

**65th Workshop Meeting of Heads of NPOs
23–25 October 2024
Summary Record of Proceedings**

Session 1 Inaugural Session

Agenda Item 1.1 Arrival of Guest of Honor and Traditional Welcome Ceremony

1. The Guest of Honor, H.E. Deputy Prime Minister and Minister for Trade, Cooperatives, Micro, Small and Medium Enterprises, and Communications Manoa Seru Nakausabaria Kamikamica, entered the venue with H.E. Minister of Employment, Productivity, and Workplace Relations Agni Deo Singh, APO Secretary-General Dr. Indra Pradana Singawinata, APO Chair and Director for Fiji Jone Maritino Nemani, and Professor Yoichiro Matsumoto, Green Productivity Advisory Council Member and Science and Technology Advisor to the Minister for Foreign Affairs, Japan, formally marking the commencement of the 65th Workshop Meeting of Heads of National Productivity Organizations (WSM). In honor of the occasion, a traditional *yaqona* ceremony was held, where kava, the traditional national drink of Fiji, was presented to Deputy Prime Minister Kamikamica and Secretary-General Dr. Indra as a gesture of respect and hospitality. This was followed by the *meke*, a traditional Fijian dance. The ceremony provided delegates with an authentic cultural experience, adding depth and significance to the proceedings.

Agenda Item 1.2 Welcome Remarks by APO Director for Fiji

2. APO Director for Fiji Jone Maritino Nemani welcomed all delegates, advisers, and guests to the 65th WSM.
3. APO Director Nemani expressed his thanks to NPOs and the APO Secretariat for serving as the connecting nodes that form the backbone of the APO's cooperative environment, which allowed participants from the APO's 21 members opportunities for mutual learning. In this context, he referred to a personal experience when, in early 2024, he led a team from the Ministry of Employment, Productivity and Workplace Relations of Fiji on a benchmarking visit hosted by the Japan Productivity Center (JPC) under the Bilateral Cooperation between NPOs Program.
4. APO Director Nemani said that he looked forward to NPO Heads, together with their advisers and the APO Secretariat, to carry on the tradition of discussion and mutual learning while improving the networks among members.
5. As the host of the 65th WSM, APO Director Nemani expressed his great pleasure and pride in the optimal conditions for effective discussions in Nadi. He noted the extensive preparations by the National Training and Productivity Centre (NTPC), Fiji National University, and the APO Secretariat to provide a conducive environment for WSM delegates.
6. In his capacity as APO Chair 2024–25, APO Director Nemani said that he had been regularly updated on the Secretariat's proposals to enhance program effectiveness in accordance with the recommendations of the APO Vision 2025: Pause-and-reflect Activity Steering Committee meetings, particularly in the areas of Green Productivity (GP) 2.0 and AI.
7. APO Director Nemani concluded his remarks by hoping that NPO Heads would contribute their wisdom to the 65th WSM and enjoy the hospitality provided in Fiji.

Agenda Item 1.3 Statement by APO Secretary-General

8. APO Secretary-General Dr. Indra Pradana Singawinata thanked the Government of Fiji for playing the ideal host for the 65th WSM and for the unremitting support provided by APO Director for Fiji Jone Maritino Nemani and NPO Head for Fiji Dr. Isimeli Waibuta Tagicakivera in marshaling the

support of the Ministry of Employment, Productivity and Workplace Relations, Ministry of Foreign Affairs, and NTPC, the NPO of Fiji, to bring all NPO Heads together in Fiji.

9. Secretary-General Dr. Indra said that it was a great joy to be back in Fiji, a jewel of the Pacific, a sentiment shared by many NPO Heads who had been looking forward to holding the 62nd Session of the APO Governing Body there in 2020 before it had to be transitioned to the online modality due to the COVID-19 pandemic. The vibrant spirit of Fiji was truly invigorating, and Secretary-General Dr. Indra said that he was grateful for the opportunity to gather in person once again.
10. Since the 64th WSM held last year in Ankara, Turkiye, significant advances had been made to amplify the impact of three key APO platforms: the National Productivity Master Plans; GP 2.0; and APO Accreditation Program. As these platforms started to mature and bore fruit, presentations and sharing sessions had been arranged over the next two days to update NPOs. It was envisioned that moving forward, these three platforms would synergize and reinforce one another, strengthening the APO and unlocking greater productivity growth.
11. Secretary-General Dr. Indra said that valuable lessons had been learned from the APO Vision 2025: Pause-and-reflect Activity, and these would be incorporated into the development of the next vision. The Secretariat had also begun to make preliminary adjustments to the APO Program Plan for 2025 to smooth the transition to post-Vision 2025, including proposed focused projects for GP and AI.
12. Secretary-General Dr. Indra believed that the discussions over the next two days would be crucial to the future of the APO, and he encouraged all NPO Heads to share their insights and feedback as the stewards of the WSM platform.
13. Concluding his remarks, Secretary-General Dr. Indra stated that he was confident that the discussions at the 65th WSM would be fruitful and carried out in the spirit of mutual support and cooperation.

Agenda Item 1.4 Inaugural Address by the Honorable Manoa Kamikamica, Deputy Prime Minister and Minister for Trade, Cooperatives, Micro, Small, and Medium Enterprises, and Communications

14. H.E. Deputy Prime Minister and Minister for Trade, Cooperatives, Micro, Small and Medium Enterprises, and Communications Manoa Seru Nakausabaria Kamikamica started his remarks with an acknowledgment of the indigenous owners and custodians of the land, with deep respect paid to their past, present, and future contributions. Following that tribute, Deputy Prime Minister Kamikamica, who also serves as the Minister for Trade, Cooperatives, Micro, Small and Medium Enterprises, and Communications, warmly welcomed delegates, observers, and attendees. He expressed Fiji's honor in hosting the 65th APO WSM, reaffirming the nation's strong partnership with the APO and its ongoing commitment to regional cooperation in the pursuit of enhanced productivity.
15. In his inaugural address, Deputy Prime Minister Kamikamica highlighted the importance of productivity as a critical driver of economic growth and industrial development. He noted that productivity accounted for more than half of the differences in GDP per capita across countries, underscoring the crucial role it played in the performance of industries and overall economic growth. An increase in productivity allowed economies to produce more goods and services without a corresponding increase in labor or capital, thus enhancing overall output. He pointed to a modest global recovery in productivity following the pandemic, with global productivity increasing by 1.2% in 2023, while the Pacific region was projected to see an average growth of 1.8%, as reported by the OECD.
16. Despite signs of recovery, Deputy Prime Minister Kamikamica cautioned that much work remained to be done to ensure sustainable productivity growth in the years ahead. He emphasized the need

for sound policies and strategies to capitalize on emerging opportunities for growth, while highlighting that the next few years would be crucial for determining whether these positive trends could be sustained.

17. In his address, Deputy Prime Minister Kamikamica also outlined several complex contemporary challenges that APO member nations must collectively address. These included the need for economic resilience and sustainability, attainment of net-zero emissions, elimination of harmful fossil fuel subsidies, and ensuring food and nutritional security alongside resilient supply chains. He advocated for a more holistic approach to economic growth, noting that traditional GDP-based metrics might no longer be sufficient to capture the full range of factors contributing to long-term prosperity and sustainability. Instead, he called for a shared commitment to collaboration, with the aim of building a brighter, more sustainable, prosperous future for all.
18. Turning to Fiji's national productivity strategy, Deputy Prime Minister Kamikamica provided an overview of the government's efforts to enhance productivity across various sectors. He highlighted the significant progress made through government policies and initiatives, particularly in addressing labor shortages, which had become a major challenge in multiple sectors, including MSMEs. This shortage was largely driven by the migration of skilled workers, which posed a significant obstacle to Fiji's productivity goals, as it deprived the country of valuable human resources in critical sectors such as tourism, healthcare, education, and technology.
19. To mitigate these challenges, the Fijian government had implemented several initiatives, including the decentralization of health and education services, creation of a more conducive business environment by modernizing outdated policies, and establishment of the Investment Facilitation Committee to streamline the approval process for investments. Additionally, the government had focused on diversifying the economy, with particular emphasis on value addition in agriculture. Collaboration with investors such as Fiji Water and Aitken Spence PLC had helped to revitalize key agricultural products, including kava, cocoa, papaya, citrus, and cassava. Deputy Prime Minister Kamikamica also spoke about the government's efforts to digitize the business approval process through the Business Now Fiji Portal, which had improved coordination among agencies, reduced paperwork, and cut down turnaround times for businesses.
20. In an effort to address the labor shortage, the Fijian government had targeted unemployed youth for competency-based training programs, aimed at developing the skills necessary to meet the demands of the labor market. Deputy Prime Minister Kamikamica emphasized the importance of the business process outsourcing and knowledge process outsourcing sectors, which had already positioned Fiji as a preferred destination for outsourcing, employing over 8,000 Fijians.
21. As part of the government's long-term strategy, Deputy Prime Minister Kamikamica announced plans to establish a Productivity Commission in Fiji, modeled after the Australian Productivity Commission, which serves as an independent research and advisory body. He noted that such a commission would help Fiji by conducting research on matters of national interest and providing tailored policy solutions to address the country's productivity challenges. Moreover, the establishment of a Fijian Productivity Commission would enhance Fiji's role within the APO and serve as a catalyst for creating an R&D hub for the Pacific region, focusing on critical issues such as climate change, health, education, and economic resilience.
22. In closing, Deputy Prime Minister Kamikamica reiterated the importance of collective action among APO member economies, emphasizing that collaboration would be vital for pooling resources, sharing expertise, and developing solutions that would protect and benefit all Pacific Island nations. He reaffirmed Fiji's strong support for the APO's mission to contribute to the sustainable socioeconomic development of Asia and the Pacific through enhanced productivity. He called on all member economies to strengthen their commitments to collaboration and to engage in meaningful discussions that would pave the way for a brighter, more productive future for the region.

23. Deputy Prime Minister Kamikamica concluded by formally declaring the 65th WSM open, expressing his anticipation of fruitful discussions and impactful outcomes that would emerge from the meeting.

Agenda Item 1.5 Special Presentation by Science and Technology Advisor to the Minister for Foreign Affairs, Prof. Yoichiro Matsumoto, Ministry of Foreign Affairs (MOFA) of Japan and GP Advisory Council Member, and Launching of *APO Green Productivity 2.0: The Road Ahead* (publication)

24. Professor Yoichiro Matsumoto, Green Productivity Advisory Council Member, and Science and Technology (S&T) Advisor to the Minister for Foreign Affairs, Japan, introduced himself and said that he was honored to participate in the 65th WSM on behalf of Council Chair Professor Emeritus Ryoichi Yamamoto.
25. Professor Matsumoto thanked APO Chair for 2024–25 and APO Director for Fiji Jone Martino Nemani and APO Secretary-General Dr. Indra Pradana Singawinata for the opportunity to announce the launching of the publication *APO Green Productivity 2.0: The Road Ahead* and deliver a presentation at the 65th WSM. Professor Matsumoto also thanked GP 2.0 Technical Working Group (TWG) Chair Dr. Chun-Hsu Lin for his tireless efforts on GP 2.0.
26. Professor Matsumoto briefly introduced the role of the S&T Advisor to the Minister for Foreign Affairs, in which he had served since 2020, and had been established to better utilize scientific expertise in the planning and implementation of diplomatic policy. The responsibilities of the S&T Advisor included:
- Supporting the activities of the Foreign Minister from the S&T perspective;
 - Providing advice to the Foreign Minister and relevant departments on the utilization of S&T in the formulation of foreign policy;
 - Reinforcing networking among S&T advisers, scientists, and academics for better international relations; and
 - Advising the Economic Cooperation Bureau of MOFA in formulating grant projects utilizing Japan's cutting-edge technologies by facilitating communication between MOFA and research institutions.
27. Moving on to GP 2.0, Professor Matsumoto said that as the initiator of the development of GP through a special cash grant, Japan was greatly encouraged by the success GP had achieved since its inception in 1994. The practical, systems-based approach of GP coupled with planned enhancements outlined in the GP 2.0 roadmap was a complementary combination that could help APO members meet the UN SDGs, net-zero emission targets, and other climate-related goals, while also addressing the importance of productivity and profitability.
28. Professor Matsumoto noted that at a time when the Asia-Pacific region was faced with multiple global challenges, such as climate change, aging populations, food security issues, and technology divides, the APO could play an important role by implementing activities addressing the policy level such as making recommendations to improve productivity in the region. This approach should be incorporated in the APO's post-2025 Vision. In this regard, Japan welcomed the development of GP 2.0, which was aimed at supporting the efforts of APO members to achieve net-zero emissions by 2050 and meet the SDGs.
29. Professor Matsumoto briefly summarized the key aspects of GP 2.0, which included the GP 2.0 Ecosystem and Project Bank. The publication titled *APO Green Productivity 2.0: The Road Ahead* highlighted and explained the journey toward identifying the approaches, key elements of the GP 2.0 Ecosystem, and Project Bank. The publication functioned as a reference point for the APO as the organization sought to facilitate informed decision-making by policymakers, build the capacity

- of APO GP Specialists, and guide SMEs for overall socioeconomic development. The activities envisaged under the GP 2.0 Roadmap were aligned with the APO's vision, mission, and role.
30. Professor Matsumoto pointed out that at its core, GP was about enabling individuals with knowledge and tools to bring about changes in productivity enhancement and environmental protection, and the APO Certified Green Productivity Specialists Program was developed to train and certify their competence as frontliners in guiding organizations and businesses on the way to meeting those objectives.
 31. In 2025, GP mapping, the GP rating system, and GP guidebooks would be developed to empower GP Specialists. GP mapping would provide a comprehensive online map on the status of environment-related policies, keeping GP Specialists updated in their ability to help businesses and organizations navigate the rapidly changing government regulations on the environment. The GP rating system would provide a common basis of reference for GP Specialists to carry out objective quantitative analysis of business operations and offer suggestions for improvement. New publications would be developed by revising the existing GP guidebooks to enhance the range and depth of knowledge and skills of specialists in alignment with GP 2.0 approaches. Japan looked forward to the completion of those projects in 2025.
 32. Professor Matsumoto explained that Japan believed that the goals of GP 2.0 aligned with the national development and productivity agenda, notably the Green Growth Strategy through Achieving Carbon Neutrality in 2050 (GGS), which was adopted in 2020 by the Cabinet of Japan. There was significant potential for synergy and mutually beneficial cooperation between GP 2.0 and Japan's GGS, as both were founded on similar principles.
 33. Professor Matsumoto introduced the background of Japan's S&T diplomacy efforts that were enhanced by overseas developmental aid (ODA), requiring cooperation with a wide variety of partners including the private sector, economic organizations, and international organizations to actively develop a cooperation menu that took advantage of Japan's strengths, including S&T. This was particularly important in the context of solving global issues such as climate change, which was part of the priority areas of GP 2.0, and he hoped that the APO would actively cooperate with Japan to tackle global challenges in the field of S&T, utilizing its unique knowledge of productivity and connections with various stakeholders with strong scientific backgrounds in promoting productivity.
 34. Professor Matsumoto introduced Japan's new ODA initiative, titled the "Co-creation for Common Agenda Initiative," which aimed at making more effective, strategic use of development cooperation. The three priority areas of the initiative were 1) Green Transformation, 2) Strengthening of Economic Resilience, and 3) Digital Transformation, which were also the key priority areas of GP 2.0. Professor Matsumoto believed that there were opportunities for the APO, as a specialized organization focusing on productivity, to participate in this new ODA initiative by Japan. This would be elaborated in detail during the presentation on the following day by Deputy Director Yoshiaki Makino, Country Assistance Planning Division 1, International Cooperation Bureau, MOFA.
 35. Professor Matsumoto briefly introduced the Japanese government's vision for "Society 5.0," which aimed to achieve integration between cyberspace and physical space and encouraged interested delegates to find out more about this concept. Both Society 5.0 and GP 2.0 contributed to the SDGs, even though Society 5.0 had started as a national initiative in Japan. In this regard, Japan welcomed the APO's planned projects that would contribute to the development of Society 5.0 through GP 2.0.
 36. Professor Matsumoto emphasized the importance of establishing the circular economy through GP 2.0 and said that as a front-runner in establishing the circular economy, Japan welcomed its inclusion in GP 2.0 priority areas. Japan's GGS also emphasized the importance of the circular

economy in order to reduce greenhouse gas (GHG) emissions, which provided yet another area of synergy between the GGS and GP 2.0.

