovative Technologies for Food Security on 15–19 September. The objective was to showcase innovative technologies, methodologies, and practices used in the Netherlands to increase food security, meet food demand, and address nutritional insecurity, which would provide benchmarks and best practices for member economies to replicate.

Seventeen participants from 14 APO members completed this mission. Participants visited 13 sites, including Aeres University of Applied Sciences, Wageningen University & Research, Van den Borne Potato Farm, FoodX, and other private companies. They learned how innovative technologies and collaboration between private companies, government, and universities have contributed to food security in the Netherlands.

25-IP-25-GE-WSP-A

Workshop on Promoting Productivity through Digitalization

By streamlining operations, enabling data-driven decisions, and fostering innovation, digital tools directly enhance efficiency and output. However, while digitalization offers many advantages, it also poses various challenges. In addressing them, governments must develop supportive infrastructure, promote education reform, and establish regulatory frameworks. In addition, many organizations are still struggling to unlock these benefits due to capability gaps and a lack of strategic alignment. This workshop aimed to equip participants with practical knowledge and tools, including AI, to plan, implement, and sustain digital transformation initiatives leading to tangible productivity improvements.

NPO Pakistan held the Workshop on Promoting Productivity through Digitalization in Islamabad on 6–9 October. The objectives were to introduce digitalization; show how digital tools and technologies, including AI, can be leveraged; and share best practices for planning and implementing digital initiatives.

Twenty-three participants from 12 member economies attended, and the sessions were delivered by three resource persons, one each from Malaysia, Pakistan, and Vietnam. They gave an overview of digitalization, organizational transformation, and their impact on productivity improvement, followed by an organizational digital transformation readiness assessment. They also shared case studies and introduced emerging technologies expected to reshape industries. Participants visited DPL (Pvt.) Ltd., one of the most prominent ICT companies in Pakistan, and learned how it implemented digitalization initiatives. On the final day, all participants prepared individual organization growth strategies, and a number of volunteers presented their plans and received constructive feedback from the resource persons.

25-IP-26-GE-WSP-A

Workshop on Leadership of Service Transformation in the Lifestyle and Service Sectors

Leadership is vital to organizational transformation, driving change and enabling value creation and sustainability for better outcomes. When applied effectively, timely leadership initiatives in the lifestyle and service sectors keep operations competitive, support future-ready jobs, and boost organizational productivity and innovation.

The Singapore Productivity Centre (SGPC) held the Workshop on Leadership of Service Transformation in the Lifestyle and Service Sectors in Singapore from 1 to 4 September. The workshop aimed to strengthen leadership capacities for guiding transformation in the service and lifestyle sectors, which account for over 60% of GDP in advanced APO economies such as Japan and Singapore (Nomura & Ho, 2024).

The workshop engaged 19 participants from 14 APO member economies and three from Azerbaijan and was supported by four resource persons, one from the ROC, one from Germany, and two from Singapore. Leadership was emphasized as a critical enabler of transformation, higher productivity, and innovation in the face of technological change, rising competition, and evolving societal expectations. Key topics included process reengineering, foresight applications, resilient leadership during disruptions, and technology adoption for customer-centered service transformation. Site visits to the National Library Board and the Singapore Institute of Technology's Punggol Campus demonstrated how organizations are reimagining their roles as integrated, community-centered hubs that combine education, research, sustainability, business, and social functions, which often requires significantly more time and investment in planning than in implementation to ensure future success. Over four days, participants successfully produced three key deliverables: learning diaries, images of the future, and institutional action plans. These captured the lessons learned and outlined strategic planning for implementation in participants' institutions and regions.

25-IP-28-GE-WSP-A

Workshop on Service Innovation for the Food and Beverage Industry

Advances in methods and technologies are driving innovation in the food and beverage industry. Technologies such as data analytics, AI, and the IoT are being used from farm to fork to ensure quality and improve productivity and sustainability with accurate, real-time information.

The CPC held the Workshop on Service Innovation for the Food and Beverage Industry in Taipei, the ROC, 30 September–3 October. The objectives were to introduce methods and technologies to improve food and beverage service management; examine ways to improve productivity, food safety, and consumer satisfaction while reducing costs; and share good practices and models for utilizing those methods and technologies in APO members.

Twenty-four participants from 13 APO member economies completed this workshop, guided by four resource persons: one from India, one from Hong Kong, and two from the ROC. Site visits to Young Qin International Co., Ltd., and Taiwan Head Brewers Brewing Company provided knowledge about how to utilize innovative technologies to improve productivity and sustainability by predicting demand accurately and other methods. At the end of the workshop, participants gave presentations on their plans to apply what they had learned to their own contexts.

25-IP-31-GE-OSM-A

Multicountry Observational Study Mission on Productivity Innovation through AI Transformation (AX)

The APO promotes digital transformation as a means of enhancing productivity and competitiveness by addressing challenges such as skill gaps, infrastructure constraints, and the digital divide. Integrating AI into operations, products, and services through agile, continuously evolving business models drives innovation, efficiency, and sustainable growth. The ROK exemplifies AI transformation implementation, having made major investments in AI research and development (R&D), infrastructure, and talent alongside ethical AI governance and diverse applications in education, healthcare, and manufacturing. As a leader in the field, it provides a model for accelerating productivity innovation across the Asia-Pacific region.

The Korea Productivity Center held the Multicountry Observational Study Mission on Productivity Innovation through AI Transformation (AX) on 10–12 November in Seoul, the ROK. The aim of the mission was to enhance participants' understanding of AI transformation as a strategic initiative for productivity improvement by examining the ROK's national AI trajectory, macroeconomic productivity implications, and organizational readiness frameworks.

Thirty-two participants from 17 member economies completed the study mission, which was led by a total of four resource persons from Australia, France, the ROK, and the United Kingdom. Participants analyzed the ROK's comprehensive AI strategy, explored AI maturity and responsible governance, and learned practical steps to follow to close the "AI delivery gap." Through study visits to the 8th AI Summit Seoul & Expo, Seoul Robot & AI Museum, and DOUZONE, they observed real-world AI applications, SME-focused digital platforms, and innovation models that support sustainable, value-driven productivity outcomes.

Inclusive Productivity

SME Development

24-CL-06-GE-WSP-A

Workshop on Transformation of the Informal Economy

The informal economy encompasses all economic activities carried out by workers and economic units that are either not covered or insufficiently covered by formal regulations, whether in law or in practice. In many APO members, a significant proportion of workers and businesses operate in this sector. According to the ILO (2018), 68.2% of the population in the Asia-Pacific region was employed in the informal sector in 2016. The APO has reported that this sector is strongly linked to low productivity and emphasized the need for effective policy initiatives to remove constraints faced by enterprises in this sector while enhancing the skills and human capital of its workers.

The National Training and Productivity Centre, Fiji National University, collaborated with the APO Secretariat to hold the Workshop on Transformation of the Informal Economy online from 17 to 19 March. The objectives were to help participants understand the scale, impact, and challenges of the informal economy; learn about effective approaches and policies to address it; and explore digital technology applications to transform it.

Forty-three participants from 15 APO members attended this workshop along with three resource persons, one each from India, Singapore, and South Africa. During the workshop, participants gained a basic understanding of the informal economy and explored how government policies and initiatives conducted in collaboration with relevant stakeholders have supported workers and enterprises in the informal sector.

24-CL-34-GE-WSP-A

Workshop on Monitoring and Evaluation Systems for SME Support Programs

Robust monitoring and evaluation systems are essential to improving the effectiveness, accountability, and sustainability of SME support programs in APO member economies. As SMEs continue to drive innovation, productivity, and job creation, the ability to track outcomes, assess program performance, and make evidence-based policy decisions has become increasingly important. However, many economies face persistent challenges in data quality, result measurement, and systematic evaluation practices.

To address these challenges, the Workshop on Monitoring and Evaluation Systems for SME Support Programs was jointly organized by the Small and Medium Enterprises Development and Support Administration (KOSGEB), Turkiye; NPO Turkiye; and the APO Secretariat. Held online on 4–6 November, the project aimed to develop participants' competencies in designing, implementing, and using monitoring and evaluation systems tailored to national SME support programs. It also intended to enhance their understanding of monitoring and evaluation fundamentals, frameworks, data collection tools, indicator development, reporting, and evidence-based policy processes.

Forty-seven participants from 10 APO member economies completed the workshop, supported by a total of three resource persons from Ecuador, Egypt, and Turkiye. Through nine expert-led sessions and a synthesis discussion, participants strengthened their ability to apply results-based management and modern monitoring and evaluation methodologies, analyze performance data, and improve SME policy effectiveness. Participants also presented country papers containing insights into their local economies and had the opportunity to receive tailored expert feedback and engage in two-way discussions.

25-CL-07-GE-TRC-A

Training Course on Digital Kaizen for SMEs

Integrating digital technologies with traditional productivity methods like kaizen amplifies benefits for enterprises. Digital kaizen, an evolution of continuous improvement, drives data-based transformation for smart manufacturing and addresses challenges such as adopting digital tools, improving quality and efficiency, reducing waste, and maintaining agility. Digital tools require continuous improvement as well as implementation to achieve excellence and resilience in volatile markets. The APO's *Digital Kaizen Guidebook* (Komatsu, 2024) reinforces capacity building in productivity pathways while embracing technological trends. This training course was developed to introduce innovative, data-driven interventions for sustainable competitiveness.

The Training Course on Digital Kaizen for SMEs was held face-to-face on 10–14 November in Tokyo. Hosted by the JPC, the course aimed to explain digital kaizen fundamentals and emerging trends; share approaches and best practices for enterprise-level digital transformation; and provide practical insights into leveraging digital technologies for productivity enhancement.

Fifteen participants from 12 APO members and three from Uzbekistan gained insights from two Japanese resource persons on IoT basics and trends; HR development through digital kaizen; and the essentials of starting projects while considering budget, timeline, and team structure. Hands-on exercises covered sensor data acquisition, transmission, and visualization and group work on problem identification. Site visits to Priken Co., Ltd.; Konno Corporation; and Finetech Japan enriched participants' understanding of digital kaizen adoption. On the final day, participants showcased their learning through individual presentations, which also served as a knowledge-sharing platform for participants' perspectives and solutions to ground-level challenges.

25-CL-09-GE-WSP-B

Workshop on Best Practices of Service Design in SMEs

The APO Vision 2025 emphasizes the productivity-boosting capabilities of smart transformation and innovation, particularly in service sectors affected by digitalization and other sectors affected by servicification. Singapore's achievements in innovation, entrepreneurship, and workforce development

serve as benchmarks for other service-based economies.

The Workshop on Best Practices of Service Design in SMEs was held face-to-face on 14–17 October in Singapore to share service innovation and design thinking best practices from SMEs in Singapore to inspire and guide APO members. Hosted by the SGPC, the workshop helped participants understand service sector trends, the growing demand for innovation, and service design methodologies. It also supported APO members in enhancing service quality through service design, a multidisciplinary approach that improves customer and provider experiences by aligning infrastructure, communication, and user needs.

Eighteen participants from nine APO members gained insights from four resource persons: one from India, one from Malaysia, and two from Singapore. Sessions covered emerging technological trends in service design, AI-driven strategies, service-based economies, key service design metrics, workflow automation, organizational change, and strategic implementation for SMEs. Site visits to Nanyang Polytechnic's Service Experience Design Collaborative Lab and Hay Dairies Pte., Ltd., offered practical insights into academic and SME applications of service design. On the final day, participants engaged in group work to apply their learning to a case study, exploring solutions from the perspectives of government, industry, and workforce stakeholders.

25-CL-15-GE-WSP-A

Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development

As ESG considerations become critical to business sustainability, SMEs must adapt to evolving regulations and market expectations to ensure long-term sustainability and enhance productivity. However, many SMEs face challenges such as limited awareness, financial constraints, and technical gaps, making it difficult to integrate ESG principles into their operations. ESG-related regulatory frameworks and sustainability expectations are increasingly influencing investor behavior and market practices. While large corporations often have the resources to respond, SMEs frequently lack the financial and technical capacity to do so. Regulatory requirements, such as sustainability reporting obligations and responsibility frameworks, are also creating new expectations, making an understanding of the evolving ESG landscape important for SME competitiveness and resilience.

The Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development, held face-to-face in Colombo, Sri Lanka, from 9 to 12 December, was hosted by the NPS, Sri Lanka. It aimed to deepen participants' understanding of ESG principles, explore regulatory compliance challenges, and share practical examples of ESG adoption to support SME sustainability, productivity, and competitiveness across APO member economies.

Twenty-four participants from 13 APO members engaged in interactive sessions on ESG fundamentals, regulatory developments, SME-focused integration strategies, and case studies. Three resource persons, one each from Japan, Malaysia, and Sri Lanka, shared policy, business, and practical perspectives tailored to SME contexts. Participants also presented country papers, enabling peer learning and comparisons of national experiences. The workshop included site visits to Dilmah Ceylon Tea Company PLC and Good Market, where participants observed how ESG principles are applied in conservation-based enterprises and social business ecosystems, balancing environmental stewardship, governance transparency, and business performance. The workshop also shifted participants' understanding of ESG beyond compliance considerations, helping them recognize its potential for enhancing SME productivity and competitiveness.

ii. Broad-based Engagement

24-CL-09-GE-OSM-A

Multicountry Observational Study Mission on Women's Economic Empowerment

According to UN Women (2024), the lack of equal rights and access to economic resources and markets limits women's productivity and perpetuates multidimensional, intergenerational poverty and gender disparities in income and well-being. Women's economic empowerment is central to closing gender inequality gaps for economic diversification, boosting productivity and increasing income equality. This OSM was part of

continued efforts to promote women's labor force participation, inclusion, and empowerment.

The APO Secretariat held the face-to-face Multicountry Observational Study Mission on Women's Economic Empowerment in Tokyo on 26–28 November. It aimed to help participants understand women's economic empowerment, its links to productivity, and related challenges and constraints.

Thirty-six participants from 17 member economies attended, from both the public and private sectors. Through expert presentations, seven resource persons, five from Japan and two from the Philippines, shared their insights into promoting women's economic empowerment from the perspectives of the UN, central and local governments, the private sector, and entrepreneurs. Participants observed best practices and emerging trends on site visits to the Tokyo Women's Plaza (a public hub established by the Tokyo Metropolitan Government) and a private Japanese company, Mercari Inc., that has internally promoted diversity and inclusion. The project successfully enhanced participants' knowledge and facilitated discussions among resource persons and participants. At the end of the mission, participants created policy recommendations and action plans for promoting women's economic empowerment in their local economies. These included legal reforms and enforcement improvement, supportive infrastructure, education and awareness campaigns for all genders, skills enhancement, increased access to resources, and workplace and organizational culture improvements.

24-CL-13-GE-WSP-A

Workshop on Policies for Gender Equality and Competitive Female Labor

The NPS, Sri Lanka, and the APO Secretariat held the online multicountry Workshop on Policies for Gender Equality and Competitive Female Labor on 24–26 September. Twenty-three participants from five member economies attended, mainly from the public sector, supported by a total of four resource persons from Japan, Pakistan, the Philippines, and Sri Lanka. The workshop featured expert presentations on gender equality and female labor force participation, their links to national economic competitiveness and productivity, and their challenges and constraints. Resource persons shared insights from government policies and plans for promoting gender equality and female labor force participation in their economies.

Through the lectures and group discussions, participants learned about gender equality and female labor force participation in APO economies by analyzing data such as the Global Gender Gap Index, which revealed a significant gap between female and male labor force participation in many economies. It was also found that female labor force participation rates peak in youth and steadily fall as age increases. Many economies have increased female labor force participation rates over the past two decades, but in some economies such as Cambodia, India, the Islamic Republic of Iran (I.R. Iran), Mongolia, Sri Lanka, Thailand, and Vietnam, rates have decreased.

There are many common challenges and barriers across APO members despite different backgrounds and contexts, such as cultural and social norms, work-family balance, violence against women and girls, and pressure to conform. The project successfully enhanced participants' knowledge and facilitated discussions among resource persons and participants to generate policy recommendations for the promotion of gender equality and female labor force participation in APO members. These policy recommendations included legal reforms and implementation improvement, supportive infrastructure, education and skills enhancement, and improvements to workplace and organizational culture.

24-CL-20-GE-WSP-A

Workshop on Policies and Schemes on Gender Equality in Agriculture

Recognizing women's work in the agriculture sector and increasing their inclusion is a key objective under the inclusive engagement and shared prosperity goal of the APO Vision 2025. It is critical to understand gender-related challenges in agricultural work and to develop government policies and schemes to enhance female productivity in this sector.

The APO Secretariat held the online Workshop on Policies and Schemes on Gender Equality in Agriculture on 7–9 April. The objectives were to discuss recent trends and government policies and initiatives related to

gender equality in agriculture; consider the relationship between sustainability, productivity, and gender equity; and share successful models, strategies, and practices.

Thirty-one participants from 12 APO members attended, along with six resource persons: one each from Indonesia, Japan, Malaysia, and Vietnam and two from the Philippines. During the workshop, participants learned about the state of gender equality in agriculture and examined related tools and approaches, including benchmarks and guidelines for women's economic empowerment, from resource persons with various backgrounds. At the end of the workshop, participants gave presentations on what they had learned and actions they could take to facilitate gender equality in agriculture in their economies.

24-CL-21-GE-WSP-A

Workshop on Social Resilience for Sustainable Societies

Social resilience is the ability of human communities to withstand external shocks, such as environmental variation or social, economic, or political upheaval, and to effectively recover from such disruptions. Such upheaval affects all communities, but in different ways. Extreme weather events and long-term climate change disproportionately affect the incomes of rural people living in poverty, women, and older populations. In addition, rural areas face population decline, aging demographics, and disadvantaged access to cities, with GDP per capita 13% lower, labor productivity 16% lower, and employment rates 8% lower than in cities (OECD, 2020). These challenges underscore the need of rural areas for strengthened community resilience to protect their well-being.

The APO Secretariat held the Workshop on Social Resilience for Sustainable Societies online from 31 March to 2 April. Its objectives were to deepen participants' conceptual understanding of social resilience, help them learn about practical approaches and tools for enhancing community resilience, and share successful cases of fostering resilience in rural areas.

Forty-two participants from 13 APO members attended this workshop, led by four resource persons: two from Japan and two from Thailand. The workshop introduced theoretical frameworks and practical examples of social resilience in the contexts of rural development, environmental conservation, and disaster risk reduction. Participants actively engaged in discussions and exchanged their thoughts, broadening their perspectives on how to strengthen community resilience in their member economies.

iii. *Productivity Gainsharing*

25-CL-12-GE-CON-A

Conference on Informal-economy Productivity Measurement

The informal economy accounts for about 66% of total employment in the Asia-Pacific, involving approximately 1.3 billion workers (ILO, 2025). Despite its scale, it remains characterized by low productivity, limited access to markets and finance, and exclusion from labor protection and formal policy support. Strengthening productivity and promoting formalization are key priorities under the APO Vision 2025. However, APO research in 2023 across 10 member economies identified persistent challenges, including inconsistent definitions and limited statistical capacity, that hinder reliable measurement of informal sector productivity (Mitra, 2023). Addressing these challenges requires harmonized frameworks and stronger data systems to support inclusive, evidence-based policymaking.

To this end, the face-to-face Conference on Informal-economy Productivity Measurement was held by the LNPO in Vientiane, Lao PDR, 8–9 October. The conference aimed to explore practical methodologies for measuring informal-economy productivity and to share best practices to help member economies design effective policies for formalization and inclusive productivity growth.

The event brought together 70 participants from 13 APO members, representing government agencies, academia, NPOs, and related associations. Guided by seven resource persons, one each from Canada, India,

Malaysia, South Africa, and Vietnam and two from Lao PDR, participants gained valuable insights into informal-economy productivity, explored practical measurement approaches, and discussed actionable strategies to enhance productivity and support formalization. The conference strengthened regional capacity, fostered collaboration among APO members, and built momentum for collective actions, laying the foundation for more inclusive productivity growth across the Asia-Pacific.

Regional Catalyst

Certification and Accreditation

25-RC-01-GE-CBD-A

Management of the APO Accreditation and Certification Program

The Management of the APO Accreditation and Certification Program further strengthened the regional productivity ecosystem by advancing the governance, outreach, and operational capacity of APO-AB-accredited CBs. Key activities included the APO-AB Council Meeting, the Workshop Meeting of Heads of APO Certification Bodies, and targeted CB promotion initiatives. These activities served as principal platforms for strategic direction, knowledge exchange, and capacity building while promoting the adoption of APO certification schemes for productivity specialists and GP specialists across member economies.

To ensure the integrity and credibility of the accreditation framework, core technical functions were also reinforced. The Accreditation Review Panel continued to provide independent oversight of accreditation-related matters, and assessments of CBs were undertaken to verify compliance with APO-AB requirements and certification practices. In parallel, the development and refinement of the question bank supported the standardization and reliability of examinations conducted under the APO certification of persons schemes, contributing to improved consistency and quality in candidate evaluation. In 2025, 32 participants from 11 member economies and 36 resource persons from 14 member economies took part in the program.

Through these coordinated efforts, the APO enhanced the operational robustness and international credibility of its accreditation system while expanding the reach of certification programs across the Asia-Pacific region. The program continues to play a pivotal role in developing a growing pool of qualified productivity professionals and strengthening institutional capacity for productivity promotion in APO member economies.

25-RC-01-GE-CBD-A-ID01

Certified Productivity Specialists Preparatory Course

This project strengthened Indonesia's national productivity ecosystem by establishing sustainable capacity for the certification of productivity specialists. Under the APO Certification Body Development (CBD) Program, the APO supported the Professional Certification Agency for Productivity (PCAP), the CB of Indonesia, through training and consultancy, extending the scope of its accreditation to include the Certified Productivity Specialists scheme in May 2025, with certification conferred at the 67th Session of the APO Governing Body (GBM) in Jakarta, Indonesia. Following this achievement, the APO supported preparatory training for the NPO of Indonesia, the Directorate for Productivity Development of the Ministry of Manpower of the Republic of Indonesia, as a promotional activity for the CB.

A face-to-face preparatory course was implemented in Bekasi, Indonesia, from 8 to 13 September, hosted by the NPO of Indonesia. The project supported the NPO of Indonesia to train local participants as a prerequisite before being certified under the APO-PS 101:2023 Requirements for Productivity Specialists.

From 331 participants, 147 completed the training, written examination, and interviews and were certified as

productivity specialists by the PCAP. Four resource persons, one each from the ROC, Japan, Malaysia, and Singapore, have been assigned to deliver the training.

25-RC-01-GE-CBD-A-MY01

MPC-CB Key Resources Calibration Training Workshop and Industry Productivity Forum (IPF)

This project strengthened Malaysia's professional recognition of productivity specialists through a structured certification system and sustainable certification capacity. The APO supported the Malaysia Productivity Corporation Certification Body (MPC-CB), accredited by the APO-AB in 2021 as the first CB for productivity specialists, and further assisted its CB promotion initiatives to reinforce institutional capacity and ensure consistent, credible certification practices aligned with APO priorities.

A face-to-face calibration workshop was conducted in Putrajaya, Malaysia, from 17 to 19 October, hosted by the MPC and MPC-CB with APO support. The workshop harmonized understanding of the APO-PS 101:2023 Requirements for Productivity Specialists among 15 participants, consisting of the MPC-CB's assessors, examiners, internal auditors, panel members, and secretariat staff. Facilitated by a resource person from Singapore, the workshop strengthened impartiality, consistency, and governance in certification operations while enhancing operational readiness and cross-functional collaboration.

In addition, the MPC organized the Industry Productivity Forum, held on 17–18 November in Kuala Lumpur, which brought together 60 participants, consisting of practitioners and industry representatives, to discuss emerging competency needs, digital transformation, and sustainability priorities. The forum reinforced the strategic role of certified productivity specialists and strengthened industry engagement, supporting Malaysia's structured certification pathway and contributing to the APO's goals on human capital and institutional development.

ii. Capacity Building of NPOs

23-SN-08-GE-TRC-A-UAS-01

Executive Leadership Programs for NPOs

Amid evolving productivity challenges, reinforcing strategic leadership and innovation among APO members has become increasingly vital. This leadership program for NPO senior leaders was designed to build leadership capacity, support NPOs in navigating digitalization and emerging productivity trends, and equip stakeholders with practical tools for addressing complexity. It further promotes stronger communication, collaboration, and networking to respond effectively to shifting regional and global productivity landscapes.

The APO Secretariat conducted the second Executive Leadership Programs for NPOs training course at the INSEAD Europe Campus, Fontainebleau, France, from 21 to 25 April. The program addressed key areas, including strategic leadership and innovation in productivity, advanced tools for productivity policy development, the application of AI to boost productivity, and the latest insights in productivity advancement.

Seventeen NPO senior leaders from 16 APO members successfully completed the executive leadership program guided by seven resource persons: one each from Belgium, Canada, and Singapore and two each from France and Germany. Program outcomes included sharing a structured framework for analyzing productivity trends and developing strategic policy responses, which will enhance participants' ability to address national productivity challenges. The participants also took part in practical sessions featuring real-world scenarios and demonstrations of AI, machine learning, and virtual reality, which offered insights into the contextual application of advanced technologies to improve long-term productivity. The program provided a platform for participants to engage with eminent experts in productivity policy and tech entrepreneurship and gain cutting-edge perspectives from seven global thought leaders. The program also emphasized strategic approaches to emerging productivity issues and offered postprogram support to help participants refine their own initiatives.

iii. *Digital Learning Platform*

23-CP-43-GE-DLN-A

Ocean Environment and Plastic Pollution

The ocean environment faces significant challenges due to plastic pollution, which has become a global environmental crisis. Microplastics persist in the environment, accumulating in marine ecosystems and potentially entering the food chain. They harm aquatic wildlife and may pose human health risks. This e-course contributes to GP and the APO Vision 2025 goal of enabling a robust innovation ecosystem.

The objectives of this e-course are to provide participants with an understanding of plastic pollution in oceans, promote measures to prevent plastic pollution, and contribute to restoring the ocean environment.

The e-course was released in March, and as of 31 December, 111 participants had enrolled, 55 had completed, and 46 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CL-04-GE-DLN-A

SME Digital Transformation

Rapid digitalization, evolving work models, and accelerating technological change are reshaping how organizations operate across APO member economies. However, many SMEs continue to face challenges in translating digital adoption into measurable productivity gains. Organizational silos, limited digital readiness, and unclear transformation roadmaps often prevent businesses from fully leveraging automation, collaboration tools, and data-driven decision-making. To address these challenges, the APO developed the Exponential Workplace e-course under the digital learning project SME Digital Transformation, drawing on the exponential workplace framework presented in the APO publication *Reimagining Work in the New Norm: The Exponential Workplace*, to provide practical guidance on building agile, technology-enabled, and future-ready workplaces.

The course aims to deepen participants' understanding of exponential workplace principles and their applications in SMEs and other organizations. It introduces three core pillars essential for SME digital transformation: (1) automation and digitalization to streamline processes, (2) collaboration and communication to enhance teamwork and connectivity, and (3) data and decisions to enable evidence-based management. Participants learn to assess their organizations' digital readiness, design pilot initiatives, and develop structured transformation pathways. Delivered through prerecorded, expert-led videos, the 10-hour course comprises five modules covering foundational concepts, practical tools, and implementation strategies.

The course was released in October, and 642 participants had enrolled, 169 had completed, and 141 had passed the course as of 31 December. The course will remain open and is scheduled to continue in 2026.

24-CL-12-GE-DLN-A

Performance Management Systems in the Public Sector

Performance management involves setting goals and ensuring that they are achieved through a planning and control cycle. It comprises activities, tools, and mechanisms to measure and evaluate results to improve performance. In the public sector, it improves service effectiveness and has positive impacts on outcomes for citizens. Performance management systems are important in transforming institutional strategies into results in the public sector. They contribute to the efficiency and effectiveness of the public sector while improving service quality and enhancing citizen satisfaction.

