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APO PROGRAM PLAN FOR THE 2017–2018 BIENNIUM

APO Program Plan for the 2017–2018 Biennium

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APO Program Plan for the 2017–2018 Biennium

Introduction

The APO Program Plan for the 2017–2018 Biennium is presented for review at the 57th Workshop Meeting of Heads of NPOs (WSM) to be held in Putrajaya, Malaysia, 19–21 October 2016. The Program Plan was developed based on the lists of projects discussed and endorsed by the 56th WSM held in Singapore in October 2015. The Program Plan was subsequently submitted to the 58th Session of the APO Governing Body (GBM) held in Indonesia in April 2016. The 58th GBM decided to maintain the total annual membership contribution amount at USD11,986,035 for both 2017 and 2018 while increasing the total size of the annual budget by 10% or USD1,198,604 per year by using unappropriated surpluses so that more projects could be implemented in 2017 and 2018.

Based on the decision of the 58th GBM, the Secretariat has prepared the lineup of projects for the review of Heads of NPOs and Agriculture Delegates attending this WSM. There are no major modifications compared with the lineup of projects presented at the 58th GBM. Major changes such as amendments in project titles/topics or new project proposals must be discussed and endorsed by this WSM.

This Program Plan comprises two parts: Part I contains the lineup of projects for 2017; and Part II contains the projects for 2018. Delegates are required to finalize the list for 2017 by reconfirming their countries' intentions to host and indicating the proposed timing of the assigned project(s). Delegates are also requested to do likewise for 2018 projects that are to be reconfirmed at the next WSM in 2017.

For budgetary purposes, the exchange rate of JPY110 to USD1.00 was adopted for both 2017 and 2018. This will be reviewed and revised in line with the prevailing exchange rates toward the end of 2016. Following the discussions at this WSM, the lineup of projects will be adjusted before being circulated to members for final endorsement. It will then be presented to the 59th GBM for its approval.

Table 1. Summary of 2017 Multicountry Projects and Proposed Host Countries/Venues**Note: This table excludes out-of-ranking projects.**

Venue	Category			Total
	A	B	Others	
Bangladesh	2			2
Cambodia	1			1
China, Rep. of	5	2		7
Fiji		2		2
India		1		1
Indonesia	2	2		4
IR Iran	2	1	GBM	4
Japan				0
Korea, Rep. of	1	2	WSM	4
Lao PDR		1		1
Malaysia	1	1		2
Mongolia	1			1
Nepal				0
Pakistan		3		3
Philippines	4	1		5
Singapore		1		1
Sri Lanka	3	1		4
Thailand	1			1
Vietnam				0
APO Secretariat	2	12		14
e-Learning	4	3		7
Nonmember Country	3	3		6
MCs (to be decided)	4	1		5
Total	36	37	2	75

Table 2. Summary of 2018 Multicountry Projects and Proposed Host Countries/Venues**Note: This table excludes out-of-ranking projects.**

Venue	Category			Total
	A	B	Others	
Bangladesh		4		4
Cambodia	2			2
China, Rep. of	5	3		8
Fiji	1			1
India				0
Indonesia	3	1		4
IR Iran	3	1		4
Japan				0
Korea, Rep. of		3		3
Lao PDR		1		1
Malaysia	2	1		3
Mongolia		1		1
Nepal				0
Pakistan	3			3
Philippines	2	2		4
Singapore		1		1
Sri Lanka	3			3
Thailand		1		1
Vietnam	1	1		2
APO Secretariat	3	11		14
e-Learning	4	1		5
Nonmember Country	2	2		4
MCs (to be decided)	3	4	GBM/WSM	9
Total	37	38	2	77

Table 3. Summary of Category C Projects.

No.	Project Title	Venue
1	Individual-country Observational Study Missions	MCs
2	Technical Expert Services	MCs
3	Bilateral Cooperation Between NPOs	MCs
4	Development of Demonstration Companies	MCs
5	Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners	MCs
6	Development of Centers of Excellence	MCs
7	Program Development Fund	APO Secretariat
8	National Follow-up Program	MCs

Table 4. Project Types and Categories

Project Type	
RES	Research
RMT	Research Meeting
CON	International Conference/Forum
OSM	Multicountry Observational Study Mission/Individual-country Observational Study Mission
SMN	Study Mission to a Nonmember Country
WSP	Workshop
TRC	Training Course
DLN	e-Learning Course/Self-learning e-Course
DON	Institutional Strengthening of NPOs
TES	Technical Expert Services
NFP	National Follow-up Program
BCBN	Bilateral Cooperation Between NPOs
DMP	Development of Demonstration Companies
TIA	Technical Information and Advisory Services
IMP	Impact Evaluation Study
LOM	Strategic Planning Workshop for APO Liaison Officers
GBM	Governing Body Meeting
WSM	Workshop Meeting of Heads of NPOs
Category	
A	Designed for all countries
B	Designed for a few/selected countries
C	Individual-country Program

Table 5. Project Classification by Strategic Direction (SD)

SD	Classification	Subclassification
I. SD		
SD 1	Strengthen NPOs and promote the development of SMEs and communities	1. NPO 2. SME 5. Individual-country Program
SD 2	Catalyze innovation-led productivity growth	3. Innovation
SD 3	Promote Green Productivity	4. Green Productivity
II. Institutional Strategies*		
Increase operational efficiency and organizational effectiveness Expand cooperation with global and regional organizations Increase the number of member countries		

*Activities covering institutional strategies are embedded in all subclassifications including 6. Information Program and 7. Organization and Coordination Program.

Table 6. Classification of Groups and Programs

Group	Program
A. Industry Sector	A1. Productivity Initiatives for Sustainable Manufacturing
	A2. Management Systems for Productivity Enhancement
	A3. Energy Management
B. Service Sector	B1. Service/Business Excellence
C. Public Sector	C1. Development of NPOs
	C2. Public-sector Leadership
	C3. Public-sector Productivity
D. Agriculture & Food Sector	D1. Sustainable Management of Agriculture Resources and Technologies
	D2. Agribusiness Competitiveness Enhancement
	D3. Rural Enterprises and Agriculture Revitalization
	D4. Food Quality and Safety Management
E. Policy & Measurement	E1. Productivity Policy Analysis
	E2. Productivity Measurement
	E3. Monitoring and Evaluation
	E4. Agricultural Policy and Productivity Monitoring
F. Futures	F1. Productivity-related Trends
G. Institutional	G1. Country Specific
	G2. Organization

PART I:

APO PROGRAM PLAN FOR 2017

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
1. NPO			
D1	17-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	To provide basic training to numerous participants on productivity tools and techniques in selected subject areas of broad significance related to the agriculture and food sectors in a cost-effective manner and create a mass of productivity professionals.
G1	17-AG-39-GE-NFP-C	National Follow-up Program (NFP)	To provide technical and financial assistance to NPOs or partner organizations in conducting national follow-up projects (NFPs) following specific multilateral projects; support member countries in intensifying the transfer of knowledge and best practices on productivity topics covered in multicountry projects; and enhance the visibility of the APO in member countries.
C1	17-IN-30-GE-TRC-B	Training Course on Development of Productivity Practitioners: Basic	To develop APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and basic productivity tools.
C1	17-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	To develop APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and advanced productivity tools.
C1	17-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	To provide productivity and quality practitioners from NPOs and SMEs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.
E3	17-RP-02-GE-LOM-A	Strategic Planning Workshop for Liaison Officers	To review the APO's strategic directions and activities with Liaison Officers (LOs); obtain initial feedback on project plans for 2019-2020; and discuss and receive recommendations from LOs on implementation issues of both multicountry and individual-country projects.
E1	17-RP-04-GE-CON-A	International Conference on Policies for Productivity Growth	This three-day conference aims at discussing and sharing the good practices of productivity-enhancing policymaking in countries with high productivity performance and the formulation mechanism of those policies.
E1	17-RP-05-GE-RES-B	Research on Productivity Policy Implications for National Productivity Enhancement	To examine bottlenecks in and obstacles to productivity movements and productivity-enhancement policy implementation in some APO developing economies; and to make policy recommendations to address those issues.
E1	17-RP-08-GE-RMT-B	Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement	To discuss and share good practices in labor policies to deal with high youth unemployment, aging workforce issues, and issues associated with informal labor markets, thus enhancing labor productivity; and disseminate the findings of research on youth employment and human capital development strategies.
E1	17-RP-09-GE-RES-B	Research on Productivity Measurement Analysis and Policy Implications	To analyze the statistical data in the APO Productivity Database and Databook in more detail; and determine policy implications for member countries.
E1	17-RP-11-GE-SMN-B	Study Mission to a Nonmember Country on the Impact of Education Policies on National Productivity	To observe and study the impact of educational policy on productivity growth; and learn from successful educational systems and policy to strengthen productivity growth.
E1	17-RP-12-GE-RES-B	Research on Productivity Advisory Roles of International Organizations for APO Member Governments	To identify how other international organizations provide advisory services on productivity to APO member countries; and discuss levels of advisory services which the APO should provide to NPOs and governments in member countries.

Participants Number and Type		Venue	Duration	Timing	Finance (APO Share)	Remarks
	Officials, managers, professionals, academics, and consultants working in the subject area concerned.	e-Learning		To be decided	\$149,900 (\$149,900)	
	To be decided	MCs		One year	\$321,000 (\$306,000)	
19	Participants should preferably be from NPOs. Candidates from other similar organizations and corporations with relevant experience may be considered if nominations from NPOs are not received.	Philippines	26 days	8 May–2 June	\$141,700 (\$92,000)	
19	Participants should preferably come from NPOs. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques.	Malaysia	19 days	To be decided	\$88,900 (\$52,300)	
	NPO and SME staff engaged in productivity promotion and implementation.	MCs		To be decided	\$215,100 (\$185,100)	
18	APO LOs from NPOs or senior NPO staff in charge of coordinating APO activities.	APO Secretariat	3 days	To be decided	\$43,400 (\$43,400)	
38	Policymakers, governmental officials, and NPO heads.	To be decided	3 days	To be decided	\$103,600 (\$96,000)	
	Policy analysts and researchers from academic institutions	APO Secretariat		One year	\$87,000 (\$87,000)	
19	Government officials, policy analysts, and NPO officers specializing in labor policies.	To be decided	4 days	To be decided	\$51,600 (\$42,100)	
	Policy analysts and researchers from academic institutions involved in econometrics and policy development.	APO Secretariat		One year	\$87,000 (\$87,000)	
19	Senior NPO officials, policymakers, and government officials involved in educational policy and labor productivity.	USA	6 days	To be decided	\$72,800 (\$72,800)	
	Researchers and policy analysts from international organizations.	APO Secretariat		One year	\$87,000 (\$87,000)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
E2	17-RP-13-GE-RES-A	APO Productivity Database & Databook	To monitor productivity trends and analyze the latest socioeconomic performance of APO member countries; provide sources for evidence-based productivity analysis and policymaking through the APO Productivity Database and Databook; and To expand the coverage of the Database to provide more comprehensive overviews of Asian economies and productivity.
E2	17-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase I)	To assist NPOs and their counterparts to be equipped with the capacity for productivity measurement at national level, while understanding the data challenges and performing necessary data estimation to guide NPOs and their stakeholders to be able to produce national productivity reports. Assist the NPOs/local stakeholder(s) to come up with national productivity report draft.
E2	17-RP-15-GE-RES-B	Research on Factors for Potential Total Factor Productivity Improvement for APO Economies	To conduct in-depth research on the sources of potential TFP growth for APO economies by examining labor structures and quality as well as the industrial structures and other features in APO member economies, suggest areas for improvement, and make recommendations for policy interventions to boost TFP.
E2	17-RP-16-GE-RMT-B	Research Meeting on Evidence-based Productivity Analysis and Policy Recommendations for APO Economies	To share best practices of evidence-based productivity analysis and policy recommendations undertaken by APO members, as well as introducing other cases of evidence-based policy analysis by other international organizations. The project targets NPO managers and government officials responsible for productivity measurement or economic policies.
E2	17-RP-17-GE-RES-B	Research on Potential Economic Growth and Productivity Projections	To conduct in-depth research on areas of potential economic growth in member economies by analyzing multiple factors such as labor quality, social capital stock, infrastructure, and industrial structure and project productivity growth as a way to monitor the progress of labor productivity improvement in member economies.
E3	17-RP-18-GE-SMN-B	Study Mission to a Nonmember Country on Global Competitiveness and Productivity Growth	To provide an opportunity for NPO executives and high-ranking government officials to learn from advanced policies and activities on competitiveness enhancement in European countries near the top of the Global Competitiveness Index (GCI) by visiting relevant government agencies, industrial associations, and possibly the World Economic Forum.
E3	17-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	To review the status of productivity enhancement in selected member countries by utilizing the newly established APO Guiding Principles of Productivity Enhancement to identify strengths and areas for improvement of their national productivity movements; and help NPOs gain a better understanding of the importance of productivity increases from their key stakeholders.
E3	17-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	To advise NPOs and concerned government agencies on policies and programs for national productivity enhancement in selected member countries using the review results of the Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries; and help NPOs gain a better understanding of the importance of productivity enhancement from their key stakeholders.
C1	17-RP-33-GE-DON-C	Development of Centers of Excellence	To support undertakings in member countries to promote; and scale up activities on the subject covered by the COE.

2. SME

D1	17-AG-01-GE-DLN-B	e-Learning Course on ICT-based Services for Agricultural Extension	To enhance participants' knowledge and understanding of the use of information and communication technology (ICT)-based services for agricultural extension to accelerate the transfer of know-how and technology to producers.
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Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks	
N/A	APO Secretariat		One year	\$210,700 (\$210,700)		
N/A	APO Secretariat		One year	\$71,400 (\$71,400)		
N/A	APO Secretariat		One year	\$63,200 (\$63,200)		
19	NPO management, those responsible for productivity measurement in NPOs, national statistics authority counterparts, and officials from relevant ministries engaged in development/economic policies.	To be decided	4 days	To be decided	\$50,400 (\$40,900)	
N/A	APO Secretariat		One year	\$38,800 (\$38,800)		
19	High-ranking government officials responsible for policies and programs for national competitiveness and NPO executives.	Europe	6 days	To be decided	\$78,000 (\$78,000)	
	Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.	APO Secretariat		One year	\$87,000 (\$87,000)	
	Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.	APO Secretariat		One year	\$87,000 (\$87,000)	
	NPOs with unique strengths.	MCs		One year	\$144,200 (\$131,200)	
	Government officers, managers, academics, and professionals responsible for the design and implementation of extension services for small farmers.	e-Learning		To be decided	\$136,800 (\$106,800)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
D1	17-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Crop Sector	To review emerging trends in farm mechanization in the crop sector; share successful examples of advanced farm mechanization systems and technologies in the crop sector; and formulate strategic action plans for scaling up the best practices in member countries to improve agricultural productivity.
D2	17-AG-11-GE-SMN-A	Study Mission to a Nonmember Country on Enhancing Access for Agrifood Products from Asian Countries	To learn different approaches in the promotion of agrifood products in major global markets; and understand the issues and challenges in accessing those markets.
D2	17-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	To enhance participants' knowledge of recent and emerging developments in global agribusinesses; provide opportunities for networking and sharing of best practices in the management of agribusiness issues; and identify the needs of agribusiness executives and managers in APO member countries.
D2	17-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products	To provide a forum for policymakers, organic agribusiness leaders, and academics to deliberate on advances in organic agribusiness, and to share and learn from successful organic agribusiness models and value chains.
D3	17-AG-20-GE-WSP-B	Workshop on Emerging Roles of Producers' Associations and Farmers' Cooperatives	To review trends in the activities of farmers' associations and cooperatives; and identify strategies to enhance their roles in supporting small farmers in improving agricultural productivity.
D3	17-AG-24-GE-WSP-B	Workshop on e-business Modeling for Women Entrepreneurs	To identify e-business models for women entrepreneurs; and develop training modules for follow-up courses.
D3	17-AG-25-GE-TRC-B	Training Course on Planning and Management of Community-based Rural Tourism Projects	To equip participants with different tools and techniques for planning and managing community-based rural tourism projects.
D4	17-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry	To familiarize participants with the basic principles of food safety management systems (FSMS) including good hygiene practices (GHP), good manufacturing practices (GMP), and hazard analysis and critical control point (HACCP) for SMEs in the food industry with the focus on livestock and fishery products.
D3	17-AG-34-GE-WSP-A	Workshop on Revitalization of Rural Communities through Productivity Improvement Initiatives	To study different approaches and models for revitalizing rural communities; and develop action plans for implementing revitalization strategies.
D4	17-AG-35-GE/SPP-OSM-B	Multicountry Observational Study Mission on Modern Food Production Process Management System	To enhance participants' understanding of modern food production process management systems inclusive of HACCP, ISO22000, and food traceability systems, to examine the challenges and opportunities in enhancing such systems, and to formulate strategies for adopting the lessons learned from the experience of Japan in other participating countries.
A1	17-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	To provide basic training to numerous participants from SMEs in productivity/Green Productivity tools and techniques in selected subject areas related to the industry and service sectors in a cost-effective manner; and create a mass of productivity professionals.
A1	17-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications in SMEs	To provide participants with practical approaches to implement and apply total productive maintenance (TPM) in SMEs.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	Qualified experts and professionals in the public and private sectors involved in the R&D, promotion, and marketing of farm machinery.	Pakistan	5 days	To be decided	\$63,000 (\$46,200)	
19	Food industry association leaders, CEOs and managers of agribusiness companies, officials of government and NGOs, and scientists and academics involved in the food industry and development.	Europe	6 days	To be decided	\$84,600 (\$84,600)	
19	CEOs and managers of agribusiness companies including SMEs, academics, and NPO and industry association consultants providing consultancy services on agribusiness management.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
48	Senior policymakers and planners, scientists, academics, and executives of NGOs and companies in charge of promoting organic policies, programs, and technologies/farming systems.	Philippines	4 days	To be decided	\$95,900 (\$80,000)	
19	Leaders of national farmers' associations and cooperatives, extension officials in government and NGOs, and academics responsible for strengthening farmers' associations and cooperatives.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
19	Training and extension officers in government and NGOs, NPO consultants, or academics responsible for training and consultancy on women's entrepreneurship and development.	China, Rep. of	5 days	To be decided	\$50,600 (\$32,200)	
19	Officers of government and NGOs and academics involved in training and extension services to communities on tourism and rural development.	IR Iran	5 days	To be decided	\$72,000 (\$55,200)	
19	CEOs and managers of agribusinesses, senior government officers and academics involved in FSMS.	Fiji	5 days	To be decided	\$94,900 (\$74,900)	
19	Officials of government and NGOs, academics, and NPO consultants involved in urban, regional, and rural development planning.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
19	Mid- to senior-level managers of food enterprises, officers of food-processing industry SMEs, NPO consultants, govt officials, and academics involved in food safety management systems.	APO Secretariat	6 days	To be decided	\$27,100 (\$27,100)	Special cash grant which funds the local cost will be added to the budget after approval by the Japanese Government.
	Productivity practitioners, consultants, engineers, managers, and all professionals working on the subject.	e-Learning		To be decided	\$224,900 (\$224,900)	
19	Productivity improvement practitioners from NPOs and other organizations, and SME production or maintenance managers who wish to implement TPM.	Lao PDR	5 days	To be decided	\$50,700 (\$37,100)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
A1	17-IN-20-GE-TRC-B	Training Course on Lean Manufacturing Systems for SMEs	To develop the capability of trainers/consultants, engineers, and production managers of SMEs to innovate lean systems using practical approaches and hands-on training.
A1	17-IN-36-GE-TRC-A	Training of Trainers in Total Quality Management for SMEs	To enable participants from SMEs to understand the concept and implementation of total quality management (TQM) and to become competent TQM trainers and practitioners.
A1	17-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for SMEs	To train participants from SMEs in basic productivity tools and techniques for productivity and quality improvement; and examine and adopt the best practices of excellent SMEs.
A1	17-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	To learn how to promote productivity tools and techniques among SMEs; examine and adopt the best practices implemented by SMEs in the ROK to enhance productivity, quality, and profitability through various techniques and methodologies; and develop action plans for SME development in participating countries.
E1	17-RP-06-GE-OSM-A	Multicountry Observational Study Mission on the Impact of Industrial Policy on SME Productivity	To study good practices of industrial policy enhancing SME productivity in advanced member countries.
F1	17-RP-22-GE-CON-B	Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector	To provide a platform for SMEs, NPOs, and concerned government agencies to learn about cutting-edge technologies for future productivity growth; and discuss potential applications of ICT innovation for competitiveness enhancement in the SME sector.
F1	17-RP-25-GE-RES-B	Research on Social Commerce in SMEs	To explore how social commerce, a subset of e-commerce involving social and online media that facilitate interaction between sellers and consumers as well as among users and even user contributions, can assist SMEs to reach out to global niche markets.

3. Innovation

D1	17-AG-03-GE-WSP-A	Workshop on Innovative Water Resource Management	To review new ways, approaches, and techniques for efficient, effective agricultural water resource management (WRM); and establish a best practice network to improve WRM in the region.
E4	17-AG-14-GE-RES-B	Research on Land Productivity Measurement	To develop and institutionalize a system for measuring and monitoring land productivity in selected member countries; and enhance or develop national capacities to undertake productivity measurement, analysis, and monitoring.
D4	17-AG-28-GE-DLN-B	e-Learning Course on Food Safety Risk Management in Food Supply Chains	To train participants in recent developments in food safety risk management in food supply chains; and identify ways to promote its adoption among SMEs in the food industry.
D4	17-AG-29-GE-CON-B	Forum on Strengthening National Food Safety Standards	To learn about new developments and knowledge of different food safety standards in major global markets; and discuss and identify strategies to enable SMEs in the agrifood industry to meet the food safety standards of advanced countries.
D4	17-AG-30-GE-SMN-A	Study Mission to a Nonmember Country on Packaging and Labeling of Food Products to Enhance Market Access	To acquire knowledge of new technologies and business practices in packaging and labeling to enhance the competitiveness of food and agricultural products in domestic and export markets; and learn regulations on packaging and labeling in more advanced countries.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	Trainers/consultants or senior/mid-level managerial and technical personnel from SMEs involved in manufacturing familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.	Pakistan	12 days	To be decided	\$90,100 (\$68,500)	
19	Productivity practitioners and specialists involved in promoting productivity and quality in SMEs.	Mongolia	5 days	To be decided	\$63,200 (\$46,400)	
19	Executives/managers of SMEs.	Fiji	5 days	21–25 August	\$95,000 (\$75,000)	
19	NPO trainers or consultants and top managers of SMEs working closely with NPOs in the national productivity movement.	Korea, Rep. of	5 days	To be decided	\$68,400 (\$41,300)	
19	Policymakers and governmental officials in charge of industrial policy, SME policy, and SME promotion.	To be decided	5 days	To be decided	\$55,500 (\$44,200)	
38	Representatives of SMEs, NPOs, academia, policymaking bodies, and government agencies in charge of SME promotion.	India	3 days	To be decided	\$116,000 (\$99,900)	
	International and national experts specialized in SME promotion and social commerce.	APO Secretariat		To be decided	\$88,000 (\$87,000)	

19	Senior managers, officials, consultants, representatives of WUAs, or academics engaged in agricultural water management.	IR Iran	5 days	To be decided	\$72,000 (\$55,200)	
	Experts from national census/national statistics agencies, agricultural statistics bureau, or department and/or national economic development planning agencies/institutes involved in agricultural statistics analysis and/or agricultural/land productivity research and monitoring.	APO Secretariat		One year	\$105,000 (\$105,000)	
	Consultants of NPOs, officers and inspectors of national organizations responsible for food safety and quality standards, or managers and officers in the food industry responsible for food safety management systems.	e-Learning		To be decided	\$136,800 (\$106,800)	
48	Senior government officials; professional staff of policy and research institutions, NPOs, and national standard boards; or CEOs and managers of companies or industry associations involved in food standard setting/application/enforcement.	Pakistan	4 days	To be decided	\$112,600 (\$97,600)	
19	CEOs or managers of agribusinesses, representatives of agribusiness associations, consultants, and government officers responsible for labeling and packaging regulations for food and agricultural products.	USA	6 days	To be decided	\$83,200 (\$83,200)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
D4	17-AG-32-GE-WSP-B	Workshop on Cold Chain and Logistics Management	To familiarize participants with new techniques of cold chain and logistics management; learn about good practices of cold chain management in advanced countries; and formulate action plans for promoting the adoption of such practices by member countries.
D4	17-AG-33-GE-WSP-B	Workshop on Food Quality Standards for Enhancing Market Access	To assess the implementation of modern food quality standards in various countries, and share good practices of implementation of standards and regulations with the aim of enhancing market access.
D4	17-AG-36-GE/SPP-OSM-B	Multicountry Observational Study Mission on Food Value Chain Management	To study the current status of food value chain management in member countries, and to share knowledge on new technologies and best practices in food value chain management systems.
E4	17-AG-38-GE-RES-B	Research on Agriculture Policies in Asia	To analyze the systematic relationship between basic agricultural policies and agricultural productivity; and formulate practical recommendations for policy directions to enhance agricultural productivity.
A2	17-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	To provide an understanding of the concept of management innovation in SMEs for enhancing productivity; and learn about and share strategies for successful application of management innovation in SMEs.
A2	17-IN-10-GE-WSP-A	Workshop on Corporate Sustainability Management for SMEs	To understand current thinking and practices in the dynamic field of corporate sustainability management; develop business case studies on sustainability; and familiarize participants with the conceptual framework and practical tools to achieve sustainability in an organizational setting.
C2	17-IN-11-GE-WSP-B	Workshop on Innovative Leadership and Talent Management for Public-sector Productivity	To understand, recognize, and foster the right leadership qualities and styles for enhancing the quality of public service.
B1	17-IN-21-GE-WSP-A	Workshop on Productivity Measurement in the Higher Education Sector	To identify and recommend a suitable productivity measurement system for the higher education sector.
B1	17-IN-24-GE-OSM-A	Multicountry Observational Study Mission on ICT Innovation in the Service Sector	To share and exchange information on and experience in the innovative use of information and communication technology (ICT) in the service sector for accelerated productivity growth and improvement in the quality of services.
C2	17-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	To observe and understand the impact of higher-ranking leadership styles on performance and overall productivity improvement in public-sector organizations.
A2	17-IN-26-GE-OSM-A	Multicountry Observational Study Mission on Human-centered Productivity	To promote the concept of human-centered productivity by sharing the best practices and exchanging information among APO members; and propagate a productivity-friendly culture in organizations for sustainable growth.
B1	17-IN-27-GE-OSM-A	Multicountry Observational Study Mission on Global Market Access Focusing on the Retail Industry	To learn about global market access strategies in the retail industry; and promote market access for retail industry products by sharing success stories.
B1	17-IN-28-GE-TRC-B	Training Course on Business Excellence for SMEs	To develop experienced business excellence (BE) practitioners for the application and expansion of BE frameworks and tools among organizations and SMEs.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	CEOs and managers of agribusinesses, senior government officers and academics involved in R&D promotion of modern postharvest technologies, or trading and marketing of perishable products.	Malaysia	5 days	To be decided	\$49,300 (\$32,500)	
19	Senior government officials; professional staff of policy and research institutions, NPOs, and national standard boards; or CEOs and managers of companies or industry associations involved in food standard setting/application/enforcement.	Vietnam	5 days	To be decided	\$50,000 (\$34,300)	
19	CEOs of agribusinesses, agriculture industry leaders, senior government officers and academics engaged in managing and promoting the development of food value chains in agribusiness.	APO Secretariat	6 days	To be decided	\$27,100 (\$27,100)	Special cash grant which funds the local cost will be added to the budget after approval by the Japanese
9	Experience in agricultural policy analysis within the government, academia, or national institutes; good knowledge of and access to agricultural statistics and national budget statistics of the concerned ministries/agencies; and good understanding of the PSE methodology.	APO Secretariat	3 days	One year	\$119,900 (\$119,900)	
	Staff and managers of SMEs or NPO consultants providing management innovation consultancy for SMEs.	e-Learning		To be decided	\$133,200 (\$103,200)	
19	SME owners, entrepreneurs, and government officials/NPO consultants involved in corporate sustainability management.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
19	Senior- and mid-level officials of public-sector organizations or senior executives of NPOs.	Sri Lanka	5 days	To be decided	\$53,600 (\$37,900)	
19	Senior management level in the higher education sector.	Indonesia	5 days	To be decided	\$59,000 (\$43,300)	
19	Managers from the service sector with suitable IT backgrounds, representatives of service-sector firms with ICT applications, and NPO staff using specific ICT tools.	To be decided	5 days	To be decided	\$55,600 (\$44,300)	
19	Policymakers working on public-sector reforms, senior public administrators, public service award administrators, academics, and NPO productivity specialists for the public sector.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
19	CEOs/top managers of private- or public-sector organizations, NPO heads, and senior government officials.	Sri Lanka	5 days	To be decided	\$53,600 (\$37,900)	
19	SME owners, entrepreneurs, and government officials/NPO consultants involved in increasing market access in the retail industry.	Cambodia	5 days	To be decided	\$51,600 (\$35,900)	
19	BE practitioners involved in implementing BE frameworks from SMEs and organizations.	Singapore	5 days	To be decided	\$58,400 (\$36,200)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
B1	17-IN-29-GE-WSP-A	Workshop on Corporate Social Responsibility in SMEs	To give participants a background in corporate social responsibility (CSR) concepts and methodologies; and share and exchange information on the experience of SMEs that undertook CSR initiatives.
B1	17-IN-32-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Service Sector	To provide an understanding of the concept of customer service (CS) management in the service sector for enhancing productivity; and learn about and share strategies for successful CS management in the service sector.
C2	17-IN-42-GE-SMN-B	Study Mission to a Nonmember Country on Benchmarking Initiatives for Local Government Leaders	To benchmark against the Canadian public-sector innovation excellence framework and practices in relation to citizen-centered service delivery of local governments including the Ontario Municipal Benchmarking Initiatives (OMBI).
A1	17-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	To learn, share, and observe the current mechanisms for and experience in promoting innovation in SMEs to enhance their competitiveness.
C2	17-IN-48-GE-TRC-A	Training Course on Developing the APO Public-sector Leadership Framework	To outline the leadership knowledge, abilities, skills, and behaviors that senior managers and leaders need to possess to support the successful implementation of public-sector productivity development initiatives.
C3	17-IN-50-GE-CON-A	Conference on Public-sector Productivity: Public-sector Best Practices	To discuss public-sector productivity and innovation including relevant national and local government policies; and examine the APO Public-sector Productivity Framework and future directions.
A2	17-IN-51-GE-TRC-A	Training Course for Labor-management Relations in SMEs	To examine, discuss, and share the current status and issues of labor-management relations with special focus on the industry sector in participating countries; and identify the role of governments and NPOs in promoting good labor relations for higher productivity.
C3	17-IN-52-GE-TRC-A	Training Course on Knowledge Management and Innovation for Local Government Authorities	To provide training in the knowledge management (KM) concept and tools; and demonstrate the applicability of the KM framework and innovation in local government agencies.
C3	17-IN-60-GE-WSP-B	Workshop on Regulatory Review for Improving the Ease of Doing Business	To discuss the necessity for and significance of regulatory review and approaches to be adopted for enhancing public-sector productivity and improving the ease of doing business.
C3	17-IN-71-GE-WSP-A	Workshop on Performance Management for the Public Sector	To share and exchange information and experience on performance management for the public sector, including best practices and success stories, and examine relevant government policies promoting public-sector productivity.
A2	17-IN-90-GE-CON-A	Top Management Forum on Knowledge Management for SMEs	To enhance the knowledge and capabilities of leaders of SMEs and strengthen the competitiveness of SMEs through knowledge management (KM) initiatives.
F1	17-RP-01-GE-RES-C	Program Development Fund	To identify emerging productivity issues and opportunities for APO economies to learn new tools and concepts to enhance productivity and economic growth; and develop projects based on identified timely issues to promote the adoption of effective productivity tools.
E1	17-RP-10-GE-RES-B	Research on Science, Technology, and Innovation Policies in Member Countries and Implications for Productivity Enhancement	To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.
F1	17-RP-21-GE-RES-B	Research on Knowledge Productivity	To examine how the productivity of knowledge work at both organizational and national levels could be measured and enhanced; and review existing cases around the world to devise a practical framework for knowledge productivity. This project aims to establish a foundation of knowledge productivity research, which is becoming integral to many member economies.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	SME owners, entrepreneurs, and government officials/NPO consultants involved in CSR	Sri Lanka	5 days	To be decided	\$53,600 (\$37,900)	
	Staff and managers from the service sector or NPO staff providing CS management consultancy for SMEs in the service sector.	e-Learning		To be decided	\$133,200 (\$103,200)	
19	Local government heads, senior officials, policymakers and local government consultants/experts.	Canada	5 days	To be decided	\$104,200 (\$104,200)	
19	SME owners, entrepreneurs, and government officials/NPO consultants involved in consultancy and training for SMEs.	Korea, Rep. of	5 days	To be decided	\$68,400 (\$41,300)	
19	Senior leaders considered as role models for the public sector, chief experts in leadership training and consultancy, and academic working in this field.	Philippines	5 days	To be decided	\$54,300 (\$36,400)	
38	Public-sector professionals from central and local government organizations, public-sector productivity experts, and NPO public-sector productivity specialists.	Philippines	3 days	January	\$82,400 (\$68,500)	
19	Managers of private- or public-sector organizations, NPO staff, and government officials in charge of labor-management issues.	IR Iran	5 days	To be decided	\$72,100 (\$55,300)	
19	Representatives of public-sector organizations, government ministries/departments, public service providers, NPOs, and public-sector enterprises.	IR Iran	5 days	To be decided	\$72,100 (\$55,300)	
19	Public-sector officials, policymakers, public-sector consultants, and business professionals.	Philippines	5 days	To be decided	\$54,300 (\$36,400)	
19	Public-sector professionals, officials from central and local government organizations, or senior NPO officials.	Philippines	5 days	To be decided	\$54,300 (\$36,400)	
19	SME owners and founders as well as KM consultants and practitioners involved in implementing KM frameworks in SMEs to strengthen their capacities.	Korea, Rep. of	3 days	To be decided	\$56,400 (\$36,400)	
	N/A	APO Secretariat		One year	\$49,200 (\$49,200)	
	N/A	APO Secretariat		One year	\$87,000 (\$87,000)	
	International and national experts with strong backgrounds in knowledge productivity.	APO Secretariat		One year	\$88,000 (\$87,000)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
F1	17-RP-23-GE-RES-B	Research on Public Policy Innovation for Human Capital Development	To analyze innovative approaches in public policy which impact human capital development in member countries and contribute to national growth. The research aims to help NPOs and concerned government agencies by providing a publication on key findings on policies, human capital development, and productivity growth.
F1	17-RP-26-GE-SMN-A	Study Mission to a Nonmember Country on Innovation Ecosystems and Roles of Government	To provide policymakers, government officials, and NPO staff with an opportunity to visit multiple cities and governmental agencies in Europe with successful knowledge ecosystems, serving as seedbeds for innovation; and learn about the roles of diverse players in innovation ecosystems such as universities, entrepreneurs, and big firms focusing on the roles of local and central governments.

4. Green Productivity

D1	17-AG-04-GE-CON-A	Asian Forum on SMART Agriculture: Futuristic Technologies for Sustainable Farming	To provide a forum for policy makers, planners, professionals, and managers to share and learn about emerging/futuristic technologies with potential to achieve sustainability, and increase agricultural productivity, farm incomes, and competitiveness.
D1	17-AG-06-GE-WSP-B	Workshop on Successful Models of Integrated Farming	To review trends in the development and adoption of integrated farming (IF); share successful models of IF; and develop action plans to promote adoption and scaling up of best practices.
D1	17-AG-08-GE-WSP-A	Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture	To review the policies, programs, and plans on climate change adaptation (CCA) and disaster risk management (DRM) in agriculture; and formulate strategic action plans for integrating CCA and DRM into national agricultural policy, programs, and plans.
D2	17-AG-16-GE-WSP-A	Workshop on Waste Management in Agribusiness	To enhance participants' knowledge and understanding of various approaches to waste management in agricultural businesses; and identify ways of converting waste into value-added products.
D1	17-AG-40-GE-CON-A	2nd International Conference on Biofertilizers and Biopesticides	Provide a forum for leaders from the public and private sectors for presenting and discussing the latest regulations, policies and programs for the advancement of biofertilizers and biopesticides (B&B) applications in agriculture; and deliberate the conducive-environment needed to promote B&B application. Specific objectives of the conference to be decided in consultation with the host country.
A1	17-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting	To provide participants with knowledge and practical approaches to implement and apply material flow cost accounting (MFCA) in their companies.
C1	17-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity Focusing on SMEs	To train participants to undertake management consultancy services on Green Productivity (GP), encompassing productivity enhancement and environmental protection in SMEs.
C1	17-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	To develop trainers and practitioners in Green Productivity (GP) equipped with in-depth knowledge of and hands-on experience in the methodology, tools, and techniques enabling them to disseminate the knowledge as lead trainers.
A3	17-IN-47-GE-OSM-A	Multicountry Observational Study Mission on Solar and Biomass Energy Applications	To examine the latest advances in applications of solar and biomass energy; and observe the best practices and identify practical approaches to harmonize with national policies.

Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks	
	International and national experts with strong backgrounds in public management and administration, public policy, and governance.	APO Secretariat		One year	\$88,000 (\$87,000)	
19	NPO staff, policymakers, heads of government agencies and private organizations involved in innovation activities, and researchers.	Europe	5 days	To be decided	\$70,200 (\$70,200)	
48	Senior policymakers and planners, senior executives/CEOs, representatives of farmers' and agribusiness associations, and senior professionals and academics in charge of promoting innovations in agriculture.	Thailand	4 days	To be decided	\$81,400 (\$67,300)	
19	Agricultural extension officers, government officers, representatives of farmers' associations, consultants, and academics in charge of promoting sustainable agriculture with special interest in IF.	Bangladesh	5 days	To be decided	\$55,600 (\$39,300)	
19	Senior policymakers and planners, CEOs, professionals, and other relevant stakeholders responsible for promoting issues and activities contributing to the capacity building for CCA and DRM in agriculture.	Sri Lanka	5 days	To be decided	\$53,400 (\$37,700)	
19	Managers, owners, and officers of agribusinesses; representatives of SMEs; and practitioners, academics, and executives of NGOs in charge of agricultural production and the agribusiness sector.	Bangladesh	5 days	To be decided	\$55,600 (\$39,300)	
48	Policy makers, leaders of public and private sectors, academe, CEOs of NGOs and extension services departments, and senior managers/entrepreneurs in charge of developing policies and programs to promote B&B use for sustainable, clean, safe agricultural production.	China, Rep. of	4 days	To be decided	\$89,200 (\$72,800)	
19	Environment and GP trainers, senior managers and trainers from industries, and senior consultants engaged in MFCA.	Bangladesh	5 days	To be decided	\$55,700 (\$39,400)	
26	Consultants of NPOs or similar institutions involved in consulting on productivity and the environment.	China, Rep. of	10 days	To be decided	\$98,400 (\$66,600)	
28	Professionals in the public, private, academic, or NGO sector and NPOs interested in implementing the GP concept and practices.	China, Rep. of	20 days	To be decided	\$146,900 (\$88,400)	
19	Senior government officials and top managers in charge of introducing photovoltaic, solar cell, and biomass technology.	To be decided	5 days	To be decided	\$55,600 (\$44,300)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
A3	17-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	To equip participants with in-depth knowledge of Green Productivity (GP) and strategic resource planning and management tools, techniques, and technologies; and enable them to design green growth strategies.
A3	17-IN-94-GE-OSM-A	Multicountry Observational Study Mission on Energy Efficiency and Energy Management Practices for SMEs	To observe and learn from the latest advanced energy efficiency applications in SMEs contributing to green growth in the region.
A1	17-RP-32-GE-CON-A	International Environmental and Economic Forum	To discuss how to expand green business to achieve green growth in the region through adopting Green Productivity (GP) and share the latest trends in and innovative ideas on GP practices such as eco-innovation, eco-technology, green supply chains, green purchasing, etc. to enhance productivity in various industries.

5. Individual Country

G1	17-IN-01-GE-OSM-C	Individual-country Observational Study Missions	To provide opportunities for professionals/managers/entrepreneurs from an individual member country or NPO to study, discuss, and observe recent developments and best practices in specific areas of interest by visiting another country(ies).
G1	17-IN-02-GE-TES-C	Technical Expert Services	To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement. Successful Technical Expert Services (TES) projects create multiplier effects for the national productivity movement.
G1	17-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	To support and facilitate bilateral cooperation between NPOs to enable them to learn from each other. Successful missions will result in MOU and or new collaborative projects among NPOs.
G1	17-IN-04-GE-DMP-C	Development of Demonstration Companies	To establish demonstration-cum-productivity model companies/organizations to showcase the processes and results of productivity, quality, environmental, energy efficiency, and food safety improvements in factories, farms, companies, and enterprises.

6. Information

G2	17-AF-01-GE-INF	Development of Publication Materials	To support the development, production, publication, and dissemination of information and training materials.
G2	17-AF-02-GE-INF	Public Relations	To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.
G2	17-AF-03-GE-INF	IT Support	To support all Secretariat activities by ensuring secure, stable, efficient IT infrastructure and providing advanced IT services through a combination of technical expertise and integration of the knowledge management database.

7. Organization & Coordination

G2	17-AF-05-GE-GBM	59th Session of the Governing Body	To convene the annual meeting of the Directors of the Governing Body to discuss and decide on APO annual programs, finance, membership, and other policy matters
G2	17-AF-06-GE-WSM	58th Workshop Meeting of Heads of NPOs	To convene the annual Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) and Agriculture Delegates to discuss and plan APO program activities.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
	Productivity practitioners from NPOs, environmental/energy professionals, and consultants/practitioners.	e-Learning		To be decided	\$133,200 (\$103,200)	
19	Energy professionals, industry managers especially from SMEs, building engineers/architects, energy managers/consultants, or energy auditors.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
38	Policymakers from governments, industry leaders, top managers in the private sector involved in eco-product development, and international experts and academics working in GP and sustainable development.	Vietnam	3 days	To be decided	\$94,900 (\$82,400)	
	N/A	MCs		One year	\$166,200 (\$51,200)	
	N/A	MCs		One year	\$548,600 (\$436,100)	
	High-level officials including APO directors, NPO heads, and policymakers responsible for the capability building of NPOs and enhancement of national productivity movements.	MCs		One year	\$104,400 (\$96,900)	
	Selected demonstration companies	MCs		One year	\$258,300 (\$205,000)	
	N/A				\$138,000 (\$138,000)	
	N/A	-			\$230,000 (\$230,000)	
	N/A			-	\$328,600 (\$328,600)	
19	Directors of the Governing Body.	IR Iran	3 days	10–12 April	\$233,100 (\$193,100)	
38	Heads of NPOs and Agriculture Delegates.	Korea, Rep. of	3 days	17–19 October	\$221,400 (\$181,400)	

1. Summary of 2017 Program

Program	Project No	Title	Objectives & Targets
G2	17-AF-07-GE-INT	International Cooperation	To develop collaborative alliances and partnerships with external organizations and to facilitate the relationship-building and information-sharing efforts of the organization to attract potential new member countries
G2	17-AF-GE-ADM	Administration	To manage the Secretariat's administrative expenses, which include staff expenses as well as expenses for maintaining the overall office infrastructure and ensuring the operational capacity of the Secretariat.

Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks	
		-		\$49,600 (\$49,600)		
		-	-	\$5,898,000 (\$5,898,000)		

2. Project Description

1. NPO

Project Code	17-AG-23-GE-DLN-A
Title	Self-learning e-Course for the Agriculture Sector
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$149,900

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$42,000	
- Secretariat expenses	\$0	
- Technical costs (programming) x 6	\$105,000	
- Miscellaneous	\$2,900	\$149,900
Host Country Share		
- Local implementation costs		\$0
Total		\$149,900

Objectives and Targets

To provide basic training to numerous participants on productivity tools and techniques in selected subject areas of broad significance related to the agriculture and food sectors in a cost-effective manner and create a mass of productivity professionals.

