

56th Workshop Meeting of Heads of NPOs
20–22 October 2015, Singapore

Summary Record of Proceedings **DRAFT (as of 28 Oct)**

Agenda Item 1. Welcome Remarks by the APO Director for Singapore

APO Director for Singapore Chew Mok Lee extended a warm welcome to all delegates and expressed her sincere gratitude to Parliamentary Secretary Low Yen Ling, Ministry of Education, Ministry of Trade and Industry and Mayor, South West CDC, for gracing the meeting.

Ms. Chew highlighted the contribution of APO to the economic development of the Asia-Pacific countries. She pointed out that Singapore has benefited from APO and other member countries through information on productivity policies, methodologies and tools. She noted the strong partnerships and friendships within the APO community and expressed optimism that such institutional knowledge and mutual cooperation will help meet the needs of the member countries and the overall socio-economic development of the Asia-Pacific in future. Ms. Chew noted that NPOs are playing an important role in the country's economic development to drive productivity growth effectively and sustainably. She said that Singapore has benefited significantly from its involvement with the APO.

She thanked Miss Lisa Higgins, President and Chief Operations Officer of the American Productivity & Quality Center, for her special lecture to be conducted later this week and expressed gratitude to the APO for its support in making it possible.

In closing, Ms. Chew wished all a successful meeting and a pleasant stay in Singapore.

Agenda Item 2. Inaugural Address by the Guest of Honor

Ms. Low Yen Ling, Parliamentary Secretary, Ministry of Trade and Industry and Ministry of Education greeted all delegates on behalf of the Government of Singapore. She was delighted that Singapore was hosting the 56th WSM in the year that the country celebrated its 50th anniversary. She emphasized the role of productivity in a country's economic growth, especially its contribution to effective allocation of resources, competitiveness enhancement, sustainable wage growth, and creation of jobs which supports citizens and families. Speaking on productivity trends, she noted that even though labor productivity growth in advanced economies has been slow since the early 2000s and Asian economies have experienced faster growth, the level of labor productivity in many Asian economies remained low compared with the US. Therefore there was scope for increasing productivity growth.

Ms. Low elaborated on Singapore's productivity drive. She pointed out that one key challenge Singapore faces is its tightening labor market. Thus Singapore has been striving to move from labor driven growth towards productivity-driven growth to sustain long-term economic growth. Singapore set up its National Productivity Council (NPC) in 2010 aiming to achieve national productivity growth of two to three per cent per annum from 2010 to 2019. The NPC promoted productivity improvement with a two-pronged approach: one focusing on sector-specific strategy and unique need of certain industry (verticals) while the other emphasizing cross-the-board support, such as utilizing ICT to improve overall productivity

(horizontal). She indicated that Singapore has achieved a productivity growth of 2.5 per cent after rebounding from the Global Financial Crisis. She said that Singapore aimed to upgrade its low productivity sectors, food services and construction sectors to improve overall productivity in the next five years; meanwhile it has set up three productivity centers for the services, manufacturing and construction sectors to disseminate productivity expertise to SMEs. She noted that there were some 188,000 companies in Singapore, and most of which were SMEs, therefore she encouraged the APO to keep sharing knowledge and best practices with Singapore to improve its productivity.

Ms. Low further explained about Singapore's partnership with the APO, which started in 1969 when Singapore became a member of the APO. She noted that, over the past five years, APO program had assisted nearly 240 participants in developing productivity competencies, where the Singapore Productivity Centre (SPC) and the Singapore Innovation and Productivity Institute (SiPi) formed a partnership with the Japan Productivity Center (JPC) via the BCBN and I-OSM programs. Through other programs, APO also assisted Singapore in identifying 60 regional experts to train Singapore's SME Centre business advisors which benefited some 36,000 local SMEs annually. She said that the network established among APO member countries has brought Singapore significant experience exchanges and best practice sharing. She cited the collaboration between CPC and the Singapore Chinese Chamber of Commerce and Industry and the Restaurant Association of Singapore as an example. The Center of Excellence for Business Excellence also demonstrated the strong partnership between Singapore and the APO member countries. She praised APO's efforts to strive towards its 2020 vision and suggested that the APO customizes its programs to cater to the diverse needs of the member countries. She also suggested that APO leverages its strength and network to create multiplier effects, citing the APQC Master Class in this WSM as an excellent example.

In conclusion, Parliamentary Secretary Ms. Low Yen Ling encouraged the delegates not only to take part in the WSM as proactively as possible, but also to enjoy their stay in Singapore. She wished fruitful discussions and an enjoyable stay for the delegates.

Agenda Item 3. Introduction of NPO and Agriculture Delegates

NPO and Agriculture Delegates were introduced in alphabetical order, starting from Bangladesh.

Agenda Item 4. Election of Chair and Vice Chair

The following were unanimously elected.

Chair NPO Delegate for Singapore Chew Mok Lee

Proposed by NPO Delegate for the Republic of China Dr. Pao-Cheng Chang and seconded by NPO Delegate for Bangladesh Dr. Md. Nazrul Islam.

Vice Chair NPO Delegate for Malaysia Kamaruddin Mohamad

Proposed by NPO Delegate for Japan Masayoshi Matsukawa and seconded by NPO Delegate for Vietnam Nguyen Anh Tuan.

Agenda Item 5. Adoption of Agenda (Docs. No. 1 & No. 1-A)

The Chair introduced Doc. No. 1: Provisional Agenda and Doc. No 1-A: Annotated Provisional Agenda, which were unanimously adopted.

Agenda Item 6. Statement by the APO Secretary-General

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

Since there were several new delegates attending this WSM, the Secretary-General explained the purpose of holding this annual meeting of the Heads of NPOs and delegates from the agriculture sector.

Secretary-General Amano mentioned two primary objectives of this WSM: reconfirming the final lineup of projects as well as host countries for the 2016 Program Plan based on the revised budget that was approved by the 2015 Governing Body Meeting; and discussing the priority list of projects for the 2017–2018 biennium. Once delegates had endorsed this program plan, it would form the basis of the request for the new 2017–2018 budget at the next GBM.

The Secretary-General highlighted that the Secretariat had proposed new projects to supplement the 2016 Program Plan. That was to meet the request of the last WSM to implement key elements of the proposed APO Roadmap as soon as possible. Projects included preliminary work on the policy advisory program, as well as missions and conferences to identify new agriculture-related innovations and technologies. The Secretary-General Amano explained the main objective of discussing the line-up of projects for 2017–2018. He added that the Secretariat would provide more details of the process of preparing the 2017–2018 Biennial Program Plan later in the Secretariat's presentations and strategic planning session.

Secretary-General Mari Amano presented the following initiatives of particular importance to member countries:

Public-sector productivity was set to take center stage as the GBM in Sri Lanka last year approved the designation of the Development Academy of the Philippines (DAP) as the COE on Public-sector Productivity. The new COE would develop a master plan and implement activities to facilitate learning, innovation, and sharing of knowledge and best practices from the public sector on topics important to member countries. To date, three COE in member countries, on Business Excellence in SPRING Singapore, Green Productivity in the China Productivity Center, and Public-sector Productivity in the DAP have been established. These COE would continue to play a critical role in achieving the APO's vision and mission.

Secretary-General Amano remarked that the 2015 edition of the *APO Productivity Databook* released in September this year was the result of rigorous research by experts from member countries. The 2015 edition offered international comparisons of productivity data, computed total factor productivity for Cambodia for the first time, and provided analysis of TFP for 18 APO member economies. This edition also presented energy productivity estimates to allow

members to improve Green Productivity as a policy target for pursuing sustainable growth in the region. The *APO Productivity Databook* project would continue efforts to improve, while exploring constructive ways to offer useful information for evidence-based productivity analysis as part of the policy advisory function of the APO.

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

The Secretary-General thanked the Governments of the Republic of China, Japan, and the Republic of Korea for providing generous cash grants enabling the APO to implement new projects and assign experts to member countries. He added that the cash grants were particularly important for the agriculture sector, which had benefited from the five-year Special Program for Capacity Building in the Food Industry in ASEAN Least Developed Countries starting last year. This program would support individual-country activities to increase productivity in agriculture and the food industry. In addition to country-specific activities, it would also finance the hosting of two multicountry projects in Japan every year. Two multicountry projects under this grant will be held in Japan.

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

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

On the international front, the APO had been accelerating global partnerships with major international organizations, research institutions, and universities. Secretary-General Mari Amano reported that the APO would be collaborating with the Development Centre of the OECD on the publication of a productivity outlook report, which would analyze productivity growth trends in APO economies and related policies. The APO also assisted the United Nations Department of Economic and Social Affairs (UNDESA) in its productivity measurement work for the Bhutanese government. The APO and UNDESA were discussing a possible joint workshop on productivity data and their use for policy formulation.

Secretary-General Amano remarked that Secretariat staff was playing an important role in APO’s international cooperation activities. In 2015, they traveled to various events to share the APO unique knowledge, experience, and expertise: the UNESCAP meeting in Cambodia to discuss strategies for the sustainable development of LDCs; regional conference on marketing and innovation strategies held in the Republic of Korea; and the annual UNCRD forum on 3R solutions held in Maldives.

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

The Secretary-General recalled that APO e-learning program was first launched in 2006. Since then, the convergence of technology, social media, and content have presented the perfect opportunity to relaunch the APO's whole suite of e-learning courses. Later, the Secretariat would present a reference paper on the proposed expansion of the Digital Learning Program. Early this year, the Secretariat embarked on an exciting journey with member countries to improve that program. The first major part, which was to conduct videoconference-based courses using the APO's new in-house facilities, had proven to be a huge success.

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

The Secretary-General remarked that the APO had always strived to serve member countries by offering great programs funded from membership contributions and special cash grants, made even better through partnerships with other organizations working to advance the productivity mission.

Secretary-General Amano encouraged delegates to use the WSM platform for lively discussions to help improve the APO programs for member countries. He hoped that despite the work commitment, delegates would also spare some time to appreciate the magnificent culture and people of Singapore.

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

Chair thanked the Secretary-General for presenting his statement and invited comments from the delegates.

NPO Delegate for Bangladesh Dr. Md. Nazrul Islam appreciated the Secretary-General for presenting the excellent statement. He also appreciated the different initiatives undertaken by the Secretariat to effectively serve member countries under the leadership of the Secretary-General and thanked APO's support of Bangladesh in the area of energy conservation.

NPO Delegate for Thailand Dr. Santhi Kanoktanaporn requested to replace the city name "Bangkok" with the country name "Thailand."

NPO Delegate for Fiji Kamlesh Prakash thanked the Secretary-General for his comprehensive statement and his efforts to better support the NPOs. He appreciated the

Secretariat's initiative to intensify its advisory function, and expressed hope that such initiatives would help the APO to promote itself as a regional advisor and lead innovation-led socioeconomic development in member countries.

NPO Delegate for Nepal Anjana Tamrakar thanked the APO for organizing fruitful projects. She mentioned that e-learning courses and BCBN projects were more useful for Nepal, and suggested to increase the number of those projects.

Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai thanked the Secretary-General for his comprehensive statement and suggested that APO produce simple versions of the manuals on how to calculate productivity for different sectors of economy.

In the absence of further comments, Chair once again thanked the Secretary-General for his excellent statement.

Agenda Item 7. Adoption of Evaluation of 2014 Projects (Doc. No. 2)

The Secretariat presented the report on evaluation of 2014 projects conducted annually by the APO Secretariat. The report consisted of evaluation on multicountry projects, e-learning programs and individual-country projects. The purpose of the evaluation was to analyze and to share aggregate feedback obtained from participants, hosting NPOs and resource persons on site of each project for improvement of the future projects. The Secretariat described the difference between the Evaluation of Projects and Impact Evaluation Study (IES) that was conducted every two years by independent expert to assess the impact and outcome of APO activities.

In 2014, the APO implemented 57 multicountry projects attended by 1,250 participants. The total number of multicountry projects increased significantly compared with the ones in 2012 and 2013, which contributed the notable increase of the number of participants. The feedback from participants indicated that their overall satisfaction with the multicountry projects in 2014 increased, compared to the projects in 2012 and 2013. The number of participants who evaluated the projects as "more than expected" increased in major areas, especially program content, physical arrangement and more importantly in overall satisfaction. The area needed further improvement was site visits that were sometimes regarded as not sufficient time being allocated.

Top three highpoints in multicountry projects were: 1. good program content with relevant topics and comprehensive coverage, 2. knowledgeable and experienced resource persons with good materials, and 3. good methodologies with mix of presentation, group activities, site visits and action plan formulation. On the other hand, top three low points for multicountry projects were all time-related: 1. tight schedule, 2. short time allocation for site visits and 3. compressed programs with too many topics.

The Secretariat reported that the four e-learning courses were attended by 852 participants from 12 member countries in 2014. The satisfaction rate of the e-learning courses improved on selection of resource persons, methodology used and program content while satisfaction rate for physical arrangement slightly decreased. The high points for e-learning courses included good program content and design with appropriate coverage of topics; good mix of online and offline sessions; interactive sessions among participants from various countries; good selection of resource persons and good local coordinators. The potential areas for

improvement were technical issues such as occasional VC interruptions, poor video quality due to bad internet connections and difficulty in understanding comments of participants from other countries.

The Secretariat also shared evaluation of individual country projects in 2014 that included I-OSM, TES, BCBN, DMP, and DON that had approximately 3,233 beneficiaries in total. Overall, individual country projects were well received by member countries. Points appreciated by beneficiaries included good coordination by hosting NPOs for I-OSM; well-designed scheme addressing key priorities of member countries for TES; good arrangement for BCBN; effective showcase of the impact of productivity initiatives for DMP; well-tailored to NPOs' specific needs for DON. Areas for improvements included that high concentration of hosting with only a few regular countries for I-OSM; non-submission of evaluation reports for TES; last minute changes in delegates and cancellations and lack of payment system among all parties for BCBN; more involvement of NPO staff required for their competency development for DMP; and better specification of the requirements by NPOs for DON.