The APO launched the Performance Management Systems in the Public Sector e-course to introduce emerging concepts, principles, and values of performance management in public sector organizations and outline performance management system models and applications used in the public sector.

The course opened on 31 January, and by the end of December, 5,148 participants had registered, 1,646 had completed, and 1,394 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CP-04-GE-DLN-A

Managing Disruptive Technologies

The introduction of disruptive technologies has significantly altered the manufacturing landscape. These digital technologies provide companies with tools for innovation while offering individuals new avenues for economic interaction. They also fundamentally alter operations, business model approaches, and customer expectations, including demands for lower-cost services and mobile-friendly applications. To fully leverage the potential of technological advances and navigate their complexities, effective management is essential.

The APO launched the Managing Disruptive Technologies e-course to introduce disruptive technologies and their management in the manufacturing sector and explore the value, business models, and scope of disruptive technologies across different sectors to improve the performance and productivity of manufacturing value chains.

The course opened on 7 February, and as of the end of December, 165 participants had registered, 44 had completed, and 43 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CP-07-GE-DLN-A

Artificial Intelligence in the Public Sector

As the demand for enhanced public service grows, the integration of AI in the public sector becomes increasingly vital. AI offers transformative potential through the automation of routine tasks, refined decision-making, and valuable real-time insights, shifting the focus from manual labor to strategic planning and policy development. AI-driven data analysis delivers insights that improve service delivery, accountability, and transparency, and it engages citizens by ensuring that decisions are informed and services are updated promptly.

This e-course is designed to equip public sector professionals with the knowledge and tools to fully utilize AI, promoting productivity, efficiency, and innovation in public services. The objectives are to help participants understand key concepts and real-world applications of AI in the public sector; examine the potential benefits and challenges of implementing AI in public sector organizations; and develop the skills required to identify suitable AI-based solutions for public sector organizations.

The e-course was released in May, and as of 31 December, 347 participants had enrolled, 119 had completed, and 91 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CP-13-GE-DLN-A

Smart Aquaculture

Aquaculture is one of the fastest-growing food production sectors globally, contributing 130.9 million tons in 2022 and surpassing capture fisheries (FAO, 2024). Despite this growth, the sector continues to face persistent challenges, including labor intensiveness, high feed costs, energy inefficiency, and environmental concerns. Traditional production systems require significant modernization to ensure long-term sustainability and productivity. To address these issues, the APO developed the Smart Aquaculture e-course to introduce digital technologies, such as sensors, automation, IoT, big data, and AI, that can be used as practical tools to enhance efficiency and sustainability.

The objectives of the course are to deepen learners' understanding of smart aquaculture technologies and their applications; address challenges related to labor intensity, feed optimization, energy saving, and water quality control through digital solutions; and promote sustainable aquaculture practices among APO member economies.

The course was launched in October, and as of 31 December, 40 participants had enrolled, 26 had completed, and 23 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CP-40-GE-DLN-A

Implementing International Standards Related to Green Productivity

The GP framework strengthens organizational productivity and environmental performance, and international standards play a central role in guiding the transformations required to meet GP objectives and support broader socioeconomic development. The GP approach helps SMEs facing financial and resource limitations to stay competitive in an increasingly volatile and globalized market. By integrating environmental stewardship, profitability, and quality, GP delivers benefits for both producers and consumers. ISO standards on quality, energy, and environmental management further enable SMEs to translate GP strategies into actionable improvements, ensuring regulatory compliance while enhancing their triple bottom line. This aligns with the APO's GP 2.0 initiative, where new GP management systems will provide organizations with clear protocols to accelerate implementation.

The Implementing International Standards Related to Green Productivity e-course aims to highlight GP as a means of decoupling industrialization from environmental degradation. It also seeks to help participants understand key aspects of international standards related to GP frameworks and ways of implementing those standards. The e-course introduces emerging trends, including greenhouse gas emission accounting, life cycle assessment, and the latest ISO standards on the circular economy, supporting APO members in adopting forward-looking sustainable practices.

The e-course was released in April, and as of 31 December, 251 participants had enrolled, 72 had completed, and 61 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-CP-49-GE-DLN-A

Integrated Pest and Disease Management in Rice

Rice is the staple food for much of Asia, which produces and consumes around 90% of the world's rice harvest (Sustainable Rice Platform, 2023). Yet pest and disease outbreaks are intensifying due to climate change, leading to serious yield losses and putting farmers' livelihoods at risk. Many producers still rely heavily on chemical pesticides. In fact, the FAO (2023) reported that Asia used 980 kilotons of pesticides in 2021, 8% more than in 2020. But overuse can trigger pest resistance, leave residue, and harm biodiversity and ecosystems, making conventional control approaches increasingly unsustainable. Integrated pest management offers a practical, science-based alternative by combining prevention, monitoring, and targeted biological, physical, and chemical controls to protect crops while reducing unnecessary pesticide use.

The objectives of this e-course are to share updated practices for integrated pest management in rice farming, promote unique green control with reduced pesticide use to elevate sustainable rice productivity, and enhance participants' understanding of the impact of pesticides and integrated pest management on safe food production and the environment.

The e-course was released in April, and as of 31 December, 162 participants had enrolled, 71 had completed, and 59 had passed the course. The course will remain open and is scheduled to continue in 2026.

24-IP-08-GE-DLN-A

Digital Innovation in the Public Sector

Digital transformation is a common goal for governments, driven by the need to modernize and meet evolving citizen expectations. The public sector is undergoing rapid digital transformation to enhance citizen engagement, deliver better public services, cut costs, and deal with societal challenges. With Industry 4.0, the public sector must embrace digital innovation. Additionally, trends like open data, AI, and civic technology are shaping the landscape of public services, governance, and urban development.

The objectives of the Digital Innovation in the Public Sector e-course are to introduce participants to digital innovation processes in the public sector, examine how digital technologies can enhance innovation in public

service delivery, and help public sector employees develop digital skills and build capacity to drive innovations.

The e-course was launched on 13 June, and by the end of December, 1,277 had enrolled, 304 had completed, and 219 had passed the course. The course will remain open and is scheduled to continue in 2026.

25-CP-35-GE-DLN-A

Gamification and Game Design for Customer and Employee Engagement

In a highly competitive, digitally driven environment, organizations face growing challenges in sustaining engagement and performance among both customers and employees. Gamification offers a research-backed approach to influencing behavior and boosting motivation by applying game mechanics in business settings. It is often misunderstood as simply "playing games," but in practice, it uses behavioral insights, incentives, and design principles to shape participation and outcomes. Gamified environments can strengthen workplace motivation and performance. A 2019 survey found that 89% of employees believed they would be more productive in a gamified environment (Apostolopoulos, 2019).

The objectives of the Gamification and Game Design for Customer and Employee Engagement e-course are to help participants understand gamification, its evolution, and behavioral psychology; explore strategies for enhancing customer loyalty and employee motivation; and apply gamification techniques across business functions to increase engagement and productivity.

The e-course was released in July, and as of 31 December, 112 participants had enrolled, 30 had completed, and 24 had passed the course. The course will remain open and is scheduled to continue in 2026.

25-CP-40-GE-DLN-A

Cybersecurity Management Systems (Basic)

In today's digital landscape, SMEs face increasing cybersecurity threats that can result in financial losses, reputational damage, and operational disruptions, making effective protection essential for safeguarding assets, maintaining customer trust, and ensuring business continuity. As digital adoption accelerates, exposure to cyber risks has also risen. In 2024, Check Point Software Technologies reported that organizations experienced an average of 1,876 cyberattacks per week in Q3 2024 (a 75% increase compared with the same period in 2023). Research also suggests that 31% of SMEs have been victims of cyberattacks involving ransomware, phishing, and data breaches (Woodgate, 2024). This e-course addresses these risks by strengthening practical cybersecurity readiness using internationally aligned principles.

The objectives are to help SMEs understand fundamental cybersecurity concepts and risk assessment techniques; learn to identify vulnerabilities, monitor threats, and implement effective cybersecurity measures; and strengthen their cybersecurity resilience by applying key principles and frameworks following international standards.

The e-course was released in September, and as of 31 December, 98 participants had enrolled, 34 had completed, and 30 had passed the course. The course will remain open and is scheduled to continue in 2026.

25-CP-41-GE-DLN-A

Occupational Health and Safety Management System (OHSMS)

Occupational health and safety management systems provide a framework for the effective management of occupational health and safety, including all aspects of risk management and legal compliance. The ISO 45001:2018 standard promotes a structured approach to workplace safety. Implementing ISO 45001:2018 enhances organizations' ability to monitor and improve safety measures, reducing risks and increasing long-term productivity.

The main objectives of this e-course are to provide participants with a comprehensive understanding of occupational health and safety management systems in line with the latest international standards and to equip

them with practical knowledge for effective implementation. The course emphasizes key elements such as risk assessment, leadership, worker participation, operational control, performance evaluation, and continuous improvement using internationally recognized best practices.

The e-course launched in November and comprises five modules: (1) key concepts of ISO 45001:2018; (2) organizational context, leadership, and participation; (3) risk-based planning and setting objectives; (4) support, competence, and operational control; and (5) performance evaluation, improvement, and practical implementation. The course supports capacity building in occupational health and safety management and promotes safer, more productive workplaces in participating organizations. By the end of December, 61 participants had enrolled in the course. The course will remain open and is scheduled to continue in 2026.

25-CP-43-GE-DLN-A

Applying Green Productivity Based on ISO14001 Standards

Climate risks, stricter regulations, and rising ESG expectations are pushing organizations to take more structured environmental action while remaining competitive. Integrating GP tools into an environmental management system aligned with ISO 14001 helps organizations optimize resource use, meet compliance obligations, and build resilient operations. ISO 14001:2015 provides a practical framework for reliable environmental management system implementation through risk-based thinking, a life cycle perspective, and continual improvement.

This e-course was an updated version of the previous course launched in 2017, which had a total of 185 participants with 131 completions. The updated course introduces current themes such as ESG, net-zero emissions, and the circular economy alongside digital tools like data dashboards and monitoring systems to support data-driven sustainability decisions. The objectives are to build participants' knowledge of ISO 14001 environmental management systems, GP tools and techniques for improving environmental and operational performance, and environmental management system practices linked to ESG standards, the circular economy, climate resilience, and digital sustainability tools.

The e-course was released in November, and as of 31 December, 29 participants had enrolled, 15 had completed, and 13 had passed the course. It will remain open and is scheduled to continue in 2026.

25-CP-45-GE-DLN-A

Agritourism Business Development

The Agritourism Business Development e-course provides a comprehensive introduction to the fast-growing field of agritourism and its expanding role in sustainable rural development. Agritourism has emerged as a powerful tool for revitalizing rural areas by diversifying income sources, fostering community engagement, and preserving local culture and natural heritage.

Building on the APO's long-standing initiatives in sustainable rural tourism, agribusiness innovation, and community-based development, this updated e-course replaces the Agritourism Business Development e-course launched in 2016. It reflects new realities shaped by global disruptions such as pandemics, rapid technological advances, shifting consumer expectations, and evolving sustainability requirements. It introduces practical business development frameworks and real-world case studies while outlining the steps necessary to assess, plan, establish, and manage successful agritourism ventures. By exploring key success factors, from marketing and farm assessment to environmental protection and cultural preservation, participants will develop the competencies needed to design agritourism models that are economically viable, environmentally responsible, and aligned with the needs of rural communities.

This e-course equips participants with essential knowledge and practical tools to help them understand the fundamentals of agritourism, global tourism trends, and the value created when agriculture and tourism are integrated into cohesive, visitor-centered experiences. The e-course was launched in December, and by the end of December, 16 participants had enrolled and four had passed the course. The course will remain open and is scheduled to continue in 2026.

25-IP-19-GE-DLN-A

Data-driven Agrifood Businesses

The agrifood sector is increasingly integrating data-driven technologies to enhance efficiency, sustainability, and resilience across production and value chains. Big data analytics, AI, and precision agriculture enable real-time decision-making using data from sensors, drones, satellites, and IoT devices to optimize irrigation, fertilization, and pest control, improving yields while reducing environmental impact. These tools also strengthen supply chain integration, traceability from farm to fork, and market intelligence to anticipate demand shifts and reduce food waste. With agritech markets expanding rapidly, understanding and applying data analytics is becoming essential for competitive and innovative agrifood businesses in APO economies.

The Data-driven Agrifood Businesses e-course was launched to help participants understand the basics of big data applications in agrifood business and farm production; the technical and organizational applications, challenges, and opportunities related to data-driven tools; and precision data applications in agriculture, supply chain optimization, and market intelligence.

The e-course was released in August, and as of 31 December, 525 participants had enrolled, 147 had completed, and 97 had passed the course. The course will remain open and is scheduled to continue in 2026.

25-RC-03-GE-DLN-A

APO Productivity Talks

As an information clearinghouse, the APO has continued to expand its outreach beyond in-person events through YouTube and related online channels to disseminate practical, evidence-based productivity knowledge. Launched in 2020, the Productivity Talks (P-Talks) series has become a consistent platform for policymakers, practitioners, and researchers to exchange ideas on emerging productivity challenges and solutions, with sessions promoted through the APO's social media networks: Facebook, X, and LinkedIn.

Content in 2025 was designed to reflect APO member priorities and evolving productivity needs under the theme "intelligent technologies for sustained productivity growth." Sessions focused primarily on GP (eight sessions) and smart transformation (seven), complemented by sessions on broad-based engagement (five), innovation capability (four), quality of the workforce (three), robust ecosystems and regulatory frameworks (three), and productivity gainsharing (three). Speaker diversity also remained a key strength: Thirty speakers were from APO member economies and nine were from nonmember economies, underscoring the APO's role as a regional platform with global perspectives.

As part of efforts to strengthen forward-looking content, the APO launched the Productivity Trends (P-Trends) format in 2025 under the P-Talks program. Three sessions were held to distill emerging signals and discuss their implications for productivity policies and practices. Overall, since 2020, the P-Talks program has delivered 269 sessions featuring 345 speakers, enhancing the visibility of the APO and broadening access to productivity knowledge for stakeholders across and beyond the Asia-Pacific region.

iv. Research and Program Development

23-RC-19-GE-RES-A

Research on Agricultural Productivity in Asia

With limited land and water, agriculture must produce about 50% more food, feed, and fiber by 2050 compared with the volumes generated in 2012 to meet the needs of a projected 9.7 billion people (FAO, 2025). Degrading natural resources and climate change complicate this. This Research on Agricultural Productivity in Asia measured agricultural productivity trends in selected Asian and non-Asian economies, guiding policy recommendations for enhancing agricultural sector productivity in APO members. Inadequate systems hamper accurate monitoring, undermining efforts to reduce rural poverty and achieve food security. This project created a reliable, har-

monized regional database for measuring productivity and benchmarking trends, ensuring that policymakers can devise effective strategies to support the agriculture sector and foster sustainable economic growth.

The project objectives were to measure and monitor agricultural productivity in APO member economies and reference economies, examine agricultural productivity measurement and monitoring abilities to strengthen national programs for improvement, develop a harmonized regional database of agricultural productivity indicators for benchmarking, and make policy recommendations for enhancing agricultural productivity in the region.

This research was initiated by the APO in 2024 with the University of Queensland. The final report, *Agricultural Productivity in Asia*, was released in September 2025 and covers global agricultural trends, measurement methods, economic drivers, key issues in Asia, and policies for enhancing productivity in APO members.

23-RC-23-GE-RES-A

Research on Strategic Modeling for Future Agriculture in Asia

Agriculture will be impacted by ongoing climate change, including rising sea levels, droughts, and floods, compounding pressure on food production systems. Due to expected changes in environmental and socioeconomic trends, it is essential to conduct strategic modeling to predict the future of agriculture in Asia.

This research project on strategic modeling for future agriculture in Asia focused on the effects of climate and socioeconomic changes on agricultural productivity and consumption, explored the potential of R&D investments as adaptation measures, projected long-term growth based on international modeling, and recommended policies for enhancing agricultural productivity in APO members.

This research was implemented in collaboration with the International Food Policy Research Institute. The final report, *Strategic Modeling for Future Agriculture in Asia*, was released in January. It covers strategic modeling for agriculture, projected climate impacts, the effects of baseline technological growth and R&D investments on agricultural production and Asian markets, and the effects of socioeconomic changes on food demand and diets in the Asia-Pacific.

24-RC-09-GE-RES-A

Productivity Analysis Series

Labor productivity is complex, constantly changing, and shaped by multiple factors. Economic conditions, technological advances, government policies, climate change, and societal shifts play pivotal roles in the overall labor productivity landscape.

As a think tank and regional adviser, the APO conducts research to monitor economic growth performance and understand member-specific socioeconomic needs. Policy analysis tailored to national contexts adds value to robust productivity planning based on evidence-based, scientific studies. The 2025 Productivity Analysis series is a result of collaborative efforts among institutions and experts at the forefront of productivity research in APO members.

Four Productivity Analysis reports were published in 2025: (1) *AI in the Philippine Information Technology and Business Process Management Sector*, (2) *Digital Transformation and Workforce Skills Strategy for Pakistan's Manufacturing Sector*, (3) *Financial Inclusion and Total Factor Productivity in Nepal*, and (4) *Unlocking Productivity and Growth Potential: Digital Adoption in Indonesia's Manufacturing MSEs*.

24-RC-10-GE-RES-A

APO Productivity Outlook

The APO publishes the annual Productivity Outlook series to monitor economic growth and provide insights into productivity prospects across key sectors in its member economies. The series supports evidence-based

policymaking through cross-border analysis of productivity trends, drivers, and growth rates. The 2025 edition focuses on the impact of climate change on productivity, highlighting how even small temperature increases can lead to extreme weather events that disrupt activities and reduce productivity. Climate variability threatens food security, economic stability, and livelihoods, making it essential to develop tailored policies that ensure sustainable productivity growth.

The objectives of this research were to analyze the impact of climate change on various sectors, the current challenges of climate change, effective ways of enhancing productivity, and evidence-based policy implications for APO member economies in key sectors and to publish the findings in the *APO Productivity Outlook 2025*.

The final report, *APO Productivity Outlook 2025*, was published in March on the APO website.

24-RC-11-GE-RES-A

Research on Raising Informal-sector Productivity

The informal sector is characterized by low productivity and poses challenges for inclusive growth. It employs a vast share of the labor force, including women, in APO members. Informal sector enterprises suffer from low economies of scale and lack of access to finance, undermining their productivity. Countries with larger informal sectors fare worse in inclusive development, with lower productivity, fiscal resources, financial deepening, capital accumulation, institutional quality, empowerment of women, and social security coverage. However, informal sectors encourage entrepreneurship and digital technology use, providing secondary jobs in times of high inflation.

While the APO publications *Issues and Challenges on the Productivity Performance of the Informal Sector in Selected APO Members* (Mitra, 2023) and *Informality, Productivity, and Financial Inaccessibility: A Study of Selected APO Members* (Joshi, 2024) provide descriptive case studies of the informal sectors of selected members, the objective of this research is integrated multicountry analysis to test, measure, and provide insights into inclusive growth. The multicountry analysis is expected to test hypotheses about the informal sector's effects on economies, identify the factors and determinants underlying those effects, and outline policy implications.

The final report is expected to be completed and published in 2026.

24-RC-12-GE-RES-A

Research on Economic Upgrading Strategies and Productivity Growth

Economic upgrading involves the transition from low- to high-value-added activities and is crucial for enhancing productivity, competitiveness, and work quality. For APO members, many of which are middle-income countries, tailored modernization strategies are essential for strengthening technological capabilities and improving product quality. Leveraging digital technologies plays a pivotal role in this process.

This research explored the connection between economic upgrading and digital transformation, focusing on key sectors such as manufacturing, IT services, agriculture, and services. It aimed to enhance productivity growth and promote sustainable economic development across APO members by enhancing firm-level technological capabilities. The objectives of the research were to examine the need for and feasibility of implementing economic upgrading strategies in APO member economies, to identify priority sectors with high potential for economic upgrading, to review the implications of digital technology for upgrading economies, and to analyze the expected contributions of economic upgrading to overall productivity growth.

The research was led by a chief expert from Japan with nine national experts, one each from India, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Thailand, and Turkiye. The final report, *Small Tech, Big Impact: Low-cost ICT and SME Productivity—Microdata Evidence from Nine Economies in Asia*, was published in July on the APO website.

24-RC-13-GE-RES-A

Research on Technological Capability Enhancement Support for SMEs and Productivity Improvement

Since the COVID-19 pandemic, SMEs have faced significant challenges in productivity and innovation, requiring effective policies to support recovery and sustainable growth. SMEs in Asia account for 70% of employment (Kapoor, 2023), making them a critical economic force. Enhancing SMEs' technological capabilities is essential because these capabilities drive their productivity and innovation. Strategies such as integrating into global value chains and leveraging foreign investment spillovers have traditionally supported SME development, but the pandemic disrupted these mechanisms.

This research aimed to identify targeted measures to help SMEs recover, build their resilience, and strengthen both traditional and emerging industries. It assessed SMEs' technological capabilities and innovation systems, identified effective measures to support and enhance these capabilities, and proposed policy recommendations to support these measures.

The research was led by a chief expert from Japan with 12 national experts, one each from the ROC, India, Japan, Lao PDR, Mongolia, Nepal, Pakistan, the Philippines, Singapore, Thailand, Turkiye, and Vietnam. The final report, *SME Productivity and Innovation in Asia: Policies for a Resilient Future*, was published in June on the APO website.

24-RC-14-GE-RES-A

APO Productivity Databook and Database 2025

The APO conducts annual measurement research on productivity trends and economic growth performance, publishing results in its *APO Productivity Databook* and Productivity Database to support evidence-based policymaking for APO members. Constructed under an internationally harmonized framework, the APO Productivity Database allows cross-border comparisons and is accessible on the APO website. This approach helps policymakers, economic analysts, and development planners analyze national productivity performance and socioeconomic progress. The 2025 edition of the *APO Productivity Databook* highlights economic growth, labor productivity, and total factor productivity (TFP) in APO member and selected nonmember economies in Asia and beyond.

The project objectives were to analyze the productivity performance of APO members, selected nonmembers in Asia, and reference economies; to develop comprehensive, harmonized productivity accounts of those economies covering 1970–2023; and to project economic growth and labor productivity trends in APO members until 2035.

Research for the 2025 Databook and Database began in 2024 with 17 APO members. The final report, *APO Productivity Databook 2025*, was released in October and covers sources of economic growth, labor and capital productivity, TFP, industry origins of growth, energy productivity, the Asian Economy and Productivity Map, and labor quality changes.

24-RC-15-GE-RES-A

Research on Emerging Trends in APO Member Countries

Emerging social, technological, economic, environmental, and political trends have the potential to disrupt and transform markets, governments, and society in the near future. Organizations must be able to address these trends to meet their goals and thrive.

In its role as a regional catalyst for improving productivity, the APO must analyze emerging trends and government development priorities, identify new productivity tools and techniques, provide evidence-based policy advice, and undertake capacity-building activities. Therefore, economy-specific trends should be investigated holistically, looking not only at challenges posed but also at emerging opportunities to optimize value.

The APO published four emerging trends reports in 2025: (1) *Trends in Addressing Plastic Pollution in the Philippines*, (2) *Sustainable Agri-food System and Resilience in Thailand: Exploring Technology-driven Solutions for a Resilient Future*, (3) *An Overview of the Twin Transformation Process in Turkiye*, and (4) *R&D Performance Trends in Turkiye*.

24-RC-16-GE-RES-A

Research on Assessing the Needs of APO Member Countries

As economies strive for sustainable development and growth, understanding and improving productivity become increasingly crucial. Productivity growth impacts competitiveness, job creation, and overall prosperity, yet levels vary due to differences in policies, infrastructure, technology adoption, and institutional frameworks. Identifying common challenges and needs across members and sectors is essential for formulating capacity-building efforts.

The research project on assessing the needs of APO member economies was launched in July 2024 in collaboration with national experts from 20 member economies and the research institution Forward-Thinking Aust., Pty., Ltd., led by Professor Roberta Ryan. The aim of this research project was to contribute to the APO post-2025 vision development by aligning productivity enhancement efforts with national development priorities, particularly in strategic sectors. This involves leveraging the collective expertise and resources of the APO and strengthening NPO programs to align with national productivity plans. This initiative seeks to foster productivity growth across the region for socioeconomic development post-2025 while adhering to the APO's mission.

The final report, *Research on Assessing the Needs of APO Member Economies*, was completed in April and published for internal use only.

24-RC-17-GE-RES-A

Research on Enhancing Productivity among Persons with Disabilities

APO members have ratified the UN Convention on the Rights of Persons with Disabilities and pledged to reduce inequality for persons with disabilities under the SDGs, yet many still face critical socioeconomic challenges. Addressing these issues aligns with the APO Vision 2025 target of inclusive productivity. "Persons with disabilities" encompasses those with long-term physical, mental, intellectual, or sensory impairments. The World Health Organization (2022) estimates that 1.3 billion people globally (16% of the population) have a significant disability, and UNESCAP (2021) counts 472 million working-age persons with disabilities in the Asia-Pacific. The ADB (2021) reports that over half of Asia's persons with disabilities are over 60. Varying national standards, legal frameworks, and fiscal capacities compound barriers, especially for women. This research project explored policies and practices in APO members to enhance inclusivity for persons with disabilities.

This research project on enhancing productivity among persons with disabilities was conducted in 2024 by a chief expert from Finland and seven national experts from Bangladesh, Cambodia, Lao PDR, Mongolia, the Philippines, Sri Lanka, and Turkiye. The project objectives were to study the status of persons with disabilities in APO members, identify structural barriers relating to inclusive employment, and examine employment policy interventions to enhance productive inclusion of persons with disabilities in APO members.

The final report, *Enhancing Disability-inclusive Employment Policies in Asia: Challenges, Good Practices, and Policy Recommendations*, was released in May 2025 and covers workforce participation, infrastructure support, and policy changes relating to persons with disabilities and productivity measures for greater inclusion.

24-RC-18-GE-RES-A

Research on the Women's Empowerment Index in the Agriculture Sector

Women contribute significantly to agricultural production across APO member economies; however, their participation and productivity are often constrained by structural, social, and economic barriers. Limited access to land, finance, technology, and decision-making opportunities continues to restrict women's full engagement and advancement in the agriculture sector, despite their critical role in food systems and rural livelihoods.

Research on the Women's Empowerment Index in the Agriculture Sector was conducted in 2024 and 2025. Its objectives were to (1) study the roles and involvement of women in the agriculture sector among APO members, including their productivity performance; (2) identify structural, social, and economic barriers women face in the agriculture sector; and (3) examine ways to increase women's engagement, contributions, and well-being while promoting gender equality in the agriculture sector.

This research project was distinctive in that it amplified voices from the field. Eight national experts, one each from Cambodia, the ROC, India, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam, and one chief expert from Sri Lanka engaged directly with local agricultural experts and 94 women aged between 19 and 67 working in the agriculture sector. These women shared their lived experiences, challenges, and perspectives, providing valuable qualitative insights to complement the analytical framework of the study. The final report, *Voices from the Fields: Women's Empowerment in Agriculture*, was published in December 2025 on the APO website.

24-RC-19-GE-RES-A

Research on Policies Supporting the Shift to a Knowledge-based Economy

The transition to a knowledge-based economy is vital for APO members, enabling them to drive productivity growth through knowledge, information, and high-level skills. AI technologies are central to this shift; they offer advanced automation, data analytics, and decision-making capabilities that enhance productivity and innovation. As economies around the world continue to evolve from traditional industrial models, access to knowledge and information remains a key factor in fostering competitiveness and sustainable prosperity. Analyzing existing policies and leveraging government support are essential steps in developing a knowledge economy and unlocking its transformative potential.