37. The 3R initiatives that were proposed by then-Prime Minister Junichiro Koizumi at the G8 Summit in June 2004 had since been expanded to incorporate renewable energy to address climate change and achieve net-zero emissions by 2050 as stipulated in the Paris Agreement. Through the 3R+Renewable Initiative, the GGS, and other efforts, Japan was on track to reduce GHG emissions by 2050 as a whole while advancing the transition to the circular economy.
38. The Japan Productivity Center (JPC) had been undertaking a wide range of activities in collaboration with the APO, Japanese companies, and academic institutions. The JPC would also organize the Workshop on Impact of Circular Economy Principles on Productivity and Sustainability in 2025, which would examine the impacts of circular economy principles on productivity and sustainability in the public sector, discuss the importance and challenges of integrating the principles in the public sector, and explore better implementation approaches using advanced technologies. The JPC had played a pivotal role in the establishment of the APO in 1961 and had strong links with the Japanese business sector. Japan looked forward to the strengthening of cooperation between the APO and JPC to promote the circular economy, which was an integral part of GP 2.0.
39. At the close of the presentation by Professor Matsumoto, APO Secretary-General Dr. Indra and Chair of the TWG on GP 2.0 Dr. Chun-Hsu Lin were invited to join Professor Matsumoto at the front of the stage to present the publication *APO Green Productivity 2.0: The Road Ahead* to APO Chair for 2024–25 Jone Maritino Nemani.
40. APO Chair Nemani thanked the three presenters and said that it was an honor to accept the publication on behalf of the APO Governing Body, which had given its blessing to *Green Productivity 2.0: Approaches and Roadmap* at the 66th Session of the APO Governing Body (GBM) in May 2024. The launching of the publication signified the formal transition of GP 2.0 from the strategic planning phase to the development and implementation phase, which was a timely response to the wishes expressed by APO Directors at the 66th GBM for the APO to consolidate and step up its efforts to assist members in navigating emerging challenges relating to climate change and sustainable development.
41. APO Chair Nemani expressed thanks to the GPA Council for leading the GP 2.0 initiative under the guidance of Council Chair Professor Emeritus Yamamoto, the originator of the GP concept three decades ago. APO Chair Nemani also thanked the Government of Japan, represented at the WSM by Professor Matsumoto, for providing financial support for the GP 2.0 initiative, without which the publication would not have been possible. APO Chair Nemani also thanked TWG Chair Dr. Lin and fellow contributors from I.R. Iran, Malaysia, Pakistan, the Philippines, Thailand, and Vietnam.
42. APO Chair Nemani said that the success of GP moving forward would depend not only on the development and implementation of the GP 2.0 Ecosystem laid out in the roadmap but also on continued efforts to spread awareness, understanding, and usage of the slate of GP tools by the international community. NPOs were crucial in this endeavor, having championed GP in the region and beyond since its inception in 1994. The development of certified GP Specialists in APO members was also essential, along with the recognition by APO members and the broader international community that GP represents a solution-based framework that could help them achieve their climate-related goals, including the UN SDGs and net-zero emission targets.
43. Concluding his remarks, APO Chair Nemani extended his best wishes to GPA Council members, Secretary-General Dr. Indra, and all in the APO community who were committed to advancing the GP initiative.

Agenda Item 1.6 Introduction of NPO Heads

44. NPO Heads and Acting NPO Heads were introduced in the alphabetical order of member names. I.R. Iran was absent with apologies. The meeting was also informed of the late arrival of the NPO Head for Vietnam.

Agenda Item 1.7 Election of Chair and Vice Chair

45. The following were unanimously elected: Chair, NPO Delegate for Fiji Dr. Isimeli Waibuta Tagicakiverata, proposed by NPO Delegate for Singapore Michael Tan and seconded by NPO Delegate for Sri Lanka K D R Olga; and Vice Chair, NPO Delegate for the ROK Wangi Ahn, proposed by NPO Delegate for the ROC Dr. Pao-Cheng Chang and seconded by NPO Delegate for Thailand Suwanchai Lohawatanakul.
46. WSM Chair Dr. Tagicakiverata thanked all delegates for the honor of serving as Chair of the 65th WSM. He mentioned that it was uniquely important as the APO Vision 2025 was to conclude at the end of 2025, and the ongoing postvisioning exercises were to guide activities from 2026 onward. The critical tasks that were to be accomplished during this session included, but were not limited to, reviewing and deciding on APO programs for 2025 and outlining the processes and steps for 2026 with specific timelines, in addition to receiving three critical reports, the 2023 Annual Project Review by the APO Secretariat, Independent Impact Evaluation of the 2022/2023 APO Programs/Projects, and updates on the Recommendations from the APO Vision 2025 Pause-and-reflect Activity, along with an evaluation of 2022 APO Projects.
47. WSM Vice Chair Ahn stated that it was a privilege to be elected as the Vice Chair of the 65th WSM. He extended his heartfelt thanks to delegates for the honor. He also expressed gratitude to the Government of Fiji for the excellent arrangements in hosting the meeting in Nadi. Nadi, a city that was poised to host the 62nd Session of the APO Governing Body in 2020, which ultimately took place virtually due to COVID-19, was truly at the heart of the Pacific.

Agenda Item 1.8 Adoption of Agenda (Doc. Nos. 1 and 1-A)

48. WSM Chair Dr. Isimeli Waibuta Tagicakiverata introduced Doc. No. 1: Provisional Agenda and Doc. No. 1-A: Annotated Provisional Agenda and invited comments from delegates.
49. With no comments, the agenda was unanimously adopted.

Session 2 Reports by the Secretariat

Agenda Item 2.1 Monitoring and Evaluation of APO Programs/Projects

Agenda Item 2.1.1 2023 Annual Project Review by the APO Secretariat (Doc. No. 2)

50. The APO Secretariat presented the 2023 Annual Project Review, which comprised two main sections: 1) Overview of 2023 Projects Covered in the Report; and 2) Key Findings, Conclusions, and Recommendations.
51. The projects covered in the report were limited to those with training and/or learning aspects and where corresponding assessments could be determined by the existing postproject survey tool targeting individuals. The projects included: 1) multicountry projects; 2) APO e-courses; and 3) in-country projects, including Bilateral Cooperation between NPOs (BCN), Individual Observational Study Missions (IOSMs), and Technical Expert Services (TES).
52. The APO Secretariat presented the key findings of the 2023 Annual Project Review. For relevance, 97% and 98% of the respondents from multicountry and in-country projects, respectively, found them useful, timely, and applicable. Participants appreciated the shared examples faced by APO members for providing invaluable perspectives to address certain productivity issues. For APO e-courses, 61% of respondents "strongly agreed" that the courses were relevant, highlighting their importance for professional development and future work or study endeavors.

53. The effectiveness criterion received slightly lower ratings compared with the efficiency criterion for both multicountry and in-country projects. For multicountry projects, respondents rated “presentation materials” (97%) higher than other relevance-related aspects such as “group activities” (83%), “field visits” (89%), and “networking with peers” (92%). For in-country projects, BCN was rated highly on effectiveness, at 97% compared with IOSM (95%) and TES (89%). In terms of modality, project effectiveness was slightly lower for online multicountry projects compared with those conducted in the face-to-face (F2F) modality. For e-courses, in 2023, while the APO offered the highest number of e-courses at 87, the completion rate remained steady at around 46%, disrupting the upward trend since 2020. Similarly, the downward trend in the dropout rate fluctuated in 2023. From 53% in 2022, the dropout rate in 2023 increased to 54%. This was due to a significant spike in the dropout rate of learners from nonmembers. Overall, the majority of participants “strongly agreed” that APO e-courses achieved their objectives.
54. Efficiency was rated slightly higher than effectiveness but slightly lower than the relevance criterion for both multicountry and in-country projects. For multicountry projects, highly favorable ratings were received for “resource persons” (97%) compared with “technical aspects” (93%) and “organization of activities” (94%). On the other hand, IOSM rated the highest on efficiency (96%), compared with BCN (92%) and TES (93%). Course content and time management were perceived as APO project strengths. While the F2F modality received a deeper appreciation of topics among participants, project efficiency was slightly higher for online multicountry projects compared with those conducted in the F2F modality.
55. For APO e-courses, efficiency was measured through learners’ perceptions of the utility of the site or digital platform and certain elements of course delivery such as language and learning resources. The majority of respondents (57%) once again “strongly agreed” that the courses were efficiently implemented based on the parameters identified. The participants appreciated the engaging course content, clear explanations, and user-friendly platforms.
56. Among the three focus evaluation criteria, APO projects rated highly on “relevance,” with an average rating of 85% across all project types, followed closely by “efficiency” at 82%. Meanwhile, “effectiveness” was rated the lowest (although still relatively high) at 79%. Most recommendations referred to enhancing the effectiveness of APO programs/projects.
57. The Secretariat shared the list of recommendations for each finding of the review. Key recommendations included conducting skill assessments, improving project design and evaluation, strengthening the dissemination of project results and follow-up activities, enhancing the selection of and coordination among resource persons, and facilitating a conducive learning experience for e-courses.
58. WSM Chair Dr. Isimeli Waibuta Tagicakiverata thanked the APO Secretariat and invited comments and feedback from delegates.
59. NPO Delegate for the ROK Wangi Ahn noted the positive feedback on APO projects, with satisfaction rates ranging from 98% to 99%. He pointed out that the negative feedback, including “strongly disagree” and “disagree” responses, accounted for only 1% to 2%. NPO Delegate Ahn recommended that the APO Secretariat focus on analyzing the negative feedback as well as incorporating the insights into future projects for improvement and circulate findings to APO members.
60. APO Secretary-General Dr. Indra Pradana Singawinata thanked NPO Delegate Ahn and took note of his suggestion for follow-up by the Secretariat.
61. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry inquired why the other programs/projects such as DMP, SNP, and P-Talks were not covered in the 2023 Annual Project Review and asked if there was any limitation in the existing M&E framework to undertake evaluations of some other in-country programs as mentioned above.

62. The APO Secretariat clarified that the limitation had also been mentioned in the review report. The programs/projects covered in the report were limited to those with training and/or learning aspects and where corresponding assessments could be determined by the existing postproject survey tool targeting individuals. The evaluation of the other APO programs/projects would require a separate evaluation tool and methodology, and the APO Secretariat was working on that matter. It was also highlighted that a potential direction in the future was to conduct evaluation of each project rather than having a one-time exercise covering all types of programs/projects. This approach was expected to generate more feedback for continuous improvement.
63. With no further comments, WSM Chair Dr. Tagicakiverata declared the endorsement of Doc. No. 2 2023 Annual Project Review by the APO Secretariat for submission to and approval by the 67th GBM.

Agenda Item 2.1.2 Independent Impact Evaluation of 2022/2023 APO Programs/Projects (Doc. No. 3)

64. WSM Chair Dr. Isimeli Waibuta Tagicakiverata invited Daniel Lindgren, Founder and CEO, Rapid Asia Co., Ltd. (Rapid Asia), to present Agenda Item 2.1.2 Independent Impact Evaluation of 2022/2023 APO Programs/Projects.
65. CEO Lindgren presented the impact evaluation report by focusing on the evaluation design and methodology, findings, and recommendations. On the evaluation design and methodology, he highlighted the mixed methods used by the evaluation exercise, which included a survey, key informant interviews, and in-depth interviews. He shared that the online survey had received 1,111 responses from APO project participants and that Rapid Asia had conducted 43 key informant interviews and 41 in-depth interviews among various project stakeholders.
66. CEO Lindgren expounded on the Activity Performance Index (API) as a framework to measure the performance of APO programs/projects from a participant perspective. The API was measured independently and made up of four components indexed from 0 up to 100: 1) overall performance of APO programs/projects; 2) likelihood of recommending the activity to others; 3) likelihood of participating in future APO activities; and 4) usefulness of APO programs/projects compared with similar activities attended in the past. The API framework was used to generate the quantitative findings gathered from the survey.
67. CEO Lindgren shared the major findings, which were organized based on the evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact.
 - On relevance and coherence, participants held highly positive views of APO programs/projects performance, with in-person modalities performing better than online modalities. Challenges to the online modality, applicability of project content to individual economies, and appropriateness of trainers were some of the limitations highlighted.
 - On efficiency, APO programs/projects were delivered in a timely manner and within budget, especially with the successful transition to online formats during the COVID-19 pandemic. However, the evaluation revealed challenges related to bureaucratic delays, human and financial resource constraints, and logistic coordination.
 - On effectiveness, APO programs/projects were found to be effective in achieving their intended results, with evidence of a positive impact on productivity for target beneficiaries. “Content” was a key strength for both in-person and online projects, with “trainers or presenters” also being a key strength of in-person delivery. On the other hand, “materials” was a key weakness for both modalities and “ability to implement” was an additional weakness for in-person projects, indicating areas in which improvement efforts should be focused.
 - On impact, the evaluation highlighted that participants reported improved productivity, enhanced leadership capabilities, and new partnerships forged due to APO activities.

However, it also noted a need for stronger follow-up mechanisms to support the long-term implementation of learned skills and knowledge.

- On sustainability, many program/project outcomes will likely be sustained in the long term, particularly where organizations have institutionalized the knowledge gained through regular training and knowledge-sharing initiatives. Partnerships fostered through APO programs/projects were identified as key to sustaining impact beyond the program/project life cycle.
68. CEO Lindgren finished his presentation by highlighting recommendations to address the corresponding findings. Notable recommendations included enhancing the localization of projects, strengthening in-person projects, improving training materials, and building capacities of smaller NPOs.
 69. WSM Chair Dr. Tagicakiverata thanked CEO Lindgren and invited comments and feedback from delegates.
 70. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago echoed the recommendation on involving local experts. She argued that as APO members were at various levels of development, involving local experts would ensure alignment with national policies and thereby facilitate the achievement of greater impact of APO initiatives among members. NPO Delegate Dr. Ravago also recommended that in future impact evaluations, a comparator group (those who had not participated in an APO project) should be considered in the design to properly assess whether the impact could be attributed to the APO project, i.e., whether the change would happen with or without APO intervention.
 71. APO Secretary-General Dr. Indra Pradana Singawinata thanked NPO Delegate Dr. Ravago for her comments and recommendations. He noted that in addition to the recommendation on how future evaluations could be conducted, efforts to focus on in-country programs were also needed, especially as the latter would normally require a longer duration in terms of implementation.
 72. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry also agreed on the localization of programs/projects and recounted his earlier recommendation to gradually increase in-country programs. NPO Delegate Chaudhry also clarified “hands-on training” and said that the APO was not offering vocational training programs but rather short-term ones. Finally, he also sought further clarification on how Rapid Asia assessed the “ability to implement.”
 73. CEO Lindgren responded that the “ability to implement” was gauged based on a series of questions incorporated in the survey administered to participants.
 74. NPO Delegate for Nepal Deepesh Lekhak stressed the importance of addressing the needs of developing countries and suggested applying a two-pronged approach for implementing APO programs/projects.
 75. The APO Secretariat acknowledged the suggestion and explained that in the existing approach, it could be done through the Category B projects (where projects could be open to country groupings based on their economic level).
 76. With no further comments, WSM Chair Dr. Tagicakiverata declared the endorsement of Doc. No. 3 Independent Impact Evaluation of 2022/2023 APO Programs/Projects for submission to and approval by the 67th GBM.

Agenda Item 2.2 Progress on the Recommendations from the APO Vision 2025: Pause-and-reflect Activity (Ref. Paper No. 1)

77. The Secretariat began the presentation by noting that the development of the APO post-2025 Vision was one of the recommendations of the APO Vision 2025 Pause-and-reflect Activity. In

- utilizing the lessons learned from the implementation of the APO Vision 2025, the post-2025 visioning exercise aimed to develop a new vision document or strategic plan that benefits from comprehensive analyses and deliberations. The new vision was to be guided by the principles of policy coherence, improved performance, and demonstrable results, and its visioning exercise would take a participative approach for APO stakeholders and ensure that the APO remained relevant in the post-2025 environment while keeping true to its mission.
78. The Secretariat mentioned that the main activities of the visioning to be carried out included need assessment, end-term review, and stakeholder consultations during which early engagement of external professionals would be sought to ensure a comprehensive, well-informed approach. A Steering Committee would oversee the APO post-2025 visioning exercise in which the APO Chair and Vice Chairs for 2024–25 would serve as members together with APO Secretary-General Dr. Indra Pradana Singawinata to facilitate effective, efficient consultations and approval of the proposed outputs of the exercise.
 79. The Secretariat continued to highlight the key updates in relation to the need assessment and end-term review. The need assessment of APO economies was ongoing through a research project, involving the engagement of all members. As of September 2024, preliminary desktop analysis of national productivity policies and strategies, along with existing NPO strategies, was underway, and the need assessment framework was finalized. On the other hand, the set of activities including the end-term review, consultations, and stakeholder engagement would be carried out through the APO M&E project by an external consulting firm while ensuring inputs from stakeholders. The contracting activities to engage the firm had commenced following the conclusion of the open period of Request for Proposals in September 2024. Those activities of the visioning exercise would be touched upon during the agenda item to discuss the 2026 Program.
 80. The Secretariat elaborated on the consultations and stakeholder engagements that were envisioned to ensure inputs from not only internal but also external stakeholders, such as international organizations, research institutions, academia, and other related sectors to help ensure the coherence of national, regional, and international strategies and efforts.
 81. WSM Chair Dr. Isimeli Waibuta Tagicakiverata opened the floor for questions or comments.
 82. NPO Delegate for Cambodia Um Serivuth raised a question on whether the APO Liaison Officers' Meeting (LOM) was held annually.
 83. The Secretariat responded that the LOM was planned as a project in 2025, while mentioning that it had been implemented in 2023. It was explained that the platform would be utilized to engage NPOs in the visioning exercise.
 84. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago clarified the semantics regarding the APO Vision. She recommended that the outcome of a visioning exercise was an aspiration for APO member economies as a group in the long term. She cited the examples of the long-term vision released by the ADB in 2011, "*Asia 2050: Realizing the Asian Century*" and the Philippines' vision released in 2016, "*AmBisyon Natin 2040*." For the Philippines, it was accompanied by thematic papers published in *The Philippine Economy: No Longer the East Asian Exception?*. In the case of the Philippines, the vision for 2040 would cover four administrations (four presidents), with each administration crafting its respective Philippine Development Plan (PDP) to operationalize and strategize how to realize the vision. *AmBisyon Natin 2040* had been the anchor of the PDP during the Duterte administration and now the current Marcos administration.
 85. APO Secretary-General Dr. Indra Pradana Singawinata thanked NPO Delegate Dr. Ravago, agreed that the vision could be a long-term plan, and confirmed that it would be a matter to be discussed in the Steering Committee. APO members' national development plans would be referred to during the postvisioning exercises. As the majority of APO members had formed new

governments in 2024, it would be a good opportunity to consider each of these national development plans as part of the post-2025 Vision.

86. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry commented that while he acknowledged the extensive involvement of internal and external stakeholders in the M&E framework, he recommended the development of effective dashboards to establish robust M&E mechanisms that would also enhance the capacity of NPOs and ensure that effective outputs were produced from the exercise.
87. The Secretariat responded by stating that training on M&E had been conducted to enhance NPO capacities in August 2024. The Secretariat also acknowledged that the development of an effective dashboard would enable reliable data collection that could be used by the APO Secretariat and NPOs for the development of the M&E system.
88. With no further questions or comments from the floor, WSM Chair Dr. Isimeli Waibuta Tagicakiverata requested the Secretariat to take note of the recommendations and declared the endorsement of Ref. Paper No. 1 Progress on Recommendations from the APO Vision 2025: Pause-and-reflect Activity.

Agenda Item 2.3 APO Accreditation Program (Ref. Paper No. 2)

89. The Secretariat started the presentation by providing the background on the report made during the 66th GBM on the APO Accreditation Program along with its objectives of accelerating the development of competent productivity specialists across members. The APO Accreditation Body (APO-AB) Program had accredited nine Certification Bodies (CBs) with India, I.R. Iran, Malaysia, Mongolia, Pakistan, and Vietnam for Productivity Specialists, while Indonesia, Singapore, and Thailand were accredited for Green Productivity Specialists.
90. The Secretariat shared the latest updates on the APO Accreditation Program and mentioned that an inaugural Workshop Meeting of Heads of APO CBs had been held 9–12 July 2024 in Tokyo, attended by 11 participants from seven APO-AB accredited CBs, two developing CBs, and three resource persons. The meeting provided a platform for all CBs to interact, share experiences and challenges, and enhance cooperation, including agreements on the future directions of the APO Accreditation and Certification Programs. The major discussions and recommendations derived from the meeting were: the APO would continue its support in terms of financial and technical assistance in strengthening CBs' operations; agreement on the standardization of certificates of certified persons and the use of common titles for certified persons; undertaking a pilot mutual recognition arrangement among CBs; establishing communities of practice among certified persons; developing a bank of questionnaires to standardize the examination for all CBs; conducting an international Conference on GP; and organizing relevant programs for certified persons.
91. The Secretariat explained its efforts in strengthening APO-AB accredited CBs. A pool of competent assessors was developed through a training course for assessors for the Green Productivity Specialists Certification Program, held 22–26 April 2024 in New Delhi, India, which was attended by 20 participants from 10 APO members. Another similar training course for Assessors for the Productivity Specialists Certification Program was held 16–20 September 2024 in Ho Chi Minh City, Vietnam, attended by 21 participants from 12 members.
92. The Secretariat mentioned that it was also focused on the capability development of the APO-AB given the increase in the number of APO-AB accredited CBs. With a few more in the pipeline, it was necessary for the APO-AB to have a pool of assessors to conduct initial and surveillance assessments. To achieve this, a training course for assessors of APO CBs was planned for 25–29 November 2024, in Bangkok, with the support of the FTPI, aimed at developing more assessors for the APO-AB.

93. The Secretariat concluded by seeking the consideration and endorsement of Heads of NPOs of the progress update on the APO Accreditation Program.
94. WSM Chair Dr. Isimeli Waibuta Tagicakiverata thanked the APO Secretariat and asked for feedback and comments from the floor.
95. NPO Delegate for India Suryanarayanan Gopalakrishnan explained that it might be difficult to get people excited about being certified. He explained that incentivizing people who were being certified and giving preference to Certified Productivity Specialists to be invited as APO resource persons might help, as he had mentioned in the past.
96. The Secretariat acknowledged the comment and explained the need to engage Certified Productivity Specialists in various activities of CBs and NPOs given the limitations under APO programs. The Secretariat requested CBs and NPOs to engage them given the foreseen increase in the pool of Certified Productivity Specialists in the years ahead. However, the Secretariat would consider qualified, Certified Productivity Specialists in its programs when possible. The Secretariat ended by noting the suggestion made by NPO Delegate Gopalakrishnan.
97. NPO Delegate for Malaysia Dr. Nor Aishah Binti Hassan expressed difficulty in getting participants for Productivity Specialist certification due to complications and stringent criteria and processes. She suggested the use of AI to simplify the process and help to lessen the manual checking and assessing, which AI could do. She also mentioned the need to fully utilize the pool of certified specialists as they had no opportunity to participate and make use of their expertise, especially in APO programs. She also suggested undertaking research on CB effectiveness and whether it was making an impact on members and the APO as part of the monitoring program to improve the APO CB Program.
98. The Secretariat acknowledged the comments and cited Malaysia as one of the pioneer members that had the first APO-AB accredited CB in 2021. The Secretariat also explained that certain procedures must be practiced and complied with by CBs. AI could be used at a later stage when CBs would be receiving many applications and the technology could help as a platform to process those applications. As for the comment on the engagement of certified specialists, this was similar to the comment from India that had already been addressed. On the need to assess the impact of CBs, it was a good suggestion that the Secretariat would look into given that the operations of CBs had just started in APO members. It would also help assess and review the performance of CBs. The Secretariat added that at the time of the surveillance assessment of a CB, the assessors actually assessed the CB and provided feedback on the procedures, including a progress report. The Secretariat concluded that the proposed impact assessment would also serve as an evaluation of the performance of CBs.
99. NPO Delegate for Nepal Deepesh Lekhak expressed keen interest in the APO Accreditation Program through the Nepal Bureau of Standards and Metrology (NBSM), a competent national CB in which representatives were selected as participants in the upcoming training course in Thailand. Since the NPO was still new to the program, he was also looking forward to strong support, especially in the Certified Productivity Specialists and GP Specialists aspects, under the APO Accreditation Program.
100. The Secretariat acknowledged the interest of Nepal and asked other NPOs that had not availed of the program to consider it in expanding Certified Productivity Specialists to support national productivity agendas.
101. WSM Chair Dr. Tagicakiverata requested the Secretariat to take note of the comments and suggestions from Delegates.
102. Since there were no more comments, WSM Chair Dr. Tagicakiverata declared the endorsement of Ref. Paper No. 2 APO Accreditation Program.

Agenda Item 2.4 Strengthening the APO's Digital Capability (Ref. Paper No. 3)

103. The Secretariat presented an update on the progress of the APO's Strategic Digital Capability (SDC) Plan, which had been approved in 2021. This plan focused on enhancing the APO Secretariat's digital capabilities over a five-year period, with an emphasis on system integration and the development of a common project management platform. An implementation status report by the Secretariat was delivered, detailing the integration of SAP Business ByDesign for project, finance, and budget management, and Salesforce for managing participants and resource persons. The Secretariat recognized the importance of continuous improvement for adopting emerging requirements in the new systems in future. Accordingly, the Secretariat planned to conduct training and consultation sessions with NPOs in 2025. The systems were currently in pilot testing, and four projects had been selected for that purpose. Security and data privacy were of utmost importance, with standardized terms of use and privacy policies established for APO members. The Secretariat sought the endorsement of Heads of NPOs for full implementation by 1 November 2024, covering functions like project announcements, candidate submissions, and automated communications. Moreover, the Secretariat proposed discontinuing the printing of project completion certificates for participants to contribute to the UN SDGs.
104. WSM Chair Dr. Isimeli Waibuta Tagicakiverata thanked the Secretariat for the update and invited comments from delegates.
105. NPO Delegate for Cambodia Um Serivuth expressed his appreciation to the APO Secretariat for its efforts in streamlining processes through digitalization. He sought clarification regarding the rationale behind the current system, which restricted the authority to endorse participant nominations exclusively to the APO Director, Alternate Director, or Liaison Officer, inquiring why NPO Heads had not been granted similar access and authority.
106. The Secretariat clarified that two credentials for participant selection were provided within the system, and it was the responsibility of each NPO to designate the appropriate individuals based on its internal procedure. The system also included a reporting function that could be adapted to align with the existing internal processes of NPOs. The Secretariat noted that there had been a request to incorporate the entire internal NPO process into the system. However, after assessing the budgetary implications, it was determined that this request would be too costly to implement. It was emphasized that the reporting function was available to accommodate any internal requirements of NPOs for processing participant nominations.
107. With no further comments from delegates, WSM Chair Dr. Tagicakiverata declared the endorsement of Ref. Paper No. 3 Strengthening the APO's Digital Capability.

Agenda Item 2.5 Travel Arrangements for Participants (Ref. Paper No. 4)

108. The APO Secretariat recounted the background of the need to revisit the current travel arrangements for project participants, which had been endorsed at the 63rd WSM and approved by the Governing Body. The current travel arrangements for participants were contained in two documents: 1) Travel Arrangements: Air Ticket Arrangements for Participants in F2F Projects; and 2) Guide on Purchase of Air Tickets for APO Project Participants.
109. The APO Secretariat had administered an online survey in July 2024. The survey served as the basis to obtain feedback from NPOs and generate recommendations as described in the report. The Secretariat expressed sincere appreciation to NPOs for cooperating in the survey, to which 18 NPOs had responded. The survey revealed that most NPOs did not require modifications to the current arrangements, although they expressed views on certain inconveniences and lack of clarity on some areas of the current arrangements in general.
110. As part of its approach to recommend modifications to the two travel documents, the APO Secretariat treated the first document as a policy framework containing the basic principles and

the second document as an accompanying operational guide containing more detailed procedures for travel arrangements. The latter document was expected to be updated more frequently than the former.

111. The APO Secretariat proposed the continuation of the overall current air ticket arrangements for participants in the first document (Travel Arrangements: Air Ticket Arrangements for Participants in F2F Projects), with minimal editorial updates as shown in Attachment 1 to Ref. Paper No. 4. On the other hand, in the second document (Guide on Purchase of Air Tickets for APO Project Participants), the APO Secretariat proposed changes as shown in Attachment 2 to Ref. Paper No. 4. The proposed changes intended to provide clarity in the following areas without any major changes from the current practice: 1) identification of documents that may contain project-specific arrangements; 2) cost efficiency in itinerary planning; 3) clarification of the standard itinerary for arrival and departure before and after the project; 4) responsibility of participants before nomination and after issuance of Letters of Acceptance; 5) formalization of the travel agent designation process; and 6) clarifications of costs covered by the APO and reimbursement process. The proposed changes aimed to ensure that the APO's financial resources were utilized fairly and effectively to build the capacities of members' human resources through APO projects, foster a sense of engagement and self-initiated learning from participants, and minimize avoidable costs that would not be in the interest of APO members to cover from public funds.
112. WSM Chair Dr. Isimeli Waibuta Tagicakiverata thanked the APO Secretariat and invited comments and feedback from delegates.
113. NPO Delegate for Cambodia Um Serivuth sought clarification of the "standard itinerary for arrival and departure before and after the project." He inquired about any rule in relation to instances where, if for some reason, a participant decided to extend his/her stay beyond the expected duration.
114. The APO Secretariat responded that any related costs outside the standard itinerary of arriving a day before the project and departing a day after the project would have to be borne by the participant. This included any difference in the airfare if the extended stay would result in higher costs than when the original itinerary was followed. Furthermore, the Secretariat underscored that the APO would not allow extensions of stay of participants beyond the standard itinerary.
115. NPO Delegate Serivuth also inquired if the same rule applied to APO Secretariat staff travel arrangements. The APO Secretariat explained that there was a separate travel policy for Secretariat staff and that the arrangements for participants and those for staff would not be combined.
116. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago asked for clarification of the rule in relation to traveling from the country of origin for the case of APO Directors/NPO Heads. She inquired about cases where one needed to attend back-to-back activities and argued that not starting from the country of origin would prove more cost-efficient.
117. The Secretariat acknowledged that in such cases the APO would apply a calculation where related costs would be shared between the APO project and other commitments of the APO Director/NPO Head.
118. With no further comments, WSM Chair Dr. Tagicakiverata declared the endorsement of the proposed updates to the Travel Arrangements: Air Ticket Arrangements for Participants in F2F Projects and the Guide on Purchase of Air Tickets for APO Project Participants for submission to the Governing Body for approval by circulation.

Session 3. Presentations

Agenda Item 3.1 National Productivity Master Plans by Selected NPO Heads

119. WSM Chair Dr. Isimeli Waibuta Tagicakiverata stated that NPO Heads from Fiji, Malaysia, Pakistan, and Vietnam were invited to present the progress, outcomes, and best practices of their National Productivity Master Plans developed under the Specific National Program (SNP).
120. WSM Chair Dr. Tagicakiverata then commenced the presentation as the Head of NPO for Fiji.

Fiji

121. NPO Delegate for Fiji Dr. Isimeli Waibuta Tagicakiverata started the presentation by explaining that the NPO of Fiji operated under the National Training and Productivity Centre (NTPC). Established in 1973 under the Fiji National Training Act and now part of Fiji National University, the NTPC played a dual role in enhancing productivity within the country. As Fiji's designated NPO, the NTPC was responsible for implementing all APO projects, and the organization promoted national productivity through business excellence programs and quality circles, such as the National Convention on Quality and the Business Excellence Awards.
122. The presentation highlighted the launch of Fiji's first National Productivity Master Plan in June 2019, developed with the support of the APO. The master plan was designed to align with global trends, particularly in digitization and natural resource management, marking a significant step in Fiji's productivity journey. It also outlined the formation of a Productivity Commission to oversee its implementation, with the Ministry of Employment and Productivity submitting that proposal to the Cabinet in 2022. However, revisions to ensure the Commission's independence had delayed the process, and the impact of the COVID-19 pandemic had necessitated a further review of the plan.
123. The NPO Fiji outlined key challenges faced in advancing productivity, including funding constraints, limited technical expertise, and inadequate data collection systems. Since 2018, the government's removal of the NTPC Levy Grant, which had previously funded productivity initiatives, had significantly impacted resources. Furthermore, coordination between the NTPC and Ministry of Employment and Productivity had posed additional challenges, particularly in promoting public-sector productivity.
124. Despite these hurdles, the NPO Fiji reported progress in forming the Productivity Commission, which would benchmark against the Australian Productivity Commission. This initiative was seen as a critical part of aligning Fiji's productivity strategy with its National Development Plan for 2025–29.
125. NPO Delegate Dr. Tagicakiverata closed his presentation by reaffirming the importance of establishing a strong Productivity Commission to drive national productivity goals. Then, he invited the NPO Delegate for Malaysia to give her presentation.

Malaysia

126. NPO Delegate for Malaysia Dr. Nor Aishah Binti Hassan presented the progress, goals, and challenges of the Malaysia Productivity Blueprint (MPB) and the existing strategies to increase national productivity.
127. NPO Delegate Dr. Nor Aishah started her presentation by introducing the role of the Malaysia Productivity Corporation (MPC). Established in 1966 under the Ministry of Investment, Trade, and Industry (MITI), the MPC focused on accelerating national productivity growth by 3.7% by 2025.
128. NPO Delegate Dr. Nor Aishah explained that the MPB had been introduced in 2017 due to relatively slow national productivity growth. Since its launch, the productivity level had been steadily improved, reaching MYR96,692 per employee by 2023, compared with MYR89,964 in 2017. The MPB focused on five strategic thrusts including workforce, technology and digitalization, industry accountability, robust ecosystem, and strong implementation. Central to that initiative was the Productivity Nexus, industry-led groups that drove sector-specific initiatives for innovation and

- productivity. She highlighted that the public–private partnerships had been vital in achieving national productivity goals.
129. NPO Delegate Dr. Nor Aishah shared the challenges faced during the implementation of the MPB including skill mismatches, shortage of high-skilled workers, high dependency on low-skilled foreign labor, low technology adoption, and regulatory bottlenecks. It was crucial to have a multifaceted approach, including talent development, improved regulation, and technology integration to address those issues.
 130. NPO Delegate Dr. Nor Aishah shared how the MPC had contributed to national productivity improvement. She outlined the key drivers of Malaysia's economic growth: private consumption; investment; government expenditure; and net exports. To boost productivity, the MPC focused on key productivity multipliers, including regulatory reform, the adoption of good management practices and technology, and future talent development.
 131. NPO Delegate Dr. Nor Aishah shared key successes of MPB implementation by citing the example of the reforms for construction permits in Kuala Lumpur and Express Construction Permit (E10) program in Kulim, which shortened the permit and licensing processes.
 132. NPO Delegate Dr. Nor Aishah thanked the APO for support in the implementation of the Special National Program (SNP) project on MPB evaluation. The objectives of the evaluation were to assess the effectiveness of the MPB and identify key improvement areas for the development of the MPB 2.0. The SNP project started in April, and the final findings were expected to be presented to the Government in December 2024.
 133. NPO Delegate Dr. Nor Aishah concluded by highlighting the need for continued support from the APO and collaboration across its members to resolve the challenges in boosting productivity in Malaysia, contributing to the broader regional agenda.
 134. WSM Chair Dr. Tagicakiverata thanked NPO Delegate Dr. Nor Aishah for her presentation and invited the NPO Delegate for Pakistan to make a presentation.

Pakistan

135. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry provided an overview of Pakistan's economic landscape and the role of the NPO in driving productivity and competitiveness across various sectors. He highlighted Pakistan's significant economic potential, emphasizing its vast reserves of natural resources and strong industries such as textiles, leather, and energy. The NPO of Pakistan, operating under the Ministry of Industries and Production, was tasked with promoting industrial productivity, raising awareness of productivity at both macro and micro levels, and engaging international and national experts to share best practices. One of its key functions was to implement APO projects within Pakistan.
136. NPO Delegate Chaudhry stated that a National Productivity Master Plan (NPMP), developed with support from the APO, had been finalized to set a long-term strategy for enhancing productivity in Pakistan.
137. Key challenges facing the NPO were discussed, including limited funding, a lack of technical expertise, and insufficient data collection mechanisms. These factors had constrained the ability of the NPO to execute its mandate fully. However, the implementation of the NPMP aimed to address those issues by improving productivity measurement systems and introducing productivity-based incentives across industries. Looking forward, the NPO Pakistan planned to enhance its collaboration with international partners and local industries, focusing on energy efficiency, Green Productivity, and the creation of a stronger productivity culture nationwide. The establishment of a Certification Body for Productivity Specialists and the continued promotion of productivity awareness programs were also central to its strategy. Through these initiatives, the

NPO aimed to foster a more productive, competitive Pakistan, aligning with the national economic development framework.