Based on these evaluation results, the Secretariat shared major recommendations that were: 1. hosting NPOs and the Secretariat should factor the time related issues into the program design for multi country projects; 2. the APO should continue to improve the technical quality of e-learning programs and repeat well-received courses; 3. NPOs are strongly encouraged to host at least one project per year for I-OSMs and BCBN; 4. NPOs are obliged to submit reports on individual country projects for the benefit of other countries; and 5. all member countries are strongly encouraged to fully utilize the TES opportunities and other individual country programs.

The Chair thanked the Secretariat and invited questions and comments from the floor.

NPO Delegate for Fiji Kamlesh Prakash thanked the Secretariat for conducting beneficial individual country projects, especially TES for their effectiveness to member countries. He drew attention of other delegates to the fact that in spite of the benefits of TES program, the total number of TES projects over the past 3 years had declined. The APO should plan and implement more TES projects as it was beneficial to all MCs and very cost effective.

NPO Delegate for India Harbhajan Singh appreciated the evaluation project as it could become the guiding principles for an organization for the future improvement of the programs. He recalled the suggestions he had made during the last WSM on the changes to the nomination of participant process but discussion had not yet been initiated after one year. He reiterated his point on the nomination in relation to the evaluation and that APO had not been able to attract the most suitable candidates to these programs. The evaluation process thus needs to be reviewed and revised so that it would add more value to APO programs. He referred to the impact evaluation study of 2012/2013 projects and called for specific changes to projects in line with the study.

With these comments, the meeting agreed to adopt Doc. No. 2. Evaluation of 2014 Projects for submission to and approval by the Governing Body.

Agenda Item 8. Presentations by the Secretariat

Agenda Item 8-1. Report of the Strategic Planning Workshop for APO Liaison Officers (Reference Paper 1)

The Secretariat reported on the 5th Strategic Planning Workshop for Liaison Officers held in Tokyo, 1–3 July 2015, attended by 19 Liaison Officers and two observers from 19 member countries. The workshop received updates from the Secretariat in terms of the status of the roadmap, new program approach for the 2017–2018 project planning, survey results and ranking of 2017–2018 projects, issues in implementing projects both at the country and Secretariat levels, and new initiatives of the Secretariat.

The Secretariat mentioned the highlights of the meeting that included IT initiatives in terms of: development of the in-house videoconference facility; new self-e-learning courses; features of the revamped APO website; and the special cash grant for an Energy Efficiency Program from METI of Japan. It said that the NPO presentation on productivity promotion programs offered opportunity to share best practices among NPOs attending the meeting.

The Secretariat also reported on the new program approach with 16 programs covering the industry sector, service sector, public sector, agriculture and food Sector, policy and measurement, and futures. It explained that the Secretariat and LOs had serious discussion on some vital issues such as qualification of participants in terms of English proficiency, financial/budgetary constraints in hosting projects, selection process of finding most qualified participants, collection of success stories, and financial implications in hosting.

The Secretariat also shared its new initiatives such as the APO certification system of productivity practitioners which was well received by member countries, NPO staff attachment scheme, the national follow-up program to expand participation of a particular project at the national level, and collection of success story. There were suggestions made that the Liaison Officers' Meeting should be held annually in other countries to observe and learn from local best practices, and also include competency building sessions in the program. It concluded with a message that proposed adjustments to the APO operations may be made if: 1) it was of help for NPOs and for the membership; 2) it helped strengthen collaboration between the Secretariat and NPOs; and 3) if helped increase the APO's visibility on a global scale.

There being no comments, the report was well received.

Agenda Item 8-2. Report on the Roadmap to Achieve the APO Vision 2020 (Revision 4) (Reference Paper 2)

The Secretariat reported on the current status of the proposed Roadmap to Achieve the APO Vision 2020. The 55th GBM held in Tokyo in 2013 recommended the development of a roadmap with an action plan and measurable indicators to help the APO achieve its collective vision to be more productive and competitive by 2020. The development of the roadmap has been an inclusive, collaborative process involving member countries including WSM held in Fiji in 2013, GBM in Hanoi, Liaison Officers' Meeting in Tokyo, and WSM in Sri Lanka all held in 2014. In February 2015, a special meeting of the working group for the review of the APO Roadmap convened at the Secretariat to further revise the roadmap. The final draft,

Revision-2 was submitted for the approval by the 57th GBM held in Bangkok, in April 2015. The roadmap received comments from some member countries for further refinements, the APO Chair announced that the GBM would give additional 60 days for the roadmap to be finalized. Since then, there had been two rounds of revisions by the Secretariat and comments from member countries. It was currently under a final review by the Secretariat and would be soon submitted to the GB for its approval.

The Secretariat also described the key components of the Roadmap consisted of setting symbolic, collective APO productivity targets, strengthening capacity-building programs including intensification of e-learning programs, sector-focused programs and establishment of a best-practice network, establishment of the APO Guiding Principle of Productivity Enhancement and review mechanism, and strengthening the policy advisory function.

NPO Delegate for India Harbhajan Singh remarked that it was good that the Secretariat was reviewing the format based on the comments received from India, Thailand and Philippines. He reemphasized his comments made in the last GBM that APO should not set the targets for member countries but should set targets for its own activities and achievements. He also suggested elaborating year by year the target to train 100,000 productivity practitioners to ensure its effective delivery.

Agenda Item 8-3. Criteria for and Prioritization of 2017–2018 Project Lineups (Reference Paper 3)

The Secretariat explained the criteria for and prioritization of 2017–2018 project lineups, which would serve as a reference to assist APO Directors in determining the total APO membership contributions for the 2017–2018 biennium at the upcoming GBM in 2016.

In developing the program and projects, Secretariat adopted the Program Approach. The Secretariat described that a program was a set of activities or projects that had common goals and objectives contributing to achieving the mission and vision of the APO.

The Secretariat explained that after internal discussions on more than one hundred and twenty possible projects, one hundred and four project ideas for both 2017 and 2018 were compiled and sent to NPOs to rate the relevance of the projects using a scale of 1 to 5 and their interest in hosting projects. The project ideas were further reviewed and additional points were given based on the following criteria: 1) policy directives of GBM in 2014–2015; 2) priority actions in the proposed APO roadmap 2020; 3) capacity-building elements; and 4) significant multiplier effects. The total score for the set of criteria made up 25% of the final score, whereas the average survey score by member countries constituted 75% of the final score of each project. The prioritization was applied only to multicountry Category A and B projects. Based on the above criteria, the priority lists of 80 projects for 2017–2018 were presented in the 56th WSM.

The Secretariat explained the next steps where Heads of NPOs and Agriculture delegates will be invited to review the list of projects and their rankings. The WSM was also expected to endorse the new program approach used to develop 2017/2018 projects. After receiving feedback and suggestions at the WSM, the Secretariat would make necessary revisions to the program plans for 2017 and 2018 that would be submitted to the Governing Body for its consideration. Depending upon the total membership contributions approved by the GBM, the final program plans for 2017-2018 would be decided.

The Chair thanked the Secretariat for the report and invited comments from the floor. There being no comments, the report was adopted.

Agenda Item 8-4. Proposed Expansion of the APO Digital Learning Program (Reference Paper 4)

The Secretariat presented the APO Digital Learning Program which covered video-conference-based courses, web-based on-line courses and self-learning e-courses. The APO started offering e-learning courses in 2006. The videoconference-based courses were delivered through the facilities of the Tokyo Development Learning Center of the World Bank until the APO developed its own facility in 2015.

The Secretariat said that with two pilot projects implemented in 2006, the number of courses conducted each year eventually increased to six by 2010. By the end of 2014, a total of 36 courses had been conducted, with participants totaling 8,182.

The Secretariat reported that for the self-learning e-course program from 2006 to 2010, nine courses were offered with an average of 450–500 participants enrolled per course. In 2011, the delivery system was improved and the number of participants enrolled in each course more than doubled over the previous years. Participants from APO members who passed the final exams were given a certificate of completion. From 2011 to 2014, these courses were taken by between 800 to 3,200 registered individuals per course who came from 30-70 countries. The process in enrolling the APO self-learning e-courses was explained emphasizing the relative ease from registration to completion of the course. Selected models of self-learning e-courses offered by the Harvard University and the United Nations Institute for Training and Research were also presented.

The Secretariat explained that the objective of the proposed expanded DLP will extend the reach of APO beyond the region. The courses that will use the LMS platform and its latest technologies with interactive and animated multimedia content will make these more attractive to prospective participants. However, the use of more interactive and animated courses will increase the cost per course from current level of USD10,000 to about USD25,000.

The Secretariat mentioned that if members' contribution remained at the current level, developing more self-learning e-courses will have some implications on the number of face-to-face projects and generating revenues from fee-based courses. It was pointed out that based on Secretariat's experience, there was a possibility to increase the number of courses from the current six per year to more than double. It would also create an opportunity for a fee-based system to generate some revenue for the APO.

The Secretariat concluded its presentation by asking all delegates to identify and prioritize topics for 2016, 2017 and 2018, to suggest scheme either it is free or fee based course with the intention to generate revenues to partly fund such as expansion, and for the 56th WSM to endorse to GBM 2016 the proposed expansion of the APO Digital Learning program.

The Chair thanked the Secretariat and invited comments from the floor.

NPO Head for Sri Lanka Jinasiri Dadallage welcomed the proposal and suggested the self e-learning course program be placed in an open platform for all member countries. He said that local institutions and experts including NPOs can help in designing the contents and methodology of courses including developing a fee-based scheme under such system.

The Chair acknowledged the suggestions and asked the Secretariat to take note of them. There being no other comments, the delegates endorsed its submission to the 58th GBM in 2016.

Agenda Item 9. Country Presentations by NPOs

Bangladesh

NPO Delegate Dr. Md. Nazrul Islam elaborated on the recent innovative approaches by the government of Bangladesh and explained the face-to face service delivery models.

Dr. Islam reported the Access to Information (A2I) project of the Prime Minister's office and pointed out that Union Information and Service Centre's (UISCs), that started in 2 Union Parishads and now in operation across all 4,547 Union Parishads, deliver services such as land records, birth certificates, information pertaining to agriculture, education, health and employment opportunities.

Dr. Islam remarked that UISCs are electronically connected to all 64 Deputy Commissioners' (DC), i.e., district administrators' offices. This allows various forms of citizens' applications to the district-level offices including applications for land records. Electronic services reduced the time required to provide services to as little as one hour to a maximum of a week, down from several weeks and in many cases, possibly months. Each DC office has features a 'dashboard' tracking all citizens' incoming requests and the decision-making flow, which has enabled real-time monitoring of the field-level officers.

Dr. Islam mentioned that the Government has appointed e-Governance/ICT Focal Points in all ministries in 2008. The A2I program has also elevated the NPO activities. On-line application for productivity training course, NPO website link with the national web portal e-tender, recruitment notice, etc. are disclosed to the general public. Electronic learning materials are being developed by NPO as instructed by the government.

In conclusion, Dr. Islam pointed out some suggestions on priority innovation areas such as program for more effective application of internet networking, establishing video conferencing system in each NPO for distance learning, and performance management system for the public sector organization.

Cambodia

Agriculture Delegate for Cambodia Kong Pheach expressed his appreciation to Secretary-General Mari Amano and the APO Secretariat for its continued development of relevant projects which benefit member countries especially a young country like Cambodia. He likewise expressed appreciation to the more advanced member countries for sharing their views in this meeting. He also thanked the Ministry of Agriculture, Forestry and Fisheries, Japan for its continued support for the development of agriculture and agribusiness in the Mekong Region countries.

Mr Pheach stated that Cambodia's economy relied significantly on the agriculture sector which employed 55.8% of the total labor force and contributed 34.8 to the GDP. He noted that Cambodia's agriculture played important roles in supporting economic growth, ensuring equity, food security, and promoting rural economic development. However, he noted the various challenges such as the lack of trained human resource, weak farmer-to-market linkages, limited access to inputs and support service, among others. He said that the Royal Government's vision is to modernize agriculture based on new approaches, new technologies and other farming- related innovations to improve agriculture productivity and expand export.

Mr. Pheach explained that in recent years, the importance of manufacturing has been growing due to the establishment of export oriented textile and light manufacturing factories. He emphasized the need to strengthen the manufacturing sector by promoting innovations in design, packaging and overall production operations to reduce use of energy, water and other important non-renewable natural resources. Likewise, he cited the need to introduce innovative schemes to develop and market tourism products, and to train people in the tourism industry especially on best practices in responsible and sustainable tourism management. He stated that Cambodia still does not have a concrete National Innovation Framework. Although efforts have been made to promote innovations in the various sectors to improve productivity, he pointed out that these were not enough, and the support of APO would be most welcome. He suggested that APO develop programs to support capacity development of young NPOs like NPCC to promote innovations in various sector of the national economy. He highlighted the need to introduce more innovations in agriculture, agribusiness and food processing to make local agribusiness and food industry more competitive. He pointed out the need to introduce innovations to enhance food products quality and safety and to reduce waste and food losses. He recommended that APO organize a biennial Asia Pacific Conference on Innovation focusing on certain key areas or subsector during each biennium. He believed that his kind of high profile event is very important in bringing together experts and policy makers from academe, industry and government to discuss and learn new knowledge, best practices and emerging issues and challenges related to innovations.

In closing, Mr. Pheach expressed his thanks to the Government of Singapore, particularly SPRING Singapore for the wonderful arrangements and warm hospitality.

Republic of China

NPO Delegate Dr. Pao-Cheng Chang reported that the ROC government formed a 'National Productivity 4.0 Initiative' as its major innovation strategy. This included four areas as the major drivers to upgrade overall productivity, namely intelligent machinery, internet of things, big data, and cloud computing. The initiative aimed at creating values in the manufacturing, service, and agriculture sectors while tackling issues such as ageing society and a shrinking base of labor force. The strategy of the initiative had three focus areas: advancing core technology in IT and R&D capability, upgrading SMEs with intelligent production and cross-industry platforms, and enhancing human resources by skill-oriented training. The strategic actions included optimizing supply chain system, expediting new ventures, promoting local products and services, seeking technological autonomy, cultivating skill-oriented labor force, and adopting industrial policy tools.

Dr. Chang mentioned one of CPC's training and consulting programs, CPC's Business Innovation System (CBIS), as an example of ROC's innovation efforts. CBIS has helped enterprises to identify new market opportunities and develop new products in response to customers' need, which created profits and an innovative culture in enterprises. Dr. Chang noted that printer maker Epson Taiwan was a successful example of such effort.