This research was conducted by the Korea Institute for Industrial Economics and Trade. The objectives were to analyze trends and policies that promote a knowledge-based economy and enhance productivity, to investigate the opportunities and barriers that accompany the transition to a knowledge-based economy, and to provide strategies and models for adopting advanced technologies and maximizing their impact on productivity.

The final report, *AI and the Knowledge Economy: Transforming APO Members*, was published in April on the APO website.

24-RC-20-GE-RES-A

Research on Productivity Readiness

Productivity remains one of the most critical drivers of long-term economic growth and social well-being, and this research was conducted while APO member economies navigated the intertwined challenges of postpandemic recovery, climate change, digital transformation, and shifting global dynamics. The report, *APO Productivity Readiness 2025*, provides more than an economic snapshot; it serves as a strategic guide to understanding the conditions that enable nations to pursue and sustain productivity growth.

The research was led by Helpful Economic Advisory Services Pty. Ltd., a consulting firm based in Australia. *APO Productivity Readiness 2025* was published in December 2025 on the APO website as the second edition of *APO Productivity Readiness 2020*. The report examines traditional macroeconomic indicators, productivity determinants, and four key overarching themes that drive those determinants: motivation, capabilities, market efficiency, and stability.

One of the key contributions of the report is the refined Productivity Readiness Index, which incorporates over two decades of data and includes new dimensions such as climate risk and digital integration. The Productivity Readiness Index provides member economies with a robust tool for benchmarking progress and identifying areas that warrant policy focus.

24-RC-21-GE-RES-A

Research on Measuring Productivity in Digital Workplaces

Advances in technology have made digital workplaces possible. They are supported by new work styles and performance measured by output rather than physical presence. The new workplace model focuses on productivity, collaboration, leadership, and culture in the digital age. However, there are challenges to be addressed in measuring productivity in digital workplaces. By exploring the productivity implications of the rapid increases in the number of digital workplaces, this research provides insights into the changing workforce needs accompanying digital transformation.

Research on Measuring Productivity in Digital Workplaces began in 2024 with the participation of ten APO members: Bangladesh, India, the ROK, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Thailand, and Turkiye. The objectives were to study productivity gains from new work styles and digital workplaces resulting from advanced technology applications, explore how new digital tools improve performance in meeting client expectations, and recommend proposals to strengthen digital workplace strategies.

The final compiled report, *Productivity Performance of Digital Workplaces: Insights from Selected APO Member Economies*, was completed and published in July 2025 on the APO website.

24-RC-22-GE-RES-B

Research on Crowdsourcing for the Public Sector

Crowdsourcing has gained global recognition among governments for its potential to boost productivity, improve service quality, and meet citizen expectations. A member-level assessment of how APO member governments leverage this approach will help shape successful governance strategies and increase public participation. Crowdsourcing allows individuals to collectively engage in problem-solving, policy deliberation, and innovation. Evidence shows it can foster policy innovation, generate better public services at lower cost, and deepen citizen engagement. When used effectively, it enhances public sector efficiency, transparency, and trust. This research examined APO members' adoption of crowdsourcing and offers recommendations on strengthening these initiatives to promote citizen-centric governance.

The research on crowdsourcing for the public sector was conducted in 2024 by a chief expert from the ROC with six national experts from the ROC, India, Malaysia, Pakistan, Thailand, and Turkiye. The project objectives were to increase citizens' engagement in the delivery of public services, identify crowdsourcing approaches and success factors that promote innovation and productivity performance in the public sector, and analyze lessons learned from crowdsourcing in APO members to enhance existing policies and programs.

The final report, *Harnessing Crowdsourcing for Public Sector Innovation: Lessons from Six APO Members*, was released in April 2025 and covers crowdsourcing models, best practices, success factors, impacts on citizen participation, challenges, lessons learned, and future trends.

24-RC-24-GE-RES-A

Research on Government Rightsizing and Restructuring to Improve Bureaucratic Efficiency in APO Member Economies

Rightsizing and restructuring in the public sector are reforms under the new public management theory and good governance, embodying the principles of streamlining, downsizing, and rationalization. This reorganization of a bureaucracy can lead to higher productivity and greater citizen satisfaction. In APO member economies, rightsizing and restructuring are key to improving bureaucratic efficiency and overall productivity.

Research on Government Rightsizing and Restructuring to Improve Bureaucratic Efficiency in APO Member Economies was conducted in 2024 and 2025 with the participation of seven APO members, Fiji, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, and Sri Lanka, led by a chief expert from the ROK. The objectives were

to provide a comparative analysis of rightsizing and restructuring reforms undertaken by the governments of participating member economies and assess their success in increasing the productivity and performance of public sector organizations.

The final compiled report with individual country chapters was officially published in July 2025 with the title *Strategic Approaches in Rightsizing and Restructuring Initiatives in the Public Sector: Challenges and Lessons in Enhancing Its Effectiveness and Efficiency*.

24-RC-25-GE-RES-B

Research on Productivity Gainsharing Best Practices in the Agrifood Sector

Fair gainsharing along the agrifood value chain boosts farm-level productivity, farmer profits, and national food security, ultimately reducing poverty and improving living standards. The COVID-19 pandemic exposed vulnerabilities in global food supply chains, increasing the urgency of enhancing agricultural productivity amid trade challenges, natural hazards, and economic constraints. In many Asian countries, small-scale farms dominate the agrifood sector, limiting economies of scale, market access, and the adoption of advanced technologies. Governments have implemented price controls, hedging techniques, and cooperative models to address these challenges. This research evaluated the effectiveness of these measures, offering valuable policy insights for improving agricultural productivity and equity.

The objectives of this research were to explore and assess best practices and effective applications of productivity gainsharing models in the agrifood sector in APO member economies and provide recommendations based on the lessons learned.

The research was led by a chief expert from Bangladesh with 10 national experts, one each from Bangladesh, India, Lao PDR, Mongolia, Nepal, Pakistan, the Philippines, Thailand, Turkiye, and Vietnam. The final report, *Advancing Shared Prosperity: Best Practices in Productivity Gainsharing in Asia's Agrifood Sector*, was published in September on the APO website.

25-RC-08-GE-RES-A

Research on Mapping Green Productivity Initiatives in APO Members for Green Growth

Under the guidance of the Green Productivity Advisory (GPA) Council, development of the interactive GP mapping application began in earnest in April 2025. Following the completion of the basic application structure and user interface in July, the APO Secretariat began drafting the sustainability, climate change, and circular economy policies in APO members. As of December 2025, the write-ups of 10 APO members had been completed and integrated into the application.

The in-development prototype was presented to senior officials at the first Pacific Regional Tripartite Employment Conference in Fiji in September and to delegates at the 66th WSM in October. The GP mapping application is on track for public release following a final review at the GPA Council Annual Meeting in 2026.

25-RC-09-GE-RES-A

APO Productivity Outlook

As part of its core mandate, the APO produces the annual Productivity Outlook series to examine emerging trends shaping productivity across member economies and to support evidence-based policymaking. The series provides comparative analysis of sectoral productivity dynamics and structural challenges affecting long-term growth in the Asia-Pacific region. In recent years, rapid economic expansion in many member economies has increased energy consumption, intensifying the challenge of balancing productivity growth with environmental sustainability. Against this backdrop, energy efficiency has become a key policy priority, offering opportunities to enhance productivity while addressing energy security and climate concerns. The *APO Productivity Outlook 2026* will thus focus on the productivity implications of energy efficiency across key sectors.

The objectives of this research are to analyze the impact of energy efficiency on productivity and the environment; to conduct sector-specific, evidence-based assessments of energy efficiency indicators; and to propose policy strategies using a composite set of quantitative indicators in the *APO Productivity Outlook 2026*.

The final report is expected to be published in March 2026.

25-RC-10-GE-RES-A

Productivity Analysis Series

In the fast-changing environment and diverse stages of economic development of APO members, in-depth analyses of member-specific socioeconomic needs and implications for productivity enhancement are needed. Policy analysis tailored to national contexts allows robust productivity planning based on evidence-based, scientific studies.

The APO recognizes the need for a comprehensive understanding of the evolving landscape affecting overall productivity performance. The APO has published the Productivity Analysis series on various topics in collaboration with think tanks and research institutions specializing in productivity and economic development in APO members. Leveraging their expertise allows the APO to remain up to date with the latest productivity trends and challenges at national and regional levels. Such collaboration expands networks and enhances partnerships in the policymaking of APO member governments and strengthens the think tank role of the APO.

The 2026 Productivity Analysis series will focus on critical productivity issues and challenges posed by recent socioeconomic changes, highlighting best practices of productivity policies adopted by member economies. Three reports are expected to be completed and published in 2026: one on trade openness and TFP in Nepal; one on economic trends, technological advances, and resilience in Mongolia; and one on productivity challenges and opportunities for Pakistan's marine resources.

25-RC-11-GE-RES-A

Research on the Educational Divide and Implications for Productivity

The educational divide refers to the disparity in the educational attainment and achievement of different groups within a population. It can have significant implications for productivity. The OECD highlights that macroeconomic gains from human capital arise from both increased access to education and improving its quality (Egert et al., 2022). Significant educational disparities, such as restricted access to and unequal opportunities for high-quality education among certain segments of the population, can lead to the creation and entrenchment of a low-skilled, low-productivity workforce, posing a threat to inclusive productivity. Recent technological advances, including AI, provide opportunities for improving both educational attainment and quality but may also widen the educational divide, resulting in skill polarization and exacerbating job and education mismatches due to skill-biased economic growth.

To bridge this divide for inclusive economic growth, it is important to examine its implications for productivity and identify root causes, opportunities, and policy interventions. To this end, this research project on the educational divide and its implications for productivity is being conducted in collaboration with researchers from Tsuru University, Japan.

The final report is expected to be completed and published in 2026 and will recommend strategies to reduce disparities and promote inclusive productivity in APO member economies.

25-RC-14-GE-RES-A

Green Productivity Rating System

Under the guidance of the GPA Council, development of the GP rating application began in April 2025. The development of the basic application structure and user interface was completed in July, and developmental focus has since shifted to integrating high-quality, verifiable, and reliable data into the GP rating application in

consultation with academic and scientific institutions such as the University of Tokyo and the National Institute of Advanced Industrial Science and Technology (AIST) of Japan.

The in-development prototype was presented to APO Chair 2025–26 Amardeep Singh Bhatia and the GPA Council members at an informal meeting in September to explore closer integration with AIST's Inventory Database for Environmental Analysis (IDEA) to draw on its high-quality life cycle inventory data. The GP rating application is on track for public release following a final review at the GPA Council Annual Meeting in 2026.

25-RC-15-GE-RES-A

Need Analysis of APO Members

AI has the potential to enhance productivity and economic growth in APO member economies. Rapid advances in AI are reshaping industries worldwide, leading many members to introduce national strategies and initiatives to support AI adoption. However, the level of AI integration remains uneven across the region due to differences in digital infrastructure, workforce skills, and policy frameworks. While some economies are making substantial investments in AI-driven innovation, others face challenges in digital transformation, skills development, and effective policy implementation. These disparities highlight the need for a systematic assessment to understand member economies' AI-related needs and inform targeted, context-specific interventions aligned with national and regional priorities.

The objectives of this research are to examine AI readiness, digital infrastructure, and institutional support in APO member economies; analyze gaps between current and desired AI capabilities; identify tools, techniques, and capacity-building needs for AI-driven productivity; and provide strategic recommendations for AI-related APO programs for member economies.

The research is being conducted by the Korea Institute for Industrial Economics and Trade with 10 national experts, one each from India, Japan, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Sri Lanka, Turkiye, and Vietnam. The final compiled report with individual country chapters is expected to be published in May 2026.

25-RC-16-GE-RES-A

Development of Green Productivity Guidebooks

The concept of GP was introduced in 1994, and the Handbook on Green Productivity was published in 2006 based on the "success in six" model (Johannson, 2006). The handbook primarily targeted SMEs in the manufacturing sector and was designed as a learning tool to strengthen the triple bottom line of productivity, social well-being, and environmental performance.

After almost three decades of success since the introduction of GP, the 66th APO GBM in 2024 approved the implementation of the GP 2.0 Roadmap and approaches to update GP. In collaboration with E2 Management Corporation, the new GP guidebook will update the original handbook and provide a foundational syllabus detailing complementary GP tools, techniques, and methodologies that have emerged since 2006. It will also explain the value of GP 2.0 in relation to the SDGs, the circular economy, and other key frameworks for a modern audience, helping readers understand how organizations can leverage GP to achieve sustainability without sacrificing growth.

The GP guidebook is expected to be completed and published in 2026.

25-RC-17-GE-RES-B

Research on Productivity Enhancement in the Healthcare Sector through Digital Transformation

Healthcare systems across Asia and the Pacific face rising pressure from aging populations, chronic diseases, and cost burdens, and COVID-19 exposed gaps in access and service delivery. Digital health solutions, from telemedicine to AI-enabled diagnostics, can improve efficiency and expand coverage, but outcomes remain uneven across economies. A UNESCAP report (2023) found that the region had

achieved only 14.4% progress in meeting SDG targets, far below the 50% goal.

This research assesses how digital transformation can enhance healthcare productivity while improving accessibility and affordability. The project objectives are to identify opportunities and challenges for productivity enhancement in healthcare through digital transformation; assess digital transformation's effectiveness in improving accessibility, affordability, and universal health coverage aligned with SDG 3 (good health and well-being); and analyze impacts and implementation strategies of digital health interventions in developed and emerging APO members.

In 2025, the APO Secretariat began this research with six member economies (Bangladesh, ROC, India, Japan, Nepal, Pakistan) led by a chief expert from Bangladesh. The final report, expected in mid-2026, will present best practices and policy recommendations on privacy and security, AI and machine learning applications, digital health regulations, and barriers to adoption. It will also outline collaboration pathways to advance SDG 3.

25-RC-18-GE-RES-B

Research on AI Adoption for Productivity Improvement in the Public Sector

AI can enhance efficiency and productivity in public sector services, but many APO members face barriers to adopting it effectively. These include limited expertise; inadequate implementation frameworks; and unresolved issues around data sovereignty, ethical and legal safeguards, and robust data governance. Adoption also varies widely among public sector organizations, and agencies must navigate challenges such as cross-border regulation of global platform providers. Reflecting the speed of uptake elsewhere, the Hoover Institution (2024) reported that about a quarter of US civil servants use generative AI for work tasks, underscoring the need for tailored public sector guidance in APO contexts.

The objectives of this research are to map public sector AI adoption, craft sector-specific implementation frameworks, and outline productivity pathways. The APO Secretariat implemented this research for Bangladesh, the ROC, India, Japan, the ROK, Malaysia, the Philippines, and Thailand.

This research was initiated by the APO in cooperation with Niigata University, Japan, in 2025. The final report, set for publication in mid-2026, will cover the AI landscape in the public sector and provide sector-specific frameworks and policy directions to improve productivity while addressing data governance, ethical and legal safeguards, and data sovereignty.

25-RC-20-GE-RES-A

APO Productivity Databook and Database 2026

The APO conducts annual productivity measurement research and publishes the results in the *APO Productivity Databook* and the Productivity Database to support evidence-based policymaking in member economies. Developed under an internationally harmonized measurement framework, the Productivity Database enables cross-country comparisons and is accessible on the APO website. The *APO Productivity Databook* analyzes long-term history and recent trends in productivity and economic performance in the Asia-Pacific and reference economies for policymakers, analysts, and development planners. The 2026 edition will present economic growth, labor productivity, and TFP estimates for the 21 APO members, six selected nonmember economies in Asia, and the United States.

The objectives are to develop harmonized productivity accounts for APO members, selected Asian nonmembers, and reference economies for 1970–2024; analyze their productivity performance; and project APO members' economic growth and labor productivity trends to 2035. The APO Secretariat will implement this project for all member economies.

Research for the 2026 *APO Productivity Databook* and the Productivity Database began in 2025 with 14 APO members. The final report, expected in October 2026, will cover sources of economic growth (labor and capital productivity and TFP), industry origins of growth and labor productivity improvement, energy productivity

performance, maintenance and updating of the Asian Economy and Productivity Map, and analyses of labor quality changes to reflect accurate productivity levels.

25-RC-23-GE-RES-A

Research on Building a Culture of Productivity and Innovation in the Public Sector in APO Member Economies

Public sector organizations in APO member economies face increasing pressure to improve productivity, enhance service delivery, and respond effectively to complex societal demands. Building a culture of productivity and innovation has become essential to enable governments to adopt agile practices, leverage digital technologies, and implement results-based management approaches. Strengthening innovation-driven organizational cultures will help public institutions improve efficiency, responsiveness, and overall governance performance.

This research was undertaken in collaboration with 12 national experts from APO member economies, one each from Bangladesh, Cambodia, India, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, Turkiye, and Vietnam, under the guidance of a chief expert from Australia. The objectives of the study were to examine innovative practices, governance structures, and organizational cultures that support productivity improvement and to provide recommendations to strengthen innovation-driven productivity in the public sector.

The final report is expected to be completed and published in 2026.

25-RC-24-GE-RES-A

Research on the Gig Economy in APO Members

The gig economy represents a significant shift in employment patterns, driven by digital platforms and flexible work models transforming labor markets. While it has enabled innovation, entrepreneurship, and access to diverse talent pools, it also challenges traditional productivity measurement through fragmented work arrangements and uneven worker protections. Emerging alongside digital platforms in the early 2000s, the gig economy expanded on-demand and freelance work but raised concerns over income instability, skill mismatches, limited social protection, and regulatory gaps (WEF, 2020). These dynamics create barriers to sustainable productivity and inclusive growth, underscoring the need for systematic analysis to understand how the gig economy supports and constrains productivity outcomes across APO member economies.

The objectives of this research are to analyze the impact of the gig economy on productivity trends, to assess key forms of gig work and worker characteristics in different economies, to examine regulatory frameworks that support workers in the gig economy, and to provide policy recommendations to align the growth of the gig economy with sustainable economic development and workforce resilience. One chief expert from Japan is leading the research, supported by 12 national experts, one each from Bangladesh, Cambodia, Fiji, India, Indonesia, Lao PDR, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, and Thailand.

The final compiled report with individual country chapters is expected to be published in 2026.

25-RC-25-GE-RES-B

Research on International Benchmarking Studies on Productivity in the Food and Beverage (F&B) Sector

APO member economies represent a diverse range of cultural, economic, and social conditions. This diversity provides a rich dataset for benchmarking, allowing businesses to compare their performance and practices with industry standards and identify opportunities for improvement. The food and beverage sector has long been a cornerstone of economic growth and development in APO members. The region, known for its rich culinary heritage and diverse food preferences, has witnessed a significant surge in the food and beverage sector in recent decades due to urbanization, rising incomes, and changing consumer preferences. Through this benchmarking study, the APO aims to help member economies enhance their competitiveness

and improve the overall performance of their food service industries compared with global standards.

Research on International Benchmarking Studies on Productivity in the Food and Beverage (F&B) Sector was undertaken in collaboration with researchers from the Singapore Institute of Technology. The objectives of the study were to analyze the productivity performance of the food and beverage sectors in selected cities within and outside APO member economies and provide recommendations to enhance the productivity performance of the food and beverage sector.

The final report is expected to be completed and published in 2026.

v. *Centers of Excellence*

24-RC-23-GE-COE-C-IN02

Development of Training Manual on Industry 4.0 and Responsible AI Adoption for SMEs

SMEs often face challenges in effectively adopting Industry 4.0 and AI technologies due to the absence of structured methodologies and implementation frameworks. To address this need, the COE on IT for Industry 4.0, hosted by the NPC, India, developed a roadmap to help SMEs identify and adopt suitable digital tools, technologies, and sustainable practices. Building on prior needs and readiness assessments, a hybrid consultation and training-of-trainers program was conducted to equip NPC officers with the expertise to assess digital maturity and train professionals in AI-driven smart manufacturing.

A hybrid project titled Development of Training Manual on Industry 4.0 and Responsible AI Adoption for SMEs was jointly implemented by the APO Secretariat and the COE on IT for Industry 4.0 from July 2024 to August 2025. The project aimed to create an APO framework, certified training manual, and toolkit on Industry 4.0 and responsible AI; strengthen SMEs' capacity through diagnostic tools for digital readiness; enhance the institutional capability of the NPC as an APO COE; and promote responsible AI adoption through adaptable national and regional delivery models.

Ten participants from NPC branch offices joined the training-of-trainers program, and pilot diagnostic assessments for AI readiness were conducted in five SMEs. Led by three resource persons, one each from the ROC, India, and the United Kingdom, the project successfully established a comprehensive, scalable, ethically aligned capacity-building ecosystem for SMEs, advancing the APO Vision 2025. It contributed directly to Vision 2025's key result areas of workforce quality, smart transformation, and SME engagement while supporting strategic thrusts in capacity building, next-generation technology use, and responsible innovation. The initiative culminated in the development of a holistic framework, training manual, and assessment toolkit designed to empower SMEs across APO member economies.

24-RC-23-GE-COE-C-JP02

Workshop on Meta-analysis of Soil Nitrous Oxide (N_2O) Emissions and Carbon Credit Methodology for Biochar

Nitrous oxide (N_2O) is a key greenhouse gas from agriculture, yet national reporting often fails to capture regional differences shaped by climate, soil characteristics, and management practices. Conducting region-specific meta-analyses that draw on both published and gray literature is therefore essential, especially across Asia's highly diverse agricultural systems. Improving reporting precision depends on locally generated data, regional synthesis, advanced visualization techniques, and stronger technical capacity to apply emission models.

After advancing greenhouse gas visualization and mitigation planning with a focus on CO_2 in 2024, the APO COE on Climate-smart Agriculture, hosted by the National Agriculture and Food Research Organization (NARO), Japan, expanded its focus to include N_2O in 2025. In collaboration with the APO Secretariat, the COE on Climate-smart Agriculture held a face-to-face workshop on soil N_2O meta-analysis and biochar methodologies in Tsukuba and Sakura, Japan, from 25 to 28 November. This followed data analysis activities

conducted by two resource persons from 10 to 21 November. At the workshop, 18 resource persons (one each from Bangladesh, the ROC, Indonesia, the ROK, Malaysia, Pakistan, the Philippines, Thailand, and Vietnam; two from India; and seven from Japan) exchanged national updates while enhancing their understanding of N_2O processes, analytical and visualization methods, and simulation-based assessments of mitigation options.

The resource persons reviewed N_2O emission conditions in their economies, carried out data analyses and interpretation, discussed opportunities for integrating regional models, and identified key R&D priorities. The workshop also delivered updates on soil carbon visualization, biochar crediting approaches, and residue-burning issues. These activities strengthened the resource persons' knowledge of N_2O emissions and improved their ability to use models for regional evaluations and meta-analysis. Field visits to COE biochar facilities provided hands-on experience that supported the practical integration of the concepts learned.

24-RC-23-GE-COE-C-PH02

Centers of Excellence (COE) Forum: Strengthening the Platform for Enhancing Productivity

In 2024, the COE Program emphasized enhancing the performance of COEs and preparing them for the next stages of development in 2025. The COEs Forum, followed by the assessment of COEs scheduled for the latter half of 2025, provided valuable insights into COEs' strengths and areas for improvement. The objectives of the COEs Forum were to provide insights into COEs' status; enhance collaboration; identify key areas for improvement and emerging trends; and provide updates on the overall strategy, guidelines, and the upcoming assessment process of APO COEs.

The COEs Forum was hosted by the DAP from 7 to 11 April in Manila, the Philippines. The forum convened 16 productivity leaders from the ROC, India, Japan, Pakistan, the Philippines, and Vietnam, with the facilitation of one resource person from Canada. The program comprised consultations with the resource person on the plans for the COE assessment in 2025, presentations by COEs, two site visits to the DAP and the Government Service Insurance System, and roundtable discussions on the current state and future strategy of the COE Program.

This was the second convening of the COEs Forum (the first was held in 2019), and it established strong channels for existing and applicant COEs to work together, share best practices, and discuss innovative ideas. The forum facilitated constructive dialogue on the COE Program's future, generating actionable suggestions. An unintended yet valuable outcome was increased appreciation among COEs of their strategic role in advancing the APO's mission. The forum will be followed by COE assessment to determine their status in relation to the COE guidelines. The COE Program may be updated in line with forum outcomes and the APO's new vision.

24-RC-23-GE-COE-C-TH01

Capacity-building Workshop on Carbon Credit Methodology for Biochar and Other Carbon Dioxide Removal

NARO, Japan, serving as the host for the APO COE on Climate-smart Agriculture, remains committed to sharing best practices that reduce methane emissions from agricultural production across Asia. Through various initiatives (including the International Conference on Climate-smart Agriculture in November 2023, the Workshop on Capacity Development for Soil Carbon Visualization in October 2024, and a pilot project introducing a soil carbon sequestration visualization tool and carbon credit methodology in Thailand in 2024), it has empowered stakeholders with the knowledge required to adopt sustainable agricultural practices.

The hybrid Capacity-building Workshop on Carbon Credit Methodology for Biochar and Other Carbon Dioxide Removal was held in Bangkok, Thailand, on 26–27 February, co-hosted by the APO Secretariat, the COE on Climate-smart Agriculture, the FTPI, and Thailand's Ministry of Agriculture. Sixty online and on-site participants attended from academia and the private and public sectors. The workshop was supported by 24 resource persons: one each from Bangladesh, the ROC, India, Indonesia, the ROK, Pakistan, the Philippines, and Vietnam; six from Thailand; and 10 from Japan. Sessions covered biochar, carbon crediting, life cycle analysis, and the practical applications of these techniques within local agricultural systems aimed at mitigating climate change.

This workshop advanced the APO's mission by enhancing regional capacity and promoting climate-smart agricultural practices. Participants gained insights into biochar production, carbon credit trading, and life cycle analysis. The event also fostered vital policy dialogue that encouraged the integration of Japanese biochar methodologies into Thailand's agricultural framework. The workshop enhanced regional collaboration through multi-economy case studies and expert panel discussions, resulting in actionable strategies reinforcing the APO's vision for environmental sustainability and innovation.

25-RC-04-GE-COE-C-AP01

Assessment of the Performance of APO Centers of Excellence (COE)

In 2025, a key priority of the APO COE Program was strengthening the institutional capacity and assessing the performance and progress of existing COEs. The assessment covers four APO COEs: (1) Smart Manufacturing and (2) GP, both hosted by the CPC; (3) IT for Industry 4.0, hosted by the NPC, India; and (4) Public Sector Productivity, hosted by the DAP. It evaluates the activities each COE conducted between 1 January 2022 and 31 December 2025, including program delivery, results, and overall impact, and assesses their progress and performance in relation to the revised COE guidelines.

The assessment is being conducted in three phases: design, implementation, and reporting. The first phase began in September 2025 and will be completed in January 2026, during which the assessment team co-created a robust framework; developed the methodology, including data collection tools; and clarified the purpose, objectives, and scope of the assessment. The assessment will then move to phase two, which focuses on primary data collection through on-site visits to COEs, hybrid consultations with key stakeholders, document review, and finalization of scoring. Phase three will center on analysis, reporting, and dissemination of findings and recommendations for each COE.

The final outputs are expected to clearly identify each COE's stage within the APO's COE development model. Overall, the assessment aims to ensure that all COEs continue to meet established standards of excellence, drive innovation in their respective focus areas, and remain aligned with the APO's broader productivity objectives.

25-RC-04-GE-COE-C-JP02

Study Mission on Forging Strategic Smart Green Tech Alliances for a Sustainable Net-zero Future

The APO COE on GP, hosted by the CPC, has long championed the exchange of green technologies and the promotion of industry collaboration across the Asia-Pacific. Building on more than 12 years of initiatives, the COE is expanding its efforts to support net-zero transitions. To this end, the Study Mission on Forging Strategic Smart Green Tech Alliances for a Sustainable Net-zero Future was organized by the CPC and the APO Secretariat and conducted from 16 to 18 September in Tokyo and Chiba, Japan. The program convened senior leaders and experts to advance partnerships in renewable energy, climate-smart solutions, and sustainable resource management.