138. In highlighting the NPMP, NPO Delegate Chaudhry elaborated that it had become integral to Pakistan's broader economic strategy, as it had been incorporated into the country's 5Es Framework, focusing on exports, enterprises, and employment. The NPMP itself outlined a multisectoral approach, including industrial transformation, infrastructure enhancement, and government reinvention. Key objectives include fostering an export-driven economy, incentivizing industrial innovation, promoting foreign direct investment, and building a vibrant innovation ecosystem. These efforts were expected to be implemented over a five-year timeline from 2025 to 2029, with the Ministry of Industries and Production, Ministry of Finance, and other key government bodies spearheading the initiatives.
139. NPO Delegate Chaudhry stated that the outlook of the NPMP focused on doubling Pakistan's national productivity by targeting high-potential sectors such as textiles, leather, agrofood, and engineering. The NPO was also working on embedding shopfloor productivity audits and energy efficiency assessments into the national industrial policy. Capacity-building programs for industries on international standards, particularly in innovation management, were being prioritized. The development of a centralized databank for recording productivity data and certification of service providers to conduct audits was underway, with the goal of achieving substantial savings across various sectors.
140. NPO Delegate Chaudhry concluded that the NPMP was a cornerstone in driving Pakistan toward greater productivity and competitiveness. With continued alignment under the 5Es Framework, the plan would guide the nation in leveraging international expertise, strengthening public-private partnerships, and enhancing productivity across all sectors for sustained economic growth.
141. WSM Chair Dr. Tagicakiverata thanked NPO Delegate Chaudhry for his presentation and invited the NPO Delegate for Vietnam to make a presentation.

Vietnam

142. NPO Delegate for Vietnam Dr. Nguyen Tung Lam presented the development and implementation progress of the Vietnam National Productivity Master Plan over the past three years.
143. The Vietnam National Productivity Master Plan was developed with strong support from the APO. The master plan aimed to address Vietnam's productivity challenges through analysis of the current situation, identification of bottlenecks to productivity growth, and recommendations for the Vietnamese government, Ministry of Science and Technology, and Vietnam Productivity Institute (VNPI). The plan focused on four key areas: 1) science, technology, innovation (STI), and higher education; 2) productivity improvement of local suppliers with multinational enterprises (MNEs); 3) productivity improvement of state-owned enterprises (SOEs); and 4) technical and vocational education and training (TVET).
144. NPO Delegate Dr. Lam highlighted the key challenges and recommendations based on the key areas of MNEs, SOEs and TVET.
145. In terms of MNEs, the challenges for local suppliers in supporting MNEs amid rising FDI in Vietnam and recommendations included improving the business environment through government-driven industrial policies, enhancing the qualification program with a focus on the certification system to meet international standards, and strengthening the absorptive capacity of domestic companies.
146. Regarding SOEs, the finding was their dominant roles in Vietnam's economy and low efficiency. Recommended strategies included accelerating equitization; strengthening the accountability of state economic groups (SEGs); and improving corporate governance.

147. In terms of TVET, the recommendations included the introduction of a systematic assessment scheme to operate market-based initiatives; establishment of a data accumulation and disclosure scheme; and flexibility in financial structure.
148. In 2021, the APO-supported Productivity Master Plan was officially issued by the Vietnamese Prime Minister with the theme “Toward Innovation-driven Development.” The main objectives were to establish productivity as an important driving force for all sectors and industries and to implement national science and technology tasks, supporting enterprises in technology research, innovation, transfer, and adoption.
149. The National Productivity Master Plan outlined specific targets for 2025 and 2030 across five main tasks and solutions to overcome the bottlenecks to productivity growth in Vietnam: 1) improving mechanisms and policies on productivity improvement based on STI; 2) promoting research, consulting, and training activities and productivity-promoting organizations; 3) promoting the application of management systems, models, and productivity improvement tools in enterprises; 4) promoting communication and awareness-raising activities on productivity; and 5) strengthening international cooperation.
150. Before concluding, NPO Delegate Dr. Lam presented key achievements for each task, highlighting the issuance of the Strategy for STI Development by the Prime Minister in 2022; the number of provinces and central cities developing and approving productivity improvement plans based on STI for 2021–30; the number of productivity training courses provided to enterprises and government agencies; the introduction of productivity to universities/colleges/vocational education training centers; the development of the Vietnam Innovation Productivity Assessment (ViPA) and its application to 90 enterprises in 2021; the publication of the annual *Vietnam Productivity Report*; the organization of the first National Productivity Forum in 2023; and ongoing initiatives to strengthen cooperation with international organizations such as the APO, ILO, WB, and other NPOs, notably the MOU between the Ministry of Science and Technology and the Commonwealth Scientific and Industrial Research Organization (CSIRO) on collaboration on STI.
151. WSM Chair Dr. Tagicakiverata thanked all the presenters and invited comments and clarifications from the floor. In the absence of any comments, WSM Chair Dr. Tagicakiverata proceeded with the next Agenda Item 3.2.

Agenda Item 3.2 GP 2.0 Roadmap by the APO Technical Working Group Chair on GP 2.0 (Ref. Paper No. 5)

152. APO Technical Working Group (TWG) Chair on GP 2.0 Dr. Chun-Hsu Lin, Director and Research Fellow, Center for Green Economy, Chung-Hua Institute for Economic Research, ROC, shared the activities carried out under the strategic guidance of the Green Productivity Advisory (GPA) Council in developing the GP 2.0 Roadmap.
153. TWG Chair Dr. Lin’s presentation covered the following components:
- Project background: A briefing on the background, objectives, and tasks of the TWG on GP 2.0, including mapping of GP initiatives; identification of opportunities for GP applications; identifying new enablers and technologies to support GP applications; and developing the GP 2.0 Roadmap and review by the GPA Council.
 - Study process: An elaboration of key aspects and observations of GP 1.0; the structure of GP 2.0; the framework of GP 2.0 including its vision, main stakeholders, and pillars of focus; and the mapping methodology adopted for gap analysis in identifying regional hotspots on the production and consumption sides.

- Primary results: Showcasing the 30 key approaches in order of priority; enablers and technologies in various sectors including manufacturing, agriculture, services, and consumption; and different implementation methodologies and formats.
 - GP 2.0 and the roadmap: Defining GP 2.0 as an expansion of the GP concept to sectors beyond manufacturing and deepening the GP concept through the development of the GP 2.0 Ecosystem and implementation of projects under the Project Bank. The key aspects of GP 2.0 were based on 30 key approaches identified and building initiatives and activities linking approaches at a broader level through the GP 2.0 Ecosystem and at an individual level through the Project Bank. The main aspects under the GP 2.0 Ecosystem were explained including implications for the APO Certification Scheme for GP Specialists. The list of 29 projects under the Project Bank created by TWG members was showcased for agriculture, manufacturing, services, consumption, and all sectors.
 - Outlook of GP 2.0: Explaining the vital aspects of GP in the future through division into three phases in 2025–30, 2030–40, and 2040–50. The presentation concluded with sharing the citable URL and weblink of *APO GP 2.0: The Road Ahead* publication launched on 23 October 2024 during the inaugural session of the 65th WSM.
154. After the presentation of TWG Chair Dr. Lin, WSM Chair Dr. Isimeli Waibuta Tagicakiverata opened the floor for comments or clarifications. With no comments made, WSM Chair Dr. Tagicakiverata thanked TWG Chair Dr. Lin for his presentation on the GP 2.0 roadmap.

Agenda Item 3.3 APO Productivity Outlook: Interim Findings by the Korea Development Institute (Ref. Paper No. 6)

155. Dr. Hokyung Bang, Specialist, Division of Development Research, Korea Development Institute (KDI) reported the interim findings of *APO Productivity Outlook 2025*, focusing on the impact of climate change on productivity and its policy implications. The report contained four main sections: 1) introduction to the topic; 2) main channels; 3) how climate change affects productivity; and 4) policy implications for adaptation and mitigation.
156. The presentation began with an overview of the rising frequency of climate-related disasters since 1970, as shown in a figure of climate-induced disaster trends by type in APO members (1970–2023). The key concern raised was how this increase in disasters had affected the economies of APO members. Labor productivity and total factor productivity (TFP) by income level in APO members (1970–2021) had demonstrated upward trends across different income levels, although the lower- and upper middle-income groups had experienced more volatility, while high-income economies had seen a slowdown in productivity growth after 2010. These observations emphasized the need for evidence-based strategies to mitigate future impacts of climate change on productivity.
157. The main objective of *APO Productivity Outlook 2025* was introduced, focusing on presenting empirical findings and proposing policy recommendations aimed at adaptation and mitigation. The presentation identified three primary risks posed by climate change (chronic physical risk, acute physical risk, and transition risk), each of which impacted capital stock, labor supply, and TFP. These risks contributed to the multiple effects of climate change on productivity. While some research suggested significant reductions in labor productivity due to climate change, mixed evidence highlighted the importance of region-specific analysis for more targeted policies.
158. Temperature changes were discussed, with comparisons between 1970–75 and 2016–21 showing that APO member economies had become 1.13°C warmer on average between the two periods. Precipitation trends varied, with some economies seeing increases and others decreases. The impact of these changes was explored, with the relationship between economic growth and temperature showing a statistically significant negative correlation for lower middle-income economies, while higher-income economies showed no significant correlation. Empirical results

of the effects of temperature on productivity highlighted the negative effect of temperature on TFP and labor productivity across APO economies, although precipitation had a smaller impact.

159. The cumulative effects of temperature on TFP and labor productivity were presented, indicating that labor productivity was more immediately affected by temperature changes, while TFP showed more sustained long-term effects. This led to an analysis of how climate change impacts agriculture, manufacturing, and services. In agriculture, temperature anomalies were found to have a significantly negative effect on labor productivity. The analysis suggested that climate readiness improves productivity in high-income economies, while low- and middle-income economies benefit more from climate stability.
160. For the manufacturing sector, regression results revealed that higher temperature anomalies significantly reduced productivity, particularly in lower-income economies, while precipitation changes had minimal impact. The service sector was similarly affected by temperature deviations, with subsectors like retail, hospitality, and transport showing the greatest declines in productivity, while financial services were the least impacted.
161. The presentation concluded with a discussion of policy implications for climate adaptation. In agriculture, low- and middle-income economies should prioritize infrastructure investments, while high-income economies should focus on resilient crops and low-carbon technologies. For the manufacturing sector, developing economies should enhance infrastructure and invest in education, while mitigation should focus on transitioning to eco-friendly production methods. The service sector should build resilience through stronger infrastructure and alternative energy sources. The APO's role in fostering regional collaboration and resource sharing was highlighted as crucial to address the challenges of climate change and productivity.
162. WSM Chair Dr. Isimeli Waibuta Tagicakiverata thanked Specialist Dr. Bang for his presentation and opened the floor for comments and clarifications.
163. NPO Delegate for India K D Bhardwaj raised two questions: 1) how the data table showed almost zero impact of precipitation on productivity, despite precipitation causing floods and storms that could significantly impact productivity; and 2) why productivity in high- and middle-income countries was increasing despite rising temperatures, while only low-income countries' productivity was declining. NPO Delegate Bhardwaj wondered if this meant that climate change did not affect developed countries.
164. Specialist Dr. Bang responded that the impact of precipitation changes on economic activity was complex, with both positive and negative effects depending on factors such as climate patterns, agricultural practices, and infrastructure. Advanced economies with better water management systems could mitigate the adverse effects. The research analysis found that the impact of precipitation on productivity was statistically significant but relatively small compared with the impact of temperature. Policies should focus on water conservation measures, drought-resistant crops, rainwater harvesting, and sustainable water management practices.
165. Specialist Dr. Bang also addressed the second question, explaining that the impact of climate change, particularly temperature increases, was more severe in lower- and middle-income countries due to their limited capacity to adapt. High-income countries generally had better adaptation mechanisms, such as advanced technology and infrastructure, to mitigate adverse effects.
166. Dr. Yong Joon Jang, Professor, Kyung Hee University under the KDI team, added that the research analysis was based on the marginal effects of climate change on productivity declines in APO members, using regression analysis.
167. Dr. Byung Min Soon, Associate Professor, Chungnam National University and also from the KDI team, emphasized that the analysis focused on the marginal effects of temperature and

- precipitation volatility. For example, in agriculture, increased volatility in temperature and precipitation led to decreased productivity, but strategies such as adaptation and mitigation would influence productivity outcomes.
168. NPO Delegate Bhardwaj commented that the analysis should carefully examine and provide conclusions, as the current impression was that climate change had no impact on middle- and high-income countries.
 169. Specialist Dr. Bang replied that the empirical results showed that all APO members were affected by climate change, with temperature anomalies, i.e., deviations from the long-term average temperature, being used to better capture unexpected and extreme temperature events that disrupted economic activities. The average temperature change might not reflect the variability and unpredictability associated with climate change.
 170. Specialist Dr. Bang also noted that temperature anomalies had a statistically significant impact on temperature changes. Professor Jang added that the research analyzed the average values of APO members, not individual countries, and that the research team planned to write more detailed conclusions and implications based on the delegates' comments.
 171. NPO Delegate for the ROK Inseon Lee asked if the research showed no statistically significant impact of precipitation on productivity and whether this could be due to data limitations or underlying reasons why rainfall changes did not affect service-sector productivity.
 172. Dr. Ingul Baek, Assistant Professor, Kongju National University from the KDI team, answered that there was a significant effect of precipitation. The insignificant effects could be due to several factors, such as the service sector, including retail and transport, being less directly affected by changes in rainfall. Service activities like financial and real estate services, often operated indoors, could be protected from precipitation fluctuations in the short term. Another reason could be the lack of localized data to capture the effect of precipitation. With more localized data, the research could enhance the understanding of the dynamics of precipitation.
 173. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry asked about the correlation between higher temperatures leading to lower productivity in agro-based economies, such as Pakistan, which produced crops like wheat and mangoes that required high temperatures. If productivity decreased when the temperature rose, there would be a decrease in labor productivity. However, at the same time, high temperatures were needed to ripen mangoes and wheat. This could create some confusion, and NPO Delegate Chaudhry hoped for a better understanding of this issue.
 174. Associate Professor Dr. Soon explained that the analysis of the agriculture sector used temperature and precipitation anomalies. The model used in the research was not linear and considered a square, with each country having optimal temperature and precipitation levels. Deviations from these optimal levels led to decreased productivity. A linear model might show a positive impact of increasing temperatures on productivity, depending on the country.
 175. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago asked whether the model used in the research accommodated lingering effects or lag effects, considering the frequent typhoons experienced by APO members in the Pacific. For example, in the Philippines and other countries, there was an average of 20 typhoons every year. NPO Delegate Dr. Ravago inquired if the model could accommodate the lingering effects or lag effects of those disasters and account for the learning and adaptation implemented by those countries based on their experiences.
 176. Assistant Professor Dr. Baek responded that the research team could include lag effects using the ARDL model or other time series models. Including effects from environmental or climate changes could enhance the model's accuracy in explaining the impact of climate change on APO members. However, the limitation was the lack of data. Collecting more localized or high-frequency macroeconomic data could enable country-specific analyses.

177. Specialist Dr. Bang added that the empirical model used in the research was based on existing literature but had limitations, such as the possibility of omitted variable bias if other unaccounted factors influenced productivity. The model relied on available data, which might have inconsistencies or gaps affecting the robustness of results. Despite these limitations, the research team had tried to estimate various empirical models for robustness checks.
178. Noting the time constraints, WSM Chair Dr. Isimeli Waibuta Tagicakiverata closed the presentation in anticipation of receipt of the final report while appreciating the active discussions and moved to the next Agenda Item 3.4.

Agenda Item 3.4 Co-creation of GP 2.0 in the Region: Japan's Perspective by MOFA, Japan (Ref. Paper No. 7)

179. Deputy Director Yoshiaki Makino, Country Assistance Planning Division 1, International Cooperation Bureau, MOFA, Japan, briefly outlined the Government of Japan (GOJ)'s role in developing GP. Since its inception in 1994, the APO and its members had implemented diverse GP projects. Recognizing the need to address global challenges like climate change and aging populations, there was consensus on enhancing GP. Building on its success, the GOJ proposed the development of GP 2.0, which was approved under a Special Cash Grant project approved at the 63rd GBM in 2021.
180. Deputy Director Makino emphasized that protecting the environment while enhancing productivity under GP 2.0 would open new business opportunities and serve as a growth engine for APO members. He expressed hope that the APO's future initiatives under GP 2.0 would synergize with Japan's forthcoming ODA programs across the Asia-Pacific region, highlighting "co-creation" as essential for successful implementation. Additionally, he introduced Japan's new ODA program, the "Co-creation for the Common Agenda Initiative." He noted that in June 2023, the Japanese Cabinet had decided to revise the Development Cooperation Charter, a key framework for Japanese ODA programs. This revision introduced the Co-creation Initiative, aimed at enabling more effective, strategic development cooperation.
181. Deputy Director Makino explained that under the Co-creation Initiative, Japan and its partner countries would establish a joint strategy and support measures, then collaboratively implement those plans. A variety of stakeholders, including international organizations like the APO, could engage in the development platform, pooling their strengths and integrating different forms of cooperation to maximize development outcomes. He highlighted three priority areas of the initiative: green transformation (GX) for climate change countermeasures; strengthening economic resilience; and digital transformation (DX). Deputy Director Makino emphasized the critical role of multistakeholder involvement and saw significant potential for the APO to contribute to and benefit from this new initiative.
182. Deputy Director Makino then introduced several ongoing and future projects under the Co-creation Initiative in APO members, including cooperation with Fiji, which was a key player and the only member of the APO in the Pacific Island region.
183. Deputy Director Makino explained that at the 10th Pacific Islands Leaders Meeting (PALM 10) in July 2024, during a sideline meeting between former Japanese Prime Minister Fumio Kishida and Fijian Prime Minister Sitiveni Ligamamada Rabuka, Japan had announced its commitment to enhancing disaster prevention and climate change countermeasures in Fiji through the Co-creation Initiative. Former Prime Minister Kishida detailed plans to support the development of a seamless disaster prevention system in Fiji, including the deployment of the Japanese Quasi-Zenith Satellite System (QZSS) Michibiki for disaster risk management reporting. In September 2024, Japan solidified this commitment by signing an agreement for a second-phase stand-by loan of JPY5 billion for disaster recovery and rehabilitation in Fiji. Deputy Director Makino emphasized that those projects would not only improve monitoring, prediction, and warning

systems in Fiji but also strengthen disaster preparedness across the entire Pacific region, aligning with the broader objectives of the Co-creation Initiative.