Dr. Chang also explained about the ROC's innovations in the agriculture sector. He cited climate change and insufficient rural labor force as among the major challenges of the sector. Dr. Chang pointed out that the ROC's strategy was to incorporate its past successful experiences into new solutions and deepen the utilization of Information technology, such as sensing technology, intelligent robotic device, the Internet of Things, and Big Data analysis. Three pilot sectors were identified, namely agricultural biotechnology, fine farming, and precise farming, to incorporate the ROC's strength in the ICT sector to improve productivity in the agriculture sector.

Envisaging the importance of innovation-driven economy, Dr. Chang suggested the APO to conduct further research on technological development and applications. He also urged the APO to serve as a platform to share knowledge and experiences on policies, legal systems, and studies of future trends.

Fiji

NPO Delegate Kamlesh Prakash stated that Fiji government had recognized the role of innovation, the role of human capital in the innovation process, and the role of other contributing factors such as technology, capital and infrastructure as a key driver of economic growth. He noted that the government had devoted its attention to creating the needed infrastructure such as educational institutions as well as undertaken a comprehensive program to upgrade infrastructure such as roads, ports, airports and ICT networks etc. to enhance the knowledge and outputs in various technological and non-technological areas.

NPO Delegate Prakash further stated that the NPO and all Higher Education Institutions had an important role in helping improve skills and raise productivity, quality and creativity to contribute to economic growth and social welfare in the country. He mentioned that technical and higher education had grown and improved in the recent years and was the backbone of a knowledge-based society that Fiji wanted to create and to provide the foundation for long-term competitiveness. He shared that Fiji currently enjoyed a 5.3 per cent economic growth rate.

He also noted that whilst the understanding on innovation was maturing, the country did not have an established national strategy on innovation, which needed to evolve. He shared the data of the Global Innovation Index which measures a country's innovative capabilities out of a total score of 100%, which listed Fiji's capabilities at 30.5%. in 2013, ranking Fiji's overall capabilities 97th out of 142 countries and highlighting the potential for improvements.

NPO Delegate Prakash stated that Fiji's National Green Growth Framework adopted in 2014 that serves as a forerunner for innovation in the country. He noted that the Framework was in line with the Rio+20 outcomes and treated green growth as a tool to support sustainable development that, which would be at the core of our national development plans for the next 5 years.

NPO Delegate Prakash suggested priority innovation areas or innovation capabilities for future APO programs could i) undertake research to compile best practices/national strategies and policies on innovation from the leading countries around the world; ii) undertake the regional advisor role through a new project and dialogue with selected MCs including possibly a COE on Innovation, iii) explore knowledge productivity and innovation and identify the new frontiers in productivity for member countries; and ix) consider a CEOs innovation forum for member countries.

India

NPO Delegate for India Harbhajan Singh thanked the Government of Singapore, in particular, the SPRING Singapore for making excellent arrangements for this WSM.

Mr. Singh stated that with the impressive development of the last two decades, India was at the right stage to galvanize its efforts and policies on innovations into a more concrete national level strategy, which was oriented towards shaping the future of the country. The future prosperity of India in the new knowledge economy would increasingly depend on its ability to generate new ideas, processes and solutions, and find innovative ways to convert knowledge into social good and economic wealth.

In a globally competitive world, India's challenge was to unleash its innovation potential to increase capacity, productivity, efficiency and inclusive growth. If innovation capacity was to become endemic to the ecosystem of India's growth and development it had to permeate all sectors of the economy from businesses and government, to people at all levels and universities.

Mr. Singh mentioned India's strengths: a strong R&D base; academic talent; leading innovation player in key economic sectors such as biotechnology, pharmaceuticals, automotive components, Information Technology, software, and IT enabled services (ITES); and a stable and supportive macroeconomic climate. India however had 300 million of its citizens living below the poverty line and huge disparities in terms of access to development initiatives, Thus the Indian innovation strategy had to be focused on looking beyond competitive advantage to generating inclusive growth as inclusive innovation was critical to create a sustainable growth agenda for the future and move away from a subsistence economy to a knowledge-based economy.

Recognizing the importance of innovation, the President of India had declared this decade as the 'Decade of innovation', with a focus on inclusive growth. Though India was the second fastest growing economy in the world, this rapid growth had not been accompanied by a just and equitable distribution of wealth among all sections of the society.

Mr. Singh said that ideas and innovations were enriched and refined through collaborations and interactions that often transcend national boundaries. Therefore, role of the APO was crucial in promoting innovation and enabling NPOs to embrace innovation as a key productivity strategy.

Mr. Singh remarked that there was strong need for the APO to develop a comprehensive and detailed innovation strategy for the Asia Pacific region creating new programs and projects driving innovation. APO roadmap should emphasize innovation to achieve APO vision 2020 and innovation should be central to all future APO strategies.

Mr. Singh remarked that innovation was about creating an innovation eco-system not only concerned about creating high-tech products, but about enhancing the quality of life of everybody. The time was right for India to blaze its own trail by creating a model of inclusive innovation specific to the country's needs and development goals.

Mr. Singh mentioned that to boost the manufacturing in micro, small & medium enterprises (MSME) and to recognize outstanding achievements & innovation of the organization, the National Productivity and Innovation Awards were launched by the National Productivity Council (NPC) under the auspices of Ministry of MSME in 2015. The National Productivity and Innovation Awards would act as a morale booster and catalyst for the MSME to strive hard to achieve even higher levels of productivity and innovation and become active partners in the *Make in India* campaign of the Government.

Mr. Singh emphasized that there was a need on part of the APO and NPOs for developing a multipronged approach to improve productivity of the MSME and service sectors through innovative means, as those sectors have the greatest potential for making rapid strides on the path of sustainable inclusive growth. Finally, he urged the APO to include at least 30 % projects on innovation for MSMEs and service sector in the program plan for 2016 and 2017-2018 Biennium.

Indonesia

NPO Delegate Estiarty Haryani mentioned the importance of the development of innovation from the perspective of Indonesia and stated how the concept of the National Innovation System (SINas) has been built and strengthened under the National Medium Term Development Plan 2010-2014. Regional Innovation System (SIDa) was also built to facilitate the development of innovation in the region. To strengthen the SIN as in Indonesia, the National Innovation Committee was formed to assist the President in order to strengthen the national innovation system, develop the action plans, and the programs to strengthen the national innovation system.

With regard to national and regional connectivity in Indonesia, Ms. Haryani highlighted the coherence innovation policy for strengthening the National Innovation System through innovation policy Framework and pointed out the main features of the policy framework. Some innovation development programs in Indonesia are considered very effective, such as "Technopreneur Development Program" in industry and service sectors and "One Agency One Innovation Program" in public sectors and she explained the key landscapes of these programs.

Ms. Haryani remarked that to maintain the One Agency One Innovation program, the Minister of Administrative and Bureaucratic Reforms holds Indonesian Public Service Awards annually and facilitate the nominees to join the United Nation of Public Service Award.

In conclusion, Ms. Haryani stated that Indonesia prioritized the innovation development policies and focused on the areas of food security, energy security, biotechnology, manufacturing, technology infrastructure, transport and defense industry, agricultural processing technology and deep-sea fish processing, natural disaster management, and public

service as well as other science-based innovation and she suggested APO to take some of productivity improvement program focused in these areas.

Islamic Republic of Iran

NPO Delegate Dr. Roya Tabatabaei Yazdi presented the National Innovation Strategy and Framework for the Islamic Republic of Iran which had been built based on various meta-policies. Meta policy on Science and Innovation issued on 2014 targeted Iranian system of education, research and innovation. It required boosting the Iranian level of science production, thus promoting Iranian international science and innovation ranking; and promoting knowledge-based activities. It also required providing special funds to support scientists and innovators, to assist the Iranian Research and Development Centers to network with their counterparts in other countries, and to help innovators to convert inventions into products. Meta policy on National Resilience Enhancement issued on 2014 composed of a detailed roadmap for science of innovation. It required a change in the knowledge-based economy thus increasing productivity. Creativity should be promoted and rewarded in both public and non-public sectors. Meta policy on Evolution of Iranian Education Policy, issued on 2013 aimed to promote creative minds and more productive human resource. To do so, the government should incorporate indicators of innovation and creativity into education national assessments; promote the culture of thinking, doing research and creating new approaches; instruct students to be problem solvers; increase drastically the capacity of research in knowledge-related fields; and finally design and practice quality management in the field of education and training. Meta policy on Production and Supporting of human resource and national capital issued in 2013 aimed to increase the competitive power and level of labor productivity through the promotion of the knowledge-based economy. It would result in promoting innovation and deepening the capital accumulation. The more effective education and research system would promote labor productivity. National 2025 Vision Document, issued on 2003 that targeted the country to be the leading economy in the region in the field of science and innovation. Thus all Iranian national plans would be designed in order to achieve this vision.

Dr. Tabatabaei stated that all Iranian National Development Plans included section on research and development; and goals of productivity share in the country's growth. The Iranian Government was working towards its Sixth National Development. Given that the first Productivity Master Plan was ratified by the Government, the share of productivity in Iran development was promoted and expanded among economic agents. Knowledge-based productivity was of utmost importance.

To provide examples of effective innovation programs, Dr. Tabatabaei reported that the government of Iran had promoted technology incubators that led to a considerable increase in the number of firms based on knowledge. Those firms were established by young and talented individuals who had also set up centers of innovation. Some banks established units for promoting innovation and designs in high-tech activities. Iran was able to provide many medical spare parts with drastic reduction in the costs of production thanked to innovation. In the field of IT, new networks were able to work on cutting edge technology. Those firms were supported by Iranian financial institutions. There were also successes in the field of genetic research.

To suggest priority innovation areas for future APO programs, she emphasized that the APO should help its members to cooperate within networks of research and development. More

programs were required on 1) how to succeed on innovation networking between member countries; 2) how to promote the formation of think-thank groups for idea incubation within the member countries; 3) enhancing country level capacity on problem solving. She reiterated that the APO was in its best position to help its members to enhance their learning capability and to look for leading innovations.

Japan

NPO Delegate Masayoshi Matsukawa stated that Japan's strength in basic science and technology researches is prominent, as demonstrated by numerous Nobel Laureates recently. However, it had been long indicated that the bridging function to convert the fruits of basic researches into practical, applied researches scoping new business incubation was not sufficient. Therefore, the national system of sustainable creation of innovation as the engine of economic growth was required.

Mr. Matsukawa explained the national innovation strategies and policy framework by referring to "Science and Technology Basic Plan" formulated by the government every five years, and "Comprehensive Strategy on Science, Technology and Innovation" formulated every year since 2013 by Prime Minister Abe's administration.

Mr. Matsukawa stated that JPC was studying "Science & Technology, Innovation Policies" to contribute in the formulation of Japanese model of National Innovation System benchmarking Silicon Valley in the United States, Fraunhofer-Gesellschaft in Germany, and other innovation ecosystems of various countries. He said JPC was also taking the initiative in making ICT technologies useful in productivity growth in connection with the International Foundation for Information Technologies based in Japan, as well as advocating best practice in service sector innovation by first Prime Minister's award in the sector, "Nihon Service Award."

In concluding, Mr. Matsukawa expressed that JPC would like to better contribute in productivity growth brought by innovation for the future as per expressed in "Japan Revitalization Strategy" by pursuing above initiatives.

Republic of Korea

NPO Delegate for the Republic of Korea Chin Chong Wook reported that the country implemented diverse innovation activities driven by companies and government policies to enhance productivity. He mentioned two cases which were industry innovation movement and manufacturing innovation 3.0 or smart factory. He explained that the industry innovation movement was a private-led voluntary movement in which large enterprises transferred its know-how to SME suppliers to achieve mutual growth. It also helped SMEs to raise productivity through professional consulting. He mentioned that large enterprises were globally competitive in automation and smart processes in the manufacturing process. However, their SME suppliers mostly struggled, hampered by poor manufacturing capabilities and equipment. He clarified that to resolve this issue, the government proposed measures to seek win-win solutions in which large enterprises transferred its know-how to suppliers and supported their innovation initiatives for process, management and production technology including improvement of working environment. This resulted into significant performance improvement in terms of decreased defect, delivery increase by 64 percent and about US\$75 million savings in a year.

NPO Delegate Wook mentioned that a massive dissemination had been done for smart factory campaign, which was part of manufacturing innovation 3.0 policy, referred to a factory that achieved time-to-market and mass customization with minimum cost and time based on ICT convergence with manufacturing sites. The targeted companies were mostly SMEs since many were still managing and operating with analogue system. The government planned to digitalize to measure the value, discover defects in real-time and control the factory automatically through digital technology. He said that 277 companies adopted the pilot program in 2014 and the results were reduction of defect rate by 33%, cost deduction by 23% and delivery time was shortened by 27%. The country planned to spread the smart factory movement to 10,000 factories by 2020.

NPO Delegate Wook mentioned that the two cases were results of policy-driven efforts to overcome the limitations of SMEs including their low productivity. The manufacturing 3.0 was the new 'Saemul Movement' or the New Village Movement in the country to imbue a new will for innovation among SMEs. It also aimed to establish a world-class eco-system for manufacturing where large enterprises, SMEs, government, and expert institutions were united. He concluded by restating the message of President Park Gyun-hye at the UN General Assembly that the country will continue to share its experiences and know-how by spreading the Saemul Movement to other countries. The ROK will also do its best in enhancing productivity of all APO member countries through policy advice, training and expert dispatch.

Lao PDR

NPO Delegate Somdy Inmyxai stated that innovation was becoming one of the main driving factors in many developing Asian countries including Lao PDR where the knowledge-based economy is booming, especially for SMEs if they wanted to improve their competitive advantages and stay in ASEAN and global markets. He noted that the Ministry of Science and Technology was in charge of developing policies and strategies related to the technology and innovation that had proposed the strategy for science and technology development from 2013 to 2020 and the vision for 2030 with following vision statements:

-By year 2020 the science and technology sector will be a driving force in enhancing productivity through innovation in order to support the implementation of the national socio-economic development aiming at continuously, stable and sustainable grow and achieving the Millennium Development Goal of the UN, building the base for industrialization and modernization of the country,

-By year 2030 the basic infrastructure for technology and innovation promotion has been firmly developed and modernized at similar level of the countries in the region, support potential economic subsectors to be capable to undertake fundamental research, develop and leverage technologies in order to accelerate the development of the country toward knowledge economies.