The mission gathered 20 delegates from the ROC and Japan, including 15 self-financed participants. Delegates included representatives from the COE on GP, Taiwan Green Energy Association, Taiwan Carbon & Digitalization Development Association, Silk Association of the Republic of China, and private sector corporations. Participants engaged in consultations with the APO COE on Climate-smart Agriculture, 01Booster Global Startup Hub, the Dainippon Silk Foundation, and the Japan Climate Initiative and met with private sector stakeholders. A highlight was the delegation's visit to the Smart Energy Week and Sustainability Management Week exhibitions, which provided exposure to emerging digital and low-carbon technologies.

Through these engagements, the mission reinforced collaboration between the APO COE on GP, ROC partners, and Japanese organizations. It resulted in clear joint actions on green transformation and facilitated dialogue between government, industry, and research leaders. In addition, it promoted business-to-business exchanges, benchmarking of best practices, and development of innovation-driven networks. The mission emphasized circular technologies, energy efficiency, and cross-regional synergies to accelerate decarbonization, competitiveness, and sustainable development throughout the Asia-Pacific region.

25-RC-04-GE-COE-C-TW01

Training of Trainers on Smart Manufacturing for SMEs

In 2025, the APO's COE Program emphasized sharing advanced practices and technologies to improve productivity and competitiveness. The COE on Smart Manufacturing, hosted by the CPC, has been a key driver of industry transformation across APO members, promoting innovative smart manufacturing technologies and automation. Hosted by the NPC, India, the COE on IT for Industry 4.0 also supports industries in adapting to the digital economy. The Automotive Component Manufacturers Association of India (ACMA), representing over 850 members in the automotive component sector, advances policy, trade, technology, skills, and sustainability. As a follow-up to the 2023 multicountry Training Course on Smart Manufacturing Productivity Specialists in the ROC, the CPC, NPC, and ACMA initiated this training-of-trainers project to strengthen smart manufacturing expertise, enable participants to train others, and accelerate smart manufacturing adoption among Indian SMEs.

The Training of Trainers on Smart Manufacturing for SMEs course was hosted by the CPC from 5 to 8 August in Taichung, the ROC, and gathered 21 participants from the NPC and ACMA. The program combined lectures by a resource person from the ROC with three targeted site visits: Shuter Enterprise Co., Ltd. (a private enterprise with advanced smart manufacturing applications); the Intelligent Machinery and Smart Manufacturing Research Center, National Formosa University; and the COE on Smart Manufacturing. These visits provided direct exposure to operational excellence, cutting-edge research, and innovation ecosystems.

The course equipped participants with advanced smart manufacturing competencies and covered Industry 4.0, big data analytics, IoT integration, cloud connectivity, and case studies. The initiative also strengthened cooperation between the two COEs, paving the way for continued collaboration, broader dissemination of smart manufacturing best practices, and enhanced competitiveness in the Indian automotive component industry.

25-RC-04-GE-COE-C-TW02

Study Mission on Advanced Industrial Technologies for Digital, Low-carbon Transformation

The COE on Smart Manufacturing, hosted by the CPC, continues to strengthen the capabilities of APO members through structured knowledge exchange. This is achieved by dispatching experts from the ROC to provide technical guidance and by inviting representatives from member economies to study the operational framework of the CPC. These initiatives enable participants to benchmark successful smart production line models; gain exposure to practical applications in digital and low-carbon manufacturing; and adopt innovative, automated, and energy-efficient practices that contribute to industrial upgrading and sustainable growth.

In this context, the Study Mission on Advanced Industrial Technologies for Digital, Low-carbon Transformation was implemented from 19 to 22 August in Taichung, the ROC, by the COE on Smart Manufacturing. Five participants from Turkiye representing the Ministry of Industry and Technology and four lean and digital transformation centers (model factories) in Istanbul, Ankara, Adana, and Samsun took part in the project. Delegates observed best practices and exchanged insights with local experts through visits to the CPC Smart Manufacturing Experience Demo Site; Zhan Yi Co., Ltd.; the Automation Taipei exhibition; Victor Taichung Machinery Works Co., Ltd.; Da Shiang Technology Co., Ltd.; and Taiwan Hon Chuan Enterprise Co., Ltd.

The mission enhanced participants' knowledge of smart manufacturing, automation, and low-carbon technologies and fostered direct engagement with enterprises in the ROC. This created opportunities for collaboration and transfer of expertise. Through the program, participants identified the potential for Turkiye's model factories to replicate the CPC's smart production demo line and adopt IoT software and digital assessment tools through demonstration and training programs.

Strengthening of NPOs and Policy Advisory

i. Bilateral Cooperation between NPOs

24-SN-03-GE-BCN-C-IN01

Data Governance and Data-based Digital Applications for Productivity

The APO Vision 2025 emphasizes the critical role of digital adoption and the expansion of digital learning platforms as key drivers of productivity and innovation. With the growing integration of digital technologies across sectors, there is a corresponding increase in generating, exchanging, and relying on data. Although these advancements offer immense opportunities, they also introduce significant challenges related to cybersecurity threats and the misuse of data, which can adversely affect both public and private sector operations.

In this context, effective data governance has become a cornerstone of national digital strategies and policies. Robust governance frameworks are essential to ensure the reliability, integrity, security, privacy, and ethical use of data. These frameworks not only safeguard digital infrastructure but also enable governments to make informed, data-driven decisions that support sustainable development. In support of these objectives, the NPC, India, hosted a Bilateral Cooperation between NPOs (BCN) project titled Data Governance and Data-based Digital Applications for Productivity from 18 to 20 March in Hyderabad and New Delhi, India. Four participants from the Ministry of Industry and Technology, Turkiye, and one local resource person attended the program.

As part of the program, participants visited the Indian School of Business, the NPC, Startup India, Invest India, and the PM Gati Shakti Experimental Centre. They also visited the Ministry of Electronics and Information Technology, where they delivered a presentation and engaged in insightful discussions with government officials. The local resource person played a pivotal role in deepening participants' understanding of key areas, including the initiatives of the COE on IT for Industry 4.0 in New Delhi, emerging trends in digital technologies, and the NPC's capacity-building programs related to e-governance. The insights gained from this BCN are expected to support ongoing digital transformation initiatives and strengthen data governance frameworks in both member economies.

25-SN-03-GE-BCN-C-FJ01

Strengthening the NPO and Productivity Enhancement in Public and Private Sector

In alignment with the 2030 objectives of Cambodia's Pentagonal Strategy, the NPCC is undertaking a strategic transformation toward becoming a semiautonomous administrative public organization. The Pentagonal Strategy advances the goals of Cambodia's Vision 2050 by focusing on sustainable economic growth and development, governance, and public service efficiency. As part of this reform agenda, the NPCC is focused on strengthening its training programs to enhance productivity across key sectors, including both public and private institutions.

To support this institutional transition, the NPCC sought to gain insights into effective training delivery mechanisms, innovative human capital development approaches, and international best practices, particularly those implemented under the Fiji Business Excellence Awards. In this context, the Strengthening the NPO and Productivity Enhancement in Public and Private Sector BCN project was held from 9 to 12 September in Suva and Nadi, Fiji.

The project was attended by four participants from Cambodia and led by one local resource person. Fiji continues to implement programs that promote sustainable development and inclusive growth under the Fiji National Development Plan 2025–2029 and Vision 2050. Through seven site visits, including visits to SMEs that had achieved the highest level of the Fiji Business Excellence Awards, participants were exposed to Fiji's productivity-driven initiatives and effective approaches to fostering innovation and the engagement of SMEs. The project equipped participants to strengthen Cambodia's training programs and to advance productivity development across public and private sectors. These productivity initiatives will include expanding engagement

with SMEs and enhancing productivity strategies and initiatives that support economic growth, human capital development, and improvements in the overall business environment.

25-SN-03-GE-BCN-C-IN01

Digital Manufacturing Excellence: Harnessing India's Industry 4.0 Innovations for Thailand's Industrial Transformation

The adoption of Industry 4.0 technologies is reshaping productivity across industries worldwide, driven by the integration of advanced solutions such as AI and IoT. In Thailand, this transformation is guided by the 20-year Digital Economy and Society Development Plan (2018–37) under the Thailand 4.0 framework, which includes sectoral digitalization as a strategy for developing a digital economy. Despite strong policy commitment, Thailand continues to face challenges in accelerating digital transformation, including gaps in digital infrastructure and a shortage of skilled personnel in advanced manufacturing technologies. Addressing these constraints is critical to ensuring inclusive and scalable Industry 4.0 adoption.

To facilitate the exchange of best practices, the NPC, India, hosted the Digital Manufacturing Excellence: Harnessing India's Industry 4.0 Innovations for Thailand's Industrial Transformation BCN project from 4 to 6 August in New Delhi. By exposing participants to proven implementation models, this project aimed to support Thailand's adoption of smart manufacturing and digitalized production systems.

The program was attended by four participants representing the Office of the Permanent Secretary of the Ministry of Industry of Thailand, supported by two resource persons from India. Participants developed a comprehensive understanding of India's innovation ecosystem, encompassing investment facilitation, startup support, workforce capacity building, and the transition toward digital government. They also gained insights into digital tools and technologies applied in the manufacturing sector through the site visits to the NPC; the Foundation for Smart Manufacturing; the National e-Governance Division of the Ministry of Electronics and Information Technology; Invest India and Startup India, initiatives under the Department for Promotion of Industry and Internal Trade of the Ministry of Commerce and Industry; and the National Small Industries Corporation of the Ministry of Micro, Small and Medium Enterprises.

25-SN-03-GE-BCN-C-JP01

Steadfast against the Quake: Earthquake Preparedness and Prevention

On 6 February 2023, a series of earthquakes struck 11 provinces in Turkiye, killing more than 53,500 people and destroying over 313,000 buildings (UNDP, 2025). This event, among the country's most devastating modern disasters, prompted government-led recovery and reconstruction efforts informed by postdisaster needs assessments to strengthen preparedness and long-term resilience.

Public institutions, including NPO Turkiye, have played a critical role in supporting recovery by financing projects, assisting SMEs, and fostering collaboration with national and international partners. A key component of these efforts was the Technical Expert Services (TES) project Increasing Efficiency of Provincial Disaster Management, held in Denizli, Turkiye, in July 2023, which focused on institutional capacity building and interagency coordination. The initiative drew upon global best practices, particularly Japan's disaster resilience model as embodied in the Sendai Framework for Disaster Risk Reduction 2015–2030, highlighting the importance of proactive, coordinated, and risk-informed disaster management.

Building on the outcomes of the TES project, the BCN project Steadfast against the Quake: Earthquake Preparedness and Prevention was developed to strengthen cooperation between NPO Turkiye, the Denizli Governorship, Japanese disaster risk institutions, and resource persons. The APO Secretariat hosted the BCN from 1 to 5 December 2025 in Tokyo and Kobe, Japan. Participants visited nine institutions in Tokyo and Kobe and were supported by two local resource persons. Despite progress under national frameworks, such as Turkiye's Disaster Risk Reduction Plan (2022–30), the project underscored the continued need to improve coordination between government and public and private stakeholders to ensure more efficient and resilient postearthquake recovery processes.

25-SN-03-GE-BCN-C-LA01

Sustainable Ecotourism and Green Productivity

The ILO (2019) highlights sustainable tourism's potential to serve as a catalyst for inclusive socioeconomic development and poverty reduction in rural areas, stimulating infrastructure and employment growth. GP plays a central role in this transition by integrating productivity improvements with enhanced environmental performance, thereby supporting inclusive and sustainable socioeconomic development. Singapore is a leader in advancing sustainable tourism practices through the introduction of internationally aligned frameworks such as the Global Sustainable Tourism Council (GSTC) Attraction Criteria. These practices contribute to the objectives of the Singapore Green Plan 2030, which outlines the country's national commitment to sustainable development, climate action, and responsible economic growth. Lao PDR has similarly demonstrated a strong commitment to sustainable tourism through the promotion of nature-based tourism and the implementation of the 2021–25 Tourism Development Plan.

Singapore sought to promote knowledge exchange and dialogue to deepen its understanding of Lao PDR's national strategies on ecotourism and GP and identify practical collaboration opportunities for private sector stakeholders engaged in sustainable tourism development. To this end, the LNPO hosted the Sustainable Ecotourism and Green Productivity BCN project from 25 to 27 November in Vientiane, Lao PDR.

Four participants engaged with Lao PDR experts and visited key institutions: the Department of Micro, Small and Medium Enterprise Promotion, the LNPO, the Ministry of Industry and Commerce; the Tourism Development Department; the Department of Environment; the Vang Vieng Ecotourism Corridor; the Department of Management Enterprise and Registration; and the Vientiane City Office of Management and Services. The project facilitated dialogue, strengthened partnerships, and identified potential opportunities for collaboration in sustainable tourism development.

25-SN-03-GE-BCN-C-PK01

Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji's Agricultural Industry

The adoption of modern agricultural technologies in Fiji's agriculture sector is critical to advancing sustainability and driving innovation. To support this progress, Fiji must assess advanced agricultural technologies, research-based innovations, and dairy farming best practices to inform the scalable and climate-smart application of these solutions within the local context.

The BCN project Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji's Agricultural Industry was hosted by NPO Pakistan from 30 June to 4 July in Islamabad, Faisalabad, and Lahore, Pakistan. Four participants from Fiji joined the project, led by one local resource person. The project focused on enhancing agricultural productivity through innovation, drawing lessons from Pakistan's advanced, technology-driven agricultural sector. Participants visited NPO Pakistan and seven agricultural institutions, including leading research institutions such as the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. They also explored key challenges and successful factors in implementing agricultural innovation projects. These activities offered practical knowledge and experiential learning opportunities to inform Fiji's agricultural strategies.

In addition to technical knowledge transfer, a commitment of cooperation was signed by Ayub Agricultural Research Institute, Pakistan, and the College of Agriculture, Fisheries and Forestry of Fiji National University. The BCN project also strengthened networking and collaboration between MEPWR, Fiji, and NPO Pakistan, fostering sustained dialogue and partnerships. Aligned with the APO Vision 2025, the initiative promoted productivity growth, sustainable practices, and international cooperation, representing a strategic step toward building a resilient, innovative, and productive agricultural sector in Fiji.

25-SN-03-GE-BCN-C-TR01

Industrial and Trade Policy Planning and Evaluation Framework

Amid evolving economic and geopolitical conditions, many governments are revisiting industrial policy, increasingly seeking to align national industrial priorities with the institutional and implementation constraints that determine delivery and impact. Nepal continues to face difficulties in formulating and effectively implementing strategies addressing complex productivity constraints, so this BCN project was designed to expose participants to Turkiye's experience in implementing industrial policies. Turkiye's advanced approach has resulted in progress in areas such as digital transformation, innovation ecosystems, and productivity enhancement.

NPO Turkiye hosted the Industrial and Trade Policy Planning and Evaluation Framework BCN project from 9 to 11 December in Ankara, Turkiye. Four participants from the Ministry of Industry, Commerce and Supplies of Nepal joined the program and visited three institutions in Ankara. The sessions comprised expert presentations and multiple case studies by two local resource persons, highlighting the methodologies and institutional approaches that underpin Turkiye's success in industrial policy formulation and implementation.

Effective industrial policy requires coordinated action across multiple institutions, and the project underscored the importance of knowledge dissemination and interministerial collaboration. To maximize impact, the NPEDC, Nepal, is expected to share the outcomes of the project with relevant ministries and stakeholders, thereby strengthening awareness and adoption of innovative strategies and tools to enhance Nepal's industrial policy framework and support sustainable productivity growth.

25-SN-03-GE-BCN-C-VN01

Behavioral Insights for Enhancing Public Sector Efficiency, Regulatory Reform, and Digital Transformation

"Behavioral insights" is defined by the OECD's Observatory of Public Sector Innovation (n.d.) as an inductive approach to policymaking that combines insights from psychology, cognitive science, and social science with empirically tested results to better understand how people make choices. The World Bank's Mind, Behavior and Development Unit, for example, uses behavioral science principles and insights for more effective, human-centered development policies (Mind, Behavior, and Development Unit, n.d.). In Malaysia, the MPC has developed the National Behavioral Insights Guideline for ministries, government agencies, and local authorities.

To strengthen decision-making and policy formulation in Malaysia through behavioral insights, this Behavioral Insights for Enhancing Public Sector Efficiency, Regulatory Reform, and Digital Transformation BCN project was convened from 16 to 20 June in Hanoi and Ho Chi Minh City, Vietnam. Four participants from Malaysia were led by two local resource persons. They visited STAMEQ; the Quality Training Centre; Vietnam Certification Centre (QUACERT); Hanoi Industrial Textile Garment University; the Vietnam National Productivity Institute; Royal Melbourne Institute of Technology Vietnam; Quality Assurance and Testing Center 3 (QUATEST 3); the University of Economics and Business of Vietnam National University; Van Lang University; and the University of Social Sciences and Humanities. The project served as a platform for knowledge exchange and benchmarking Vietnam's experience in applying behavioral insights to public sector transformation. Vietnam's significant progress in public sector reform, digital transformation, and regulatory innovation positioned it as an ideal host country.

The project underscored the importance of collaboration between public, private, and academic institutions in advancing behavioral insights adoption. Moving forward, continued follow-up initiatives will be essential to identify and adapt innovative behavioral insights interventions that enhance regulatory compliance and policy effectiveness in Malaysia.

ii. Individual-country Observational Study Missions

25-SN-01-GE-OSM-C-JP01

Introducing Digital Kaizen for SME Productivity Enhancement

The rapid advancement of digital technologies has become a key driver of economic growth and national competitiveness, prompting governments worldwide to prioritize digital adoption as a foundation for sustainable development. In Singapore, the Smart Nation initiative has advanced digital transformation across the economy, government, cybersecurity, and society, with the aim of enhancing productivity, innovation, and public service delivery. Despite this progress, challenges persist, particularly among SMEs, where digital adoption remains uneven due to constraints in capabilities and resources.

Japan has emerged as a leader in digital transformation, underpinned by strong policy leadership, including the launch of the G7 Hiroshima AI Process in May 2023. It is also internationally recognized for the kaizen methodology, which emphasizes continuous improvement in organizational performance. Building on this foundation, Japan is promoting the digital kaizen approach, integrating kaizen principles with advanced digital tools to improve operational efficiency and productivity, especially within SMEs. Against this backdrop, the JPC held the Introducing Digital Kaizen for SME Productivity Enhancement individual-country observational study mission (IOSM) from 7 to 9 July in Tokyo. It aimed to equip participants with practical knowledge of digital kaizen, strengthen organizational capabilities, and support digital adoption to boost competitiveness. Site visits were conducted to the JPC, NSK Ltd., and Tokyo Metropolitan Industrial Technology Research Institute.

The study mission was attended by eight participants, including two self-financed participants, led by two local resource persons. Sessions covered definitions of digital transformation, tools such as IoT devices and sensors, and demonstrations using low-cost single-board computers. The IOSM provided a platform for bilateral collaboration, deepened participants' understanding of digital kaizen practices, and built the capabilities of productivity practitioners through targeted, practical training.

25-SN-01-GE-OSM-C-JP02

Sustainable and Innovative Technical Knowhow Exchange for Productivity Growth and Overall Transformation

Digital technologies such as big data analysis, automation, and remote sensing have a significant role in minimizing waste generation, monitoring waste or by-products generated by companies, enhancing product performance and efficiency, and transforming industries. In the manufacturing sector, addressing challenges related to energy and resource conservation, as well as waste management, is essential for optimizing the use of materials, energy, and water; improving productivity; and sustaining competitiveness. At the same time, stringent policies on waste management underscore the need for sustainable practices to maintain industrial performance.

In this context, the APO Secretariat hosted the Sustainable and Innovative Technical Knowhow Exchange for Productivity Growth and Overall Transformation IOSM from 4 to 7 November in Tokyo, Himeji, and Osaka, Japan. Six participants from India and one local resource person joined the program to explore innovative approaches and methods demonstrated by leading Japanese institutions. The study mission included exposure to Japan's aluminum import and green ingot schemes, appliance recycling using digital tools, and digital systems that showcase effective process management and enhanced productivity. Site visits were conducted to the Japan Aluminium Association; Recycle Business Network; Panasonic Eco Technology Center; Daiki Aluminium Industry Co., Ltd.; ADVAN Tokyo Showroom; M.M. Plastic Co., Ltd.; and Machida City Bio-Energy Center.

The program highlighted how digital transformation, aligned with circular economy principles, can promote resource conservation, waste minimization, and sustainable production. Best practices observed in Japanese manufacturing companies provide valuable benchmarks for APO member economies seeking to enhance industrial efficiency and sustainability. Such practices include frameworks that streamline operations, optimize resource utilization, and improve environmental performance through sustainable production techniques that lower carbon emissions and minimize environmental impact.

25-SN-01-GE-OSM-C-MN01

Tourism as a Service Export

Tourism is a major driver of economic growth, employment, and service exports in many APO member economies, including Nepal. Despite its potential, several economies face challenges in fully leveraging tourism due to gaps in infrastructure, service quality, policy frameworks, and international marketing strategies. Nepal, with its rich cultural heritage and diverse natural landscapes, aims to strengthen its tourism sector by learning from successful regional models.

Mongolia, with its well-developed tourism industry and supportive policy environment, offers valuable examples of effective strategies for promoting tourism as a service export. To facilitate knowledge exchange, the MPO hosted the Tourism as a Service Export IOSM from 8 to 12 September in Ulaanbaatar, Mongolia. Five participants from Nepal and two local resource persons joined the study mission.

The IOSM provided participants with firsthand exposure to Mongolia's policy frameworks, public-private partnership models, and sustainable tourism development initiatives. Key takeaways included approaches to enhancing service quality, integrating digital technologies, promoting international marketing, and supporting human resource development in the tourism sector. Site visits were conducted to the Mongolian Tourism Organization; the Ministry of Culture, Sports, Tourism and Youth of Mongolia; the Ulaanbaatar City Tourism Department; the MPO; iTrip LLC; Chinggis Khan National Museum; and the Association of Tourism Education and Development.

25-SN-01-GE-OSM-C-TR01

Leveraging Smart Manufacturing for Industrial Growth

Fiji's manufacturing sector comprises a wide range of industries, including food and beverages, textiles, wood and wood products, metal products, and chemicals, as identified in the Fiji National Development Plan 2025–2029. SMEs form the backbone of this sector, making substantial contributions to economic growth, employment generation, and innovation. Despite their importance, many manufacturers continue to rely on traditional production methods with limited adoption of digital technologies, resulting in constrained productivity and diminished global competitiveness. This underscores the need for Fiji's manufacturing sector to embrace smart manufacturing solutions and draw lessons from international best practices.

In response to these challenges, the Leveraging Smart Manufacturing for Industrial Growth IOSM was designed to enhance SME competitiveness and operational efficiency in Fiji through digital transformation. Hosted by NPO Turkiye from 22 to 24 July in Ankara, Turkiye, it emphasized practical, hands-on learning by engaging participants with four of Turkiye's model factories (the Ankara Model Factory, UDEA Elektronik, EMGE Elektro Mekanik, and Serdar Plastik) and NPO Turkiye, which showcase advanced manufacturing systems, lean management methodologies, and digital technologies.

A high-level delegation of six participants from Fiji National University, the private sector, and public institutions took part in the study mission. Two resource persons from Turkiye guided participants through structured training programs, lean manufacturing practices, and digital transformation tools. The program enabled participants to observe real-world applications of smart manufacturing and identify strategies and tools to enhance productivity, innovation, and competitiveness in Fiji's SMEs. Through this experiential approach, participants gained valuable insights into modernizing production processes, minimizing waste, improving operational efficiency, and integrating digital tools into manufacturing operations.

25-SN-01-GE-OSM-C-TW01

Youth Productivity

According to SDSN Youth (2020), a UN Sustainable Development Solutions Network program, over 660 million young people aged 15–24 reside in the Asia-Pacific region. As a dynamic demographic, youth are pivotal in driving sustainable and inclusive economic growth. However, many face significant challenges in accessing de-

cent employment, including limited opportunities for quality education and skills training, along with broader systemic challenges such as climate change, mental health concerns, and social inequality. Addressing these issues requires the implementation of strategic policies that remove barriers, enhance skill development, and create inclusive environments. Empowering young people as active agents of transformative change is essential to unlocking their potential and achieving long-term, sustainable development goals.

In support of these priorities, the CPC hosted the Youth Productivity IOSM face-to-face from 10 to 14 March in Hsinchu and Taipei, the ROC. Six participants, representing STAMEQ and Dong Nai College of High Technology, Vietnam, attended the program. Site visits were conducted to 10 prominent institutions and organizations: National Tsing Hua University, Hsinchu; Chung Yuan Christian University, Taoyuan City; Chung Tai Resource Technology Corp., Taoyuan City; the Industrial Technology Research Institute, Hsinchu; the Taiwan Semiconductor Manufacturing Company Museum of Innovation, Hsinchu; Strawberry School, Taoyuan City; Luma'an South Island Cultural Theme Restaurant, Taoyuan City; Huashan 1914 Creative Park, Taipei; the Epoch Foundation, Taipei; and the CPC. Through these visits, participants gained valuable insights into the ROC's strategies for stakeholder engagement in the design and delivery of productivity-oriented academic programs.

The IOSM served as a vital platform for knowledge exchange, enabling participants to share experiences and best practices in developing young productivity specialists. It also highlighted the importance of youth-centered productivity initiatives in advancing national goals related to sustainable development. By investing in young people and strengthening institutional capabilities, such initiatives play a critical role in building a more inclusive, innovative, and resilient economy.

25-SN-01-GE-OSM-C-TW02

Strengthening R&D and Innovation Capability for Productivity Growth

The second goal of the APO Vision 2025, to establish a robust innovation ecosystem, underscores that sustained productivity growth can only be achieved when supported by a strong and well-functioning innovation ecosystem. This perspective is particularly relevant for Malaysia, whose R&D ecosystem was at a pivotal stage under the Twelfth Malaysia Plan (2021–25) during this project's development and implementation. The plan prioritized innovation and productivity as key drivers of growth in strategic sectors. While substantial public and private investments have strengthened Malaysia's R&D infrastructure and research capacity, ongoing challenges remain. Notably, gaps in commercialization mechanisms and advanced technologies continue to constrain Malaysia's ability to fully leverage its R&D investments for economic growth. In comparison, the ROC provides a compelling example of a mature and integrated innovation ecosystem, ranking sixth out of 69 economies in the IMD World Competitiveness Ranking 2025 (Institute for Management Development, 2025).

The CPC therefore hosted the Strengthening R&D and Innovation Capability for Productivity Growth IOSM from 25 to 29 August in Taipei, the ROC. It was designed to support Malaysia's national development objectives by strengthening innovation capacity, enhancing commercialization mechanisms, and improving productivity outcomes. Site visits were conducted to the CPC, the SYSCOM Group, the Industrial Technology Research Institute, National Tsing Hua University, Chung Tai Resource Technology Corp., Strawberry School, Taipei Medical University Biomedical Park, Techman Robot Inc., Malaysian Friendship and Trade Centre, and New Taipei City Resource Recycling Education Base.

Seven participants, including one self-financed participant, joined the study mission. It provided them with valuable exposure to best practices in innovation management and R&D policies, enhancing their understanding of how robust innovation systems drive sustainable productivity growth. The sessions offered guidance on strengthening innovation ecosystems, enhancing productivity, and accelerating the commercialization of research and technology. The site visits introduced effective R&D governance frameworks that are essential for enhancing productivity.

25-SN-01-GE-OSM-C-TW03

Advancing Thailand's Agroindustry: Leveraging the ROC's Smart Agricultural Technologies and Innovation Ecosystems for Enhanced Productivity and Sustainability

Smart agriculture is rapidly transforming agricultural systems worldwide, offering innovative methods of enhancing productivity, efficiency, and sustainability. Recognizing this potential, the Government of Thailand has prioritized the transformation of traditional agriculture into a high-value agroindustrial sector under the Thailand 4.0 policy framework and the Bio-Circular-Green Economy Action Plan 2021–27. While Thailand's Ministry of Industry has implemented several modernization initiatives, gaps remain in the adoption of advanced technologies and climate-smart practices.