Background

Depending upon the needs of APO members and relevance of subject areas, the APO develops self-learning e-courses and offers them on its e-learning portal. These courses are developed based on the APO's experience and knowledge accumulated over years of organizing capacity-building projects in its focus areas. Based on the huge success of the self-learning e-courses over the past several years, the APO plans to organize similar or upgraded self-learning e-courses relating to the food and agriculture sectors in 2017. For each course, a separate project implementation plan (PIP) containing specific information of the course and subject will be issued.

Scope and Methodology

Scope:

The scope of each course will be decided based on the subject and will be detailed in the PIP issued later for each course.

Methodology:

Each course will consist of self-learning e-modules, additional study material for participants, intermittent quizzes for self-assessment, and a final examination to qualify for the APO certificate.

Qualifications of Participants

Officials, managers, professionals, academics, and consultants working in the subject area concerned.

Project Code	17-AG-39-GE-NFP-C
Title	National Follow-up Program (NFP)
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$321,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$105,000	
- Secretariat expenses	\$45,000	
- Local Implementation Costs	\$150,000	
- Miscellaneous	\$6,000	\$306,000
Host Country Share		
- Local implementation costs		\$15,000
Total		\$321,000

Objectives and Targets

To provide technical and financial assistance to NPOs or partner organizations in conducting national follow-up projects (NFPs) following specific multilateral projects; support member countries in intensifying the transfer of knowledge and best practices on productivity topics covered in multicountry projects; and enhance the visibility of the APO in member countries.

Background

The APO has been implementing two main categories of projects: multicountry (A, B); and individual country (C). However, several NPOs have raised concerns about the limited opportunities their countries have to participate in multicountry (A and B) projects, especially countries with huge populations and where stakeholders generally are not proficient in English. Thus, the NFP program was designed to provide equal opportunities for all countries to have better access to and benefit from APO projects dealing with subjects that are the most relevant to their needs. Through this program, it is expected that each country will have better access to APO technical and financial support and expand the reach of APO projects to wider groups of stakeholders.

Scope and Methodology

Scope:

Training of staff of NPOs and other productivity-related organizations; disseminating information related to new knowledge and information on various aspects of productivity improvement; and providing financial support.

Methodology:

NPOs and partner organizations submit a proposal to implement an NFP to an APO multilateral project.

Qualifications of Participants

To be decided

Project Code	17-IN-30-GE-TRC-B
Title	Training Course on Development of Productivity Practitioners: Basic
Program	C1. Development of NPOs
Host Country	Philippines
Duration	26 days
Timing	8 May-2 June
No. of Participants	19
Project Cost	\$141,700

Breakdown

APO Share		
- Participants' expenses	\$36,200	
- Experts' expenses	\$18,800	
- Secretariat expenses	\$2,500	
- Other local costs	\$31,650	
- Miscellaneous	\$2,800	\$92,000
Host Country Share		
- Local implementation costs		\$49,700
Total		\$141,700

Objectives and Targets

To develop APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and basic productivity tools.

Background

The development of certified productivity practitioners is a high-priority need for NPOs. Based on that need and to provide clear linkages for the development path of productivity practitioners, the APO devised the training courses on the Development of Productivity Practitioners: Basic and Advanced to develop future experts and specialists in the field of productivity improvement. A pilot certification scheme was launched through DPP: Basic and Advanced in 2015. At the end of DPP: Basic, participants are expected to practice the techniques learned and continue to carry out self-development to qualify to attend the DPP: Advanced course and to be certified as the APO-certified practitioners.

Scope and Methodology

Scope:

Productivity concepts and implementation strategies; productivity tools and techniques; competencies as a productivity practitioner; and individual productivity and quality action plans.

Methodology:

Lectures, exam before and at the end of the course, group work and presentations, site visits, and individual action plan presentation.

Qualifications of Participants

Participants should preferably be from NPOs. Candidates from other similar organizations and corporations with relevant experience may be considered if nominations from NPOs are not received.

Project Code	17-IN-31-GE-TRC-A
Title	Training Course on Development of Productivity Practitioners: Advanced
Program	C1. Development of NPOs
Host Country	Malaysia
Duration	19 days
Timing	To be decided
No. of Participants	19
Project Cost	\$88,900

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$20,900	
- Secretariat expenses	\$4,000	
- Other local costs	\$150	
- Miscellaneous	\$2,000	\$52,300
Host Country Share		
- Local implementation costs		\$36,600
Total		\$88,900

Objectives and Targets

To develop APO-certified productivity practitioners with good knowledge of fundamental productivity concepts, principles, and advanced productivity tools.

Background

The development of certified productivity practitioners is a high-priority need for NPOs. Based on that need and to provide clear linkages for the development path of productivity practitioners, the APO devised the training courses on the Development of Productivity Practitioners: Basic and Advanced to develop future experts and specialists in the field of productivity improvement. A pilot certification scheme was launched through DPP: Basic and Advanced in 2015 to develop a pool of APO-certified basic and advanced productivity practitioners. At the end of the program of DPP: Advanced, participants are expected to practice the techniques learned and continue to carry out self-development to be certified as APO-certified practitioners.

Scope and Methodology

Scope:

Productivity and business competitiveness; corporate strategies and implementation; process management; and productivity tools and techniques.

Methodology:

Lectures, exam before and at the end of the course, group work and presentations, site visits, and individual action plan presentation.

Qualifications of Participants

Participants should preferably come from NPOs. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques.

Project Code	17-IN-92-GE-DON-C
Title	Institutional Strengthening of NPOs by Development of Productivity Practitioners
Program	C1. Development of NPOs
Host Country	MCs
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$215,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$112,500	
- Secretariat expenses	\$19,000	
- Local Implementation Costs	\$50,000	
- Miscellaneous	\$3,600	\$185,100
Host Country Share		
- Local implementation costs		\$30,000
Total		\$215,100

Objectives and Targets

To provide productivity and quality practitioners from NPOs and SMEs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.

Background

Institutional strengthening of NPOs cannot be overemphasized. These projects will explore effective linkages with relevant multicountry projects such as the Development of Productivity Practitioners: Basic and Advanced. The focus will be on both NPOs and SMEs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities. NPOs are urged to exercise care in choosing subject areas for in-country training programs that will allow SMEs to upgrade skills in current work or acquire new skills to apply in the near future. NPOs and SMEs must prepare medium- to long-term plans for staff utilization in productivity promotion-related activities and for their training needs.

Scope and Methodology

Scope:

Productivity-related subject areas in which NPOs and SMEs are currently engaged based on needs for capacity building; resource speakers will fine-tune and finalize the scope.

Methodology:

Expert lectures/tutorials, case studies, group exercises, group presentations, and site visits.

Qualifications of Participants

NPO and SME staff engaged in productivity promotion and implementation.

Project Code	17-RP-02-GE-LOM-A
Title	Strategic Planning Workshop for Liaison Officers
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	3 days
Timing	To be decided
No. of Participants	18
Project Cost	\$43,400

Breakdown

APO Share		
- Participants' expenses	\$30,200	
- Experts' expenses	\$5,300	
- Secretariat expenses	\$0	
- Other local costs	\$2,000	
- Miscellaneous	\$5,900	\$43,400
Host Country Share		
- Local implementation costs		\$0
Total		\$43,400

Objectives and Targets

To review the APO's strategic directions and activities with Liaison Officers (LOs); obtain initial feedback on project plans for 2019-2020; and discuss and receive recommendations from LOs on implementation issues of both multicountry and individual-country projects.

Background

The Secretariat will undertake 2019–2020 project planning based on the APO mission, vision, strategic directions, and soon-to-be-approved roadmap in close consultation with NPOs. This Strategic Planning Workshop for LOs will strengthen coordination between NPOs and the Secretariat in planning and implementing APO projects to achieve the organization's collective vision and mission as well as to assist member countries in enhancing their productivity movements.

Scope and Methodology

Scope:

APO vision, mission, strategic directions, and roadmap; project planning for 2019-2020; and strengthening the partnership between NPOs and the APO Secretariat.

Methodology:

Survey, Secretariat presentations, NPO presentations, and group discussions.

Qualifications of Participants

APO LOs from NPOs or senior NPO staff in charge of coordinating APO activities.

Project Code	17-RP-04-GE-CON-A
Title	International Conference on Policies for Productivity Growth
Program	E1. Productivity Policy Analysis
Host Country	To be decided
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$103,600

Breakdown

APO Share		
- Participants' expenses	\$50,800	
- Experts' expenses	\$36,400	
- Secretariat expenses	\$5,900	
- Other local costs	\$0	
- Miscellaneous	\$2,900	\$96,000
Host Country Share		
- Local implementation costs		\$7,600
Total		\$103,600

Objectives and Targets

This three-day conference aims at discussing and sharing the good practices of productivity-enhancing policymaking in countries with high productivity performance and the formulation mechanism of those policies.

Background

Productivity levels are diverse across APO member countries. While productivity growth rates in developing countries have accelerated recently, productivity levels still remain far below those in advanced countries. Studies showed that government policies played important roles in advanced countries in attaining high levels of productivity. As an effort to bridge the gap in productivity levels among members, the APO is providing a platform to discuss and share effective productivity-enhancing policies in countries with high productivity. This will be a good opportunity for developed countries to benchmark against each other, and for countries with low productivity levels to learn from initiatives to enhance productivity.

Scope and Methodology

Scope:

Productivity-related policies; industrial policy; SME policy; and labor productivity policy.

Methodology:

Keynote presentations, expert presentations, and panel discussions.

Qualifications of Participants

Policymakers, governmental officials, and NPO heads.

Project Code	17-RP-05-GE-RES-B
Title	Research on Productivity Policy Implications for National Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To examine bottlenecks in and obstacles to productivity movements and productivity-enhancement policy implementation in some APO developing economies; and to make policy recommendations to address those issues.

Background

Productivity levels are diverse across APO member countries. While productivity growth rates in developing countries have accelerated recently, productivity levels still remain far below those in advanced countries. The need for developing countries to boost productivity levels is inevitable. Identifying barriers to productivity improvement and determinants of productivity growth in terms of governmental policies are the prerequisites to any intervention for changes. This research will first look into the constraints on productivity performance in those countries and then recommend measures to be undertaken by governments.

Scope and Methodology

Scope:

Productivity-related policies; industrial policy; SME policy; labor productivity policy.

Methodology:

Coordination meeting to discuss the research concept and method, share knowledge and experience, and conduct research and analysis on case studies.

Qualifications of Participants

Policy analysts and researchers from academic institutions

Project Code	17-RP-08-GE-RMT-B
Title	Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	To be decided
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$51,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$15,500	
- Secretariat expenses	\$3,200	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$42,100
Host Country Share		
- Local implementation costs		\$9,500
Total		\$51,600

Objectives and Targets

To discuss and share good practices in labor policies to deal with high youth unemployment, aging workforce issues, and issues associated with informal labor markets, thus enhancing labor productivity; and disseminate the findings of research on youth employment and human capital development strategies.

Background

Aging workforces and youth unemployment are simultaneously posing numerous challenges to labor productivity and economic development agendas. Developing countries have begun to follow the population-aging footprint of advanced countries, while in most advanced countries the aging process is well underway. In the meantime, youth unemployment is also among the significant challenges to labor productivity and human capital development strategies of all countries. Labor policies are meant to address all those issues. Effective policies could bring a sufficient, high-quality labor supply to the market, thus ensuring high labor productivity. It is important for member countries to design and implement effective labor policies for the enhancement of labor productivity.

Scope and Methodology

Scope:

Employment policy; female and retiree participation in the labor force; aging workforce; labor market policy; youth unemployment; and demographic change.

Methodology:

Resource and country paper presentations, group discussions, and site visits.

Qualifications of Participants

Government officials, policy analysts, and NPO officers specializing in labor policies.

Project Code	17-RP-09-GE-RES-B
Title	Research on Productivity Measurement Analysis and Policy Implications
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To analyze the statistical data in the APO Productivity Database and Databook in more detail; and determine policy implications for member countries.

Background

Productivity and economic statistics are vital information for policymakers to analyze socioeconomic growth and set policies and goals for the future. The APO publishes the APO Productivity Databook and APO Productivity Database annually, which contain cross-country comparisons of economic growth and productivity levels of Asian economies. Moving forward to support member countries in policy development, this research will interpret the existing statistical data and data analyses in greater detail to show policy implications for member governments. Policy implications produced in this research will contribute to more informed decision making by member countries.

Scope and Methodology

Scope:

Labor productivity; total factor productivity; economic growth; data analysis; and policy implications.

Methodology:

Coordination meeting to discuss the research concept and method and share knowledge and experience.

Qualifications of Participants

Policy analysts and researchers from academic institutions involved in econometrics and policy development.

Project Code	17-RP-11-GE-SMN-B
Title	Study Mission to a Nonmember Country on the Impact of Education Policies on National Productivity Growth
Program	E1. Productivity Policy Analysis
Host Country	USA
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,800

Breakdown

APO Share		
- Participants' expenses	\$25,300	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,100	
- Other local costs	\$40,000	
- Miscellaneous	\$2,400	\$72,800
Host Country Share		
- Local implementation costs		\$0
Total		\$72,800

Objectives and Targets

To observe and study the impact of educational policy on productivity growth; and learn from successful educational systems and policy to strengthen productivity growth.

Background

Education, which produces human capital, affects all levels and is a crucial determinant of productivity in the short, medium, and long terms. Theoretically, education allows workers to use resources more efficiently, gain valuable skills to become more productive, and improve their capacity to adopt new techniques. Educational policy and any changes in it create a noticeable impact on national productivity growth by affecting the quality of labor. This five-day mission will be a chance to observe how educational policy favors productivity improvement from examples in a country advanced in educational policy with a high productivity level.

Scope and Methodology

Scope:

Educational policy; human capital development strategy; and labor productivity.

Methodology:

Lectures, visits to educational institutes and public agencies for education, group discussions, and action plan preparation.

Qualifications of Participants

Senior NPO officials, policymakers, and government officials involved in educational policy and labor productivity.

Project Code	17-RP-12-GE-RES-B
Title	Research on Productivity Advisory Roles of International Organizations for APO Member Governments
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To identify how other international organizations provide advisory services on productivity to APO member countries; and discuss levels of advisory services which the APO should provide to NPOs and governments in member countries.

Background

The APO's mission is to contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity. To achieve its mission, the APO has to be aware of what other international organizations such as the World Bank, ADB, and UN are doing in terms of productivity to synergize with them better for supporting member countries. This study will map the activities of other international organizations in the area of productivity and productivity policy advisory at governmental level. Future advisory activity plans to support member countries in making informed decisions will also be determined in this research.

Scope and Methodology

Scope:

Productivity policy advisory role of other international organizations.

Methodology:

Coordination meeting to discuss the research concept and method, share knowledge and experience, and conduct research and analysis on case studies.

Qualifications of Participants

Researchers and policy analysts from international organizations.

Project Code	17-RP-13-GE-RES-A
Title	APO Productivity Database & Databook
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$210,700

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$75,500	
- Secretariat expenses	\$16,000	
- Research Collaboration Contract	\$105,100	
- Other	\$10,000	
- Miscellaneous	\$4,100	\$210,700
Host Country Share		
- Local implementation costs		\$0
Total		\$210,700

Objectives and Targets

To monitor productivity trends and analyze the latest socioeconomic performance of APO member countries; provide sources for evidence-based productivity analysis and policymaking through the APO Productivity Database and Databook; and To expand the coverage of the Database to provide more comprehensive overviews of Asian economies and productivity.

Background

Productivity and economic statistics are vital information for development planners, economic analysts, and policymakers to analyze socioeconomic growth and set policies and goals for the future. These data are useful to support the needs of such APO stakeholders and serve as the basis for evidence-based policy analysis and planning and strengthening the APO's think tank role. Comparative analysis of national data is performed under an internationally harmonized measurement framework. The research annually publishes the APO Productivity Databook series and APO Productivity Database, including the new Asian Economy and Productivity Map that replaces the previous Asian Quarterly Growth Map.

Scope and Methodology

Comparative analysis of labor productivity, TFP, and industrial structures of member economies in the context of regional and global economies based on a harmonized methodology under a research collaboration with Keio University.

Project Code	17-RP-14-GE-RES-B
Title	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase I)
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$71,400

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$37,000	
- Secretariat expenses	\$8,000	
- Publication and others	\$25,000	
- Miscellaneous	\$1,400	\$71,400
Host Country Share		
- Local implementation costs		\$0
Total		\$71,400

Objectives and Targets

To assist NPOs and their counterparts to be equipped with the capacity for productivity measurement at national level, while understanding the data challenges and performing necessary data estimation to guide NPOs and their stakeholders to be able to produce national productivity reports. Assist the NPOs/local stakeholder(s) to come up with national productivity report draft.

Background

Initial undertakings for building the capacity of the NPOs in productivity measurement and data analysis for policy planning started in 2014. The previous research on productivity analysis for NPOs provided basic guidance on productivity measurement at national level and data challenges, as well as tentatively attempting to enable NPOs to produce national productivity reports. This research marks the evolution phase of capacity building of NPOs in productivity measurement and policy analysis in the tentative frameworks of national productivity.

Scope and Methodology

Assessment of economic statistics at national level; national productivity report production t

Project Code	17-RP-15-GE-RES-B
Title	Research on Factors for Potential Total Factor Productivity Improvement for APO Economies
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$63,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$8,000	
- Secretariat expenses	\$0	
- Research Collaboration Contract	\$34,000	
- Database Development	\$15,000	
- Report	\$5,000	
- Miscellaneous	\$1,200	\$63,200
Host Country Share		
- Local implementation costs		\$0
Total		\$63,200

Objectives and Targets

To conduct in-depth research on the sources of potential TFP growth for APO economies by examining labor structures and quality as well as the industrial structures and other features in APO member economies, suggest areas for improvement, and make recommendations for policy interventions to boost TFP.

Background

TFP enhancement is a challenge for APO economies to continue economic growth. To increase TFP, efficient allocation of both capital and labor is vital, as well as effectively diffusing innovation. Devices for enhancing TFP relate to some important national macroeconomic policies, such as the promotion of foreign direct investment and productivity-based wages. To analyze factors for potential TFP improvement in an economy, it is important to study econometrically the quality of labor inputs as well as capital inputs. This research project will look into these features to analyze the factors that can prompt TFP growth.

Scope and Methodology

Scope:

Factors for TFP growth, such as sources of capital stock improvement, human capital development, labor quality improvement, and technological innovation.

Methodology:

In-depth research under a collaborative research scheme.

Project Code	17-RP-16-GE-RMT-B
Title	Research Meeting on Evidence-based Productivity Analysis and Policy Recommendations for APO Economies
Program	E2. Productivity Measurement
Host Country	To be decided
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,400

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$14,300	
- Secretariat expenses	\$3,200	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$40,900
Host Country Share		
- Local implementation costs		\$9,500
Total		\$50,400

Objectives and Targets

To share best practices of evidence-based productivity analysis and policy recommendations undertaken by APO members, as well as introducing other cases of evidence-based policy analysis by other international organizations. The project targets NPO managers and government officials responsible for productivity measurement or economic policies.

Background

The APO Roadmap to be approved envisions expanding the role of the APO to become a productivity policy adviser for member countries. Evidence-based policymaking is a powerful tool for governments and others to improve policy development. It not only enhances effectiveness but also allows monitoring of the implementation of policies in response to socioeconomic challenges. The APO has accumulated quantitative productivity knowledge and information through its research activities and they can be used as one resource for evidence-based policymaking, along with other useful, available evidence. This research meeting is the initial attempt of the APO to look into how best NPOs can strengthen their capacity to provide policy recommendations to governments based on evidence.

Scope and Methodology

Scope:

Sharing the best practices of productivity analyses based on APO data by NPOs; and presentations of preliminary national productivity reports containing evidence-based productivity analyses and policy recommendations for furthering the socioeconomic development of APO member economies.

Methodology:

Presentations, discussions, etc.

Qualifications of Participants

NPO management, those responsible for productivity measurement in NPOs, national statistics authority counterparts, and officials from relevant ministries engaged in development/economic policies.

Project Code	17-RP-17-GE-RES-B
Title	Research on Potential Economic Growth and Productivity Projections
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$38,800

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$14,500	
- Secretariat expenses	\$3,500	
- Preparatory development of database of potential growth	\$15,000	
- Contingency	\$5,000	
- Miscellaneous	\$800	\$38,800
Host Country Share		
- Local implementation costs		\$0
Total		\$38,800

Objectives and Targets

To conduct in-depth research on areas of potential economic growth in member economies by analyzing multiple factors such as labor quality, social capital stock, infrastructure, and industrial structure and project productivity growth as a way to monitor the progress of labor productivity improvement in member economies.

Background

The APO Roadmap initiated by APO Directors at the 55th GBM has been developed by the Secretariat to guide APO members in achieving Vision 2020. The roadmap sets targets, including collective labor productivity growth of 3.6% from 2012 to 2020 and 27,000USD per-worker labor productivity levels in 2020 throughout the APO membership, as symbolic targets to be achieved to become more productive and competitive. After setting the targets for productivity growth and labor productivity level, it is important to monitor the actual status, progress, and achievement of the targets, as well as to identify gaps and challenges in productivity performance in member economies. This research will develop the monitoring methodology and initiate econometric monitoring of achievement of the targets.

Scope and Methodology

Scope:

Factors affecting potential economic growth and productivity improvement, such as labor input and its quality, social infrastructure, and capital stock in member economies.

Methodology:

In-depth research under a collaborative scheme; research missions.

Project Code	17-RP-18-GE-SMN-B
Title	Study Mission to a Nonmember Country on Global Competitiveness and Productivity Growth
Program	E3. Monitoring and Evaluation
Host Country	Europe
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$78,000

Breakdown

APO Share		
- Participants' expenses	\$26,600	
- Experts' expenses	\$3,800	
- Secretariat expenses	\$5,100	
- Other local costs	\$40,000	
- Miscellaneous	\$2,500	\$78,000
Host Country Share		
- Local implementation costs		\$0
Total		\$78,000

Objectives and Targets

To provide an opportunity for NPO executives and high-ranking government officials to learn from advanced policies and activities on competitiveness enhancement in European countries near the top of the Global Competitiveness Index (GCI) by visiting relevant government agencies, industrial associations, and possibly the World Economic Forum.

Background

Sustaining and enhancing global competitiveness are common goals of APO member countries. The GCI reported by the World Economic Forum ranked six European countries in the top 10: Switzerland (1); Finland (4); Germany (5); the Netherlands (8); UK (9); and Sweden (10). All emphasize innovation and skills as the key drivers of economic growth. It is crucial for APO member economies to learn from those competitive countries to ensure more sustainable growth, especially in terms of cooperation among leaders in business, government, and civil society.

Scope and Methodology

Scope:

The GCI; 12 pillars of the GCI; national competitiveness; and comparative study of European countries near the top of the GCI and APO member countries.

Methodology:

Visit to government facilities, industrial associations, and international organizations, expert presentations, and group discussions.

Qualifications of Participants

High-ranking government officials responsible for policies and programs for national competitiveness and NPO executives.

Project Code	17-RP-19-GE-RES-B
Title	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To review the status of productivity enhancement in selected member countries by utilizing the newly established APO Guiding Principles of Productivity Enhancement to identify strengths and areas for improvement of their national productivity movements; and help NPOs gain a better understanding of the importance of productivity increases from their key stakeholders.

Background

Monitoring and evaluating the status of productivity enhancement such as capacity building in selected priority sectors, networks among governments and industries, cooperation between employees and employers, and linkages between policies and productivity promotion programs are crucial for policymakers and officials responsible for productivity promotion to plan and implement relevant, effective policies and programs. However, comprehensive review schemes have yet to be established, and productivity review activities have been fragmented.

Scope and Methodology

Scope:

Review of the status of productivity enhancement in member countries including related policies and promotion programs.

Methodology:

APO Guiding Principles of Productivity Enhancement, self-assessment, interviews, benchmarking, and assessment by an expert panel.

Qualifications of Participants

Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.

Project Code	17-RP-20-GE-RES-B
Title	Research on Productivity Advisory Service to Member Governments and NPOs
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To advise NPOs and concerned government agencies on policies and programs for national productivity enhancement in selected member countries using the review results of the Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries; and help NPOs gain a better understanding of the importance of productivity enhancement from their key stakeholders.

Background

Advisory services to NPOs on productivity policies and programs have been demanded for years, especially to help build awareness of the importance of productivity enhancement among concerned government officials. However, this need has not been fully met, due to a lack of comprehensive mechanisms. The development of the APO Guiding Principles of Productivity Enhancement has provided the framework to address this need of NPOs.

Scope and Methodology

Scope:

Advice on productivity-related policies and productivity promotional programs to selected member countries via the framework of the APO Guiding Principles of Productivity Enhancement.

Methodology:

In-depth analysis of the research results and dialogues with NPO and government officials.

Qualifications of Participants

Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.

Project Code	17-RP-33-GE-DON-C
Title	Development of Centers of Excellence
Program	C1. Development of NPOs
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$144,200

Breakdown

APO Share		
- Participants' expenses	\$35,200	
- Experts' expenses	\$11,500	
- Secretariat expenses	\$2,600	
- Deputation of Experts	\$23,100	
- Research	\$45,500	
- Staff Expenses	\$2,400	
- APO Dinner and coordination meetings	\$2,000	
- Contingency	\$6,300	
- Miscellaneous	\$2,600	\$131,200
Host Country Share		
- Local implementation costs		\$13,000
Total		\$144,200

Objectives and Targets

To support undertakings in member countries to promote; and scale up activities on the subject covered by the COE.

Background

At the 50th Session of the Governing Body Meeting in Tehran in April 2008, several APO directors highlighted the need to explore the feasibility of establishing COE in areas in which NPOs have unique strengths and expertise to facilitate the sharing of knowledge and best practices to intensify productivity promotion. This was subsequently followed by discussions at the 50th WSM and the establishment of the pilot COE on Business Excellence in SPRING Singapore. Based on the lessons and insights gained from the pilot project, a new COE will be established for a new area.

Scope and Methodology

Scope:

Convening expert meetings, roundtable conferences and workshops; assigning international and national experts and APO Secretariat staff to meetings; and development and publication of manuals and case studies.

Methodology:

A specific project implementation plan will be prepared detailing the methodology for project activities.

Qualifications of Participants

NPOs with unique strengths.

2. SME

Project Code	17-AG-01-GE-DLN-B
Title	e-Learning Course on ICT-based Services for Agricultural Extension
Program	D1. Sustainable Management of Agricultural Resources and Technologies
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$136,800

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$14,700	
- VC center fee & lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,100	\$106,800
Host Country Share		
- Local implementation costs		\$30,000
Total		\$136,800

Objectives and Targets

To enhance participants' knowledge and understanding of the use of information and communication technology (ICT)-based services for agricultural extension to accelerate the transfer of know-how and technology to producers.

Background

Agricultural extension services provide critical access to the knowledge, information, and technology that farmers require to improve productivity. It is hence crucial to provide farmers with knowledge and information in an efficient, timely way. Restructuring and institutional and technological innovations are being introduced to meet the current and emerging needs of farmers. Rapid advances in ICT are also influencing institutional and technological innovations in extension services. ICT can help expand outreach to a large number of farmers, especially those on the margins of traditional research-extension processes. ICT can also offer solutions to resource and capacity issues within the agricultural sector. Policy and infrastructure support will be needed.

Scope and Methodology

Scope:

Agricultural extension systems in Asia; applications of ICT in agricultural extension systems; role of ICT in stimulating youth interest in agriculture; challenges and opportunities in scaling up ICT applications; public-private partnerships; and development of a best practice network.

Methodology:

Presentations, group exercises, discussions, and field visits.

Qualifications of Participants

Government officers, managers, academics, and professionals responsible for the design and implementation of extension services for small farmers.

Project Code	17-AG-02-GE-WSP-B
Title	Workshop on Advanced Farm Mechanization: Crop Sector
Program	D1. Sustainable Management of Agricultural Resources and Technologies
Host Country	Pakistan
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,000

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$18,000	
- Secretariat expenses	\$4,700	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$46,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,000

Objectives and Targets

To review emerging trends in farm mechanization in the crop sector; share successful examples of advanced farm mechanization systems and technologies in the crop sector; and formulate strategic action plans for scaling up the best practices in member countries to improve agricultural productivity.

Background

One of the main causes of low agricultural productivity in most developing countries is the low level of farm mechanization and use of inappropriate farm machinery. Farms are still predominantly operated inefficiently using manual labor. The lack of appropriate machinery catering to the requirements of small-scale farms is considered one of the major obstacles for developing countries to increase farm mechanization. Imported farm machinery oftentimes is not suited for small-scale operations. There is also growing concerns about the use of machinery that consumes high levels of energy as it is expensive to maintain due to high prices of fossil fuels and pollutes the environment. There is also a need for machines that suit the needs of the elderly and women working on farms.

Scope and Methodology

Scope:

Global trends in the development and expansion of agricultural mechanization; latest initiatives for the development and commercialization of small farm machinery; application of nanotechnology in the development of small farm machinery and equipment; and use of robots in farm operations.

Methodology:

Presentations, group exercises, and field visits.

Qualifications of Participants

Qualified experts and professionals in the public and private sectors involved in the R&D, promotion, and marketing of farm machinery.

Project Code	17-AG-11-GE-SMN-A
Title	Study Mission to a Nonmember Country on Enhancing Access for Agrifood Products from Asian Countries
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Europe
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$84,600

Breakdown

APO Share		
- Participants' expenses	\$26,600	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,300	
- Other local costs	\$50,000	
- Miscellaneous	\$2,700	\$84,600
Host Country Share		
- Local implementation costs		\$0
Total		\$84,600

Objectives and Targets

To learn different approaches in the promotion of agrifood products in major global markets; and understand the issues and challenges in accessing those markets.

Background

The lack of awareness of global food safety and quality standards, and government regulation, insufficient understanding of the requirements for certification, high cost of certification, and market access information are among the typical challenges for food industry enterprises in the Asian region. International private food standards such as Global GAP, ISO 22000, IFS, and FSSC 22000 are aimed at ensuring safety and mandatory to follow for the export of products. Producers and exporters of agrifood products in Asian countries need to know and understand the standards and requirements for the certification of exporting countries and also understand the opportunities for their products in the global market.

Scope and Methodology

Scope:

Food regulations; food safety and quality control standards; modern legislation and policy; packaging material, analytics, and ingredients; and case studies.

Methodology:

Presentations by CEOs of food companies, senior government officers, senior consultants, and academics; group discussions, and visits to the relevant companies, factories, organizations, institutes, and markets.

Qualifications of Participants

Food industry association leaders, CEOs and managers of agribusiness companies, officials of government and NGOs, and scientists and academics involved in the food industry and development.

Project Code	17-AG-12-GE-WSP-B
Title	Advanced Agribusiness Management Course for Executives and Managers
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To enhance participants' knowledge of recent and emerging developments in global agribusinesses; provide opportunities for networking and sharing of best practices in the management of agribusiness issues; and identify the needs of agribusiness executives and managers in APO member countries.

Background

Agribusiness companies in Asia face tremendous challenges from the growing complexities of the global environment. To stay competitive, they need to address those challenges posed by more technologically advanced, well-financed, networked multinational agribusiness companies. They need to develop value chains that take into consideration the dynamics of the sociopolitical environment in the region and consumer behavior. Innovations in business operations and product development should be indispensable elements of their strategies. This workshop will provide a forum for participants and international experts to discuss current issues and challenges in agribusiness, share experiences, and learn best practices of successful agribusinesses in the host country.

Scope and Methodology

Scope:

Global trends in agribusiness; strategic thinking in agribusiness; innovations in agribusiness; inclusive value chains; emerging opportunities and challenges for agribusiness; and capacity development needs of agribusiness companies in Asia.

Methodology:

Interactive sessions on theme presentations, case studies, group workshop, and company visits.

Qualifications of Participants

CEOs and managers of agribusiness companies including SMEs, academics, and NPO and industry association consultants providing consultancy services on agribusiness management.

Project Code	17-AG-13-GE-CON-A
Title	Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Philippines
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$95,900

Breakdown

APO Share		
- Participants' expenses	\$38,700	
- Experts' expenses	\$36,500	
- Secretariat expenses	\$2,200	
- Other local costs	\$0	
- Miscellaneous	\$2,600	\$80,000
Host Country Share		
- Local implementation costs		\$15,900
Total		\$95,900

Objectives and Targets

To provide a forum for policymakers, organic agribusiness leaders, and academics to deliberate on advances in organic agribusiness, and to share and learn from successful organic agribusiness models and value chains.

Background

The APO Asian Food and Agribusiness Conference provides a unique forum for policymakers, industry leaders, CEOs from the private sector, NGOs, scientists, and consultants to discuss current and emerging topics important for the advancement of agribusiness in Asia. The 2017 conference will focus on the theme Enhancing Exports of Organic Products. Organic food is catching on among retailers, especially niche ones, due to growing desires of consumers to leading healthy lives. Global organic trade reached USD100 billion in 2015. This conference will provide a platform for knowledge and experience sharing and networking to create more opportunities for Asian organic products to gain access to global markets.

Scope and Methodology

Scope:

Trends in global and Asian organic agribusiness; opportunities, investments, and challenges for organic agribusiness; the public-private partnership approach; and successful models of organic agribusiness.

Methodology:

Plenary thematic sessions with expert presentations, country case studies, panel discussion sessions, and a field visit.

Qualifications of Participants

Senior policymakers and planners, scientists, academics, and executives of NGOs and companies in charge of promoting organic policies, programs, and technologies/farming systems.

Project Code	17-AG-20-GE-WSP-B
Title	Workshop on Emerging Roles of Producers' Associations and Farmers' Cooperatives
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To review trends in the activities of farmers' associations and cooperatives; and identify strategies to enhance their roles in supporting small farmers in improving agricultural productivity.

Background

Farmers' associations and cooperatives have played pivotal roles in the development of small farmers. They served as conduits for technical and financial assistance from the government and financing institutions as well as marketing arms of small farmers. They also provided venues for networking and knowledge sharing among farmers. In recent years, the number of such organizations has been declining and their roles have been substantially reduced as many small farmers have direct access to farm input providers and to markets for their produce. It is important to review the changing roles of such organizations and assess their relevance to small farmers.

Scope and Methodology

Scope:

Current state of farmers' associations and cooperatives, their changing roles, and best practices in their management; developing and strengthening rural institutions; and enhancing the participation of farmers' cooperative and associations in value chains.

Methodology:

Presentations by experts, country reports, workshops, and site visits.

Qualifications of Participants

Leaders of national farmers' associations and cooperatives, extension officials in government and NGOs, and academics responsible for strengthening farmers' associations and cooperatives.

Project Code	17-AG-24-GE-WSP-B
Title	Workshop on e-business Modeling for Women Entrepreneurs
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,600

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$32,200
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,600

Objectives and Targets

To identify e-business models for women entrepreneurs; and develop training modules for follow-up courses.

Background

Women have proven that they can be successful entrepreneurs and contribute more to household incomes. However, in some countries in Asia, notably in South Asia, women are unable to engage in certain trades in a manner equal to men due to cultural and gender bias against directly transacting business with the opposite gender. Such biases limit women's access to resources and business opportunities. The advent of e-business platforms now allows women to engage in business transactions without having to face the other gender physically while remaining in their residences to perform their perceived key role of managing the household. To enable women to benefit from e-business platforms, they should be oriented on the various features and suitable business models.

Scope and Methodology

Scope:

Participation of women in the labor force and in business; trends, opportunities, and challenges for women in business; selected e-business models; e-business protocols; issues and challenges in e-business; and training needs of women to manage an e-business.

Methodology:

Resource paper presentations, country reports, workshops, and site visits.

Qualifications of Participants

Training and extension officers in government and NGOs, NPO consultants, or academics responsible for training and consultancy on women's entrepreneurship and development.

Project Code	17-AG-25-GE-TRC-B
Title	Training Course on Planning and Management of Community-based Rural Tourism Projects
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,000

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$0	
- Miscellaneous	\$2,100	\$55,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,000

Objectives and Targets

To equip participants with different tools and techniques for planning and managing community-based rural tourism projects.

Background

Tourism is the biggest industry in the world and is the catalyst for the development of related enterprises. In many developing countries in Asia, the development of rural areas as tourism hubs has not yet been fully explored. Many of these areas have huge potential for the development of various tourism products that could benefit communities and overall rural development. However, rural communities and other key stakeholders lack capacity to plan and manage rural tourism on scientific basis. There is need to train key stakeholders in tools and techniques of planning and management of community-based rural development.

Scope and Methodology

Scope:

Global and regional trends in tourism; opportunities for development of rural tourism; selected models of rural tourism; strategies for sustainable development of rural tourism; community-based approach to rural tourism development; and strategies in marketing and promoting rural tourism.

Methodology:

Interactive lectures by experts, group/individual exercises, and site visits.

Qualifications of Participants

Officers of government and NGOs and academics involved in training and extension services to communities on tourism and rural development.

Project Code	17-AG-31-GE-TRC-B
Title	Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry
Program	D4. Food Quality and Safety Management
Host Country	Fiji
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$94,900

Breakdown

APO Share		
- Participants' expenses	\$43,200	
- Experts' expenses	\$23,400	
- Secretariat expenses	\$5,800	
- Other local costs	\$0	
- Miscellaneous	\$2,500	\$74,900
Host Country Share		
- Local implementation costs		\$20,000
Total		\$94,900

Objectives and Targets

To familiarize participants with the basic principles of food safety management systems (FSMS) including good hygiene practices (GHP), good manufacturing practices (GMP), and hazard analysis and critical control point (HACCP) for SMEs in the food industry with the focus on livestock and fishery products.

Background

Food safety is a global issue as contaminated food can cause widespread health problems with serious implications for families and government expenditures on healthcare. It can also reduce workforce productivity. Both developed and developing countries share concerns over food safety due to increased international food trade and cross-border movements of people and live animals. The main impediments in enhancing food safety are a lack of awareness of its socioeconomic significance, lack of understanding of international food safety standards, inadequate infrastructure and resources, and high cost of implementing food safety requirements in the food industry. FSMS are drawing more attention, especially from SMEs, in handling high-risk foods such as livestock and fishery products.

Scope and Methodology

Scope:

FSMS principles; key concepts in FSMS (GHP, GMP, HACCP); innovative tools and techniques; implementation of and certification in FSMS; and key success factors in the food industry for high-risk foods such as livestock and fishery products.

Methodology:

Presentations by experts, group exercises, and discussions, visits to food companies.

Qualifications of Participants

CEOs and managers of agribusinesses, senior government officers and academics involved in FSMS.

Project Code	17-AG-34-GE-WSP-A
Title	Workshop on Revitalization of Rural Communities through Productivity Improvement Initiatives
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To study different approaches and models for revitalizing rural communities; and develop action plans for implementing revitalization strategies.

Background

The fast rate of urbanization in many countries in the Asia-Pacific slows the pace of development in rural areas and has triggered the emigration of rural populations to urban areas. This trend, if not corrected, will further slow the development of rural communities, while urban areas will be affected by overpopulation that could lead to breakdowns in social services. In many rural communities, in both developed and developing countries, these trends are having serious impacts on the rural economy where most of the young productive workforce has left and only the elderly are left to tend farms. It is critical to identify and promote revitalization strategies and models to make rural communities more dynamic and attractive to the younger generation.

Scope and Methodology

Scope:

Trends in rural and urban development; impact of emigration from rural to urban areas; selected models and approaches for rural revitalization; government policies and programs for rural revitalization; and roles of stakeholders in rural revitalization.

Methodology:

Resource paper presentations, country reports, workshops, and site visits.

Qualifications of Participants

Officials of government and NGOs, academics, and NPO consultants involved in urban, regional, and rural development planning.

Project Code	17-AG-35-GE/SPP-OSM-B
Title	Multicountry Observational Study Mission on Modern Food Production Process Management System
Program	D4. Food Quality and Safety Management
Host Country	APO Secretariat
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$27,100

Breakdown

APO Share*		
- Participants' expenses	\$21,900	
- Experts' expenses	\$2,200	
- Secretariat expenses	\$2,000	
- APO hosted reception	\$1,000	
- Miscellaneous	\$0	\$27,100
Host Country Share		
- Local implementation costs		\$0
Total		\$27,100

* Special cash grant which funds the local cost will be added to the above budget after approval by the Japanese Government.

Objectives and Targets

To enhance participants' understanding of modern food production process management systems inclusive of HACCP, ISO22000, and food traceability systems, to examine the challenges and opportunities in enhancing such systems, and to formulate strategies for adopting the lessons learned from the experience of Japan in other participating countries.

Background

An increasing number of food safety crises occurring worldwide in recent years has heightened consumers' food safety awareness and caused public distrust of increasingly complex global food value chains. Against this background, the food-processing industry has been developing diverse control systems for food safety and quality along the food value chains. However, due to lack of clear understanding of these systems, and limited financial and human resources, food-processing small-scale enterprises (SMEs) have difficulties in establishment and operation of these systems. With a special cash grant from the Ministry of Agriculture, Forestry and Fisheries of Japan, this study mission is aimed at deepening the understanding of the modern food production process management systems.

Scope and Methodology

The study mission will consist essentially of resource paper presentations, group discussion, and observational site visits. The tentative topics are (i) modern food production process management systems, (ii) food traceability systems, and (iii) challenges and options for the private sector in implementing food production process management systems and traceability systems.

Qualifications of Participants

Mid- to senior-level managers of food enterprises, officers of food-processing industry SMEs, NPO consultants, government officials, and academics involved in food safety management systems.

Project Code	17-IN-06-GE-DLN-A
Title	Self-learning e-Course for the Industry and Service Sectors
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$224,900

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$63,000	
- Secretariat expenses	\$0	
- Technical costs (9 courses)	\$157,500	
- Miscellaneous	\$4,400	\$224,900
Host Country Share		
- Local implementation costs		\$0
Total		\$224,900

Objectives and Targets

To provide basic training to numerous participants from SMEs in productivity/Green Productivity tools and techniques in selected subject areas related to the industry and service sectors in a cost-effective manner; and create a mass of productivity professionals.

Background

Depending upon the needs of APO members and relevance of subjects, the APO develops self-learning e-courses and offers them on its e-learning portal (<http://www.apo-elearning.org>). These courses are developed based on experience accumulated over years of organizing capacity-building projects in its focus areas. The APO plans to organize basic as well as more advanced self-learning e-courses on Green Productivity, ISO management systems, energy management, etc. in 2017. For each course, a separate project implementation plan (PIP) containing specific information on the course and subject will be issued. NPOs are requested to start promoting the course only after receiving the PIP.

Scope and Methodology

Scope:

The scope of each course will be decided based on the subject and will be detailed in the PIP issued later for each course.

Methodology:

Self-learning e-modules, additional study material for participants, intermittent quizzes for self-assessment, and a final examination.

Qualifications of Participants

Productivity practitioners, consultants, engineers, managers, and all professionals working on the subject.

Project Code	17-IN-13-GE-WSP-B
Title	Workshop on Total Productive Maintenance Applications in SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Lao PDR
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,700

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$15,300	
- Secretariat expenses	\$3,700	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,100
Host Country Share		
- Local implementation costs		\$13,600
Total		\$50,700

Objectives and Targets

To provide participants with practical approaches to implement and apply total productive maintenance (TPM) in SMEs.

Background

TPM is an approach to utilize machinery and related manpower resources effectively and efficiently. It combines the practice of preventive maintenance with the concepts of total quality management and total employee involvement. It leads to management systems for equipment maintenance which optimize effectiveness, eliminate breakdowns, and promote autonomous operator maintenance through day-to-day activities. TPM is an effective approach to strengthen industries including SMEs. This workshop will be organized to train productivity trainers and consultants as well as SME representatives to equip them with in-depth practical knowledge of TPM applications.

Scope and Methodology

Scope:

Background and evolution of TPM; steps in TPM implementation; autonomous maintenance; specific improvement (kobetsu kaizen); and planned maintenance.

Methodology:

Lectures, group discussions, onsite actual practice, and assessment examination.