NPO Delegate Inmyxai stated that in order to achieve the long-term vision, the country proposed the following approaches and specific targets in the strategies:

-The execution of basic and applied research, with greater emphasis placed in the latter, as needed in agriculture, manufacture, education, health and services. The targets include the

generation of technology for productivity gains, and for the protection of the environment, which includes the need of creating a Research and Development network.

-The execution of technology transfer processes, including the adaption of technology to regional existing capacities and conditions, which should involve not only local traditional knowledge but imported technology as a key resource.

-The intensification of the training for scientists and researchers, which include sending students abroad for graduate schools. One specific target is the training of 67,000 persons of which 1,000 should have a Master Science degree and 100 PhD degrees.

-The provision of funds for Research and Development and building technical infrastructure and facilities.

NPO Delegate Inmyxai suggested APO consider establishing the Center of Excellence for Innovation, where the member countries can learn from the best practices in order to encourage and promote innovation initiatives. He also proposed APO consider develop basic and advanced training courses for knowledge creation and diffusion such as innovation promoters, research institutions, universities, and governmental agencies working in technology and innovation promotion. Finally, he suggested that APO considers developing workshops, seminars or study mission for knowledge users such as SMEs and government agencies dealing with technology and innovation promotion to experience and learn about innovation ecosystem and processes.

Malaysia

Adviser for Malaysia Khidzir Ahmad explained that Malaysia has come a long way in the 57 years since gained independence, making the transformation from an agriculture-based economy to an industrial and service-oriented. One and the reasons for their continued buoyance in the face of challenge is flexibility in adapting to the changes taking place globally, as well as ability to take the best from the successful economic and business models of various countries and applying it to the Malaysian context. This has hitherto ensured Malaysia a strong position as a global player and a leader in the region. However, competition from newly emerging markets in the region is already generating excitement in the international arena. Malaysia's regional neighbors are fast becoming a force to contend with in many development sectors. While we are in a stronger position than many countries, we risk being overtaken by these growing economies. With the global economic landscape undergoing transformation at a rapid rate, the ability of any Nation to adjust and embrace change will determine its prosperity.

According to Mr. Khidzir Ahmad one of the strategies the Malaysian Government has instituted in line with "adjusting the sails", have been a number of high-impact programs implemented under the purview of institutions set up with the aim of ensuring that the nation remains competitive and relevant in the changing economic environment. Malaysia began as a factor-driven economy entrenched in agriculture and mining and then moved on to an investment-driven economy focusing on manufacturing, banking and real estate. Today, the focus has shifted to an innovation and knowledge-driven economy to ensure that the country remains ahead of the competition. The setting up of a national innovation agency with a mission that can be summarized as "Wealth Creation through Knowledge, Technology and Innovation" clearly indicates that innovation is high on the Government's agenda for

achieving the aspirations set out in Vision 2020. To realize this vision, Malaysia needs to dramatically improve her GDP within a relatively short time frame. Amongst the government bodies set up to this end are Performance Management and Delivery Unit (PEMANDU) and Unit Inovasi Khas or UNIK. The initiatives that have been introduced to ensure Malaysia continues to grow at a healthy rate include the Malaysia Programme, the Economic Transformation Programme (ETP) and the Government Transformation Programme (GTP). The Government is implementing a variety of initiatives towards this end and innovation is foremost amongst them. And also the Government has introduced a variety of strategy documents and initiatives to address some of the pressing issues facing the country.

In conclusion, Adviser Khidzir Ahmad expressed that the formulation and implementation of Innovating Malaysia involves a whole-of-government approach and calls for horizontal as well as vertical co-ordination of initiatives. Also it will adopt the best practices and experiences of other countries, and adapt these to the Malaysian context to ensure they are relevant to the country's institutional environment, regulatory policies, markets and stage of socio-economic development, amongst others. The government, industry, academia/research bodies and the Rakyat can no longer afford to innovate in silos; instead all four institutions must join forces to create an eco-system that will foster innovation and generate exciting new products and services. That will capture the interest of the international markets, thereby generating new-wealth for Malaysia and her people.

Mongolia

Agriculture Delegate Bayarkhuu Tsookhuu reported on the scientific approaches by establishing and supporting national innovation framework since 2005. The Parliament of Mongolia adopted the Law on Science and Technology in 2006 and the other Law on Innovation in 2012, in which several new chapters of innovation possibilities had begun to be realized in the country. Moreover, "National innovation development program for 2008-2015" was adopted by the Government of Mongolia in 2008 within the framework of the master plan for science and technology of Mongolia for 2020.

Even though the laws and programs have been implemented for several years, its implementation results were still questionable. According to the Global innovation index for 2015, Mongolia is positioned at 66th out of 141 countries surveyed. Moreover, foreign trade statistics show that primary and natural resource based manufacturing exports accounted for 98.9 percent of the entire country exports in 2013.

Mr. Tsookhuu said that it means Mongolia has to place more emphasis on the innovation framework and its outputs in the near future. In connection to that, Mongolian national innovation system needs to be developed and implemented with tight cooperation of public and private sector. Mongolia has been experiencing many innovation-oriented, scientifically developed and privately produced brand new products within last few years. A great majority of these products came from agricultural sector due to its contribution to the economy and high technology levels. Also, its vast land contains a variety of wild medicinal plants that could be very important source for medicine companies. In fact, some Mongolian medicine companies now offer innovation supported brand-new medicines for cancer-related diseases.

Mr. Tsookhuu concluded that with these advantages and reasons, future programs should have a greater emphasis on agricultural sector innovations and its challenges. Given the fact

that many of the member countries have well-developed agricultural industry, agricultural oriented innovation framework and its system could be a better topic to discuss the next time.

Nepal

NPO Delegate for Nepal Anjana Tamrakar stated that Nepal joined the APO in 1961 as one of the eight founder members. The National Productivity and Economic Development Centre (NPEDC) functions as NPO and liaison office for APO and as such it has a leading role in productivity promotion and in launching productivity programs in the country. NPEDC has been endeavoring in contributing to economic development process and productivity enhancement in the country by creating productivity mindset amongst the government agencies; industrial enterprises, associations, chambers and federations; and agro-enterprises and associations. However, the indirect budget support to the NPEDC for its productivity promotion functions by the government in past in the form of collecting fees on export of ready-made garments to USA and Canada does not exist anymore. The sources from consulting services have also decreased tremendously due to increasingly competitive market for consulting services. Hence, there is a tremendous pressure on both the productivity promotion and regular functions (including APO program) of the Centre in recent years and even become very much severe if a permanent source of funds for its productivity promotion function is not ensured.

She explained that to move to a higher growth path, Nepal will have to remove bottlenecks to private and public investment in key growth sectors. The most vivid example of Nepal's economic potential is hydropower. Hydropower development could be a game changer for Nepal. Development of the sector would reduce load-shedding and provide major revenues through exporting electricity to India and Bangladesh. She pointed out that one of the major prerequisite for higher growth in Nepal is greater political stability and policy certainty. Poor infrastructure and insufficient industrial development is also the single most important economic bottleneck to growth in Nepal—and therefore to more jobs, improved services, better livelihoods, and lower poverty. Other challenges include a difficult regulatory environment and an urgent need to consolidate financial sector stability.

Ms. Tamrakar said that agriculture will continue to be an important source of growth, jobs and poverty reduction, at least over the medium-term. Key challenges in the social sectors include low access to and low quality of skills development and persistently high childhood malnutrition. Nepal would also benefit from strengthening its e-governance and management of public expenditures, streamlining and strengthening budget preparation, improving budget execution, and improving transparency and oversight.

Pakistan

NPO Delegate for Pakistan Sher Ayub Khan expressed his gratitude to the Government of Singapore and SPRING Singapore for hosting this WSM.

Mr. Khan stated that Pakistan was focused on adopting a pragmatic approach to capitalize on the real potential of the country. Various Policies of the Government under the Vision 2025, National Action Plan, National Industrial Strategy, National Climate Change Policy, and National Agriculture Policy were playing a pivotal role in encouraging entrepreneurship, innovation, and competitiveness.

Mr. Khan mentioned that the National Innovation Policy was established in 2011. This policy provided the Economic Growth Framework, which focused on innovative approaches and strategies to ensure rapid and sustainable economic growth by educating and involving youth in innovative and productive activities. The Framework focused on different dimensions of innovations to promote sustainable inclusive economic development including: enhance competition and competitiveness, promote innovation and create an innovative society, encourage entrepreneurship, protect intellectual property, accelerate human resource development, and encourage indigenous technology development.

Mr. Khan informed that Pakistan Innovation Foundation was currently working on launching the initiatives: National Innovation Grand Challenge (NIGC), Annual Celebration of Innovation, and PIF Innovation Fellows.

Mr. Khan added that Pakistan Software Houses Association for IT and ITES (PASHA) was a platform to promote, protect, and develop the software Industry in Pakistan. PASHA had taken many initiatives to stimulate innovation and creativity such as the PASHA Fund for Social Innovation, and the PASHA ICT Awards

After the launching of China-Pak Economic Corridor (CPEC) program this year, Ministry of Planning and Development was focusing on development of “Pakistan Innovation Corridor” to create a link between local universities and well-reputed international universities for exchange of new information, ideas, knowledge and experiences. The Pakistan Innovation Corridor would enable cross pollination of ideas and innovations across social and corporate sectors to stimulate social entrepreneurship for sustainable positive effect in the education sector.

Mr. Khan stated that the Five-Year Plan 2013-18 was a comprehensive roadmap with innovative strategies and timelines for achieving the targeted GDP growth rate of 5.5%. The plan was focused on developing human and social capital of the country by enabling universal access to education and health facilities, empowering women and eradicating poverty thereby capitalizing the demographic dividend and increasing the total factor productivity.

Mr. Khan mentioned that in Pakistan the major portion of its population were between the age of 18 to 35 years. The Government had allocated sufficient funds for the Higher Education Commission and the State Universities for human capital development all over the country. The Prime Minister had also announced special schemes including Youth Business Loans, Youth Skills Development Program, Interest Free Loan Scheme for women, Fee Reimbursement Scheme for Students of Less Developed Areas, and Youth Internship Program.

Mr. Khan highlighted that the Government of Pakistan had introduced various support initiatives for the agricultural sector, which was a major contributor to the national GDP and significant source of the economic growth and rural employment generation.

Mr. Khan said that Pakistan was following a well thought out program of reforms in all sectors of the economy aimed at removing distortions, inefficiencies, enhancing regulatory oversight and encouraging innovations and competitiveness.

Mr. Khan suggested that APO and NPOs needed to work together to improve productivity of MSMEs and Service Sectors with focus on innovation and commercialization. APO might consider developing a Center of Excellence in Innovation, introducing more projects relating to ICT, entrepreneurship, incubation, and agricultural innovations.

Finally, Mr. Khan thanked the “APO Family” for its commitment to support and promote the productivity movement in Asia-Pacific region.

Philippines

NPO Delegate for the Philippines Antonio D. Kalaw, Jr said that as a newly designated COE on Public-sector Productivity, the Development Academy of the Philippines (DAP) was a key player in implementing various programs and projects on productivity, quality and innovation in the public sector and private sector including SMEs which were primarily aligned to the goals and strategies of the Philippine Development Plan and the priority thrusts of the government. He mentioned that the DAP played an active role in crafting the national innovation strategy called Filipinnovation, spearheaded by the Department of Science and Technology along with other public and private sector organizations. He said that Filipinnovation fostered a culture of innovation that contributed to making the country globally competitive. Its vision was a Filipino nation having a comparative and multidisciplinary workforce competent in producing value-added knowledge-based products and services of global standards, competitive local firms driven by or borne out of constant innovations brought about by R&D, and a public policy environment that ensures continuous innovation. He explained that in order to realize such vision, four strategies were adopted: strengthening human capital; supporting business incubation and acceleration efforts; regenerating the innovation environment; and upgrading the Filipino mindset.

NPO Delegate Kalaw explained that during the last two decades, the DAP initiated, developed and implemented various productivity and innovation programs specifically for the public sector. Among the initiatives which fostered innovation in the public sector, particularly in frontline delivery of services and in reducing cost of doing business, was the Anti-Red Tape Act or ARTA which required all government agencies to come-up with, publish, and publicly display a Citizens or Service Charter that informed the citizens on the agencies’ mandated services, where and whom to go for such services, what were the procedures, and how much to pay. He said that with the Citizens Charter, government agencies were to periodically conduct a citizen expectation survey that would provide the basis in cutting red tape and improving service delivery. He also cited the periodic report card surveys required to get the citizen’s satisfaction.

NPO Delegate Kalaw reported on other initiative in the development and implementation of the Government Quality Management Program through the issuance of Presidential Executive Order No. 605 which required all government agencies to have their respective Quality Management Systems ISO certified. He mentioned that a Balanced Score Card patterned after the Results-Based Performance Management System was developed and now on its third year of implementation in all government agencies. The system rationalized, harmonized, streamlined, simplified, integrated, and unified all performance management systems from the scorecard of the President, the Cabinet Members, the organizations, down to employee performance level. He said that this was also linked to the Performance-Based Incentive System of the government. He also cited the Public Management Development

Program, as the National Government's Career Executive Service Development Program, which trained a cadre of senior government executives and managers who will lead innovation and performance improvement in the public sector.