184. On addressing the issue of climate change, Deputy Director Makino said that support for adaptation to climate change in agriculture was one of the key focuses of GP 2.0, and the APO could play an important role in supporting its members by implementing such projects under GP 2.0.
185. Regarding Cambodia, Deputy Director Makino noted that the Cambodia Digital Government Policy 2022–35 had been formulated in January 2022 and was promoting the digitization of administrative services. He said that in order to support Cambodia’s digitalization policy, Japan and Cambodia had agreed to proceed with the Development of Digital Economy and Society project under this Co-creation Initiative. The project would provide support for the development of the National Data Center, public telecommunications systems, and human resources, as well as digital environmental assessment.
186. Deputy Director Makino pointed out that digitalization was one of the areas where the APO could contribute to promoting GP 2.0 and that under the Special Cash Grant project for this year, the APO was planning to implement a Demonstration Project on Digital Kaizen for SMEs in the Manufacturing Sector.
187. Deputy Director Makino noted that Japanese Prime Minister Shigeru Ishiba had recently visited Lao PDR to attend the Japan-ASEAN Summit, where he held a bilateral meeting with Lao PDR Prime Minister Sonexay Siphandone. During the meeting, Prime Minister Ishiba had affirmed Japan's commitment to enhancing Lao PDR’s economic connectivity with the region and boosting its resilience to support autonomous economic growth and fiscal stabilization. A key focus of that support was strengthening electrical connectivity with neighboring countries and advancing decarbonization through the promotion of clean energy.
188. Deputy Director Makino reported several APO projects that had been funded by Japan through Special Cash Grants, including the Observational Study Mission on Overseas Business Development Assistance to SMEs for Innovative Products and Services in 2023 and Gemba Videos from 2022 to 2024. He said that some results from the study mission had already been seen, with several Japanese companies trying to expand their business activities in Sri Lanka in cooperation with the Chamber of Commerce. As for the Gemba Video project, it had produced 13 videos showcasing examples of productivity improvements at Japanese companies, and those videos were available on the APO’s YouTube channels. He hoped that NPOs would utilize the videos for training companies.
189. Japan was considering the implementation of a Special Cash Grant project for FY2025 to support GP 2.0 in the area of climate change, subject to the approval of the budget by the Japanese Diet. Under the guidance of Professor Yoichiro Matsumoto, Science and Technology Advisor to the Minister for Foreign Affairs, Japan, had started preparation for a new project under GP 2.0 which utilized the Inventory Database for Environmental Analysis (IDEA) developed by the National Institute of Advanced Industrial Science and Technology (AIST) of Japan.
190. Deputy Director Makino introduced Japan’s diplomatic initiatives for Pacific Island countries, starting with PALM10, which was held on 18 July under the co-chairmanship of former Prime Minister Kishida and Prime Minister of the Cook Islands Mark Brown with the participation of leaders and representatives from 19 countries and regions. At PALM10, former Prime Minister Kishida pledged that Japan would elevate its relationship with Pacific Island countries to new heights and stride forward together toward the future, emphasizing Japan’s strong support for unity in the region.
191. Considering the increasing importance of the region, Deputy Director Makino expressed Japan’s support for the Fiji initiative for the expansion of the APO membership to other Pacific Island

countries and believed that the APO could play an important role in addressing climate change in the region under GP 2.0.

192. WSM Chair Tagicakiverata thanked Deputy Director Makino for his presentation and opened the floor for comments and clarifications.
193. NPO Delegate for Cambodia Um Serivuth sought clarification on whether the development of the National Data Center to Promote e-Government was ongoing and the ministry responsible.
194. Deputy Director Makino clarified that its development was still ongoing. He would need to inquire about the responsible ministry to provide the relevant information.
195. With no further comments, WSM Chair Dr. Tagicakiverata closed Session 3: Presentations and moved to Session 4: Strategic Planning Session.

Session 4. Strategic Planning Session

Agenda Item 4.1 Presentation on the Secretariat's Proposed Revisions to Projects Focusing on GP and Artificial Intelligence for 2025 (Ref. Paper Nos. 8-1 and 8-2)

196. APO Secretary-General Dr. Indra Pradana Singawinata explained that the proposed adjustments by the Secretariat for projects to be implemented in 2025 were based on the following five points.
 - Alignment with GP 2.0: Approaches and Roadmap: Some adjustments had been made to research and multicountry projects to accelerate the development and implementation of the GP 2.0 Project Bank.
 - Utilization of AI in Productivity Enhancement: A few adjustments had been proposed to aid APO members, particularly NPOs, in capitalizing on the advantages of AI as a new tool for productivity enhancement.
 - Enhancement of the Recognizability of APO Research Projects: Adjustments had been proposed to strengthen the quality of APO research projects, thereby increasing the recognition, citations, and usage of APO publications among policymakers and academics.
 - Integration of e-Courses with Capacity-building Programs: Adjustments had been proposed to establish linkages among e-courses with multicountry training courses, workshops, and in-country programs.
 - Against the backdrop of recovery from the COVID-19 pandemic, adjustments had been proposed to bring the number of online multicountry projects back to prepandemic levels, shifting the focus to F2F, hybrid, and onsite modalities.
197. Secretary-General Dr. Indra provided a closer look at GP enhancements through GP 2.0 approaches and the roadmap. He referred to the insightful presentations on GP and sustainability challenges by the presenters prior to the commencement of the Strategic Planning Sessions.
198. Secretary-General Dr. Indra highlighted the launch of the GP Program in 1994 under a fund for the Special Program for the Environment provided by the Government of Japan, the codification of GP methods in 2002, and the launch of the certification scheme for GP Specialists in 2019. He mentioned that the development of APO Certified GP Specialists was an objective in the APO Vision 2025 and would be continued in the post-2025 Vision.
199. The Secretary-General elaborated on the case of Indonesia, where the Professional Certification Authority for Productivity (PCAP) had been accredited as the first APO Certification Body (CB) for GP Specialists in 2023. He mentioned that the concept of “green jobs” was receiving increasing attention from the Government of Indonesia, including the Ministry of National Planning and Development (BAPPENAS) and the Ministry of Manpower. He stressed that training and certification were keys to addressing the challenges of creating a workforce with the necessary

skills and competencies to take up green jobs and recognized the positioning of the PCAP in developing a local pool of APO Certified GP Specialists.

200. Secretary-General Dr. Indra shared his experiences on attending the Green Productivity National Seminar 2024 held in August in Jakarta, which had been organized by the NPO of Indonesia and attended by the Indonesian Minister for Manpower. Events like those, together with GP workshops, training courses, and conferences held by APO members, elevated the status of GP, which in turn increased the demand for GP Specialists by companies and the demand to be certified as GP Specialists among individuals.
201. Secretary-General Dr. Indra explained two thrusts in proposals to revise projects for 2025 to align with GP 2.0: Approaches and Roadmap approved at the 66th GBM. The first was to adjust two research projects that were repurposed to develop the GP Rating System and GP Guidebooks. The second was to adjust five multicountry projects drawn from the Project Bank, which served as capacity-building opportunities as well as to increase the awareness of GP among APO members.
202. At the request of Secretary-General Dr. Indra, the Secretariat presented the revisions proposed in research projects in 2025 which were initially endorsed by the 64th WSM. Research on Mapping Green Productivity Initiatives in APO Members for Green Growth (25-RC-08-GE-RES-B) was proposed to be revised from Category B to Category A, with the project code revised to 25-RC-08-GE-RES-A. The title of Research on Sustainable Development Financing to Meet the SDGs (25-RC-14-GE-RES-A) was proposed to be changed to the Green Productivity Rating System (25-RC-14-GE-RES-A). The title of Research on Strengthening Supply Chain Resilience (25-RC-16-GE-RES-A) was proposed to be changed to Development of Green Productivity Guidebooks (25-RC-16-GE-RES-A.)
203. The Secretariat presented the revisions proposed in multicountry projects that were initially endorsed by the 64th WSM. The title of the Multicountry Observational Study Mission on Sustainable Circular Value Chains (25-CP-15-GE-OSM-A) was proposed to be revised to Multicountry Observational Study Mission on Bioeconomy Solutions and Technology Demonstrations (25-CP-15-GE-OSM-A) to be hosted by Bangladesh. The title of the Workshop on Green Supply Chains and Industry 4.0 (25-CP-24-GE-WSP-A) was proposed to be revised to Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency (25-CP-24-GE-WSP-A) to be hosted by Lao PDR. The title and project code of the Study Mission to a Nonmember Country on Green, Circular Economy Development to Achieve Net-zero Emissions (25-CP-30-GE-SMN-A) were proposed to be revised to Multicountry Observational Study Mission on Principles and Best Practices of the Sufficiency-based Circular Economy (25-CP-30-GE-OSM-A) to be hosted by the APO Secretariat. The title of the Training Course on Carbon Reduction for Industrial Sectors (25-CP-46-GE-TRC-A) was proposed to be revised to Training Course on Smart Building Solutions for Sustainable Productivity Outcomes (25-CP-46-GE-TRC-A) to be hosted by the ROC. The title of the Conference on Food Production, Consumption, Efficiency, and Waste (25-CP-49-GE-CON-A) was proposed to be revised to Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems (25-CP-49-GE-CON-A) to be hosted by Turkiye. It was mentioned that the five newly proposed multicountry projects were taken from the Project Bank created under GP 2.0. They covered the agriculture, manufacturing, service, and all sectors.
204. The Secretariat mentioned that the confirmations and modifications, if any, of the multicountry projects were to be discussed under Agenda Item 4.2 Proposal, Reconfirmation, and Discussion of APO Programs for 2025.
205. The Secretariat continued the session by presenting the Proposal on Project Revision on Advancing AI for Productivity, outlining the plan to integrate AI into its productivity enhancement

strategies. The proposal's goal was to harness AI's transformative potential by revising several projects in 2025, adopting a thematic approach for advancing AI across APO members.

206. The Secretariat emphasized the rationale behind the proposal, noting AI's potential to enhance productivity across sectors by citing a report from McKinsey and the APO's own assessment. The APO envisioned AI as both an emerging productivity-inducing technology and a new productivity tool to address the diverse productivity needs and challenges faced by its member economies.
207. The main objectives of the AI initiative in 2025 included: 1) enhancing the skills and knowledge of NPOs and stakeholders to implement AI solutions effectively; 2) accelerating AI adoption across sectors, driving economic growth; 3) establishing AI governance and ethics through robust AI policies and ethical guidelines, ensuring responsible use of AI technologies; and 4) facilitating knowledge sharing and collaboration to foster breakthroughs and solutions that benefit all APO members.
208. The APO Secretariat highlighted that the AI initiative would integrate AI into existing projects and programs with minimal adjustments, ensuring consistency with the intended objectives. The implementation plan focused on the following key areas and activities:
- Need assessment: Conduct a need assessment to understand the specific AI needs and challenges of APO members and/or NPOs to tailor interventions effectively through stakeholder consultations, surveys, data collection, and gap analysis. The activities would be implemented through research projects and in-country programs including SNP and TES.
 - Adoption: Facilitate the adoption of AI technologies in key sectors based on need assessment to drive productivity improvement through demonstration projects, capacity building, and partnerships. It would be done through in-country programs including COE, DMP, and TES, multicountry and research projects, and digital programs.
 - Policy and strategy development: Develop comprehensive policies and strategies to support AI integration and sustainable productivity growth by supporting APO members through NPOs in formulating national AI strategies, policies, and regulatory frameworks. In-country programs, including SNP and TES, and research projects were suggested for this area.
 - Development: Establish robust AI systems to support widespread adoption and integration to enhance productivity across sectors. Suggested activities included the development of customized AI solutions, implementation of AI-driven platforms, and provision of training and resources to NPOs by utilizing in-country programs such as DMP and TES and other multicountry projects.
 - Knowledge-sharing platforms: Create a knowledge hub to disseminate AI best practices, research, and success stories. The initiative would utilize in-country programs such as COE, SNP, and TES, multicountry and research projects, and digital programs.
209. The APO Secretariat presented proposed revisions for three 2025 projects, including one research project, Need Analysis of APO Members (25-RC-15-GE-RES-A), which would retain its title and project code but shift the focus of study hosted by the APO Secretariat. Two additional multicountry projects would have changes from Training Course on Big Data Analytics and Data Visualization (25-CP-06-GE-TRC-A) to Training Course on AI and Data Analytics for Productivity Enhancement hosted by Cambodia and Training Course on Youth and the Sustainable Economy (25-CL-02-GE-TRC-A) revised to Workshop on Youth Entrepreneurship and Digital Innovations (25-CP-55-GE-WSP-A) hosted by Indonesia. It was noted that while a similar need analysis project had been conducted in 2024, the 2025 research project would specifically shift its focus to AI. The titles and contents of the two multicountry projects would also be revised to focus on AI. There would be no change in the host countries for those projects.

210. The APO Secretariat outlined four existing 2025 projects that had received in-principle approval by the 66th GBM which would be regrouped under the AI theme: 1) Research on AI Adoption for Productivity Improvement of Industries (25-RC-18-GE-RES-B) hosted by the APO Secretariat; 2) Conference on the AI-driven Productivity Revolution (25-CP-52-GE-CON-A) hosted by Malaysia; 3) Training Course on AI in Agriculture (25-CP-51-GE-TRC-A) hosted by the APO Secretariat in Japan; and 4) Workshop on Artificial Intelligence and Sustainability Applied in Aquaculture (25-CP-47-GE-WSP-A) hosted by the ROC.
211. The APO Secretariat highlighted the future direction of AI, noting that the approach would be refined based on process evaluation. Future implementation would likely be more customized to enable impactful AI applications for productivity enhancement. The iterative process would support APO members in navigating the complexities of AI adoption, fostering a culture of continuous improvement and innovation.
212. The APO Secretariat explained that members had started projects on AI in 2024, which included 10 in-country projects and one multicountry project. The urgency of addressing APO members' need for AI was stressed, noting that several projects had already begun to meet the demand.
213. The APO Secretariat invited comments from delegates on the proposed revisions to projects related to GP and AI.
214. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago suggested shifting the focus of the Research on AI Adoption for Productivity Improvement of Industries (25-RC-18-GE-RES-B) from private-sector to public-sector productivity. She noted that, while the private sector generally had more resources and better access to AI technology and was already advanced in its adoption, the public sector often lagged in establishing the necessary regulatory and policy frameworks, making it difficult to keep pace with technological advances. The APO Secretariat acknowledged the recommendation and noted that it would be considered during project planning and implementation, with the potential to emphasize public-sector productivity.
215. NPO Delegate for Japan Rena Kato inquired about the host country for the Training Course on AI in Agriculture (25-CP-51-GE-TRC-A) as the JPC was not aware of the project, although Japan was mentioned as the host country. It was clarified that the project would be hosted by the APO Secretariat and implemented in Japan.
216. Without further comments, WSM Chair Dr. Isimeli Waibuta Tagicakiverata appreciated the solid overview of the proposed adjustments in the 2025 provided by Secretary-General Dr. Indra and the detailed presentation of the proposals by the Secretariat. He then moved to Agenda Item 4.2 Proposal, Reconfirmation, and Discussion of the APO Programs for 2025.

Agenda Item 4.2 Proposal, Reconfirmation, and Discussion of the APO Programs for 2025 (Doc. No. 4)

2025 Multicountry Program

217. The Secretariat began the presentation by explaining the rationale for the proposed revisions. They were based on the following points: approval by the 66th GBM of GP 2.0 Approaches and Roadmap; responding to emerging issues in AI and productivity; responding to the 2023 project evaluations; increasing the effectiveness of project implementation; transitioning to the post-APO Vision 2025; and aligning with resource availability within the Secretariat.
218. Regarding the Multicountry Program, the Secretariat noted that all host members had given preliminary confirmation of hosting and provided the tentative timing based on consultation by email in July 2024. The Secretariat also reported that some host countries had proposed revisions in terms of modality and title, dropping projects, and submitting new proposed projects. In addition, the Secretariat proposed revising the projects by focusing on GP 2.0 and AI and reducing the

number of online projects in 2025. Final approval by the GBM via circulation would in late December 2024 or early January 2025.