The ROC offers a successful model of a technology-intensive agricultural sector and possesses valuable expertise in smart agriculture, innovation partnerships, logistics, and value-added processing. To leverage this expertise, the CPC hosted the IOSM titled Advancing Thailand's Agroindustry: Leveraging the ROC's Smart Agricultural Technologies and Innovation Ecosystems for Enhanced Productivity and Sustainability from 13 to 17 October. Six participants from Thailand joined the study mission, gaining extensive exposure to ROC initiatives in Taipei. They studied data-driven management systems, IoT-based environmental monitoring, AI-assisted crop analysis, precision climate-control systems, and automated farm equipment. Site visits were conducted to the CPC Central Regional Office in Taichung; Yumei Biotechnology Co., Ltd.; Taiwan Agricultural Research Institute of the Ministry of Agriculture; Suncue Company Ltd.; Sun Fresh Vegetable Co., Ltd.; Han Kuan Agricultural Biotechnology Co., Ltd.; Taiwan Hipoint Corporation; Agricultural Technology Park Administration Center of the Ministry of Agriculture; Sheng-Diao Aquatic Technology Co., Ltd.; and King's Ground Biotech Co., Ltd.

The study mission enabled Thailand to identify transferable solutions for its agroindustry, strengthened institutional partnerships, and promoted continuous knowledge exchange and collaboration. Insights gained from the ROC's experience are expected to accelerate the adoption of smart agricultural technologies in Thailand, supporting the development of a modern, resilient, and competitive agroindustrial sector aligned with national sustainability and innovation goals.

25-SN-01-GE-OSM-C-TW04

Productivity and Innovation for a Competitive Private Sector

Governments worldwide are taking proactive measures to accelerate the digital transformation of SMEs, recognizing the importance of digital transformation in enhancing productivity, fostering innovation, and strengthening overall competitiveness. In Cambodia, the Digital Government Policy 2022–2035 serves as a strategic framework and roadmap for achieving comprehensive digital transformation in government. To effectively implement this policy and respond to the growing demand for SME digitalization and the adoption of modern technologies, it is essential for Cambodia to draw lessons from successful international models, such as those implemented in the ROC.

Despite ongoing policy efforts, SMEs in Cambodia continue to face significant challenges in digital transformation. These include high implementation costs, limited levels of digital literacy among SME operators, and difficulties in adopting innovation-driven solutions. To help address these constraints and gain practical insights into advanced digital practices, the CPC hosted the Productivity and Innovation for a Competitive Private Sector IOSM from 3 to 7 November in Taipei, the ROC. The study mission was attended by 10 participants, including four self-financed participants, and provided valuable exposure to advanced practices and technologies. Site visits were conducted to the CPC, Taiwan Head Brewers Brewing Company, YesHealth iFarm, Luma'an South Island Cultural Theme Restaurant, Chung Yuan Christian University Innovation and Entrepreneurship Center, Youth Entrepreneurship Command, the HeySong Beverage Museum, Kuo Yuan Ye Museum of Cake and Pastry, Grape King Bio Ltd., and Taipei Water Park.

Aligned with the APO Vision 2025, the study mission highlighted how smart transformation enables automation, improves production processes, and supports complex global value chain linkages in the agriculture and manufacturing sectors, improving efficiency, productivity, and sustainability. Continued efforts to promote SMEs'

digital transformation in agriculture, manufacturing, and other sectors are essential to enhance efficiency and sustainability in line with Cambodia's National Productivity Master Plan.

iii. *Certification Body Development*

22-SN-05-GE-CBD-C-LK01

Development of the National Productivity Secretariat, Sri Lanka, as an APO Certification Body

The NPS of Sri Lanka has been mandated to lead the national productivity movement across sectors and has implemented a wide range of initiatives, including nationwide programs and the National Productivity Awards. In response to the growing demand for qualified productivity professionals and the absence of a formal national mechanism to manage productivity-related certification, the NPS pursued the establishment of a certification system aligned with APO-AB requirements. One of its strategic initiatives was to become an APO-AB-accredited CB and introduce a structured certification scheme for productivity specialists, thereby strengthening professional standards, enhancing credibility, and supporting sustainable productivity improvement in Sri Lanka.

The APO Secretariat organized a CB development program for the NPS, focusing specifically on capacity building for CB development. The hybrid project was implemented in Colombo, Sri Lanka, and started with an online session on 20 February 2023. In 2025, the remaining three of four phases were completed. A resource person from Singapore provided training and consultancy on 7–11 July and 26–28 August, and the compliance assessment was conducted by two APO-AB assessors, one from Indonesia and one from the Philippines, on 18–19 September. The program supported the establishment of the organizational structure, documentation, and operational procedures required to meet APO-AB standards and scheme requirements.

Following the subsequent accreditation review, the National Productivity Secretariat Certification Body (NPS-CB), Sri Lanka, became the 12th APO-AB-accredited CB on 15 October 2025. It operates the Certified Productivity Specialists scheme, aligned with the APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme and the APO-PS 101:2023 Requirements for Productivity Specialists, covering the Productivity Specialist, Senior Productivity Specialist, and Master Productivity Specialist tiers. The CBD project resulted in the establishment of a comprehensive certification management system, including rules, procedures, and processes aligned with APO-AB standards.

23-SN-05-GE-CBD-C-BD01

Development of the National Productivity Organisation, Bangladesh, as an APO Certification Body

The NPO, Bangladesh, plays a key role in promoting productivity and competitiveness through research, training, consultancy, and the dissemination of good practices. In response to the growing need for a credible national mechanism to certify productivity professionals, the NPO pursued accreditation by the APO-AB under the APO CBD Program. The initiative aimed to strengthen institutional credibility and establish a sustainable system for certifying productivity specialists in line with APO-AB standards, thereby reinforcing the national productivity agenda.

The APO Secretariat organized a hybrid CB development program for the NPO, Bangladesh, in four phases, commencing on 4 June 2023. In 2025, the remaining three phases were completed. Technical support was provided by two resource persons, one from Singapore and one from the Philippines, on 16–20 February and 4–7 May, followed by a compliance assessment by two APO-AB assessors, one from Malaysia and one from Thailand, on 28–29 July. Following the subsequent accreditation review, the Productivity Certification Body of Bangladesh (PCBB) achieved accreditation on 24 September 2025 as the 11th APO-AB-accredited CB.

As a result of the project, the NPO established a comprehensive certification management system aligned with the APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme and the APO-PS 101:2023 Requirements for Productivity Specialists. The PCBB is now authorized to operate the Certified Productivity Specialists scheme, covering the Productivity Specialist, Senior Productivity Specialist,

and Master Productivity Specialist tiers, marking a significant step toward strengthening national capacity for professional certification and supporting sustained productivity improvement in Bangladesh.

24-SN-05-GE-CBD-C-PH01

Development of the Development Academy of the Philippines as an APO Certification Body

The DAP serves as the country's leading public sector capacity-building institution and plays a central role in advancing productivity, governance, and innovation. In response to the need for a credible national mechanism to certify productivity professionals and to support the Philippines' development priorities, including AmBisyon Natin 2040 (Our Ambition 2040) and the Philippine Development Plan 2023–2028, the DAP pursued accreditation as an APO-AB-accredited CB. The initiative aimed to strengthen institutional capacity, establish a robust certification system, and enable Filipino consultants, trainers, and researchers to obtain internationally benchmarked certifications in productivity, thereby supporting sustainable and inclusive economic transformation.

In 2025, the APO Secretariat organized a CB development program for the DAP to operate the Certified Productivity Specialists scheme in line with the APO-PS 101:2023 Requirements for Productivity Specialists and the APO-AB 1003:2020 General Requirements for Certification Bodies. One resource person from Singapore led hybrid training on 10–14 February, 26–27 February, 3–7 March, and 17–21 March. The compliance assessment was conducted from 22 to 23 April by two APO-AB assessors, one from Indonesia and one from the ROC.

Following the successful assessment and accreditation review process held on 1 May, the Development Academy of the Philippines Certification Body (DAP CB) was accredited on 20 May 2025 as the 10th CB accredited by the APO-AB. This milestone was announced during the 67th GBM, held from 20 to 22 May 2025 in Jakarta, Indonesia. The DAP CB is authorized to operate the Certified Productivity Specialists scheme, covering the Productivity Specialist, Senior Productivity Specialist, and Master Productivity Specialist tiers. A key outcome of the project was the establishment of a comprehensive certification management system, including rules, procedures, and operational processes aligned with APO-AB standards, significantly strengthening the Philippines' capacity for professional productivity certification.

25-SN-05-GE-CBD-C-ID01

Development of Directorate for Productivity Development, Ministry of Manpower of the Republic of Indonesia, as an APO Certification Body

Indonesia's economic growth and competitiveness depend on sustained productivity improvement amid rapid industrialization, workforce upskilling needs, and the imperative for sustainable business growth. The PCAP, under the Ministry of Manpower, was established to expand the pool of productivity experts. In 2023, it became the first APO-AB-accredited CB to operate the Certified Green Productivity Specialists scheme, accredited on 21 February 2023 for a four-year term. Building on this foundation and responding to strong demand, particularly from SMEs, the PCAP pursued an extension of scope to include the Certified Productivity Specialists scheme. Through the CBD Program, the APO Secretariat provided consultancy, training, and assessment to enable concurrent operation of both schemes.

In 2025, the APO Secretariat implemented a hybrid CB development program for the PCAP from March to April. The objectives were to assist the PCAP in preparing to extend its accreditation scope, to provide training and consultancy on revising documentation and procedures to cover both schemes, and to deliver technical support for a pilot assessment.

Training was delivered on 4, 10, and 11 March by a local resource person. Two APO-AB assessors, one from Malaysia and one from the Philippines, conducted a compliance assessment on 15–16 April. Following a review by the APO-AB Accreditation Review Panel on 1 May, the PCAP obtained authorization to operate the Certified Productivity Specialists scheme APO-PS 101:2023 in addition to the Certified Green Productivity Specialists scheme APO-GPS 201:2023. Key outputs included updated scheme documentation, aligned

procedures, and strengthened assessment capability, positioning Indonesia as a leading CB operating two productivity specialist schemes and enhancing SME productivity nationwide.

25-SN-05-GE-CBD-C-KH01

Development of the National Productivity Centre of Cambodia as an APO Certification Body

Cambodia currently has no institution authorized to certify the competencies of productivity practitioners, despite growing demand for qualified consultants, researchers, and trainers to support productivity improvement across public and private sectors. While several public and private bodies focus on enhancing competencies in international standards, a dedicated national mechanism for productivity certification has been absent. Establishing a CB for productivity specialists in Cambodia is expected to strengthen productivity promotion and build a sustainable pool of professionals. Becoming the first Cambodian CB for productivity specialists would position the NPCC as a key driver of the professional productivity ecosystem, enhance its standing with development partners, and strengthen its network with other APO-AB-accredited institutions.

In 2025, the APO Secretariat began the implementation of a hybrid CB development program for the NPCC from 17 December with the support of one resource person from Malaysia. The project aims to assist the NPCC in fulfilling CB requirements and to provide training and consultancy to establish the necessary structure, documentation, and procedures in line with APO-AB 1003:2020 and APO-PS 101:2023. The NPCC applied for the CBD Program in December 2025 and is aiming to be accredited to operate the Certified Productivity Specialists scheme by May 2026.

Key expected outputs include the establishment of a certification management system, comprehensive rules and procedures, and compliant operational processes. These deliverables are expected to enable the NPCC to launch credible productivity specialist certification in Cambodia, strengthen national capacity for professional certification, and support sustained productivity improvement.

25-SN-05-GE-CBD-C-SG01

Development of the Singapore Productivity Centre as an APO Certification Body

Singapore's transition toward a low-carbon, innovation-driven economy requires a strong pool of qualified productivity and sustainability professionals. The Singapore National Productivity Organisation Certification Body (SG NPO-CB) was initially accredited by the APO-AB on 15 May 2024 for a four-year term to operate the Certified Green Productivity Specialists scheme, supporting the Singapore Green Plan 2030 and national decarbonization objectives. Building on this foundation and responding to growing regional demand for broader productivity competencies, particularly from SMEs, the SG NPO-CB pursued an extension of scope to include the Certified Productivity Specialists scheme.

Under the CBD Program, the APO Secretariat held hybrid consultancy, training, and assessment in 2025 to enable the SG NPO-CB to operate both productivity specialist schemes. The objectives were to assist the SG NPO-CB in extending its accreditation scope, to provide training and consultancy on revising documentation and procedures, and to deliver technical support for a pilot assessment.

In 2025, training was delivered by one resource person from Malaysia on 21–22 August, 10–11 September, and 29 September–3 October. Following the compliance assessment conducted on 8–9 October by two APO-AB assessors, one from Thailand and one from Malaysia, and the subsequent review by the APO-AB Accreditation Review Panel, the SG NPO-CB was accredited on 15 October 2025 to operate the Certified Productivity Specialists scheme APO-PS 101:2023, covering the Productivity Specialist, Senior Productivity Specialist, and Master Productivity Specialist tiers, together with the Certified Green Productivity Specialists scheme APO-GPS 201:2023. Key outputs included updated scheme documentation, aligned procedures, and strengthened assessment readiness, positioning the SG NPO-CB as a CB capable of operating both schemes and expanding the pool of certified professionals to meet rising demand.

iv. *Specific National Program*

23-SN-06-GE-SNP-C-MY01

Revision of the Malaysia Productivity Blueprint

The Malaysia Productivity Blueprint launched in 2017 to increase productivity and competitiveness and advance the economy through Productivity Nexus sectors. Labor productivity in Malaysia lags behind developed countries in Asia and worldwide, with relative levels remaining broadly consistent from 2016 to 2020 (Conference Board Data Central, 2025), making a targeted review necessary to sharpen implementation and prioritize high-impact measures.

The project activities began in April 2024 after project notification in February 2024. The project aimed to evaluate the Malaysia Productivity Blueprint and Productivity Nexus implementation since 2017; assess productivity issues, challenges, opportunities, and project effectiveness; and propose revisions to the Productivity Nexus productivity roadmap at sectoral and enterprise levels. It engaged key stakeholders (including the Ministry of Economy; Ministry of Investment, Trade and Industry; Department of Statistics Malaysia; the Productivity Nexus Secretariat; and industries) through surveys and consultations to shape a national productivity roadmap.

Key achievements include the evaluation mission in Kuala Lumpur, Malaysia, on 20–25 June 2024 and broad consultations with government, industry, and academia via surveys and discussions. Outputs include a revised Malaysia Productivity Blueprint that reviews Malaysia's productivity journey and lessons learned; provides an evidence-based, internationally benchmarked assessment of national and sectoral productivity trends; and documents case studies from nine Productivity Nexus sectors, demonstrating how policy can be translated into practical initiatives. The revised Malaysia Productivity Blueprint was formally handed over on 25 April 2025 in Kuala Lumpur by APO Secretary-General Dr. Indra to MPC Director General Datuk Zahid Ismail, witnessed by Datuk Kamaruzzaman Johari, Chairman of the MPC. The project was facilitated by a team of resource persons from Australia led by Professor Robert Breunig.

24-SN-06-GE-SNP-C-TH01

Development of National AI Strategy to Enhance Industry Productivity

Thailand 4.0 aims to accelerate digital transformation to develop a high-value, innovation-driven economy. To raise industrial productivity and realize AI's productivity potential while managing its complexities, the APO and FTPI, in coordination with Thailand's Ministry of Industry, are supporting the development of a national AI strategy. Early consultations highlighted core enablers and persistent barriers, particularly for SMEs, and underscored the need for a strategy that couples practical implementation pathways with workforce readiness measures.

The project began in December 2024, and a revised Project Implementation Plan issued in December 2025 updated the timeline to 16 September 2024–30 April 2026. It primarily aims to support the FTPI and Thailand's Ministry of Industry in developing a national AI roadmap and strategy to boost industrial productivity and to strengthen the FTPI's AI capacity by developing AI productivity specialists. Workstreams include assessment and diagnosis, sector analysis, key performance indicator development, stakeholder engagement, ethics and social considerations, talent and education, data and infrastructure strategy, and an implementation roadmap.

The project has advanced through structured stakeholder engagement and early capability building. Stakeholder interviews (completed in January 2025) were followed by a strategy workshop (17–21 February 2025) and pilot training (24–28 February 2025) to test the draft AI productivity specialist curriculum. Approximately 35 individuals from 30 public and private organizations participated in surveys and interviews, and 32 joined the pilot training, facilitated by US-based resource persons. Based on the workshop, the FTPI is expected to scale the AI training and establish a certification pathway. The project will conclude with the launch of the national AI strategy and the finalized curriculum.

24-SN-06-GE-SNP-C-TR01

Development of a Digital Transformation Consultancy Roadmap for Model Factories in Turkiye

Model factories in Turkiye have proven effective as experiential learning environments for operational excellence in manufacturing, but scaling their impact now requires stronger integration of digital capabilities with lean transformation. In line with Turkiye's national productivity agenda anchored in the 10th and 11th National Development Plans and the 2023 Industry and Technology Strategy, this project responded to the need for a structured roadmap that aligns technological infrastructure, practical training, and consultancy services to accelerate SME digital transformation through model factories.

The project aimed to (1) develop a digital transformation consultancy roadmap for model factories, including a monitoring framework; (2) strengthen model factories' institutional capacity and upgrade the technical competence of model factory trainers in digital transformation; and (3) update digital transformation scenarios and training materials by integrating lean transformation. It was implemented as a hybrid Specific National Program (SNP) project in Ankara, Bursa, Kayseri, and Konya, Turkiye, from 17 June to 13 December 2024, hosted by the Department for Productivity Implementations, Ministry of Industry and Technology, Turkiye. The roadmap, training manuals, and other project outputs were finalized in March 2025.

Four model factories and eight SMEs were assessed using an Excel-based digital lean maturity and digital readiness assessment tool. They were provided with a structured digital lean learning and transformation framework and a supporting document mapping relevant digital tools and industry partners. Model factory staff were also provided with capacity-building training. Fieldwork included site visits to the model factories and SMEs. The project was facilitated by six resource persons: one from Malaysia, one from the United States, two from India, and two from the ROK.

24-SN-06-GE-SNP-C-VN01

National Strategy for Advancing the Productivity of Vietnam's Textile and Garment Industry through Technology and Innovation

Vietnam's textile and garment sector is a pillar of the national economy but is under pressure from weakening export demand, intensifying regional competition, and the rising cost and complexity of meeting global sustainability expectations. Against this backdrop, the industry needs a credible productivity pathway that reconciles competitiveness with green requirements supported by better strategic planning and stronger uptake of technology and innovation.

The National Strategy for Advancing the Productivity of Vietnam's Textile and Garment Industry through Technology and Innovation SNP project aimed to (1) identify key factors shaping productivity in the sector, (2) build scenarios for the industry's digital transformation over the next decade, and (3) develop a strategic framework to raise productivity through technology and innovation. It was implemented for Vietnam as a hybrid project from 19 February 2024 to 28 March 2025 by STAMEQ in collaboration with the APO Secretariat.

Key outputs included a strategic foresight study on a national strategy to boost Vietnam's textile and garment productivity through innovation and technology. This featured megatrend analysis and scenario modeling through 2045. The study was finalized in March 2025 and produced actionable recommendations to inform policy and industry strategy. Its findings were also translated into broader dissemination and research outputs. Stakeholder engagement exceeded 150 participants across major seminars in 2024, while a Hanoi workshop held on 23–25 October 2024 brought together 90 participants (40 industry representatives, 25 academics and researchers, and 25 officials). The project was facilitated by a team of three resource persons from Australia.

25-SN-06-GE-SNP-C-ID01

Development of the National Productivity Master Plan for Indonesia

Indonesia's long-running growth performance has been strong, but the binding constraint for achieving Visi Indonesia Emas 2045 (Golden Indonesia 2045 Vision) is shifting from input accumulation to productivity-led

transformation. With demographic tailwinds expected to weaken and persistent regional productivity gaps, Indonesia must reverse the decline in TFP through stronger skills, technology diffusion, management excellence, and policy coordination so that growth becomes more innovative, competitive, and inclusive.

The Development of the National Productivity Master Plan for Indonesia SNP project supported the Government of Indonesia in formulating a national productivity strategy and roadmap. It aimed to mainstream productivity in the national development agenda and accelerate its growth by setting mid- to long-term productivity goals and targets, identifying priority sectors and stakeholders, and translating evidence into actionable initiatives.

Key achievements included high-level stakeholder consultations and structured policy dialogues in early 2025 with key institutions such as Bank Indonesia, the Ministry of Manpower, the Ministry of Industry, the National Research and Innovation Agency, and the Ministry of Agriculture. These dialogues were complemented by a consultative workshop on industry priorities on 17 January to shape quick-win programs and address regional disparities. These inputs fed directly into the National Productivity Master Plan 2025–29, which was officially launched in Jakarta on 7 October as a whole-of-nation blueprint aligning policy, budgets, delivery, and accountability, with the Ministry of National Development Planning of the Republic of Indonesia positioned as the national system integrator and the Ministry of Manpower as the key promoter.

25-SN-06-GE-SNP-C-KH01

Institutional Capability Development Plan for the National Productivity Centre of Cambodia (NPCC)

The Pentagonal Strategy supports the Cambodia Vision 2050 by focusing on sustainable growth, governance, and public service efficiency. The NPCC has played a key role in enhancing productivity in Cambodia, particularly among SMEs. However, as the productivity agenda evolves, it is encountering institutional capacity and workforce challenges. To strengthen its effectiveness and broaden its national impact, the NPCC will become an administrative public entity. This transformation will give the NPCC the autonomy and institutional strength to strategically lead Cambodia's productivity agenda.

The SNP project on developing the institutional capability of the NPCC was kicked off on 28 November. The project objectives are to deliver an institutional capability development plan for the NPCC and clarify the NPCC's mandate, vision, mission, and strategic priorities with measures of success. It also aims to establish sound governance, sustainable funding, an appropriate operating model, and quality standards to build staff capabilities and support effective partnerships, monitoring, and learning.

The inception report will be developed in February 2026, and the first in-country mission is planned for April 2026. The draft capability development plan is expected to be completed in June 2026.

25-SN-06-GE-SNP-C-MN01

Development of the National Productivity Master Plan for Mongolia

Mongolia's recent economic growth has been driven by mineral production and exports, while its traditional agricultural sector faces significant challenges due to harsh weather conditions (World Bank, 2024b). Labor productivity has seen notable growth, primarily due to workers moving between these sectors (World Bank, 2024a). On the other hand, the progress of TFP has been limited over the past decade, despite its role in GDP growth (Breunig et al., 2025). The slow adoption of advanced technologies and innovation, particularly among SMEs, continues to hinder productivity. Without proactive measures, Mongolia risks stagnation in industrial efficiency and economic diversification.

The SNP project Development of the National Productivity Master Plan for Mongolia was kicked off on 12 May. The project aimed to assist the Government of Mongolia in developing a national productivity master plan and a sustainable productivity improvement strategy to support economic growth. It would also establish mid- to long-term national productivity goals and targets, including strategies and initiatives.

Three in-country missions were conducted between July and November to undertake stakeholder consul-

tations, firm-level surveys, and a validation workshop. The master plan will be officially handed over to the Government of Mongolia on 26 January 2026, followed by a two-day training program for government officials on monitoring and evaluation.

25-SN-06-GE-SNP-C-NP01

Development of the National Productivity Master Plan for Nepal

Nepal is undergoing a transition from an agriculture-based economy to one increasingly driven by the service sector, and it also seeks to increase the contribution of the industrial sector to the economy in accordance with its 16th five-year development plan, which officially began in July 2024. This structural transformation not only presents opportunities for economic diversification but also introduces significant challenges that hinder productivity and economic growth. To sustain and accelerate productivity growth, Nepal must enhance infrastructure, institutions, and access to human capital development while examining productivity indicators across key industrial value chains. A well-structured productivity strategy and master plan will provide the framework for navigating this transition effectively, fostering long-term sustainability and innovation.

The SNP project Development of the National Productivity Master Plan for Nepal was kicked off on 12 May. The project objectives were to assist the Government of Nepal in developing a national productivity master plan, a sustainable productivity improvement strategy, and mid- to long-term national productivity goals and targets. This will support Nepal's economic growth and its transition from least developed country to developing country status.

The stakeholder consultation was conducted in Nepal from 14 to 18 July. The validated draft master plan is expected to be completed in June 2026.

v. *Technical Expert Services*

24-SN-02-GE-TES-C-BD03

Business Excellence Framework

Business excellence is increasingly recognized as a strategic approach for improving organizational performance by integrating leadership, systems, and processes to deliver consistent productivity and stakeholder value. In Bangladesh, despite ongoing productivity initiatives, organizations face challenges in operationalizing internationally benchmarked excellence frameworks due to limited institutional capacity and implementation experience. A TES project was therefore conceived to strengthen the capability of the NPO, Bangladesh, to promote business excellence practices as part of a structured and sustainable productivity improvement agenda, in line with the APO Vision 2025 and Bangladesh's National Productivity Master Plan (2021–30).

The face-to-face Business Excellence Framework training course was implemented under the TES Program in Dhaka, Bangladesh, from 5 to 9 January. Hosted by the NPO, Bangladesh, the project strengthened participants' capacity to apply business excellence concepts, frameworks, assessment, and scoring methodologies. It also provided practical approaches to implementation planning and combined conceptual learning with applied exercises.

Twenty-five participants from senior management and professional and technical levels of the NPO, Bangladesh, completed the project, supported by one resource person from New Zealand. The participants strengthened their understanding of business excellence assessment and implementation through interactive discussion and group work. Key outputs included draft action plans and a preliminary national roadmap for business excellence implementation, providing momentum for follow-up activities. The project enhanced the NPO's preparedness for undertaking future initiatives, such as assessor development and pilot implementation, contributing to the long-term sustainability of productivity and quality improvement efforts.

24-SN-02-GE-TES-C-BD04

Strengthening SMEs' Business Intelligence and Data Analysis

SMEs are key drivers of employment generation, economic diversification, and inclusive growth in Bangladesh. Despite their importance, many SMEs experience difficulties in adopting digital tools and data-driven approaches for business planning, operational efficiency, and strategic decision-making. Limited exposure to business intelligence tools and data analytics has constrained their ability to adapt to rapidly changing market conditions in an increasingly digital economy. This TES project sought to address these challenges by strengthening SME stakeholders' capacity to apply modern productivity tools and methodologies, contributing to the APO Vision 2025 key result areas of smart transformation and engagement of SMEs.

The face-to-face Strengthening SMEs' Business Intelligence and Data Analysis TES project was conducted in Dhaka, Bangladesh, from 12 to 16 January, hosted by the Small and Medium Enterprise Foundation and the NPO, Bangladesh, in collaboration with the APO Secretariat. The project aimed to develop institutional capacity in business intelligence and data analytics through expert-led training and enable participants to apply data-driven decision-making to improve business performance and productivity.

Twenty-two participants from SMEs; the Small and Medium Enterprise Foundation; the NPO, Bangladesh; and other public and professional organizations successfully completed the project. One resource person from the ROK delivered a progressive, structured curriculum covering data collection, analysis, and visualization and applied regression techniques. Key outputs included customized data strategies and practical roadmaps for integrating business intelligence tools into daily operations. The project strengthened participating organizations' institutional readiness to promote and sustain data-driven productivity initiatives beyond the project period.