NPO Delegate Kalaw explained some initiatives which fostered innovation in the SMEs such as the Technology Incubation for Commercialization or "Technicom" that aimed to fast track the transfer and commercialization of research results developed by both government institutes and the private sector. Another initiative was the Small Enterprises Technology Upgrading Program, a nationwide strategy that encouraged and assisted micro, small, and medium enterprises (MSMEs) to adopt technological innovations to improve their products, services, operations, and increase productivity and competitiveness. He concluded that to enhance the innovation capabilities of the DAP as the Philippine NPO and its key stakeholders in the public sector and SMEs, some program themes for consideration by the APO in its planning were: Innovation Management in the Public Sector; Regulatory Impact Assessment and Regulatory Quality Improvement; Workshop on Knowledge Management and Innovation for SMEs; Innovation and Entrepreneurship Development in SMEs; Innovative Resource Management in water, energy, land, among others; Innovative Agricultural Extension Systems; New Technologies in Food Processing and Packaging; Basic Training Course on Agribusiness Management; Development of Productivity Specialists in Agriculture Sector; Productivity and Innovation in the Education Sector; Disaster Risk Management including Weather Forecasting; and Sustainable Cities Development and Management.

Singapore

NPO Delegate for Singapore Chew Mok Lee explained that Singapore's efforts to foster innovation was focused at local SMEs which collectively account for 99% of total enterprises and almost half of the total enterprises' value-add. To achieve this, the Singapore government utilizes a two-pronged approach; (i) helping SMEs leverage technology to innovate processes through automation and job redesign; and (ii) encouraging SMEs to innovate through new product development to capture new markets.

To support the nation's two-pronged approach to encourage innovation in SMEs, the government has put in place an ecosystem of technology-related infrastructure such as the seven Centers of Innovation (COI) to provide matching of technology-related expertise and professional assistance to SMEs at the sector level. This technology ecosystem is complemented by a wide spectrum of grants which provide funding support to catalyze innovation efforts at the firm level, tiered to meet the varying needs of the SME community.

To assist NPOs and member countries in their national innovation initiatives, as the topic of innovation-led productivity growth is relatively new, the APO will have to begin with the fundamentals of defining its own approach in defining innovation, the supporting drivers that shape regional and national innovation and finally, its own niche in the regional innovation ecosystem. It will also be prudent for APO to step up downstream efforts in building greater awareness amongst NPOs to arrive at a common yardstick of measurement towards innovation for subsequent sharing of ideas and best practices.

Ms. Chew urged the APO to utilize its strengths and find opportunities to build upon as it seeks to transition itself to complement the national innovation initiatives of member countries. Its existing access to global resources and networks can be expanded to include

thought leaders and entities in the sphere of innovation-driven growth across a myriad of enablers. In addition, the APO is uniquely positioned as a neutral intergovernmental and non-political entity to fulfil its envisaged role of policy advisory to NPOs and member countries alike, which it can further capitalize upon by investing efforts into developmental projects like the annual APO Databook to entrench itself internationally.

On behalf of Singapore, Ms. Chew expressed her gratitude to the APO for its leadership and efforts to drive productivity which has benefited the nation greatly, especially in its formative years. She reiterated Singapore's commitment to a continued partnership with APO and fellow NPOs to drive productivity and enhance competitiveness of companies in APO economies.

Sri Lanka

NPO Delegate for Sri Lanka Jinasiri Dadallage explained that the government's vision is to create a poverty-free Sri Lanka which every Sri Lankan will be able to enjoy with higher standards of living and better quality of life. In order to achieve this target, strong policies, continual flow of investments and improved innovation are important. Since the government has recognized the need of productivity improvement in the current global and domestic economic context, the National Productivity Secretariat (NPS) which comes under the Ministry of Public Administration and management, has been assigned a mandate to assist all sectors/entities; all communities in the country by providing guidance and facilitation to enhance the levels of productivity with a view to making the national vision a reality. Mr. Dadallage pointed out that the primary responsibility of the NPS is to enhance productivity in the country 5-6 percent annually by increasing all sectors through a national productivity movement during the next decade. Being the implementation arm, the NPS has made greater effort to improve productivity in the country by implementing programs targeting public, private, education and the community sectors islandwide for inculcating the productivity culture in the country.

Sri Lanka has been gradually changing from an agricultural based economy to an industrial based one over the last few decades. The development efforts taken in industrial sector during the last several decades have led to growth in per capita income, increase in standard of living of the people and decrease in overall poverty levels. In the industrial sector SMEs make a very significant contribution to the economy of the country and NPS has given priority to enhance the productivity of SME's. Productivity improvement programs are vital in manufacturing industries to sustain and meet the competitiveness in global market by increasing productivity. The NPO delegate for Sri Lanka explained that 70% of the population living in rural areas depends on agriculture for their livelihoods; this sector contributes to about 18% of the Gross Domestic Product (GDP) and 30% of the employment. The agriculture productivity growth is fundamental for reducing poverty in Sri Lanka. Therefore in Sri Lanka rapid development in food production while protecting the environment to be given high priorities in the development strategies. It has been identified poor technology, marketing, storage, transportation; poor farming practices are some of the reasons to weaken productivity in agriculture. NPS has given their contribution to achieve the objectives of the National agriculture policy by conducting several productivity promotion programs for community sector in Sri Lanka.

Mr. Dadallage mentioned that Sri Lanka has one of the largest public sectors. It has identified the importance of improving the productivity and quality of public sector to meet the needs of

public today. General public require customer friendly, effective and efficient service from the government service sector organizations. NPS has taken some steps to educate and train public sector employees including top level officials on productivity and quality tools and techniques.

In conclusion Mr. Dadallage stated that in order to achieve the development targets of all the sectors, NPS have to strengthen its institutional capacities and upgrade technical competencies for better service delivery. It has been identified the importance of conducting Development of productivity practitioners programs, Technical Expert Services and demo projects for industrial sector and Performance improvement programs in public sector institutions.

Thailand

NPO Delegate Dr. Santhi Kanoktanaporn reported that innovation development has been one of Thailand's key policies in strengthening national competitiveness since 2008. The National Science, Technology and Innovation Policy and Plan 2012-2021 was the government's plan to develop the countries' science and technology infrastructure and expand the application of its research capacity. Such strategies were mainly for five purposes: empowering the society, enhancing economic competitiveness, ensuring energy and environment security, developing human capital in science, technology and innovation, and supporting the infrastructure for science, technology and innovation. Dr Santhi advised that the government's strategies include tax incentive for private R&D investment and financial and non-financial supports for closer industry-academia relationship.

Dr Santhi noted that the Thai government emphasized the importance of innovation in its Master Plan for Productivity Enhancement in the Industrial Sector 2016-2021, where three strategies were taken to increase competitiveness and ensure sustainable development: 1) enhancing industrial productivity through innovation and technology, 2) enhancing human productivity, and 3) developing enabling factors for sustainable growth.

As to the efforts for the agriculture sector, Dr. Santhi explained that Thailand's major challenges came from low prices of local produce and recurrent drought due to climate change. The government planned to tackle the issues with the assistance of innovation and technology, such as promoting new crops that consume less water.

Dr. Santhi mentioned that Thailand's two major agencies that promote innovative development were the National Innovation Agency and the National Science and Technology Development Agency. The former supports local entrepreneur and industry-academia collaboration, while the latter promotes the application of science and technology in the industrial and agricultural sectors. As a result, Thailand's average investment on research and development reached 0.48 per cent of the GDP in 2013. However, Thailand could still improve its efforts by increasing the budget as developed countries in general invest more than 2 per cent of the GDP in science and technology.

Dr. Santhi suggested the APO to support innovation development from two angles: one being creating awareness for innovation and the other promoting the adaptation of technologies for innovation. He also suggested developing human capital and leadership to enable sustainable innovation.

Vietnam

NPO Delegate Nguyen Anh Tuan presented the Socio-Economic Development strategy of Vietnam 2016 – 2020 with the emphasis on the need of a national innovation strategy. He elaborated that Vietnam ranked 56/140 in the Global Competitiveness Index 2015, however in terms of the innovation index, Vietnam ranked 73/140, lower than the other indexes. The national economy had recovered in 2014 and achieved higher growth rates in recent years. GDP growth in the first nine months of 2015 was 6.5% - higher than the same period four years ago. Target for GDP growth rate for 2016 – 2017 was 7% – 8 %. Labor productivity growth rate was targeted at 4% – 5%. To meet those targets and to achieve the objectives of the social-economic development strategy in 2011-2020, innovation policy were required in various fields such as administrative reform, science and technology, etc.

Mr. Nguyen Anh Tuan reported some examples of effective innovation programs in Vietnam. The first example was in the legal system in public administration reform and capacity building for state administrative agencies. Master plan on administrative reforms was introduced for the period of 2011-20120 with the aim of building up an effective, efficient, transparent, and strengthen the administrative system from central to local level. The government reviewed all legal documents especially the ones relating to business environment and foreign investment attraction such as Business Law, Investment Law, etc. The relevant legislation enacted helped to simplify tax and customs procedures. Second example was provided on business environment reform where the Government of Vietnam issued a resolution to improve business environment and to enhance national competitiveness. As a result, 100% of the custom procedures were automated on a national scale by Sept 2015; National Single Window (NSW) was officially launched; technical connection with the 4 ASEAN countries (Indonesia, Singapore, Malaysia, and Thailand) was ready to be deployed. 98% of businesses implemented electronic tax return which saved time for business taxpayers. Social insurance and business registration for enterprises were improved. National Productivity and Quality Program of “Improving productivity and quality of products and goods of Vietnam's enterprises until 2020” was launched at national level, implemented at ministerial level and provincial level was the other example.

Mr. Nguyen Anh Tuan suggested priority innovation areas for future APO programs. For NPO development, he suggested to develop capability of NPO in productivity measurement, productivity analysis, and policy advisory in productivity enhancement; to organize training of trainer and follow - up national training on productivity specialists focusing on productivity tools and productivity innovation; and to benchmark on productivity measurement and policy implication. To improve sectoral level productivity, productivity measurement and analysis at sector level; benchmarking productivity measurement; solutions for productivity improvement for specific sectors should be focused. Scientific and technological progress should be applied for productivity improvement in the field such as agriculture production chain, measurement of the factor of scientific and technological progress in productivity growth and benchmarking on technology innovation in agriculture, industry and service sectors.

Agenda Item 10. Parallel Breakout Sessions for Delegates

The Secretariat briefed delegates on the background and objectives of the parallel breakout sessions. The theme of the breakout sessions was on “Priority Productivity Training Topics for Self-learning e-Course”. The objective was for the delegates to identify priority productivity training courses that are more relevant to them. The background information to guide the discussions had already been presented by the Secretariat as Reference Paper 4: “Proposed Expansion of the APO Digital Learning Program”. The delegates were divided into three separate groups comprising members of similar backgrounds and interest for easier sharing and discussion. The three groups were: Industry/Manufacturing Sectors; Service/Public Sectors; Agriculture/Food Sectors. After the briefing, the breakout sessions were facilitated by the Secretariat. The findings and recommendations of the three groups are summarized separately below.

Agenda Item 11. Summary of Breakout Sessions

Group 1: Industry and Manufacturing Sectors

NPO Delegate for India Harbhajan Singh chaired Group 1. NPO Delegate for IR of Iran Dr. Roya Tabatabaei Yazdi, the group’s presenter, introduced the group and mentioned that the group carefully studied the proposed self-Learning e-courses and had a lengthy discussion with a good brainstorming exercise. She highlighted the topics prioritized by the group as follows:

1. Total Productive Maintenance Applications in SMEs (Basic and Advanced)
2. Productivity Tools and Techniques (Basic and Advanced)
3. Total Quality Management for SMEs (Basic and Advanced)
4. Energy Efficiency for SMEs (Basic and Advanced)
5. Material Flor Cost Accounting (MFCA) (ISO 14051)
6. Green Productivity and Integrated Management Systems (Basic and Advanced)
7. Green Growth & Green Economy
8. Training Course for Energy Auditors (Basic and Advanced)
9. Climate Change Impacts and Adaptation (Basic and Advanced)
10. Green Productivity and Environment Management System (ISO 14001)
11. Training Course for Lead Auditors :ISO 14001:2004

Dr. Yazdi pointed out that out of 14 proposed subjects/titles, the following were not so relevant to the group’s interest:

- Method for Electricity Management (Basic and Advanced)
- Method for Heat Management (Basic and Advanced)
- Green Productivity and Medical Waste Management

She explained that all members of the group unanimously agreed that the courses must be free for the participants from the member countries. She also said that the Secretariat can set nominal fees for the participants from non-member countries. In addition Dr. Yazdi explained that based on the available budget, the Secretariat must develop the courses for 2017 and 2018.

NPO delegate for Singapore Mr. Rajeshpal Singh supported the ideas on charges from the participants of non-member countries noting that it may be a potential revenue source for the APO.

Group 2: Service and Public Sectors

Group 2 was chaired by NPO Delegate for Fiji Kamlesh Prakash. NPO Delegate for Sri Lanka Jinasiri Dadallage and Adviser for Singapore Simon Lim, co-rapporteurs, reported the group's recommendations and comments on the proposed self learning e-courses.

The group was generally supportive on the proposed list of self-learning e-courses, recognizing all proposed programs were important. The groups shared their prioritization primarily based on the needs of member countries in the group as follows:

- Business Excellence (Basic and Advanced): High
- Customer Relations Management: High
- Digital Opportunities for Microenterprises and SMEs: Low
- Human-centered Productivity : Medium
- Information Security Management System (ISO 27000): Low
- Labor-Management Relations: Medium
- Lean Manufacturing Systems (Basic/ Advanced): High
- Management of Innovation (Basic/Advanced): High
- Marketing Strategies and Product Branding for SMEs Medium/High
- OHSAS 18001: Occupational Health and Safety Management System: Low/Medium
- SA 8000: Social Accountability: Low
- Social Responsibility: ISO 26000: Low
- Sustainable, Resilient Supply Chains and Integration into Global Value Chains: High
- Measuring and Managing Knowledge Productivity: Medium, starting with workshop first
- Knowledge Management (Basic and Advanced): Medium/High
- Productivity Measurement in Public-sector Organizations: High
- Productivity Measurement and Management in the SME Sector: High
- Using Productivity Data for Service-sector Policy Formulation Low, starting with workshop first
- Performance Measurement Methodology for Public Organizations: For the COE on Public-sector Productivity to handle
- Strategic Leadership for Public-sector Organizations (Basic/Advanced): For the COE on Public-sector Productivity to handle

The group suggested adding the following courses for consideration:

- Basic Productivity Tools and Techniques: 5S and Kaizen etc.
- Advanced Productivity Tools and Techniques: TQM and 6 sigma etc.