219. The Secretariat invited feedback and comments from the floor to initiate discussion on the proposed revisions of projects to align with GP 2.0 Approaches and Roadmap and the Project Bank.
220. NPO Delegate for Bangladesh Muhammad Mesbahul Alam expressed concern regarding the Secretariat's proposal to revise the Multicountry Observational Study Mission on Sustainable Circular Value Chains (25-CP-15-GE-OSM-A) to the Multicountry Observational Study Mission on Bioeconomy Solutions and Technology Demonstrations (25-CP-15-GE-OSM-A) because the revised project had not yet been prepared in terms of substance.
221. NPO Delegate Alam suggested replacing it with another project under GP 2.0 Approaches and Roadmap and the Project Bank, a Workshop on Sustainable Practices in Green Tourism, tentatively scheduled for 11–14 August 2025.
222. NPO Delegate for Lao PDR Vilakone Philomlack agreed with the Secretariat's proposal to revise the Workshop on Green Supply Chains and Industry 4.0 (25-CP-24-GE-WSP-A) to the Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency (25-CP-24-GE-WSP-A), with the timing to be determined later.
223. Regarding the Study Mission to a Nonmember Country on Green, Circular Economy Development to Achieve Net-zero Emissions (25-CP-30-GE-SMN-A), the meeting endorsed the Secretariat's proposal to revise it to the Multicountry Observational Study Mission on Principles and Best Practices of the Sufficiency-based Circular Economy (25-CP-30-GE-OSM-A) to be hosted by the APO Secretariat in Japan.
224. Adviser for the ROC Su-Ching Hsueh agreed with the Secretariat's proposal to revise the Training Course on Carbon Reduction for Industrial Sectors (25-CP-46-GE-TRC-A) to the Training Course on Smart Building Solutions for Sustainable Productivity Outcomes (25-CP-46-GE-TRC-A).
225. NPO Delegate for Türkiye Dr. Cangul Tosun agreed with the Secretariat's proposal to revise the Conference on Food Production, Consumption, Efficiency, and Waste (25-CP-49-GE-CON-A) with changing the modality from conference to workshop. The revised project title was the Workshop on Reduction of Food Loss and Waste for Sustainable Food Systems. She proposed the tentative timing of 26–30 May 2025.
226. The Secretariat took note of the suggestions, stating that confirmation would be sought after the presentation explaining the rationale for the proposed revisions.
227. Following the agreements as well as suggestions by the respective host countries, the Secretariat continued inviting feedback and comments from the floor for the proposed revisions of projects to align with AI.
228. NPO Delegate for Cambodia Um Serivuth agreed with the Secretariat's proposal to revise the Training Course on Big Data Analytics and Data Visualization (25-CP-06-GE-TRC-A) to the Training Course on AI and Data Analytics for Productivity Enhancement (25-CP-06-GE-TRC-A). The timing would be confirmed later.
229. NPO Delegate for Indonesia Dr. Muhammad Ali agreed with the Secretariat's proposal to revise the Training Course on Youth and the Sustainable Economy (25-CL-02-GE-TRC-A) to the Workshop on Youth Entrepreneurship and Digital Innovations (25-CP-55-GE-WSP-A).
230. The Secretariat continued the discussion by proposing a phase-out of the online modality, citing the low participation rate and less effectiveness compared with the F2F modality reported in the results of the 2023 Annual Project Review. The Secretariat also explained that it would require

- more resources to manage F2F projects and the proposed key initiatives, including GP 2.0 and AI. Therefore, the Secretariat proposed dropping 15 online projects.
231. NPO Delegate for India Suryanarayanan Gopalakrishnan agreed with the Secretariat's proposal to drop the Workshop on Smart Livestock Farming for Small Farmers (25-CP-01-GE-WSP-A).
 232. NPO Delegate for Bangladesh Muhammad Mesbahul Alam agreed with the Secretariat's proposal to drop the Conference on Smart Agriculture for Small Farmers: Enabling Policies and Regulations (25-CP-03-GE-CON-A).
 233. Adviser for the ROC Hsueh disagreed with the Secretariat's proposal to drop the Workshop on Digital Industry Strategies and Implementation (25-CP-14-GE-WSP-A) and proposed hosting an F2F Training Course on Smart Manufacturing Specialists. Adviser Hsueh also proposed that the local implementation costs should be borne by the APO. The Secretariat responded that the cost issue would be discussed later.
 234. NPO Delegate for Thailand Suwanchai Lohawatanakul agreed with the Secretariat's proposal to drop the Workshop on Supply Chain Resilience through Digital Solutions (25-CP-16-GE-WSP-A).
 235. NPO Delegate for Singapore Michael Tan agreed with the Secretariat's proposal to drop the Workshop on Bridging the Skill Gaps in the Digital Economy (25-CP-17-GE-WSP-A).
 236. NPO Delegate for Turkiye Dr. Tosun agreed with the Secretariat's proposal to drop the Workshop on the Technology Valuation Mission for Technopreneurship Startups, Scaleups, Spinoffs, and Innovative SMEs (25-IP-27-GE-WSP-A).
 237. NPO Delegate for the ROK Inseon Lee agreed with the Secretariat's proposal to drop the Workshop on Cyberpolicy Development for SMEs (25-CL-06-GE-WSP-A).
 238. NPO Delegate for Sri Lanka K D R Olga agreed with the Secretariat's proposal to drop the Conference on Female Executive Leadership (25-CL-04-GE-CON-A).
 239. NPO Delegate for Nepal Deepesh Lekhak agreed with the Secretariat's proposal to drop the Workshop on Promoting Gender Equality and Inclusivity in the Workplace (25-CL-13-GE-WSP-A).
 240. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry agreed with the Secretariat's proposal to drop the Workshop on Productive Gainsharing for the Agrifood Sector (25-CL-01-GE-WSP-A).
 241. The WSM endorsed the Secretariat's proposal to drop the Workshop on Tools for Public-sector Productivity Enhancement (25-IP-04-GE-WSP-A) and Workshop on Regulatory Impact Assessment of Public Policy Effectiveness (25-IP-08-GE-WSP-A) originally planned to be hosted by the APO Secretariat.
 242. NPO Delegate for Fiji Dr. Isimeli Waibuta Tagicakiverata agreed with the Secretariat's proposal to drop the Workshop on Environmental, Social, and Governance (ESG) Initiatives in Supply Chain Management (25-CP-31-GE-WSP-A).
 243. NPO Delegate for Cambodia Um Serivuth disagreed with the Secretariat's proposal to drop the Workshop on Boosting Workplace Productivity through Effective Practices (25-IP-11-GE-WSP-A) from the online modality. He suggested changing it to the F2F modality and dropping the Training Course on Digital Communication Strategies for Public-sector Productivity (25-IP-06-GE-TRC-A). The meeting endorsed the proposal by NPO Delegate Serivuth.
 244. NPO Delegate for Vietnam Dr. Nguyen Tung Lam agreed with the Secretariat's proposal to drop the online project Workshop on Innovation Management: Innovation Management System Guidance (25-IP-17-GE-WSP-A).

245. With no other comments or suggestions, the Secretariat proceeded with the discussion on the proposal to drop projects for 2025, as suggested by the host countries based on the consultation in July 2024.
246. The meeting endorsed the proposal by the ROK to drop the Workshop on Digital Solutions for Smart Factories (25-CP-18-GE-WSP-A) and Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development (25-CL-15-GE-WSP-A).
247. NPO Delegate for the ROK Lee explained that they proposed to drop these two F2F projects because they would be hosting the 66th WSM next year. She suggested hosting one multicountry F2F project related to AI in the second quarter of 2025. She stated that the KPC would submit the proposal to the APO Secretariat.
248. The Secretariat took note of the intention expressed by NPO Delegate for the ROK Lee.
249. The meeting endorsed the proposal by Malaysia to drop the Workshop on Business Intelligence for SMEs (25-CL-08-GE-WSP-A).
250. The meeting continued the discussion on the Secretariat's proposal to drop the following three F2F projects to be hosted by the APO Secretariat:
- The Workshop on Productive Climate-smart Agriculture for Small Farmers (25-CP-02-GE-WSP-A) was proposed to be dropped, as activities related to climate-smart agriculture would be implemented under the APO Center of Excellence on Climate-Smart Agriculture.
 - The Study Mission to a Nonmember Country on Women's Leadership in Public-sector Organizations for Productivity Enhancement (25-CP-28-GE-SMN-A) was proposed to be dropped to avoid duplication of the Workshop on Women's Leadership in Public-sector Organizations for Productivity Enhancement (25-CP-27-GE-WSP-A) hosted by Indonesia.
 - The Study Mission to a Nonmember Country on Advanced Agriculture Ecosystems (25-IP-13-GE-SMN-A) was also proposed to be dropped, allowing the Secretariat to focus on two other study missions to nonmembers planned for 2025.
251. The Secretariat sought endorsement from delegates of the proposed dropping of those projects. In the absence of any comments, the WSM endorsed the dropping of those projects, which were originally planned to be hosted by the Secretariat.
252. The discussion to confirm the hosting of projects and receiving inputs on changes in terms of title, modality, timing, and others, was initiated in the alphabetical order of members. NPO delegates were requested to provide comments on and/or confirmation of the projects that were proposed to be hosted by them, following the preliminary consultation on an individual NPO basis conducted by the APO Secretariat in July 2024.
253. NPO Delegate for Bangladesh Alam confirmed dropping of the Conference on Smart Agriculture for Small Farmers: Enabling Policies and Regulations (25-CP-03-GE-CON-A); proposed replacing the Multicountry Observational Study Mission on Sustainable Circular Value Chains (25-CP-15-GE-OSM-A) with the Workshop on Sustainable Practices in Green Tourism, with tentative implementation timing in August 2025; and hosting the Multicountry Observational Study Mission on Nature-based Solutions and Alternative Energy Sources (25-CP-23-GE-OSM-A).
254. NPO Delegate Alam mentioned that confirmation of hosting the projects was subject to discussion with the concerned ministry and that the APO Secretariat would be informed by mid-November 2024.
255. The Secretariat noted the comments and sought endorsement from delegates of the changes proposed by NPO Delegate Alam. In the absence of any comments, the hosting of projects by Bangladesh was endorsed by the WSM.

256. NPO Delegate for Cambodia Serivuth confirmed the Secretariat's proposed revision in the project title from the Training Course on Big Data Analytics and Data Visualization (25-CP-06-GE-TRC-A) to the Training Course on AI and Data Analytics for Productivity Enhancement (25-CP-06-GE-TRC-A), aligning it with projects focused on AI. He also proposed dropping the Training Course on Digital Communication Strategies for the Public Sector Productivity (25-IP-06-GE-TRC-A) and replacing it with the Workshop on Boosting Workplace Productivity through Effective Practices (25-IP-11-GE-WSP-A), shifting the modality from online to F2F.
257. The Secretariat noted the comments and sought endorsement from delegates of the changes confirmed and proposals by NPO Delegate Serivuth. In the absence of any comments, the hosting of projects by Cambodia was endorsed by the WSM.
258. Adviser for the ROC Hsueh confirmed hosting of a total of seven multicountry projects in 2025, all in the F2F modality. There was no change in the title and modality of five projects, the Workshop on Driving Business Toward ESG and the SDGs (25-CP-53-GE-WSP-A), Workshop on the Circular Economy through Digital Solutions (25-CP-19-GE-WSP-A), Workshop on Artificial Intelligence and Sustainability Applied in Aquaculture (25-CP-47-GE-WSP-A), Multicountry Observational Study Mission on Smart Manufacturing and Digital Supply Chains (25-IP-01-GE-OSM-A), and Workshop on Service Innovation in the Food and Beverage Industry (25-IP-28-GE-WSP-A) from the pre-WSM consultation stage. She proposed changing the Workshop on Digital Industry Strategies and Implementation (25-CP-14-GE-WSP-A) from the online to F2F modality and revising it to the Training Course on Smart Manufacturing Specialists. Adviser Hsueh also agreed to the Secretariat's proposal to revise the title of the Training Course on Carbon Reduction for Industrial Sectors (25-CP-46-GE-TRC-A) to Training Course on Smart Building Solutions for Sustainable Productivity Outcomes (25-CP-46-GE-TRC-A) and maintaining the F2F modality in alignment with the Project Bank under GP 2.0 Approaches and Roadmap. The tentative implementation timeline would be shared with the APO Secretariat at a later stage.
259. The Secretariat noted the comments and sought endorsement of delegates of the changes confirmed and proposals by the Adviser Hsueh. In the absence of any comments, the hosting of those projects by the ROC was endorsed by the WSM.
260. Adviser for Fiji Sikeli Baleituba Waqatairewa confirmed dropping the Workshop on Environmental, Social, and Governance (ESG) Initiatives in Supply Chain Management (25-CP-31-GE-WSP-A) as proposed by the Secretariat. He also confirmed that Fiji would host two projects, Workshop on Productive Talent Management (25-CP-26-GE-WSP-A) with a tentative implementation timeline in September 2025 and Workshop on the Exponential Workplace (25-CP-13-GE-WSP-A) with a tentative implementation timeline in April 2025.
261. The Secretariat noted the comments and sought endorsement of delegates of the changes confirmed by Adviser Waqatairewa. In the absence of any comments, the hosting of projects by Fiji was endorsed by the WSM.
262. NPO Delegate for India K D Bhardwaj confirmed dropping the online project Workshop on Smart Livestock Farming for Small Farmers (25-CP-01-GE-WSP-A) as proposed by the Secretariat. He confirmed that India would host two projects, the Training Course on Enhancing Utility Energy Performance (25-CP-21-GE-TRC-A) and Training Course on Upskilling and Reskilling the Public-sector Workforce (25-CP-25-GE-TRC-A) with tentative implementation timelines in the second half of 2025. He informed the meeting that the titles of the projects were to be revised at a later stage without altering the content.
263. The Secretariat noted the comments and sought endorsement of delegates of the changes confirmed and proposed changes by NPO Delegate Bhardwaj. In the absence of any comments, the hosting of projects by India was endorsed by the WSM.

264. NPO Delegate for Indonesia Dr. Muhammad Ali proposed dropping the Workshop on Women's Leadership in Public-sector Organizations for Productivity Enhancement (25-CP-27-GE-WSP-A). NPO Delegate Dr. Ali confirmed the change in title for the Training Course on Youth and the Sustainable Economy proposed by the Secretariat (25-CL-02-GE-TRC-A) to Workshop on Youth Entrepreneurship and Digital Innovations, aligned with projects that focused on AI. He also proposed converting the Workshop on Digital Transformation for Rural Development (25-CP-32-GE-WSP-A) from a workshop to a conference and suggested revision in the project title to Conference on Smart Villages. NPO Delegate Dr. Ali also confirmed that Indonesia would host the 67th Session of the APO Governing Body.
265. The Secretariat noted the comments and suggestions and sought endorsement of delegates of the changes proposed by NPO Delegate Dr. Ali. In the absence of any comments, the hosting of projects by Indonesia was endorsed by the WSM.
266. NPO Delegate for Japan Rena Kato confirmed hosting two projects by Japan, the Workshop on Impact of Circular Economy Principles on Productivity and Sustainability (25-IP-05-GE-WSP-A) and Training Course on Digital Kaizen for SMEs (25-CL-07-GE-TRC-A).
267. The Secretariat noted the comments and sought endorsement of delegates of the projects confirmed by NPO Delegate Kato. In the absence of any comments, the hosting of projects by Japan was endorsed by the WSM.
268. NPO Delegate for the ROK Lee confirmed dropping the Workshop on Cyberpolicy Development for SMEs (25-CL-06-GE-WSP-A) as proposed by the Secretariat. Citing resource constraints and hosting of the WSM in 2025, both the projects originally planned to be hosted by the ROK; Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development (25-CL-15-GE-WSP-A) and Workshop on Digital Solutions for Smart Factories (25-CP-18-GE-WSP-A), were proposed to be dropped. NPO Delegate Lee also mentioned that the ROK was willing to host an F2F project on AI, and the title was to be discussed at a later stage with the Secretariat.
269. The Secretariat noted the comments and sought endorsement of delegates of the projects to be dropped and the newly proposed project by NPO Delegate Lee. In the absence of any comments, the hosting of projects by the ROK was endorsed by the WSM.
270. NPO Delegate for Lao PDR Vilakone Philomlack confirmed the Secretariat's proposed revision in the project title from Workshop on Green Supply Chains and Industry 4.0 (25-CP-24-GE-WSP-A) to Workshop on Enhancing Access to Finance for MSMEs for Technological Upgrading and Resource Efficiency, which was in line with the projects mentioned in the Project Bank under GP 2.0 Approaches and Roadmap. He also proposed changing the Workshop on Informal-economy Productivity Measurement (25-CL-12-GE-WSP-A) from a workshop to a conference to be hosted by Lao PDR.
271. The Secretariat noted the comments and sought endorsement of delegates of the projects confirmed and changes proposed by NPO Delegate Philomlack. In the absence of any comments, the hosting of projects by Lao PDR was endorsed by the WSM.
272. NPO Delegate for Malaysia Dr. Nor Aishah Binti Hasaan proposed changing the Training Course on Behavioral Insights in Policymaking for Productivity (25-IP-07-GE-TRC-A) to a conference. She also proposed revising the project title from Workshop on Good Regulatory Practice by Malaysia (25-IP-16-GE-WSP-A) to Workshop on Good Regulatory Practices in the Automotive Industry to Achieve Net-zero Goals (25-IP-16-GE-WSP-A). A similar proposal on changing the title of the Conference on the AI-driven Productivity Revolution (25-IP-18-GE-CON-A) to Conference on AI 2.0 to Boost Productivity (25-CP-52-GE-CON-A) to be hosted by Malaysia was made.