24-SN-02-GE-TES-C-BD05

Best Productivity Practice and Quality Assurance

As Bangladesh continues to strengthen international collaboration and adopt advanced process technologies, compliance with global productivity benchmarks and quality standards has become critical. Nevertheless, significant gaps in awareness and applied skills for productivity improvement and quality assurance remain among local organizations, professionals, and MSMEs, limiting organizational performance and workforce readiness. To address these challenges, a TES project was designed to equip industry professionals with conceptual understanding and actionable methodologies for productivity and quality management. The initiative promoted the inclusive participation of SMEs, informal sector actors, and women, in line with the APO Vision 2025.

The face-to-face Best Productivity Practice and Quality Assurance TES project was held in Dhaka, Bangladesh, from 29 to 31 January, hosted jointly by QA Harbor Limited; the NPO, Bangladesh; and the APO Secretariat. It sought to enhance practitioners' capacity through expert-led sessions, application-oriented tools, and practical learning, thereby contributing to workforce capability development and enterprise-level productivity improvement in APO member economies.

The project strengthened the capacity of 83 professionals from MSMEs, consulting firms, and relevant institutions. Two resource persons from Japan delivered sessions covering productivity concepts and tools, overall equipment efficiency, process optimization, gainsharing, and quality assurance. Applied learning was reinforced through site visits to enterprises certified under ISO standards and the LEED (Leadership in Energy and Environmental Design) green building certification program: Japan Tobacco International Bangladesh Limited and Mithela Textile Industries Ltd. These site visits enabled participants to observe productivity practices in operational settings. A dissemination seminar, held on the evening of the last day with 61 attendees, expanded outreach, strengthened networking, and contributed to wider awareness of productivity and quality practices.

24-SN-02-GE-TES-C-FJ03

Implementing Cultural Diversity and Inclusivity Strategies in Hospitality Operations for Fiji

Fiji's hospitality industry has grown significantly, but challenges persist in managing cultural diversity and promoting inclusivity in terms of service provision and customers. Despite efforts by authorities, there is no comprehensive framework for addressing these issues. The Department of Tourism, Hospitality and Travel at Fiji National University requested that these gaps be addressed to enhance customer experiences, enter new markets, and strengthen Fiji's global competitiveness. This project aimed to equip hospitality professionals with strategies to leverage cultural diversity, thereby boosting industry productivity and innovation while contributing to Fiji's economic development.

The face-to-face TES project Implementing Cultural Diversity and Inclusivity Strategies in Hospitality Operations for Fiji was held in Nadi, Fiji, on 25–28 February to equip hospitality professionals with the ability to develop and implement cultural diversity and inclusivity strategies. Hosted by Fiji National University, the project attracted 28 participants and staff members from Fiji National University. It also included sessions by two resource persons, one from Malaysia and one from Singapore, on cultural diversity and inclusivity in hospitality, smart tourism and technological advancements, policy development and organizational culture, and strengthening industry networks.

The project successfully enhanced cultural awareness in Fiji's hospitality sector by equipping professionals with practical strategies for inclusivity through case studies and role-playing exercises. It introduced smart tourism technologies, such as AI-driven services and language translation tools, improving accessibility for diverse guests. Additionally, the project facilitated policy development and industry collaboration, enabling participants to incorporate inclusivity into organizational frameworks and strengthen partnerships. These achievements align with the APO Vision 2025 by fostering innovation and workforce productivity in hospitality.

24-SN-02-GE-TES-C-JP01

Digital Kaizen Training Course

The integration of kaizen principles with digital tools is a key driver in the ongoing digital transformation of the manufacturing sector. By leveraging advanced technologies and data-driven strategies, businesses can enhance their products, services, and overall business models to ensure they meet the ever-evolving demands of customers and society.

In support of this transformation, the APO and the JPC conducted a hybrid TES project on digital kaizen on 29 January in Tokyo, with the support of the Japan International Cooperation Agency. The session was attended by 13 participants, comprising participants from APO members and representatives from nonmembers in Africa, Central Asia, South America, and Southeastern Europe. Participants attended in person, and one resource person from Vietnam delivered an online lecture on the digitalization of SMEs in Vietnam, providing valuable insights into the country's approach to digital transformation. The lecture was followed by an engaging Q&A session that allowed participants to interact and exchange ideas, further enriching their understanding of digital transformation and generating ideas on digital kaizen applications.

Aligned with the APO Vision 2025 key result area of smart transformation, this TES project aimed to train productivity specialists from APO member and nonmember economies to adopt digital tools, accelerate digitalization (which will reduce waste in processes), and strengthen the capacity of SMEs. As the shift to digital transformation by SMEs accelerates in various nations, strengthening capacity building through training and workshops on digital kaizen will play an important role in achieving the goals of the APO Vision 2025.

24-SN-02-GE-TES-C-KH02

Development of Public-Sector Productivity Specialist

Cambodia's Pentagonal Strategy, aligned with the Cambodia Vision 2050, prioritizes improved governance and institutional efficiency. With public administration comprising a substantial share of public sector employment,

enhancing government productivity is essential. The NPCC seeks to extend its productivity expertise to the public sector by developing a cadre of productivity specialists. This initiative aligns with the TES Program's objective of strengthening NPOs' institutional capacity and advancing productivity knowledge.

The TES project Development of Public-Sector Productivity Specialist was implemented in hybrid modality by the APO Secretariat and the NPCC from 3 December 2024 to 3 April 2025. The project comprised three phases. Phases one and two provided skill development training, and phase three involved technical consultancy, progress review, and a dissemination seminar.

The project commenced on 3 December 2024 with a five-day face-to-face training course in Phnom Penh, Cambodia, for 33 participants, led by one resource person from Canada and one from the Philippines. The second phase, facilitated by the resource person from Canada and conducted online from 18 to 20 February 2025, reinforced the competencies of 32 participants in the APO Public Sector Productivity Framework, regulatory reform, leadership, citizen-centered services, performance management, and e-government. The third phase, supported by the resource person from Canada and another from the ROK, was held face-to-face in Phnom Penh from 1 to 3 April 2025 and translated learning into practice through on-site consultations at the Council for the Development of Cambodia, the Ministry of Civil Service, and the Ministry of Public Works and Transport. The concluding dissemination seminar was attended by 90 public officials and focused on service standards, regulatory streamlining, and public sector productivity implementation planning.

24-SN-02-GE-TES-C-KH03

Business Excellence Framework

Enhancing enterprise competitiveness and resilience is a priority under Cambodia's Pentagonal Strategy and Vision 2050. The NPCC supports MSMEs and large enterprises in adopting productivity methodologies and promotes the structured implementation of business excellence initiatives to strengthen leadership, strategy, operations, and results. This aligns with the TES Program's objective of expanding pools of qualified productivity practitioners within NPOs and key stakeholders.

The three-phase TES project Business Excellence Framework was implemented face-to-face by the NPCC and the APO Secretariat from 16 December 2024 to 28 March 2025 in Phnom Penh, Cambodia. The project combined skill development training, on-site technical consultancy, and a national dissemination conference to ensure practical application and multiplier effects.

The first phase, a five-day training program on 16–20 December 2024, developed a pool of 27 business excellence practitioners from manufacturing and service sectors, equipping them with knowledge of the business excellence framework, scoring, and self-assessment tools. The second phase was held 24–27 February 2025 and engaged 22 participants from five enterprises (Cambodia Chemical Supply Co., Ltd.; KCRI International Cooperation; Medai G.B. Enterprise Co., Ltd.; Investco Holding Co., Ltd.; and Christina Beauty Salon and School) to review implementation progress and draft recommendations. The project concluded with a national dissemination conference on 28 March 2025 attracting 66 delegates, where pilot companies shared implementation outcomes and lessons learned. One resource person from Singapore supported all three phases. The initiative strengthened the NPCC's advisory capability and advanced the institutionalization of business excellence in Cambodia.

24-SN-02-GE-TES-C-LK02

Strategic Planning and Execution with the Balanced Scorecard Approach

The Sustainable Sri Lanka 2030 Vision emphasizes strengthening public sector effectiveness through structured performance monitoring, evaluation, and transparent reporting systems. However, institutions under the Ministry of Industry and Entrepreneurship Development face challenges in translating national policy goals into measurable outcomes, aligning priorities across departments, and improving performance reporting mechanisms. The balanced scorecard was identified as an ideal tool capable of linking strategic objectives with clear indicators and actionable initiatives, thereby strengthening accountability and supporting evidence-based decision-making.

A face-to-face TES project, Strategic Planning and Execution with the Balanced Scorecard Approach, was implemented in Colombo, Sri Lanka, from 13 to 21 February, hosted by the NPS. The project aimed to build institutional capacity to design and operationalize an integrated strategic planning and management system using balanced scorecard methodologies across affiliated institutions.

The project engaged 42 participants from the NPS, relevant ministries, and industry organizations. One resource person from Malaysia conducted sessions on balanced scorecard fundamentals, facilitated group work, and provided tailored consultations and recommendations to the NPS and the Ministry of Industry and Entrepreneurship Development. Key outputs included strategy maps, key performance indicators, cascading frameworks, and comprehensive balanced scorecard implementation plans developed by participating institutions. The project contributed to the APO Vision 2025's key result area of quality of the workforce.

24-SN-02-GE-TES-C-MN02

Organic Business Transformation for Enhancing Agricultural Productivity

Mongolia's national development agenda prioritizes improving food safety, environmental sustainability, and agricultural competitiveness, with a target to increase organic production to 5% of total agricultural output by 2030. However, the agrifood sector faces limited consultancy capacity, low organic adoption, land degradation, and weak certification readiness among SMEs. It is therefore critical to strengthen enterprise-level advisory services, institutional expertise, and certification systems, such as participatory guarantee systems and third-party certifications, to accelerate organic sector development and support sustainable productivity growth.

A hybrid TES project, Organic Business Transformation for Enhancing Agricultural Productivity, was implemented in Ulaanbaatar, Mongolia, 3 February–28 March. Hosted by the MPO, the project aimed to enhance institutional and enterprise capacity for organic business transformation through structured training and on-site consultation.

The project kicked off on 3 February, engaging 45 participants in a two-day, face-to-face foundational training program followed by three-day technical support for three enterprises (Baga Rashaant LLC, Suun Zam Dairy LLC, and Retouret LLC) to conduct gap analysis, SWOT (strengths, weaknesses, opportunities, and threats) analysis, and on-site training and consultation to identify certification pathways. The second phase, conducted online from 26 to 28 March, reinforced internal audit systems and certification readiness with the participation of 17 core participants from phase one. One resource person from Bangladesh supported the whole project. Key outputs included firm-level organic transformation roadmaps; an ingredient verification checklist; preparatory steps for developing a participatory guarantee system; and registration with the Ministry of Food, Agriculture and Light Industry. An additional enterprise, Gegee Foods LLC, joined the second phase, reflecting expanded sectoral interest and multiplier effects.

24-SN-02-GE-TES-C-NP01

Leveraging AI for Sustainable Agricultural Productivity

Nepal's agriculture sector supports over 60% of the population (National Statistics Office, 2023) and contributes approximately 25% to the GDP (Nepal Rastra Bank, 2025), yet faces constraints like limited arable land, low irrigation coverage, soil degradation, rapid urbanization, and climate change. In line with Nepal's Agriculture Development Strategy 2015–35, modernization through technology adoption is essential to address the challenges affecting long-term productivity and food security. AI offers potential solutions for precision farming, resource optimizations, crop monitoring, and data-driven decision-making. Strengthening institutional capacity to understand and apply AI in agriculture is imperative to support sustainable agricultural productivity and climate resilience.

The face-to-face TES project Leveraging AI for Sustainable Agricultural Productivity was held in Chitwan and Makwanpur, Nepal, 20–24 April, hosted by the Agriculture and Forestry University, Nepal, and the NPEDC, Nepal, in collaboration with the APO Secretariat. The initiative intended to expose participants to AI technologies applicable to agriculture through structured technical sessions and field engagement.

The project was attended by 65 academics, researchers, and graduate students from three faculties of the Agriculture and Forestry University. Two resource persons from Serbia delivered sessions on how to apply AI and machine learning in crop production, livestock, forestry, remote sensing, insurance, agri-environmental payments, and digital transformation. A field visit to the Beekeeping Development Center in Bharatpur enabled discussion on AI applications in apiculture, including hive monitoring, disease detection, and environmental sensing, as well as broader value-chain opportunities such as apitherapy and apitourism. Key outputs included improved awareness of AI tools, contextual analysis of global case studies, and initial dialogue on potential research and innovation directions.

24-SN-02-GE-TES-C-PH03

Capability Building on Developing Innovation Champions within Department of Science and Technology

The Philippines has strengthened its innovation ecosystem, as reflected by its improved ranking in the Global Innovation Index 2025 compared with 2022. However, despite support from the Small Enterprise Technology Upgrading Program (SETUP) of the Department of Science and Technology (DOST), many assisted MSMEs remain at a basic level of innovation management maturity. A previous APO-supported assessment of SETUP-assisted MSMEs revealed gaps in structured innovation practices and the need for stronger institutional capability to deliver systematic advisory services. Addressing these challenges requires enhancing the competencies of DOST personnel, enabling them to guide MSMEs more effectively in adopting innovation management practices and scaling sustainably.

The face-to-face TES project titled Capability Building on Developing Innovation Champions within Department of Science and Technology was implemented in Manila and General Santos City, the Philippines, from 27 January to 7 February. Hosted by the MIMAROPA regional office of DOST (DOST-MIMAROPA) and the DAP, the project aimed to strengthen participants' ability to assess MSME innovation needs and provide tailored advisory support.

The project engaged 131 personnel from regional and provincial offices of DOST, facilitated by two resource persons from Germany. The five-day training program included lectures, group work, simulations, interactive tools, and pre- and post-tests, and it covered innovation concepts, strategy, and processes; life cycle management and associated tools; and impact measurement. Participants enhanced their advisory skills under SETUP's scope and provided input for a unified manual for MSME innovation management support. Implementing the project through regional hubs enabled broad regional participation and fostered cross-regional exchange. The project contributed to the APO Vision 2025 key result areas of quality of the workforce and innovation capability.

24-SN-02-GE-TES-C-PK01

Salt Product Value Addition According to International Markets

Pakistan, possessing some of the world's purest and most abundant rock salt reserves, has strong potential for export growth and higher-value products amid rising global demand. Despite opportunities in specialty, food-grade, and industrial segments, the sector largely relies on traditional mining and basic product offerings, limiting competitiveness in international market. The Salt Manufacturers Association of Pakistan has emphasized the need to enhance value addition, safety standards, and market-driven product development to unlock sustainable growth and export performance in the sector.

The Salt Product Value Addition According to International Markets TES project was implemented face-to-face in Islamabad, Pakistan, from 14 to 16 April. Hosted by NPO Pakistan and the Salt Manufacturers Association of Pakistan, in collaboration with the APO Secretariat, the project aimed to strengthen industry capacity for safe and productive salt mining, mechanization, and product differentiation.

Seventy-two participants from the salt sector value chain attended the project. One resource person from Germany delivered technical sessions on geotechnical design, mechanized mining systems, productivity indicators, maintenance strategies, and revenue diversification. A site visit to the Khewra Salt Mine, Punjab,

enabled on-site diagnostics and practical recommendations on ventilation, extraction ratios, and operational efficiency. The project generated actionable guidance on modernization pathways, market benchmarking, and value addition strategies while fostering stronger dialogue between industry stakeholders and international experts. The intervention contributed to the APO Vision 2025 key result areas of smart transformation and engagement of SMEs.

24-SN-02-GE-TES-C-PK06

Environmental Management for Enhanced Productivity of the Leather Industry

Pakistan's leather industries play a vital role in export earnings and employment but face mounting environmental and resource-efficiency challenges. Intensive use of water, energy, and hazardous chemicals in tanning and dyeing processes has contributed to water pollution, rising treatment costs, and pressure on natural resources. Strengthening enterprise capabilities in systematic environmental management and GP tools is therefore essential to enhance competitiveness and support sustainable industrial growth.

The hybrid TES project Environmental Management for Enhanced Productivity of the Leather Industry was implemented from 17 February to 24 April in Lahore, Pakistan, by NPO Pakistan and the Pakistan Tanners Association. The three-phase project supported selected enterprises through on-site assessment and customized training, online progress review and coaching, and implementation wrap-up with dissemination.

The first phase, conducted face-to-face from 17 to 19 February, involved in-plant assessments and GP training for three leather manufacturers: Prime Tanning Industries (Pvt.) Ltd., Royal Leather Industries Ltd., and MIMA Leather (Pvt.) Ltd. The second phase, held online on 14 April, reviewed progress in material flow cost accounting modeling and improvement initiatives. The third phase, conducted face-to-face from 21 to 24 April, focused on finalizing action plans and presenting results, with Unique Tanning Industries (Pvt.) Ltd. joining implementation activities. One resource person from Malaysia and one from Vietnam guided 19 participants in developing material flow cost accounting models, identifying high-cost resource losses in dyeing processes, and formulating company-specific environmental improvement plans. The project contributed to the APO Vision 2025 key result areas of quality of the workforce and engagement of SMEs.

24-SN-02-GE-TES-C-TH01

Resource Productivity Management Using Resource Efficiency, MFCA, and EcoLean Concepts

The Bio-Circular-Green Economy model remains central to Thailand 4.0, a national policy aimed at promoting sustainable industrial growth through resource efficiency, innovation, and environmental stewardship. In support of this national agenda, the FTPI sought to strengthen its capacity to promote business sustainability and resource productivity among Thai enterprises. The initiative aligned with the APO's TES Program, which aids NPOs through tailored, expert-driven training and consultancy.

The TES project on resource efficiency, material flow cost accounting, and EcoLean for resource productivity management was implemented face-to-face by the APO Secretariat and the FTPI from 17 December 2024 to 16 January 2025 in Bangkok, Thailand. The two-phase initiative comprised structured training, in-plant assessments, and a public seminar to facilitate knowledge transfer to SMEs and stakeholders.

The project commenced on 17 December 2024 with a three-day training program for 13 participants on GP, life cycle assessment, and environmental impacts, with in-plant assessments at Jasmine City Hotel and L.K.S. Food Maker Co., Ltd. The second phase, held 14–16 January for the same 13 participants (seven face-to-face and six online), covered the SDGs, carbon footprints, net-zero pathways, design for the environment, and GP sustainability and included a hybrid public seminar. One resource person from Malaysia and one from Vietnam supported both phases. The project strengthened the FTPI's capacity to develop a resource productivity training course and support the Thailand Productivity Institute Center of Professional Certification (FTPI-PC), a CB operating the Certified Green Productivity Specialists scheme. This also contributed to the APO Vision 2025 key result areas of quality of the workforce and smart transformation.

24-SN-02-GE-TES-C-TH03

Productivity Curriculum Development for Youth

Thailand's long-term productivity competitiveness depends on equipping youth with systematic thinking, digital literacy, and practical productivity skills. Although Thai schools introduce basic sustainability and productivity concepts, their limited practical application results in skill gaps that later require additional workplace training investment. To address this challenge, the FTPI sought to develop a structured productivity framework and practical teaching tools tailored for junior high and high school students. The initiative aligned with the TES Program by strengthening institutional capacity and expanding productivity knowledge into the education sector, contributing to sustainable workforce development.

The Productivity Curriculum Development for Youth TES project was implemented face-to-face in Bangkok from 17 to 19 March by the FTPI, in collaboration with the APO Secretariat. Intended project outcomes were a draft productivity framework for youth, a course outline, and an instructor manual. The project also aimed to facilitate the integration of AI-assisted approaches into curriculum design through knowledge sharing and workshop-based consultations.

Twenty-two participants from the FTPI and educational institutions completed the project, led by one resource person from Japan. The project covered Japanese education practices, lesson study, inquiry-based learning, and AI-supported curriculum design. Key outputs included a draft productivity framework, a structured course outline, and an instructor manual incorporating practical activities and evaluation approaches. The project strengthened the FTPI's capability to extend productivity initiatives into schools and fostered closer engagement with education stakeholders, laying the groundwork for pilot implementation and broader institutional adoption. It also supported the APO Vision 2025 key result area of quality of the workforce.

24-SN-02-GE-TES-C-TR04

Use of Artificial Intelligence Applications of Crop Classification in Agriculture: Python Training

The General Directorate of Agricultural Reform of the Ministry of Agriculture and Forestry (MoAF), Turkiye, plays a central role in rural development, soil protection, land use, and agricultural planning. Within the General Directorate, the Integrated Administration and Control Systems Department is tasked with incorporating innovative technologies into agricultural monitoring and management. In particular, the department has been advancing the use of AI and remote sensing applications to support data-driven agricultural planning. Although progress has been made in improving infrastructure and staff skills, there remains a clear need to strengthen technical capacity, especially in AI applications and programming tools. This project aimed to address that need by enhancing the knowledge and skills of central and provincial staff in AI-based crop classification using Python software.

From 14 to 18 April, the face-to-face TES training course Use of Artificial Intelligence Applications of Crop Classification in Agriculture: Python Training was held by the Integrated Administration and Control Systems Department in Ankara, Turkiye. The training brought together 21 participants from central and provincial units of MoAF. Delivered by two AI specialists from Pakistan, the sessions included theoretical instruction and practical exercises on AI algorithms, Python programming, satellite image processing, area monitoring, and land-use mapping. Fieldwork further reinforced the classroom components, offering hands-on experience in data collection and interpretation.

Participants gained awareness of AI techniques and valuable skills in applying them to crop classification, contributing to more efficient and accurate agricultural production planning. Additionally, geographic information system data management was improved through Python-based automation. The project also facilitated a detailed review of the Standing Committee for Economic and Commercial Cooperation of the Organization of the Islamic Cooperation project deliverables, ensuring that previous shortcomings were addressed and aligned with institutional goals for digital transformation in agriculture.

24-SN-02-GE-TES-C-TR05

Increasing Productivity and Efficiency of Technology Transfer Office of the Ministry of Agriculture and Forestry of Turkiye (MoAF)

The General Directorate of Agricultural Research and Policies is Turkiye's principal institution for agricultural research, employing over 2,000 staff across 49 research institutes nationwide. To ensure that R&D outputs generate tangible benefits for society, the General Directorate of Agricultural Research and Policies established a Technology Transfer Office. However, the Technology Transfer Office continues to face several institutional challenges, including limited capacity, the absence of comprehensive operational guidelines and training materials, and insufficient expertise in intellectual property rights management and plant breeders' rights.

This TES project, Increasing Productivity and Efficiency of Technology Transfer Office of the Ministry of Agriculture and Forestry of Turkiye (MoAF), was designed to strengthen the Technology Transfer Office's institutional capacity in the protection of intellectual property rights, support the commercialization of R&D outcomes, and enhance the overall efficiency and impact of agricultural research activities. The first phase was held in November 2024. This second phase was implemented face-to-face in Ankara, Turkiye, from 3 to 7 November 2025. The program was hosted by MoAF and attended by 30 participants. Two resource persons, one from Denmark and one from the United Kingdom, provided training sessions focused on innovation, patent commercialization, and strengthening legal and regulatory frameworks for technology transfer in the public and private sectors.

The resource persons delivered lectures and led practical exercises on the fundamentals of intellectual property rights, commercialization strategies, licensing, AI-related intellectual property issues, and compliance in public institutions. The interactive format encouraged active engagement across sectors. One participant subsequently pursued commercialization funding, demonstrating the program's concrete contribution to advancing innovation and intellectual property management capacity in Turkiye.

24-SN-02-GE-TES-C-TW01

Conference on Sustainable Agricultural Development

The agriculture sector of the ROC is navigating increasing pressure from climate change, environmental degradation, land scarcity, and shifting global sustainability standards, affecting farm productivity, ecological balance, and food security. Aligned with national priorities and the SDGs, the Ministry of Agriculture has intensified efforts to embed environmental sustainability into agricultural policies, including enhancing renewable energy solutions, agri-environmental payment schemes, land-use governance, ecosystem service valuation, and policy coordination. This TES project responded to the need for enhanced policy coherence and institutional capacity to support resilient, future-ready, and sustainable agricultural development.

The TES project Conference on Sustainable Agricultural Development was held face-to-face in Taipei, the ROC, from 6 to 9 January, attracting farmers, researchers, government officials, and relevant stakeholders. The project was implemented by the CPC in collaboration with the APO Secretariat. It aimed to strengthen policy planning and institutional capacity through international knowledge exchange, site visits, technical sessions, and conference dialogue.

The project engaged 45 participants in a three-day training course and 88 in the international conference held on the fourth day. One resource person from Germany led three site visits to Dounan Farmers' Association in Yunlin, the Aquaculture Development Association in Tainan, and Meinong Farmers' Association in Kaohsiung. The resource person also conducted sessions on agri-environmental payment schemes, agrivoltaics, ecosystem services, and net-zero strategies. Key achievements included strengthened policy coherence, enhanced institutional capacity, and forward-looking dialogue on spatial planning and renewable energy integration. Informal follow-up collaboration with local institutions was also initiated, reflecting positive multiplier effects.

24-SN-02-GE-TES-C-VN01

Capacity Building on Good Regulatory Practice

Good regulatory practice is a globally recognized framework for ensuring that policies are transparent, evidence based, and efficient. It helps governments streamline regulations, reduce administrative burdens, and foster sustainable economic growth. Regulatory reform is central to Vietnam's economic development strategy, including initiatives such as e-government, one-stop services, and ongoing restructuring of central and local administrations. As Vietnam's largest economic hub, Ho Chi Minh City is well positioned to lead in good regulatory practice adoption, enhancing regulatory efficiency and public service delivery while contributing to national reforms.

To support these efforts, STAMEQ and the APO Secretariat held the Capacity Building on Good Regulatory Practice TES project face-to-face in Ho Chi Minh City, Vietnam, from 24 to 28 February. Thirty-nine participants from relevant departments and district-level People's Committees of the city attended the training and were guided by two resource persons: one from Malaysia and one from the United Kingdom. The training covered good regulatory practices, regulatory impact analysis, AI-driven trends, and best practices from Malaysia, Singapore, and the United Kingdom.

The training provided participants with a comprehensive understanding of good regulatory practice, enabling them to conduct regulatory impact analysis, prepare regulatory impact statements for selected Vietnamese laws and regulations, and propose policy options in response to local issues. This initiative is expected to contribute to the enhancement of Vietnam's regulatory framework, improve governance, and support ongoing administrative restructuring. Crucially, it will also foster a culture of continuous improvement, stimulating innovation for sustainable development.

25-SN-02-GE-TES-C-BD01

Boosting SME Productivity with AI-Powered Solutions

SMEs are central to Bangladesh's economic growth, employment generation, and industrial diversification. In line with the country's digital transformation agenda and SME development priorities, there is increasing recognition that AI-driven tools can significantly enhance productivity, operational efficiency, and competitiveness. However, limited awareness, technical capacity, and structured adoption strategies have constrained SME uptake of AI solutions. In response to these challenges and in alignment with the APO Vision 2025 goals of sustained productivity growth and smart transformation, this TES project aimed to strengthen institutional and enterprise-level capacity to transition from AI literacy to practical AI capability.

The Boosting SME Productivity with AI-Powered Solutions TES project was implemented face-to-face in Dhaka, Bangladesh, from 2 to 6 November, hosted by the Small and Medium Enterprise Foundation and the NPO, Bangladesh, in collaboration with the APO Secretariat. The project aimed to equip SME stakeholders with practical knowledge and tools to integrate generative AI into business processes and develop AI-enabled productivity applications.

Thirty-two participants from Bangladesh completed the five-day intensive program delivered by one resource person from Singapore. Through hands-on workshops using the Capabara platform, participants explored 10 SME-focused AI use cases, AI workflows, prompt engineering, large language model (LLM) tools, and governance. They also developed functional AI applications without coding. Outputs included customized AI productivity apps, AI implementation roadmaps, and sector-specific use cases for marketing, workflow automation, and customer engagement. An unintended achievement was the emergence of strong interest in national AI competitions and certification pathways, indicating readiness to scale AI capability development across Bangladeshi SMEs.