Qualifications of Participants

Productivity improvement practitioners from NPOs and other organizations, and SME production or maintenance managers who wish to implement TPM.

Project Code	17-IN-20-GE-TRC-B
Title	Training Course on Lean Manufacturing Systems for SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Pakistan
Duration	12 days
Timing	To be decided
No. of Participants	19
Project Cost	\$90,100

Breakdown

APO Share		
- Participants' expenses	\$32,400	
- Experts' expenses	\$27,700	
- Secretariat expenses	\$5,900	
- Other local costs	\$150	
- Miscellaneous	\$2,300	\$68,500
Host Country Share		
- Local implementation costs		\$21,600
Total		\$90,100

Objectives and Targets

To develop the capability of trainers/consultants, engineers, and production managers of SMEs to innovate lean systems using practical approaches and hands-on training.

Background

Lean manufacturing systems involve the systematic elimination of all types of waste in production and related processes. "Lean" also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. To achieve the objectives of lean systems, several techniques and concepts are indispensable, including just-in-time inventory, the pull concept, small-lot production, total quality management, supply chain management, and value stream mapping. This training course will provide comprehensive information on lean manufacturing systems and lean applications in SMEs.

Scope and Methodology

Scope:

Concepts and strategic planning for lean manufacturing systems; methodologies and approaches to lean applications; practical techniques in the management of manufacturing systems; and practicing improvement in a production process.

Methodology:

Lectures, group discussions, site visits, case study presentation, and examination.

Qualifications of Participants

Trainers/consultants or senior/mid-level managerial and technical personnel from SMEs involved in manufacturing familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.

Project Code	17-IN-36-GE-TRC-A
Title	Training of Trainers in Total Quality Management for SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Mongolia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,200

Breakdown

APO Share		
- Participants' expenses	\$23,400	
- Experts' expenses	\$18,400	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$46,400
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,200

Objectives and Targets

To enable participants from SMEs to understand the concept and implementation of total quality management (TQM) and to become competent TQM trainers and practitioners.

Background

Aware of the need to improve product or service quality, most SMEs are applying various improvement methods in the hope of achieving the required growth and higher profits. One of the methods to improve product or service quality in SMEs is through the implementation of TQM. It encompasses many aspects of operations beginning at the lowest level of the organization focusing on customers' requirements and delivering them (products and services) satisfactorily to the system of production and ensuring quality in all steps in the process. Participants will develop their knowledge, skills, and experience to become competent trainers in TQM, especially for SMEs.

Scope and Methodology

Scope:

Introduction and concept of TQM; quality assurance; TQM implementation; and useful tools for TQM in SMEs.

Methodology:

Lectures, site visits, group work, individual presentations, and examination.

Qualifications of Participants

Productivity practitioners and specialists involved in promoting productivity and quality in SMEs.

Project Code	17-IN-37-GE-TRC-B
Title	Training Course on Basic Productivity Tools for SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Fiji
Duration	5 days
Timing	21-25 August
No. of Participants	19
Project Cost	\$95,000

Breakdown

APO Share		
- Participants' expenses	\$43,200	
- Experts' expenses	\$23,400	
- Secretariat expenses	\$5,800	
- Other local costs	\$150	
- Miscellaneous	\$2,500	\$75,000
Host Country Share		
- Local implementation costs		\$20,000
Total		\$95,000

Objectives and Targets

To train participants from SMEs in basic productivity tools and techniques for productivity and quality improvement; and examine and adopt the best practices of excellent SMEs.

Background

SMEs are facing growing challenges from global competition and the needs of increasingly sophisticated customers. SMEs generally suffer from the lack of knowledge of basic productivity tools, weak technical capabilities, and limited access to external assistance. This training course being organized to focus on practical, basic productivity tools for SMEs that would like to utilize them to gain or sustain market competitiveness and improve productivity.

Scope and Methodology

Scope:

Basic concept and awareness of productivity in SMEs; tools and techniques for SMEs (TQM, 5S, kaizen, TPM, QCCs); and best practices of successful SMEs.

Methodology:

Lectures, case study presentations, field visits, group work, and examination.

Qualifications of Participants

Executives/managers of SMEs.

Project Code	17-IN-44-GE-OSM-B
Title	Multicountry Observational Study Mission on SME Development
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Korea, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$68,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$2,800	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$41,300
Host Country Share		
- Local implementation costs		\$27,100
Total		\$68,400

Objectives and Targets

To learn how to promote productivity tools and techniques among SMEs; examine and adopt the best practices implemented by SMEs in the ROK to enhance productivity, quality, and profitability through various techniques and methodologies; and develop action plans for SME development in participating countries.

Background

SMEs constitute the most numerous business entities and are important in accelerating economic growth and development in APO member countries. Therefore, SMEs in the region must adopt best practices to achieve sustainable growth and competitiveness. SMEs face issues and challenges in terms of development and sustainability. The lack of knowledge of advanced management practices, weak technical capabilities, and limited access to external assistance are critical common factors and should be closely examined for the development of SMEs. This special study mission will provide an opportunity for participants to observe actual applications of productivity and quality improvement tools and techniques, such as 5S, kaizen, and total productive maintenance (TPM).

Scope and Methodology

Scope:

Self-improvement efforts by SMEs; management philosophy and strategies to increase productivity and competitiveness; and practical productivity improvement tools and techniques for SMEs (5S, kaizen, TPM, etc.).

Methodology:

Lectures, presentations, company visits, and interactive discussions.

Qualifications of Participants

NPO trainers or consultants and top managers of SMEs working closely with NPOs in the national productivity movement.

Project Code	17-RP-06-GE-OSM-A
Title	Multicountry Observational Study Mission on the Impact of Industrial Policy on SME Productivity
Program	E1. Productivity Policy Analysis
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,500

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$3,400	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$44,200
Host Country Share		
- Local implementation costs		\$11,300
Total		\$55,500

Objectives and Targets

To study good practices of industrial policy enhancing SME productivity in advanced member countries.

Background

SMEs are the main players in economic activities regardless of the development status of the economy. Improving SMEs' productivity is of the main concerns for many governments. As confirmed by the development paths of advanced countries, one of the keys to enhancing SME productivity lies in the efforts of governments to support SMEs through industrial policy. This four-day study mission will demonstrate how industrial policy helps enhance productivity growth in SMEs in manufacturing and services in developed economies. Participants will be able to learn from the experience of promoting industrial policy to enhance SME productivity and apply their observations in their home countries.

Scope and Methodology

Scope:

National industrial policy; SME productivity; SMEs policy.

Methodology:

Resource and country paper presentations, group discussions, and site visits.

Qualifications of Participants

Policymakers and governmental officials in charge of industrial policy, SME policy, and SME promotion.

Project Code	17-RP-22-GE-CON-B
Title	Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector
Program	F1. Productivity-related Trends
Host Country	India
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$116,000

Breakdown

APO Share		
- Participants' expenses	\$49,700	
- Experts' expenses	\$42,500	
- Secretariat expenses	\$4,700	
- Other local costs	\$0	
- Miscellaneous	\$3,000	\$99,900
Host Country Share		
- Local implementation costs		\$16,100
Total		\$116,000

Objectives and Targets

To provide a platform for SMEs, NPOs, and concerned government agencies to learn about cutting-edge technologies for future productivity growth; and discuss potential applications of ICT innovation for competitiveness enhancement in the SME sector.

Background

ICT plays a significant role in the dynamism and competitiveness of SMEs, which in return support national socioeconomic development. It is widely recognized that the application of digital tools, systems, and infrastructure transforms the fundamental nature of many companies and provides major economic incentives in terms of business success and more robust networks. This conference therefore will provide opportunities to SMEs, NPOs, and agencies involved in ICT development and SME growth promotion to learn about the latest trends and cutting-edge technologies that are crucial in day-to-day operations. The conference will also serve as a platform for sharing new ideas in terms of legislation and policy that support ICT application/adoption in SMEs.

Scope and Methodology

Scope:

Trends in cutting-edge technologies; models of ICT application in advanced economies; benefits of ICT adoption; and future directions of ICT.

Methodology:

Expert presentations, case studies of ICT applications in SMEs, and sharing of best practices of ICT-related policies and applications.

Qualifications of Participants

Representatives of SMEs, NPOs, academia, policymaking bodies, and government agencies in charge of SME promotion.

Project Code	17-RP-25-GE-RES-B
Title	Research on Social Commerce in SMEs
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$88,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$1,000
Total		\$88,000

Objectives and Targets

To explore how social commerce, a subset of e-commerce involving social and online media that facilitate interaction between sellers and consumers as well as among users and even user contributions, can assist SMEs to reach out to global niche markets.

Background

Social commerce is a subset of e-commerce as it involves social media and online media that support social interaction and user contributions to assist online buying and selling of products and services. Given current IT-related trends in doing business, sales and marketing of products and services, especially among SMEs, are undergoing gradual changes. As social commerce now totally engages customers, provides them incentives to return to a company's website, offers a platform to discuss products/services, and offers a variety of information to research, compare, and choose, this phenomenon has changed the way business is conducted. This research will therefore examine the depth and breadth of the adoption and impact of social commerce on SME operations.

Scope and Methodology

Scope:

Review of literature on social commerce; case studies of social commerce application by SMEs; impact and benefits of social commerce; and future directions of social commerce for SMEs.

Methodology:

Coordination meeting, case study, survey, and comparative analysis.

Qualifications of Participants

International and national experts specialized in SME promotion and social commerce.

3. Innovation

Project Code	17-AG-03-GE-WSP-A
Title	Workshop on Innovative Water Resource Management
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,000

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$0	
- Miscellaneous	\$2,100	\$55,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,000

Objectives and Targets

To review new ways, approaches, and techniques for efficient, effective agricultural water resource management (WRM); and establish a best practice network to improve WRM in the region.

Background

Water is the basic resource for sustainable development in agriculture. Water use for agriculture is still rapidly growing in Asia, and a shortage of finite water resources (WR) is forecast. Demographic and climatic changes further increase the stress on WR. Less availability of water will undermine food security and cause degradation of the environment and resource base. In spite of the expected scarcity of WR, the region is confronted with the challenges of limited water storage capacity and rampant wastage of water during its distribution and field applications. The traditional fragmented approach is no longer viable. Innovative techniques and holistic approaches to WRM are essential for sustainable productive agriculture.

Scope and Methodology

Scope:

Global trends in WRM; latest initiatives for promoting integrated water management (IWM); opportunities and challenges in IWM; policy and institutional settings for promoting IWM; role of producers' and water users' associations (WUAs) in IWM; and integrated planning and decision support systems.

Methodology:

Presentations, group exercises, and field visits.

Qualifications of Participants

Senior managers, officials, consultants, representatives of WUAs, or academics engaged in agricultural water management.

Project Code	17-AG-14-GE-RES-B
Title	Research on Land Productivity Measurement
Program	E4. Agricultural Policy and Productivity Monitoring
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$105,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$97,900	
- Secretariat expenses	\$0	
- Local Implementation Costs	\$5,000	
- Miscellaneous	\$2,100	\$105,000
Host Country Share		
- Local implementation costs		\$0
Total		\$105,000

Objectives and Targets

To develop and institutionalize a system for measuring and monitoring land productivity in selected member countries; and enhance or develop national capacities to undertake productivity measurement, analysis, and monitoring.

Background

Increasing agricultural productivity is crucial in achieving the objectives of many countries of rural poverty reduction, food security, and economic growth. Land productivity is an important determinant of overall agricultural productivity. But for most of those countries, systems for monitoring land productivity trends are weak. This usually translates into weak planning and programming systems, which often lead to improper allocation of scarce resources among sectors and even within the agriculture sector. With globalization and increasing liberalization in the trade of agrifood products, countries in the region need reliable databases on their agricultural resources and their productivity so that governments can plan and pursue the appropriate policy mix and program support.

Scope and Methodology

Scope & Methodology:

The project will involve a Coordination Meeting of international and national experts from participating countries, to be followed by research in each country. The output of the research will be a regional report. The report findings will be disseminated among key stakeholders such as the concerned experts and policymakers from participating countries and NPOs.

Qualifications of Participants

Experts from national census/national statistics agencies, agricultural statistics bureau, or department and/or national economic development planning agencies/institutes involved in agricultural statistics analysis and/or agricultural/land productivity research and monitoring.

Project Code	17-AG-28-GE-DLN-B
Title	e-Learning Course on Food Safety Risk Management in Food Supply Chains
Program	D4. Food Quality and Safety Management
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$136,800

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$14,700	
- VC Center fee & lunch fee	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,100	\$106,800
Host Country Share		
- Local implementation costs		\$30,000
Total		\$136,800

Objectives and Targets

To train participants in recent developments in food safety risk management in food supply chains; and identify ways to promote its adoption among SMEs in the food industry.

Background

Consumers are increasingly concerned about food safety, how food is produced, and how it is handled within the food supply chain. Incidences of food contamination have recently increased, affecting company reputations and finances due to product recalls. For expanding food exports and increasing profitability, the Asian food industry clearly needs effective approaches to manage risks. This e-learning course will provide Asian food industry stakeholders an opportunity to learn the basics of food safety risk management in food supply chains.

Scope and Methodology

Scope:

Risk management tools, regulations, and policies; technologies for managing risk in food supply chains; and successful examples of managing risk.

Methodology:

Presentations by experts, group exercises, and discussions.

Qualifications of Participants

Consultants of NPOs, officers and inspectors of national organizations responsible for food safety and quality standards, or managers and officers in the food industry responsible for food safety management systems.

Project Code	17-AG-29-GE-CON-B
Title	Forum on Strengthening National Food Safety Standards
Program	D4. Food Quality and Safety Management
Host Country	Pakistan
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$112,600

Breakdown

APO Share		
- Participants' expenses	\$52,200	
- Experts' expenses	\$38,000	
- Secretariat expenses	\$4,500	
- Other local costs	\$0	
- Miscellaneous	\$2,900	\$97,600
Host Country Share		
- Local implementation costs		\$15,000
Total		\$112,600

Objectives and Targets

To learn about new developments and knowledge of different food safety standards in major global markets; and discuss and identify strategies to enable SMEs in the agrifood industry to meet the food safety standards of advanced countries.

Background

Rapid technological advances in processing, packaging, storage, and transportation have enabled an enormous number of food products, fresh and processed alike, to be traded among distant countries. This trend is posing major challenges as well as opportunities for developing countries in the trade in high-value food products. One major challenge is the proliferation and strengthening of standards and technical regulations, especially in developed countries. Developing countries are struggling to comply with requirements and losing comparative advantage due to the high costs of compliance. It is important to provide a forum for different stakeholders to discuss strategies to address these issues.

Scope and Methodology

Scope:

International food safety standards and regulations: challenges and opportunities for developing countries; application and enforcement of food safety standards; and capacity building of SMEs for better adoption of food safety standards.

Methodology:

Presentations by experts, discussions, and visits to food companies.

Qualifications of Participants

Senior government officials; professional staff of policy and research institutions, NPOs, and national standard boards; or CEOs and managers of companies or industry associations involved in food standard setting/application/enforcement.

Project Code	17-AG-30-GE-SMN-A
Title	Study Mission to a Nonmember Country on Packaging and Labeling of Food Products to Enhance Market Access
Program	D4. Food Quality and Safety Management
Host Country	USA
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$83,200

Breakdown

APO Share		
- Participants' expenses	\$25,300	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,300	
- Other local costs	\$50,000	
- Miscellaneous	\$2,600	\$83,200
Host Country Share		
- Local implementation costs		\$0
Total		\$83,200

Objectives and Targets

To acquire knowledge of new technologies and business practices in packaging and labeling to enhance the competitiveness of food and agricultural products in domestic and export markets; and learn regulations on packaging and labeling in more advanced countries.

Background

Packaging plays an important role in maintaining the original quality of food by protecting it from external hazards. The function of labeling is to transmit information to consumers on the quality and safety of products. Packaging and labeling jointly draw the attention of consumers through attractive designs and colors and affect the competitiveness of products. On the other hand, complicated legal regulations and requirements for packaging and labeling sometimes become trade barriers for exporters. This study mission will provide food industry stakeholders with an opportunity to learn from the rich experience of the USA in modern packaging and labeling practices and technology.

Scope and Methodology

Scope:

Trends, technologies, and business practices in packaging and labeling; roles of packaging and labeling; and regulations on packaging and labeling in advanced countries.

Methodology:

Visits to food organizations, companies, and factories; interactions with local business leaders; and presentations by experts, group discussions, and exercises.

Qualifications of Participants

CEOs or managers of agribusinesses, representatives of agribusiness associations, consultants, and government officers responsible for labeling and packaging regulations for food and agricultural products.

Project Code	17-AG-32-GE-WSP-B
Title	Workshop on Cold Chain and Logistics Management
Program	D4. Food Quality and Safety Management
Host Country	Malaysia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$49,300

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$16,300	
- Secretariat expenses	\$3,800	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$32,500
Host Country Share		
- Local implementation costs		\$16,800
Total		\$49,300

Objectives and Targets

To familiarize participants with new techniques of cold chain and logistics management; learn about good practices of cold chain management in advanced countries; and formulate action plans for promoting the adoption of such practices by member countries.

Background

In most countries in the Asia-Pacific region, substantial losses of perishable products including fresh fruit and vegetables are incurred in the process of transportation of over long distances and in traditional markets. High temperature is a major cause of the deterioration in the quality of fresh produce and contamination with microorganisms. The cold chain system is critically important for extending the shelf life of perishable agricultural and food products. However, in most member countries the current policy environment, infrastructure facilities, and credit support are not conducive to the development and wider adoption of comprehensive cold chain logistics systems in the perishable food industry.

Scope and Methodology

Scope:

Cold chains for perishable agrifood products; packaging technologies for chilled products; temperature monitoring systems for international shipments; cost-effective cold chain systems; logistics of cold chains; successful examples of building cold chains for perishable products.

Methodology:

Presentations by experts, group exercises, discussions, and visits to food companies.

Qualifications of Participants

CEOs and managers of agribusinesses, senior government officers and academics involved in R&D promotion of modern postharvest technologies, or trading and marketing of perishable products.

Project Code	17-AG-33-GE-WSP-B
Title	Workshop on Food Quality Standards for Enhancing Market Access
Program	D4. Food Quality and Safety Management
Host Country	Vietnam
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,000

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$16,200	
- Secretariat expenses	\$2,000	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$34,300
Host Country Share		
- Local implementation costs		\$15,700
Total		\$50,000

Objectives and Targets

To assess the implementation of modern food quality standards in various countries, and share good practices of implementation of standards and regulations with the aim of enhancing market access.

Background

Private food quality standards including packaging and labeling standards and organic standards are becoming basic requirements in the context of global trade in food and agricultural products. The standards are developed and operated by associations of private enterprises, mainly in the retail industry in developed countries and mostly used in B2B relations. Their forms and contents differ depending on the owner of the standards. There is no legal obligation for exporters to become certified under private food standards, but business partners in the export market chain often require exporters to be certified. As a business reality, it is desirable for Asian food industry players to understand private standards and their detailed contents to enhance market access.

Scope and Methodology

Scope:

International food quality standards and regulations on food quality, packaging, and organics; challenges for developing countries; application of food quality standards; and capacity building of SMEs.

Methodology:

Presentations by experts, group exercises, discussions, and visits to food companies.

Qualifications of Participants

Senior government officials; professional staff of policy and research institutions, NPOs, and national standard boards; or CEOs and managers of companies or industry associations involved in food standard setting/application/enforcement.

Project Code	17-AG-36-GE/SPP-OSM-B
Title	Multicountry Observational Study Mission on Food Value Chain Management
Program	D4. Food Quality and Safety Management
Host Country	APO Secretariat
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$27,100

Breakdown

APO Share*		
- Participants' expenses	\$21,900	
- Experts' expenses	\$2,200	
- Secretariat expenses	\$2,000	
- APO hosted reception	\$1,000	
- Miscellaneous	\$0	\$27,100
Host Country Share		
- Local implementation costs		\$0
Total		\$27,100

* Special cash grant which funds the local cost will be added to the above budget after approval by the Japanese Government.

Objectives and Targets

To study the current status of food value chain management in member countries, and to share knowledge on new technologies and best practices in food value chain management systems.

Background

In advanced food value chains, a sequence of value-adding stages from production to storage, processing, distribution, and consumption are closely integrated, resulting in greater benefit to stakeholders in the chain. On the other hand, a huge quantity of food is lost in the value chain in many developing countries. This prevents producers from making a fair income in agriculture and the food industry. With a special cash grant from the Ministry of Agriculture, Forestry and Fisheries of Japan, the APO is organizing this study mission to provide opportunities for participants to study food value chain management.

Scope and Methodology

The study mission will consist essentially of resource paper presentations, group discussion, and observational site visits. The tentative topics are (i) food value chain development and its impact on agriculture and the food industry, and (ii) capacity development needs for food value chain management.

Qualifications of Participants

CEOs of agribusinesses, agriculture industry leaders, senior government officers and academics engaged in managing and promoting the development of food value chains in agribusiness.

Project Code	17-AG-38-GE-RES-B
Title	Research on Agriculture Policies in Asia
Program	E4. Agricultural Policy and Productivity Monitoring
Host Country	APO Secretariat
Duration	3 days
Timing	One year
No. of Participants	9
Project Cost	\$119,900

Breakdown

APO Share		
- Participants' expenses	\$77,400	
- Experts' expenses	\$25,100	
- Secretariat expenses	\$0	
- Local Implementation Costs	\$5,000	
- OECD Meeting	\$10,000	
- Miscellaneous	\$2,400	\$119,900
Host Country Share		
- Local implementation costs		\$0
Total		\$119,900

Objectives and Targets

To analyze the systematic relationship between basic agricultural policies and agricultural productivity; and formulate practical recommendations for policy directions to enhance agricultural productivity.

Background

Agricultural policies and measures have a significant impact on the long-term performance and productivity of the agriculture sector. It is therefore important for governments to pursue an appropriate policy mix that provides the right stimuli to stakeholders. Asian countries are at different stages of structural transformation and hence have different concerns regarding the development of agriculture and the rural economy. However, many Asian countries have two common features: limited experience in policy analysis; and poor monitoring systems of policies employed to support farmers. For these reasons, policymakers must be adequately supported by reliable information, databases, and analytical tools.

Scope and Methodology

Producer support estimates (PSEs) will be computed with the agreed upon methodological tools and available data on agricultural production, consumption and trade; market prices and costs; and national/state budget expenses for agricultural policy measures. The synthesis report for comparative analyses of agricultural policies in participating countries will be completed for publication.

Qualifications of Participants

Experience in agricultural policy analysis within the government, academia, or national institutes; good knowledge of and access to agricultural statistics and national budget statistics of the concerned ministries/agencies; and good understanding of the PSE methodology.

3. Innovation

Project Code	17-IN-09-GE-DLN-A
Title	e-Learning Course on Management Innovation in SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$11,200	
- VC center fee and lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To provide an understanding of the concept of management innovation in SMEs for enhancing productivity; and learn about and share strategies for successful application of management innovation in SMEs.

Background

Management innovation is a process by which an idea or invention is translated into a product or service for which people will pay or something that results from this process. To be called a management innovation, an idea must be replicable economically and satisfy a specific need. Management innovation involves deliberate application of information, imagination, and initiative in deriving greater or different value from resources and encompasses all processes by which new ideas are generated and converted into useful products. This e-learning course will be a platform for SMEs to learn and share the latest trends in and information on management innovation to enhance their competitiveness in local and global markets.

Scope and Methodology

Scope:

Overall concept of management innovation in SMEs; and how to apply a management innovation framework in SMEs.

Methodology:

e-Lectures and presentations, group discussion, field visit(s), group presentations, and exam.

Qualifications of Participants

Staff and managers of SMEs or NPO consultants providing management innovation consultancy for SMEs.

Project Code	17-IN-10-GE-WSP-A
Title	Workshop on Corporate Sustainability Management for SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To understand current thinking and practices in the dynamic field of corporate sustainability management; develop business case studies on sustainability; and familiarize participants with the conceptual framework and practical tools to achieve sustainability in an organizational setting.

Background

"Corporate sustainability management" is a generic term for environmental and social management and corporate governance. It refers to the processes or structures that an organization uses to meet its sustainability goals and objectives while transforming inputs into a product or service. Corporate management for sustainable development is emerging as a core competency for business leaders. The ability to create value from, and mitigate risks associated with, sustainable development increasingly impacts markets, access to capital, company reputation, and shareholder value. A strategic approach to corporate sustainability management is needed to preserve value and create new business opportunities.

Scope and Methodology

Scope:

Basic concepts and benefits of corporate sustainability management for SMEs; and methods for corporate sustainability management.

Methodology:

Lectures, country paper presentations, group discussions, site visits.

Qualifications of Participants

SME owners, entrepreneurs, and government officials/NPO consultants involved in corporate sustainability management.

Project Code	17-IN-11-GE-WSP-B
Title	Workshop on Innovative Leadership and Talent Management for Public-sector Productivity
Program	C2. Public Sector Leadership
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,600

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,600

Objectives and Targets

To understand, recognize, and foster the right leadership qualities and styles for enhancing the quality of public service.

Background

Increased productivity in the public sector will have a positive impact on services to citizens as well as the economy generally. More can be done in public-sector agencies to develop a productivity policy agenda that helps reform and build on existing strategies for performance, efficiency, continuous improvement, and management of resources in a tight socioeconomic climate. Based on the APO Roadmap 2020, a public-sector leadership program is being introduced for senior- and mid-level executives to enhance their talent management skills, leading to more productive public-sector organizations and a better quality of life of citizens.

Scope and Methodology

Scope:

Leadership roles, responsibilities, qualities, styles, and emerging role models.

Methodology:

Presentations by experts, case studies, discussions with successful leaders, field visits, and action plan preparation.

Qualifications of Participants

Senior- and mid-level officials of public-sector organizations or senior executives of NPOs.

Project Code	17-IN-21-GE-WSP-A
Title	Workshop on Productivity Measurement in the Higher Education Sector
Program	B1. Service/Business Excellence
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$59,000

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$43,300
Host Country Share		
- Local implementation costs		\$15,700
Total		\$59,000

Objectives and Targets

To identify and recommend a suitable productivity measurement system for the higher education sector.

Background

Productivity is assuming a greater role in light of diminishing resources and increasing focus on sustainable development. Apart from public-sector organizations involved in manufacturing, many organizations in the service sector have to play a greater role in resource conservation. Productivity is therefore critical to these organizations. A reexamination of productivity measurement is needed, along with appropriate modifications, especially in the higher education sector. It is imperative to analyze critically the relationship between productivity and performance and evolve a suitable methodology for enhancing both in the higher education sector

Scope and Methodology

Scope:

Current practices and approaches in productivity measurement in the higher education sector.

Methodology:

Lectures, interactive sessions, sharing of experience in productivity measurement and analysis in the higher education sector, and individual/group exercises.

Qualifications of Participants

Senior management level in the higher education sector.

Project Code	17-IN-24-GE-OSM-A
Title	Multicountry Observational Study Mission on ICT Innovation in the Service Sector
Program	B1. Service/Business Excellence
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$44,300
Host Country Share		
- Local implementation costs		\$11,300
Total		\$55,600

Objectives and Targets

To share and exchange information on and experience in the innovative use of information and communication technology (ICT) in the service sector for accelerated productivity growth and improvement in the quality of services.

Background

The service sector is a major contributor to GDP in APO member countries. Advances in ICT have given rise to multimedia and online phenomena that hold great promise for productivity promotion and enhancement, information dissemination, and other applications as well as boosting productivity in the service sector. Recent advances, especially in software, have made the service sector a hotbed of innovation and technological progress. The Internet, interactive platforms/websites, IT, smartphones, etc. have direct/indirect impacts on service-sector productivity. This OSM will benchmark the effects of ICT on service-sector productivity, analyze current ICT policies of APO members, and examine likely future trends in ICT development and their relationship with service-sector productivity.

Scope and Methodology

Scope:

Latest ICT policies and techniques for the service sector; and ICT impact on service-sector productivity.

Methodology:

Expert and individual presentations, sharing of best practices and success stories, group discussions, and observational site visits.

Qualifications of Participants

Managers from the service sector with suitable IT backgrounds, representatives of service-sector firms with ICT applications, and NPO staff using specific ICT tools.

Project Code	17-IN-25-GE-OSM-B
Title	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials
Program	C2. Public-sector Leadership
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To observe and understand the impact of higher-ranking leadership styles on performance and overall productivity improvement in public-sector organizations.

Background

Public-sector innovation emphasizes quality in public services. The public sector is important not only for the economic development of a country but also for employment. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and the inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc. The APO started activities catering to the public sector in 2009 and developed a public-sector productivity framework. This OSM targets high-level public-sector officials for sharing knowledge, experiences, best practices, and success stories on leadership styles that supports enhanced productivity.

Scope and Methodology

Scope:

Best practices of leadership in public-sector productivity and innovation, modern public-sector management, responsiveness to stakeholders, and future challenges for public organizations.

Methodology:

Expert presentations, site visits and discussions with senior leaders, group discussions, and individual action plan preparation.

Qualifications of Participants

Policymakers working on public-sector reforms, senior public administrators, public service award administrators, academics, and NPO productivity specialists for the public sector.

Project Code	17-IN-26-GE-OSM-A
Title	Multicountry Observational Study Mission on Human-centered Productivity
Program	A2. Management Systems for Productivity Enhancement
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,600

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,600

Objectives and Targets

To promote the concept of human-centered productivity by sharing the best practices and exchanging information among APO members; and propagate a productivity-friendly culture in organizations for sustainable growth.

Background

Human-centered productivity aims to create sustainable growth by establishing a virtuous cycle in which the results of gains in productivity are fairly distributed. It focuses on efforts to raise productivity from a human-centered perspective by creating a conducive environment for both employees and management. In 2013 and 2014, the APO held workshops on human-centered productivity for top managers. As a follow-up, this OSM is being organized in 2017 to share the best practices and exchange information on companies that practice human-centered management, emphasizing freedom and autonomy and striving to bring out the unrealized potential of employees.

Scope and Methodology

Scope:

Framework, core values, and significance of human-centered productivity; creation of a creative, innovative environment in a human-centered culture; and trust-based relationships between employees and employers.

Methodology:

Presentations, group discussions, observational site visits, and presentation of country papers.

Qualifications of Participants

CEOs/top managers of private- or public-sector organizations, NPO heads, and senior government officials.

Project Code	17-IN-27-GE-OSM-A
Title	Multicountry Observational Study Mission on Global Market Access Focusing on the Retail Industry
Program	B1. Service/Business Excellence
Host Country	Cambodia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$51,600

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$14,400	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$35,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$51,600

Objectives and Targets

To learn about global market access strategies in the retail industry; and promote market access for retail industry products by sharing success stories.

Background

In today's dynamic world, intense global competition for market access and rapid changes in the business environment are forcing enterprises to become more agile. Realizing the importance of productivity improvement among SMEs in the global business environment, the APO organized workshops on Market Access for SMEs in 2011 and 2015. In 2017, the APO is organizing this OSM focusing on the retail industry to enable participants to understand the global market access situation and provide an overview of challenges faced by the retail industry in seeking greater market access for its products.

Scope and Methodology

Scope:

Present status of and new trends in global market access strategies and management; and best practices and successful examples of achieving global market access in the retail industry.

Methodology:

Presentations and lectures, site visits, group discussions, country paper presentations, and action plan presentations.

Qualifications of Participants

SME owners, entrepreneurs, and government officials/NPO consultants involved in increasing market access in the retail industry.

3. Innovation

Project Code	17-IN-28-GE-TRC-B
Title	Training Course on Business Excellence for SMEs
Program	B1. Service/Business Excellence
Host Country	Singapore
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,400

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$5,000	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,200
Host Country Share		
- Local implementation costs		\$22,200
Total		\$58,400

Objectives and Targets

To develop experienced business excellence (BE) practitioners for the application and expansion of BE frameworks and tools among organizations and SMEs.

Background

The BE framework is a dynamic tool for managing organizations to improve the competitiveness and productivity of SMEs. Using the BE framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement. To expand BE awareness among SMEs, this training course will focus on exchanging knowledge of and experience in promoting the concept of BE, simple tools for assessment, and clear steps that will allow SMEs to progress in BE maturity.

Scope and Methodology

Scope:

BE framework and criteria requirements; methodology and tools for BE practitioners; case studies of BE applications; and action plan for implementing BE in an organization.

Methodology:

Lectures, case studies, group exercises, group discussions, and assessment test.

Qualifications of Participants

BE practitioners involved in implementing BE frameworks from SMEs and organizations.

Project Code	17-IN-29-GE-WSP-A
Title	Workshop on Corporate Social Responsibility in SMEs
Program	B1. Service/Business Excellence
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,600

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,600

Objectives and Targets

To give participants a background in corporate social responsibility (CSR) concepts and methodologies; and share and exchange information on the experience of SMEs that undertook CSR initiatives.

Background

CSR is a continuing commitment by business to behave ethically and contribute to socioeconomic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. Today, business and society are interdependent. The well-being of one depends on the well-being of the other. In this context, CSR is about how companies manage their business processes to produce an overall positive impact on society. Thus, it is vital that businesses consider the economic, social, and environmental impacts of their activities. This makes plain business sense, as their reputation and bottom line can be at stake.

Scope and Methodology

Scope:

Overall concept of CSR; and best CSR practices of SMEs.

Methodology:

Presentations and lectures, site visits, group discussions, country paper presentations, and action plan presentations.

Qualifications of Participants

SME owners, entrepreneurs, and government officials/NPO consultants involved in CSR

Project Code	17-IN-32-GE-DLN-A
Title	e-Learning Course on Customer Satisfaction Management for the Service Sector
Program	B1. Service/Business Excellence
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$11,200	
- VC center fee and lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 session	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To provide an understanding of the concept of customer service (CS) management in the service sector for enhancing productivity; and learn about and share strategies for successful CS management in the service sector.

Background

The service sector is one of the major contributors to the GDP of all APO member countries. The promotion of productivity and innovative service-sector management is therefore crucial to drive national economies. Economic growth in advanced economies with a good quality of life is typically dominated by the service sector. Service-sector innovations, especially in CS management, can result in quantum leaps in productivity and involve harnessing the creativity of employees to increase efficiency and enhance overall performance. The presentations and other material in this e-learning course details specific steps in improving CS.

Scope and Methodology

Scope:

Customer service management concept, key skills in handling quality customer services and good practices on CS management

Methodology:

The course will consist of e-lectures, group discussions, field visit(s), and exam.

Qualifications of Participants

Staff and managers from the service sector or NPO staff providing CS management consultancy for SMEs in the service sector.

Project Code	17-IN-42-GE-SMN-B
Title	Study Mission to a Nonmember Country on Benchmarking Initiatives for Local Government Leaders
Program	C2. Public-sector Leadership
Host Country	Canada
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$104,200

Breakdown

APO Share		
- Participants' expenses	\$22,800	
- Experts' expenses	\$23,400	
- Secretariat expenses	\$5,000	
- Other local costs	\$50,000	
- Miscellaneous	\$3,000	\$104,200
Host Country Share		
- Local implementation costs		\$0
Total		\$104,200

Objectives and Targets

To benchmark against the Canadian public-sector innovation excellence framework and practices in relation to citizen-centered service delivery of local governments including the Ontario Municipal Benchmarking Initiatives (OMBI).

Background

Many governments have adopted new public management to initiate performance measurement in efforts to improve service delivery and become more accountable. It may necessary to look beyond the immediate environment and learn from others for this. Canada was chosen as a benchmark because it is considered a prime example of a well-planned, evolving public-sector modernization initiative emulated by many other countries like the UK, Australia, USA, etc. Evidence from the OMBI shows that successful public-sector innovation depends on the accountability of CEOs and involvement of the public in the development and management of standard measures. This mission represents a continued collaboration with the Canadian government to support public sector-related initiatives in the APO region.

Scope and Methodology

Scope:

Good governance, citizen-centered service, networking among government services, quality regulatory management, modern public-sector management, and local government management processes using the benchmarking approach.

Methodology:

Expert presentations, observational visits, group discussions, and action plan preparation.

Qualifications of Participants

Local government heads, senior officials, policymakers and local government consultants/experts.

Project Code	17-IN-43-GE-OSM-B
Title	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Korea, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$68,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$2,800	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$41,300
Host Country Share		
- Local implementation costs		\$27,100
Total		\$68,400

Objectives and Targets

To learn, share, and observe the current mechanisms for and experience in promoting innovation in SMEs to enhance their competitiveness.

Background

The increasing technological complexity required for making new products, short product life cycles, and unceasing competition have forced SMEs to move beyond the change philosophy of continuous improvement to more innovative, radical ideas that will enhance their competitiveness. Realizing the importance of innovation to the success of SMEs, the APO is organizing this study mission for SMEs to share and understand new ideas for promoting and creating innovation in their products, services, processes, and policies. It is also a platform for SMEs to share concerns on issues related to innovation so that they can enhance their competitiveness in the market.

Scope and Methodology

Scope:

Innovative strategies for SME development; best practices to promote innovation; nurturing an innovative, creative culture; and new technology transfer and partnerships among SMEs for enhanced competitiveness.

Methodology:

Lectures, site visits, presentations, and interactive discussions.

Qualifications of Participants

SME owners, entrepreneurs, and government officials/NPO consultants involved in consultancy and training for SMEs.

Project Code	17-IN-48-GE-TRC-A
Title	Training Course on Developing the APO Public-sector Leadership Framework
Program	C2. Public-sector Leadership
Host Country	Philippines
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$54,300

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,600	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,400
Host Country Share		
- Local implementation costs		\$17,900
Total		\$54,300

Objectives and Targets

To outline the leadership knowledge, abilities, skills, and behaviors that senior managers and leaders need to possess to support the successful implementation of public-sector productivity development initiatives.

Background

Public-sector organizations are central to sustainable development. Every aspect of their role, from education to environmental services and from planning to social care, shapes how people live. "Public-sector leadership" is the flesh on the bones of a country. The most important role of public-sector leaders is to solve the problems faced in a specific environment. If public-sector bodies do not take on this leadership challenge, citizens may find themselves cut off from sustainable lifestyles. Over the last five years, the APO has been pursuing a range of activities and strategies to improve public-sector productivity. This workshop aims to identify a common framework for developing competencies, knowledge, and skills of public-sector leaders in member countries.

Scope and Methodology

Scope:

Leadership capabilities, descriptions, elements, behavioral criteria, performance planning, learning and development, career and workforce planning, etc.

Methodology:

Expert presentations, group meetings, discussions, and drafting the APO Public-sector Leadership Framework.

Qualifications of Participants

Senior leaders considered as role models for the public sector, chief experts in leadership training and consultancy, and academic working in this field.

Project Code	17-IN-50-GE-CON-A
Title	Conference on Public-sector Productivity: Public-sector Best Practices
Program	C3. Public-sector Productivity
Host Country	Philippines
Duration	3 days
Timing	January
No. of Participants	38
Project Cost	\$82,400

Breakdown

APO Share		
- Participants' expenses	\$36,700	
- Experts' expenses	\$27,300	
- Secretariat expenses	\$2,000	
- Other local costs	\$150	
- Miscellaneous	\$2,300	\$68,500
Host Country Share		
- Local implementation costs		\$13,900
Total		\$82,400

Objectives and Targets

To discuss public-sector productivity and innovation including relevant national and local government policies; and examine the APO Public-sector Productivity Framework and future directions.

Background

Public-sector innovation emphasizes quality in public services, which is crucial to promote productivity in the sector. The public sector is important not only for the economic development of a country but also in terms of employment. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and the inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc. The conference will deliberate on public-sector productivity focusing on national and local governments and make recommendations on future direction to be taken for enhancement of public-sector productivity in member countries.

Scope and Methodology

Scope:

Principles of good governance in the public sector; citizen-centered service delivery; networking among federal, state, and local government services; modern public-sector management; and local government management using the benchmarking approach.

Methodology:

Expert lectures and presentations, panel discussions, special keynote presentation, site visit.

Qualifications of Participants

Public-sector professionals from central and local government organizations, public-sector productivity experts, and NPO public-sector productivity specialists.

Project Code	17-IN-51-GE-TRC-A
Title	Training Course for Labor-management Relations in SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,100

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$150	
- Miscellaneous	\$2,100	\$55,300
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,100

Objectives and Targets

To examine, discuss, and share the current status and issues of labor-management relations with special focus on the industry sector in participating countries; and identify the role of governments and NPOs in promoting good labor relations for higher productivity.

Background

The term "labor relations", also known as industrial relations, refers to the system in which employers, workers and their representatives, and, directly or indirectly, the government interacts to set the ground rules for the governance of work relationships. How companies develop and maintain a strong relationship between labor and management is an important process that they see as mutually beneficial. As companies expand overseas, it is important that they take a global approach to their labor-management relations. There are labor and legal risks specific to each country, and it is important that companies proactively identify and manage these risks. They should focus on strengthening human resources management to increase employee satisfaction.

Scope and Methodology

Scope:

Current and future labor-management issues; labor management rules and regulations under labor legislation; steps to be taken by management to improve relations; and role of governments in good labor management.

Methodology:

Interactive lectures, group discussions, case studies, site visits, and preparation of action plans.

Qualifications of Participants

Managers of private- or public-sector organizations, NPO staff, and government officials in charge of labor-management issues.

Project Code	17-IN-52-GE-TRC-A
Title	Training Course on Knowledge Management and Innovation for Local Government Authorities
Program	C3. Public-sector Productivity
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,100

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$150	
- Miscellaneous	\$2,100	\$55,300
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,100

Objectives and Targets

To provide training in the knowledge management (KM) concept and tools; and demonstrate the applicability of the KM framework and innovation in local government agencies.

Background

Public-sector productivity is one of the key priorities of the APO, and therefore it developed a public-sector productivity program framework in 2012, which was endorsed by the Workshop Meeting of Heads of NPOs in Bali in 2012. Many NPOs are mandated by their governments to undertake various initiatives to enhance the productivity of this sector, in which they are actively engaged. KM and innovation have been widely applied in the private sector including the service industry for productivity promotion, although their applications have been limited in public-sector organizations such as local governments so far. This training course in Indonesia will be aligned with the APO framework.

Scope and Methodology

Scope:

The what and why of KM and innovation; KM and the innovation framework; KM and innovation tools for the public sector; and KM implementation approach.

Methodology:

Expert presentations, discussions, group work on the KM and innovation framework for public-sector organizations, observational site visits, and assessment test.

Qualifications of Participants

Representatives of public-sector organizations, government ministries/departments, public service providers, NPOs, and public-sector enterprises.

Project Code	17-IN-60-GE-WSP-B
Title	Workshop on Regulatory Review for Improving the Ease of Doing Business
Program	C3. Public-sector Productivity
Host Country	Philippines
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$54,300

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,600	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,400
Host Country Share		
- Local implementation costs		\$17,900
Total		\$54,300

Objectives and Targets

To discuss the necessity for and significance of regulatory review and approaches to be adopted for enhancing public-sector productivity and improving the ease of doing business.

Background

Daily life is affected by regulations in a number of ways. Certainly regulations create direct benefits to our life. Regulations help ensure that we live safer lives, are treated fairly, protect and manage our environment, have a competitive and efficient economic environment, and ease ways of dealing with others. Regulatory review refers to changes that improve regulatory quality to enhance the economic performance, cost-effectiveness, or quality of regulations and related government formalities. Review can mean revision of a single regulation, the scrapping and rebuilding of an entire regulation, or improvement of processes for making regulations and ultimately improving the ease of doing business.

Scope and Methodology

Scope:

Scope of existing business regulations; regulatory review process and methodology; steps to be taken for regulatory review; how regulatory review affects public-sector productivity; and what is the ease of doing business.

Methodology:

Lectures, expert presentations, group discussions, exercises, question-and-answer sessions, visits to government agencies, and case studies.

Qualifications of Participants

Public-sector officials, policymakers, public-sector consultants, and business professionals.