The group also recommended the followings:

- Obtain contents from providers such as NPOs and other training institutions
- Promotion/publicity of the e-learning platform is the critical factor for the success: need collective effort of member countries
- Design practical contents, not too theoretical ones
- Provide courses for both managerial and non-managerial staff
- Gain feedback from users to see the course priorities
- Provide the courses for free and review later to gain sufficient number of users

The report triggered lively discussions on whether or not to charge fees on the self-learning e-courses. There were several differing views on the fee charges such as i) the courses have to be provided for free at least at the outset to gain traffic; ii) the courses could be provided for free but chargeable when certificates and/or diploma were given; iii) the courses could be provided for free to users in member countries and chargeable to users in non-member countries. It was also suggested that it was crucial to take stock of existing e-learning courses by NPOs and leverage them.

Group 3: Agriculture and Food Sector

Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai chaired Group 3. Agriculture Delegate for Fiji Penitiko Aore Taoi, the group presenter, mentioned that the group had detailed discussions on the various potential topics for self-learning e-courses to arrive at the following prioritized list:

1. Good Agriculture Practices (GAP)
2. Organic Agriculture and Organic Agribusiness
3. Agribusiness Management
4. Safety Management System
5. Controlled-Environment Agriculture
6. Development of Agribusiness Productivity Specialists
Agritourism Business Development
7. Rural Entrepreneurship
8. Rural Revitalization Strategies and Models
International Trade of Agriculture and Food Products
9. Cold Chain Management of Perishable Food Products
Economic and Financial Analysis of Development Projects
10. Waste Management in Agribusiness
11. Project Development and Management (Integrated Rural Community Development)

In addition, the agriculture delegates suggested the following additional themes for the self-learning e-courses:

1. Regulatory Impact Assessment in Food and Agriculture Sectors
2. Agricultural Productivity Measurement
3. Home Gardening
4. Climate Change in Agriculture

Finally, the Group made these recommendations:

1. Basic courses may be offered free for participants from MCs

2. Nominal fees may be charged from MCs for the Advanced Courses.
3. Fees may be chargeable for the participants from nonmember countries for both the Basic and Advanced Courses
4. Intermediate-level courses may be considered for specific subjects
5. Member countries should be allowed translation of the course materials into the local language

Agenda Item 12. Reconfirmation of the APO Program Plan for 2016

Two concurrent strategic planning sessions, one for the industry and service sectors and another for the agriculture sector, were held to reconfirm tentative hosting of projects listed in Doc. No. 3: APO Program Plan for 2016.

Industry and Service Committee

The Chair of the Industry and Service Committee NPO Delegate Antonio Kalaw, Jr. briefly gave the background of 2016 program plan. He requested delegates to reconfirm the hosting of projects in 2016 and specify timing if possible and to confirm hosting new projects for 2016.

NPO Delegate for Fiji Kamlesh Prakash proposed to host the “Training course on Management Consultancy with focus on Green Productivity”, but to shorten duration from 12 days to 5 days, and to change title to “Training course on Green Productivity”. It was endorsed by delegates.

NPO Delegate for Malaysia Kamaruddin Mohamad confirmed hosting two projects of “Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)” and “Training Course on Lean Manufacturing Systems” but proposed that program should be shortened to 5 days, or Malaysia would bear local costs up to 5 days and for the rest of the duration, APO and NPO will share local cost.

The Chair sought the support of the delegates to host the remaining projects without any hosting countries. The following projects were confirmed with hosting NPOs: 1. “International Conference on Public-sector Productivity” by the Philippines; 2. “Multicountry Observational Study Mission on Advanced Energy Technology” by Iran; 3. “International Conference on Innovations and Applications of New Technologies to Improve Productivity” by Sri Lanka; 4. “Workshop on Information Security Management Based on ISO27000” by Pakistan; 5. “Multicountry Observational Study Mission on Industrial Engineering Techniques for Productivity Improvement in SMEs” by Singapore.

Five projects had no hosting countries: 1. “Forum on Development of Knowledge Management Communities of Practice in APO Member Countries”, 2. “Multicountry Study Mission on Local Government Service Delivery and Productivity”; 3. “Multicountry Observational Study Mission on Labor-Management Relations”; 4. “Forum on the Development of Ecocities for the Future”; 5. “Workshop on Reverse Innovation for SMEs: Learning From Success Stories in Accessing Markets”.

The Secretariat presented background and objectives of newly proposed projects for 2016 for discussion and endorsement. All the newly proposed projects were endorsed and confirmed.

Agriculture Committee

The Strategic planning session 2 for agriculture and food sector was conducted to reconfirm projects in the Program Plan for 2016. Sixteen Agriculture Delegates and Advisers from 16 member countries participated in the deliberations. Japan, the Republic of Korea and India did not have any representative. Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai chaired the session. At the request of the Chair, the Secretariat provided a brief background and overview of the Proposed 2016 Agriculture Program. The Chair requested delegates to reconfirm the hosting of projects in 2016 and specify timing if possible and to confirm hosting new projects for 2016 as listed in Doc. No. 2.

The 2016 Program Plan was endorsed subject to the following:

The Republic of China confirmed hosting the project 16-AG-05-GE-TRC-B but proposed to change the title to “International Conference on Bio-pesticides and Bio-fertilizers” instead of “Training Course on Nonchemical Pest Management in Agriculture”. The duration the conference was suggested to be four days. The Agriculture Delegate from ROC explained that this conference will be the first project under the 5-year Biopesticide and Biofertilizer for Green Agriculture Program that ROC will sponsor.

Agriculture Delegate for Sri Lanka requested additional time for consultation with relevant ministry on the hosting of project “Workshop on Material Flow Cost Accounting (MFCA) for the Food-processing Industry (16-AG-17-GE-WSP-B).”

Hosting of the project “Workshop on Modern Quality Control and Inspection Systems for Food Produces (16-AG-20-WSP-GE-A)” assigned to India was not confirmed and no country expressed interest to host.

For the proposed new projects in 2016, Bangladesh confirmed hosting the “Organic Agro-Industry Development Leadership Course in Asia (16-AG-26-GE-TRC-B)” with co-sponsorship of CIRDAP and International Federation of Organic Agriculture Movements (IFOAM).

No country showed interest to host the project “International Conference on Green Productivity in Agriculture (16-AG-27-GE-CON-A).”

Delegates endorsed all other proposed new projects for 2016. Other changes in the projects are reflected in the matrix attached to the report.

Agenda Item 13. APO Program Plan for the 2017-2018 Biennium

Industry and Service Committee

Two concurrent strategic planning sessions, one for the industry and service sectors and another for the agriculture sector, were held to confirm tentative hosting of projects listed in Doc. No. 4: APO Program Plan for the 2017–2018 Biennium.

The Chair of the Industry and Service Committee NPO Delegate Antonio Kalaw, Jr. explained the purpose of this session was to review APO Project line up for 2017-2018 Biennium; review prioritization of APO projects for 2017 and 2018, confirm hosting of 2017

projects and timing; and tentatively confirm hosting of 2018 projects (to be reconfirmed at next WSM). Mr. Kalaw requested the Secretariat to present background and objectives of planning for 2017-2018 projects. Overview of program approach and details of each program by departments with goals and major subject areas for each program were presented by the Secretariat.

Following the presentations of the Secretariat, delegates confirmed hosting for the year of 2017. NPO Delegate for Malaysia Kamaruddin Mohamad reiterated that Malaysia confirmed to host, but any program lasting for more than 5 days should be shortened to 5 days, or Malaysia would bear local costs up to 5 days and APO and NPO will share local cost for the rest of the duration.

Adviser for Republic of Korea Taiho Kang proposed to shorten the duration of “Multicountry Observational Study Mission on SME Development” to 4 days.

Adviser for Republic of China Dr. Eugene Lin confirmed hosting the “Training Course on Management Consultancy on GP with focus on SMEs” while proposing to shorten project length from 10 to 5 days. The matter would be further discussed with the APO Secretariat.

The Chair requested delegates to reconsider hosting those projects. For 2017, the following projects were then confirmed to be hosted: 1. Training Course for Labor Management Relations in SMEs confirmed by Iran; 2. Workshop on Corporate Social Responsibility (CSR) in SMEs by Sri Lanka; 3. Workshop on Material Flow Cost Accounting (MFCA) by Bangladesh; 4. Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector confirmed by Fiji while proposing to change title to “Workshop on Innovation for SMEs”, and duration would be increased to 4-5 days.

The Philippines showed interest in hosting for the following projects: 1. “Workshop on Performance Management for the Public Sector”; 2. “Workshop on Developing the APO Public-sector Leadership Framework” but project title to be changed to Training Course on Public-sector Leadership; and 3. “Workshop on Regulatory Review for Improving Ease of Doing Business”. NPO Delegate for Cambodia showed interest for hosting the “Multicountry Observational Study Mission on Global Market Access Focusing on Retail Industry”.

Nine projects for 2017 were left without hosting countries: 1. “International Conference on Policies for Productivity Growth”; 2. “Multicountry Observational Study Mission on Information and Communication Technology (ICT) Innovation in Service Sector”; 3. “Multicountry Observational Study Mission on the Impact of Industrial Policy on SMEs Productivity”; 4. “Multicountry Observational Study Mission on Solar and Biomass Energy Applications”; 5. “Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific”; 6. “Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement”; 7. “Multicountry Observational Study Mission on Leadership Traits and Competencies for Enhancing Public Service Quality”; 8. “Workshop on Energy Efficient Technologies for SMEs” and 9. “Research Meeting on Evidence-based Productivity Analysis and Policy Recommendations for APO Economies”.

NPO Delegate for IR Iran Dr. Yazdi urged member countries to host at least two projects per year especially the larger economies otherwise the APO will face difficulties in future. She noted that smaller economies accepted hosting projects while the larger ones, apart from Japan which provided special cash grants for projects, did not accept. Chair Kalaw thanked

Dr. Yazdi for her comments and requested the Secretariat to take note as this is an issue that the Governing Body should discuss.

Upon the completion of confirming hosting of 2017 projects, delegates were requested to confirm hosting projects for 2018. NPO Delegate for Malaysia Kamruddin Mohamad confirmed the hosting of “Training Course on Development of Productivity Practitioners: Advanced” but proposed to bear local costs up to five days only and the cost of the rest of the duration to be co-shared with the APO.

NPO Delegate for Malaysia Kamaruddin confirmed to host the “Training Course on Lean Manufacturing System” and proposed that program duration should be shortened to 5 days, or Malaysia would bear local costs up to 5 days and for the rest of the duration, APO and NPO will share local cost.

Adviser for the Republic of Korea Taiho Kang confirmed to host “Multicountry Observational Study Mission on SME Development” and “Multicountry Observational Study Mission on CSR in Service Sector” but proposed to reduce the number of days to four of both projects.

Adviser for Singapore Rajeshpal Singh Sandhu confirmed to host Multicountry Observational Study Mission on Business Excellence (BE) for Service Sector” but proposed to reduce the number of days to four.

Adviser for the Republic of China Eugene Yu-Ying Lin agreed to host the Training Course on Management Consultancy on GP for Service Sector” with the proposal to reduce the number of days into five. The matter would be further discussed with the Secretariat.

The Chair requested delegates to reconsider hosting those projects. “Workshop on Service Innovation in ICT for Banking Sector” confirmed to be hosted by IR Iran. The Philippines would consider hosting the “Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity by Philippines”.

Thirteen projects for 2018 were left without hosting countries: 1. “International Conference on Knowledge Productivity”; 2. “Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs”; 3. “Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development”; 4. “Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders”; 5. “Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific”; 6. “Workshop on Market Access Focusing on Restaurant”; 7. “Forum on Productivity Measurement and Policy Implications for APO member economies”; 8. “Workshop on Visionary Leadership for Enhancing Public-sector Competitiveness and Innovation”; 9. “Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries”; 10. “Multicountry Observational Study Mission on Energy Efficient Technologies and Applications for Service Sector”; 11. “Workshop on KM and Innovation for Local and Regional Government Authorities”; 12. “Research Meeting on Social Commerce for SMEs”; 13. “Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region”.

No other matters were raised regarding the confirmation the hosting of projects. The Chair requested the Secretariat to present new proposals submitted by India, Thailand, Republic of China, IR Iran and Mongolia for discussion and the consideration by WSM Delegates.

Adviser for Republic of Korea Kang Taiho confirmed hosting three projects in 2016. He shared that ROK was considering hosting one additional “Workshop on Sustainable Community Development” in 2016 under the KPC’s special cash grant of \$50,000 and requested for APO to fund 12 additional participants to benefit more member countries. The Secretariat responded that this matter would be subject to approval by the Governing Body. Mr. Kang proposed a new research idea for 2016 on “new productivity indicators”. He elaborated that since labor productivity was measured as the output per unit of labor injection, it failed to reflect major elements such as capital injection, external effect, and qualitative changes in injection of elements. Thus a productivity indicator to comprehensively consider the ripple effect of output including R&D and technological innovation, brand power, advancement in IT, globalization and qualitative changes in human capital which cannot adequately explained by labor productivity. NPO Delegate for Sri Lanka Jinasiri Dadallage and NPO Delegate for India Harbhajan Singh supported the idea. Mr. Singh further commented that more research programs should be conducted alongside with training activities as research is an important activity of international organizations.

NPO Delegate for India Harbhajan Singh informed everyone on the several fields of expertise that India could offer to member countries especially on hands-on training program on energy efficiency and common industrial energy use equipment. He said that NPC India was very eager to share knowledge and train the APO member countries especially neighboring countries. He suggested that the APO can serve as a platform to facilitate this capacity building of interested NPOs in taking advantage of the existing facility. He also shared about their other training programs on productivity such as the Material Flow Cost Accounting and Lean Manufacturing in which NPC had been declared as a lead agency in the country in implementing and monitoring industries including SMEs. He cited that NPC had more than 100 trained consultants who could support APO member countries in these areas. Mr. Singh requested member countries to take advantage of this capability building program supported by the NPC.