25-SN-02-GE-TES-C-BD02

Capacity Building on Six Sigma Black Belt

Quality and process excellence are critical for sustaining competitiveness in Bangladesh's evolving industrial landscape. To strengthen institutional capacity to lead data-driven improvements, the NPO, Bangladesh, identified the need to develop advanced Six Sigma Black Belt competencies among its professionals. Building in-house expertise is essential to support structured productivity enhancement initiatives and align with Bangladesh's National Productivity Master Plan 2021–30 and the APO Vision 2025, particularly the key result area of quality of the workforce.

The hybrid TES project Capacity Building on Six Sigma Black Belt was implemented by the NPO, Bangladesh, and the APO Secretariat from 14 October to 2 December in Dhaka, Bangladesh. The three-phase project combined foundational online learning, intensive face-to-face technical training, and a concluding online phase focusing on control systems, project simulation, and certification to ensure progressive competency development.

The first phase, held online on 14–16 October, introduced Lean Six Sigma foundations and the Define and Measure phases of the Lean Six Sigma DMAIC process (define, measure, analyze, improve, control), strengthening the conceptual understanding of 26 participants. The second phase was conducted face-to-face on 19–23 October and deepened the participants' technical proficiency in statistical analysis, measurement system analysis, experiment design, regression, and change management. The concluding third phase was implemented online from 30 November to 2 December and focused on control planning, institutionalization of improved processes, project simulation, and certification. One resource person from Canada supported all three phases. The initiative enhanced the NPO's readiness to support industry-level productivity interventions and reinforced a culture of continuous improvement, including plans for refresher training and mentoring to sustain competency development.

25-SN-02-GE-TES-C-FJ01

Productivity through Innovation: A Learning Journey for SME Transformation

Innovation-led productivity growth is central to Fiji's National Development Plan, which emphasizes a dynamic and competitive private sector. The National Training and Productivity Centre of Fiji National University plays a key role in promoting productivity through training, consultancy, and quality initiatives. However, accelerating SME competitiveness requires structured innovation management capabilities and practical exposure to best practices that translate ideas into measurable productivity improvements. Strengthening national capacity to institutionalize innovation systems was therefore identified as a priority in alignment with the APO Vision 2025.

A face-to-face TES project titled Productivity through Innovation: A Learning Journey for SME Transformation was implemented in Suva, Fiji, from 18 to 22 August, hosted by the National Training and Productivity Centre of Fiji National University in collaboration with the APO Secretariat. The five-day project aimed to strengthen SMEs' and productivity practitioners' understanding and application of innovation management systems through structured learning and benchmarking exposure.

Seventeen participants from SMEs and public sector organizations completed the project, led by one resource person from Singapore. The training covered innovation concepts, integrated innovation management frameworks, implementation mechanisms, performance measurement, and sustainability of innovation practices. The program included three site visits to iTaukei Land Trust Board; Vinod Patel & Co., Ltd.; and the Office of the Attorney General, enabling participants to observe practical applications of innovation and productivity initiatives. Participants developed organization-specific innovation action plans, including initiatives from the Legal Aid Commission, Land Transport Authority, Fiji Ports Terminal, and SMEs. The project supported broader efforts to enhance structured innovation practices and foster continuous improvement within Fiji's productivity ecosystem.

25-SN-02-GE-TES-C-FJ02

Practical Application of Artificial Intelligence (AI) for Business Productivity and Innovation

Fiji's National Development Plan emphasizes digital transformation and private sector modernization to enhance competitiveness and economic resilience. Demand is growing for practical AI capability among businesses and public sector institutions. Organizations face challenges including limited local AI expertise, high operational costs, inefficient manual processes, data management vulnerabilities, and increasing compliance requirements. Strengthening applied AI knowledge was therefore prioritized to support productivity enhancement in alignment with the APO Vision 2025, particularly under the smart transformation key result area.

This TES project on the practical application of AI for business productivity and innovation was implemented face-to-face in Suva, Fiji, from 27 to 31 October. The project was hosted by the National Training and Productivity Centre and MEPWR of Fiji in collaboration with the APO Secretariat. The five-day project aimed to equip participants with practical skills in applying AI tools across business functions and to improve operational efficiency and data-driven decision-making.

Fifty-seven participants from diverse sectors completed the project, led by one resource person from Canada. The training covered AI fundamentals, generative AI platforms, prompt engineering, Microsoft Copilot applications, data analytics, automation techniques, and responsible AI practices. Through guided exercises and group presentations, participants practiced using AI tools for document automation, data handling, content generation, and business-function use cases across marketing, HR, finance, operations, and compliance. The project strengthened participants' foundational AI literacy and practical awareness, contributing to improved readiness for AI-enabled productivity initiatives in Fiji.

25-SN-02-GE-TES-C-IN01

Policy Dialogue for a National Strategy on Plastic Pollution: Addressing Single-Use Plastics and Microplastics in India

Plastic pollution has reached critical global levels, causing environmental, health, and economic damage. According to the OECD (2022b), 22 million tons of plastics leaked into the environment globally in 2019. In India, rising single-use plastic consumption and issues in waste management persist despite regulatory measures such as the Plastic Waste Management Rules, single-use plastic bans, and extended producer responsibility frameworks. This project was designed to support structured stakeholder consultations, policy dialogue, and the development of actionable recommendations for reducing plastic pollution.

The TES project Policy Dialogue for a National Strategy on Plastic Pollution: Addressing Single-Use Plastics and Microplastics in India was implemented in two phases from 4 June to 22 July in New Delhi, India, hosted by the NPC, India, in collaboration with the APO Secretariat. The project aimed to facilitate multisectoral stakeholder consultations and the development of practical recommendations to address single-use plastics and microplastics.

The first phase commenced on 4 June with an online consultation, followed by a face-to-face multisectoral dialogue on 5 June, which involved 125 participants and examined regulatory gaps and challenges related to single-use plastics and microplastics. A strategic review meeting on 6 June consolidated recommendations and defined follow-up actions. The second phase, held 21–22 July, focused on synthesizing stakeholder inputs into strategic policy recommendations. One resource person from Japan facilitated the project, covering extended producer responsibility mechanisms, circular economy models, and microplastic management. Outputs included documented recommendations and a consolidated policy brief, strengthening coordination and supporting the APO Vision 2025 goal of inclusive engagement and shared prosperity.

25-SN-02-GE-TES-C-KH01

Enhancing Technology Transfer in the Dry Food MSME Sector in Cambodia: A Strategic Study on Challenges, Opportunities, and Collaboration Model

Cambodia's dry food MSME sector supports domestic food supply and has export potential but remains constrained by limited technology adoption, weak process management, and uneven food safety compliance. The reliance on traditional drying methods and limited access to appropriate equipment hinder product consistency and competitiveness, and technical expertise within academia is not effectively aligned with MSME needs. This project addressed these gaps by assessing technology transfer readiness and strengthening enterprise and academia linkages, supporting the National Policy on Science, Technology and Innovation 2020–2030; the Expansion and Modernization of SMEs key policy measure of the Cambodia Industrial Development Policy 2015–2025; and MSME compliance under the Law on Food Safety (2022).

The TES research project Enhancing Technology Transfer in the Dry Food MSME Sector in Cambodia: A Strategic Study on Challenges, Opportunities, and Collaboration Model was implemented from 10 July to 23 December in Phnom Penh, Battambang, Kampong Thom, Siem Reap, Kampot, and Kampong Speu, Cambodia. Hosted by the Department of Technology Transfer and the NPCC, in collaboration with the APO Secretariat, the project evaluated institutional capacities, identified technology transfer constraints, and developed a structured roadmap for collaboration and sector upgrading.

The project engaged 32 MSMEs and eight universities and research institutions through key informant interviews, as well as 26 participants in a focus group discussion and 36 participants in an online validation workshop. The implementing research institute from Indonesia deployed a team of five researchers, including two lead experts, to deliver the assignment. Key outputs comprised a comprehensive final analytical report, an adapted technology readiness assessment, and a time-bound roadmap with policy and operational recommendations. The findings were formally presented at the 5th Annual Forum on Technology Transfer in December, which convened 112 stakeholders and strengthened university and industry engagement.

25-SN-02-GE-TES-C-KH02

Work Design for Improved Public-Sector Productivity

Cambodia's Pentagonal Strategy and Vision 2050 prioritize institutional reform, human resource development, and strengthened accountability to enhance public sector efficiency and citizen-centered service delivery. Achieving these reforms requires modern organizational design, performance-oriented management systems, and effective workflow structures. However, systematic application of work design principles in public administration remains limited. To address this and support ongoing governance modernization, this project aimed to introduce structured work design methodologies and contemporary organizational models. The initiative contributed to the Pentagonal Strategy's priority policies (1) institutional reforms and strengthening and (2) improvement of human resources and work efficiency, as well as the APO Vision 2025's key result area of quality of the workforce.

The TES project Work Design for Improved Public-Sector Productivity was implemented face-to-face in Phnom Penh, Cambodia, from 29 September to 8 October. Hosted by the NPCC in collaboration with the APO Secretariat, it aimed to develop a pool of public sector productivity specialists in work design and provide targeted institutional consultations.

The project kicked off with a five-day face-to-face training course engaging 27 participants from public sector organizations. One resource person from the United States covered organizational structures, decision-making, administrative and civil service reforms, bureaucracy and power dynamics, productivity measurement, and service delivery systems, supported by interactive group exercises. Technical consultations were subsequently conducted at the NPCC, the Ministry of Civil Service, and the Municipality of Phnom Penh, focusing on workflow, managerial processes, and service performance. The project strengthened participants' analytical capacity and generated practical insights to support productivity improvement in Cambodia's public administration.

25-SN-02-GE-TES-C-LA01

Digitalizing Productivity Gainsharing for Business Growth

Lao PDR's economic growth is driven by five key sectors, agriculture, services, mining and quarrying, manufacturing, and construction, and it requires enterprise-level productivity systems that promote inclusive performance improvement. The LNPO sought to increase adoption of productivity gainsharing practices to enhance business competitiveness and promote the equitable distribution of productivity gains. In line with the APO Vision 2025 goal of inclusive engagement and shared prosperity, this project aimed to support the digitalization of productivity gainsharing and accelerate structured sectoral uptake.

The Digitalizing Productivity Gainsharing for Business Growth TES project was implemented face-to-face in Vientiane, Lao PDR, from 14 to 18 July by the LNPO, in collaboration with the APO Secretariat. It aimed to develop sector-specific digital productivity gainsharing criteria, design a digital certification mechanism, and conceptualize an implementation roadmap for wider adoption.

The five-day program was completed by 20 participants representing five priority sectors and major business associations. One resource person from Malaysia facilitated sessions on digital productivity gainsharing, sector-specific criteria formulation, digital self-assessment mechanisms, and implementation planning. Key outputs included five sector-specific digital productivity gainsharing assessment frameworks, each comprising 20 diagnostic criteria integrating bonus, productivity, performance, and skill incentive components. A proposed digital productivity gainsharing action plan with an indicative timeline was also produced, along with a set of frequently asked questions to support digital rollout. A roundtable discussion with business associations culminated in the signing of a memorandum of understanding between the LNPO and the Lao National Chamber of Commerce and Industry to promote broader collaboration on productivity gainsharing adoption.

25-SN-02-GE-TES-C-LK01

Empowering the National Productivity Award Judge Panel

Sri Lanka's National Productivity Awards, established in 1993, serve as a national mechanism for promoting productivity improvement across public, private, and school sectors. With the resumption of the award cycle in 2025 after a five-year hiatus, attention was directed toward reinforcing the credibility and rigor of the National Productivity Awards to sustain their role as a national platform for productivity excellence. Strengthening the capacity of the judging panel was therefore necessary to ensure objective, ethical, and consistent assessment of productivity initiatives. This project addressed this institutional need by enhancing assessment competencies within the NPS and contributing to the APO Vision 2025 key result area of quality of the workforce.

The TES project Empowering the National Productivity Award Judge Panel was implemented face-to-face in Colombo, Sri Lanka, from 29 September to 10 October by the NPS, in collaboration with the APO Secretariat. The project aimed to strengthen judges' competencies in business excellence assessment, ethical evaluation, and benchmarking methodologies to support effective implementation of the 2026 National Productivity Awards cycle.

A total of 293 participants from central ministries, provincial and district administrations, regulatory agencies, state institutions, private enterprises, and the NPS completed the program. Two resource persons from New Zealand delivered two-day business excellence assessors' training and two-day benchmarking for excellence certification training. Participants were trained in assessment criteria, evaluation logic, ethical standards, consensus scoring, feedback report preparation, and benchmarking methodology, generating over 25 benchmarking project concepts. A one-day strategic review workshop engaged senior officials and NPS leadership to identify practical enhancements for the upcoming awards cycle, strengthening institutional preparedness and cross-sector alignment.

25-SN-02-GE-TES-C-LK02

Strategic Approaches to Energy Audits for SMEs in Sri Lanka

Sri Lanka's energy mix remains heavily dependent on imported fossil fuels, exposing SMEs to rising energy costs

and supply volatility. Strengthening energy efficiency within the industrial SME sector has therefore become a national priority aligned with SDG 7: Affordable and Clean Energy. Although energy audits are recognized as an effective tool for improving operational efficiency, many SMEs face constraints in technical expertise and data management. This project therefore aimed to enhance SME capacity to undertake practical energy audits and adopt basic energy management practices, supporting national efforts toward energy conservation and sustainable industrial development.

The Strategic Approaches to Energy Audits for SMEs in Sri Lanka TES project was implemented face-to-face in Colombo, Sri Lanka, from 24 to 28 November by the NPS, Sri Lanka, in collaboration with the APO Secretariat. The project aimed to strengthen SMEs' competencies in conducting energy audits, identifying energy-saving opportunities, and promoting regulatory compliance and sustainable energy practices.

Forty-one participants representing manufacturing and service sector SMEs, technical institutes, government agencies, and the NPS completed the project. One resource person from India delivered structured sessions covering energy management principles, ISO 50001 frameworks, electrical and thermal audit techniques, audit instrumentation, economic analysis, renewable integration options, and monitoring mechanisms. A field energy audit at Sofia Colombo City Hotel enabled participants to conduct real-time measurements, analyze findings, and prepare draft audit reports and action plans. Participants identified feasible low- and no-cost energy conservation measures and demonstrated an improved understanding of energy performance assessment, contributing to strengthened operational efficiency and sustainability awareness among SMEs.

25-SN-02-GE-TES-C-MN01

Organic Business Transformation for Enhancing Agricultural Productivity

Mongolia's national development agenda emphasizes food safety, environmental sustainability, and agricultural competitiveness, including expanding organic production and certification systems. While earlier APO interventions introduced participatory guarantee systems and third-party certification pathways, enterprises and herder groups required practical support to implement documentation systems, internal audits, and compliance processes. Strengthening operational readiness for certification remained essential to advancing organic transformation at enterprise and farm levels. This project responded to those implementation needs by reinforcing technical capacity and supporting structured progress toward organic certification.

As a follow-up to the initiative of the same name held in February (24-SN-02-GE-TES-C-MN02), this Organic Business Transformation for Enhancing Agricultural Productivity TES project was conducted face-to-face in Selenge Province and Ulaanbaatar, Mongolia, from 10 to 13 June by the MPO, in collaboration with the APO Secretariat. The project delivered direct on-site consultancy, advisory, and audit support to selected enterprises to strengthen their readiness for organic certification.

The project engaged 28 participants, including herders, senior managers, company staff, and MPO consultants. One resource person from Bangladesh provided on-site consultations and audit support at Suun Zam Dairy LLC (livestock and dairy production), Gegee Foods LLC (salt processing), and Retouret LLC (kombucha beverage production). Key achievements included formal participatory guarantee system group formation and pledge signing in Selenge, stakeholder identification for participatory guarantee system committees, a participatory guarantee system audit, and customized documentation and internal audit manuals in the Mongolian language. Participants strengthened competencies in good agricultural practices, good manufacturing practices, internal control systems, and certification requirements, generating firm-level action plans to advance organic compliance and certification readiness.

25-SN-02-GE-TES-C-MN02

Capacity Building Workshop for Productivity Specialists on Carbon Market Mechanism

Mongolia's agricultural and industrial sectors are increasingly affected by climate change and evolving global sustainability standards. While progress has been made through GP initiatives, technical capacity to engage in carbon market mechanisms and climate finance remains limited. Monitoring, reporting, and verification

systems are complex, and institutional awareness of carbon accounting and market access is still developing. Strengthening stakeholders' competencies in carbon calculation, certification standards, and market mechanisms is therefore essential to support sustainable productivity and align organizational practices with national climate commitments and development priorities.

Under the TES Program, the Capacity Building Workshop for Productivity Specialists on Carbon Market Mechanism was implemented face-to-face in Ulaanbaatar, Mongolia, from 16 to 19 December by the MPO, in collaboration with the APO Secretariat. The project aimed to build foundational and practical capacity in carbon accounting, carbon market mechanisms, and emission reduction planning while facilitating dialogue on policy alignment and market readiness.

Twenty-two participants from government agencies, energy utilities, manufacturing enterprises, consulting firms, and the MPO completed the workshop. Two resource persons from the ROK facilitated technical sessions on the relationship between productivity and carbon emissions; global climate frameworks; compliance and voluntary carbon markets; monitoring, reporting, and verification processes; and greenhouse gas calculation based on Intergovernmental Panel on Climate Change methodologies. Site visits to APU JSC (beverage manufacturing) and Thermal Power Plant No. 4 JSC provided practical exposure to emission management and energy systems. Participants applied spreadsheet-based carbon footprint assessment tools to develop preliminary organizational carbon reduction action plans, enhancing institutional readiness for systematic emissions management and potential participation in carbon market mechanisms.

25-SN-02-GE-TES-C-MY01

Workshop on Mastering Productivity Solutions to Boost Performance, Accelerate Growth, and Sustain Competitive Advantage

Despite ongoing technological advancements, many enterprises in Malaysia struggle to translate innovation into measurable productivity gains. This challenge stems from the lack of structured frameworks for diagnosing performance gaps and limited mechanisms for integrating innovation into operational processes. Insufficient collaboration with academia also limits access to and application of research-based solutions.

To address this challenge, the TES Workshop on Mastering Productivity Solutions to Boost Performance, Accelerate Growth, and Sustain Competitive Advantage was conducted face-to-face in Putrajaya and Melaka, Malaysia, 20–24 October. The workshop was organized by the MPC in collaboration with the APO Secretariat with the objective of strengthening local capacity to apply the Steinbeis consulting model: a practice-oriented approach to bridging academia and industry through structured problem diagnosis, applied research, and solution implementation.

Twenty-three participants from Malaysian enterprises, the MPC, and relevant institutions took part in the workshop, and two resource persons from Germany led sessions covering productivity diagnostics, standardized assessment packages, site-based problem analysis, and structured solution design. Through on-site visits to four manufacturing enterprises (Bok Opt Sdn. Bhd., Kyosei Seimitsu Manufacturing Sdn. Bhd., HICOM-Teck See Manufacturing Malaysia Sdn. Bhd., and HICOM Diecastings Sdn. Bhd.), participants identified priority productivity challenges and developed clear, time-bound improvement plans. The workshop also produced standardized diagnostic packages that enhanced the effectiveness of technical advisory support. In addition, it initiated structured cross-industry collaboration between firms, experts, and policymakers and outlined a national action plan to institutionalize the Steinbeis consulting model, including proposed governance, funding mechanisms, and scaling pathways beyond the pilot phase.

25-SN-02-GE-TES-C-NP01

Capacity Building on Wellness Tourism: Packaging, Marketing, Accreditation, and Certification

Nepal's wellness tourism sector has evolved through private retreats, yoga and meditation programs, and Ayurveda-based services rooted in rich spiritual and cultural traditions. With strong natural and holistic healing assets, Nepal is well positioned to advance this emerging subsector as a strategic growth area, as identified

by the Government of Nepal. Strengthening product development, marketing capability, accreditation awareness, and stakeholder collaboration has therefore become increasingly important. This project supported this forward-looking agenda by enhancing private sector capacity and facilitating structured dialogue aligned with national tourism strategies.

The TES project Capacity Building on Wellness Tourism: Packaging, Marketing, Accreditation, and Certification was implemented face-to-face in Kathmandu, Nepal, from 28 November to 3 December by the Nepal Association of Tour and Travel Agents, the NPEDC of Nepal, and the APO Secretariat. It aimed to strengthen SME competencies in wellness product packaging and marketing, introduce international standards and frameworks, and facilitate stakeholder consultation on developing a structured wellness tourism ecosystem.

The project engaged 65 participants from different segments of the wellness tourism value chain, representing SMEs, associations, and government agencies. Two resource persons from Australia delivered workshops on global wellness trends, experience design, itinerary packaging, branding, digital marketing, and certification pathways, including the GSTC standards. Consultations were held with the Ministry of Culture, Tourism and Civil Aviation and the Nepal Tourism Board, and a site visit was conducted to Gokarna Forest Resort. During the project, six wellness tourism packages were co-developed, a joint marketing framework was formulated, and participants prepared action steps toward standards alignment and coordinated sector development.

25-SN-02-GE-TES-C-PH01

Strategic Applications of Artificial Intelligence in Education and Governance

The rapid diffusion of generative AI is reshaping both public service delivery and education systems, but it also amplifies risks around equity, privacy, bias, and governance. Against this backdrop, the APO partnered with the DAP and other institutions in the Philippines to move the national conversation from AI awareness to implementable, responsible adoption, linking citizen-centered government transformation with the region's agenda for inclusive AI-enabled learning.

The project aimed to operationalize AI and generative AI for the public sector and education in the Philippines through an integrated program package, conducted on 14–16 May in Manila, the Philippines. The first part comprised a hybrid executive orientation with technical deep-dive sessions on 14–15 May, followed by regional knowledge sharing via the 16th INNOTECH International Conference on 16 May. The project was implemented by the DAP and the APO Secretariat, with the Southeast Asian Ministers of Education Organization's Regional Center for Educational Innovation and Technology (INNOTECH) as the conference host.

Ninety-four participants completed the first part of the project, which was delivered by one resource person from Japan. Participants were trained through live demos covering document summarization, internal chatbots, and citizen-facing automation with structured design tools. Participants co-created AI architecture diagrams, completed AI-maturity checks, and produced draft AI use-case canvases and 100-day roadmaps for implementation. Key achievements of the project included building the capacity of over 800 government officials at the conference (where the resource person also delivered a plenary session), reinforcing regional dialogue on equitable AI in education, and building momentum for a regional AI-in-education policy framework.

25-SN-02-GE-TES-C-PH02

Development of a Manual for Innovation Management Support of DOST to MSMEs

DOST, the Philippines, continues to strengthen innovation support for MSMEs through SETUP. Following an earlier APO-supported initiative that enhanced innovation advisory competencies, the focus shifted toward institutionalizing these practices through a structured innovation management support manual. This project aimed to develop a practical and regionally applicable guide to standardize innovation diagnostics, advisory processes, and roadmap development for SETUP-assisted MSMEs.

The hybrid TES project, titled Development of a Manual for Innovation Management Support of DOST to MSMEs, was implemented from 8 to 25 September by DOST, in collaboration with the APO Secretariat. The project

comprised development and on-site pilot testing of the draft manual in selected regional MSME clusters, followed by online consolidation and validation. The finalized manual is intended to guide DOST Innovation Champions in delivering consistent innovation advisory services, contributing to the APO Vision 2025's focus on innovation capability.

The first phase commenced on 8 September with on-site pilot workshops in Regions II, III, VII, and XII of the Philippines, engaging 58 science research specialists and provincial Science and Technology Office personnel. Participants applied the draft manual in advisory contexts and provided structured feedback on clarity, usability, and operational alignment. The second phase began on 23 September through online sessions involving 45 representatives from multiple DOST regions. Two resource persons from Germany facilitated the entire project, resulting in a final draft manual with improved diagnostic templates and clearer advisory guidance, supporting readiness for nationwide rollout.

25-SN-02-GE-TES-C-PH03

Training Course on Integrating Service Quality Standards in Government Service Delivery

Enhancing government service delivery requires strengthening institutional capacity to apply structured, evidence-based service quality standards. In the Philippines, although agencies pursue excellence through ISO 9001:2015 quality management system certification and the Philippine Quality Award, more systematic and measurable integration of service quality standards is needed to consistently meet evolving citizen expectations. Building on a 2024 TES project (24-SN-02-GE-TES-C-PH01) that enhanced the DAP's service quality framework and introduced evidence-based standards and action planning, this initiative advanced structured assessment, maturity models, and monitoring mechanisms to support systematic service quality integration. The DAP sought to further strengthen service quality practices across government institutions in alignment with the Philippine Development Plan 2023–2028.

Under the TES Program, the Training Course on Integrating Service Quality Standards in Government Service Delivery was implemented online on 2–5 December. Organized by the DAP in collaboration with the APO Secretariat, the project aimed to build the capacity of selected facilitators and senior officials to integrate service quality standards into government service design, assessment, monitoring, and continuous improvement processes.

The three-day training course kicked off on 2 December for 118 mid- to senior-level officers, covering service quality fundamentals, quality management and evaluation guidelines ISO 18091:2019 and ASQ/ANSI G1:2021, process mapping, gap analysis, monitoring tools, and maturity models. Participants engaged in case discussions and introductory exercises to strengthen structured assessment and self-evaluation approaches. The project concluded with a masterclass on 5 December, attended by 182 agency heads and senior executives, focusing on governance, risk management, compliance, and strategic integration of service quality standards. The initiative reinforced readiness for standardized documentation, evidence-based evaluation, and follow-up action planning.

25-SN-02-GE-TES-C-PK01

Fostering Innovation Capability: Practical Workshop on Innovation Management and Standards

Pakistan faces structural productivity and competitiveness challenges, reflected in modest innovation inputs, limited R&D investment, and low-value-added exports. Strengthening institutional capacity to promote systematic innovation management is therefore essential to enhancing enterprise competitiveness and alignment with global standards. Recognizing the need to build foundational awareness and practical understanding of innovation management across industries, NPO Pakistan prioritized broad-based capacity building as a prerequisite for future certification-oriented initiatives. In line with the TES mandate and to contribute to the APO Vision 2025's focus on innovation capability, the project emphasized providing a practical understanding of innovation management systems and related international standards.

The TES project Fostering Innovation Capability: Practical Workshop on Innovation Management and Stan-

dards was implemented face-to-face in Islamabad, Lahore, and Karachi, Pakistan, 13–24 October. Hosted by NPO Pakistan, in collaboration with the APO Secretariat, the project aimed to strengthen policymakers', managers', and productivity practitioners' practical understanding of innovation management principles and the ISO 56000 series.

Four two-day workshops were conducted across three cities, training 115 participants from public and private sectors. Two resource persons from Germany delivered interactive sessions on innovation strategy, culture, life cycle management, and ISO 56001:2024 adoption approaches. Customized workshop materials supported barrier analysis, readiness assessments, and preliminary adoption-planning exercises. Strong interest emerged in applying innovation benchmarking and structured innovation processes within organizations, alongside proposals for follow-up sectoral and value-chain-focused initiatives. The project broadened national awareness of systematic innovation management and laid the groundwork for more advanced implementation support in subsequent initiatives.

25-SN-02-GE-TES-C-PK02

Enhancing Operational Efficiency through Lean Manufacturing Techniques

Improving the productivity of MSMEs is a priority in Pakistan under the National SME Policy 2021, which emphasizes strengthening enterprise capabilities, enhancing value addition, and improving growth in export-oriented sectors. In the sporting goods manufacturing sector, production remains largely manual and craft-based, with fragmented workflows, inefficient resource utilization, extended lead times, and supply chain bottlenecks. This TES project was conceived to strengthen enterprise-level productivity through the application of lean manufacturing principles for systematic process improvement and sustained productivity growth.