Project Code	17-IN-71-GE-WSP-A
Title	Workshop on Performance Management for the Public Sector
Program	C3. Public Sector Productivity
Host Country	Philippines
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$54,300

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,600	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,400
Host Country Share		
- Local implementation costs		\$17,900
Total		\$54,300

Objectives and Targets

To share and exchange information and experience on performance management for the public sector, including best practices and success stories, and examine relevant government policies promoting public-sector productivity.

Background

The introduction of the performance management model emphasizes performance to create and sustain a healthy, effective, result-oriented culture in public-sector organizations. To some extent, performance management includes the activities of government or its agencies in planning, implementing, reviewing, evaluating, and reporting the effectiveness of its policies, programs, and projects. The purpose of organizational performance management in the public sector is to introduce systematic control in the management process to achieve organizational objectives. This workshop is targeting professionals at the mid- to senior management levels. They are expected to contribute to ongoing program development for public-service management and as course alumni create multiplier effects.

Scope and Methodology

Scope:

Modern public-sector management, SMART performance management methodologies, and best practices in public-sector performance management.

Methodology:

Expert lectures, field visits, group discussions, and action plan preparation.

Qualifications of Participants

Public-sector professionals, officials from central and local government organizations, or senior NPO officials.

Project Code	17-IN-90-GE-CON-A
Title	Top Management Forum on Knowledge Management for SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	Korea, Rep. of
Duration	3 days
Timing	To be decided
No. of Participants	19
Project Cost	\$56,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$14,300	
- Secretariat expenses	\$2,200	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,400
Host Country Share		
- Local implementation costs		\$20,000
Total		\$56,400

Objectives and Targets

To enhance the knowledge and capabilities of leaders of SMEs and strengthen the competitiveness of SMEs through knowledge management (KM) initiatives.

Background

Knowledge is rapidly becoming the most important asset of virtually all organizations, and SMEs are no exception. SME leaders need to manage knowledge for the same reasons as larger organizations. To remain competitive, SMEs must first know what their knowledge assets are and then how to manage and make use of those assets to receive maximum return. KM can be a strategic weapon for SMEs and can help them develop more sustainable business practices, making them less vulnerable to the economic cycles of industry. Looking into these challenges faced by SMEs, this three-day forum will allow SME leaders to understand, discuss, and share knowledge on KM applications before adopting them in their companies.

Scope and Methodology

Scope:

Concepts and benefits of KM implementation for SMEs; the APO KM framework and implementation approach; importance of IT for KM; and KM challenges for SMEs.

Methodology:

Presentations, field visit(s), and discussions among participants

Qualifications of Participants

SME owners and founders as well as KM consultants and practitioners involved in implementing KM frameworks in SMEs to strengthen their capacities.

Project Code	17-RP-01-GE-RES-C
Title	Program Development Fund
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$49,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$35,200	
- Secretariat expenses	\$6,000	
- Local Implementation Costs for APO	\$7,000	
- Miscellaneous	\$1,000	\$49,200
Host Country Share		
- Local implementation costs		\$0
Total		\$49,200

Objectives and Targets

To identify emerging productivity issues and opportunities for APO economies to learn new tools and concepts to enhance productivity and economic growth; and develop projects based on identified timely issues to promote the adoption of effective productivity tools.

Background

The APO plays multiple roles for its members. The roles of think tank and regional adviser are particularly important to cater to the needs of NPOs and member economies in a timely manner by providing state-of-the-art information. With the biennial budgetary system, projects are planned two years before implementation to achieve this objective. However, the APO also must be able to deal with emerging trends in productivity which are not identified at the planning stage for the benefit of member economies. The project development fund allows the APO Secretariat to conduct research and/or other types of activities to respond to such emerging trends and issues and undertake relevant projects not included in the original project lists.

Scope and Methodology

Scope:

Emerging new topics that will significantly affect productivity and economic development in APO member economies in the near future.

Methodology:

Research, expert meetings, etc.

3. Innovation

Project Code	17-RP-10-GE-RES-B
Title	Research on Science, Technology, and Innovation Policies in Member Countries and Implications for Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.

Background

To increase its visibility, keep stakeholders updated and meet transparency requirements, the APO publishes the bimonthly APO News and APO Annual Report. From 2013, the APO started developing marketing collaterals showcasing success stories and best practices after completed projects. Brochures and other materials are produced to highlight activities for the widest possible audience. Involvement in annual or periodic international and local events is covered in appropriate media. The APO maintains a constantly updated website and popular social media platform for information dissemination, general public relations, and focused communication among project experts, participants, and NPOs. The mass media are utilized for timely press releases.

Scope and Methodology

APO hires the services of third party vendors for its publication and website development/maintenance requirements. Procurement is done following the APO Guidelines.

Project Code	17-RP-21-GE-RES-B
Title	Research on Knowledge Productivity
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$88,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$1,000
Total		\$88,000

Objectives and Targets

To examine how the productivity of knowledge work at both organizational and national levels could be measured and enhanced; and review existing cases around the world to devise a practical framework for knowledge productivity. This project aims to establish a foundation of knowledge productivity research, which is becoming integral to many member economies.

Background

The world has been moving rapidly from a production-based to a knowledge-based economy in the 21st century. APO member economies are no exception to this. One of the most important challenges to be addressed today is increasing the productivity of knowledge work, similar to the increase in the productivity of labor in the 20th century. Studies indicate that knowledge productivity concerns the way in which individuals, teams, and units in an organization achieve knowledge-based improvements and innovations. How this knowledge productivity creates knowledge value will be explored in this study.

Scope and Methodology

Scope:

Review of the concepts and elements of knowledge productivity; measurement of knowledge productivity at both organizational and national levels; and innovations for knowledge productivity enhancement.

Methodology:

Coordination meeting, case studies, survey, and comparative analysis.

Qualifications of Participants

International and national experts with strong backgrounds in knowledge productivity.

Project Code	17-RP-23-GE-RES-B
Title	Research on Public Policy Innovation for Human Capital Development
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$88,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$1,000
Total		\$88,000

Objectives and Targets

To analyze innovative approaches in public policy which impact human capital development in member countries and contribute to national growth. The research aims to help NPOs and concerned government agencies by providing a publication on key findings on policies, human capital development, and productivity growth.

Background

Public policy innovation is the improvement and application of new ideas, principles, concepts, and logic. It is posited that a gradual integration of innovative approaches into long-term national development strategies will allow a country to define its growth priorities more clearly. If applied to human capital development, there is a clear synergistic relationship between the two concepts. Founded on theoretical and empirical studies, the role of human capital in economic growth, productivity growth, and innovation makes it imperative for governments to take more innovative approaches in public policies. This study will explore public policy innovation in the region which supports human capital development.

Scope and Methodology

Scope:

Theories on public policy innovations; examples of successful public policy innovations; and best practices of organizations applying public policy innovations.

Methodology:

Coordination meeting, case study, survey, and comparative analysis.

Qualifications of Participants

International and national experts with strong backgrounds in public management and administration, public policy, and governance.

Project Code	17-RP-26-GE-SMN-A
Title	Study Mission to a Nonmember Country on Innovation Ecosystems and Roles of Government
Program	F1. Productivity-related Trends
Host Country	Europe
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$70,200

Breakdown

APO Share		
- Participants' expenses	\$22,800	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,000	
- Other local costs	\$40,000	
- Miscellaneous	\$2,400	\$70,200
Host Country Share		
- Local implementation costs		\$0
Total		\$70,200

Objectives and Targets

To provide policymakers, government officials, and NPO staff with an opportunity to visit multiple cities and governmental agencies in Europe with successful knowledge ecosystems, serving as seedbeds for innovation; and learn about the roles of diverse players in innovation ecosystems such as universities, entrepreneurs, and big firms focusing on the roles of local and central governments.

Background

The concept of an innovation ecosystem reflects the individuals and organizations acting and interacting in political, economic, and technological systems to catalyze and sustain innovative activity. A thriving innovation ecosystem is characterized by knowledge creation, enabling organizations, entrepreneurial culture, technology, entrepreneurs, government, and expertise. As this approach is advancing in Europe, the study mission aims to provide opportunities to member economies to learn from various cases and best practices that can be used as models in the promotion of innovation and commercialization, publicity and recognition, workforce development, etc.

Scope and Methodology

Scope:

Understanding innovation ecosystems, actors, and functions; innovation process in ecosystems; transforming innovation ecosystems; and policy implications of innovation ecosystems.

Methodology:

Presentations, visits to organizations and public offices involved in innovation ecosystems, group discussion, and action plan preparation.

Qualifications of Participants

NPO staff, policymakers, heads of government agencies and private organizations involved in innovation activities, and researchers.

4. Green Productivity

Project Code	17-AG-04-GE-CON-A
Title	Asian Forum on SMART Agriculture: Futuristic Technologies for Sustainable Farming
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	Thailand
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$81,400

Breakdown

APO Share		
- Participants' expenses	\$26,100	
- Experts' expenses	\$35,200	
- Secretariat expenses	\$3,700	
- Other local costs	\$0	
- Miscellaneous	\$2,300	\$67,300
Host Country Share		
- Local implementation costs		\$14,100
Total		\$81,400

Objectives and Targets

To provide a forum for policy makers, planners, professionals, and managers to share and learn about emerging/futuristic technologies with potential to achieve sustainability, and increase agricultural productivity, farm incomes, and competitiveness.

Background

Agriculture faces enormous challenges to feed the 9.6 billion people predicted to inhabit the planet by 2050. This will require an increase by 70% in food production in spite of the limited availability of arable land, shrinking water availability, aged farming community and shortage of labor for farming, and the impact of climate change, which could lead to high temperatures and changes in seasonal events in the life cycle of plants and animals. One way to address these issues is through applications of advanced technologies with potential to revolutionize agricultural production systems for improving agricultural productivity and quality, minimizing the environmental impact of agriculture, increasing resilience to climate change, and higher farm incomes and competitiveness.

Scope and Methodology

Scope:

Precision agriculture; remote sensing; nanotechnology; robot labor; ICT; supercrops and animals; modern plant crop/animal nutrition; rehabilitation of soil; and desert farming.

Methodology:

Plenary thematic sessions with expert presentations, country case studies, open forums, panel discussions, poster exhibition, and field visit.

Qualifications of Participants

Senior policymakers and planners, senior executives/CEOs, representatives of farmers' and agribusiness associations, and senior professionals and academics in charge of promoting innovations in agriculture.

Project Code	17-AG-06-GE-WSP-B
Title	Workshop on Successful Models of Integrated Farming
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	Bangladesh
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$39,300
Host Country Share		
- Local implementation costs		\$16,300
Total		\$55,600

Objectives and Targets

To review trends in the development and adoption of integrated farming (IF); share successful models of IF; and develop action plans to promote adoption and scaling up of best practices.

Background

In order to produce sufficient, high-quality food for more than 9 billion people in 2050, there is need for efficient, productive, environmentally friendly, socially responsible agriculture. IF could be the answer. IF is a whole-farm management system that aims to deliver more sustainable agriculture. The farmer seeks to provide efficient, profitable production, which is economically viable and environmentally responsible, to deliver safe, wholesome, high-quality food through the effective management of livestock, aquaculture, forage, fresh produce, and arable crops while conserving and enhancing the environment. This workshop is organized to share successful models of IF and find ways to promote the adoption and scaling up of such models in member countries.

Scope and Methodology

Scope:

Key concepts in IF; IF framework; global trends in IF; roles for governments and markets in stimulating the adoption of IF; policy approaches and instruments for stimulating the adoption of IF; and capacity building of farmers and extension service providers.

Methodology:

Thematic presentations, sharing of country experiences, group exercises, and field visits.

Qualifications of Participants

Agricultural extension officers, government officers, representatives of farmers' associations, consultants, and academics in charge of promoting sustainable agriculture with special interest in IF.

4. Green Productivity

Project Code	17-AG-08-GE-WSP-A
Title	Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,400

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$37,700
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,400

Objectives and Targets

To review the policies, programs, and plans on climate change adaptation (CCA) and disaster risk management (DRM) in agriculture; and formulate strategic action plans for integrating CCA and DRM into national agricultural policy, programs, and plans.

Background

Food production systems are highly vulnerable to climate change. For example, changes in the frequency, timing, and magnitude of precipitation and temperature directly affect production systems. Frequent floods and droughts, heat waves, high rates of snow and glacial melting, and increased incidence of pests and diseases are already causing widespread damage and loss to the agricultural sector. Systematic efforts are needed to improve the sustainability of food production systems and ecosystem resilience under changing climatic conditions. Addressing climate-related risks and uncertainties in agriculture and food security require the development of national integrated frameworks for the sector and identification of priorities in line with other national programs and strategies.

Scope and Methodology

Scope:

Sharing of national policies and programs on CCA and DRM in agriculture; and development of a regional integrated framework for the agriculture sector to integrate CCA and disaster preparedness into agricultural policy, programs, and plans as a priority.

Methodology:

Thematic presentations, sharing of country experiences, group exercises, and field visit.

Qualifications of Participants

Senior policymakers and planners, CEOs, professionals, and other relevant stakeholders responsible for promoting issues and activities contributing to the capacity building for CCA and DRM in agriculture.

4. Green Productivity

Project Code	17-AG-16-GE-WSP-A
Title	Workshop on Waste Management in Agribusiness
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Bangladesh
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$39,300
Host Country Share		
- Local implementation costs		\$16,300
Total		\$55,600

Objectives and Targets

To enhance participants' knowledge and understanding of various approaches to waste management in agricultural businesses; and identify ways of converting waste into value-added products.

Background

The proper management of waste from agricultural operations can contribute significantly to farm operations in the agribusiness sector. Agricultural waste typically associated with animals includes but is not limited to manure, bedding and litter, wasted feed, runoff from feedlots and holding areas, and wastewater from buildings like dairy parlors. Using waste management in the agribusiness sector has created opportunities in local micro, small, and medium enterprises (MSMEs) such as decentralized waste collection through youth MSMEs, compost and animal feed production from agricultural waste, recycling and processing of paper and cardboard, production of wooden panels for furniture manufacturers from palm midribs, and biogas from cattle manure and/or poultry litter.

Scope and Methodology

Scope:

Basic concept of waste management in agribusiness; policies and rules in agribusiness waste management; innovative waste treatment technologies; waste to renewable energy; and successful models of value addition to farm waste.

Methodology:

Interactive sessions on theme presentations, case studies, group workshop, and waste management factory visits.

Qualifications of Participants

Managers, owners, and officers of agribusinesses; representatives of SMEs; and practitioners, academics, and executives of NGOs in charge of agricultural production and the agribusiness sector.

4. Green Productivity

Project Code	17-AG-40-GE-CON-A
Title	2nd International Conference on Biofertilizers and Biopesticides
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	China, Rep. of
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$89,200

Breakdown

APO Share		
- Participants' expenses	\$32,000	
- Experts' expenses	\$36,200	
- Secretariat expenses	\$2,200	
- Other local costs	\$0	
- Miscellaneous	\$2,400	\$72,800
Host Country Share		
- Local implementation costs		\$16,400
Total		\$89,200

Objectives and Targets

Provide a forum for leaders from the public and private sectors for presenting and discussing the latest regulations, policies and programs for the advancement of biofertilizers and biopesticides (B&B) applications in agriculture; and deliberate the conducive-environment needed to promote B&B application. Specific objectives of the conference to be decided in consultation with the host country.

Background

Green revolution technologies (GRTs) contributed immensely to enhance food security of developing Asian countries. Use of chemical pesticides and fertilizers however has had negative impact on environment, insect pest management, and food safety. Consumers are increasingly concerned about the safety of the food they buy, environmental pollution, and sustainability in agriculture. Consumption of organic products is on rise. It is essential to harness the best of scientific knowledge and a technological breakthrough which are crucial to meet the complex challenges of safe food production and environmental protection. B&B can be important areas to fulfill such challenges in a sustainable way. This conference is follow up of the 2016 conference on the subject.

Scope and Methodology

Scope:

Recent status and trends in regulations, policies, programs, and institutional settings to promote safe use of B&B, and way forward. ; Scope will be specified in consultation with the host country.

Methodology:

Thematic sessions; country case studies, panel discussions, and field/company visit.

Qualifications of Participants

Policy makers, leaders of public and private sectors, academe, CEOs of NGOs and extension services departments, and senior managers/entrepreneurs in charge of developing policies and programs to promote B&B use for sustainable, clean, safe agricultural production.

4. Green Productivity

Project Code	17-IN-22-GE-WSP-A
Title	Workshop on Material Flow Cost Accounting
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Bangladesh
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,700

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$39,400
Host Country Share		
- Local implementation costs		\$16,300
Total		\$55,700

Objectives and Targets

To provide participants with knowledge and practical approaches to implement and apply material flow cost accounting (MFCA) in their companies.

Background

MFCA is a management tool that promotes the efficient use of materials more effectively, contributing to reductions in waste, emissions, and nonproducts. MFCA increases the transparency of material flow, which is a key to successful problem solving and improvement resulting in cost reductions and increased productivity. This is in line with the Green Productivity (GP) concept and can be implemented in organizations and factories. The workshop will cover the concept of MFCA, the latest status of the standard, and cases of successful implementation of MFCA, and examine its applicability in the workplaces of participants. As this is an important new topic, at the end of the workshop, the participants are expected to be able to apply MFCA in their organizations.

Scope and Methodology

Scope:

ISO 14051; MFCA methodology and steps for implementation; and best practices and case studies of MFCA.

Methodology:

Lectures, group work, site visits, and case study presentations.

Qualifications of Participants

Environment and GP trainers, senior managers and trainers from industries, and senior consultants engaged in MFCA.

4. Green Productivity

Project Code	17-IN-33-GE-TRC-A
Title	Training Course on Management Consultancy on Green Productivity Focusing on SMEs
Program	C1. Development of NPOs
Host Country	China, Rep. of
Duration	10 days
Timing	To be decided
No. of Participants	26
Project Cost	\$98,400

Breakdown

APO Share		
- Participants' expenses	\$23,900	
- Experts' expenses	\$36,100	
- Secretariat expenses	\$3,600	
- Other local costs	\$150	
- Miscellaneous	\$2,800	\$66,600
Host Country Share		
- Local implementation costs		\$31,800
Total		\$98,400

Objectives and Targets

To train participants to undertake management consultancy services on Green Productivity (GP), encompassing productivity enhancement and environmental protection in SMEs.

Background

GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities, goods, and services. Emphasis in the training course is placed on the framework of management consultancy and GP applications, particularly how to utilize raw materials and other resources effectively and to minimize waste from processes. It will enhance the competency of consultants of NPOs or similar institutions in the area of management consultancy with GP applications.

Scope and Methodology

Scope:

Overall framework of GP management consultancy; consulting skills in service management, service quality management, and total quality management; concept of GP and its implementation.

Methodology:

Lectures and discussions, exchange of consultancy experiences, presentations of case studies, site visits, presentation of individual action plans, and examination.

Qualifications of Participants

Consultants of NPOs or similar institutions involved in consulting on productivity and the environment.

4. Green Productivity

Project Code	17-IN-34-GE-TRC-A
Title	Training of Trainers and Consultants in Green Productivity
Program	C1. Development of NPOs
Host Country	China, Rep. of
Duration	20 days
Timing	To be decided
No. of Participants	28
Project Cost	\$146,900

Breakdown

APO Share		
- Participants' expenses	\$37,900	
- Experts' expenses	\$45,200	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$2,700	\$88,400
Host Country Share		
- Local implementation costs		\$58,500
Total		\$146,900

Objectives and Targets

To develop trainers and practitioners in Green Productivity (GP) equipped with in-depth knowledge of and hands-on experience in the methodology, tools, and techniques enabling them to disseminate the knowledge as lead trainers.

Background

To develop GP trainers/practitioners in member countries for sustainable development in the region, the APO has organized this annual training course since 2001. Training elements that emphasize practicality and in-depth knowledge have been devised to raise the competency level of participants. The inclusion of emerging environment-related issues such as resource productivity, energy, waste management, and environmental management systems helps participants become full-fledged GP trainers/practitioners. Additional tools, techniques, and technologies are introduced to achieve more concrete results in GP implementation. Participants will undergo intensive training and perform in-plant diagnosis activities in several local companies and organizations in the ROC.

Scope and Methodology

Scope:

GP concept, tools, and techniques; waste and energy problems; and practical work in a real-life situation.

Methodology:

Classroom lectures and fieldwork in manufacturing units, service enterprises, and/or community projects.

Qualifications of Participants

Professionals in the public, private, academic, or NGO sector and NPOs interested in implementing the GP concept and practices.

4. Green Productivity

Project Code	17-IN-47-GE-OSM-A
Title	Multicountry Observational Study Mission on Solar and Biomass Energy Applications
Program	A3. Energy Management
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$44,300
Host Country Share		
- Local implementation costs		\$11,300
Total		\$55,600

Objectives and Targets

To examine the latest advances in applications of solar and biomass energy; and observe the best practices and identify practical approaches to harmonize with national policies.

Background

Renewable energy is the way of the future. All forms of renewable energy are expensive today, but as time progresses are expected to become cost-effective. This is because once renewable energy installations are in place and the requisite infrastructure is built, the fuel becomes almost free. Renewable energy sources such as solar and biomass provide energy that is free and abundant. The mission will observe the best practices and advanced applications of solar and biomass energy.

Scope and Methodology

Scope:

Strategy for promotion of biomass and solar energy; biomass, photovoltaic, and solar cell technology; best practices in solar energy technology use through case studies; and applications of solar and biomass power sources.

Methodology:

Presentations, interactions with resource persons, group discussions, site visits, and action plan preparation.

Qualifications of Participants

Senior government officials and top managers in charge of introducing photovoltaic, solar cell, and biomass technology.

4. Green Productivity

Project Code	17-IN-68-GE-DLN-B
Title	e-Learning Course on Green Productivity
Program	A3. Energy Management
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$11,200	
- VC center fee & Lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 Sessions	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To equip participants with in-depth knowledge of Green Productivity (GP) and strategic resource planning and management tools, techniques, and technologies; and enable them to design green growth strategies.

Background

GP is a strategy for simultaneously enhancing productivity and environmental performance for overall socioeconomic development that leads to sustained improvement in the quality of human life. It is the combined application of appropriate productivity and environmental management tools, techniques, and technologies that reduce the environmental impact of an organization's activities, products, and services while enhancing profitability and competitive advantage. The APO has been in the forefront in promoting this strategy in member countries through various modalities. Participants will have the opportunity to understand the GP methodology, tools, and practices and work on exercises to understand GP implementation.

Scope and Methodology

Scope:

Concept and methodology of GP; tools and techniques for GP; and case studies of GP implementation.

Methodology:

Online lectures, online group discussions, online presentations of case studies, site visit(s), and exam.

Qualifications of Participants

Productivity practitioners from NPOs, environmental/energy professionals, and consultants/practitioners.

4. Green Productivity

Project Code	17-IN-94-GE-OSM-A
Title	Multicountry Observational Study Mission on Energy Efficiency and Energy Management Practices for SMEs
Program	A3. Energy Management
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To observe and learn from the latest advanced energy efficiency applications in SMEs contributing to green growth in the region.

Background

Interest in energy efficiency and energy management is not new among organizations and companies in all sectors as well as consumer groups worldwide. Energy efficiency has been a goal for years to provide more power for economic activities and residential demand at lower cost while using less fuel. There have been some clear successes in many parts of the world, such as the growing adoption of energy-saving appliances and utilization of energy-efficient techniques and technologies in SMEs. Yet more needs to be done in both the private and public sectors to facilitate energy-efficient practices and procedures in the Asia-Pacific region, where growing demand for energy supplies, emerging environmental issues, and increased stress on aging energy infrastructure have become evident.

Scope and Methodology

Scope:

Concept and fundamentals of energy efficiency and energy management; energy management tools and techniques; energy efficiency in industrial applications; energy efficiency in buildings; and best practices in energy efficiency and energy management.

Methodology:

Expert presentations, group discussions, case studies, field visits, country papers, and examination.

Qualifications of Participants

Energy professionals, industry managers especially from SMEs, building engineers/architects, energy managers/consultants, or energy auditors.

4. Green Productivity

Project Code	17-RP-32-GE-CON-A
Title	International Environmental and Economic Forum
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Vietnam
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$94,900

Breakdown

APO Share		
- Participants' expenses	\$35,300	
- Experts' expenses	\$39,900	
- Secretariat expenses	\$3,300	
- Other local costs	\$300	
- Miscellaneous	\$3,600	\$82,400
Host Country Share		
- Local implementation costs		\$12,500
Total		\$94,900

Objectives and Targets

To discuss how to expand green business to achieve green growth in the region through adopting Green Productivity (GP) and share the latest trends in and innovative ideas on GP practices such as eco-innovation, eco-technology, green supply chains, green purchasing, etc. to enhance productivity in various industries.

Background

The APO launched its Green Productivity (GP) Program in 1994 in response to the 1992 Rio Earth Summit. GP strategies enable organizations/corporations to develop eco-products or -services to achieve green growth. Nowadays, greater attention is paid to eco-products and eco-services as markets become more competitive and sensitive to eco-friendly features. This conference will be held in parallel with the EPIF to address the roles of GP in the region. It will discuss and share knowledge on innovative and effective applications of GP for productivity improvement in various industries. It will feature world-renowned resource speakers on various aspects of eco-practices, including the promotion of eco-friendly features by the business sector.

Scope and Methodology

Scope:

GP applications in various industries; development of eco-products and eco-services; best practices in eco-innovation, eco-technology, eco-business, green energy, green supply chains, and green purchasing.

Methodology:

Keynote presentations, expert presentations, and panel discussions.

Qualifications of Participants

Policymakers from governments, industry leaders, top managers in the private sector involved in eco-product development, and international experts and academics working in GP and sustainable development.

5. Individual Country

Project Code	17-IN-01-GE-OSM-C
Title	Individual-country Observational Study Missions
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$166,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Local Implementation Costs	\$43,200	
- Miscellaneous	\$7,000	
- Miscellaneous	\$1,000	\$51,200
Host Country Share		
- Local implementation costs		\$115,000
Total		\$166,200

Objectives and Targets

To provide opportunities for professionals/managers/entrepreneurs from an individual member country or NPO to study, discuss, and observe recent developments and best practices in specific areas of interest by visiting another country(ies).

Background

Under the Individual-country Observational Study Mission (I-OSM) Program, a member country may send a mission(s) to one or more other member countries to study and observe recent developments and best practices in a particular area of interest relevant to its needs for productivity promotion. This program addresses individual member country needs in the pursuit of productivity enhancement.

Scope and Methodology

Scope:

Countries may propose the subject area(s) for study missions according to their needs. The subject areas may cover the latest developments in the industry, service, and agriculture sectors

Methodology:

Study visits to appropriate organizations including private enterprises and government agencies, interactive discussions, report preparation, and evaluation.

5. Individual Country

Project Code	17-IN-02-GE-TES-C
Title	Technical Expert Services
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$548,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- 45 services	\$427,500	
- Miscellaneous	\$8,600	\$436,100
Host Country Share		
- Local implementation costs		\$112,500
Total		\$548,600

Objectives and Targets

To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement. Successful Technical Expert Services (TES) projects create multiplier effects for the national productivity movement.

Background

The main purpose of TES projects is to develop trainers and consultants of NPOs and provide consultancy services to solve productivity-related issues. TES achieves these objectives through the deployment of experts with expertise in the subject areas who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates these activities in cooperation with recipient NPOs. The focus areas for TES 2017 will be in line with the APO Roadmap 2020, and the details will be stipulated in the Project Notification. The number of experts assigned per member country under TES 2017 will be specified to improve effectiveness and balance the utilization of this program among the APO membership.

Scope and Methodology

Training of NPO staff and stakeholders in the requesting member country in core productivity tools, techniques, and methodology; and providing consultancy services to resolve productivity-related issues in NPOs and relevant organizations.

5. Individual Country

Project Code	17-IN-03-GE-BCBN-C
Title	Bilateral Cooperation Between NPOs
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$104,400

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- 10 missions	\$95,000	
- Miscellaneous	\$1,900	\$96,900
Host Country Share		
- Local implementation costs		\$7,500
Total		\$104,400

Objectives and Targets

To support and facilitate bilateral cooperation between NPOs to enable them to learn from each other. Successful missions will result in MOU and or new collaborative projects among NPOs.

Background

NPOs carry out consultancy, research, training, and capacity-building activities at national level based on their own unique structures and areas of expertise. The needs and requirements of NPOs are varied and continuously evolving in a rapidly changing socioeconomic situation in the region. The BCBN Program allows NPOs to learn from each other to address their unique needs and requirements. It also facilitates the dispatch of those involved in the productivity movement from an NPO or similar organizations in one member country to another. The visits of high-level officials, policymakers, and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs may be sponsored by this program.

Scope and Methodology

Sponsoring visits of high-level officials including APO directors, NPO heads, and policymakers to observe the productivity movement in other member countries and to the APO Secretariat for information exchange; and facilitating the exchange of NPO professionals and those from relevant organizations for mutual learning and collaboration, and/or sharing experiences

Qualifications of Participants

High-level officials including APO directors, NPO heads, and policymakers responsible for the capability building of NPOs and enhancement of national productivity movements.

5. Individual Country

Project Code	17-IN-04-GE-DMP-C
Title	Development of Demonstration Companies
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$258,300

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$144,000	
- Secretariat expenses	\$12,000	
- Dissemination	\$40,000	
- Contingency	\$5,000	
- Miscellaneous	\$4,000	\$205,000
Host Country Share		
- Local implementation costs		\$53,300
Total		\$258,300

Objectives and Targets

To establish demonstration-cum-productivity model companies/organizations to showcase the processes and results of productivity, quality, environmental, energy efficiency, and food safety improvements in factories, farms, companies, and enterprises.

Background

Demonstration projects illustrate practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. They convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase the tangible results of productivity improvement programs, others are encouraged to undertake similar efforts. Candidates for demonstration company projects are recommended by NPOs, and selection is made in consultation with experts and the APO Secretariat. Experts then perform diagnostic studies, recommend action plans for productivity improvement, and help implement the plan.

Scope and Methodology

Scope:

Green Productivity, lean production systems, Six Sigma, innovation management, knowledge management, and food safety management systems to enhance productivity in SMEs and public-sector organizations.

Methodology:

Tripartite arrangement among a demonstration company or group of demonstration companies, the NPO, and APO.

Qualifications of Participants

Selected demonstration companies

6. Information

Project Code	17-AF-01-GE-INF
Title	Development of Publication Materials
Program	G2. Organization
Host Country	
Duration	
Timing	
No. of Participants	
Project Cost	\$138,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Publications	\$81,500	
- Overseeing internal/external communication	\$51,800	
- APO library	\$2,000	
- Miscellaneous	\$2,700	\$138,000
Host Country Share		
- Local implementation costs		\$0
Total		\$138,000

Objectives and Targets

To support the development, production, publication, and dissemination of information and training materials.

Background

As part of its role as a clearinghouse for productivity information, the APO produces productivity-related publications and training aid materials for dissemination to NPOs and other stakeholders in member countries. The development of IT-based facilities at the Secretariat and more active use of the APO e-platform have led to significant changes in the publication and dissemination strategies. APO is now increasingly producing information materials, publications, and training aids in digital format. This has helped in dissemination and enables greater outreach. However, the Secretariat also continues to produce print publications on selected titles. To ensure quality, these materials continue to be designed and edited by the appropriate professionals and experts in the fields.

Project Code	17-AF-02-GE-INF
Title	Public Relations
Program	G2. Organization
Host Country	-
Duration	
Timing	
No. of Participants	
Project Cost	\$230,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- APO website	\$57,400	
- APO News	\$34,000	
- Annual Report	\$8,400	
- PR materials	\$35,000	
- PR activities	\$90,700	
- Miscellaneous	\$4,500	\$230,000
Host Country Share		
- Local implementation costs		\$0
Total		\$230,000

Objectives and Targets

To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.

Background

To increase its visibility, keep stakeholders updated and meet transparency requirements, the APO publishes the bimonthly APO News and APO Annual Report. From 2013, the APO started developing marketing collaterals showcasing success stories and best practices after completed projects. Brochures and other materials are produced to highlight activities for the widest possible audience. Involvement in annual or periodic international and local events is covered in appropriate media. The APO maintains a constantly updated website and popular social media platform for information dissemination, general public relations, and focused communication among project experts, participants, and NPOs. The mass media are utilized for timely press releases.

Scope and Methodology

APO hires the services of third party vendors for its publication and website development/maintenance requirements. Procurement is done following the APO Guidelines.

Project Code	17-AF-03-GE-INF
Title	IT Support
Program	G2. Organization
Host Country	
Duration	
Timing	-
No. of Participants	
Project Cost	\$328,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- IT Support and Maintenance	\$93,400	
- Migration & Upgrade	\$128,600	
- CRM System development	\$63,600	
- Planning and Development	\$36,600	
- Miscellaneous	\$6,400	\$328,600
Host Country Share		
- Local implementation costs		\$0
Total		\$328,600

Objectives and Targets

To support all Secretariat activities by ensuring secure, stable, efficient IT infrastructure and providing advanced IT services through a combination of technical expertise and integration of the knowledge management database.

Background

The Secretariat is constantly seeking ways to increase the efficiency and cost-effectiveness of its operations and to provide useful, improved information-based tools to meet the needs of APO member countries as well improve the internal productivities. In 2017, IT Support will continue its work from previous years in developing an integrated in-house data management system covering the operational, financial, administrative, and personnel management needs of the Secretariat, as well as enhancements to e-based productivity promotion tools such as the self-e-learning system, Customer relationship management system, human resource management system, Web security software deployment.

Scope and Methodology

Daily IT support and maintenance, management of overall network systems and IT devices, enhancement of the user network environment, and development of project-based IT solutions and support for inhouse databases and other information tools.

7. Organization & Coordination

Project Code	17-AF-05-GE-GBM
Title	59th Session of the Governing Body
Program	G2. Organization
Host Country	IR Iran
Duration	3 days
Timing	10-12 April
No. of Participants	19
Project Cost	\$233,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$88,400	
- Secretariat expenses	\$77,700	
- Other local costs	\$10,000	
- Miscellaneous	\$17,000	\$193,100
Host Country Share		
- Local implementation costs		\$40,000
Total		\$233,100

Objectives and Targets

To convene the annual meeting of the Directors of the Governing Body to discuss and decide on APO annual programs, finance, membership, and other policy matters

Background

The Governing Body Meeting (GBM) is an annual meeting, held generally in April, where APO Directors of member countries convene to discuss and make crucial decisions on various matters related to APO activities as well as administrative and budgetary matters. The APO Secretariat, together with the host country, ensures the smooth organization and operation of the GBM.

Scope and Methodology

Participation by APO Directors, local implementation and logistical support, and preparation and production of meeting documentation.

Qualifications of Participants

Directors of the Governing Body.

7. Organization & Coordination

Project Code	17-AF-06-GE-WSM
Title	58th Workshop Meeting of Heads of NPOs
Program	G2. Organization
Host Country	Korea, Rep. of
Duration	3 days
Timing	17-19 October
No. of Participants	38
Project Cost	\$221,400

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$118,800	
- Secretariat expenses	\$37,500	
- Other local costs	\$10,000	
- Miscellaneous	\$15,100	\$181,400
Host Country Share		
- Local implementation costs		\$40,000
Total		\$221,400

Objectives and Targets

To convene the annual Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) and Agriculture Delegates to discuss and plan APO program activities.

Background

The WSM is an annual meeting, held generally in October, where the designated Heads the NPOs and Agriculture Delegates from member countries convene to discuss and plan APO program activities. The APO Secretariat, together with the host country, ensures the smooth organization and operation of the WSM

Scope and Methodology

Participation by Heads of NPOs and Agriculture Delegates, local implementation and logistical support, and preparation and production of meeting documentation.

Qualifications of Participants

Heads of NPOs and Agriculture Delegates.

7. Organization & Coordination

Project Code	17-AF-07-GE-INT
Title	International Cooperation
Program	G2. Organization
Host Country	-
Duration	
Timing	
No. of Participants	
Project Cost	\$49,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Staff Travel	\$45,000	
- International Conference and Meetings	\$1,500	
- Miscellaneous	\$2,100	
- Miscellaneous	\$1,000	\$49,600
Host Country Share		
- Local implementation costs		\$0
Total		\$49,600

Objectives and Targets

To develop collaborative alliances and partnerships with external organizations and to facilitate the relationship-building and information-sharing efforts of the organization to attract potential new member countries

Background

The importance of building partnership frameworks with other international and regional organizations has become increasingly necessary to enhance the cost-efficiency and visibility of APO activities. Efforts continue to identify opportunities for not only building organization-level alliances but also project-based partnerships. Furthermore, to expand the membership base, the Secretariat plays a unique role in information-sharing on the activities, missions, and objectives of the organization with potential member countries.

Scope and Methodology

Participation in international and regional meetings, conferences, and other events; visits by the Secretary-General and/or senior officials of the Secretariat to member countries; and information-sharing activities and other communication with potential member countries.

7. Organization & Coordination

Project Code	17-AF-GE-ADM
Title	Administration
Program	G2. Organization
Host Country	-
Duration	
Timing	-
No. of Participants	
Project Cost	\$5,898,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Administration	\$5,898,000	
- Miscellaneous	\$0	\$5,898,000
Host Country Share		
- Local implementation costs		\$0
Total		\$5,898,000

Objectives and Targets

To manage the Secretariat's administrative expenses, which include staff expenses as well as expenses for maintaining the overall office infrastructure and ensuring the operational capacity of the Secretariat.

Background

Administration supports the operations of the Secretariat and its various activities to ensure that the organization meets the needs of its member countries. It covers and supports a wide range of operational needs of the Secretariat, including related expenses for Secretariat staff, maintaining a sound, safe office environment, and ensuring the provision of adequate resources and administrative support for the Secretariat to execute its role. At the same time, Administration also continually reviews and assesses the operational needs and processes of the Secretariat to ensure the cost-efficiency and cost-effectiveness of all activities.

Scope and Methodology

Maintenance of a sound, safe working environment, administrative support and resources for Secretariat staff, and monitoring and assessment of the Secretariat's overall operational framework and governance

7. Organization & Coordination

Note:

Under the APO Share:

- Participants' expenses may include items such as international travel, hotel accommodations, and per diem allowances, if applicable.
- Experts' expenses may include items such as international travel, DSA, and honoraria, if applicable.
- Secretariat expenses may include items such as travel and DSA for staff members, if applicable.
- Other local costs may include items such as implementation costs of national programs, costs for local logistic arrangements, etc., if applicable.
- Miscellaneous may include items such as reception fee, etc., if applicable.

Under the Host Country Share:

- Local implementation costs may include items such as participant's hotel accommodations, per diem allowances, and all or part of local implementation costs, if applicable.