273. The Secretariat noted the comments and sought endorsement of delegates of projects confirmed and changes proposed by NPO Delegate Dr. Nor Aishah. In the absence of any comments, the hosting of projects by Malaysia was endorsed by the WSM.
274. NPO Delegate for Mongolia Batbileg Tsagaan confirmed that Mongolia would host two projects, the Workshop on Standardization of the Certified Productivity Specialists Assessment Framework (25-CP-07-GE-WSP-A) and Workshop on Policy Ecosystem Development for Startups (25-IP-10-GE-WSP-A).
275. The Secretariat noted the confirmation and sought endorsement of delegates of the projects confirmed by NPO Delegate Tsagaan. In the absence of any comments, the hosting of projects by Mongolia was endorsed by the WSM.
276. NPO Delegate for Nepal Deepesh Lekhak confirmed dropping the Workshop on Promoting Gender Equality and Inclusivity in the Workplace (25-CL-13-GE-WSP-A) as proposed by the Secretariat. He also confirmed that Nepal would host two F2F projects: Multicountry Observational Study Mission on Productivity Gainsharing in Agriculture (25-CL-14-GE-OSM-A) and Workshop on Promoting Sustainable, Inclusive Tourism (25-IP-12-GE-WSP-A). The implementation timelines for these projects would be discussed at a later stage with the Secretariat.
277. The Secretariat noted the confirmations and comments and sought endorsement of delegates of the changes confirmed by NPO Delegate Lekhak. In the absence of any comments, the hosting of projects by Nepal was endorsed by the WSM.
278. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry confirmed dropping the Workshop on Productive Gainsharing for the Agrifood Sector (25-CL-01-GE-WSP-A) as proposed by the Secretariat. He confirmed that Pakistan would host three F2F projects: Workshop on Human Capital Management in SMEs (25-CL-10-GE-WSP-A); Workshop on Promoting Productivity through Digitalization (25-IP-25-GE-WSP-A); and Training Course of Assessors for the Green Productivity Specialists Certification Program (25-CP-11-GE-TRC-A). For the training course, NPO Delegate Chaudhry proposed changing the project type and title to Conference on GP 2.0.
279. The Secretariat noted the comments and sought endorsement of delegates of the changes confirmed and proposal by NPO Delegate Chaudhry. In the absence of any comments, the hosting of projects by Pakistan was endorsed by the WSM.
280. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago proposed changing the modality and title of the online Conference on Green Productivity and Net-zero Emission Targets (25-CP-22-GE-CON-A) to an F2F Conference on Role of Green Productivity in the Transition to Cleaner Energy to be hosted by the Philippines. The tentative implementation timeline proposed was March 2025. For the Training Course on Development of Public-sector Productivity Specialists (25-CP-29-GE-TRC-A), the tentative implementation timeline was May 2025 as the Conference on Public-sector Productivity (25-IP-09-GE-CON-A) was confirmed to be hosted by the Philippines. NPO Delegate Dr. Ravago proposed changing the project type from workshop to training course for the Workshop on Servicification of the Manufacturing Sector for Higher Productivity (25-CP-48-GE-WSP-A), while confirming hosting by the Philippines with a tentative implementation timeline of April 2025. In addition, NPO Delegate Dr. Ravago proposed two new projects, Workshop on Digital Transformation and Regulatory Technology for Improving Public-sector Productivity, tentatively in September 2025, and Workshop on Modern Food Systems to Increase Productivity, to be hosted by the Philippines.
281. The Secretariat mentioned that the APO was to cover the local implementation costs for a maximum of three multicountry projects in one year. NPO Delegate Dr. Ravago responded that the priority list of projects would be shared at a later stage with the Secretariat.

282. The Secretariat noted the comments, suggestions, and confirmations and sought endorsement of delegates of the changes and new proposals by NPO Delegate Ravago. In the absence of any comments, the hosting of projects by the Philippines was endorsed by the WSM.
283. NPO Delegate for Singapore Tan confirmed dropping the Workshop on Bridging the Skill Gaps in the Digital Economy (25-CP-17-GE-WSP-A) as proposed by the Secretariat. He proposed changing the project type from an OSM to a Workshop for the Multicountry Observational Study Mission on Best Practices of Service Design in SMEs (25-CL-09-GE-OSM-B), with a tentative implementation timeline for the third quarter of 2025. He confirmed that Singapore would host the Workshop on Leadership of Service Transformation in the Lifestyle and Service Sectors (25-IP-26-GE-WSP-A), with a tentative implementation timeline in the second quarter of 2025.
284. The Secretariat noted the comments, confirmations, and suggestions and sought endorsement of delegates of the changes proposed by NPO Delegate Tan. In the absence of any comments, the hosting of projects by Singapore was endorsed by the WSM.
285. NPO Delegate for Sri Lanka Olga confirmed dropping the Conference on Female Executive Leadership (25-CL-04-GE-CON-A) as proposed by the Secretariat. She confirmed that Sri Lanka would host the Training Course on Development of Productivity Specialists (Basic) (25-CP-08-GE-TRC-A). NPO Delegate Olga also proposed dropping the Training Course on High-involvement Work Processes and Systems (25-CP-12-GE-TRC-A) and replacing it with the Workshop on Environmental, Social, and Governance (ESG) Initiatives for SME Development (25-CL-15-GE-WSP-A), proposed to be dropped earlier by the ROK.
286. The Secretariat noted the comments, confirmations, and suggestions and sought endorsement of delegates of the changes proposed by NPO Delegate Olga. In the absence of any comments, the hosting of projects by Sri Lanka was endorsed by the WSM.
287. NPO Delegate for Thailand Suwanchai Lohawatanakul confirmed dropping the Workshop on Supply Chain Resilience through Digital Solutions (25-CP-16-GE-WSP-A) as proposed by the Secretariat. He also confirmed that Thailand would host the Training Course on Tourism 4.0 for Inclusive, Productive Rural Development (25-CP-04-GE-TRC-A).
288. The Secretariat noted the confirmations and sought endorsement of delegates of the projects confirmed by NPO Delegate Lohawatanakul. In the absence of any comments, the hosting of projects by Thailand was endorsed by the WSM.
289. NPO Delegate for Turkiye Fatma Cil confirmed dropping the Workshop on the Technology Valuation Mission for Technopreneurship Startups, Scaleups, Spinoffs, and Innovative SMEs (25-IP-27-GE-WSP-A) as proposed by the Secretariat. She confirmed that the Turkiye would host the Multicountry Observational Study Mission on Development of a Nationwide Model Factory Network (25-CL-05-GE-OSM-A). NPO Delegate Cil also proposed changing the project type from a conference to a workshop for the Conference on Food Production, Consumption, Efficiency, and Waste by Turkiye (25-CP-49-GE-CON-A). The tentative implementation timeline mentioned was May 2025. The project would align with the Project Bank under GP 2.0 Approaches and Roadmap.
290. The Secretariat noted the comments, confirmation, and suggestions and sought endorsement by delegates of the projects confirmed and changes proposed by NPO Delegate Cil. In the absence of any comments, the hosting of projects by Turkiye was endorsed by the WSM.
291. NPO Delegate for Vietnam Doan Anh Vu confirmed dropping the Workshop on Innovation Management: Innovation Management System Guidance (25-IP-17-GE-WSP-A) as proposed by the Secretariat. He confirmed that Vietnam would host two projects, the Training Course on Development of Productivity Specialists (Advanced) (25-CP-09-GE-TRC-A) and Training Course

- on Green Productivity (25-CP-20-GE-TRC-A). NPO Delegate Vu proposed that Vietnam would host a new F2F Conference on AI Management Systems.
292. NPO Delegate Vu also proposed that the APO consider implementing a multicountry project on Responsible Innovation Management, as Vietnam would be interested in sharing its relevant expertise in this subject area.
293. The Secretariat responded that NPOs were encouraged to leverage in-country projects such as BCN and IOSM to visit Vietnam on responsible innovation management and based on the feedback the possibility of implementing multicountry projects on similar themes was to be assessed.
294. The Secretariat noted the comments, confirmations, and suggestions and sought endorsement of delegates of the projects confirmed and newly proposed project by NPO Delegate Vu. In the absence of any comments, the hosting of projects by Vietnam was endorsed by the WSM.
295. To conclude the discussion on multicountry projects for 2025, the Secretariat requested cooperation from NPOs on the submission of nominations by the deadlines, recruitment of qualified participants and national experts, no extension in flights/stays, no family members to accompany participants, project advances as exceptional measures, and project expense settlements to be submitted approximately one month after completion.
296. NPO Delegate for Malaysia Abigail Anbalakan mentioned that activation of the Salesforce system would eliminate the challenges related to the submission of nominations beyond the deadline as the deadline was system governed. The Secretariat noted the comment.
297. The Secretariat appreciated the supportive and constructive feedback from delegates during the discussion and explained that it would assess the newly proposed projects, proposed changes in project types, and other suggestions to determine their possible inclusion in the APO Program Plan for 2025 to seek the approval of the Governing Body.

2025 Research Projects

298. The Secretariat presented the proposed adjustments to research projects to strengthen implementation and conduct dissemination activities after project completion. Currently, the research process involved publishing the findings, but dissemination was limited only to APO Productivity Talks, where the chief experts shared the reports on YouTube. The proposal was to expand dissemination efforts in 2025 to include more activities involving the end-users. To focus on dissemination and accelerate completion within the project year, the Secretariat proposed reducing the number of research projects in 2025 to 11.
299. The revisions of research aligning three research projects with GP 2.0 key elements and one research project on member analysis of AI were discussed. For GP 2.0, the projects included: Research on Mapping Green Productivity Initiatives in APO Members for Green Growth (25-RC-08-GE-RES-A) with the change of type from B to A, Green Productivity Rating System with the revised project title from Research on Sustainable Development Financing to Meet the SDGs (25-RC-14-GE-RES-A), and Development of Green Productivity Guidebooks with the revised of project title from Research on Strengthening Supply Chain Resilience (25-RC-16-GE-RES-A). For AI, the project was Need Analysis of APO Members (25-RC-15-GE-RES-A). This alignment was intended to ensure that the research program was in sync with the APO's strategic priorities.
300. The Secretariat proposed dropping the following eight research projects and sought the endorsement of delegates on: Research on Talent Management (25-RC-05-GE-RES-A); Research on the Economic Impact of Social Media (25-RC-06-GE-RES-A); Research on 5G Technology to Spark Innovation and Productivity in SMEs (25-RC-07-GE-RES-A); Research on Linkages between Productivity and Citizens' Well-being in Middle-income APO Members (25-RC-12-GE-RES-B); Research on Upskilling the Workforce in the Public Sector (25-RC-13-GE-RES-

- B); Research on Assessing the Potential of Digital Twin Technology to Improve Productivity in APO Members (25-RC-19-GE-RES-B); Research on Policies for Innovative Startup Ecosystems in APO Members (25-RC-21-GE-RES-A); and Research on Participative Environmental Protection Policies, Frameworks, and Initiatives of APO Members (25-RC-22-GE-RES-A).
301. NPO Delegate for India Suryanarayanan Gopalakrishnan inquired about the basis for selecting research topics for 2025. The Secretariat explained that the rationale was to focus on core business areas, such as the databook, outlook, and need analysis, rather than pursuing more research projects. The decision to drop certain research projects was based on the relevance and priority of the topics, as some may no longer be relevant or emerging in 2025 as they were when initially proposed.
302. NPO Delegate Gopalakrishnan proposed a new research project on gig workers, particularly as many people in Asian countries were studying their productivity and potential exploitation as a new area of research. NPO Delegate Gopalakrishnan explained the trends in which more people in Asia were engaged in the gig economy. The Secretariat noted the research proposal from India and sought delegates' endorsement of the proposed research projects to be dropped before agreeing to new research proposals from other members. In the absence of any comments, the research projects proposed to be dropped were endorsed by the WSM. The Secretariat expressed its intention to coordinate with the NPC, India in preparing the project details, focusing on the gig economy.
303. The Secretariat presented the list of remaining research projects and sought review and confirmation. The WSM reconfirmed and endorsed the following seven research projects: Research on AI Adoption for Productivity Improvement of Industries (25-RC-18-GE-RES-B); APO Productivity Outlook (25-RC-09-GE-RES-A); Productivity Analysis Series (25-RC-10-GE-RES-A); Research on the Educational Divide and Implications for Productivity (25-RC-11-GE-RES-A); Research on Productivity Enhancement in the Healthcare Sector through Digital Transformation (25-RC-17-GE-RES-B); *APO Productivity Databook* and Database (25-RC-20-GE-RES-A); and Research on Building a Culture of Productivity and Innovation in the Public Sector in APO Member Economies (25-RC-23-GE-RES-A). The Secretariat received comments from NPO Delegates for Philippines Dr. Majah-Leah V. Ravago on Research on AI Adoption for Productivity Improvement of Industries (25-RC-18-GE-RES-B), in which the focus could be directed toward the public sector rather than industries. The Secretariat took note of the proposed focus on the public sector, as it could receive support from the COE on Public-sector Productivity in undertaking this research in terms of collaboration.
304. NPO Delegate for Singapore Michael Tan proposed a new research project on international benchmarking studies on productivity in the food and beverage (F&B) sector, which would be useful for Singapore, and also in sharing of best practices with key member economies. He explained the advantages of collaborating with think tank institutions or research companies for this research proposal.
305. NPO Delegate Tan explained that Singapore was an aging society, and by 2026 the working population would decrease, which would mean fewer people in the F&B industry. Compared with other sectors, the F&B sector had been moving backward. The SGPC was planning to help this sector to become more productive. He referred to recent study missions conducted by the SGPC in the ROC, ROK, and Japan to look at how these countries were using technology, process redesign, automation, and manpower planning in industries. He explained that if these key aspects could be benchmarked, it would be useful for Singapore as well as other members.
306. The Secretariat inquired if the SGPC would like to focus on cities in the ROC, ROK, and Japan in this research. NPO Delegate Tan clarified that the research would focus on major cities of the ROC, ROK, and Japan as well as cities outside of the region such as New York and London.

307. The Secretariat sought confirmation of support from other NPO delegates for the two new proposals. In the absence of any comments, the research projects were endorsed by the WSM for 2025. The Secretariat would communicate further with NPOs on the details.
308. The Secretariat explained the importance of continued support from NPOs in promoting and disseminating research publications as well as nominating appropriate national experts to contribute to research projects. The Secretariat asked that nominating the same national experts for different research projects and exploring new national experts based on the required expertise be considered. The Secretariat would continue to partner with institutions and think tanks in its research projects.

2025 APO e-Courses

309. The Secretariat explained that the main objectives of e-courses in 2025 would be improving the content and attracting more participants, while also exploring ways to link with other projects such as multicountry and in-country projects, enhancing the impact and utility of capacity-building effects. To achieve this, the Secretariat proposed revising the endorsed 2025 project lists by retaining 10 and dropping five e-courses.
310. As presented by the Secretariat, the WSM endorsed the dropping of the following five e-courses: APO e-Course on Robotic Process Automation Fundamentals (25-CP-34-GE-DLN-A); APO e-Course on Upskilling and Reskilling: Strategies for Workforce Adaptability and Growth (25-CP-36-GE-DLN-A); APO e-Course on Design Thinking for Enhanced Productivity (25-CP-39-GE-DLN-A); APO e-Course on Agile Regulatory Governance (25-IP-23-GE-DLN-A); and APO e-Course on Citizen-centered Public Services (25-IP-19-GE-DLN-A).
311. The Secretariat shared the list of 10 e-courses for implementation and sought the endorsement of delegates of: APO e-Course on Applications of Virtual and Augmented Reality (25-CP-38-GE-DLN-A); APO e-Course on Agritourism Business Development (25-CP-45-GE-DLN-A); APO e-Course on Gamification and Game Design for Customer and Employee Engagement (25-CP-35-GE-DLN-A); APO e-Course on Cybersecurity Management Systems (Basic) (25-CP-40-GE-DLN-A); APO e-Course on Occupational Health and Safety Management System (OHSAS 18001) (25-CP-41-GE-DLN-A); APO e-Course on Productivity Tools and Techniques (Basic) (25-CP-42-GE-DLN-A); APO e-Course on Productivity Tools and Techniques (Advanced) (25-CP-44-GE-DLN-A); APO e-Course on Pollution Prevention and Management (25-CP-37-GE-DLN-A); APO e-Course on Applying Green Productivity Based on ISO 14001 Standards (25-CP-43-GE-DLN-A); and APO e-Course on Data-driven Agrifood Businesses (25-IP-19-GE-DLN-A). In the absence of any comments, the proposed projects were endorsed for implementation by the WSM.
312. The Secretariat continued by emphasizing the need for support from NPOs in promoting e-courses at the national level, highlighting the benefits of updated knowledge acquisition. The Secretariat also suggested enhancing the recognition of APO e-course certificates by making it a requirement for attending other APO projects and/or job applications within local companies.

2025 In-country Programs

313. The Secretariat presented a detailed discussion on proposals, reconfirmations, and program planning for 2025 Individual-country Programs. The Individual-country Programs comprised a range of project types, including the APO National Awards (AWD), Bilateral Cooperation between NPOs (BCN), the Certification Body Development Program (CBD), and initiatives on Development and Strengthening the Programs of the Centers of Excellence (COE). Additionally, the Development of Demonstration Companies (DMP), Individual-country Observational Study Missions (IOSMs), and Specific National Program (SNP) tailored for APO members were also emphasized. The meeting acknowledged the importance of Technical Expert Services (TES) and highlighted outreach initiatives under the APO Vision 2025 (VSN).