The TES project Enhancing Operational Efficiency through Lean Manufacturing Techniques is being implemented in hybrid modality by NPO Pakistan and the Pakistan Gloves Manufacturers and Exporters Association, in collaboration with the APO Secretariat, in Sialkot, Pakistan, from 14 July 2025 to 30 April 2026. The three-phase project combines structured training, on-site diagnosis and consultation, guided implementation support, and dissemination.

Three resource persons, one each from Bangladesh, Singapore, and Turkiye, are supporting three members of the Pakistan Gloves Manufacturers and Exporters Association: Starpak Martial Arts (Pvt.) Ltd., Leather Field (Pvt.) Ltd., and Swisspo Sports Mfg. Co. (Pvt.) Ltd. The first phase, held face-to-face from 14 to 18 July, focused on foundational lean capabilities through site visits and training on waste identification, value stream mapping, and future-state system design. The second phase, conducted 22–26 September, emphasized in-depth gemba walks, floor-level diagnostics, and lean implementation assessments. Key outputs include company-specific lean diagnostic findings and draft lean transformation plans addressing waste reduction, workflow improvement, layout rationalization, safety enhancement, and productivity gains. The third phase, scheduled for April 2026, will validate lean implementation progress, refine pilot action plans with measurable targets, strengthen governance mechanisms, and disseminate project lessons to a wider audience.

25-SN-02-GE-TES-C-PK03

Transforming TVET Learners and Learning Systems for the Future

Pakistan requires a robust technical and vocational education and training (TVET) system capable of producing skilled, adaptable, and industry-relevant human capital to enhance national productivity. Strengthening TVET institutions is essential to addressing skills mismatches, improving employability, and supporting sustainable economic growth. However, gaps in system coordination, vocational pedagogy, and structured industry engagement continue to constrain effectiveness. In line with national priorities to upgrade workforce readiness and competitiveness, this project supported a systemic review of TVET structures, stakeholder roles, and competency development approaches to reinforce institutional capacity and productivity-oriented reform.

The TES project Transforming TVET Learners and Learning Systems for the Future was implemented face-to-face in Lahore, Pakistan, from 13 to 24 October. Held jointly by NPO Pakistan, the Technical Education and Vocational

Training Authority, and the APO Secretariat, the project aimed to strengthen the capacity of TVET principals, instructors, and stakeholders to enhance system alignment, competency management, and productivity-focused TVET development.

A total of 67 TEVTA principals and instructors attended system-focused training delivered in two separate batches on 13–16 and 17–19 October on TVET frameworks, benchmarking, competency management, skills gap analysis, and workplace learning. From 21 to 23 October, 39 participants from the Technology Upgradation and Skill Development Company and the Pakistan Industrial Technical Assistance Centre, including instructors and students, joined sessions on workplace readiness and industry alignment. Consultations with the Technology Upgradation and Skill Development Company, the Punjab Vocational Training Council, Pakistan Industrial Technical Assistance Centre, and the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ; "German Society for International Cooperation") produced recommendations to strengthen governance and industry linkages, while site visits to Softwood Textiles and Cavalry Hospital in Lahore informed system-level improvement efforts.

25-SN-02-GE-TES-C-SG01

Knowledge Transfer on Green Productivity Strategy

Singapore's sustainability agenda, articulated under the Singapore Green Plan 2030 and its commitment to achieve net-zero emissions by 2050, emphasizes energy efficiency, carbon management, and enterprise capability development. As businesses respond to carbon pricing measures and evolving energy management requirements, strengthening practical GP capability has become increasingly important. The SGPC supports professional GP competency development and sustainability advisory services through its CB. Following a study mission to the ROC in 2024 (24-SN-01-GE-OSM-C-TW02), where structured net-zero transformation and GP frameworks were introduced, the SGPC identified the need to contextualize these approaches for Singapore's industrial landscape.

To this end, the Knowledge Transfer on Green Productivity Strategy TES project was implemented face-to-face in Singapore from 13 to 17 October by the SGPC, in collaboration with the APO Secretariat. The project comprised a training-of-trainers masterclass and sustainability clinic sessions, aiming to facilitate knowledge transfer from the ROC and strengthen local consultancy capabilities in applying GP strategies.

Seven participants from the SGPC and affiliated consulting organizations completed the project. Two resource persons from the ROC delivered sessions on greenhouse gas inventory (ISO 14064-1:2018), product carbon footprints (ISO 14067:2018), ISO 50001 energy management systems, digital lean management, IoT-enabled monitoring, energy-saving practices, measurement and verification using the International Performance Measurement and Verification Protocol, and circular economy approaches. Four on-site sustainability clinic sessions were conducted at Leong Guan Food Manufacturer Pte. Ltd., Tan Seng Kee Foods Pte. Ltd., Genesis Solutions Pte. Ltd., and Eurasia Global Food (S) Pte. Ltd. Walk-through energy audits generated company-specific recommendations and exposed participants to GP diagnostic methodologies.

25-SN-02-GE-TES-C-TH01

TQA Assessor Calibration 2025

Thailand continues to promote productivity and performance excellence as key drivers of national competitiveness and sustainable economic growth. The Thailand Quality Award (TQA), administered by the FTPI, serves as the country's highest recognition for organizational excellence and is aligned with the Malcolm Baldrige National Quality Award framework. Sustaining the rigor and credibility of the TQA requires continuous upgrading of assessor competencies, scoring consistency, and feedback quality, alongside structured support to role model organizations. This project responded to the need to reinforce Thailand's performance excellence ecosystem through systematic assessor calibration and expert consultation.

The TQA Assessor Calibration 2025 TES project was implemented by the FTPI, in collaboration with the APO Secretariat, from 19 to 26 June in Bangkok and Chonburi Province, Thailand. Conducted primarily face-to-face

with limited online participation, the project aimed to enhance TQA assessors' proficiency, standardize scoring practices, improve feedback quality, and strengthen the ability of selected role model organizations to apply the TQA framework.

The project engaged 241 team leaders, experienced assessors, and newly selected assessors in structured calibration training featuring prework case analysis, application of the scoring calibration guidelines, and workshops on criteria-based commenting. Consultations with three organizations, Bangchak Sriracha Public Company Limited, Thai Oil Public Company Limited Sriracha Refinery, and Burapha University, at different stages of the TQA journey provided tailored guidance and customized feedback summaries to strengthen framework implementation. One resource person from the United States supported the project. The initiative reinforced scoring consistency, improved the alignment of written comments and assigned scores, and enhanced organizational readiness to advance performance excellence practices.

25-SN-02-GE-TES-C-TR03

Sustainable Tourism Implementations in Turkiye

Turkiye's cultural heritage, natural landscapes, and coastal attractions draw millions of international visitors to the country every year. As a result, tourism remains one of Turkiye's most vital economic sectors, generating employment and supporting local enterprises. In recent years, the sector has increasingly prioritized sustainability in line with national strategies led by the Ministry of Culture and Tourism and the Turkiye Tourism Promotion and Development Agency. Central to this effort is the implementation of a mandatory sustainable tourism certification system, which is designed to ensure quality while safeguarding environmental, social, and cultural values. However, development agencies and hotel operators face significant knowledge gaps that limit their ability to adapt and remain competitive.

To address these challenges, a capacity-building initiative was launched in partnership with the GSTC. From 15 to 18 September, 20 representatives from nine development agencies participated in face-to-face training on sustainable tourism implementations hosted in Denizli, Turkiye, as part of the APO TES Program. The training was hosted by the Southern Aegean Development Agency and the Eastern Mediterranean Development Agency, and sessions covered sustainability in regional tourism development, certification standards, and roadmaps for local implementation. Participants also took part in field visits to two GSTC-certified hotels (Hierapark Thermal & Spa Hotel Deluxe and Inci Class Hotel). Training sessions were delivered by one resource person (the GSTC Chief Assurance Officer from the ROK) alongside five local experts from the Tourism Promotion and Development Agency, GSTC-certified hotels, and the implementing organizations.

As a follow-up to earlier APO workshops on sustainable and inclusive tourism, this project successfully enhanced the technical capacity of development agency personnel. Each participant developed a tailored outreach plan with the goal of guiding at least 35 hotels or establishments in their region toward certification within six months of the workshop.

25-SN-02-GE-TES-C-TW02

Pineapple Export Competitiveness: Production Quality and Climate Resilience Perspectives

The pineapple industry in the ROC has strong potential to strengthen export competitiveness through quality differentiation, breeding innovation, and sustainable value-chain development. With its established production capacity and rising global demand for high-quality and responsibly produced agricultural products, the ROC has the opportunity to target premium and climate-resilient markets for pineapple export. To support this direction, this project facilitated targeted knowledge exchange on breeding advancements, production quality management, climate adaptation, and value-added utilization of agricultural by-products to reinforce long-term sector development.

The TES project Pineapple Export Competitiveness: Production Quality and Climate Resilience Perspectives was implemented online on 21 November by the CPC in collaboration with the APO Secretariat. The project

aimed to enhance technical and strategic capacity in pineapple breeding, quality management, climate resilience, and sustainable value-chain practices to support export positioning.

On 21 November, a resource person from Japan led a session on pineapple breeding research in Okinawa, covering varietal development, genomic tools, and quality improvement strategies. The session was attended by 47 participants from the pineapple export supply chain. Discussions addressed processing technologies, sourcing mechanisms, traceability systems, circular-economy pathways, and export market trends. The project strengthened participants' strategic perspectives on enhancing export performance through integrated quality and sustainability practices. A second session will be conducted in 2026 on sustainability-linked standards, climate resilience frameworks, and innovative applications of pineapple leaf fiber as a value-added by-product.

25-SN-02-GE-TES-C-VN01

Capacity Building on Environmental, Health, and Safety Integrated Management System

Environmental protection and occupational health and safety have become essential requirements for enterprises, particularly manufacturers and exporters, due to increasingly stringent regulations and buyer expectations. In Vietnam, however, workplace accidents and environmental noncompliance remain persistent challenges, often linked to inadequate training, fragmented management practices, and limited technical capacity. Although many enterprises pursue ISO 14001 and ISO 45001 certification for environmental management systems and occupational health and safety management systems, respectively, these systems are often implemented separately, which can limit their contribution to productivity improvement and effective risk management.

To address these challenges, the APO Secretariat and STAMEQ implemented the online TES project Capacity Building on Environmental, Health, and Safety Integrated Management System on 18–20 and 26–27 November. Sixteen Vietnamese consultants participated in the training and were guided by a resource person from Japan. The project aimed to strengthen the participants' capacity to design, implement, and maintain an integrated environmental, health, and safety management system based on ISO 14001 and ISO 45001 using a practical PDCA (plan, do, check, act) approach.

The five-day program combined expert lectures, interactive discussions, assignments, and case studies, enabling participants to develop practical skills in integrated risk assessment, documentation, internal audits, corrective action, and continual improvement. The project strengthened national consultancy capacity, supported safer and more sustainable business practices, and laid the foundation for wider replication in Vietnam, contributing to safer workplaces and sustainable business practices.

vi. Demonstration Companies

24-SN-04-GE-DMP-C-KH01

Green Productivity Application through Environmental Management Systems in the Manufacturing Sector

Cambodia's manufacturing sector has expanded rapidly in recent years, supported by competitive labor costs, trade agreements, and investment-friendly policies (Medina, 2025). However, this growth has also intensified the challenge of balancing productivity enhancement with environmental sustainability, particularly as Cambodia advances its 2021 Circular Economy Strategy and Action Plan.

To address this challenge, the APO Secretariat and the NPCC implemented the Development of Demonstration Companies (DMP) project Green Productivity Application through Environmental Management Systems in the Manufacturing Sector from November 2024 to December 2025. Four Cambodian manufacturing companies, Cambodian Chemical Supply Co., Ltd.; Ly Ly Food Industry Co., Ltd.; K&K Pipe (Cambodia) Co., Ltd.; and Kirirom Food Production (K.F.P) Co., Ltd., joined the project, guided by a resource person from Cambodia and another from Japan.

The project delivered impactful results with the successful integration of an environmental management system compliant with ISO 14001:2015 into the companies' existing management systems. Through initiatives to reduce environmental impacts and optimize resources across production processes, environmental awareness was strengthened and an improvement culture based on PDCA principles was embedded. In addition, applying material flow cost accounting based on ISO 14051:2011 identified approximately USD234,000 in total potential and realized cost savings. This demonstrates that environmental improvement can also generate tangible business value. Project outcomes were disseminated through a hybrid conference held in Phnom Penh, Cambodia, on 17 October 2025, attracting approximately 120 participants from Cambodia and other APO members. A publication is being developed to share insights and practical case studies, supporting wider GP adoption across the Asia-Pacific region.

24-SN-04-GE-DMP-C-LA01

Enhancing Productivity for Halal Certification in Lao PDR

The global halal market is expanding rapidly, driven by rising consumer demand for food, cosmetics, and pharmaceuticals with halal certification, which is increasingly recognized as a global standard for quality, hygiene, and ethical practices. In Lao PDR, growing tourism and export diversification efforts have increased demand for halal products, particularly salt and coffee, for which the country has strong potential. However, local businesses often face challenges arising from complex regulatory requirements and high certification costs.

In response, the APO Secretariat, in collaboration with the LNPO, implemented the DMP project Enhancing Productivity for Halal Certification in Lao PDR from December 2024 to December 2025. Three agroprocessing companies, Dao Heuang Group; Somxay Chalern Songserm Karnkased Sole Co., Ltd.; and Veunkham Salt Co., Ltd., participated in the project, guided by two resource persons from Malaysia and three from Vietnam.

As a result of the project, all companies successfully established halal assurance systems integrated with productivity tools such as the seven wastes, 5S, kaizen, and Training Within Industry. They also strengthened hygiene control, workflow management, and resource utilization while fostering a culture of continuous improvement. These efforts led to tangible productivity gains across processing operations and enabled the companies to obtain halal certification for their coffee and salt products. A hybrid conference was held on 14 November 2025 to share the project insights, attracting approximately 120 participants. The project provides practical benchmarks for wider replication among APO members and supports the export of Lao products to Muslim markets.

24-SN-04-GE-DMP-C-PK01

Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry

Pakistan's printing and packaging industry plays a vital role in the national economy, supplying key sectors such as food and textiles and providing substantial employment. However, limited domestic production capacity has resulted in heavy reliance on imported raw materials and equipment. This dependence exposes the industry to price volatility and supply chain disruptions, constraining innovation and productivity growth. Strengthening productivity through improved resource efficiency is therefore essential to enhance competitiveness and foster sustainable industrial development.

In response, the APO Secretariat and NPO Pakistan implemented the DMP project titled Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry from December 2024 to January 2026 in Lahore, Pakistan. Six companies under the Pakistan Association of Printing and Graphic Arts Industry participated and were guided by one resource person from Pakistan and two from Malaysia. The project aimed to establish model enterprises demonstrating how practical productivity tools can enhance resource efficiency and overall performance for wider industry replication.

By applying methodologies such as gemba kaizen, 5S, total productive maintenance, and single-minute exchange of die, the participating companies institutionalized systematic productivity practices. Significant improvements were achieved in machine utilization and workplace organization, generating projected annual

cost savings exceeding USD56,000.00. Digital dashboards further strengthened real-time performance monitoring and data-driven decision-making. The project outcomes will be shared with approximately 130 participants at a hybrid conference on 23 January 2026. A publication containing insights and practical case studies for broader dissemination is expected to be published on the APO website in 2026.

24-SN-04-GE-DMP-C-TR01

Productivity Improvement through AI Application in Carbon Accounting and Emission Management

In 2023, Turkiye ranked as the world's 16th largest carbon emitter according to Climate Watch data (n.d.), and it remains highly vulnerable to climate change. The government has taken decisive steps to address this, including the ratification of the Paris Agreement in 2021 and committing to achieving net-zero emissions by 2053. Achieving this goal requires effective carbon accounting and emission management. However, compliance is complex due to numerous standards, regulations, and frameworks. To streamline the process, the adoption of advanced technologies, particularly AI, has become essential.

The APO Secretariat and the Ministry of Industry and Technology, Turkiye, implemented this DMP project, titled Productivity Improvement through AI Application in Carbon Accounting and Emission Management, from July 2024 to May 2025. This hybrid project was hosted by Reengen Enerji Teknolojileri A.S., a software company in Istanbul, and guided by a resource person from Germany. The aim was to establish a role model for leveraging AI to enhance carbon accounting, emission management, and regulatory compliance.

As the first APO DMP initiative on AI, this project marked a significant milestone. It also culminated with the creation of the multiagent AI system DecarbonAI. By offering real-time consultation on carbon accounting, ESG report generation, and emissions analysis, DecarbonAI significantly enhances operational efficiency, data accuracy, and decision-making capabilities for Reengen and other users. On 27 May 2025, the platform was officially launched at a dissemination conference attended by 53 participants from APO members, local enterprises, academia, and key industries. As sustainability goals grow more urgent, this pioneering initiative offers a practical example of how AI can drive both environmental responsibility and productivity.

25-SN-04-GE-DMP-C-MN01

Enhancing Public Sector Productivity through Performance Excellence in Mongolia

Public sector organizations play a critical role in governance and service delivery in Mongolia. However, improving performance, responsiveness, and public trust remains an ongoing challenge. Addressing these issues requires a systematic approach that fosters continuous improvement and better alignment with citizen needs. Business excellence frameworks offer such a pathway by providing a structured method to assess organizational strengths and gaps, align strategies, and enhance service delivery.

The DMP project Enhancing Public Sector Productivity through Performance Excellence in Mongolia was jointly implemented in Ulaanbaatar, Mongolia, by the APO Secretariat and the MPO from May to December 2025 to establish role models in business excellence application for wider replication. Guided by a resource person from Canada, four public organizations participated in the project: the Office of the Governor of the Capital City, Second State Central Hospital, the Social Insurance Office of Chingeltei District, and the Social Insurance Office of Sukhbaatar District.

The project significantly enhanced the participating organizations' capacity to apply business excellence principles, enabling them to conduct thorough self-assessments, identify capability gaps and corrective actions, and develop productivity roadmaps. Additionally, by applying productivity tools such as process mapping, fishbone diagrams, and Pareto analysis, several initiatives were implemented, resulting in a 20% reduction in patient admission time, a 21.5% reduction in complaint processing time, an 18.9% improvement in customer satisfaction, and improved service accessibility. By institutionalizing a performance scheme for public authority, the project laid a foundation for sustainable public sector productivity reform, enhancing citizens' daily lives, well-being, and trust in government.

25-SN-04-GE-DMP-C-PH01

Catalyzing Productivity through Innovation Management and Research Commercialization in State Universities and Colleges

In the Philippines, state universities and colleges play a significant role in generating research and innovation that support industry advancement and societal progress. However, translating research outputs into market-ready technologies and solutions remains a persistent challenge. This issue is evident in the MIMAROPA Region, where the state universities and colleges are regional centers of research and innovation but continue to face gaps in technology transfer, market validation, and industry linkages. Ineffective innovation management and the absence of a commercialization culture have resulted in promising innovations remaining unpublished, unutilized, or expiring without application. Strengthening innovation and research commercialization is therefore essential to improve the productivity of R&D activities and maximize their economic and societal impacts.

To address these challenges, the APO Secretariat, in collaboration with DOST-MIMAROPA and the DAP, initiated a DMP project titled Catalyzing Productivity through Innovation Management and Research Commercialization in State Universities and Colleges. The project was designed to be implemented in a hybrid modality from October 2025 to March 2026 with the participation of three state universities and colleges in the MIMAROPA Region: Occidental Mindoro State College, Palawan State University, and Western Philippines University. It aims to create role-model state universities and colleges in innovation management and research commercialization and establish practical benchmarks for replication across APO members. The project has gone through two rounds of requests for proposals, and activities will begin once the most suitable resource persons are identified.

25-SN-04-GE-DMP-C-VN01

Advancing Sustainable Productivity through Environmental, Social, and Governance Adoption in the Manufacturing Sector

ESG has emerged globally as a key driver of sustainable business, guiding enterprises toward responsible growth, transparency, and resilience. ESG principles are essential for enterprises to align with global sustainability goals and meet growing expectations from regulators, investors, and consumers.

Manufacturing, which contributed around 24% of Vietnam's GDP in 2024 (World Bank, n.d.), faces growing pressure to reduce environmental impacts and improve transparency due to tightening international trade requirements, Vietnam's National Green Growth Strategy, and its commitment to achieve net-zero emissions by 2050. However, the majority of Vietnamese businesses lack structured ESG reporting or recognized standards (PwC Vietnam, 2025). As a result, they risk falling behind in global value chains and losing access to green finance and export markets.

In response, the APO Secretariat and STAMEQ initiated a DMP project titled Advancing Sustainable Productivity through Environmental, Social, and Governance Adoption in the Manufacturing Sector. Designed for hybrid implementation from July 2025 to October 2026, the project aims to develop role models demonstrating how ESG can support sustainable productivity in manufacturing. Four manufacturing enterprises were selected, and a suitable resource institution was identified. The project is currently undergoing review following the withdrawal of one participating company. The implementation will resume once an alternative company is confirmed by STAMEQ.

vii. Vision 2025 Outreach Program

25-SN-07-GE-VSN-C

APO Vision 2025 Outreach

The APO Vision 2025 aimed to achieve "inclusive, innovation-led productivity growth in the Asia-Pacific." Its goals, key result areas, and deliverables were translated into program areas and annual project lineups to en-

sure that APO activities were aligned with the intent and direction of the vision. Achieving the vision required continuous and collective efforts of the entire productivity community in the region.

Launched in 2022, the APO Vision 2025 Outreach (VSN) Program enabled member economies to proactively disseminate information on the vision and strengthen stakeholder engagement. Through financial support of up to USD25,000.00 per member per year, the program empowered APO members to design outreach activities, fostering a sense of ownership of the productivity concept and reinforcing its continuing relevance across diverse national contexts.

The year 2025 marked the conclusion of the initiative with a focus on inclusive productivity. As of 31 December 2025, seven out of 17 participating members had completed their activities and submitted final reports. A total of 21 public events were successfully conducted, involving 25 resource persons and 3,368 participants and resulting in the development and distribution of 4,154 promotional materials and the purchase of three types of equipment (LCD screen, camera, and webcam). Some activities achieved impactful results, including the Productivity Xcelerate Hackathon 2025: Lean Innovation Challenge (Thailand), the National Conference on Inclusive Productivity for Improving SMEs and Handicrafts (Cambodia), and the Forum for Sustainability and Local Revitalization Nexus (ROC). The outreach figures are expected to increase further when the remaining members complete their activities in the coming months.

viii. *APO Award Program*

24-SN-08-GE-AWD-C

APO National Awards (AWD)

A productivity champion is an individual who serves as both a practitioner and leader, acting as a role model in the pursuit of excellence. The APO Award Program was established to recognize those individuals and honor their outstanding contributions to productivity at national and regional levels. Moreover, the program has enhanced the APO's visibility as a leading international organization promoting productivity. Since 2021, the administration of national awards by NPOs has reinforced their role as key institutions for productivity promotion and enhancement in their economies.

Each NPO was responsible for managing the APO National Awards 2024, including announcing them, forming selection panels, shortlisting and selecting recipients, organizing conferment ceremonies, and promoting the events nationwide. Each NPO could select up to two recipients annually in the following categories: the APO National Award for Productivity Advocates (policy, strategic thinking, leadership, and management) and the APO National Award for Productivity Technical Experts (methodology, tools, and techniques). The APO Secretariat continued to provide technical and financial assistance for the preparation and conferment of the awards upon request from NPOs.

The APO National Awards 2024 were carried forward into 2025, with the NPOs of Cambodia, Mongolia, and Pakistan conferring awards on a total of six distinguished recipients.

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APO National Awards (AWD)

The APO National Awards recognize productivity champions who serve as both practitioners and leaders, acting as role models in advancing excellence across APO member economies. The APO Award Program was established to honor outstanding contributions to productivity at national and regional levels while enhancing the APO's visibility as the leading international organization promoting productivity.

Since the revision of procedures in 2021, NPOs have administered the awards annually, reinforcing their role as key institutions for productivity promotion in their economies. Under this framework, NPOs manage the full award process, including announcements, selection, and conferment ceremonies. Each NPO can select

up to two recipients in the categories of Productivity Advocates and Productivity Technical Experts. The APO Secretariat continues to provide technical and financial support upon request.

In 2025, the APO National Award was conferred by the NPOs of Cambodia and Mongolia on a total of four distinguished recipients. The 2025 award cycle remains ongoing, with further conferments scheduled for early 2026, including from Bangladesh, India, I.R. Iran, and Pakistan.

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APPENDIX 3

Abbreviations and Acronyms

5S	*Seiri*, *seiton*, *seiso*, *seiketsu*, and *shitsuke* (sort, straighten, shine, standardize, and sustain)
ADB	Asian Development Bank
AI	artificial intelligence
APO	Asian Productivity Organization
APO-AB	Asian Productivity Organization Accreditation Body
AWD	APO Award Program
BCN	Bilateral Cooperation between National Productivity Organizations
CB	certification body
CBD	Certification Body Development
COE	center of excellence
COP26	26th Conference of the Parties to the United Nations Framework Convention on Climate Change (2021 UN Climate Change Conference, Glasgow, United Kingdom)
COP29	29th Conference of the Parties to the United Nations Framework Convention on Climate Change (2024 UN Climate Change Conference, Baku, Azerbaijan)
COVID-19	coronavirus disease 2019
CPC	China Productivity Center
DAP	Development Academy of the Philippines
DIU	Digital Information Unit
DMP	Development of Demonstration Companies
DOST	Department of Science and Technology, the Philippines
DOST-MIMAROPA	MIMAROPA regional office of the Department of Science and Technology, the Philippines
ESG	environmental, social, and governance
FAO	Food and Agriculture Organization of the United Nations
FTPI	Thailand Productivity Institute
GBM	Session of the APO Governing Body (Governing Body Meeting)
GDP	gross domestic product
GP	Green Productivity
GPA	Green Productivity Advisory
GSTC	Global Sustainable Tourism Council
HR	human resources
IEC	International Electrotechnical Commission
ILO	International Labour Organization
IOSM	individual-country observational study mission
IoT	Internet of Things
I.R. Iran	Islamic Republic of Iran
ISO	International Organization for Standardization
JPC	Japan Productivity Center
LNPO	Lao National Productivity Organization
MEPWR	Ministry of Employment, Productivity and Workplace Relations, Fiji
MoAF	Ministry of Agriculture and Forestry, Turkiye
MPC	Malaysia Productivity Corporation
MPC-CB	Malaysia Productivity Corporation Certification Body
MPO	Mongolian Productivity Organization

MSMEs	micro, small, and medium-sized enterprises
NARO	National Agriculture and Food Research Organization, Japan
NPC	National Productivity Council, India
NPCC	National Productivity Centre of Cambodia
NPEDC	National Productivity and Economic Development Centre, Nepal
NPO	national productivity organization; National Productivity Organisation, Bangladesh
NPO Pakistan	National Productivity Organization, Pakistan
NPO Turkiye	Directorate General for Strategic Research and Productivity, Ministry of Industry and Technology, Turkiye
NPS	National Productivity Secretariat, Sri Lanka
OECD	Organisation for Economic Co-operation and Development
OSM	observational study mission
PCAP	Professional Certification Agency for Productivity, Indonesia
PDCA	plan, do, check, act
P-Talk	Productivity Talk
P-Trends	Productivity Trends
R&D	research and development
ROC	Republic of China
ROK	Republic of Korea
SDGs	Sustainable Development Goals
SETUP	Small Enterprise Technology Upgrading Program
SGPC	Singapore Productivity Centre
SMEs	small and medium-sized enterprises
SNP	Specific National Program
SPP	Strategic Partnership Program
STAMEQ	Commission for Standards, Metrology and Quality of Vietnam
TES	Technical Expert Services
TFP	total factor productivity
TVET	technical and vocational education and training
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
VNPI	Vietnam National Productivity Institute
VSN	APO Vision 2025 Outreach
WEF	World Economic Forum
WSM	Workshop Meeting of Heads of National Productivity Organizations

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