3. List of Projects 2017 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
Bangladesh	17-AG-16-GE-WSP-A	Workshop on Waste Management in Agribusiness	\$16,300	\$32,600
	17-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting	\$16,300	
Cambodia	17-IN-27-GE-OSM-A	Multicountry Observational Study Mission on Global Market Access Focusing on the Retail Industry	\$15,700	\$15,700
China, Rep. of	17-AG-24-GE-WSP-B	Workshop on e-business Modeling for Women Entrepreneurs	\$18,400	\$180,300
	17-AG-40-GE-CON-A	2nd International Conference on Biofertilizers and Biopesticides	\$16,400	
	17-IN-10-GE-WSP-A	Workshop on Corporate Sustainability Management for SMEs	\$18,400	
	17-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	\$18,400	
	17-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity Focusing on SMEs	\$31,800	
	17-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	\$58,500	
	17-IN-94-GE-OSM-A	Multicountry Observational Study Mission on Energy Efficiency and Energy Management Practices for SMEs	\$18,400	
Fiji	17-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry	\$20,000	\$40,000
	17-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for SMEs	\$20,000	
India	17-RP-22-GE-CON-B	Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector	\$16,100	\$16,100
Indonesia	17-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	\$15,700	\$62,800
	17-AG-20-GE-WSP-B	Workshop on Emerging Roles of Producers' Associations and Farmers' Cooperatives	\$15,700	
	17-AG-34-GE-WSP-A	Workshop on Revitalization of Rural Communities through Productivity Improvement Initiatives	\$15,700	
	17-IN-21-GE-WSP-A	Workshop on Productivity Measurement in the Higher Education Sector	\$15,700	
IR Iran	17-AF-05-GE-GBM	59th Session of the Governing Body	\$40,000	\$90,400
	17-AG-03-GE-WSP-A	Workshop on Innovative Water Resource Management	\$16,800	
	17-AG-25-GE-TRC-B	Training Course on Planning and Management of Community-based Rural Tourism Projects	\$16,800	
	17-IN-51-GE-TRC-A	Training Course for Labor-management Relations in SMEs	\$16,800	

3. List of Projects 2017 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
Japan				
Korea, Rep. of	17-AF-06-GE-WSM	58th Workshop Meeting of Heads of NPOs	\$40,000	\$114,200
	17-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	\$27,100	
	17-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	\$27,100	
	17-IN-90-GE-CON-A	Top Management Forum on Knowledge Management for SMEs	\$20,000	
Lao PDR	17-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications in SMEs	\$13,600	\$13,600
Malaysia	17-AG-32-GE-WSP-B	Workshop on Cold Chain and Logistics Management	\$16,800	\$53,400
	17-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	\$36,600	
Mongolia	17-IN-36-GE-TRC-A	Training of Trainers in Total Quality Management for SMEs	\$16,800	\$16,800
Nepal				
Pakistan	17-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Crop Sector	\$16,800	\$53,400
	17-AG-29-GE-CON-B	Forum on Strengthening National Food Safety Standards	\$15,000	
	17-IN-20-GE-TRC-B	Training Course on Lean Manufacturing Systems for SMEs	\$21,600	
Philippines	17-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products	\$15,900	\$115,300
	17-IN-30-GE-TRC-B	Training Course on Development of Productivity Practitioners: Basic	\$49,700	
	17-IN-48-GE-TRC-A	Training Course on Developing the APO Public-sector Leadership Framework	\$17,900	
	17-IN-50-GE-CON-A	Conference on Public-sector Productivity: Public-sector Best Practices	\$13,900	
	17-IN-71-GE-WSP-A	Workshop on Performance Management for the Public Sector	\$17,900	
Singapore	17-IN-28-GE-TRC-B	Training Course on Business Excellence for SMEs	\$22,200	\$22,200
Sri Lanka	17-AG-08-GE-WSP-A	Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture	\$15,700	\$47,100
	17-IN-11-GE-WSP-B	Workshop on Innovative Leadership and Talent Management for Public-sector Productivity	\$15,700	
	17-IN-26-GE-OSM-A	Multicountry Observational Study Mission on Human-centered Productivity	\$15,700	

3. List of Projects 2017 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
	17-IN-29-GE-WSP-A	Workshop on Corporate Social Responsibility in SMEs	\$15,700	\$62,800
Thailand	17-AG-04-GE-CON-A	Asian Forum on SMART Agriculture: Futuristic Technologies for Sustainable Farming	\$14,100	\$14,100
Vietnam				
To be decided	17-IN-24-GE-OSM-A	Multicountry Observational Study Mission on ICT Innovation in the Service Sector	\$11,300	
	17-IN-47-GE-OSM-A	Multicountry Observational Study Mission on Solar and Biomass Energy Applications	\$11,300	
	17-RP-04-GE-CON-A	International Conference on Policies for Productivity Growth	\$7,600	
	17-RP-06-GE-OSM-A	Multicountry Observational Study Mission on the Impact of Industrial Policy on SME Productivity	\$11,300	
	17-RP-08-GE-RMT-B	Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement	\$9,500	\$51,000
e-Learning	17-AG-01-GE-DLN-B	e-Learning Course on ICT-based Services for Agricultural Extension	\$30,000	
	17-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector		
	17-AG-28-GE-DLN-B	e-Learning Course on Food Safety Risk Management in Food Supply Chains	\$30,000	
	17-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors		
	17-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	\$30,000	
	17-IN-32-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Service Sector	\$30,000	
	17-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	\$30,000	\$150,000
MCs	17-AG-39-GE-NFP-C	National Follow-up Program (NFP)	\$15,000	
	17-IN-01-GE-OSM-C	Individual-country Observational Study Missions	\$115,000	
	17-IN-02-GE-TES-C	Technical Expert Services	\$112,500	
	17-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	\$7,500	
	17-IN-04-GE-DMP-C	Development of Demonstration Companies	\$53,300	
	17-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	\$30,000	
	17-RP-33-GE-DON-C	Development of Centers of Excellence	\$13,000	\$346,300
			\$1,451,000	\$1,451,000

4. List of Projects 2017 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total
A. Industry Sector	A1. Sustainable Manufacturing	17-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	\$224,900	\$573,900
		17-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications in SMEs	\$37,100	
		17-IN-20-GE-TRC-B	Training Course on Lean Manufacturing Systems for SMEs	\$68,500	
		17-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting	\$39,400	
		17-IN-36-GE-TRC-A	Training of Trainers in Total Quality Management for SMEs	\$46,400	
		17-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for SMEs	\$75,000	
		17-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	\$41,300	
		17-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	\$41,300	
	A2. Management Systems	17-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	\$103,200	\$265,200
		17-IN-10-GE-WSP-A	Workshop on Corporate Sustainability Management for SMEs	\$32,400	
		17-IN-26-GE-OSM-A	Multicountry Observational Study Mission on Human-centered Productivity	\$37,900	
		17-IN-51-GE-TRC-A	Training Course for Labor-management Relations in SMEs	\$55,300	
		17-IN-90-GE-CON-A	Top Management Forum on Knowledge Management for SMEs	\$36,400	
	A3. Energy Management	17-IN-47-GE-OSM-A	Multicountry Observational Study Mission on Solar and Biomass Energy Applications	\$44,300	\$179,900
		17-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	\$103,200	
17-IN-94-GE-OSM-A		Multicountry Observational Study Mission on Energy Efficiency and Energy Management Practices for SMEs	\$32,400		
B. Service Sector	B1. Service/Business Excellence	17-IN-21-GE-WSP-A	Workshop on Productivity Measurement in the Higher Education Sector	\$43,300	\$300,800
		17-IN-24-GE-OSM-A	Multicountry Observational Study Mission on ICT Innovation in the Service Sector	\$44,300	
		17-IN-27-GE-OSM-A	Multicountry Observational Study Mission on Global Market Access Focusing on the Retail Industry	\$35,900	
		17-IN-28-GE-TRC-B	Training Course on Business Excellence for SMEs	\$36,200	
		17-IN-29-GE-WSP-A	Workshop on Corporate Social Responsibility in SMEs	\$37,900	
		17-IN-32-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Service Sector	\$103,200	
C. Public Sector	C1. Development of NPOs	17-IN-30-GE-TRC-B	Training Course on Development of Productivity Practitioners: Basic	\$92,000	
		17-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	\$52,300	
		17-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity Focusing on SMEs	\$66,600	
		17-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	\$88,400	

4. List of Projects 2017 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total
		17-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	\$185,100	
		17-RP-33-GE-DON-C	Development of Centers of Excellence	\$131,200	\$615,600
	C2. Public Sector Leadership	17-IN-11-GE-WSP-B	Workshop on Innovative Leadership and Talent Management for Public-sector Productivity	\$37,900	
		17-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	\$32,400	
		17-IN-42-GE-SMN-B	Study Mission to a Nonmember Country on Benchmarking Initiatives for Local Government Leaders	\$104,200	
		17-IN-48-GE-TRC-A	Training Course on Developing the APO Public-sector Leadership Framework	\$36,400	\$210,900
	C3. Public Sector Productivity	17-IN-50-GE-CON-A	Conference on Public-sector Productivity: Public-sector Best Practices	\$68,500	
		17-IN-71-GE-WSP-A	Workshop on Performance Management for the Public Sector	\$36,400	\$104,900
D. Agriculture & Food Sector	D1. Sustainable Agriculture	17-AG-01-GE-DLN-B	e-Learning Course on ICT-based Services for Agricultural Extension	\$106,800	
		17-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Crop Sector	\$46,200	
		17-AG-03-GE-WSP-A	Workshop on Innovative Water Resource Management	\$55,200	
		17-AG-04-GE-CON-A	Asian Forum on SMART Agriculture: Futuristic Technologies for Sustainable Farming	\$67,300	
		17-AG-08-GE-WSP-A	Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture	\$37,700	
		17-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	\$149,900	
		17-AG-40-GE-CON-A	2nd International Conference on Biofertilizers and Biopesticides	\$72,800	\$535,900
	D2. Agribusiness	17-AG-11-GE-SMN-A	Study Mission to a Nonmember Country on Enhancing Access for Agrifood Products from Asian Countries	\$84,600	
		17-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	\$43,100	
		17-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products	\$80,000	
		17-AG-16-GE-WSP-A	Workshop on Waste Management in Agribusiness	\$39,300	\$247,000
	D3. Rural Enterprises & Agr	17-AG-20-GE-WSP-B	Workshop on Emerging Roles of Producers' Associations and Farmers' Cooperatives	\$43,100	
		17-AG-24-GE-WSP-B	Workshop on e-business Modeling for Women Entrepreneurs	\$32,200	
		17-AG-25-GE-TRC-B	Training Course on Planning and Management of Community-based Rural Tourism Projects	\$55,200	
		17-AG-34-GE-WSP-A	Workshop on Revitalization of Rural Communities through Productivity Improvement Initiatives	\$43,100	\$173,600
	D4. Food Quality & Safety	17-AG-28-GE-DLN-B	e-Learning Course on Food Safety Risk Management in Food Supply Chains	\$106,800	
		17-AG-29-GE-CON-B	Forum on Strengthening National Food Safety Standards	\$97,600	
		17-AG-30-GE-SMN-A	Study Mission to a Nonmember Country on Packaging and Labeling of Food Products to Enhance Market Access	\$83,200	

4. List of Projects 2017 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total	
		17-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry	\$74,900		
		17-AG-32-GE-WSP-B	Workshop on Cold Chain and Logistics Management	\$32,500		
		17-AG-35-GE/SPP-OSM-B	Multicountry Observational Study Mission on Modern Food Production Process Management System	\$27,100		
		17-AG-36-GE/SPP-OSM-B	Multicountry Observational Study Mission on Food Value Chain Management	\$27,100	\$449,200	
E. Policy & Measurement	E1. Productivity Policy Analysis	17-RP-04-GE-CON-A	International Conference on Policies for Productivity Growth	\$96,000		
		17-RP-06-GE-OSM-A	Multicountry Observational Study Mission on the Impact of Industrial Policy on SME Productivity	\$44,200		
		17-RP-08-GE-RMT-B	Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement	\$42,100		
		17-RP-09-GE-RES-B	Research on Productivity Measurement Analysis and Policy Implications	\$87,000		
		17-RP-10-GE-RES-B	Research on Science, Technology, and Innovation Policies in Member Countries and Implications for Productivity Enhancement	\$87,000		
		17-RP-11-GE-SMN-B	Study Mission to a Nonmember Country on the Impact of Education Policies on National Productivity Growth	\$72,800	\$429,100	
	E2. Productivity Measurement	17-RP-13-GE-RES-A	APO Productivity Database & Databook	\$210,700		
		17-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase I)	\$71,400		
		17-RP-15-GE-RES-B	Research on Factors for Potential Total Factor Productivity Improvement for APO Economies	\$63,200		
		17-RP-17-GE-RES-B	Research on Potential Economic Growth and Productivity Projections	\$38,800	\$384,100	
	E3. Monitoring & Evaluation	17-RP-02-GE-LOM-A	Strategic Planning Workshop for Liaison Officers	\$43,400		
		17-RP-18-GE-SMN-B	Study Mission to a Nonmember Country on Global Competitiveness and Productivity Growth	\$78,000		
		17-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	\$87,000		
		17-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	\$87,000	\$295,400	
	E4. Agricultural Policy	17-AG-14-GE-RES-B	Research on Land Productivity Measurement	\$105,000	\$105,000	
	F. Futures	F1. Productivity-related Trends	17-RP-01-GE-RES-C	Program Development Fund	\$49,200	
			17-RP-21-GE-RES-B	Research on Knowledge Productivity	\$87,000	
			17-RP-22-GE-CON-B	Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector	\$99,900	
			17-RP-23-GE-RES-B	Research on Public Policy Innovation for Human Capital Development	\$87,000	
17-RP-26-GE-SMN-A			Study Mission to a Nonmember Country on Innovation Ecosystems and Roles of Government	\$70,200	\$393,300	
G. Institutional	G1. Country Specific	17-AG-39-GE-NFP-C	National Follow-up Program (NFP)	\$306,000		
		17-IN-01-GE-OSM-C	Individual-country Observational Study Missions	\$51,200		

4. List of Projects 2017 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total
		17-IN-02-GE-TES-C	Technical Expert Services	\$436,100	
		17-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	\$96,900	
		17-IN-04-GE-DMP-C	Development of Demonstration Companies	\$205,000	\$1,095,200
	G2. Organization	17-AF-01-GE-INF	Development of Publication Materials	\$138,000	
		17-AF-02-GE-INF	Public Relations	\$230,000	
		17-AF-03-GE-INF	IT Support	\$328,600	
		17-AF-05-GE-GBM	59th Session of the Governing Body	\$193,100	
		17-AF-06-GE-WSM	58th Workshop Meeting of Heads of NPOs	\$181,400	
		17-AF-07-GE-INT	International Cooperation	\$49,600	
		17-AF-GE-ADM	Administration	\$5,898,000	\$7,018,700
				\$13,377,700	\$13,377,700

5. Proposed Priority Projects for 2017

Ranking	Project Code	Project Title	Venue
CORE	17-AF-01-GE-INF	Development of Publication Materials	
	17-AF-02-GE-INF	Public Relations	-
	17-AF-03-GE-INF	IT Support	
	17-AF-05-GE-GBM	59th Session of the Governing Body	IR Iran
	17-AF-06-GE-WSM	58th Workshop Meeting of Heads of NPOs	Korea, Rep. of
	17-AF-07-GE-INT	International Cooperation	-
	17-AF-GE-ADM	Administration	-
	17-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	e-Learning
	17-AG-39-GE-NFP-C	National Follow-up Program (NFP)	MCs
	17-IN-01-GE-OSM-C	Individual-country Observational Study Missions	MCs
	17-IN-02-GE-TES-C	Technical Expert Services	MCs
	17-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	MCs
	17-IN-04-GE-DMP-C	Development of Demonstration Companies	MCs
	17-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	e-Learning
	17-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	MCs
	17-RP-01-GE-RES-C	Program Development Fund	APO Secretariat
	17-RP-02-GE-LOM-A	Strategic Planning Workshop for Liaison Officers	APO Secretariat
	17-RP-33-GE-DON-C	Development of Centers of Excellence	MCs
	1	17-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced
2	17-IN-30-GE-TRC-B	Training Course on Development of Productivity Practitioners: Basic	Philippines
3	17-RP-13-GE-RES-A	APO Productivity Database & Databook	APO Secretariat
4	17-RP-21-GE-RES-B	Research on Knowledge Productivity	APO Secretariat
5	17-IN-20-GE-TRC-B	Training Course on Lean Manufacturing Systems for SMEs	Pakistan

5. Proposed Priority Projects for 2017

Ranking	Project Code	Project Title	Venue
6	17-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	Korea, Rep. of
7	17-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	APO Secretariat
8	17-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	Korea, Rep. of
9	17-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for SMEs	Fiji
10	17-AG-01-GE-DLN-B	e-Learning Course on ICT-based Services for Agricultural Extension	e-Learning
11	17-RP-04-GE-CON-A	International Conference on Policies for Productivity Growth	To be decided
12	17-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	China, Rep. of
13	17-AG-28-GE-DLN-B	e-Learning Course on Food Safety Risk Management in Food Supply Chains	e-Learning
14	17-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	APO Secretariat
15	17-IN-28-GE-TRC-B	Training Course on Business Excellence for SMEs	Singapore
16	17-IN-21-GE-WSP-A	Workshop on Productivity Measurement in the Higher Education Sector	Indonesia
17	17-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity Focusing on SMEs	China, Rep. of
18	17-IN-51-GE-TRC-A	Training Course for Labor-management Relations in SMEs	IR Iran
19	17-IN-29-GE-WSP-A	Workshop on Corporate Social Responsibility in SMEs	Sri Lanka
20	17-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting	Bangladesh
21	17-IN-71-GE-WSP-A	Workshop on Performance Management for the Public Sector	Philippines
22	17-AG-03-GE-WSP-A	Workshop on Innovative Water Resource Management	IR Iran
23	17-IN-90-GE-CON-A	Top Management Forum on Knowledge Management for SMEs	Korea, Rep. of
24	17-IN-10-GE-WSP-A	Workshop on Corporate Sustainability Management for SMEs	China, Rep. of
25	17-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	e-Learning
26	17-RP-11-GE-SMN-B	Study Mission to a Nonmember Country on the Impact of Education Policies on National Productivity Growth	USA
27	17-RP-18-GE-SMN-B	Study Mission to a Nonmember Country on Global Competitiveness and Productivity Growth	Europe
28	17-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products	Philippines

5. Proposed Priority Projects for 2017

Ranking	Project Code	Project Title	Venue
29	17-RP-26-GE-SMN-A	Study Mission to a Nonmember Country on Innovation Ecosystems and Roles of Government	Europe
30	17-IN-26-GE-OSM-A	Multicountry Observational Study Mission on Human-centered Productivity	Sri Lanka
31	17-IN-11-GE-WSP-B	Workshop on Innovative Leadership and Talent Management for Public-sector Productivity	Sri Lanka
32	17-IN-94-GE-OSM-A	Multicountry Observational Study Mission on Energy Efficiency and Energy Management Practices for SMEs	China, Rep. of
33	17-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase I)	APO Secretariat
34	17-IN-36-GE-TRC-A	Training of Trainers in Total Quality Management for SMEs	Mongolia
35	17-IN-32-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Service Sector	e-Learning
36	17-IN-24-GE-OSM-A	Multicountry Observational Study Mission on ICT Innovation in the Service Sector	To be decided
37	17-AG-24-GE-WSP-B	Workshop on e-business Modeling for Women Entrepreneurs	China, Rep. of
38	17-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications in SMEs	Lao PDR
39	17-AG-30-GE-SMN-A	Study Mission to a Nonmember Country on Packaging and Labeling of Food Products to Enhance Market Access	USA
40	17-RP-06-GE-OSM-A	Multicountry Observational Study Mission on the Impact of Industrial Policy on SME Productivity	To be decided
41	17-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	Indonesia
42	17-RP-15-GE-RES-B	Research on Factors for Potential Total Factor Productivity Improvement for APO Economies	APO Secretariat
43	17-RP-22-GE-CON-B	Conference on ICT Innovation for Promoting Productivity Growth in the SME Sector	India
44	17-IN-50-GE-CON-A	Conference on Public-sector Productivity: Public-sector Best Practices	Philippines
45	17-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry	Fiji
46	17-AG-34-GE-WSP-A	Workshop on Revitalization of Rural Communities through Productivity Improvement Initiatives	Indonesia
47	17-RP-23-GE-RES-B	Research on Public Policy Innovation for Human Capital Development	APO Secretariat
48	17-IN-47-GE-OSM-A	Multicountry Observational Study Mission on Solar and Biomass Energy Applications	To be decided
49	17-AG-32-GE-WSP-B	Workshop on Cold Chain and Logistics Management	Malaysia
50	17-AG-40-GE-CON-A	2nd International Conference on Biofertilizers and Biopesticides	China, Rep. of
51	17-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	China, Rep. of

5. Proposed Priority Projects for 2017

Ranking	Project Code	Project Title	Venue
52	17-IN-42-GE-SMN-B	Study Mission to a Nonmember Country on Benchmarking Initiatives for Local Government Leaders	Canada
53	17-AG-16-GE-WSP-A	Workshop on Waste Management in Agribusiness	Bangladesh
54	17-AG-20-GE-WSP-B	Workshop on Emerging Roles of Producers' Associations and Farmers' Cooperatives	Indonesia
55	17-RP-10-GE-RES-B	Research on Science, Technology, and Innovation Policies in Member Countries and Implications for Productivity Enhancement	APO Secretariat
56	17-IN-48-GE-TRC-A	Training Course on Developing the APO Public-sector Leadership Framework	Philippines
57	17-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Crop Sector	Pakistan
58	17-AG-11-GE-SMN-A	Study Mission to a Nonmember Country on Enhancing Access for Agrifood Products from Asian Countries	Europe
59	17-AG-04-GE-CON-A	Asian Forum on SMART Agriculture: Futuristic Technologies for Sustainable Farming	Thailand
60	17-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	e-Learning
61	17-AG-25-GE-TRC-B	Training Course on Planning and Management of Community-based Rural Tourism Projects	IR Iran
62	17-RP-17-GE-RES-B	Research on Potential Economic Growth and Productivity Projections	APO Secretariat
63	17-IN-27-GE-OSM-A	Multicountry Observational Study Mission on Global Market Access Focusing on the Retail Industry	Cambodia
64	17-RP-09-GE-RES-B	Research on Productivity Measurement Analysis and Policy Implications	APO Secretariat
65	17-RP-08-GE-RMT-B	Research Meeting on Strategic Labor Policies and Labor Productivity Enhancement	To be decided
66	17-AG-08-GE-WSP-A	Workshop on Climate Change Adaptation and Disaster Risk Management in Agriculture	Sri Lanka
67	17-AG-29-GE-CON-B	Forum on Strengthening National Food Safety Standards	Pakistan
68	17-AG-14-GE-RES-B	Research on Land Productivity Measurement	APO Secretariat

<Government of Japan Special Cash Grant Projects>

69	17-AG-35-GE/SPP-OSM-B	Multicountry Observational Study Mission on Modern Food Production Process Management System	APO Secretariat
70	17-AG-36-GE/SPP-OSM-B	Multicountry Observational Study Mission on Food Value Chain Management	APO Secretariat

<Out Of Ranking>

71	17-RP-05-GE-RES-B	Research on Productivity Policy Implications for National Productivity Enhancement	APO Secretariat
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5. Proposed Priority Projects for 2017

Ranking	Project Code	Project Title	Venue
72	17-RP-12-GE-RES-B	Research on Productivity Advisory Roles of International Organizations for APO Member Governments	APO Secretariat
73	17-IN-60-GE-WSP-B	Workshop on Regulatory Review for Improving the Ease of Doing Business	Philippines
74	17-IN-52-GE-TRC-A	Training Course on Knowledge Management and Innovation for Local Government Authorities	IR Iran
75	17-RP-16-GE-RMT-B	Research Meeting on Evidence-based Productivity Analysis and Policy Recommendations for APO Economies	To be decided
76	17-RP-25-GE-RES-B	Research on Social Commerce in SMEs	APO Secretariat
77	17-AG-38-GE-RES-B	Research on Agriculture Policies in Asia	APO Secretariat
78	17-AG-06-GE-WSP-B	Workshop on Successful Models of Integrated Farming	Bangladesh
79	17-AG-33-GE-WSP-B	Workshop on Food Quality Standards for Enhancing Market Access	Vietnam
80	17-RP-32-GE-CON-A	International Environmental and Economic Forum	Vietnam

PART II:

APO PROGRAM PLAN FOR 2018

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
1. NPO			
D1	18-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	To provide basic training to numerous participants on productivity tools, techniques, and technologies in selected subject areas of broad significance related to the agriculture and food sectors in a cost-effective manner and create a mass of productivity professionals.
G1	18-AG-39-GE-NFP-C	National Follow-up Program (NFP)	To provide technical and financial assistance to NPOs or partner organizations in conducting national follow-up projects (NFPs) following specific multilateral projects; support member countries in intensifying the transfer of knowledge and best practices on productivity topics covered in multicountry projects; and enhance the visibility of the APO in member countries.
C1	18-IN-30-GE-TRC-A	Training Course on Development of Productivity Practitioners: Basic	To equip beginning practitioners with fundamental productivity concepts, principles, approaches, and tools so that they can identify, use, and explain basic productivity approaches and tools; adopt an integrated productivity framework for diagnosing productivity problems and developing and implementing solutions; and provide training, consulting, and promotional services to NPO clients.
C1	18-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	To develop productivity practitioners with good knowledge of advanced productivity concepts, principles, and tools.
C1	18-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	To provide productivity and quality facilitators and practitioners from NPOs and SMEs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.
E3	18-RP-03-GE-IMP-A	Impact Evaluation Study	To undertake an evaluation of the impact of APO projects implemented in 2016 and 2017; and make recommendations for the improvement of project design and implementation.
E1	18-RP-04-GE-RES-B	Research on Good Policies for Driving Productivity Growth	To examine the best practices in the design, formulation mechanism, implementation, and evaluation of productivity-enhancing policies in countries with high productivity performance inside and outside the APO region.
E1	18-RP-05-GE-RMT-B	Research Meeting on Productivity Policy Implications for National Productivity Enhancement	To disseminate the findings of the research on the bottlenecks in productivity movements and productivity enhancement policies in APO developing member countries; and recommend policy measures for productivity growth to those governments.
E1	18-RP-06-GE-RES-B	Research on Industrial Policy Implications for Boosting SME Productivity	To document and analyze the industrial policies that successfully boosted SME productivity in selected APO countries; and identify policy implications for other countries.
E1	18-RP-08-GE-SMN-B	Study Mission to a Nonmember Country on Strategic Labor Policies and Labor Productivity Enhancement	To learn good practices in labor policies to deal with high youth unemployment and aging workforce issues; and examine ways in which advanced countries address informal labor market issues.
E1	18-RP-09-GE-CON-B	Forum on Productivity Measurement Analysis and Policy Implications for APO Member Economies	To inform policymakers and high-ranking officials in member countries about the findings on productivity measurement and its policy implications published in the 2017 research.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
	Officials, managers, professionals, academics, and consultants working in the subject area concerned.	e-Learning		To be decided	\$149,900 (\$149,900)	
	To be decided	MCs		One year	\$321,000 (\$306,000)	
19	Participants should preferably come from NPOs with two or more years of working experience.	Philippines	26 days	7 May–1 June	\$141,800 (\$92,100)	
19	Participants should preferably come from NPOs. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques.	Malaysia	19 days	To be decided	\$88,900 (\$52,300)	
	NPO and SME staff engaged in productivity promotion and implementation.	MCs		To be decided	\$222,300 (\$192,300)	
	N/A	APO Secretariat		One year	\$59,600 (\$59,600)	
	Governmental policy analysts and advisers and academic researchers.	APO Secretariat		One year	\$87,000 (\$87,000)	
19	Policymakers, governmental officials, and NPO heads.	Bangladesh	4 days	To be decided	\$55,100 (\$40,500)	
	Policy analysts and academic researchers from institutions specializing in industrial policy, SME promotion, and SME policy.	APO Secretariat		One year	\$87,000 (\$87,000)	
19	Policymakers, government officials, and senior NPO officers involved in labor policy.	Europe	6 days	To be decided	\$74,200 (\$74,200)	
38	Policymakers and high-ranking governmental officials.	To be decided	3 days	To be decided	\$102,100 (\$94,500)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
E1	18-RP-10-GE-RMT-A	Research Meeting on Science, Technology, and Innovation Policies and Productivity Enhancement	To disseminate the findings of the study on Science, Technology, and Innovation Policies (STIP) in member countries; and recommend lessons for other member governments.
E1	18-RP-11-GE-RMT-B	Research Meeting on the Impact of Education Policies on National Productivity Growth	To discuss and share the impact of national educational policy on productivity growth.
E1	18-RP-12-GE-CON-A	Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries	To provide a platform for sharing ideas and networking among APO member governments and international organizations on productivity growth and policy advice; and disseminate the findings of research on practices of policy advisory to APO member governments.
E2	18-RP-13-GE-RES-A	APO Productivity Database & Databook	To monitor productivity trends and provide analysis of the most up-to-date socioeconomic performance of APO member countries in the context of regional and global economies, while providing a basis for evidence-based policy making through the publication of the APO Productivity Database and APO Productivity Databook; and to provide sources for evidence-based productivity analysis.
E2	18-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase II)	To conduct in-depth research missions to assess data challenges of selected countries to build the capacity of NPOs and their stakeholders to enable national-level productivity measurement; and identify challenges and issues of national-level productivity measurement and provide a customized framework for constructing productivity measures for member countries.
E2	18-RP-15-GE-RES-B	Research on Development of a Labor Quality Database on APO Economies	Based on in-depth research on sources of potential TFP growth for APO economies in the previous year, the follow-up research will attempt to analyze the impact of labor quality on TFP growth and develop a labor quality database covering APO member economies to make policy recommendations.
E2	18-RP-16-GE-CON-A	Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region	To discuss rationales and challenges of evidence-based policy making; examples of evidence-based productivity analysis; quantitative productivity observations conducted in member countries; examine practices of other international organizations; and identify policy challenges.
E2	18-RP-17-GE-RES-B	Research for Development of the Database on Potential Economic Growth and Productivity Projections for APO Economies	To conduct economic projection surveys focusing on business and investment in selected member economies; analyze prospects for economic growth through research covering capital investment trends; and examine areas of potential economic growth.
E3	18-RP-18-GE-RMT-B	Research Meeting on Global Competitiveness and Productivity Growth	To share and discuss good policies and government initiatives for productivity enhancement which increase national competitiveness by inviting speakers from both APO member and nonmember countries. The project will also provide participants with an opportunity to exchange views on policies and the role of government agencies in competitiveness.
E3	18-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	To review the status of productivity enhancement in selected member countries by utilizing the newly established APO Guiding Principles of Productivity Enhancement to identify strengths and areas for improvement of their national productivity movements; and help NPOs gain a better understanding of the importance of productivity increases from

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	Policymakers and governmental officials in charge of science and technology policy, innovation policy and R&D policy.	Vietnam	4 days	To be decided	\$46,300 (\$32,200)	
19	Senior NPO officials, policymakers, and government officials involved in educational policy and labor productivity.	Philippines	4 days	To be decided	\$49,800 (\$33,900)	
38	Government officials, NPO heads, and representatives of international/intergovernmental organizations.	To be decided	3 days	To be decided	\$100,000 (\$92,400)	
	N/A	APO Secretariat		One year	\$212,800 (\$212,800)	
	N/A	APO Secretariat		One year	\$76,500 (\$76,500)	
	N/A	APO Secretariat		One year	\$76,500 (\$76,500)	
36	NPO management, those responsible for productivity measurement in NPOs, national statistics authority counterparts, officials from relevant ministries engaged in development/economic policies, as well as representatives of relevant collaborating international organizations.	To be decided	2 days	To be decided	\$78,300 (\$72,600)	
	N/A	APO Secretariat		One year	\$62,200 (\$62,200)	
19	High-ranking government officials responsible for policies and programs for national competitiveness and NPO executives.	China, Rep. of	4 days	To be decided	\$53,600 (\$37,200)	
	Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.	APO Secretariat		One year	\$86,500 (\$86,500)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
E3	18-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	To advise NPOs and concerned government agencies on policies and programs for national productivity enhancement in selected member countries using the review results of the Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries; and help NPOs gain a better understanding of the importance of productivity enhancement from their key stakeholders.
C1	18-RP-33-GE-DON-C	Development of Centers of Excellence	To support undertakings in member countries through the promotion and scaling up of activities on the subjects covered by the COE.

2. SME

D1	18-AG-01-GE-WSP-B	Workshop on Smart Agricultural Extension Models	To assess the efficacy of existing agricultural extension models in delivering services to small farmers; and promote smart agricultural extension models for effective transfer of know-how and technology.
D1	18-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Livestock and Poultry	To review emerging trends in farm mechanization in the livestock and poultry sector; share successful examples of advanced farm mechanization systems and technologies in the livestock and poultry sector; and develop strategic action plans for scaling up the best practices in member countries to improve agricultural productivity
D2	18-AG-11-GE-WSP-A	Workshop on International Marketing of Agrifood Products	To assess the recent developments in international marketing of agrifood products; and share successful models of international trade in agrifood products.
D2	18-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	To enhance participants' knowledge of recent and emerging developments in global agribusinesses; provide opportunities for networking and sharing of best practices in the management of agribusiness; and identify the needs of agribusiness executives.
D4	18-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: The Food Industry of the Future	To provide a forum for policymakers, planners, and industry leaders to deliberate on the mega trends in food industry in the next decade; share and learn from successful agrifood business models; and expose participants to new food business ideas, market trends, product promotion, and ways to create marketing opportunities.
D3	18-AG-19-GE-TRC-B	Training Course on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains	To enhance participants' understanding of the concept and principles of inclusive value chains and their applications to enable sustainable participation of producers' associations and farmers' cooperatives (PA & FC) in local and global value chains.
D3	18-AG-22-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Rural Communities Revitalization Models	To expose television and print journalists to successful models of rural community revitalization; involve them in disseminating knowledge and best practices; and expand the network of mass media practitioners cooperating with the APO in productivity promotion.
D3	18-AG-24-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism	To expose television and print journalists to successful models of community-based rural tourism (CBRT); and expand the network of mass media practitioners cooperating with the APO in productivity promotion.

Participants Number and Type		Venue	Duration	Timing	Finance (APO Share)	Remarks
	Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.	APO Secretariat		One year	\$86,500 (\$86,500)	
	Government officials; researchers and consultants of NPOs; senior business leaders; or others depending on the focus of the COE and its related activities.	MCs		One year	\$144,200 (\$131,200)	
19	Officers of agriculture departments/agricultural extension departments of universities and training institutes, or CEOs and managers of private companies and NGOs responsible for the design and implementation of extension services to small farmers.	Bangladesh	5 days	To be decided	\$66,900 (\$39,300)	
19	Qualified experts and professionals in the public and private sectors involved in the R&D, promotion, and marketing of farm machinery.	APO Secretariat	6 days	To be decided	\$82,300 (\$82,300)	
19	Managers, owners, and officers of agribusinesses SMEs; representatives of SMEs' cooperatives or marketing associations; government officers; and consultants or academics in charge of marketing of agrifood products.	Sri Lanka	5 days	To be decided	\$53,400 (\$37,700)	
19	Managers, owners, and officers of agribusinesses; representatives of SMEs, cooperatives, or marketing associations; and consultants or academics in charge of training and consultancy on agricultural product management and marketing.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
48	Senior policymakers and planners; agricultural professionals; and scientists, practitioners, academics, and executives of NGOs and companies in charge of agrifood industries and business development.	Indonesia	4 days	To be decided	\$104,900 (\$90,800)	
19	Leaders and managers of farmers' associations and agricultural cooperatives; trainers and extension officers of government; or NGO staff and academics responsible for providing support to farmers' associations and cooperatives.	IR Iran	5 days	To be decided	\$72,000 (\$55,200)	
19	Television and print journalists covering agriculture, tourism, and rural development.	APO Secretariat	6 days	To be decided	\$66,000 (\$66,000)	
19	Television and print journalists covering agriculture, tourism, and rural/rural community development.	China, Rep. of	5 days	To be decided	\$50,600 (\$32,200)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
D4	18-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Advanced Course for SMEs in the Food Industry	To equip participants with advanced knowledge of emerging modern food safety management systems (FSMS) and food safety legislation for SMEs in the food industry, with the focus on livestock and fishery products.
D3	18-AG-35-GE-TRC-B	Training of Trainers in Planning and Management of e-Businesses for Women Entrepreneurs	To train trainers in different tools and techniques for planning and managing e-businesses for women entrepreneurs.
A1	18-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	To provide basic training to numerous participants in productivity tools and techniques in selected subject areas of broad significance related to the industry and service sectors in a cost-effective manner; and create a mass of productivity professionals.
A1	18-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications for Manufacturing	To equip the participants with knowledge of total productive maintenance (TPM) and provide a platform for exchanging experiences and practices of TPM in the manufacturing sector.
A1	18-IN-20-GE-TRC-A	Training Course on Lean Manufacturing Systems	To equip the trainers/consultants, engineers, and production managers of SMEs the concept and practices of lean systems to encourage better value creation in the production and services and higher productivity.
A1	18-IN-36-GE-TRC-A	Training Course on Total Quality Management for Industries	To equip the participants with knowledge and techniques of total quality management (TQM) and enable them to implement TQM principles in their organizations.
A1	18-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for Industries	To provide participants with basic management tools and techniques for productivity and quality improvement and share good and adoptable practices from SMEs.
A1	18-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	To observe how productivity tools and techniques can help to increase the operational efficiency of SMEs; to learn from the policies and measures promoting growth and sustainability of SMEs.
F1	18-RP-22-GE-RES-B	Research on ICT Innovation for Promoting Productivity Growth in the SME sector	To cater to demands from NPOs and member countries for greater knowledge of innovative technologies and trends for future productivity, this project will study advanced ICT applications for productivity increases in APO economies such as Industry 4.0, the Internet of Things, 3D printing, big data, and use of drones, with emphasis on the enhancing the competitiveness of the SME sector.
F1	18-RP-25-GE-RMT-B	Research Meeting on Social Commerce for SMEs	To explore how social commerce, a subset of e-commerce involving social media, online media that support social interaction, and user contributions, can assist online buying and selling of products and services.

3. Innovation

D1	18-AG-03-GE-WSP-A	Workshop on Innovative Methods for Increasing Agricultural Water Productivity	To assess the status of agricultural water productivity (AWP) in member countries; review trends in AWP and methods of AWP measurement; share innovative ways to improve AWP; and develop action plans to improve AWP in member countries.
D4	18-AG-27-GE-WSP-A	Workshop on Food Safety Risk Management in Food Supply Chains	To review recent developments in food safety risk management in food supply chains; share best methods of risk analysis and assessment; and formulate action plans for the adoption of appropriate methods.

Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks	
18	CEOs and managers of food industry SMEs; or senior government officers, academics, consultants, and trainers in charge of food safety management.	Bangladesh	5 days	To be decided	\$55,600 (\$39,300)	
19	Training and extension officers in government and NGOs; NPO consultants; or academics responsible for training and consultancy on women's entrepreneurship and business development in rural areas.	Malaysia	5 days	To be decided	\$49,300 (\$32,500)	
		e-Learning		To be decided	\$174,900 (\$174,900)	
19	Production or maintenance managers of SMEs in the manufacturing sector and trainers and consultants in this area.	Bangladesh	5 days	12–16 November	\$55,700 (\$39,400)	
19	Trainers/consultants or senior/mid-level managerial and technical personnel from SMEs involved in manufacturing familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.	Malaysia	12 days	To be decided	\$76,600 (\$55,000)	
19	Executives of SMEs and productivity practitioners promoting productivity and quality.	Cambodia	5 days	November	\$51,600 (\$35,900)	
19	Executives and managers of SMEs in the manufacturing sector.	Lao PDR	5 days	To be decided	\$50,700 (\$37,100)	
19	SME executives, entrepreneurs, policy makers involved in SME strategies	Korea, Rep. of	5 days	To be decided	\$68,400 (\$41,300)	
	International and national experts with backgrounds in ICT innovation and SME promotion.	APO Secretariat		One year	\$93,100 (\$92,100)	
19	Representatives of SMEs, government agency officials in charge of SME development, staff of ICT-related organizations supporting SMEs, and researchers.	Mongolia	4 days	To be decided	\$60,400 (\$45,400)	
19	Officials, consultants, representatives of water-users' associations, or academics responsible for AWP measurement, analysis, and monitoring.	Pakistan	5 days	To be decided	\$63,000 (\$46,200)	
19	Consultants of NPOs; officers and inspectors of national organizations responsible for food safety and quality standards; or managers and officers in the food industry responsible for food safety management systems.	Cambodia	5 days	To be decided	\$51,400 (\$35,700)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
D4	18-AG-28-GE-TRC-A	Training Course on Global Food Safety Initiatives	To enhance participants' understanding of the latest global food safety initiatives; equip them with the requirements of modern food safety regulations and standards; and discuss key success factors in the implementation and certification of modern food safety standards by small and medium-sized farms and enterprises.
D4	18-AG-29-GE-WSP-A	Workshop on Packaging and Labeling of Food Products to Enhance Market Access	To assess the current status of packaging and labeling of food products in member economies; share innovative best practices of packaging and labeling; and develop practical packaging and labeling strategies to enhance market access of food products.
D4	18-AG-30-GE-TRC-B	Training Course on Cold Chain and Logistics Management	To train participants in new knowledge and techniques for cold chain and logistics management; and share good practices of cold chain management.
D4	18-AG-32-GE-TRC-A	Training Course on Food Quality Standards for Enhancing Market Access	To train participants in different food quality standards (FQS) for enhancing market access; acquaint them with the design and management requirements associated with the application and implementation of food safety management systems (FSMS); and examine the mechanisms required for effective assessment of FSMS.
E4	18-AG-33-GE-RES-B	Research on Benchmarking the Productivity of Major Crops	To develop and institutionalize a system for measuring and monitoring the productivity of major/economically important crops; and establish a database for benchmarking performance among APO members and key global players.
E4	18-AG-34-GE-CON-A	Conference on Agriculture Policies in Asia	To provide a forum for policymakers, planners, and academics to deliberate on emerging trends in agricultural policies; discuss the relationship between basic agricultural policies and agricultural productivity based on the outcomes of APO research; disseminate outcomes of APO research; and formulate practical recommendations for policy directions to enhance agricultural productivity.
A2	18-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	To familiarize the participants with the concepts and methodologies of management innovation in SMEs; to provide a platform to share and discuss about successful strategies and applications of management innovation in SMEs.
A1	18-IN-10-GE-OSM-A	Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs	To understand current thinking and practices in the dynamic field of corporate sustainability management; develop business case studies on sustainability; and familiarize participants with the conceptual framework and practical tools to achieve sustainability in an organizational setting.
C2	18-IN-11-GE-SMN-B	Study Mission to a Nonmember Country on Transformational Leadership in the Public Sector for Accelerating Productivity Initiatives	To understand, implement, and evaluate strategic practices based on leadership models and approaches for achieving organizational transformation; to draw practical lessons from the tools, models, and mechanisms observed which can be applied in APO member countries; to observe Canadian best practices in enhancing the performance of public-sector organizations through a working leadership framework.
B1	18-IN-14-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Health Sector	To define "customer service (CS)" in the health sector; show its relevance within the context of public health services and the necessity of providing consistent excellence; and present a model for CS standard development that can be adapted and implemented by participants.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	Government officials; managers of food companies or representatives of food industry associations; or consultants of NPOs and national boards in charge of food standard setting/application/adoption/enforcement.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
19	CEOs or managers of food industry SMEs; representatives of food industry SME associations; or consultants and government officers responsible for labeling and packaging regulations for food products.	Pakistan	5 days	To be decided	\$63,000 (\$46,200)	
18	Consultants of NPOs; managers of food-processing enterprises; or government officers and academics in charge of R&D, promotion of modern postharvest technologies, and/or trading and marketing of perishable products.	Thailand	5 days	To be decided	\$47,100 (\$31,400)	
19	Production managers, trainers, owners, or managers of food industry SMEs; food safety team leaders; or consultants of NPOs wishing to gain know-how for implementing FSMS.	Lao PDR	5 days	To be decided	\$50,500 (\$36,900)	
	Experts from national census/statistics agencies, national agricultural statistics bureaus/departments, and/or national economic development and planning agencies/institutions in charge of agricultural/crop productivity measurement, analysis, and monitoring.	APO Secretariat		One year	\$99,600 (\$99,600)	
48	Officers involved in agricultural policy analysis within the government; or academics/representatives of national institutes in charge of national policy studies.	Indonesia	4 days	To be decided	\$117,200 (\$90,800)	
	Staff and executives of SMEs; trainers and consultants providing management innovation consultancy for SMEs.	e-Learning		To be decided	\$133,200 (\$103,200)	
19	SME owners, entrepreneurs, and government officials/NPO consultants involved in corporate sustainability management.	To be decided	5 days	To be decided	\$55,600 (\$44,300)	
19	Public-sector professionals, officials, and policymakers from central and local government organizations who manage organizational performance, design, and development including transformation; public-sector productivity experts and/or practitioners; public-service providers; or NPO heads.	Canada	5 days	To be decided	\$108,700 (\$108,700)	
	Staff and managers from health sector or NPO consultants providing productivity improvement consultancy for the health sector.	e-Learning		To be decided	\$133,200 (\$103,200)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
B1	18-IN-24-GE-WSP-A	Workshop on Service Innovation in ICT for the Banking Sector	To share and exchange information on and experience in the innovative use of information and communication technology (ICT) in the banking sector for accelerating productivity growth, improving the quality of services, and promote the use of ICT in the banking sector.
C2	18-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	To observe and understand the effect of higher-ranking leadership styles on the performance and overall productivity improvement of public-sector organizations; to share and exchange information on and experience in public-sector productivity best practices and success stories and examine relevant government policies promoting public-sector productivity.
A2	18-IN-26-GE-WSP-A	Workshop on Human-centered Productivity	To promote the concept of human-centered productivity by sharing the best practices and exchanging information among APO members; and propagate a productivity-friendly culture in organizations for sustainable growth.
B1	18-IN-28-GE-OSM-B	Multicountry Observational Study Mission on Business Excellence for the Service Sector	To develop experienced business excellence (BE) practitioners for the application and expansion of BE frameworks and tools for the service sector; and share and exchange information on and experience in best practices in BE adoption in the service sector.
B1	18-IN-29-GE-OSM-B	Multicountry Observational Study Mission on Corporate Social Responsibility in the Service Sector	To understand corporate social responsibility (CSR) concepts and methodologies; share and exchange information on and experience in CSR in the service sector; examine how CSR plays a strategic role in the development of an organization; and understand the motives behind organizational CSR initiatives.
B1	18-IN-32-GE-TRC-B	Training Course on Customer Satisfaction Index Development for the Service Sector	To provide a platform for sharing the status, best practices, and successful models of customer satisfaction (CS) measurement for the service sector.
B1	18-IN-40-GE-WSP-B	Workshop on Quality Customer Service for the Service Sector	To examine the nature of customer service (CS) practices in service-sector organizations; evaluate customer attitudes toward service organizations; and recommend feasible options that can help service-sector organizations to enhance the quality of CS.
C2	18-IN-42-GE-OSM-B	Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders	To promote benchmarking on best practices of local government service delivery and productivity; review the relationship between productivity promotion strategies and performance management of local governments; identify institutional requirements for developing people-centered local governments; and recommend how local governments can be more efficient and effective.
A1	18-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	To observe the strategies of promoting innovation in SMEs and to learn from the good practices of successful cases.
C2	18-IN-48-GE-TRC-A	Training Course on Developing Strategic Leadership for the Public Sector	To outline the leadership knowledge, capabilities, skills, and behaviors that senior managers and leaders must exhibit to support the successful implementation of public-sector productivity development initiatives; and establish a common public-sector leadership framework for APO member countries to serve as a perennial platform showing how productivity can be improved in the sector.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	Chief executives/managers and senior officials from government-owned and private-sector banks involved in ICT activities.	IR Iran	5 days	To be decided	\$72,100 (\$55,300)	
19	Policymakers on public-sector reform, senior public administrators, public service award administrators, academics, and NPO productivity specialists for the public sector.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
19	CEOs/top managers of private- or public-sector organizations, NPO heads, and senior government officials.	IR Iran	5 days	To be decided	\$72,100 (\$55,300)	
19	Staff and managers from the service sector or BE practitioners and consultants dealing with service-sector organizations.	Singapore	5 days	To be decided	\$58,400 (\$36,200)	
19	Service-sector SME owners, entrepreneurs, and NPO consultants involved in CSR.	Korea, Rep. of	5 days	To be decided	\$68,400 (\$41,300)	
19	Managers from SMEs in the service sector or NPO consultants dealing with CS measurement for the service sector.	Korea, Rep. of	5 days	To be decided	\$68,400 (\$41,300)	
19	Staff and managers from service-sector organizations or NPO consultants providing productivity improvement consultancy for the service sector.	Thailand	5 days	To be decided	\$47,300 (\$31,600)	
19	Local government heads and senior officials; officials from ministries managing or formulating policy on local government funding; local government consultants/experts; municipal commissioners; or NPO heads.	To be decided	5 days	To be decided	\$55,600 (\$44,300)	
19	Executives from SMEs, entrepreneurs, and policy makers involved in SME and innovation policy.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
19	Public-sector professionals, officials, and policymakers from central and local government organizations who manage performance, design, and development; public-sector productivity experts and/or practitioners; public-service providers; or NPO heads.	Sri Lanka	5 days	To be decided	\$53,600 (\$37,900)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
C3	18-IN-50-GE-CON-A	APO International Productivity Showcase and Best Practice Networking Forum on the Public Sector	To showcase the ongoing work and achievements of APO member countries in the area of enhancing productivity in the public sector; and provide a platform for productivity networking among government officials, practitioners, and policymakers related to applications of the productivity concept, tools, and methodologies for public-sector organizations.
A2	18-IN-51-GE-OSM-A	Multicountry Observational Study Mission on Labor-Management Relations	To examine and discuss the current status of and issues in labor-management relations; share success stories of excellent labor-management relations; and identify the role of governments and labor unions in promoting good labor relations for higher productivity.
C3	18-IN-60-GE-OSM-B	Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity	To examine the interlinkages between government regulatory management and public-sector productivity; discuss how to assess regulatory activity; and expose participants to the tools and knowledge for optimal local and central government regulation for national productivity.
C3	18-IN-62-GE-CON-B	Conference on Public-sector Productivity: e-Governance for Smart Public Services	To examine the linkage between the use of appropriate technology and increased productivity in public service delivery; formulate a working approach to the use of technology in delivering public services; and discuss the latest developments in e-governance and potential applications to APO member economies.
C3	18-IN-71-GE-TRC-A	Training Course on Performance Measurement Methodology for Public-sector Organizations	To enhance knowledge of and experience in performance measurement, management strategies, and methodologies for the public sector; and promote the performance management concept and KPIs in the public sector; To expose public-sector productivity practitioners, consultants, researchers, and NPO staff to tools and techniques for measuring productivity in public-sector organizations.
A2	18-IN-90-GE-CON-A	Top Management Forum on Knowledge Management and Innovation for SMEs	To enhance the knowledge and capabilities of leaders of SMEs and strengthen the competitiveness of SMEs through knowledge management (KM) and innovation.
F1	18-RP-01-GE-RES-C	Program Development Fund	To identify emerging productivity issues and opportunities for APO economies to learn new tools and concepts to enhance productivity and economic growth; and develop projects based on identified timely issues to promote the adoption of effective productivity tools.
F1	18-RP-21-GE-CON-B	International Conference on Knowledge Productivity	To invite high-level government officials, researchers, and managers of large organizations who lead knowledge productivity growth in firms, cities, and nations as speakers to learn from their insights and discuss applications of their principles to APO economies.
F1	18-RP-23-GE-OSM-B	Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development	To acquaint participants with recent trends in public policy innovation which promote human capital development in efforts to support national development plans.
F1	18-RP-26-GE-RES-B	Research on Innovation Ecosystems in APO Economies	To examine how APO economies could build innovation ecosystems to drive productivity growth by researching cutting-edge examples among APO member countries and comparing them with European countries to devise Asian models of innovation ecosystems.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
38	Representatives of public-sector institutions that were assisted by NPOs in applying productivity tools and techniques for enhancing the quality of services, as well as of quality award winners.	Sri Lanka	3 days	To be decided	\$76,400 (\$63,900)	
19	Senior managers of private- or public-sector organizations, NPO staff, and government officials in charge of labor-management relations.	Indonesia	5 days	To be decided	\$59,000 (\$43,300)	
19	Public-sector officials, policymakers, public-sector consultants and service providers, and business professionals.	Philippines	5 days	To be decided	\$54,300 (\$36,400)	
38	Public-sector officials, senior public administrators, public service professionals, IT and technology support officials in government institutions; local government consultants/experts; municipal commissioners; or NPO heads/staff.	IR Iran	3 days	To be decided	\$115,800 (\$102,600)	
19	Public-sector senior managers and officials responsible for maintaining or introducing performance management systems.	Philippines	5 days	To be decided	\$60,200 (\$42,300)	
19	SME owners, KM consultants and practitioners involved in implementing KM frameworks in SMEs , professional dealing with SME development	Fiji	3 days	14–16 May	\$86,000 (\$70,600)	
	N/A	APO Secretariat		One year	\$49,200 (\$49,200)	
38	NPO officials, officials from government agencies, policymakers, company managers, and researchers.	To be decided	3 days	To be decided	\$106,900 (\$96,300)	
19	Senior NPO officials, policymakers, representatives of agencies responsible for innovation for human capital development, education development planners, and researchers.	To be decided	5 days	To be decided	\$56,700 (\$45,400)	
	International and national experts with strong backgrounds in innovation ecosystems.	APO Secretariat		One year	\$93,100 (\$92,100)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
4. Green Productivity			
D1	18-AG-04-GE-SMN-A	Study Mission to a Nonmember Country on Commercialization of Biotechnology in Agriculture	To expose participants to the latest innovations in applications of biotechnology (biotech) in agriculture, and successful examples of agricultural biotech businesses in the USA, a world leader in innovations in and commercialization of biotech, aimed at improving agricultural productivity, quality, and competitiveness and increasing farm incomes; and to establish a best practice network.
D1	18-AG-06-GE-OSM-B	Multicountry Observational Study Mission on Successful Models of Integrated Farming	To expose participants to successful models of integrated farming (IF); and develop action plans to promote the adoption and scaling up of best practices in participating countries to improve the sustainability and productivity of agriculture, as well as farmers' livelihoods and farm profitability.
D1	18-AG-08-GE-TRC-A	Training Course on Climate Change Adaptation and Disaster Risk Management in Agriculture	To enhance participants' understanding of project management for disaster risk management (DRM) and climate change (CC) adaptation (CCA) in agriculture in the national and local settings; and enable them to support DRM and CCA integration.
D2	18-AG-15-GE-TRC-B	Training Course on Waste Management in Agribusiness	To enhance participants' understanding of the key concepts and principles of modern waste management and of emerging technologies for waste management to reduce environmental impacts; and increase the productivity and profitability of agribusinesses.
D4	18-AG-40-GE-CON-A	3rd International Conference on Biofertilizers and Biopesticides	To provide a platform for leaders from the public and private sectors for presenting and discussing model cases of biofertilizer and biopesticide (B&B) applications in agriculture; and deliberate on a roadmap to promote B&B application. Specific objectives of the conference will be decided in consultation with the host country.
A1	18-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting for SMEs	To provide a platform for MFCA practitioners to exchange information on applications of MFCA, share success stories of MFCA implementation, and deliberate on strategies in promoting MFCA in their own countries.
C1	18-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity for the Service Sector	To train participants to undertake management consultancy services on Green Productivity (GP), encompassing productivity enhancement and environmental protection in the service sector.
C1	18-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	To develop trainers, consultants, and practitioners in Green Productivity (GP) equipped with in-depth knowledge of and hands-on experience in strategic resource planning and management, tools, techniques, and technologies enabling them to design green growth strategies.
A3	18-IN-47-GE-SMN-A	Study Mission to a Nonmember Country on Hybrid Renewable Energy Applications	To learn about the latest hybrid renewable energy initiatives in Europe; and obtain firsthand information on the best practices of hybrid renewable energy.
A3	18-IN-66-GE-TRC-A	Training Course for Energy Managers and Energy Auditors: ISO 50001	To provide an opportunity for energy managers and auditors to understand the methodology and major components of ISO 50001; and enable them to reduce energy consumption and improve energy performance in organizations.
A1	18-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	To equip the participants with in-depth knowledge of Green Productivity (GP) and strategic resource planning and management, tools, techniques, and technologies and enable them to design green growth strategies.

Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks	
19	CEOs/managers of agribusinesses or agricultural financing institutions; officials of government, regulatory agencies, and agricultural/food industry associations; and scientists and academics promoting applications of biotechnology in agriculture, agribusiness development, and the food industry.	USA	6 days	To be decided	\$83,200 (\$83,200)	
19	Directors/CEOs of agricultural extension services and agricultural extension departments of universities; and CEOs of producers' associations and farmers' organizations in charge of promoting sustainable agriculture with special interest in IF.	Indonesia	5 days	To be decided	\$58,800 (\$43,100)	
19	Policymakers and planners, executives, managers, professionals, and other relevant stakeholders responsible for promoting issues and activities contributing to the capacity building for CCA and DRM in agriculture.	IR Iran	5 days	To be decided	\$72,000 (\$55,200)	
19	Managers, owners, and officers of agribusinesses; representatives of SMEs; and academics and executives of NGOs in charge of the agricultural production and agribusiness subsectors.	Vietnam	5 days	To be decided	\$50,000 (\$34,300)	
48	Policymakers; leaders from the public and private sectors and academia; CEOs of NGOs; extension service department staff; and senior managers/entrepreneurs in charge of promoting B&B use for sustainable, clean, safe agricultural/food production.	China, Rep. of	4 days	To be decided	\$89,200 (\$72,800)	
19	Environment and GP consultants, managers and executives from industries, and consultants engaged in MFCA.	Pakistan	5 days	To be decided	\$63,200 (\$46,400)	
26	Consultants from NPO , government agencies dealing with green initiatives, professional from service industry association and SME owners involve in service industry.	China, Rep. of	10 days	To be decided	\$97,800 (\$66,000)	
28	Productivity practitioners from NPOs, consultancy firms, and trainers.	China, Rep. of	20 days	To be decided	\$148,100 (\$89,600)	
19	Senior-level officials in energy/power ministries and managers from electricity utility companies.	Europe	5 days	To be decided	\$95,400 (\$95,400)	
19	SME managers, auditors, and professionals engaged in the field of energy efficiency and energy management.	Mongolia	5 days	To be decided	\$63,200 (\$46,400)	
	Productivity practitioners from NPOs, environmental/energy professionals, and consultants/practitioners. NPOs are encouraged to nominate participants who pass the examination and actively participated in this e-learning to attend the face-to-face course Training of Trainers in GP.	e-Learning		To be decided	\$133,200 (\$103,200)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
A3	18-IN-94-GE-TRC-A	Training Course on Energy Accounting and Energy Efficiency for SMEs	To train a pool of trainers in energy accounting equipped with advanced knowledge of energy efficiency, energy conservation, and energy management, enabling them to conduct national training courses for multiplier effects.
F1	18-RP-24-GE-RES-B	Research on Public Policy Innovations for Promoting Smart Factories	To examine innovative approaches in public policies which encourage the establishment of smart factory initiatives for NPOs and member governments to learn from and apply the key success factors in promoting smart factory initiatives.
A1	18-RP-31-GE-TIA-B	Expansion of the Network of the International Green Advisory Committee and Green Productivity Advisory Committees	To explore establishing an international GP network beyond the APO membership to deepen the impact of GP activities globally and form effective networks of GPACs in APO members to provide guidance to member countries in setting directions for the promotion of GP in line with national agendas for sustainable socioeconomic development.

5. Individual Country Program

G1	18-IN-01-GE-OSM-C	Individual-country Observational Study Missions	To provide opportunities for professionals/managers/entrepreneurs from an individual member country or NPO to study, discuss, and observe recent developments and best practices in specific areas of interest by visiting another country (ies).
G1	18-IN-02-GE-TES-C	Technical Expert Services	To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement. Successful Technical Expert Services (TES) projects create multiplier effects for the national productivity movement.
G1	18-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	To support and facilitate bilateral cooperation between NPOs to enable them to learn from each other/projects among NPOs.
G1	18-IN-04-GE-DMP-C	Development of Demonstration Companies	To establish demonstration-cum-productivity model companies/organizations to showcase the processes and results of productivity, quality, environmental, energy efficiency, and food safety improvements in factories, farms, companies, and enterprises.

6. Information

G2	18-AF-01-GE-INF	Development of Publication Materials	To support the development, production, publication, and dissemination of information and training materials.
G2	18-AF-02-GE-INF	Public Relations	To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.
G2	18-AF-03-GE-INF	IT Support	To support all Secretariat activities by ensuring secure, stable, efficient IT infrastructure and providing advanced IT services through a combination of technical expertise and integration of the knowledge management database.

7. Organization & Coordination

G2	18-AF-05-GE-GBM	60th Session of the Governing Body	To convene the annual meeting of the Directors of the Governing Body to discuss and decide on APO annual programs, finance, membership, and other policy matters.
G2	18-AF-06-GE-WSM	59th Workshop Meeting of Heads of NPOs	To convene the annual Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) and Agriculture Delegates to discuss and plan APO program activities.

	Participants Number and Type	Venue	Duration	Timing	Finance (APO Share)	Remarks
19	SME owners and executives, energy consultants, and professionals engaged in the field of energy efficiency and energy management.	China, Rep. of	5 days	To be decided	\$50,800 (\$32,400)	
	International and national experts with backgrounds in smart factories and policy innovations.	APO Secretariat		One year	\$93,100 (\$92,100)	
	N/A	APO Secretariat		One year	\$117,900 (\$117,900)	
	N/A	MCs		One year	\$166,200 (\$51,200)	
	N/A	MCs		One year	\$548,600 (\$436,100)	
	High-level officials including APO directors, NPO heads, and policymakers responsible for the capacity building of NPOs and enhancement of national productivity movements.	MCs		One year	\$104,400 (\$96,900)	
	Selected demonstration companies.	MCs		One year	\$258,300 (\$205,000)	
	N/A	-			\$138,000 (\$138,000)	
	N/A	-			\$230,000 (\$230,000)	
	N/A	-		-	\$371,000 (\$371,000)	
19	Directors of the Governing Body.	MCs	3 days	April	\$186,100 (\$146,100)	
38	Heads of NPOs and Agriculture Delegates.	MCs	3 days	October	\$244,700 (\$204,700)	

1. Summary of 2018 Program

Program	Project No	Title	Objectives & Targets
G2	18-AF-07-GE-INT	International Cooperation	To develop collaborative alliances and partnerships with external organizations and to facilitate the relationship-building and information-sharing efforts of the organization to attract potential new member countries
G2	18-AF-GE-ADM	Administration	To manage the Secretariat's administrative expenses, which include staff expenses as well as expenses for maintaining the overall office infrastructure and ensuring the operational capacity of the Secretariat.

Participants Number and Type		Venue	Duration	Timing	Finance (APO Share)	Remarks
		-			\$49,600 (\$49,600)	
		-		-	\$5,898,000 (\$5,898,000)	

2. Project Description

1. NPO

Project Code	18-AG-23-GE-DLN-A
Title	Self-learning e-Course for the Agriculture Sector
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$149,900

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$42,000	
- Secretariat expenses	\$0	
- Technical costs (programming) x 6	\$105,000	
- Miscellaneous	\$2,900	\$149,900
Host Country Share		
- Local implementation costs		\$0
Total		\$149,900

Objectives and Targets

To provide basic training to numerous participants on productivity tools, techniques, and technologies in selected subject areas of broad significance related to the agriculture and food sectors in a cost-effective manner and create a mass of productivity professionals.

Background

Depending upon the needs of APO members and relevance of subject areas, the APO develops self-learning e-courses and offers them on its e-learning portal. These courses are developed based on the APO's experience and knowledge accumulated over years of organizing capacity-building projects in its focus areas. Based on the huge success of the self-learning e-courses over the past several years, the APO plans to organize similar or upgraded self-learning e-courses relating to the agriculture and food sectors in 2018. For each course, a separate project implementation plan (PIP) containing specific information of the course and subject will be issued.

Scope and Methodology

Scope:

The scope of each course will be decided based on the subject and will be detailed in the PIP issued later for each course.

Methodology:

Each course will consist of self-learning e-modules, additional study materials for participants, intermittent quizzes for self-assessment, and a final exam to qualify for the APO certificate.

Qualifications of Participants

Officials, managers, professionals, academics, and consultants working in the subject area concerned.

Project Code	18-AG-39-GE-NFP-C
Title	National Follow-up Program (NFP)
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$321,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$105,000	
- Secretariat expenses	\$45,000	
- Local Implementation Costs	\$150,000	
- Miscellaneous	\$6,000	\$306,000
Host Country Share		
- Local implementation costs		\$15,000
Total		\$321,000

Objectives and Targets

To provide technical and financial assistance to NPOs or partner organizations in conducting national follow-up projects (NFPs) following specific multilateral projects; support member countries in intensifying the transfer of knowledge and best practices on productivity topics covered in multicountry projects; and enhance the visibility of the APO in member countries.

Background

The APO has been implementing two main categories of projects: multicountry (A, B); and individual country (C). Despite implementing these types of projects, several NPOs have raised concerns about the limited opportunities their countries have to participate in multicountry (A and B) projects, especially countries with huge populations and where stakeholders generally are not proficient in English. Thus, this program was designed to provide equal opportunities for all countries to have better access to and benefit from APO projects dealing with subjects that are most relevant to their needs. Through this program, it is expected that each country will have greater access to APO technical and financial support and the reach of APO projects will be expanded to wider groups of stakeholders.

Scope and Methodology

Scope:

Training of staff of NPOs and other productivity-related organizations; disseminating information related to new knowledge and information on various aspects of productivity improvement; and providing financial support.

Methodology:

NPOs and partner organizations submit a proposal to implement NFPs to multilateral projects.

Qualifications of Participants

To be decided

Project Code	18-IN-30-GE-TRC-A
Title	Training Course on Development of Productivity Practitioners: Basic
Program	C1. Development of NPOs
Host Country	Philippines
Duration	26 days
Timing	7 May-1 June
No. of Participants	19
Project Cost	\$141,800

Breakdown

APO Share		
- Participants' expenses	\$36,200	
- Experts' expenses	\$18,800	
- Secretariat expenses	\$2,500	
- Other local costs	\$31,650	
- Miscellaneous	\$3,000	\$92,100
Host Country Share		
- Local implementation costs		\$49,700
Total		\$141,800

Objectives and Targets

To equip beginning practitioners with fundamental productivity concepts, principles, approaches, and tools so that they can identify, use, and explain basic productivity approaches and tools; adopt an integrated productivity framework for diagnosing productivity problems and developing and implementing solutions; and provide training, consulting, and promotional services to NPO clients.

Background

The Training Courses on Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced) were launched for the development of productivity experts and specialists among NPO staff. Both courses are reviewed regularly and their contents improved to meet the current industrial demand and reflect the latest techniques in productivity. To expand the number of productivity practitioners in member countries, in-country and certification programs were established by the APO by using the DPP: Basic and Advanced platforms. DPP: Basic provides training to new-generation NPO staff in fundamental productivity knowledge. They are then expected to play roles as trainers and consultants in, and promoters of, productivity improvement

Scope and Methodology

Scope:

Productivity concepts and implementation strategy; productivity tools and techniques; productivity practitioner development; and developing individual productivity and quality action plans.

Methodology:

Precourse assessment of participants, lectures, group exercises, site visits, in-plant practice, individual action plans.

Qualifications of Participants

Participants should preferably come from NPOs with two or more years of working experience.

Project Code	18-IN-31-GE-TRC-A
Title	Training Course on Development of Productivity Practitioners: Advanced
Program	C1. Development of NPOs
Host Country	Malaysia
Duration	19 days
Timing	To be decided
No. of Participants	19
Project Cost	\$88,900

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$20,900	
- Secretariat expenses	\$4,000	
- Other local costs	\$150	
- Miscellaneous	\$2,000	\$52,300
Host Country Share		
- Local implementation costs		\$36,600
Total		\$88,900

Objectives and Targets

To develop productivity practitioners with good knowledge of advanced productivity concepts, principles, and tools.

Background

With rapid developments in national and global markets, which demand higher-quality products and services, there is a continuous need for NPO personnel to deliver training effectively to a variety of clients. Many NPOs report the loss of experienced trainers and consultants to the private sector and other organizations. This course is designed to prepare NPO staff to give promotional presentations on productivity to workers, managers, enterprises, and industries. In DPP: Advanced, participants are exposed to skills involving the latest and emerging productivity improvement tools and techniques. They are then expected to conduct training and consultancy for clients and NPO stakeholders.

Scope and Methodology

Scope:

Productivity and business competitiveness; corporate strategies and implementation; process management and customer focus; and productivity tools and techniques.

Methodology:

Lectures, observational site visits and individual action plan

Qualifications of Participants

Participants should preferably come from NPOs. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques.

Project Code	18-IN-92-GE-DON-C
Title	Institutional Strengthening of NPOs by Development of Productivity Practitioners
Program	C1. Development of NPOs
Host Country	MCs
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$222,300

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$119,500	
- Secretariat expenses	\$19,000	
- Local Implementation Costs	\$50,000	
- Miscellaneous	\$3,800	\$192,300
Host Country Share		
- Local implementation costs		\$30,000
Total		\$222,300

Objectives and Targets

To provide productivity and quality facilitators and practitioners from NPOs and SMEs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.

Background

The ongoing need for the capacity building of NPOs cannot be overemphasized. The focus of this project will be on both NPOs and SMEs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities. NPOs are urged to exercise care in choosing subject areas for in-country training programs which cater to the needs of SMEs as well, because they should essentially upgrade their skills in current areas of work or acquire new skills to apply in the near future.

Scope and Methodology

Scope:

The program will cover productivity-related subject areas in which NPOs and SMEs are currently engaged.

Methodology:

Expert lectures/tutorials, case studies, group exercises, group presentations, and site visits.

Qualifications of Participants

NPO and SME staff engaged in productivity promotion and implementation.

Project Code	18-RP-03-GE-IMP-A
Title	Impact Evaluation Study
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$59,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$48,400	
- Secretariat expenses	\$6,000	
- Contingency and coordination	\$4,000	
- Miscellaneous	\$1,200	\$59,600
Host Country Share		
- Local implementation costs		\$0
Total		\$59,600

Objectives and Targets

To undertake an evaluation of the impact of APO projects implemented in 2016 and 2017; and make recommendations for the improvement of project design and implementation.

Background

APO projects are designed to address needs, challenges, and emerging issues of productivity growth in member countries. Some projects are designed to build capabilities of individuals, organizations and institutions to implement productivity improvement initiatives in their countries. To assess the impact and effectiveness of projects, the Secretariat facilitates an impact evaluation every two years, systematically analyzing their outputs, outcomes, and impacts on targeted beneficiaries. The results of the evaluation will be utilized as one of the key sources for reviewing the project design and implementation processes as well as for exploring new project areas and implementation methodologies.

Scope and Methodology

Scope:

Evaluation of APO multicountry and individual-country projects.

Methodology:

This will be led by external experts, i.e., independent third parties, to carry out the impact evaluation objectively. Both narrative and analytic techniques will be utilized to assess the impacts quantitatively and qualitatively, aligned with the APO vision, mission, strategic directions, and roadmap.

Project Code	18-RP-04-GE-RES-B
Title	Research on Good Policies for Driving Productivity Growth
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To examine the best practices in the design, formulation mechanism, implementation, and evaluation of productivity-enhancing policies in countries with high productivity performance inside and outside the APO region.

Background

Productivity levels are diverse across APO member countries. While productivity growth rates in developing countries have accelerated recently, productivity levels still remain far below those in advanced countries. Studies showed that government policies played important roles in advanced countries in attaining high levels of productivity. As an effort to bridge the gap in productivity levels among members, the APO conducts research to examine effective productivity-enhancing policies in countries with high productivity levels in terms of the design, formulation, implementation, and evaluation of those policies.

Scope and Methodology

Scope:

Productivity-related policies; industrial policy; SME policy; and labor productivity policy.

Methodology:

Coordination meeting to discuss the research concept and method, share knowledge and experience, and conduct research on and analysis of case studies.

Qualifications of Participants

Governmental policy analysts and advisers and academic researchers.

Project Code	18-RP-05-GE-RMT-B
Title	Research Meeting on Productivity Policy Implications for National Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	Bangladesh
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,100

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$18,700	
- Secretariat expenses	\$3,800	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$40,500
Host Country Share		
- Local implementation costs		\$14,600
Total		\$55,100

Objectives and Targets

To disseminate the findings of the research on the bottlenecks in productivity movements and productivity enhancement policies in APO developing member countries; and recommend policy measures for productivity growth to those governments.

Background

Productivity levels are diverse across APO member countries. While productivity growth rates in developing countries have accelerated recently, productivity levels still remain far below those in advanced countries. The need for developing countries to boost productivity levels is inevitable. Identifying barriers to productivity improvement and determinants of productivity growth in terms of government policies are the prerequisites to any intervention for change. This meeting will be a platform to share the research findings on the constraints on productivity performance and recommend measures to be undertaken by governments.

Scope and Methodology

Scope:

Productivity-related policies; industrial policy; SME policy; and labor productivity policy.

Methodology:

Resource and country paper presentations, group discussions, and site visits.

Qualifications of Participants

Policymakers, governmental officials, and NPO heads.

Project Code	18-RP-06-GE-RES-B
Title	Research on Industrial Policy Implications for Boosting SME Productivity
Program	E1. Productivity Policy Analysis
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$87,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$3,900	
- Welcome Reception	\$1,000	
- Miscellaneous	\$1,700	\$87,000
Host Country Share		
- Local implementation costs		\$0
Total		\$87,000

Objectives and Targets

To document and analyze the industrial policies that successfully boosted SME productivity in selected APO countries; and identify policy implications for other countries.

Background

SMEs are the main players in economic activities regardless of the development status of the economy. Improving SMEs' productivity is a main concern of many governments. As confirmed by the development paths of advanced countries, one of the keys to enhancing SME productivity lies in the efforts of governments to support SMEs through industrial policy. This research will seek to analyze how industrial policy stimulates productivity growth in SMEs in manufacturing and services in developed economies. Good practices of promoting industrial policy to enhance SME productivity will be documented.

Scope and Methodology

Scope:

National industrial policy; SME productivity; and SME policy.

Methodology:

Coordination meeting to discuss the research concept and method, share knowledge and experience, and conduct research on and analysis of case studies.

Qualifications of Participants

Policy analysts and academic researchers from institutions specializing in industrial policy, SME promotion, and SME policy.

Project Code	18-RP-08-GE-SMN-B
Title	Study Mission to a Nonmember Country on Strategic Labor Policies and Labor Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	Europe
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$74,200

Breakdown

APO Share		
- Participants' expenses	\$26,600	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,100	
- Other local costs	\$40,000	
- Miscellaneous	\$2,500	\$74,200
Host Country Share		
- Local implementation costs		\$0
Total		\$74,200

Objectives and Targets

To learn good practices in labor policies to deal with high youth unemployment and aging workforce issues; and examine ways in which advanced countries address informal labor market issues.

Background

Aging workforces and youth unemployment are simultaneously posing numerous challenges to labor productivity and economic development agendas. Developing countries have begun to follow the population-aging footprint of advanced countries, while in most advanced countries the aging process is well underway. In the meantime, youth unemployment is also among the significant challenges to the labor productivity and human capital development strategies of all countries. Labor policies are meant to address all those issues. Effective policies could bring a sufficient, high-quality labor supply to the market, thus ensuring high labor productivity. It is important for member countries to observe and learn about effective labor policies for the enhancement of labor productivity.

Scope and Methodology

Scope:

Employment policy; policy on female and retiree participation in the labor force; the aging workforce; labor market policy; youth unemployment; and demographic change.

Methodology:

Lectures, visits to labor study institutes and public agencies for labor policy, group discussions, and action plan preparation.

Qualifications of Participants

Policymakers, government officials, and senior NPO officers involved in labor policy.

Project Code	18-RP-09-GE-CON-B
Title	Forum on Productivity Measurement Analysis and Policy Implications for APO Member Economies
Program	E1. Productivity Policy Analysis
Host Country	To be decided
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$102,100

Breakdown

APO Share		
- Participants' expenses	\$50,800	
- Experts' expenses	\$34,900	
- Secretariat expenses	\$5,900	
- Other local costs	\$0	
- Miscellaneous	\$2,900	\$94,500
Host Country Share		
- Local implementation costs		\$7,600
Total		\$102,100

Objectives and Targets

To inform policymakers and high-ranking officials in member countries about the findings on productivity measurement and its policy implications published in the 2017 research.

Background

Productivity and economic statistics are vital information for policymakers to analyze socioeconomic growth and set policies and goals for the future. The APO publishes the APO Productivity Databook and APO Productivity Database annually, which contain cross-country comparisons of economic growth and productivity levels of Asian economies. Moving forward to support member countries in policy development, this forum will share the findings on productivity measurement and its policy implications from the research on a similar topic. Policy implications produced in this research will potentially contribute to more informed decision making by member countries.

Scope and Methodology

Scope:

Labor productivity; total factor productivity; economic growth; data analysis; and policy implications.

Methodology:

Expert presentations, panel discussions, special keynote presentations, site visit(s).

Qualifications of Participants

Policymakers and high-ranking governmental officials.

Project Code	18-RP-10-GE-RMT-A
Title	Research Meeting on Science, Technology, and Innovation Policies and Productivity Enhancement
Program	E1. Productivity Policy Analysis
Host Country	Vietnam
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$46,300

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$14,400	
- Secretariat expenses	\$1,800	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$32,200
Host Country Share		
- Local implementation costs		\$14,100
Total		\$46,300

Objectives and Targets

To disseminate the findings of the study on Science, Technology, and Innovation Policies (STIP) in member countries; and recommend lessons for other member governments.

Background

The successful design and implementation of STIP play a very important role in the economic development and industrial growth of a nation. They could lead to the absorption of technical know-how along with strengthening technological capabilities and increasing the national productivity level. Having recognized the importance of STIP, many countries have attempted to incorporate them in their general policies for national economic development. A comparative analysis and discussion on the STIP of some advanced countries and their impact on productivity growth will help other members draw valuable lessons, which in turn could contribute to success in their own short- and long-term productivity enhancement plans.

Scope and Methodology

Scope:

Science and technology policy; innovation policy; and R&D policy.

Methodology:

Resource and country paper presentations, group discussions, and site visit.

Qualifications of Participants

Policymakers and governmental officials in charge of science and technology policy, innovation policy and R&D policy.

Project Code	18-RP-11-GE-RMT-B
Title	Research Meeting on the Impact of Education Policies on National Productivity Growth
Program	E1. Productivity Policy Analysis
Host Country	Philippines
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$49,800

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$15,600	
- Secretariat expenses	\$2,200	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$33,900
Host Country Share		
- Local implementation costs		\$15,900
Total		\$49,800

Objectives and Targets

To discuss and share the impact of national educational policy on productivity growth.

Background

Education, which produces human capital, affects all levels and is a crucial determinant of productivity in the short, medium, and long terms. Theoretically, education allows workers to use resources more efficiently, gain valuable skills to become more productive, and improve their capacity to adopt new techniques. Educational policy and any changes in it create a noticeable impact on national productivity growth by affecting the quality of labor. The topic of how educational policy favors productivity improvement will be discussed and experiences of countries advanced in educational policy with high productivity levels will be shared in the meeting.

Scope and Methodology

Scope:

Educational policy; human capital development strategies; and labor productivity.

Methodology:

Resource and country paper presentations, group discussions, and site visits.

Qualifications of Participants

Senior NPO officials, policymakers, and government officials involved in educational policy and labor productivity.

Project Code	18-RP-12-GE-CON-A
Title	Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries
Program	E1. Productivity Policy Analysis
Host Country	To be decided
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$100,000

Breakdown

APO Share		
- Participants' expenses	\$50,800	
- Experts' expenses	\$31,900	
- Secretariat expenses	\$5,900	
- Other local costs	\$0	
- Miscellaneous	\$3,800	\$92,400
Host Country Share		
- Local implementation costs		\$7,600
Total		\$100,000

Objectives and Targets

To provide a platform for sharing ideas and networking among APO member governments and international organizations on productivity growth and policy advice; and disseminate the findings of research on practices of policy advisory to APO member governments.

Background

The APO's mission is to contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity. To achieve its mission, the APO must be aware of what other international organizations such as the World Bank, ADB, and UN are doing in terms of productivity to synergize with them better to support member countries. This forum will be a platform to map the activities of other international organizations in the areas of productivity and productivity policy advisory roles at governmental level. Sharing ideas on productivity growth and networking among APO member governments and international organizations are the goals of this forum.

Scope and Methodology

Scope:

Productivity policy advisory services.

Methodology:

Expert presentations, panel discussions, special keynote presentations, site visit(s).

Qualifications of Participants

Government officials, NPO heads, and representatives of international/intergovernmental organizations.

Project Code	18-RP-13-GE-RES-A
Title	APO Productivity Database & Databook
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$212,800

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$84,500	
- Secretariat expenses	\$9,000	
- Research Collaboration Contract	\$105,100	
- Other	\$10,000	
- Miscellaneous	\$4,200	\$212,800
Host Country Share		
- Local implementation costs		\$0
Total		\$212,800

Objectives and Targets

To monitor productivity trends and provide analysis of the most up-to-date socioeconomic performance of APO member countries in the context of regional and global economies, while providing a basis for evidence-based policy making through the publication of the APO Productivity Database and APO Productivity Databook; and to provide sources for evidence-based productivity analysis.

Background

Productivity and economic statistics are vital information for development planners, economic analysts, and policymakers to analyze socioeconomic growth and set policies and goals for the future. These data are useful to support the needs of such APO stakeholders and serve as the basis for evidence-based policy analysis and planning and strengthening the APO's think tank role. Comparative analysis of national data is performed under an internationally harmonized measurement framework. The research annually publishes the APO Productivity Databook series and APO Productivity Database, as well as updating and upgrading the APO Mobile Productivity Database and the Asian Quarterly Growth Map.

Scope and Methodology

Comparative analysis of labor productivity, TFP, and industrial structures of member economies; energy productivity and low-carbon economic growth analysis; and city productivity and smart city productivity.

Project Code	18-RP-14-GE-RES-B
Title	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase II)
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$76,500

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$37,000	
- Secretariat expenses	\$8,000	
- Publication and others	\$30,000	
- Miscellaneous	\$1,500	\$76,500
Host Country Share		
- Local implementation costs		\$0
Total		\$76,500

Objectives and Targets

To conduct in-depth research missions to assess data challenges of selected countries to build the capacity of NPOs and their stakeholders to enable national-level productivity measurement; and identify challenges and issues of national-level productivity measurement and provide a customized framework for constructing productivity measures for member countries.

Background

Initial undertakings for building capacity of the NPOs in productivity measurement and data analysis for policy planning started in 2014. The previous research on productivity analysis for NPOs provided basic guidance on productivity measurement at national level and data challenges, as well as tentatively attempting to enable NPOs to produce national productivity reports. Following the 2014 research was followed by the 1st phase of the custom-made research project to assist national level productivity measurement. This research marks the second phase of capacity building of NPOs in productivity measurement and policy analysis in the tentative frameworks of national productivity.

Scope and Methodology

To assist NPOs and their stakeholders in necessary estimations of data for productivity analysis and developing national-level TFP measurement in collaboration with relevant national stakeholders.

Project Code	18-RP-15-GE-RES-B
Title	Research on Development of a Labor Quality Database on APO Economies
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$76,500

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$18,000	
- Secretariat expenses	\$10,000	
- Research Collaboration Contract	\$34,000	
- Report	\$8,000	
- Contingency	\$5,000	
- Miscellaneous	\$1,500	\$76,500
Host Country Share		
- Local implementation costs		\$0
Total		\$76,500

Objectives and Targets

Based on in-depth research on sources of potential TFP growth for APO economies in the previous year, the follow-up research will attempt to analyze the impact of labor quality on TFP growth and develop a labor quality database covering APO member economies to make policy recommendations.

Background

Since labor inputs are important factors for TFP enhancement, and how governments efficiently allocate labor and invest in its quality improvement is a pivotal part of policymaking strategies to improve national competitiveness, this research will build on the previous research on factors for potential TFP improvement by constructing a comparative database on labor quality among APO economies. This will serve as a vital dataset for analyzing the correlation between TFP enhancement and labor inputs as well as labor policies.

Scope and Methodology

Scope:

Labor inputs as key factors for TFP enhancement and areas to improve labor quality for productivity improvement.

Methodology:

In-depth research under a collaborative research scheme.

Project Code	18-RP-16-GE-CON-A
Title	Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region
Program	E2. Productivity Measurement
Host Country	To be decided
Duration	2 days
Timing	To be decided
No. of Participants	36
Project Cost	\$78,300

Breakdown

APO Share		
- Participants' expenses	\$48,900	
- Experts' expenses	\$19,800	
- Secretariat expenses	\$0	
- Other local costs	\$1,500	
- Miscellaneous	\$2,400	\$72,600
Host Country Share		
- Local implementation costs		\$5,700
Total		\$78,300

Objectives and Targets

To discuss rationales and challenges of evidence-based policy making; examples of evidence-based productivity analysis; quantitative productivity observations conducted in member countries; examine practices of other international organizations; and identify policy challenges.

Background

The Roadmap to Achieve the APO Vision 2020 expands the role of the APO as a productivity policy adviser for member countries. Evidence-based policy making is a powerful tool for both public and private decision makers to improve policy development. It not only enhances effectiveness but also allows monitoring of the implementation of policies in response to socioeconomic challenges. This conference is intended to provide a forum to discuss appropriate ways for APO members/NPOs to pursue evidence-based policy formulation by sharing the best practices of evidence-based policy recommendations in the Asia-Pacific region and beyond.

Scope and Methodology

Scope:

Evidence-based productivity analysis for evidence-based policy recommendations; national development policies; international frameworks applicable for policy formulation; and best practices of qualitative productivity and economic growth data analysis.

Methodology:

Keynote speech, expert lectures, participants' presentations, and discussions.

Qualifications of Participants

NPO management, those responsible for productivity measurement in NPOs, national statistics authority counterparts, officials from relevant ministries engaged in development/economic policies, as well as representatives of relevant collaborating international organizations.

Project Code	18-RP-17-GE-RES-B
Title	Research for Development of the Database on Potential Economic Growth and Productivity Projections for APO Economies
Program	E2. Productivity Measurement
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$62,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$24,000	
- Secretariat expenses	\$0	
- Research contract	\$30,000	
- Survey program	\$2,000	
- Contingency	\$5,000	
- Miscellaneous	\$1,200	\$62,200
Host Country Share		
- Local implementation costs		\$0
Total		\$62,200

Objectives and Targets

To conduct economic projection surveys focusing on business and investment in selected member economies; analyze prospects for economic growth through research covering capital investment trends; and examine areas of potential economic growth.

Background

The Roadmap to Achieve the APO Vision 2020 was approved and guides members in achieving the organizational vision. The roadmap sets targets, including collective labor productivity growth and per-worker labor productivity levels, to be achieved. After setting those targets, previous research attempted to monitor their actual status, progress, and achievement, as well as to identify gaps and challenges in productivity performance in member economies. This research project will conduct economic projection surveys to analyze the potential for economic growth in member economies and to identify areas for productivity improvement.

Scope and Methodology

Scope: Productivity gaps; and potential areas for economic growth in member economies identified through surveys.

Methodology: In-depth research under a collaborative scheme.

Project Code	18-RP-18-GE-RMT-B
Title	Research Meeting on Global Competitiveness and Productivity Growth
Program	E3. Monitoring and Evaluation
Host Country	China, Rep. of
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,600

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$22,700	
- Secretariat expenses	\$2,000	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$37,200
Host Country Share		
- Local implementation costs		\$16,400
Total		\$53,600

Objectives and Targets

To share and discuss good policies and government initiatives for productivity enhancement which increase national competitiveness by inviting speakers from both APO member and nonmember countries. The project will also provide participants with an opportunity to exchange views on policies and the role of government agencies in competitiveness.

Background

Sustaining and enhancing global competitiveness are common goals of APO member countries. To address the challenge from the productivity angle, the approach must be holistic but cover diverse dimensions of national competitiveness such as primary and higher education, market efficiency, labor market efficiency, and technological readiness. APO member economies could learn a great deal from European countries near the top of the Global Competitiveness Index (GCI) of the World Economic Forum.

Scope and Methodology

Scope:

Policies and programs for national competitiveness; the GCI; 12 pillars of the GCI; and national competitiveness.

Methodology:

Expert presentations, country papers, site visits to government agencies and industrial associations, and group discussions.

Qualifications of Participants

High-ranking government officials responsible for policies and programs for national competitiveness and NPO executives.

Project Code	18-RP-19-GE-RES-B
Title	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$86,500

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$4,400	
- Miscellaneous	\$1,700	\$86,500
Host Country Share		
- Local implementation costs		\$0
Total		\$86,500

Objectives and Targets

To review the status of productivity enhancement in selected member countries by utilizing the newly established APO Guiding Principles of Productivity Enhancement to identify strengths and areas for improvement of their national productivity movements; and help NPOs gain a better understanding of the importance of productivity increases from their key stakeholders.

Background

Monitoring and evaluating the status of productivity enhancement such as capacity building in selected priority sectors, networks among governments and industries, cooperation between employees and employers, and linkages between policies and productivity promotion programs are crucial for policymakers and officials responsible for productivity promotion to plan and implement relevant, effective policies and programs. However, comprehensive review schemes have yet to be established, and productivity review activities have been fragmented.

Scope and Methodology

Scope:

Review of the status of productivity enhancement in member countries including related policies and promotion programs.

Methodology:

APO Guiding Principles of Productivity Enhancement, self-assessment, interviews, benchmarking, and assessment by an expert panel.

Qualifications of Participants

Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.

Project Code	18-RP-20-GE-RES-B
Title	Research on Productivity Advisory Service to Member Governments and NPOs
Program	E3. Monitoring and Evaluation
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$86,500

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$80,400	
- Secretariat expenses	\$4,400	
- Miscellaneous	\$1,700	\$86,500
Host Country Share		
- Local implementation costs		\$0
Total		\$86,500

Objectives and Targets

To advise NPOs and concerned government agencies on policies and programs for national productivity enhancement in selected member countries using the review results of the Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries; and help NPOs gain a better understanding of the importance of productivity enhancement from their key stakeholders.

Background

Advisory services to NPOs on productivity policies and programs have been demanded for years, especially to help build awareness of the importance of productivity enhancement among concerned government officials. However, this need has not been fully met, due to a lack of comprehensive mechanisms. The development of the APO Guiding Principles of Productivity Enhancement has provided the framework to address this need of NPOs.

Scope and Methodology

Scope:

Advice on productivity-related policies and productivity promotional programs to selected member countries via the framework of the APO Guiding Principles of Productivity Enhancement.

Methodology:

In-depth analysis of the research results and dialogues with NPO and government officials.

Qualifications of Participants

Government officials in concerned agencies responsible for productivity policies and programs and NPO managers and staff responsible for productivity programs.

Project Code	18-RP-33-GE-DON-C
Title	Development of Centers of Excellence
Program	C1. Development of NPOs
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$144,200

Breakdown

APO Share		
- Participants' expenses	\$35,200	
- Experts' expenses	\$11,500	
- Secretariat expenses	\$2,600	
- Deputation of Experts	\$23,100	
- Research	\$45,500	
- Staff Expenses	\$2,400	
- APO Dinner and coordination meetings	\$2,000	
- Contingency	\$6,300	
- Miscellaneous	\$2,600	\$131,200
Host Country Share		
- Local implementation costs		\$13,000
Total		\$144,200

Objectives and Targets

To support undertakings in member countries through the promotion and scaling up of activities on the subjects covered by the COE.

Background

The COE initiative aims to enhance an NPO's unique strengths and expertise in a specific area by identifying new topics, issues, and challenges and proactively planning to meet the needs of APO members. It aims to align APO services and facilities with individual members' directions based on a thorough understanding of their long-term development strategies. Projects to be undertaken include surveys, research, meetings, conferences, study missions, workshops, and assignment of experts and Secretariat staff to members and outside the region. COE activities lead to the development of similar capabilities in NPOs of APO member countries.

Scope and Methodology

Project Implementation Plans will be issued by the APO for specific activities in coordination with NPOs.

Qualifications of Participants

Government officials; researchers and consultants of NPOs; senior business leaders; or others depending on the focus of the COE and its related activities.

2. SME

Project Code	18-AG-01-GE-WSP-B
Title	Workshop on Smart Agricultural Extension Models
Program	D1. Sustainable Management of Agricultural Resources and Technologies
Host Country	Bangladesh
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$66,900

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$39,300
Host Country Share		
- Local implementation costs		\$27,600
Total		\$66,900

Objectives and Targets

To assess the efficacy of existing agricultural extension models in delivering services to small farmers; and promote smart agricultural extension models for effective transfer of know-how and technology.