NPO Delegate for Thailand Dr. Santhi Kanoktanaporn proposed to look at the fields of: 1) Future Management including Foresight, Risk Assessment for Future Mega Trend and Strategic Plan for Future, and 2) Industry 4.0 as the incoming trend for manufacturing. Dr. Santhi agreed to host multicountry projects related to these topics. Adviser for the Republic of China Eugene Yu-Ying Lin and NPO Delegate for Republic of Korea Taiho Kang supported the idea. Secretariat mentioned the possibility of undertaking an Industry 4.0 related mission in 2016.

Adviser for the Republic of China Eugene Yu-Ying Lin explained about ROC’s proposals on new ideas of projects, including 1) new trends of industrial development such as industry 4.0 and big data, and 2) development of green economy and innovation by utilization of e-marketing and ICT technology. He also confirmed the ROC’s capacity of hosting should the APO develop such projects. Fiji Delegate Kamlesh Prakash supported ROC’s proposal.

NPO delegate for IR Iran Dr. Roya Tabatabaei Yazdi proposed two project ideas: 1) productivity of water regarding water footprint and basin, and 2) water productivity measurement and optimization. Dr. Tabatabaei highlighted that water management was

crucial to Middle East countries therefore APO should consider including it into its activities to interest other Middle East countries. She noted that the proposed ideas were different from what has been proposed in the APO agriculture projects. She also confirmed the IR Iran's capacity of hosting should the APO developed such projects.

NPO Delegate for Vietnam Nguyen Anh Tuan commented that this issue was country-specific as most East Asian countries did not face such problems. NPO Delegate for Thailand Dr. Santhi Kanoktanaporn acknowledged the importance of water management, noting the recurrent flooding in Thailand. The Secretariat advised that this matter would be further discussed with IR Iran.

NPO Delegate for Malaysia Kamaruddin Mohamad reiterated Malaysia's need of shortening project duration for certain projects it hosts and APO sharing local expenses. Advisor for Singapore Rajeshpal Singh Sandhu suggested exploring other ways for training, such as combining face-to-face learning with self-learning e-courses. The Secretariat responded that shortening project durations may not be ideal since project participants' major dissatisfaction mainly came from tight project schedule. In addition, certain projects were related to extensive training and certification, therefore it might be counter-productive to reduce the duration. Agriculture Delegate for Pakistan Rabia Jamil and NPO Delegate for Bangladesh Dr. Md. Nazrul Islam supported to keep the same duration to ensure quality projects. The Secretariat will discuss with Malaysia on its proposal.

The Chair concluded the discussions by asking the Secretariat to take note of all issues and suggestions made by the delegates. He said that quality of project was of primary importance and agreed to the idea that e-learning courses can be a pre-requisite in attending a face-to-face training of the APO. He suggested organizing training courses so that the different courses could be separated into levels ranging from basic to expert. This structure may also enable fees to be charged as it incentivizes participants to aim to complete the more advanced levels which could also lead to certification.

Agriculture Committee

The Chair of the Agriculture and Food Committee Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai explained that the purpose of this session was to review APO Project line up for 2017-2018 Biennium; confirm hosting of 2017 projects and timing; and tentatively confirm hosting of 2018 projects. Dr. Pongsrihadulchai requested the Secretariat to present background and objectives of planning for 2017-2018 projects. The Secretariat provided a brief background and overview of the lineup of projects for 2017-2018 biennium. The Chair requested delegates to review and tentatively confirm the hosting of projects as listed in Doc. No. 4: APO Program Plan for the 2017–2018 Biennium.

1. The 2017 Plan was endorsed subject to the following:

The project “Advanced Agribusiness Management Course for Executives and Managers” (17-AG-12-GE-WSP-B)” had no host country as Thailand was unable to host and no other country expressed interest in hosting the project.

Agriculture Delegate from the Republic of China confirmed hosting the project, “Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism (17-AG-25-GE-

OSM-A)” in 2018 to be swap with the “Training Course on Planning and Management of Community-based Rural Tourism Project (18-AG-24-GE-TRC-B)” to be hosted by IR Iran in 2017.

Agriculture Delegate for Malaysia confirmed hosting the project “Workshop on Cold Chain and Logistics Management (17-AG-32-GE-WSP-B) as India could not confirm hosting.

The additional projects were recommended for including in 2017 program. Mongolia proposed to host Workshop on Index-based Livestock Insurance System; and ROC proposed to host an International Conference on Bio-fertilizers and Bio-pesticides (II) as part of the 5 year Biopesticide and Biofertilizer for Green Agriculture Program that ROC will sponsor.

Agriculture Delegate for Sri Lanka requested additional time for consultation with relevant ministry for hosting of the projects “Workshop on Waste Management in Agribusiness (17-AG-16-GE-WSP-A)” and “Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture (17-AG-08-GE-WSP-A)”.

2. The 2018 Program Plan was endorsed subject to the following:

The projects “Training Course on Cold Chain and Logistics Management (18-AG-30-GE-TRC-B)” and “Training Course on Strengthening Participation of Producers Associations and Farmers Cooperatives in Value Chains (18-AG-19-GE-TRC-B) proposed for hosting by India were confirmed for hosting by the Agriculture Delegate for Malaysia and IR Iran, respectively, as India could not confirm hosting.

Agriculture Delegate for Sri Lanka requested additional time for consultation with relevant ministry on hosting of the project “Workshop on International Marketing of Agrifood Products (18-AG-11-GE-WSP-A).

Agriculture Delegate for Indonesia requested additional time for consultation with the Ministry of Agriculture, Indonesia on the hosting of the project “Multicountry Observational Study Mission on Successful Models of Integrated Farming (18-AG-06-GE-OSM-B).”

Two additional projects were proposed to be added to the 2018 Program Plan: 1) Agriculture Delegate for the Philippines proposed the project “Workshop on Policy Review on Regulatory Institutions for Agriculture and Food Sectors,” and 2) Agriculture Delegate for ROC proposed the “International Conference on Bio-fertilizers and Bio-pesticides (III) as part of the 5 year Biopesticide and Biofertilizer for Green Agriculture Program that ROC will sponsor.

In addition, the following recommendations were made:

1. APO should maintain the number of agriculture and food related projects at the same level as in the previous year, i.e. 18-20 projects per year considering the importance of agriculture and food sectors for the APO member countries;
2. Future Survey and prioritization of APO projects should be made by sector;
3. Delegates appreciated the offer of CIRDAP to co-sponsor some of the projects in selected member countries.

Agenda Item 14. Special Seminar: Master Class and Networking Session with the American Productivity and Quality Centre

On 22 October, WSM delegates attended the Special Seminar Master Class and Networking Session with the American Productivity and Quality Center (APQC). President and Chief

Operations Officer of the APQC, Lisa Higgins introduced to delegates the APQC's business model, strategy and approach to financial sustainability. The key elements of the APQC's success included its research on world class business practices, human resource management performance, and organizational productivity measurement. During the session, posed questions to the presenter about overcoming the challenges faced by NPOs to maintain its relevance and sustain competitiveness in the market.

Agenda 15. Adoption of the Reports of the Strategic Planning Sessions

Report on Parallel Breakout Sessions

On behalf of all the breakout groups, Group 2 Chair Kamlesh Prakash reported the salient points of the discussions of the three groups. The breakout session format provided an excellent platform for WSM delegates to discuss the key recommendations of the topics for Self-learning e-Courses. Three objectives of the breakout session were to: 1) discuss the list of Self-learning e-Courses proposed by the Secretariat; 2) identify the gaps in training needs and propose relevant courses; and 3) endorse courses and make any other recommendations.

The groups carefully studied and discussed the proposed Self-learning e-Courses. Group 1 endorsed 11 out of the 14 proposed topics for 2017 and 2018. All members of the group unanimously agreed that the courses must be free for the participants from the member countries while nominal fees may be set for the participants from non-member countries. Group 2 was generally supportive on the proposed list, recognizing that all the proposed programs were important. However, there were several differing views on the fee charges such as: 1) the courses have to be provided for free at least at the outset to attract large number of participants; 2) the courses could be provided for free but chargeable when certificates and/or diploma were given; and 3) the courses could be provided for free to users in member countries and chargeable for users in non-member countries. It was also suggested to take stock and leverage the existing e-learning courses conducted by NPOs. Group 3 mentioned that the group had detailed discussions on the various potential topics to arrive at the prioritized list. In addition, the agriculture delegates suggested four additional topics for the Self-learning e-Courses. Finally, the group made these recommendations: 1) Basic courses may be offered free for participants from member countries; 2) Nominal fees may be charged for participants from member countries for the Advanced Courses; 3) Fees may be charged for the participants from nonmember countries for both the Basic and Advanced Courses; 4) Intermediate-level courses may be considered for specific subjects; and 5) Member countries should be allowed to translate the course materials into the local language.

In the absence of any comments, the report of the parallel breakout sessions was adopted.

Industry and Service Committee

The Chair of the Strategic Planning Session (SPS) for the Industry and Service Sectors Antonio Kalaw, Jr. reported the outcome of the meeting, which reconfirmed the hosting countries of projects in APO Program Plan for 2016 and reviewed the APO Program Plan for the 2017-2018 biennium. For the Program Plan for 2016, the NPO delegates and advisers reconfirmed the hosting of projects except for five projects. All the seven new projects for 2016 proposed by the Secretariat were endorsed by the committee members. The five projects for 2016 without host countries included: 1. Forum on Development of Knowledge Management Communities of Practice in APO Member Countries; 2. Multicountry Study

Mission on Local Government Service Delivery and Productivity; 3. Multicountry Observational Study Mission on Labor-Management Relations; 4. Forum on the Development of Ecocities for the Future; and 5. Workshop on Reverse Innovation for SMEs: Learning From Success Stories in Accessing Markets.

SPS Chair Kalaw stated that the Committee also reviewed the APO Program Plan for 2017 and 2018, where the Secretariat presented the overview of the plan including the program approach, followed by the confirmation of hosting country. For the projects for 2017, hosts for most projects were confirmed except for the following nine projects: 1. International Conference on Policies for Productivity Growth; 2. Multicountry Observational Study Mission on Information and Communication Technology (ICT) Innovation in Service Sector; 3. Multicountry Observational Study Mission on the Impact of Industrial Policy on SMEs Productivity; 4. Multicountry Observational Study Mission on Solar and Biomass Energy Applications; 5. Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific; 6. Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement; 7. Multicountry Observational Study Mission on Leadership Traits and Competencies for Enhancing Public Service Quality; 8. Workshop on Energy Efficient Technologies for SMEs; and 9. Research Meeting on Evidence-based Productivity Analysis and Policy Recommendations for APO Economies.

For the projects for 2018, there were thirteen projects without host countries. The Secretariat would further consult NPOs to find potential hosts for these projects.

SPS Chair Kalaw also reported the proposal by Malaysia that local costs for multicountry projects exceeding five days to be shared by the APO and Malaysia Productivity Corporation (MPC). The Secretariat would further discuss with MPC on this proposal.

SPS Chair Kalaw mentioned that new project ideas were proposed by several NPOs. NPO adviser for the Republic of Korea proposed conducting research in 2016 on “new productivity indicators” which factored in elements for innovation-based economy such as R&D, branding, IT advancement, globalization, and qualitative changes in human capital. NPO Delegate for India expressed the willingness to share its expertise on energy efficiency, material flow cost accounting, and lean manufacturing. NPO Delegates for Thailand suggested exploring the fields of future management and Industry 4.0 and agreed to host multicountry projects related to these topics if implemented in 2017. Adviser for the Republic of China suggested ideas similar to Industry 4.0 and on the development of green economy and innovation by utilization of e-marketing and ICT technology. NPO Delegate for IR Iran proposed project ideas with a strong focus on water productivity. Chair Kalaw said the Secretariat would continue to discuss these suggestions with members and expressed his appreciation to the committee delegates for their contribution.

Commenting on the outcome of the SPS discussion for industry and services sectors, NPO Delegate for Thailand Dr. Santhi Kanoktanaporn suggested developing more projects related to sustainable development and aligned to the Sustainable Development Goals of the United Nations. WSM Chair Chew appreciated his suggestion.

Agriculture Committee

Agriculture Delegate for Fiji Penitiko Aore Taoi reported the outcome of the meeting. For the Program Plan for 2016, except for four projects, hosting of all projects was confirmed by

proposed host countries. Seven new projects for 2016 proposed by the Secretariat and endorsed were endorsed by the committee. The four projects for 2016 without host countries included: 1) Workshop on Agricultural Insurance Systems (16-AG-15-GE-WSP-B); 2) Workshop on Modern Quality Control and Inspection Systems for Food Produces (16-AG-20-WSP-GE-A); 3) Training Course on Value Chain and Financial Viability Analysis of Agro-processing Enterprises (16-AG-21-GE-TRC-B); and 4) International Conference on Green Productivity in Agriculture (16-AG-27-GE-CON-A), a new project. Mr. Taoi also reported that the Republic of China (ROC) confirmed hosting the project 16-AG-05-GE-TRC-B but proposed to change the title to “International Conference on Bio-pesticides and Bio-fertilizers” instead of “Training Course on Nonchemical Pest Management in Agriculture”. The duration of the conference was suggested to four days. The Agriculture Delegate from ROC explained that this conference will be the first project under the 5-year Biopesticide and Biofertilizer for Green Agriculture Program that ROC will sponsor.

Presenter Taoi reported that the Committee also reviewed the projects under the Agriculture and Food sector in the APO Program Plan for 2017 and 2018, followed by the confirmation of hosting country.

For the projects for 2017, hosting of most projects was confirmed except the following three projects: 1) Advanced Agribusiness Management Course for Executives and Managers (17-AG-12-GE-WSP-B); 2) Workshop on Waste Management in Agribusiness (17-AG-16-GE-WSP-A); and 3) Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture (17-AG-08-GE-WSP-A). Presenter Taoi stated that Agriculture Delegate from the Republic of China confirmed hosting the project, “Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism (17-AG-25-GE-OSM-A)” but requested to move its implementation to 2018. The body agreed to swap implementation year of this project with the “Training Course on Planning and Management of Community-based Rural Tourism Project (18-AG-24-GE-TRC-B)” supposed to be hosted by IR Iran in 2017. Agriculture Delegate for Malaysia confirmed hosting the project “Workshop on Cold Chain and Logistics Management (17-AG-32-GE-WSP-B” as India was unable to confirm hosting. Agriculture Delegate for Sri Lanka requested additional time for consultation with relevant ministry for hosting of the projects “Workshop on Waste Management in Agribusiness (17-AG-16-GE-WSP-A)” and “Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture (17-AG-08-GE-WSP-A)”. Mr Taoi stated that the committee recommended two additional projects for inclusion in the 2017 Program Plan. Agriculture Delegate for Mongolia proposed to host a Workshop on Index-based Livestock Insurance System; and ROC proposed to host an International Conference on Bio-fertilizers and Bio-pesticides (II) as part of the 5-year Biopesticide and Biofertilizer for Green Agriculture Program.