314. In terms of project implementation updates, the Secretariat underlined that there had been an 8% increase in individual-country project applications compared with 2023, with a significant rise in interest in multiphase projects, especially within the TES Program. Certain projects were highlighted as follow-ups to multicountry initiatives, while many individual-country projects were generating subsequent activities. For 2024, it was reported that four DMP projects were actively underway, with a plan to establish 14 new companies, bringing the total to 92 demonstration companies across 15 members since 2007. Furthermore, the scope of SNP projects had expanded beyond productivity master plans to include initiatives related to national AI strategies and digital transformation roadmaps. Three COE were noted to be implementing six active projects, with two additional strengthening programs in preparation for COE reapplications. Emerging focus areas for future projects were identified, including AI; environmental, social, and governance (ESG) factors; smart agriculture; beekeeping; and public-sector initiatives. Additionally, two NPOs were recognized for leveraging local implementation costs to host more than three BCN/IOSM sessions. A comparison of the distribution of Individual-country Program projects in 2023 and 2024 was highlighted, emphasizing the intention that they were available for all APO members to utilize.
315. The discussion on Individual-country Program implementation included several points for consideration, such as ensuring the timely submission of proposals with clarity and quality, increasing follow-up on multicountry projects through the use of In-country Program schemes, and leveraging the SNP scheme to strengthen productivity policies, strategies, and roadmaps at both national and sectoral levels. There was also an emphasis on the timely submission of annual project plans for existing COE and maintaining effective coordination and communication with stakeholders throughout the project implementation process. Finally, the timely submission of project implementation reports was underscored as critical to the success of the projects.
316. The APO Secretariat invited comments and suggestions from delegates.
317. NPO Delegate for India K D Bhardwaj requested detailed information on the 2024 budget allocations for multicountry, in-country, and research projects. The APO Secretariat responded that the budget for in-country projects had been increased in recent years compared with other focus areas including multicountry and research projects. However, a precise percentage breakdown was not immediately available and would be provided to India following the WSM.
318. NPO Delegate for Malaysia Abigail Anbalakan asked how the APO Secretariat prioritized IOSM and BCN applications. The APO Secretariat clarified that while it tried to accommodate all applications within the allocated budget, priority was given to members that seldom applied or had not utilized the schemes in the last two years over those who regularly utilized them.
319. NPO Delegate for Cambodia Um Serivuth requested clarification on the requirement to submit three meeting venue comparative quotations before implementation in order to receive the local implementation fund of USD5,000 for TES follow-up projects. He expressed concern that the requirement could be time-consuming and it was challenging to obtain quotations from hotels without confirming bookings. NPO Delegate Serivuth noted that that this requirement might give the impression that the APO Secretariat lacked trust in NPOs. He invited other members to share their experiences if they had faced similar challenges, emphasizing that in the past NPOs were only required to submit receipts upon project completion.
320. NPO Delegate Anbalakan shared that obtaining formal written quotations from hotels could be challenging. Drawing from her experience in hosting APO multicountry and in-country projects, she explained that she typically called hotels to obtain their rates and then emailed the details to the APO Secretariat. The approach had helped meet the requirements without issues so far.
321. The APO Secretariat clarified that the three-quotation requirement was part of its Procurement Policy. As a regional international organization entrusted with public funds, the APO Secretariat

must ensure proper procurement practices of transparency and accountability. Currently, the Secretariat had been undergoing its third cycle of a Third-party Evaluation to assess its performance and management, as mandated by the Governing Body. Adopting proper procurement procedures was one of the recommended improvements from the previous cycle and comparing budget options from suitable service providers was aligned with that recommendation. Therefore, the Secretariat was requesting three quotations for financial support for local implementation costs, recognizing that procurement processes and arrangements might vary across members and organizations. However, as part of APO operations, the Secretariat asked for NPOs' kind understanding and support in implementing the requirement.

322. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago suggested that the APO Secretariat review the current honorarium rates for resource persons, considering the increasing inflation and benchmarking against rates offered by other development agencies. She cited one example of the current USD4,000 honorarium for a 10-day research engagement, noting that it was no longer competitive, making it difficult for the DAP to attract qualified experts. From her own experience as a consultant for various development agencies prior to her role at the DAP, NPO Delegate Dr. Ravago emphasized the need for more competitive rates.
323. The APO Secretariat thanked NPO Delegate Dr. Ravago for her observations and suggestions, clarifying that for research projects, standard lump-sum rates of USD8,000 for the chief expert and USD4,000 for national experts were applied. For regular training, the current rates were USD400 per day for online projects and USD500 per day for F2F projects. These rates had been established during the 2020 COVID-19 pandemic, which had also marked the introduction of the online modality. The APO Secretariat acknowledged NPO Delegate Dr. Ravago's concerns and expressed openness to reviewing the rates, including the possibility of benchmarking them against those of other development organizations to ensure fair compensation and improve engagement.
324. With no further comments, WSM Chair Dr. Tagicakiverata declared the endorsement of Doc. No. 4 Proposal, Reconfirmation, and Discussion of Programs for 2025 for submission to and approval by the 67th GBM.

Agenda Item 4.3 Discussion of Expected Approaches and Timelines of APO Programs for 2026 (Doc. No. 4)

325. APO Secretary-General Dr. Indra Pradana Singawinata explained the overall direction of the transition planning activities for the APO Program for 2026, considering the ongoing post-2025 visioning exercise and the development of a new vision. He emphasized the importance of the process, which also required involvement and consultation with NPO Heads.
326. The Secretariat reported that as the end of the APO Vision 2025 was approaching, the concurrent actions of assessing the needs of APO members, conducting the end-term review of the APO Vision 2025, and developing a post-2025 Vision had commenced. At the 66th WSM, a final round of discussion would be held to finalize and endorse: a) the 2026 program plans along with the finalized drafts; b) the end-term review of the APO Vision 2025; and c) the post-2025 Vision document. These three documents would be submitted to the GBM for approval via circulation.
327. The two documents on the end-term review of the APO Vision 2025 and the framework of the post-2025 Vision were to be reviewed at the 67th GBM. Following the 67th GBM, the Secretariat was aiming to hold another consultation with NPO Heads to discuss the feedback received from the GBM and update both documents.
328. WSM Chair Dr. Isimeli Waibuta Tagicakiverata invited the Secretariat to elaborate on the detailed transition planning activities for the APO Program for 2026.

329. The Secretariat highlighted that while a few of the outlined activities ran in parallel with each other, they all aimed to contribute to the overall goal of developing a new APO Vision. As the 2025–26 biennium plan interfaced with the post-2025 Vision, the Secretariat explained how the 2026 Program plans would bridge with the post-2025 Vision. Possible issues that would arise in the programming of the visioning exercise were also acknowledged, noting how an agile approach was necessary.
330. NPO Heads were requested to endorse the APO Programs for 2026 provisionally, with the understanding that further modifications would be made based on the following timeline:
- An indicative outline of 2026 programs would be prepared based on the preliminary findings of the APO post-2025 visioning exercise.
 - At the 67th GBM, the indicative outline of 2026 programs would be submitted together with the preliminary findings of the APO post-2025 visioning exercise for the Governing Body's discussion and in-principle approval of the budget for 2026.
 - A round of consultations with NPO Heads would be carried out between the 67th GBM and 66th WSM to update NPOs on the GB's feedback on the preliminary findings of the APO post-2025 visioning exercise and its impacts on the 2026 programs.
 - The adjusted 2026 programs would be discussed at the 66th WSM for endorsement by NPO Heads before submission for final approval by the Governing Body by circulation at the end of 2025.
331. WSM Chair Dr. Tagicakiverata thanked the APO Secretariat and asked for feedback and comments from delegates.
332. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry commented on the important role of APO Liaison Officers (LOs) in coordinating efforts, in particular in assessing the needs of different clusters and stakeholders in their respective countries. He suggested holding regular consultations with APO LOs. The APO Secretariat acknowledged the suggestion and agreed that because of the nature of the exercise, communication between the APO Secretariat and LOs could be more frequent than usual depending on the decision-making urgency of certain matters.
333. WSM Chair Dr. Tagicakiverata appreciated inputs from delegates, and with no further questions or comments from the floor, he requested the Secretariat to take note of the recommendation, and provisionally endorsed Doc. No. 4 APO Preliminary Programs for 2026 with the understanding that further modifications were to be made according to the timeline provided. WSM Chair Dr. Tagicakiverata then announced the commencement of Session 5: Closing Session.

Session 5. Closing Session

Agenda Item 5.1 Adoption of 65th WSM Summary Record of Proceedings (Day 1)

334. WSM Chair Dr. Isimeli Waibuta Tagicakiverata stated that a complete draft of the 65th WSM Summary Record of Proceedings and Report of the 65th WSM to the 66th Session of the APO Governing Body would be circulated on Tuesday, 12 November 2024, and corrections or comments must be submitted to the Secretariat in writing by Tuesday, 26 November 2024. WSM Chair Dr. Tagicakiverata facilitated the delegates' review of the draft Summary Record of Proceedings of Day 1 while asking the Secretariat to reflect the requested modifications in the draft.
335. NPO Delegate for the ROK Wangi Ahn commented that under Agenda Item 2.1.1 2023 Annual Project Review by the APO Secretariat, it should be "NPO Delegate Ahn recommended that the

APO Secretariat focus on analyzing the negative feedback as well on incorporating the insights into future projects for improvement and circulate findings to APO members.”

336. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry commented that under Agenda Item 2.1.1 2023 Annual Project Review by the APO Secretariat, it should be “NPO Delegate for Pakistan Muhammad Alamgir Chaudhry inquired why the other programs/projects such as DMP, SNP, and P-Talks were not covered in the 2023 Annual Project Review and asked if there was any limitation in the existing M&E framework to undertake evaluations of some other in-country programs as mentioned above.”
337. NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago said that under Agenda Item 2.2 Progress on the Recommendations from the APO Vision 2025: Pause-and-reflect Activity, it should be “NPO Delegate for the Philippines Dr. Majah-Leah V. Ravago clarified the semantics regarding the APO Vision. She recommended that the outcome of a visioning exercise was an aspiration for APO member economies as a group in the long term. She cited the examples of the long-term vision released by the ADB in 2011, “Asia 2050: Realizing the Asian Century” and the Philippines’ vision released in 2016, “Ambisyon Natin 2040.” For the Philippines, it was accompanied by thematic papers published as a book, *The Philippine Economy: No Longer the East Asian Exception?* In the case of the Philippines, the vision for 2040 would cover four administrations (four Presidents), with each administration crafting its respective Philippine Development Plan (PDP) for operationalizing and strategizing how to realize the vision. Ambisyon 2040 had been the anchor of the PDP during the Duterte administration and now the Marcos, Jr. administration.”
338. NPO Delegate for Cambodia Um Serivuth commented that under Agenda Item 2.4 Strengthening the APO’s Digital Capability, it should be “He sought clarification regarding the rationale behind the current system, which restricted the authority to endorse participant nominations exclusively to the APO Director or Alternate Director, or Liaison Officer, inquiring why NPO Heads had not been granted similar access and authority.”
339. The above comments were incorporated in the Summary of Proceedings (Day 1). With no other comments, WSM Chair Dr. Tagicakiverata declared the adoption of the Summary Record of Proceedings of Day 1.

Agenda Item 5.2 Any Other Business

340. WSM Chair Dr. Isimeli Waibuta Tagicakiverata invited comments from the floor under Agenda 5.2 Any Other Business.
341. Adviser for Fiji Sikeli Baleituba Waqatairewa raised a concern regarding the rising accommodation costs for hosting APO projects in Fiji. He cited an upcoming project in Suva and noted that the current provision of USD120 per night was insufficient due to the increased cost of living, and thus proposed an adjustment to USD150 per night.
342. NPO Delegate for India Suryanarayanan Gopalakrishnan proposed adopting standardized rates in line with those used by international organizations like the UN to avoid making exceptions for individual countries and setting a precedent for similar requests from others.
343. The Secretariat acknowledged the concern, noting that the current local implementation cost support had been discussed and approved by the Governing Body. The Secretariat also noted the request to revisit this matter at the next GBM and reminded delegates that the current arrangement should be correctly understood as a special, temporary measure introduced to address the large amount of unappropriated surplus. Once the issue of unappropriated surplus had been resolved, the arrangement of local implementation costs would eventually revert to the original, i.e., all to be covered by the project hosts.

344. NPO Delegate for Pakistan Muhammad Alamgir Chaudhry reiterated the need for more regular APO Liaison Officers' Meetings (LOMs) and requested that this matter be brought to the GBM for discussion. The Secretariat acknowledged the request and confirmed that it would be deliberated on at the GBM.
345. In closing, WSM Chair Dr. Tagicakiverata expressed gratitude to delegates for their inputs and requested the Secretariat to take note and follow up on the items raised. With no further comments, the WSM Chair Dr. Tagicakiverata proceeded to the final agenda item.

Agenda Item 5.3 Closing Statements

Vote of Thanks by WSM Vice Chair

346. WSM Vice Chair Wangi Ahn proposed a vote of thanks on behalf of all delegates to 65th WSM Chair Dr. Isimeli Waibuta Tagicakiverata congratulating him and his team for successfully hosting the WSM.
347. He noted that over the past two days, NPO Heads had come together to share their knowledge and expertise to improve APO programs and projects. They had also endorsed the programs and projects for 2025 and initiated the planning process for 2026 programs and projects. He said that this would not have been possible without the leadership of WSM Chair Dr. Tagicakiverata.
348. He expressed gratitude to the Government of Fiji and the exceptional hospitality provided, as led by APO Chair 2024–25 and Director for Fiji Jone Maritino Nemani, to make the WSM a success.
349. WSM Vice Chair Ahn also expressed sincere appreciation to the APO Secretariat, under the leadership of APO Secretary-General Dr. Indra Pradana Singawinata, for the smooth delivery of the presentations, discussions, and exchanges.
350. WSM Vice Chair Ahn concluded by expressing sincere appreciation to all delegates and advisers who had participated and contributed to the discussions. He closed the vote of thanks by extending an invitation to NPO Heads to the 66th WSM in Seoul, the ROK, in 2025.

Closing Statement by APO Secretary-General

351. APO Secretary-General Dr. Indra Pradana Singawinata opened his statement by expressing heartfelt appreciation to NPO Heads for all of their hard work, tireless dedication, and invaluable expertise in achieving the objectives of the 65th WSM.
352. Secretary-General Dr. Indra thanked Professor Yoichiro Matsumoto, Green Productivity Advisory Council Member, and Science and Technology Advisor to the Minister for Foreign Affairs, Japan, and Deputy Director Yoshiaki Makino, Country Assistance Planning Division 1, International Cooperation Bureau, Ministry of Foreign Affairs of Japan, for sharing Japan's approach to harmonizing productivity growth and environmental protection through the use of science and technology policy frameworks such as Society 5.0, and business solutions like GP 2.0.
353. Secretary-General Dr. Indra said that following the strategic guidance on APO programs for 2026 and feedback from NPO Heads on the 2025 programs, which incorporated a focus on GP and AI, the way forward was now clear. He expressed confidence that APO programs could contribute to improving performance and produce demonstrable results for member economies as well as other economies in the region.
354. Secretary-General Dr. Indra stated that he was heartened to note that important groundwork had been laid by the WSM for the 67th Session of the APO Governing Body to deliberate on and define the way forward as Vision 2025 drew to a close.

355. He noted that the outcomes from the 65th WSM would not have been possible without the support and hospitality provided by the Government of Fiji led by H.E. President Ratu Williame Maivalili Katonivere and the Ministry of Employment, Productivity and Workplace Relations, headed by H.E. Minister Agni Deo Singh with APO Chair 2024–25 and Director for Fiji Jone Maritino Nemani.
356. Secretary-General Dr. Indra conveyed special thanks to WSM Chair Dr. Isimeli Waibuta Tagicakiverata for his stewardship in effectively managing the deliberations of the past two days and creating consensus on the way forward. He also thanked WSM Vice Chair Wangi Ahn, APO Director and NPO Head for the ROK, for his support and warm welcome to all delegates to the 66th WSM in the ROK next year.

Closing Statement by WSM Chair

357. WSM Chair Dr. Isimeli Waibuta Tagicakiverata started by acknowledging and appreciating the amount of focus, dedication, and attention that delegates had displayed during the past few days of the 65th WSM.
358. WSM Chair Dr. Tagicakiverata provided a brief recap of the WSM, noting the statement from Deputy Prime Minister and Minister for Trade, Cooperatives, Micro, Small and Medium Enterprises, and Communications H.E. Manoa Seru Nakausabaria Kamikamica on the ongoing efforts by the Government of Fiji to achieve ambitious productivity goals. He noted the sessions that had discussed GP 2.0 and the publication launch of *APO Green Productivity 2.0: The Road Ahead*.
359. WSM Chair Dr. Tagicakiverata recalled the sessions presented by the APO Secretariat and that NPO Heads had successfully deliberated on the 2025 program plans, the timeline for the concurrent development of the post-2025 Vision for the APO, and 2026 program plans. He also acknowledged the presentations on National Productivity Master Plans by the selected NPO Heads, as well as GP-related special presentations by guest presenters.
360. WSM Chair Dr. Tagicakiverata hoped that delegates had found the arrangements adequate and that the environment for deliberations had been conducive. Most importantly, he hoped that delegates had enjoyed and valued their time in Fiji and had learned about the rich local culture through traditional performances and ceremonies.
361. WSM Chair Dr. Tagicakiverata thanked NPO Heads, Acting NPO Heads, Advisers, and APO Secretary-General Dr. Indra Pradana Singawinata and Secretariat staff for their efforts and cooperation. He said that a common understanding of the road ahead had been arrived at, which would provide the basis for the APO Governing Body to deliberate at its 67th Session in Bali, Indonesia, next year. In conclusion, he declared the 65th WSM closed and invited APO Chair and Director for Fiji Jone Maritino Nemani to deliver his farewell remarks.

Farewell Remarks by APO Chair and Director for Fiji

362. APO Chair and Director for Fiji Jone Maritino Nemani said that the 65th had been rewarding and enriching with a diverse group of people from different cultures and countries coming together. He hoped that delegates had been able to make good memories.
363. APO Chair and Director for Fiji Nemani expressed his thanks to the organizers, the Government of Fiji, WSM Chair Dr. Tagicakiverata, and staff from Fiji National University for their tireless work, and the other ministries that had provided assistance.
364. APO Chair and Director for Fiji Nemani also thanked Secretary-General Dr. Indra and the APO Secretariat for supporting the event.

365. He hoped that delegates had enjoyed the past two days and thanked them for coming to Fiji and for their contributions. He looked forward to seeing them in Bali at the 67th Session of the APO Governing Body.

Host Country Program: Fijian Cultural Village Tour

366. On 25 October, 65th WSM delegates joined a host country program featuring a Fijian Cultural Village Tour and visit to the town of Nadi. The tour provided an immersive experience of traditional Fijian village life, showcasing activities like fire lighting, pottery making, weaving, and the kava ceremony, along with *meke* dance performances that highlighted Fijian heritage. The program enriched delegates' understanding of Fiji's rich traditions, culture, and community life.

= end of proceedings =