Background

Agricultural extension services provide critical access to the knowledge, information, and technology that farmers require to improve farm productivity. It is hence crucial to provide farmers with reliable new information and technology in an efficient, timely way. Restructuring and institutional and technological innovations are being introduced to meet the current and emerging needs of farmers. Rapid advances in information and communication technology (ICT) are also influencing institutional and technological innovations in extension services. ICT can help expand outreach to a large number of farmers, especially those on the margins of traditional research-extension processes. Policy and infrastructure support will be needed.

Scope and Methodology

Scope:

Smart agricultural extension models including ICT and social media-based agricultural extension models; challenges in scaling up smart agricultural extension models and possible solutions; public-private partnerships; and development of a best practice network.

Methodology:

Presentations by experts, sharing of country experiences by participants, group breakout sessions, and field visit.

Qualifications of Participants

Officers of agriculture departments/agricultural extension departments of universities and training institutes, or CEOs and managers of private companies and NGOs responsible for the design and implementation of extension services to small farmers.

Project Code	18-AG-02-GE-WSP-B
Title	Workshop on Advanced Farm Mechanization: Livestock and Poultry
Program	D1. Sustainable Management of Agricultural Resources and Technologies
Host Country	APO Secretariat
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$82,300

Breakdown

APO Share		
- Participants' expenses	\$39,400	
- Experts' expenses	\$14,700	
- Secretariat expenses	\$2,000	
- Other local costs	\$23,550	
- Miscellaneous	\$2,600	\$82,300
Host Country Share		
- Local implementation costs		\$0
Total		\$82,300

Objectives and Targets

To review emerging trends in farm mechanization in the livestock and poultry sector; share successful examples of advanced farm mechanization systems and technologies in the livestock and poultry sector; and develop strategic action plans for scaling up the best practices in member countries to improve agricultural productivity

Background

Agricultural productivity in most developing countries is low. One of the main reasons is the low level of farm mechanization and use of inappropriate farm machinery. Farms are still predominantly operated inefficiently using manual labor. The lack of appropriate machinery catering to the requirements of small-scale farms is considered one of the major obstacles for developing countries to increase farm mechanization. Imported farm machinery is often not suited for small-scale operations. There are also growing concerns about the use of machinery that consumes high levels of energy as it is expensive to maintain and pollutes the environment. There is also a need for machines that suit the needs of the elderly and women working on farms.

Scope and Methodology

Scope:

Global trends in the development and expansion of agricultural mechanization; latest initiatives for the development and commercialization of small farm machinery; applications of nanotechnology in the development of small farm machinery and equipment; and use of robots in farm operations.

Methodology:

Presentations, group breakout sessions, and field visits.

Qualifications of Participants

Qualified experts and professionals in the public and private sectors involved in the R&D, promotion, and marketing of farm machinery.

Project Code	18-AG-11-GE-WSP-A
Title	Workshop on International Marketing of Agrifood Products
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,400

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$37,700
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,400

Objectives and Targets

To assess the recent developments in international marketing of agrifood products; and share successful models of international trade in agrifood products.

Background

Globalization and liberalization of trade in agrifood products have been reshaping the organization of markets. The traditional supply-driven, open marketing systems for agrifood products have increasingly been replaced by market-driven, closed, coordinated value chains. Production, processing, packaging, and various logistics-related activities must be well coordinated and managed so that the end products reach the final market or consumers at the right time and right price. The success of entering into international agrifood markets therefore depends on how the flow of inputs, products, information, and financial resources is effectively coordinated and managed among the stakeholders in the value chain.

Scope and Methodology

Scope:

Global trends in international trade; laws, regulations, and standards for international trade; challenges and opportunities for SMEs in international marketing; SMEs' access to international markets; and examples of success among smaller agrifood companies.

Methodology:

Presentations by experts; sharing of country experiences; group breakout sessions; and field visit.

Qualifications of Participants

Managers, owners, and officers of agribusinesses SMEs; representatives of SMEs' cooperatives or marketing associations; government officers; and consultants or academics in charge of marketing of agrifood products.

Project Code	18-AG-12-GE-WSP-B
Title	Advanced Agribusiness Management Course for Executives and Managers
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To enhance participants' knowledge of recent and emerging developments in global agribusinesses; provide opportunities for networking and sharing of best practices in the management of agribusiness; and identify the needs of agribusiness executives.

Background

Agribusiness companies in Asia face tremendous challenges from the growing complexities of the global environment. At the same time, factors such as shifting consumer trends, changing government regulatory requirements and policies, competition from other businesses, and climate change pose new challenges for agribusiness companies. To remain competitive, agribusinesses must be attuned to emerging trends and forces shaping global as well as local agriculture and explore innovative strategies, new business models, and organizational structures that will increase their efficiency, productivity, and competitiveness.

Scope and Methodology

Scope:

The future of food supply and demand in Asia; global trends in agribusiness; food quality and safety issues; innovations in agribusiness; inclusive value chains; emerging opportunities and challenges for agribusiness; value addition to agrifood products; and environmental performance of agribusiness SMEs.

Methodology:

Presentations, group breakout sessions, and field/company visits.

Qualifications of Participants

Managers, owners, and officers of agribusinesses; representatives of SMEs, cooperatives, or marketing associations; and consultants or academics in charge of training and consultancy on agricultural product management and marketing.

Project Code	18-AG-13-GE-CON-A
Title	Asian Food and Agribusiness Conference: The Food Industry of the Future
Program	D4. Food Quality and Safety Management
Host Country	Indonesia
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$104,900

Breakdown

APO Share		
- Participants' expenses	\$44,100	
- Experts' expenses	\$39,800	
- Secretariat expenses	\$4,100	
- Other local costs	\$0	
- Miscellaneous	\$2,800	\$90,800
Host Country Share		
- Local implementation costs		\$14,100
Total		\$104,900

Objectives and Targets

To provide a forum for policymakers, planners, and industry leaders to deliberate on the mega trends in food industry in the next decade; share and learn from successful agrifood business models; and expose participants to new food business ideas, market trends, product promotion, and ways to create marketing opportunities.

Background

The global food manufacturing industry covers the production and sale of food. This comprises a wide array of activities like production, processing, packaging and labeling, distribution, and retail. It is one of the major contributors to the growth of many economies. Driven by consumer demand for fresh, high-quality, healthy, safe products with high environmental performance, the food manufacturing industry is under increasing pressure to adopt new methods and technologies for the production of innovative, cost-effective, environmentally safe food products. Product innovations may involve value addition; reformulation of the ingredients to add new flavor, texture, and shape; or extension of the product range to meet the requirements of consumers and capture new markets.

Scope and Methodology

Scope:

Mega trends in the Asian food industry; New generation of food manufacturing technologies; innovations in packaging and labeling of food products; models for greening food chains; policies and strategies for improving productivity and competitiveness of food industry SMEs.

Methodology:

Expert presentations, country case studies, panel discussion, and field visits.

Qualifications of Participants

Senior policymakers and planners; agricultural professionals; and scientists, practitioners, academics, and executives of NGOs and companies in charge of agrifood industries and business development.

Project Code	18-AG-19-GE-TRC-B
Title	Training Course on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,000

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$0	
- Miscellaneous	\$2,100	\$55,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,000

Objectives and Targets

To enhance participants' understanding of the concept and principles of inclusive value chains and their applications to enable sustainable participation of producers' associations and farmers' cooperatives (PA & FC) in local and global value chains.

Background

Small farmers and producers are confronted with challenges of limited financial and productive capacity, insufficient bargaining power in negotiations with other value chain stakeholders, lack of market access, and absence of social protection. Collective action organizations such as PA & FC can help farmers in addressing many of those challenges. They enable members to have access to information, training, and collateral and increase their bargaining power at the negotiation table. There is a need to integrate collective action organizations into agrifood value chains.

Scope and Methodology

Scope:

Key stakeholders in value chains; inclusive value chains; PA & FC building blocks, and key roles; challenges and opportunities; best practices of farmers' organization management; key performance indicators for FOs and sustainability; and key success factors

Methodology:

Lectures by experts, sharing of country experience by participants, group exercises, site visit(s), and exam.

Qualifications of Participants

Leaders and managers of farmers' associations and agricultural cooperatives; trainers and extension officers of government; or NGO staff and academics responsible for providing support to farmers' associations and cooperatives.

Project Code	18-AG-22-GE-OSM-A
Title	Multicountry Observational Study Mission for Mass Media Practitioners on Rural Communities Revitalization Models
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	APO Secretariat
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$66,000

Breakdown

APO Share		
- Participants' expenses	\$39,400	
- Experts' expenses	\$0	
- Secretariat expenses	\$2,600	
- Other local costs	\$21,750	
- Miscellaneous	\$2,300	\$66,000
Host Country Share		
- Local implementation costs		\$0
Total		\$66,000

Objectives and Targets

To expose television and print journalists to successful models of rural community revitalization; involve them in disseminating knowledge and best practices; and expand the network of mass media practitioners cooperating with the APO in productivity promotion.

Background

The mass media are a potent force in disseminating knowledge and information and influencing opinions and decisions among policymakers and investors. They could be the missing link in efforts to transfer knowledge and information more effectively to the multitude of farmers and other rural community development stakeholders scattered in rural areas. In some countries, the mass media have been involved in this endeavor, either through government sponsorship or as a purely private undertaking. This project is designed to enable mass media representatives to understand current developments and innovations in rural community revitalization and help disseminate them to target stakeholders in member countries.

Scope and Methodology

Scope:

Legislation, policy, and institutional arrangements for revitalization of rural economies; successful models for revitalizing rural economies; local/traditional handicrafts and farm income diversification; value-added agricultural products to revitalize rural economies; and rural/agritourism.

Methodology:

Site visits, presentations by experts, and group discussions.

Qualifications of Participants

Television and print journalists covering agriculture, tourism, and rural development.

Project Code	18-AG-24-GE-OSM-A
Title	Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,600

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$32,200
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,600

Objectives and Targets

To expose television and print journalists to successful models of community-based rural tourism (CBRT); and expand the network of mass media practitioners cooperating with the APO in productivity promotion.

Background

The mass media are a potent force in disseminating knowledge and information and influencing opinions and decisions among policymakers and investors. They could be the missing link in efforts to transfer knowledge and information more effectively to the multitude of farmers and other rural community development stakeholders scattered in rural areas. In some countries, the mass media have been involved in this endeavor, either through government sponsorship or as a purely private undertaking. This project is designed to enable mass media representatives to understand current developments and innovations in CBRT and help disseminate them to target stakeholders in member countries.

Scope and Methodology

Scope:

Trends in tourism development; selected rural tourism and CBRT models; impacts of tourism development on rural communities; development of rural tourism products, clusters, and networks; tools and techniques in planning CBRT; promotion and marketing of tourism products; and successful examples of CBRT.

Methodology:

Field visits, presentations, and discussions and networking sessions.

Qualifications of Participants

Television and print journalists covering agriculture, tourism, and rural/rural community development.

Project Code	18-AG-31-GE-TRC-B
Title	Training Course on Food Safety Management Systems: Advanced Course for SMEs in the Food Industry
Program	D4. Food Quality and Safety Management
Host Country	Bangladesh
Duration	5 days
Timing	To be decided
No. of Participants	18
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$39,300
Host Country Share		
- Local implementation costs		\$16,300
Total		\$55,600

Objectives and Targets

To equip participants with advanced knowledge of emerging modern food safety management systems (FSMS) and food safety legislation for SMEs in the food industry, with the focus on livestock and fishery products.

Background

Food safety is a global issue. Contaminated foods can cause widespread health problems with serious implications for families and government expenditures on healthcare. They can also cause reduced productivity of the workforce. Both developed and developing countries share concerns over food safety due to increased international food trade and cross-border movements of people and live animals. The main impediments to enhancing food safety are a lack of awareness of its socioeconomic significance, lack of understanding of international food safety standards, inadequate infrastructure and resources, and high cost of implementing safety requirements in the food industry. FSMS are drawing more attention, especially from SMEs that handle high-risk foods like livestock and fishery products.

Scope and Methodology

Scope:

Overview of modern FSMS; advanced concepts in FSMS; innovative tools and advanced techniques for implementation and certification of FSMS; food traceability; and key success factors in the food industry for high-risk foods such as livestock and fishery products.

Methodology:

Lectures by experts, group exercises, visit to food companies, and exam.

Qualifications of Participants

CEOs and managers of food industry SMEs; or senior government officers, academics, consultants, and trainers in charge of food safety management.

Project Code	18-AG-35-GE-TRC-B
Title	Training of Trainers in Planning and Management of e-Businesses for Women Entrepreneurs
Program	D3. Rural Enterprises and Agriculture Revitalization
Host Country	Malaysia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$49,300

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$16,300	
- Secretariat expenses	\$3,800	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$32,500
Host Country Share		
- Local implementation costs		\$16,800
Total		\$49,300

Objectives and Targets

To train trainers in different tools and techniques for planning and managing e-businesses for women entrepreneurs.

Background

Women are emerging as key players in the development of micro and small enterprises in various countries. e-Business refers to the application of business principles and techniques via electronic media and more specifically the Internet. The flexible, cost-effective nature of e-business makes it particularly suitable for SMEs. Potential customers can learn about products or services and make purchases when a company's premises are closed or even if it has no physical business premises. When managed correctly, the return on investment from e-businesses can far exceed that of traditional marketing strategies. It is important for women CEOs or managers of SMEs to have the skills and know-how to run an efficient, effective e-business campaign and operation.

Scope and Methodology

Scope:

Key concepts and unique features of e-business; e-business opportunities and challenges for women entrepreneurs; developing effective e-business campaigns; social media marketing; selected e-business strategies, tools, and techniques; and selected e-business models for agrifood products.

Methodology:

Lectures by experts, breakout sessions, hands-on training, and site visits.

Qualifications of Participants

Training and extension officers in government and NGOs; NPO consultants; or academics responsible for training and consultancy on women's entrepreneurship and business development in rural areas.

Project Code	18-IN-06-GE-DLN-A
Title	Self-learning e-Course for the Industry and Service Sectors
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$174,900

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$49,000	
- Secretariat expenses	\$0	
- Technical costs (7 courses)	\$122,500	
- Miscellaneous	\$3,400	\$174,900
Host Country Share		
- Local implementation costs		\$0
Total		\$174,900

Objectives and Targets

To provide basic training to numerous participants in productivity tools and techniques in selected subject areas of broad significance related to the industry and service sectors in a cost-effective manner; and create a mass of productivity professionals.

Background

The APO must devise initiatives to overcome the productivity challenges of its member countries. Efforts to increase human capital capacity in productivity-related skills need to be made in the most efficient way. The APO has initiated an e-learning portal to facilitate online learning in various courses, which has been proven successful. This direction will be continued, upgraded, and redesigned for 2018 to optimize the impact and increase the quality of courses while expanding the audience.

Scope and Methodology

Scope:

The scope of courses will be decided based on the subject and detailed in PIPs issued for each.

Methodology:

Self-learning e-modules; additional study material for participants; intermittent quizzes for self-assessment; and final exam to qualify for the APO certificate. All modules will be uploaded to the course site on the e-learning portal.

Project Code	18-IN-13-GE-WSP-B
Title	Workshop on Total Productive Maintenance Applications for Manufacturing
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Bangladesh
Duration	5 days
Timing	12-16 November
No. of Participants	19
Project Cost	\$55,700

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$4,000	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$39,400
Host Country Share		
- Local implementation costs		\$16,300
Total		\$55,700

Objectives and Targets

To equip the participants with knowledge of total productive maintenance (TPM) and provide a platform for exchanging experiences and practices of TPM in the manufacturing sector.

Background

TPM is a management methodology that helps to maintain and improve the overall production and quality systems through machines, equipment, processes, and employees. It integrates the practice of preventive maintenance and the concepts of total quality management and employee involvement. By preventing equipment breakdowns, improving manufacturing processes, and standardizing equipment, the quality of products will be better maintained and overall productivity will be enhanced. This workshop will provide a platform for productivity consultants and SME representatives in the manufacturing sector to exchange their experiences and knowledge of TPM implementation.

Scope and Methodology

Scope:

Background and evolution of TPM; principles and steps in TPM implementation; and its connection with total quality management.

Methodology:

Lectures, group discussions, and on-site visits for actual practice.

Qualifications of Participants

Production or maintenance managers of SMEs in the manufacturing sector and trainers and consultants in this area.

Project Code	18-IN-20-GE-TRC-A
Title	Training Course on Lean Manufacturing Systems
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Malaysia
Duration	12 days
Timing	To be decided
No. of Participants	19
Project Cost	\$76,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$26,100	
- Secretariat expenses	\$5,100	
- Other local costs	\$150	
- Miscellaneous	\$2,100	\$55,000
Host Country Share		
- Local implementation costs		\$21,600
Total		\$76,600

Objectives and Targets

To equip the trainers/consultants, engineers, and production managers of SMEs the concept and practices of lean systems to encourage better value creation in the production and services and higher productivity.

Background

Lean manufacturing is a systematic approach to production aiming at eliminating all types of unnecessary waste and maximizing value-added for the customers. It originated from the production system of the Japanese automotive manufacturer, Toyota, to raise production efficiency and was later developed into a philosophy for production and management aimed at optimizing production processes and improving continuously. Lean systems have now been widely adopted in industries, services, and the public sector. This training course will introduce comprehensive concepts, knowledge, and practices of lean systems and related techniques.

Scope and Methodology

Scope:

Concepts and strategic planning for lean manufacturing systems; methodologies and approaches to lean applications; practical techniques in the management of manufacturing systems; and practicing improvement in a production process.

Methodology:

Lectures, group discussions, site visits, case studies, and presentations.

Qualifications of Participants

Trainers/consultants or senior/mid-level managerial and technical personnel from SMEs involved in manufacturing familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.

Project Code	18-IN-36-GE-TRC-A
Title	Training Course on Total Quality Management for Industries
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Cambodia
Duration	5 days
Timing	November
No. of Participants	19
Project Cost	\$51,600

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$14,400	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$35,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$51,600

Objectives and Targets

To equip the participants with knowledge and techniques of total quality management (TQM) and enable them to implement TQM principles in their organizations.

Background

TQM is a comprehensive approach for organizational management, which centers on quality, is based on the participation of all members, and aims at long-term success through customer satisfaction and benefits to all members of the organization and society. It was first proposed in the USA and was widely developed and applied in Japan during its industrialization period. It has been adopted in manufacturing, education services, and the public sector to ensure high-quality products and performance, customer satisfaction, and constant improvement. This training course aims to develop participants' understanding, skills, and capacities in TQM and thus raise productivity in their organizations.

Scope and Methodology

Scope:

Concept of TQM; principles and processes of quality management; TQM tools and techniques; and links with ISO 9000.

Methodology:

Lectures, group discussions and practices, site visit, and presentations.

Qualifications of Participants

Executives of SMEs and productivity practitioners promoting productivity and quality.

Project Code	18-IN-37-GE-TRC-B
Title	Training Course on Basic Productivity Tools for Industries
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Lao PDR
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,700

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$15,300	
- Secretariat expenses	\$3,700	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,100
Host Country Share		
- Local implementation costs		\$13,600
Total		\$50,700

Objectives and Targets

To provide participants with basic management tools and techniques for productivity and quality improvement and share good and adoptable practices from SMEs.

Background

In the era of globalization and rapid changes, SMEs need to improve their efficiency and resilience to survive the fierce competition. However, they are also prone to weaker technical capabilities, limited access to external assistance, and the lack of business solutions and techniques that help them to grow and sustain that growth. This training course is thus being organized to provide practical, basic productivity tools for SMEs which can help them examine their operations and performance and improve overall productivity.

Scope and Methodology

Scope:

Basic concept and awareness of productivity in SMEs; tools and techniques for SMEs (5S, kaizen, total quality management); and good practices of successful SMEs.

Methodology:

Lectures, case studies, field visits, group work and discussions, and presentations.

Qualifications of Participants

Executives and managers of SMEs in the manufacturing sector.

Project Code	18-IN-44-GE-OSM-B
Title	Multicountry Observational Study Mission on SME Development
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Korea, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$68,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$2,800	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$41,300
Host Country Share		
- Local implementation costs		\$27,100
Total		\$68,400

Objectives and Targets

To observe how productivity tools and techniques can help to increase the operational efficiency of SMEs; to learn from the policies and measures promoting growth and sustainability of SMEs.

Background

SMEs are the backbones of APO member economies. They connect local economies with global supply chains and provide opportunities for employment to support families and communities. Assisting SMEs is thus of crucial importance in ensuring the sustainable development of a country. With external policy support and internal productivity enhancement tools, SMEs can develop their capabilities and their competitiveness will be strengthened. This study mission will provide an opportunity for participants to observe good practices and policies that assist the growth of SMEs and the applications of productivity improvement tools and techniques.

Scope and Methodology

Scope:

Measures and policies promoting SMEs; good practices from SMEs for self-improvement; and basic and practical productivity tools and techniques for SMEs.

Methodology:

Lectures, presentations, company visits, and interactive discussions.

Qualifications of Participants

SME executives, entrepreneurs, policy makers involved in SME strategies

Project Code	18-RP-22-GE-RES-B
Title	Research on ICT Innovation for Promoting Productivity Growth in the SME sector
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$93,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$85,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,800	\$92,100
Host Country Share		
- Local implementation costs		\$1,000
Total		\$93,100

Objectives and Targets

To cater to demands from NPOs and member countries for greater knowledge of innovative technologies and trends for future productivity, this project will study advanced ICT applications for productivity increases in APO economies such as Industry 4.0, the Internet of Things, 3D printing, big data, and use of drones, with emphasis on the enhancing the competitiveness of the SME sector.

Background

ICT plays a significant role in the dynamism and competitiveness of SMEs, which in return support national socioeconomic development. It is widely recognized that the application of digital tools, systems, and infrastructure transforms the fundamental nature of many companies and provides major economic incentives in terms of business success and more robust networks. This conference therefore will provide opportunities to SMEs, NPOs, and agencies involved in ICT development and SME growth promotion to learn about the latest trends and cutting-edge technologies that are crucial in day-to-day operations. This research will look into the existing application and practices of ICT application/adoption among SMEs in the region.

Scope and Methodology

Scope:

Trends in cutting-edge technologies; models of ICT applications in advanced economies; benefits of ICT adoption; and future direction of ICT.

Methodology:

Coordination meeting, case study, survey, and comparative analysis.

Qualifications of Participants

International and national experts with backgrounds in ICT innovation and SME promotion.

Project Code	18-RP-25-GE-RMT-B
Title	Research Meeting on Social Commerce for SMEs
Program	F1. Productivity-related Trends
Host Country	Mongolia
Duration	4 days
Timing	To be decided
No. of Participants	19
Project Cost	\$60,400

Breakdown

APO Share		
- Participants' expenses	\$23,400	
- Experts' expenses	\$17,800	
- Secretariat expenses	\$2,300	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$45,400
Host Country Share		
- Local implementation costs		\$15,000
Total		\$60,400

Objectives and Targets

To explore how social commerce, a subset of e-commerce involving social media, online media that support social interaction, and user contributions, can assist online buying and selling of products and services.

Background

Social commerce is a subset of e-commerce as it involves social media and online media that support social interaction and user contributions to assist online buying and selling of products and services. Given current IT-related trends in doing business, sales and marketing of products and services, especially among SMEs, are undergoing gradual changes. As social commerce now totally engages customers, provides them incentives to return to a company's website, offers a platform to discuss products/services, and offers a variety of information to research, compare, and choose, this phenomenon has changed the way business is conducted. This research meeting will serve as a platform for examining the depth and breadth of the adoption and impact of social commerce on SME operations.

Scope and Methodology

Scope:

Review of literature on social commerce; case studies of social commerce applications by SMEs; impact and benefits of social commerce; and future directions of social commerce for SMEs.

Methodology:

Presentations, country papers, site visits, and group discussions and activities.

Qualifications of Participants

Representatives of SMEs, government agency officials in charge of SME development, staff of ICT-related organizations supporting SMEs, and researchers.

3. Innovation

Project Code	18-AG-03-GE-WSP-A
Title	Workshop on Innovative Methods for Increasing Agricultural Water Productivity
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	Pakistan
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,000

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$18,000	
- Secretariat expenses	\$4,700	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$46,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,000

Objectives and Targets

To assess the status of agricultural water productivity (AWP) in member countries; review trends in AWP and methods of AWP measurement; share innovative ways to improve AWP; and develop action plans to improve AWP in member countries.

Background

Farming accounts for around 70% of water used in the world today. Water use for agriculture is still rapidly growing in Asia, and a shortage of finite water resources (WRs) is forecast. Demographic and climatic changes further increase the stress on WRs. Less availability of water can undermine food security and cause degradation of the environment and resource bases. In spite of the expected scarcity of WRs, the region is confronted with the challenge of low water productivity. Innovative techniques, technologies, and approaches are essential to increase water-use efficiency in agriculture to promote eco-friendly, and sustainable, productive agriculture.

Scope and Methodology

Scope: Innovative water-efficient techniques, technologies, and management approaches; modernization of irrigation methods and systems for increasing AWP; and improving the environmental performance of the agriculture sector relating to water use.

Methodology:

Presentations by experts, sharing of country experiences by participants, group breakout sessions, and field visit.

Qualifications of Participants

Officials, consultants, representatives of water-users' associations, or academics responsible for AWP measurement, analysis, and monitoring.

Project Code	18-AG-27-GE-WSP-A
Title	Workshop on Food Safety Risk Management in Food Supply Chains
Program	D4. Food Quality and Safety Management
Host Country	Cambodia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$51,400

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$14,400	
- Secretariat expenses	\$3,400	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$35,700
Host Country Share		
- Local implementation costs		\$15,700
Total		\$51,400

Objectives and Targets

To review recent developments in food safety risk management in food supply chains; share best methods of risk analysis and assessment; and formulate action plans for the adoption of appropriate methods.

Background

Consumers are increasingly concerned about food safety, how food is produced, and how it is handled within the food supply chain. Incidences of food contamination have recently increased, affecting company reputations and finances due to product withdrawals and recalls. For expanding food exports and increasing profitability, the Asian food industry clearly needs effective approaches to manage risks in an efficient, effective way to minimize losses and enhance sustainability and profitability, especially of SMEs in the sector.

Scope and Methodology

Scope:

Risk management tools, regulations, and policies; technologies for managing risks in food supply chains; and successful examples of managing risks.

Methodology:

Presentations by experts, sharing of country experiences by participants, group exercises, and visits to food companies.

Qualifications of Participants

Consultants of NPOs; officers and inspectors of national organizations responsible for food safety and quality standards; or managers and officers in the food industry responsible for food safety management systems.

Project Code	18-AG-28-GE-TRC-A
Title	Training Course on Global Food Safety Initiatives
Program	D4. Food Quality and Safety Management
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To enhance participants' understanding of the latest global food safety initiatives; equip them with the requirements of modern food safety regulations and standards; and discuss key success factors in the implementation and certification of modern food safety standards by small and medium-sized farms and enterprises.

Background

International food trade has expanded rapidly, fueled by growing consumer demand and technological developments in processing and marketing. Recent technological advances in processing, packaging, storage, and transportation have enabled an enormous number of food products, fresh and processed alike, to be traded among distant countries. This trend is posing major challenges as well as opportunities for developing countries in the trade in high-value food products. One major challenge is proliferation and strengthening of standards and technical regulations. Due to the lack of administrative, institutional, and technical capacity, developing countries are struggling to comply with emerging requirements and losing their comparative advantage due to the high costs of compliance.

Scope and Methodology

Scope:

Overview of global food safety initiatives; international food safety standards and regulations; challenges and opportunities for developing countries; application and enforcement of food safety standards; and capacity building of SMEs for better adoption of food safety standards.

Methodology:

Lectures by experts, individual and group exercises, visits to food companies, and exam.

Qualifications of Participants

Government officials; managers of food companies or representatives of food industry associations; or consultants of NPOs and national boards in charge of food standard setting/application/adoption/enforcement.

Project Code	18-AG-29-GE-WSP-A
Title	Workshop on Packaging and Labeling of Food Products to Enhance Market Access
Program	D4. Food Quality and Safety Management
Host Country	Pakistan
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,000

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$18,000	
- Secretariat expenses	\$4,700	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$46,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,000

Objectives and Targets

To assess the current status of packaging and labeling of food products in member economies; share innovative best practices of packaging and labeling; and develop practical packaging and labeling strategies to enhance market access of food products.

Background

Packaging plays an important role in maintaining the original quality of food by protecting it from various external hazards, adding convenience in distribution, and reducing the security risks of shipment. The labeling describes the product and its contents, identifies the product or brand, helps in grading and promotion, and provides information required by law. Packaging and labeling jointly draw the attention of consumers through attractive designs, colors, and essential information on the product for easy recognition of products by buyers. The complicated legal regulations and requirements for packaging and labeling, however, sometimes become trade barriers for exporters.

Scope and Methodology

Scope:

Current status of packaging and labeling of food products; issues and challenges in packaging and labeling; best practices in packaging and labeling; and regulations on packaging and labeling to avoid trade barriers.

Methodology:

Presentations by experts, sharing of country experiences by participants, group exercises, and visits to food companies.

Qualifications of Participants

CEOs or managers of food industry SMEs; representatives of food industry SME associations; or consultants and government officers responsible for labeling and packaging regulations for food products.

Project Code	18-AG-30-GE-TRC-B
Title	Training Course on Cold Chain and Logistics Management
Program	D4. Food Quality and Safety Management
Host Country	Thailand
Duration	5 days
Timing	To be decided
No. of Participants	18
Project Cost	\$47,100

Breakdown

APO Share		
- Participants' expenses	\$9,000	
- Experts' expenses	\$16,900	
- Secretariat expenses	\$3,900	
- Other local costs	\$0	
- Miscellaneous	\$1,600	\$31,400
Host Country Share		
- Local implementation costs		\$15,700
Total		\$47,100

Objectives and Targets

To train participants in new knowledge and techniques for cold chain and logistics management; and share good practices of cold chain management.

Background

Food loss and waste are global concerns due to their socioeconomic and environmental implications. The lack of good harvest and postharvest handling practices and of good infrastructure for cooling, transportation, storage, processing, and marketing are among the major causes of food loss in developing countries. To reduce such losses and maintain the quality and safety of produce, a well-organized cold chain system is critical. A cold chain is a temperature-controlled supply chain in which the desired temperature of perishables is maintained as they move from farm to market. A well-designed cold chain system can help stabilize the supply of perishables to meet market demand, especially during lean production seasons, and increase the volume of food supplied to consumers.

Scope and Methodology

Scope:

Recent advances in cold chain management for perishable products; managing logistics for efficient cold chains; packaging technologies for chilled products; public-private partnerships in cold chain development; cost-effective cold chain systems; and successful examples of building cold chains for perishables.

Methodology:

Lectures, discussions, hands-on training, site visits, and exam.

Qualifications of Participants

Consultants of NPOs; managers of food-processing enterprises; or government officers and academics in charge of R&D, promotion of modern postharvest technologies, and/or trading and marketing of perishable products.

Project Code	18-AG-32-GE-TRC-A
Title	Training Course on Food Quality Standards for Enhancing Market Access
Program	D4. Food Quality and Safety Management
Host Country	Lao PDR
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,500

Breakdown

APO Share		
- Participants' expenses	\$16,200	
- Experts' expenses	\$15,300	
- Secretariat expenses	\$3,700	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$36,900
Host Country Share		
- Local implementation costs		\$13,600
Total		\$50,500

Objectives and Targets

To train participants in different food quality standards (FQS) for enhancing market access; acquaint them with the design and management requirements associated with the application and implementation of food safety management systems (FSMS); and examine the mechanisms required for effective assessment of FSMS.

Background

Private food quality standards including cold chains, packaging and labeling standards, and organic standards are becoming basic requirements in the global trade in food and agricultural products. The standards are developed and operated by associations of private enterprises, mainly in the retail industry in developed nations and mostly used in B2B relations. Their forms and contents differ depending on the owner. There is no legal obligation for exporters to be certified under private food standards, but business partners in export market chains often require exporters' certification. As a business reality, it is desirable for Asian food industry players to study key factors driving the development of private standards and their detailed contents to enhance market access.

Scope and Methodology

Scope:

International FQS and regulations including cold chains, packaging and labeling standards, and organic standards; challenges and opportunities for developing countries; application and enforcement of FQS; and capacity building of SMEs for better adoption of FQS.

Methodology:

Lectures by experts, group exercises, visits to food companies, and exam.

Qualifications of Participants

Production managers, trainers, owners, or managers of food industry SMEs; food safety team leaders; or consultants of NPOs wishing to gain know-how for implementing FSMS.

Project Code	18-AG-33-GE-RES-B
Title	Research on Benchmarking the Productivity of Major Crops
Program	E4. Agricultural Policy and Productivity Monitoring
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$99,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$93,700	
- Secretariat expenses	\$0	
- Local Implementation Costs	\$3,900	
- Miscellaneous	\$2,000	\$99,600
Host Country Share		
- Local implementation costs		\$0
Total		\$99,600

Objectives and Targets

To develop and institutionalize a system for measuring and monitoring the productivity of major/economically important crops; and establish a database for benchmarking performance among APO members and key global players.

Background

Increasing agricultural productivity is important in achieving rural poverty reduction, food security, and economic growth. For developing and less developed countries, agriculture is crucial to enhance rural livelihoods, national food security, and export revenues. It is also the backbone of the nascent manufacturing and food industry sector. But for many of these countries, policy formulation is compromised by limited capabilities for monitoring and productivity analysis. Governments in those countries need to pursue the right policy mix and investment in agricultural development programs. However, to be effective in this endeavor, policymakers must be adequately supported by reliable information and analysis of productivity indicators.

Scope and Methodology

Phase I: Review, update, and agree on the analytical tools and database to be used for data analysis and common criteria for data sources;

Phase II: Collect reliable data on major crops/agricultural commodities and compute the dataset for each country employing the agreed methodology; and

Phase III: Compile the computed datasets and conduct comparative analyses for the synthesis report.

Qualifications of Participants

Experts from national census/statistics agencies, national agricultural statistics bureaus/departments, and/or national economic development and planning agencies/institutions in charge of agricultural/crop productivity measurement, analysis, and monitoring.

Project Code	18-AG-34-GE-CON-A
Title	Conference on Agriculture Policies in Asia
Program	E4. Agricultural Policy and Productivity Monitoring
Host Country	Indonesia
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$117,200

Breakdown

APO Share		
- Participants' expenses	\$44,100	
- Experts' expenses	\$39,800	
- Secretariat expenses	\$4,100	
- Other local costs	\$0	
- Miscellaneous	\$2,800	\$90,800
Host Country Share		
- Local implementation costs		\$26,400
Total		\$117,200

Objectives and Targets

To provide a forum for policymakers, planners, and academics to deliberate on emerging trends in agricultural policies; discuss the relationship between basic agricultural policies and agricultural productivity based on the outcomes of APO research; disseminate outcomes of APO research; and formulate practical recommendations for policy directions to enhance agricultural productivity.

Background

Agricultural policies and measures have a significant impact on the long-term performance and productivity of the agriculture sector. It is therefore important for governments to pursue an appropriate policy mix that provides the right stimuli to stakeholders. Asian countries are at different stages of structural transformation and hence have different concerns regarding the development of agriculture and the rural economy. In this context, policymakers must be adequately supported by reliable information, databases, and analytical tools.

Scope and Methodology

Scope:

Data availability on agricultural production, consumption and trade, and market prices and costs; national/state budget expenses for agricultural policy measures; OECD producer support estimate methodology; and comparative analyses of agricultural policies.

Methodology:

Presentations by experts and participants, open forums, and panel discussions.

Qualifications of Participants

Officers involved in agricultural policy analysis within the government; or academics/representatives of national institutes in charge of national policy studies.

3. Innovation

Project Code	18-IN-09-GE-DLN-A
Title	e-Learning Course on Management Innovation in SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- vendor service fee	\$11,200	
- VC center fee & Lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To familiarize the participants with the concepts and methodologies of management innovation in SMEs; to provide a platform to share and discuss about successful strategies and applications of management innovation in SMEs.

Background

Management innovation is the invention and implementation of a management practice, structure, technique, or process that is new to the status quo and contributes to improved performance. For SMEs, it involves deliberate application of information, imagination, and initiative in deriving greater or different value and in general translates into better operational efficiency, products, or services. To enhance the capability of SMEs to adapt to the ever-changing environment, this e-learning course is being organized to share the concepts, latest trends, and practices of management innovation.

Scope and Methodology

Scope:

Concepts and methodologies of management innovation; strategies for implementation; and good practices of management innovation in SMEs.

Methodology:

Distance lectures, site visits, group discussions and presentations, and exam.

Qualifications of Participants

Staff and executives of SMEs; trainers and consultants providing management innovation consultancy for SMEs.

Project Code	18-IN-10-GE-OSM-A
Title	Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$44,300
Host Country Share		
- Local implementation costs		\$11,300
Total		\$55,600

Objectives and Targets

To understand current thinking and practices in the dynamic field of corporate sustainability management; develop business case studies on sustainability; and familiarize participants with the conceptual framework and practical tools to achieve sustainability in an organizational setting.

Background

"Corporate sustainability management" is a generic term for environmental and social management and corporate governance. It refers to the processes or structures that an organization uses to meet its sustainability goals and objectives while transforming inputs into a product or service. Corporate management for sustainable development is emerging as a core competency for business leaders. The ability to create value from, and mitigate risks associated with, sustainable development increasingly impacts markets, access to capital, company reputation, and shareholder value. A strategic approach to corporate sustainability management is needed to preserve value and create new business opportunities.

Scope and Methodology

Scope:

Basic concepts and benefits of corporate sustainability management for SMEs; and methods for corporate sustainability management.

Methodology:

Site visits, lectures, group discussions, and action plan formulation.

Qualifications of Participants

SME owners, entrepreneurs, and government officials/NPO consultants involved in corporate sustainability management.

Project Code	18-IN-11-GE-SMN-B
Title	Study Mission to a Nonmember Country on Transformational Leadership in the Public Sector for Accelerating Productivity Initiatives
Program	C2. Public Sector Leadership
Host Country	Canada
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$108,700

Breakdown

APO Share		
- Participants' expenses	\$22,800	
- Experts' expenses	\$27,800	
- Secretariat expenses	\$5,000	
- Other local costs	\$50,000	
- Miscellaneous	\$3,100	\$108,700
Host Country Share		
- Local implementation costs		\$0
Total		\$108,700

Objectives and Targets

To understand, implement, and evaluate strategic practices based on leadership models and approaches for achieving organizational transformation; to draw practical lessons from the tools, models, and mechanisms observed which can be applied in APO member countries; to observe Canadian best practices in enhancing the performance of public-sector organizations through a working leadership framework.

Background

A leadership concept that is suitable for change in any organization must be transformational itself. The introduction of productivity concepts to public-sector organizations requires a working leadership concept that can accommodate change and any possible impacts of transformation. Hence, exposing organizations to the right leadership is important for change and managing transformation.

Scope and Methodology

Scope:

Leadership models and practices for public-sector organizations; managing change; leading transformation; and best practices in managing leadership for public-sector organizations.

Methodology:

Presentations, interactive site visits, and action plan formulation.

Qualifications of Participants

Public-sector professionals, officials, and policymakers from central and local government organizations who manage organizational performance, design, and development including transformation; public-sector productivity experts and/or practitioners; public-service providers; or NPO heads.

Project Code	18-IN-14-GE-DLN-A
Title	e-Learning Course on Customer Satisfaction Management for the Health Sector
Program	B1. Service/Business Excellence
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- vendor service fee	\$11,200	
- VC center fee & lunch fees	\$63,000	
- coordination and field visits	\$15,000	
- experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To define "customer service (CS)" in the health sector; show its relevance within the context of public health services and the necessity of providing consistent excellence; and present a model for CS standard development that can be adapted and implemented by participants.

Background

The service sector is one of the major contributors to the GDP of all APO member countries. The promotion of productivity and innovative service-sector management is therefore crucial to drive national economies. Economic growth in advanced economies with a good quality of life is typically dominated by the service sector. Healthcare-sector innovations, especially in CS management, can result in quantum leaps in productivity and involve harnessing the creativity of employees to increase efficiency and enhance overall performance. The presentations and other material in this e-learning course will detail specific steps in improving CS.

Scope and Methodology

Scope:

CS management concept; key skills in handling quality CS; and good practices in CS management in the healthcare sector.

Methodology:

e-Lectures, group discussions, field visit(s), and exam.

Qualifications of Participants

Staff and managers from health sector or NPO consultants providing productivity improvement consultancy for the health sector.

Project Code	18-IN-24-GE-WSP-A
Title	Workshop on Service Innovation in ICT for the Banking Sector
Program	B1. Service/Business Excellence
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,100

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$150	
- Miscellaneous	\$2,100	\$55,300
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,100

Objectives and Targets

To share and exchange information on and experience in the innovative use of information and communication technology (ICT) in the banking sector for accelerating productivity growth, improving the quality of services, and promote the use of ICT in the banking sector.

Background

The service sector is a major contributor to GDP in APO member countries. Advances in ICT have given rise to multimedia and online phenomena that hold great promise for productivity promotion and enhancement, information dissemination, and other applications as well as boosting productivity in the service sector. Recent advances, especially in software, have made the service sector a hotbed of innovation and technological progress. The Internet, interactive platforms/websites, IT, smartphones, etc. have direct/indirect impacts on service-sector productivity. This workshop will examine the effects of ICT on banking-sector productivity, analyze current ICT policies of APO members, and examine likely future trends in ICT development and their relationship with banking productivity.

Scope and Methodology

Scope:

Latest ICT policies and techniques for the banking sector; and ICT impact on banking productivity.

Methodology:

Expert and individual presentations, sharing of best practices and success stories, group discussions, and observational site visits.

Qualifications of Participants

Chief executives/managers and senior officials from government-owned and private-sector banks involved in ICT activities.

Project Code	18-IN-25-GE-OSM-B
Title	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials
Program	C2. Public-sector Leadership
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To observe and understand the effect of higher-ranking leadership styles on the performance and overall productivity improvement of public-sector organizations; to share and exchange information on and experience in public-sector productivity best practices and success stories and examine relevant government policies promoting public-sector productivity.

Background

Public-sector innovation emphasizes quality in public services, which is crucial to promote productivity in the sector. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and the inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc. As more citizens demand greater value from their tax payments, governments are pressured to reform and improve public-sector productivity to deliver efficient, effective services. This mission represents continued support for member governments to enhance public sector-related productivity initiatives to ensure stakeholder satisfaction.

Scope and Methodology

Scope:

Good governance; effective leadership; citizen-centered service; networking among government services; quality regulatory management; modern public-sector management; and the benchmarking approach.

Methodology:

Expert presentations, in-class exercises, site visits, action plan preparation, and group discussions.

Qualifications of Participants

Policymakers on public-sector reform, senior public administrators, public service award administrators, academics, and NPO productivity specialists for the public sector.

Project Code	18-IN-26-GE-WSP-A
Title	Workshop on Human-centered Productivity
Program	A2. Management Systems for Productivity Enhancement
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,100

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$150	
- Miscellaneous	\$2,100	\$55,300
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,100

Objectives and Targets

To promote the concept of human-centered productivity by sharing the best practices and exchanging information among APO members; and propagate a productivity-friendly culture in organizations for sustainable growth.

Background

Human-centered productivity aims to create sustainable growth by establishing a virtuous cycle in which the results of gains in productivity are fairly distributed. It focuses on efforts to raise productivity from a human-centered perspective by creating a conducive environment for both employees and management. In 2013 and 2014, the APO held workshops on human-centered productivity for top managers. As a follow-up, this workshop will be organized in 2018 to share the best practices and exchange information on companies that practice human-centered management, emphasizing freedom and autonomy and striving to bring out the unrealized potential of employees.

Scope and Methodology

Scope:

Framework, core values, and significance of human-centered productivity; fostering a creative, innovative environment in a human-centered culture; and trust-based relationships between employees and employers.

Methodology:

Presentations, group discussions, observational site visits, and presentation of country papers.