Mr. Taoi stated that for the Program Plan 2018, hosting of most projects was confirmed with some adjustments in project venues, etc. The venue of the five projects was to be confirmed: 1) Advanced Agribusiness Management Course for Executives and Managers (18-AG-12-GE-WSP-B); 2) Training Course on Waste Management in Agribusiness (18-AG-15-GE-TRC-B); 3) Workshop on International Marketing of Agrifood Products (18-AG-11-GE-WSP-A); 4) Conference on Agriculture Policies in Asia (18-AG-34-GE-CON-A); and 5) Multicountry Observational Study Mission on Successful Models of Integrated Farming (18-AG-06-GE-OSM-B). The Secretariat would further consult with the NPOs for confirmation of hosting of some of these projects. Agriculture Delegate from IR Iran confirmed hosting the project “Training Course on Planning and Management of Community-based Rural Tourism

Projects (18-AG-24-GE-TRC-B)” and agreed to advance its implementation to 2017. Mr. Taoi also mentioned that the committee proposed two additional projects to be added to the 2018 Program Plan: 1) Workshop on Policy Review on Regulatory Institutions for Agriculture and Food Sectors; and 2) International Conference on Bio-fertilizers and Bio-pesticides (III) as part of the 5 year Biopesticide and Biofertilizer for Green Agriculture Program that ROC would sponsor.

In addition, Mr Taoi reported that the Committee made the following recommendations: 1) APO should maintain the number of agriculture and food related projects at the same level as in the previous years, i.e. at least 18-20 projects per year considering the importance of agriculture and food sectors for the APO member countries; 2) Future Survey and prioritization of APO projects should be made by sector, e.g., agriculture and industry; and 3) Delegates appreciated the offer of CIRDAP to co-sponsor some of the projects in selected member countries and thus recommended that APO consider more collaboration with other international organizations for mutual benefits.

The Chair Chew thanked Group 2 Chair Fiji Kamlesh Prakash for presenting the outputs of three breakout sessions, as well as the Chair of the SPS Antonio Kalaw, Jr., and Penitiko Aore Taoi for presenting the summary of the deliberations of the Industry and Service Committee and the Agriculture Committee, respectively. She then invited comments from the Delegates.

NPO Delegate for Vietnam Nguyen Anh Tuan stated that his country would be unable to host the project Training Course on Waste Management in Agribusiness (18-AG-15-GE-TRC-B).

Agriculture Delegate Carlos A. Sayco, Jr. said that though his country proposed hosting of the new project for 2018 “Workshop on Policy Review on Regulatory Institutions for Agriculture and Food Sectors”, that was still to be confirmed as there was still some time before the project implementation.

NPO Delegate for Bangladesh Dr. Md. Nazrul Islam commented that his country will be able to host two APO projects in 2016, one relating to agriculture sector, and another for industry and service sector.

In the absence of further comments, the Chair declared the adoption of the recommendations of the Industry and Service Committee and Agriculture Committee and advised the Secretariat to refer to these reports when making revisions to 2016 Program Plans and the projects lineups for 2017-2018 Biennium for submission to the GBM in 2016.

Agenda Item 16. Adoption of Report of the 56th WSM to the Governing Body and Summary Record of Proceedings

Chair Chew Mok Lee invited the delegates to make comments and suggestions on the draft Report of the 56th WSM to the 58th Session of the APO Governing Body and Summary Record of Proceedings. The Chair remarked that going through the two reports page by page will require a substantial amount of time and instead invited delegates to make any comments and suggestions regarding the report and summary. The Chair further explained that the delegates had two weeks, up to 6 November 2016, to submit their suggestions, comments, and revisions regarding these two documents in writing to the APO secretariat.

NPO Delegate Dr. Roya Tabatabaei Yazdi referred to page 16 of the proceedings and asked the Secretariat to make necessary correction on her country report. She clarified that her government was working towards its Sixth National Development Agenda. Given that the First Productivity Master Plan was already verified by the government, the share of productivity in the country's development agenda was promoted and expanded to many sectors. The Chair asked the Secretariat to take note on the comments and make the necessary amendments.

NPO Delegate for the Philippines Antonio D. Kalaw, Jr., appreciated Secretary-General Amano and the Secretariat for transforming the individual e-learning courses which were successfully implemented and accepted by member countries into a well-structured Digital-Learning Program. He also commended the Secretariat's new initiative of introducing the program approach to cluster the projects into different programs so that APO projects could be developed and implemented in a holistic manner.

Mr. Kalaw, Jr referred to the Secretary-General's statement and emphasized the importance of a Building Block Approach to collaboratively build capacity of the NPOs and the APO Secretariat. According to this approach projects could be classified as the individual e-learning courses (school level), basic courses (college level), advanced courses (Master level), and expert courses (Doctorate level). Mr Kalaw, Jr., supported the idea of Secretary-General Amano to offer diploma for certain courses, but not for all. He suggested that for Diploma courses, the APO could consider entering into a consortium arrangement with the relevant organizations since APO is not an academic organization. In this regard he cited the examples of the NPO of Fiji, which was affiliated with the National Fiji University and the Development Academy of the Philippines, which was authorized to issue diploma in productivity at the master level. He added that Centers of Excellence can also be used as platforms to develop relevant courses such as the GP practitioner's course, public-sector practitioner's course and BE practitioner's course since this will address the issue on reduction of training days as proposed by some NPOs hosting projects. He also highlighted the importance of standardization of these courses including integrating e-learning into face-to-face training courses. He suggested that the consortium arrangement could be expanded with other international organizations, local private sectors and academia. He concluded that this holistic, strategic and integrated approach can be applied to the future strategic planning and roadmap development of the APO.

The Chair commended the suggestions in making APO's learning activities more structured and systematic in building competency, and asked the Secretariat to take note.

In the absence of further comments, the Chair declared the adoption of the draft Report of the 56th WSM to the 58th Session of the APO Governing Body and Summary Record of Proceedings.

Agenda Item 17. Any Other Business

The Chair asked if there was any other business to be discussed by the floor. The Chair then invited three observers to make short remarks.

Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP)

CIRDAP Director General Dr. Cecep Effendi expressed thanks and appreciation to the APO and SPRING Singapore for the invitation extended to CIRDAP. He mentioned that CIRDAP was established in July 1979 as an intergovernmental organization of fifteen member countries with the aim to promote rural development and poverty alleviation in the Asia-Pacific region through trainings, workshops and seminars. He shared that CIRDAP was linked to the Ministry of Agriculture or Ministry of Rural Development in member countries. He described that with the support of these ministries and other institutes, CIRDAP had organized various workshops, seminars and training programs in the region.

Dr. Effendi explained that CIRDAP had keen interest on the programs and activities of the APO as he found common cross-cutting issues with its priority areas. He noted that APO projects about such as value chain, ICT for rural and agricultural developments, and ICT for micro and small enterprises had the same or very similar scopes to CIRDAP's programs. He concluded that CIRDAP would like to take the opportunity to propose a partnership especially for the 2017 and 2018 projects of the APO that would enhance productivity of countries in the Asia-Pacific region.

Pan African Productivity Association

PAPA Vice President J. Adebimpe Aor thanked the APO for the invitation to attend the important WSM. She noted that PAPA was making relentless efforts in promoting productivity in Africa by engaging strategic partnership with international organizations such as the APO, ILO and the Japan Productivity Center. She explained that the African Union's Five Year Plan of Action on Employment, Poverty Eradication and Inclusive Development dedicated one of its six key priority areas to promoting productivity through strengthening and developing inclusive platforms and processes at multi-levels with PAPA, the UN and other international organizations such as UNIDO and APO. She shared that PAPA's key scopes included promoting competitiveness and productivity, productivity capacity building programs for Micro and Small and Medium Enterprises, agricultural and public sector, and development of the Competitiveness Index for Africa.

She mentioned that the successful Training of Trainers by the APO conducted last June proved to be another milestone in the African productivity movement, and PAPA would forever be grateful for the support. She described that their NPOs had started to implement their actions plans derived from the training received. She also expressed her gratitude to JPC's technical cooperation on productivity improvement for Sub-Saharan Africa through the study mission to Japan. She concluded by expressing appreciation for the continued support and partnerships in the region that made productivity a priority at the continental level.

Solomon Islands

High Commissioner of Solomon Islands Victor Samuel Ngele expressed his profound gratitude and felicitations to the APO and Government of Singapore for the invitation to observe the meeting for the first time. He mentioned that his country was a Pacific island situated west of Fiji, the only APO member country in that region. Given the positive outcome and impression gained through his observations at the WSM, he hoped that this would lead to future discussions toward joining the APO to benefit from its networking and

sharing of experience, knowledge and skills.

High Commissioner Ngele said that the mutual concern for the common good and cordiality of APO member countries inspired him that he would compile a report upon his return recommending the Government of Solomon Islands membership to the APO. He concluded that that he would continue to communicate with the APO Secretariat for its guidance and assistance with regard to the membership.

After the remarks from the observers, the Chair asked if there were any further comments. NPO Head for Thailand Dr. Santhi Kanoktanaporn commented on the process of identifying and confirming project hosts by member countries. He noted that the current process may cause embarrassment to member countries which had to confirm verbally that they were unable to host projects in front of other member countries. He hoped that a new process could be developed to avoid this situation in the next WSM to be held in Malaysia.

The Chair asked the Secretariat to review how the process may be improved. She asked the floor to make suggestions to the Secretariat since there was no intention of embarrassing member countries.

Agenda Item 18. Closing Statements

Agenda Item 18-1 Vote of Thanks

On behalf of the WSM, Vice Chair Kamaruddin Mohamad thanked Parliamentary Secretary Low Yen Ling, Ministry of Education, Ministry of Trade and Industry and Mayor, South West CDC for delivering the inaugural address, and APO Director for Singapore Chew Mok Lee for her welcome remarks.

Vice Chair Kamaruddin Mohamad also thanked Mr. Harbhajan Singh, NPO Delegate for India, Mr. Kamlesh Prakash, NPO Delegate for Fiji, Mr. Antonio Kalaw, Jr., NPO Delegate for the Philippines, and Dr. Apichart Pongsrihadulchai, Agriculture Delegate for Thailand, for chairing and steering the Strategic Planning Sessions effectively. He expressed appreciation to the SPRING Singapore team for successfully organizing this WSM; APO Secretary-General Mari Amano and the Secretariat staff for their part in organizing and coordinating the necessary arrangements for the meeting; and the delegates, advisers, and observers for their active participation.

Vice Chair Kamaruddin Mohamad announced that the 57th Workshop Meeting of Heads of NPOs would be held in Malaysia next year and invited all to attend.

Agenda Item 18-2 Closing Statement by the Secretary-General

Secretary-General Mari Amano expressed his gratitude to the Government of Singapore and SPRING Singapore for hosting the WSM. He also praised all the NPO and Agriculture delegates for their fruitful discussions on the finalization of project lineups for 2016 and the Program Plans for 2017 and 2018. He stated that the Secretariat would review the suggestions to modify certain project titles and their duration as well as look into the requests for new projects.

He lauded the three Chairs of the breakout sessions, Mr. Harbhajan Singh, Mr. Kamlesh Prakash, and Dr. Apichart Pongsrihadulchai, for the productive discussion and recommendations on the Digital Learning Program. He highly appreciated the initiatives presented in the country papers as well as the delegates' support in strengthening APO's policy advisory function and research in emerging areas that promote productivity.

The Secretary-General praised the leadership and moderation skills displayed by Chair Chew in the WSM proceedings; he also thanked the strong support from SPRING staff namely Mr. Simon Lim, Mr. Rajeshpal Singh, and Mr. William Lim. He was also highly appreciative of Vice Chair Kamaruddin Mohamad for assisting in chairing the WSM and confirming Malaysia's hosting of the WSM in 2016. He then expressed deep gratitude to the Chairs of the Strategic Planning Sessions, Mr Antonio D. Kalaw, Jr., and Dr. Apichart for their skillful chairing and facilitation.

Lastly, Secretary-General Amano extended his great appreciation for the presence and speech of the Guest of Honor Ms. Low Yen Ling and wished all delegates a safe trip back home.

Agenda Item 18-3 Closing Statement by the Chair

Chair Chew Mok Lee shared her gratitude to the cooperation of all delegates, advisers and observers for the fruitful outcome of the meeting. She noted that the meeting had successfully reviewed and endorsed the APO Program Plan for the 2017-2018 Biennium with modifications in some projects. She appreciated the country presentations by the delegates, which were quite useful by sharing different perspectives how member countries actually plan and implement innovation strategies. She added that it was very important for members to host individual and multicountry projects since mutual cooperation was the hallmark of the APO.

Chair Chew expressed her appreciation to Secretary-General Amano for demonstrating leadership and diplomatic skills in engaging the delegates and to all APO Secretariat staff for their hard work to make the meeting a great success. She thanked Vice Chair Kamaruddin Mohamad for helping her in chairing the session. She also thanked NPO Delegate for India Harbhajan Singh, NPO Delegate for Fiji Kamlesh Prakash, and Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai for expertly chairing the breakout sessions to discuss Self-learning e-Course topics. She also appreciated NPO Delegate for the Philippines Antonio D. Kalaw, Jr. and Agriculture Delegate for Thailand Dr. Apichart Pongsrihadulchai for chairing the strategic planning sessions on the industry and service sector and agriculture sector, respectively.

Finally, Chair Chew thanked the SPRING team for their hard work and all delegates, advisers, observers, and guests for their contributions to the 56th WSM before declaring the meeting closed.