Qualifications of Participants

CEOs/top managers of private- or public-sector organizations, NPO heads, and senior government officials.

Project Code	18-IN-28-GE-OSM-B
Title	Multicountry Observational Study Mission on Business Excellence for the Service Sector
Program	B1. Service/Business Excellence
Host Country	Singapore
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,400

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$5,000	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,200
Host Country Share		
- Local implementation costs		\$22,200
Total		\$58,400

Objectives and Targets

To develop experienced business excellence (BE) practitioners for the application and expansion of BE frameworks and tools for the service sector; and share and exchange information on and experience in best practices in BE adoption in the service sector.

Background

The BE framework is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the BE framework, organizations in the service sector can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement. Strengthening capabilities in the service sector is a key focus for almost all APO members. This OSM will also support service industry managers in utilizing simple self-assessment tools with improvement reports and action plans.

Scope and Methodology

Scope:

BE framework and criteria; BE application; assessment process and scoring; and sharing of best practices in the service sector.

Methodology:

Expert lectures, group discussions, country presentations, case studies, site visits, and action plan formulation.

Qualifications of Participants

Staff and managers from the service sector or BE practitioners and consultants dealing with service-sector organizations.

Project Code	18-IN-29-GE-OSM-B
Title	Multicountry Observational Study Mission on Corporate Social Responsibility in the Service Sector
Program	B1. Service/Business Excellence
Host Country	Korea, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$68,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$2,800	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$41,300
Host Country Share		
- Local implementation costs		\$27,100
Total		\$68,400

Objectives and Targets

To understand corporate social responsibility (CSR) concepts and methodologies; share and exchange information on and experience in CSR in the service sector; examine how CSR plays a strategic role in the development of an organization; and understand the motives behind organizational CSR initiatives.

Background

CSR is a continuing commitment by businesses to behave ethically and contribute to socioeconomic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. Today, business and society are interdependent. The well-being of one depends on the well-being of the other. In this context, CSR is about how companies manage their business processes to produce an overall positive impact on society. Thus, it is vital that businesses consider the economic, social, and environmental impacts of their activities. This makes plain business sense, as their reputation and bottom line can be at stake.

Scope and Methodology

Scope:

Overall concept of CSR; and best CSR practices of SMEs.

Methodology:

Presentations and lectures, site visits, group discussions, country paper presentations, and action plan presentations.

Qualifications of Participants

Service-sector SME owners, entrepreneurs, and NPO consultants involved in CSR.

Project Code	18-IN-32-GE-TRC-B
Title	Training Course on Customer Satisfaction Index Development for the Service Sector
Program	B1. Service/Business Excellence
Host Country	Korea, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$68,400

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$2,800	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$41,300
Host Country Share		
- Local implementation costs		\$27,100
Total		\$68,400

Objectives and Targets

To provide a platform for sharing the status, best practices, and successful models of customer satisfaction (CS) measurement for the service sector.

Background

The service industry plays a vital role in a country's economic development. Thus, the promotion of productivity in the service industry is crucial to sustain growth. This workshop will introduce methods to measure CS levels in the service industry, enabling member countries to analyze national-level CS and its trends. This is critical for the long-term competitiveness and profitability of organizations in the service sector.

Scope and Methodology

Scope:

Best practices of CS measurement; CS measurement principles, methods, and models; and CS index development and opportunities for application in the service industry.

Methodology:

Presentations by experts, country paper presentations, group discussions, observational site visits, and action plan formulation.

Qualifications of Participants

Managers from SMEs in the service sector or NPO consultants dealing with CS measurement for the service sector.

Project Code	18-IN-40-GE-WSP-B
Title	Workshop on Quality Customer Service for the Service Sector
Program	B1. Service/Business Excellence
Host Country	Thailand
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$47,300

Breakdown

APO Share		
- Participants' expenses	\$9,000	
- Experts' expenses	\$16,900	
- Secretariat expenses	\$3,900	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$31,600
Host Country Share		
- Local implementation costs		\$15,700
Total		\$47,300

Objectives and Targets

To examine the nature of customer service (CS) practices in service-sector organizations; evaluate customer attitudes toward service organizations; and recommend feasible options that can help service-sector organizations to enhance the quality of CS.

Background

Service quality with a customer-focused approach is the practice of integrating all aspects of business functions for dealing with customers with the assistance of technology and with the intention of boosting company profitability. This includes policies and processes, CS, employee training, marketing, and information management systems. To create and maintain customer satisfaction, many service companies are attempting to reorganize their business processes around customers. This workshop aims to enable participants from the service sector to understand the key points and priorities to be tackled in managing customer satisfaction strategically and how service quality can be improved for their benefit.

Scope and Methodology

Scope:

Concept of service; how to improve service quality; customer data analysis for CS; and best practices of quality CS.

Methodology:

Lectures, site visits, country paper presentations, and group discussions and presentations.

Qualifications of Participants

Staff and managers from service-sector organizations or NPO consultants providing productivity improvement consultancy for the service sector.

Project Code	18-IN-42-GE-OSM-B
Title	Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders
Program	C2. Public-sector Leadership
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$55,600

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$17,300	
- Secretariat expenses	\$3,400	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$44,300
Host Country Share		
- Local implementation costs		\$11,300
Total		\$55,600

Objectives and Targets

To promote benchmarking on best practices of local government service delivery and productivity; review the relationship between productivity promotion strategies and performance management of local governments; identify institutional requirements for developing people-centered local governments; and recommend how local governments can be more efficient and effective.

Background

The APO has been promoting public-sector productivity since 2009 and in 2012 developed a public-sector productivity framework and action plan based on discussions in a Jakarta workshop in the same year. The action plan states that the APO will initiate internal benchmarking studies among local government units and public service delivery agencies in member countries. This will be followed by international benchmarking against countries with more advanced approaches, e.g., innovation leadership and e-government. This is significant since the local government is at the frontline in delivering services to people. Benchmarking is perceived to be one of the ways to promote and enhance productivity within local government institutions.

Scope and Methodology

Scope:

Institutional barriers to enhancing local government productivity; manpower, infrastructure, and financial resources; productivity and service quality indicators; and benchmarking index for local governments.

Methodology:

Presentations, interactive site visits, class exercises, country case studies, and action plan formulation.

Qualifications of Participants

Local government heads and senior officials; officials from ministries managing or formulating policy on local government funding; local government consultants/experts; municipal commissioners; or NPO heads.

Project Code	18-IN-43-GE-OSM-B
Title	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To observe the strategies of promoting innovation in SMEs and to learn from the good practices of successful cases.

Background

Innovation encompasses any new development in firms, which can involve creating or reengineering products or services to meet new market demand, introducing new processes to improve productivity, developing or applying new marketing techniques to expand sales opportunities, and incorporating new forms of management systems and techniques to improve operational efficiency. To respond to the challenges of globalization, SMEs need to improve constantly and innovate to enhance their competitiveness and sustainability in the market. Recognizing the importance of innovation to the success of SMEs, this study mission is being organized to observe and learn from the practices and measures that encourage and create innovation in their processes, products, and services.

Scope and Methodology

Scope:

Policies and strategies encouraging innovation; good practices that promote innovation and nurture a creative culture; and case studies on innovation policies and outcomes.

Methodology:

Lectures, site visits, presentations, group work, and discussions.

Qualifications of Participants

Executives from SMEs, entrepreneurs, and policy makers involved in SME and innovation policy.

Project Code	18-IN-48-GE-TRC-A
Title	Training Course on Developing Strategic Leadership for the Public Sector
Program	C2. Public-sector Leadership
Host Country	Sri Lanka
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$53,600

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,100	
- Secretariat expenses	\$4,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$37,900
Host Country Share		
- Local implementation costs		\$15,700
Total		\$53,600

Objectives and Targets

To outline the leadership knowledge, capabilities, skills, and behaviors that senior managers and leaders must exhibit to support the successful implementation of public-sector productivity development initiatives; and establish a common public-sector leadership framework for APO member countries to serve as a perennial platform showing how productivity can be improved in the sector.

Background

Leadership is a key factor in any successful performance management system. The APO's Public-sector Productivity Program framework, designed in 2012 under one of its strategic directions, emphasizes enhancing productivity in the sector through leadership channels and shows how specific competencies can help leaders navigate the changing environment. This training course is aimed at developing a framework covering leadership development milestones within a specific time frame and involving every organizational level based on specific demands and the nature of tasks performed. This is regarded as continuation of a similar APO project organized in the previous year in which a general leadership framework was designed and promoted.

Scope and Methodology

Scope:

Leadership and performance management in public organizations and relationship to productivity; designing leadership strategies; and best practices in managing leadership for public-sector organizations.

Methodology:

Presentations, coaching-style workshop, site visits, class exercises, case studies, and drafting a proposal for strategic leadership in the public sector.

Qualifications of Participants

Public-sector professionals, officials, and policymakers from central and local government organizations who manage performance, design, and development; public-sector productivity experts and/or practitioners; public-service providers; or NPO heads.

Project Code	18-IN-50-GE-CON-A
Title	APO International Productivity Showcase and Best Practice Networking Forum on the Public Sector
Program	C3. Public-sector Productivity
Host Country	Sri Lanka
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$76,400

Breakdown

APO Share		
- Participants' expenses	\$35,300	
- Experts' expenses	\$22,200	
- Secretariat expenses	\$4,000	
- Other local costs	\$150	
- Miscellaneous	\$2,300	\$63,900
Host Country Share		
- Local implementation costs		\$12,500
Total		\$76,400

Objectives and Targets

To showcase the ongoing work and achievements of APO member countries in the area of enhancing productivity in the public sector; and provide a platform for productivity networking among government officials, practitioners, and policymakers related to applications of the productivity concept, tools, and methodologies for public-sector organizations.

Background

Since 2009, the APO has promoted the application of the productivity concept, tools, and methodologies in the public sector. The APO Public-sector Productivity framework is a hallmark of its efforts in addition to multi- and individual-country projects facilitating the exchange of ideas, sharing of best practices, and building networks among member countries. Efforts now need to be expanded to a broader audience, with the development of tools and techniques specifically for public-sector productivity and exploration of the possibility of linkages with productivity in other sectors.

Scope and Methodology

Scope:

Challenges hampering productivity in the public sector in member countries; effective networking for productivity; formulating future actions; and interlinkages between public-sector productivity and that in other sectors.

Methodology:

Presentations, class exercises, discussions, site visits, country case studies, and drafting recommendations for the public sector.

Qualifications of Participants

Representatives of public-sector institutions that were assisted by NPOs in applying productivity tools and techniques for enhancing the quality of services, as well as of quality award winners.

Project Code	18-IN-51-GE-OSM-A
Title	Multicountry Observational Study Mission on Labor-Management Relations
Program	A2. Management Systems for Productivity Enhancement
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$59,000

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$43,300
Host Country Share		
- Local implementation costs		\$15,700
Total		\$59,000

Objectives and Targets

To examine and discuss the current status of and issues in labor-management relations; share success stories of excellent labor-management relations; and identify the role of governments and labor unions in promoting good labor relations for higher productivity.

Background

Labor-management relations refer to the system in which employers, workers, and their representatives, and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. How companies develop and maintain an amicable relationship between labor and management is an important process that they see as mutually beneficial.

Scope and Methodology

Scope:

Current and future labor-management issues; the productivity movement and labor-management relations; and roles of government, national trade unions, and employers' federations in good labor management.

Methodology:

Interactive presentations, information exchanges with representatives of relevant organizations, case studies, group discussions, and site visit(s).

Qualifications of Participants

Senior managers of private- or public-sector organizations, NPO staff, and government officials in charge of labor-management relations.

Project Code	18-IN-60-GE-OSM-B
Title	Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity
Program	C3. Public-sector Productivity
Host Country	Philippines
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$54,300

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$17,600	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,700	\$36,400
Host Country Share		
- Local implementation costs		\$17,900
Total		\$54,300

Objectives and Targets

To examine the interlinkages between government regulatory management and public-sector productivity; discuss how to assess regulatory activity; and expose participants to the tools and knowledge for optimal local and central government regulation for national productivity.

Background

A well-functioning government should play the role of a good regulator. To be productive and efficient, government institutions must fulfill this requirement. The inability to regulate what should be regulated or inability to deregulate hampers the delivery of optimal services to citizens. The linkages between inappropriate regulations and low productivity are now clear. Raising productivity in the public sector is dependent on sound regulatory management.

Scope and Methodology

Scope:

Principles of regulatory review and linkages with productivity; framework of regulatory review; regulatory management; deregulation versus better regulation; and introduction to methodology for reviewing regulations.

Methodology:

Presentations, class exercises, group discussions, site visits, case studies, and drafting recommendations for improved regulatory management.

Qualifications of Participants

Public-sector officials, policymakers, public-sector consultants and service providers, and business professionals.

Project Code	18-IN-62-GE-CON-B
Title	Conference on Public-sector Productivity: e-Governance for Smart Public Services
Program	C3. Public-sector Productivity
Host Country	IR Iran
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$115,800

Breakdown

APO Share		
- Participants' expenses	\$57,600	
- Experts' expenses	\$36,900	
- Secretariat expenses	\$4,900	
- Other local costs	\$150	
- Miscellaneous	\$3,000	\$102,600
Host Country Share		
- Local implementation costs		\$13,200
Total		\$115,800

Objectives and Targets

To examine the linkage between the use of appropriate technology and increased productivity in public service delivery; formulate a working approach to the use of technology in delivering public services; and discuss the latest developments in e-governance and potential applications to APO member economies.

Background

The APO Public-sector Productivity framework and action plan promote international benchmarking against countries with more advanced approaches, e.g., innovation leadership and e-governance. Reliance on appropriate technology is now perceived as necessary so that efforts to enhance productivity in the public sector can benefit from the relatively inexpensive and abundant forms of technology available. This not only necessitates a search for the types of technology which can be applied but also a rethinking of technology-supported government.

Scope and Methodology

Scope:

Latest developments and future trends in e-government; prerequisites and challenges in implementing e-government; choosing the right technology to serve people; role of crowdsourcing for better governance; and the Internet of government.

Methodology:

Presentations, class exercises, group discussions, site visits, country case studies, and drafting recommendations on e-governance.

Qualifications of Participants

Public-sector officials, senior public administrators, public service professionals, IT and technology support officials in government institutions; local government consultants/experts; municipal commissioners; or NPO heads/staff.

Project Code	18-IN-71-GE-TRC-A
Title	Training Course on Performance Measurement Methodology for Public-sector Organizations
Program	C3. Public Sector Productivity
Host Country	Philippines
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$60,200

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$23,400	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,800	\$42,300
Host Country Share		
- Local implementation costs		\$17,900
Total		\$60,200

Objectives and Targets

To enhance knowledge of and experience in performance measurement, management strategies, and methodologies for the public sector; and promote the performance management concept and KPIs in the public sector; To expose public-sector productivity practitioners, consultants, researchers, and NPO staff to tools and techniques for measuring productivity in public-sector organizations;

Background

Efforts to enhance productivity in public-sector organizations need to incorporate not only "how" but also "what" to increase and "how much" to increase it. It is necessary to focus on the quantifiable measurement of productivity for this sector. The difficulty lies in the fact that standard output-to-input ratios are not applicable to the public sector since the final product of government operations does not have a marketable price or is not easy to price. This requires a specific approach to quantify the notion of productivity in public-sector organizations.

Scope and Methodology

Scope:

Principles of productivity measurement; latest developments in productivity measurement; nature of productivity quantification in the public sector; and tools, techniques, and their applications for measuring public-sector productivity.

Methodology:

Presentations, discussions, class exercises, site visits, and action plan preparation.

Qualifications of Participants

Public-sector senior managers and officials responsible for maintaining or introducing performance management systems.

Project Code	18-IN-90-GE-CON-A
Title	Top Management Forum on Knowledge Management and Innovation for SMEs
Program	A2. Management Systems for Productivity Enhancement
Host Country	Fiji
Duration	3 days
Timing	14-16 May
No. of Participants	19
Project Cost	\$86,000

Breakdown

APO Share		
- Participants' expenses	\$43,200	
- Experts' expenses	\$19,600	
- Secretariat expenses	\$5,300	
- Other local costs	\$150	
- Miscellaneous	\$2,400	\$70,600
Host Country Share		
- Local implementation costs		\$15,400
Total		\$86,000

Objectives and Targets

To enhance the knowledge and capabilities of leaders of SMEs and strengthen the competitiveness of SMEs through knowledge management (KM) and innovation.

Background

Knowledge is rapidly becoming the most important asset of virtually all organizations, and SMEs are no exception. SME leaders need to manage knowledge for the same reasons as larger organizations. To remain competitive, SMEs must first know what their knowledge assets are and then how to manage and make use of those assets to receive maximum returns. KM can be a strategic weapon for SMEs and help them develop more sustainable business practices, making them less vulnerable to economic cycles. Looking into challenges faced by SMEs, this five-day forum will allow SME leaders to understand, discuss, and share knowledge on KM applications before adopting them in their operations.

Scope and Methodology

Scope:

Concepts and benefits of KM implementation for SMEs; the APO KM framework and implementation approach; importance of innovation for SMEs; and KM challenges for SMEs.

Methodology:

Presentations, field visit(s), and discussions among participants.

Qualifications of Participants

SME owners, KM consultants and practitioners involved in implementing KM frameworks in SMEs, professional dealing with SME development

Project Code	18-RP-01-GE-RES-C
Title	Program Development Fund
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$49,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$35,200	
- Secretariat expenses	\$6,000	
- Miscellaneous	\$1,000	\$49,200
Host Country Share		
- Local implementation costs		\$0
Total		\$49,200

Objectives and Targets

To identify emerging productivity issues and opportunities for APO economies to learn new tools and concepts to enhance productivity and economic growth; and develop projects based on identified timely issues to promote the adoption of effective productivity tools.

Background

The APO plays multiple roles for its members. The roles of think tank and regional adviser are particularly important to cater to the needs of NPOs and member economies in a timely manner by providing state-of-the-art information. With the biennial budgetary system, projects are planned two years before implementation to achieve this objective. However, the APO also must be able to deal with emerging trends in productivity which are not identified at the planning stage for the benefit of member economies. The project development fund allows the APO Secretariat to conduct research and/or other types of activities to respond to such emerging trends and issues and undertake relevant projects not included in the original project lists.

Scope and Methodology

Scope:

Emerging new topics that will significantly affect productivity and economic development in APO member economies in the near future.

Methodology:

Conduct of research, expert meetings, study missions, etc.

Project Code	18-RP-21-GE-CON-B
Title	International Conference on Knowledge Productivity
Program	F1. Productivity-related Trends
Host Country	To be decided
Duration	3 days
Timing	To be decided
No. of Participants	38
Project Cost	\$106,900

Breakdown

APO Share		
- Participants' expenses	\$50,800	
- Experts' expenses	\$39,600	
- Secretariat expenses	\$3,000	
- Other local costs	\$0	
- Miscellaneous	\$2,900	\$96,300
Host Country Share		
- Local implementation costs		\$10,600
Total		\$106,900

Objectives and Targets

To invite high-level government officials, researchers, and managers of large organizations who lead knowledge productivity growth in firms, cities, and nations as speakers to learn from their insights and discuss applications of their principles to APO economies.

Background

The world has been moving rapidly from a production-based to knowledge-based economy in the 21st century. APO member economies are no exception to this progress. In this era, one of the most important challenges to be addressed is increasing the productivity of knowledge work, similar to the increased productivity of labor in the 20th century. Studies indicate that knowledge productivity concerns the way in which individuals, teams, and units across an organization achieve knowledge-based improvements and innovations. How this knowledge productivity creates knowledge value will be discussed in this conference.

Scope and Methodology

Scope:

Concepts and elements of knowledge productivity; measurement of knowledge productivity at both organizational and national levels; and innovations for knowledge productivity enhancement.

Methodology:

Expert presentations, panel discussions, and report on knowledge productivity research.

Qualifications of Participants

NPO officials, officials from government agencies, policymakers, company managers, and researchers.

Project Code	18-RP-23-GE-OSM-B
Title	Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development
Program	F1. Productivity-related Trends
Host Country	To be decided
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$56,700

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$18,500	
- Secretariat expenses	\$3,400	
- Other local costs	\$0	
- Miscellaneous	\$1,900	\$45,400
Host Country Share		
- Local implementation costs		\$11,300
Total		\$56,700

Objectives and Targets

To acquaint participants with recent trends in public policy innovation which promote human capital development in efforts to support national development plans.

Background

Public policy innovation is the improvement and application of new ideas, principles, concepts, and logic. It is posited that a gradual integration of innovative approaches into long-term national development strategies will allow a country to define its growth priorities more clearly. If applied to human capital development, there is a clear synergistic relationship between the two concepts. Founded on theoretical and empirical studies, the role of human capital in economic growth, productivity growth, and innovation makes it imperative for governments to take more innovative approaches in public policies. This mission will offer opportunities for participants to explore and learn about the best practices of public policy innovation in the region to support human capital development.

Scope and Methodology

Scope:

Theories on public policy innovations; examples of successful public policy innovation for human capital development; and best practices of organizations applying public policy innovations.

Methodology:

Expert presentations, country paper reports, company visits, group discussion, and action plan preparation.

Qualifications of Participants

Senior NPO officials, policymakers, representatives of agencies responsible for innovation for human capital development, education development planners, and researchers.

Project Code	18-RP-26-GE-RES-B
Title	Research on Innovation Ecosystems in APO Economies
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$93,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$85,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,800	\$92,100
Host Country Share		
- Local implementation costs		\$1,000
Total		\$93,100

Objectives and Targets

To examine how APO economies could build innovation ecosystems to drive productivity growth by researching cutting-edge examples among APO member countries and comparing them with European countries to devise Asian models of innovation ecosystems.

Background

The concept of an innovation ecosystem reflects the individuals and organizations acting and interacting in political, economic, and technological systems to catalyze and sustain innovative activity. A thriving innovation ecosystem is characterized by knowledge creation, enabling organizations, an entrepreneurial culture, technology, entrepreneurs, government, and expertise. The study will explore the various models in promoting innovation and commercialization, publicity and recognition, workforce development, etc. within the framework of innovation ecosystems in the region.

Scope and Methodology

Scope:

Understanding innovation ecosystems; actors and functions in innovation ecosystems; innovation process of ecosystems; transforming innovation ecosystems; and policy implications of innovation ecosystems.

Methodology:

Coordination meeting, case studies, survey, and comparative analysis.

Qualifications of Participants

International and national experts with strong backgrounds in innovation ecosystems.

4. Green Productivity

Project Code	18-AG-04-GE-SMN-A
Title	Study Mission to a Nonmember Country on Commercialization of Biotechnology in Agriculture
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	USA
Duration	6 days
Timing	To be decided
No. of Participants	19
Project Cost	\$83,200

Breakdown

APO Share		
- Participants' expenses	\$25,300	
- Experts' expenses	\$0	
- Secretariat expenses	\$5,300	
- Other local costs	\$50,000	
- Miscellaneous	\$2,600	\$83,200
Host Country Share		
- Local implementation costs		\$0
Total		\$83,200

Objectives and Targets

To expose participants to the latest innovations in applications of biotechnology (biotech) in agriculture, and successful examples of agricultural biotech businesses in the USA, a world leader in innovations in and commercialization of biotech, aimed at improving agricultural productivity, quality, and competitiveness and increasing farm incomes; and to establish a best practice network.

Background

Biotechnology has wide applications in agriculture. It offers tremendous potential for increasing productivity and the development of niche products. Several multinational companies in developed countries have been engaged in the commercialization and production of agricultural biotech products and are reaping great benefits. Applications of biotech on a commercial scale in many Asian countries, however, face the challenges of inadequate policy measures and regulatory mechanisms, insufficient investment in R&D, lack of intellectual property protection, and a paucity of knowledge on the part of entrepreneurs of the tremendous business potential for biotech in the production of more valuable horticultural crops, as well as forest and fishery products.

Scope and Methodology

Scope:

The latest innovations in applications of biotech in the production of more valuable horticultural crops and forest and fishery products; best practices of biotech product commercialization; and successful examples of agricultural biotech enterprises.

Methodology:

Field/company visits, presentations by experts, and discussions and networking sessions.

Qualifications of Participants

CEOs/managers of agribusinesses or agricultural financing institutions; officials of government, regulatory agencies, and agricultural/food industry associations; and scientists and academics promoting applications of biotechnology in agriculture, agribusiness development, and the food industry.

4. Green Productivity

Project Code	18-AG-06-GE-OSM-B
Title	Multicountry Observational Study Mission on Successful Models of Integrated Farming
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	Indonesia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$58,800

Breakdown

APO Share		
- Participants' expenses	\$18,000	
- Experts' expenses	\$19,000	
- Secretariat expenses	\$4,300	
- Other local costs	\$0	
- Miscellaneous	\$1,800	\$43,100
Host Country Share		
- Local implementation costs		\$15,700
Total		\$58,800

Objectives and Targets

To expose participants to successful models of integrated farming (IF); and develop action plans to promote the adoption and scaling up of best practices in participating countries to improve the sustainability and productivity of agriculture, as well as farmers' livelihoods and farm profitability.

Background

In order to produce sufficient, high-quality food for the increasing Asian population in the foreseeable future, there is a need for more efficient, productive, environmentally friendly, socially responsible agriculture. IF could be the answer. IF is a whole-farm management system that aims to deliver more sustainable agriculture. Farmers seek efficient, profitable production methods, which are economically viable and environmentally responsible, to deliver safe, wholesome, high-quality food through the effective management of livestock, aquaculture, forage, fresh produce, and arable crops while conserving and enhancing the environment.

Scope and Methodology

Scope:

Successful IF models; roles of producers, governments, and markets in stimulating the adoption of IF; policy approaches and instruments for stimulating the adoption of IF; and capacity building of farmers and extension service providers.

Methodology:

Visits to successful IF sites, presentations, and group breakout sessions.

Qualifications of Participants

Directors/CEOs of agricultural extension services and agricultural extension departments of universities; and CEOs of producers' associations and farmers' organizations in charge of promoting sustainable agriculture with special interest in IF.

4. Green Productivity

Project Code	18-AG-08-GE-TRC-A
Title	Training Course on Climate Change Adaptation and Disaster Risk Management in Agriculture
Program	D1. Sustainable Management of Agriculture Resources and Technologies
Host Country	IR Iran
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$72,000

Breakdown

APO Share		
- Participants' expenses	\$25,200	
- Experts' expenses	\$22,500	
- Secretariat expenses	\$5,400	
- Other local costs	\$0	
- Miscellaneous	\$2,100	\$55,200
Host Country Share		
- Local implementation costs		\$16,800
Total		\$72,000

Objectives and Targets

To enhance participants' understanding of project management for disaster risk management (DRM) and climate change (CC) adaptation (CCA) in agriculture in the national and local settings; and enable them to support DRM and CCA integration.

Background

Food production systems are highly vulnerable to CC. For example, changes in the frequency, timing, and magnitude of precipitation and temperature directly affect production systems. Increased frequency of climate-related weather events such as floods and droughts, heat waves, and increased incidence of pests and diseases can cause widespread damage and loss to the agricultural sector and producers. Systematic efforts are needed to improve the sustainability of food production systems and ecosystem resilience under changing climatic conditions. Addressing CC-related risks and uncertainties in agriculture and food security require the development of national integrated frameworks for the sector and identification of priorities in line with other national programs and strategies.

Scope and Methodology

Scope:

Concepts in CCA and DRM in agriculture; project management for DRM and CCA in agriculture in the national and local settings; key components of a regional integrated framework for the agriculture sector to integrate CCA and disaster preparedness into national policies; and process of development of such frameworks.

Methodology:

Lectures by experts, group exercises, field visit, and exam.

Qualifications of Participants

Policymakers and planners, executives, managers, professionals, and other relevant stakeholders responsible for promoting issues and activities contributing to the capacity building for CCA and DRM in agriculture.

4. Green Productivity

Project Code	18-AG-15-GE-TRC-B
Title	Training Course on Waste Management in Agribusiness
Program	D2. Agribusiness Competitiveness Enhancement
Host Country	Vietnam
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,000

Breakdown

APO Share		
- Participants' expenses	\$14,400	
- Experts' expenses	\$16,200	
- Secretariat expenses	\$2,000	
- Other local costs	\$0	
- Miscellaneous	\$1,700	\$34,300
Host Country Share		
- Local implementation costs		\$15,700
Total		\$50,000

Objectives and Targets

To enhance participants' understanding of the key concepts and principles of modern waste management and of emerging technologies for waste management to reduce environmental impacts; and increase the productivity and profitability of agribusinesses.

Background

The agriculture sector generates huge amounts of organic and inorganic waste during food production, handling, processing, packaging, storage, transportation, and marketing. Waste management not only reduces waste generation but also promotes its reuse and recycling. Organic waste can be transformed into valuable products such as compost, biofuel, and bioenergy. Effective, efficient waste management is an essential element for promoting sustainable consumption and production. Often, SMEs are constrained in the adoption of proper waste management strategies due to a lack of knowledge and awareness of potential co-benefits of waste management, limited financial resources, lack of R&D, unsupportive legal and policy frameworks, and lack of policy incentives.

Scope and Methodology

Scope:

Concepts in modern waste management in agribusiness; 3R waste management; technologies, approaches, and strategies for managing waste; transforming waste into valuable products; policy and institutional arrangements for promoting waste management; and successful cases of waste management.

Methodology:

Lectures, breakout sessions, hands-on training, company visits, and exam.

Qualifications of Participants

Managers, owners, and officers of agribusinesses; representatives of SMEs; and academics and executives of NGOs in charge of the agricultural production and agribusiness subsectors.

4. Green Productivity

Project Code	18-AG-40-GE-CON-A
Title	3rd International Conference on Biofertilizers and Biopesticides
Program	D4. Food Quality and Safety Management
Host Country	China, Rep. of
Duration	4 days
Timing	To be decided
No. of Participants	48
Project Cost	\$89,200

Breakdown

APO Share		
- Participants' expenses	\$32,000	
- Experts' expenses	\$36,200	
- Secretariat expenses	\$2,200	
- Other local costs	\$0	
- Miscellaneous	\$2,400	\$72,800
Host Country Share		
- Local implementation costs		\$16,400
Total		\$89,200

Objectives and Targets

To provide a platform for leaders from the public and private sectors for presenting and discussing model cases of biofertilizer and biopesticide (B&B) applications in agriculture; and deliberate on a roadmap to promote B&B application. Specific objectives of the conference will be decided in consultation with the host country.

Background

Green revolution technologies contributed immensely to enhancing food security in developing Asian countries. The use of chemical pesticides and fertilizers, however, has had negative impacts on the environment, insect pest management, and food safety. Consumers are increasingly concerned about the safety of the food they buy, environmental degradation, and sustainability in agriculture, and the consumption of natural and organic products is on the rise. It is essential to harness the best scientific knowledge and technological breakthroughs to meet the complex challenges of safe food production and environmental protection. B&Bs can be important in overcoming such challenges sustainably. This conference is a follow-up to the 2016 and 2017 conferences on the subject.

Scope and Methodology

Scope:

Model cases of B&B applications in agriculture; and roadmap for promoting B&B applications to achieve sustainable, environment-friendly, safe food production in the Asia-Pacific. The scope will be specified in consultation with the host country.

Methodology:

Thematic sessions, country case studies, panel discussions, and field/company visits.

Qualifications of Participants

Policymakers; leaders from the public and private sectors and academia; CEOs of NGOs; extension service department staff; and senior managers/entrepreneurs in charge of promoting B&B use for sustainable, clean, safe agricultural/food production.

4. Green Productivity

Project Code	18-IN-22-GE-WSP-A
Title	Workshop on Material Flow Cost Accounting for SMEs
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	Pakistan
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,200

Breakdown

APO Share		
- Participants' expenses	\$21,600	
- Experts' expenses	\$18,000	
- Secretariat expenses	\$4,700	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$46,400
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,200

Objectives and Targets

To provide a platform for MFCA practitioners to exchange information on applications of MFCA, share success stories of MFCA implementation, and deliberate on strategies in promoting MFCA in their own countries.

Background

MFCA is a management tool that promotes the efficient use of materials and energy. It helps to examine the usage of resources and contributes to reductions in nonproducts, waste, and emissions. An international standard on MFCA practices, ISO 14051, was developed and published in 2011, which has helped SMEs and other organizations reduce waste and costs and thus increase overall productivity. This workshop is thus in line with the Green Productivity concept that the APO has long promoted and will serve as a platform for participants to share their MFCA practices and learn from each other.

Scope and Methodology

Scope:

MFCA methodology and practice; ISO 14051 and updates; and good practices and case studies of MFCA.

Methodology:

Interactive lectures, group work and discussions, site visit, and case study presentations.

Qualifications of Participants

Environment and GP consultants, managers and executives from industries, and consultants engaged in MFCA.

4. Green Productivity

Project Code	18-IN-33-GE-TRC-A
Title	Training Course on Management Consultancy on Green Productivity for the Service Sector
Program	C1. Development of NPOs
Host Country	China, Rep. of
Duration	10 days
Timing	To be decided
No. of Participants	26
Project Cost	\$97,800

Breakdown

APO Share		
- Participants' expenses	\$23,900	
- Experts' expenses	\$36,100	
- Secretariat expenses	\$3,600	
- Other local costs	\$150	
- Miscellaneous	\$2,300	\$66,000
Host Country Share		
- Local implementation costs		\$31,800
Total		\$97,800

Objectives and Targets

To train participants to undertake management consultancy services on Green Productivity (GP), encompassing productivity enhancement and environmental protection in the service sector.

Background

GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities, goods, and services. Emphasis in the training course is placed on the framework of management consultancy and GP applications, particularly how to utilize raw materials and other resources effectively and to minimize waste from processes. It will enhance the competency of consultants of NPOs or similar institutions in the area of management consultancy with GP applications.

Scope and Methodology

Scope:

Overall framework of GP management consultancy; consulting skills in service management, service quality management, and total quality management; and concept of GP and its implementation.

Methodology:

Lectures and discussions, exchange of consultancy experiences, presentations of case studies, site visits, presentation of individual action plans, and examination.

Qualifications of Participants

Consultants from NPOs, government agencies dealing with green initiatives, professional from service industry association and SME owners involve in service industry.

4. Green Productivity

Project Code	18-IN-34-GE-TRC-A
Title	Training of Trainers and Consultants in Green Productivity
Program	C1. Development of NPOs
Host Country	China, Rep. of
Duration	20 days
Timing	To be decided
No. of Participants	28
Project Cost	\$148,100

Breakdown

APO Share		
- Participants' expenses	\$37,900	
- Experts' expenses	\$46,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$2,800	\$89,600
Host Country Share		
- Local implementation costs		\$58,500
Total		\$148,100

Objectives and Targets

To develop trainers, consultants, and practitioners in Green Productivity (GP) equipped with in-depth knowledge of and hands-on experience in strategic resource planning and management, tools, techniques, and technologies enabling them to design green growth strategies.

Background

GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities, goods, and services. It helps to increase profitability through improvements in productivity and environmental performance. The APO has been in the forefront in promoting this strategy in member countries for two more than a decades through various modalities including conferences, exhibitions, workshops, seminars, and training courses

Scope and Methodology

Scope:

GP applications at the production level; GP applications at strategic and production levels; methodology, tools, techniques, and technologies;

Methodology:

Group discussions, plant attachment, presentation to stakeholders, individual action plans, and exam and evaluation.

Qualifications of Participants

Productivity practitioners from NPOs, consultancy firms, and trainers.

4. Green Productivity

Project Code	18-IN-47-GE-SMN-A
Title	Study Mission to a Nonmember Country on Hybrid Renewable Energy Applications
Program	A3. Energy Management
Host Country	Europe
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$95,400

Breakdown

APO Share		
- Participants' expenses	\$22,800	
- Experts' expenses	\$14,700	
- Secretariat expenses	\$5,000	
- Other local costs	\$50,000	
- Miscellaneous	\$2,900	\$95,400
Host Country Share		
- Local implementation costs		\$0
Total		\$95,400

Objectives and Targets

To learn about the latest hybrid renewable energy initiatives in Europe; and obtain firsthand information on the best practices of hybrid renewable energy.

Background

Due to economic growth in Asia, energy consumption is rising dramatically and renewable energy is becoming a significant industry. Given the public health impact of fossil fuels and fast-growing energy demand, renewable energy will play a crucial role in the global energy mix. This study mission will examine hybrid renewable energy technologies such as solar energy, wind power generation, geothermal energy, and biomass energy in Europe and their possible adaptation. Participants are expected to consider the best mix of renewable energy in each country and identify practical approaches to harmonize with their national policies and projects.

Scope and Methodology

Scope:

Strategy for promotion of hybrid renewable energy applications and best mix of solar cell technology, wind power generation, geothermal energy, and biomass energy.

Methodology:

Presentations, interactions with resource persons and representatives of European research institutes, group discussions, site visits, and action plan preparation.

Qualifications of Participants

Senior-level officials in energy/power ministries and managers from electricity utility companies.

4. Green Productivity

Project Code	18-IN-66-GE-TRC-A
Title	Training Course for Energy Managers and Energy Auditors: ISO 50001
Program	A3. Energy Management
Host Country	Mongolia
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$63,200

Breakdown

APO Share		
- Participants' expenses	\$23,400	
- Experts' expenses	\$18,400	
- Secretariat expenses	\$2,500	
- Other local costs	\$150	
- Miscellaneous	\$1,900	\$46,400
Host Country Share		
- Local implementation costs		\$16,800
Total		\$63,200

Objectives and Targets

To provide an opportunity for energy managers and auditors to understand the methodology and major components of ISO 50001; and enable them to reduce energy consumption and improve energy performance in organizations.

Background

The importance of promoting energy efficiency is not a new concept among enterprises in all sectors as well as consumer groups worldwide. Energy management has been a goal for years to provide more power for economic activities and residential demand at lower cost while using less fuel. There have been some clear successes in many parts of the world, such as the growing adoption of energy-saving appliances and utilization of energy-efficient techniques and technologies. Yet more needs to be done in both the private and public sectors to facilitate energy-efficient practices and procedures in the Asia-Pacific region through the energy management system (ISO 50001).

Scope and Methodology

Scope:

ISO 50001 requirements, concepts, and fundamentals; how to implement ISO 50001 in an organization; and tools and documents used to achieve results in accordance with ISO 50001.

Methodology:

Discussions, presentations, interactions with resource persons, observational site visits, action plan preparation, and exam.

Qualifications of Participants

SME managers, auditors, and professionals engaged in the field of energy efficiency and energy management.

4. Green Productivity

Project Code	18-IN-68-GE-DLN-B
Title	e-Learning Course on Green Productivity
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	e-Learning
Duration	
Timing	To be decided
No. of Participants	
Project Cost	\$133,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Vendor service fee	\$11,200	
- VC center fee and lunch fees	\$63,000	
- Coordination and field visits	\$15,000	
- Experts fee for 2 sessions	\$12,000	
- Miscellaneous	\$2,000	\$103,200
Host Country Share		
- Local implementation costs		\$30,000
Total		\$133,200

Objectives and Targets

To equip the participants with in-depth knowledge of Green Productivity (GP) and strategic resource planning and management, tools, techniques, and technologies and enable them to design green growth strategies.

Background

GP is a strategy for simultaneously enhancing productivity and environmental performance that leads to sustained improvement in the quality of life. The combined application of appropriate productivity and environmental management tools, techniques, and technologies reduces the environmental impact of an organization's activities, products, and services while enhancing profitability and competitiveness. This e-learning course serves as an introduction to the concept of GP and its implementation. It gives participants the opportunity to understand the GP theory, methodology, tools, and practices before attending a future practical face-to-face course.

Scope and Methodology

Scope:

Concept of GP; GP methodology; tools for GP; techniques for GP; and case studies of GP implementation.

Methodology:

Online lectures, online group discussions, online presentations of case studies, site visit(s), and exam.

Qualifications of Participants

Productivity practitioners from NPOs, environmental/energy professionals, and consultants/practitioners. NPOs are encouraged to nominate participants who pass the examination and actively participated in this e-learning to attend the face-to-face course Training of Trainers in GP.

4. Green Productivity

Project Code	18-IN-94-GE-TRC-A
Title	Training Course on Energy Accounting and Energy Efficiency for SMEs
Program	A3. Energy Management
Host Country	China, Rep. of
Duration	5 days
Timing	To be decided
No. of Participants	19
Project Cost	\$50,800

Breakdown

APO Share		
- Participants' expenses	\$10,800	
- Experts' expenses	\$17,400	
- Secretariat expenses	\$2,400	
- Other local costs	\$150	
- Miscellaneous	\$1,600	\$32,400
Host Country Share		
- Local implementation costs		\$18,400
Total		\$50,800

Objectives and Targets

To train a pool of trainers in energy accounting equipped with advanced knowledge of energy efficiency, energy conservation, and energy management, enabling them to conduct national training courses for multiplier effects.

Background

SMEs constitute the most numerous business entities and are important in accelerating economic growth and development in APO member countries. Since energy is one of the major expenditures for SMEs, an adequate supply of energy at reasonable cost is a key to their competitiveness. However, energy prices are expected to rise substantially with rapid economic growth, mainly in Asia. It is crucial for SMEs to reduce energy consumption by introducing energy accounting and promoting energy efficiency. The course will provide opportunities for participants to observe actual applications of energy accounting and energy-efficient techniques and technologies.

Scope and Methodology

Scope:

Concept and applications of energy accounting; methodologies and approaches for energy efficiency in SMEs; and successful adoption of advanced energy-efficient techniques and technologies.

Methodology:

Presentations, interactions with resource persons, observational site visits, action plan preparation, and group discussion.

Qualifications of Participants

SME owners and executives, energy consultants, and professionals engaged in the field of energy efficiency and energy management.

Project Code	18-RP-24-GE-RES-B
Title	Research on Public Policy Innovations for Promoting Smart Factories
Program	F1. Productivity-related Trends
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$93,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$85,400	
- Secretariat expenses	\$3,900	
- Welcome reception	\$1,000	
- Miscellaneous	\$1,800	\$92,100
Host Country Share		
- Local implementation costs		\$1,000
Total		\$93,100

Objectives and Targets

To examine innovative approaches in public policies which encourage the establishment of smart factory initiatives for NPOs and member governments to learn from and apply the key success factors in promoting smart factory initiatives.

Background

Global competition forced the business sector to race toward advanced production systems characterized by high automation and IT. In manufacturing, advances in modern technologies now make factories smarter, safer, and more environmentally sustainable, resulting in growth and greater competitiveness. However, public policy and innovative approaches in legislation play an enabling role in this progress. They encourage further adoption of systems and applications for smart factories, especially in manufacturing. This research will examine existing policy innovations and applications that promote smart factories in the region.

Scope and Methodology

Scope:

Policy innovations; what is a smart factory? ; benefits and impact of smart factories; principles of designing a smart factory; and Industry 4.0.

Methodology:

Coordination meeting, case study, survey, and comparative analysis.

Qualifications of Participants

International and national experts with backgrounds in smart factories and policy innovations.

4. Green Productivity

Project Code	18-RP-31-GE-TIA-B
Title	Expansion of the Network of the International Green Advisory Committee and Green Productivity Advisory Committees
Program	A1. Productivity Initiatives for Sustainable Manufacturing
Host Country	APO Secretariat
Duration	
Timing	One year
No. of Participants	
Project Cost	\$117,900

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Meetings, materials and other relevant expenses to promote GP	\$64,000	
- Supporting establishment of IGPACs	\$51,600	
- Miscellaneous	\$2,300	\$117,900
Host Country Share		
- Local implementation costs		\$0
Total		\$117,900

Objectives and Targets

To explore establishing an international GP network beyond the APO membership to deepen the impact of GP activities globally and form effective networks of GPACs in APO members to provide guidance to member countries in setting directions for the promotion of GP in line with national agendas for sustainable socioeconomic development.

Background

The GPAC was established in 2003, comprising high-level representatives of leading Japanese corporations with demonstrated excellence in environmental technologies, products, and services at the global level. The GPAC has been supporting the APO's GP-related activities, including the EPIFs and the Eco-products Database, and this movement needs to be expanded throughout the Asia-Pacific region to enhance environmentally friendly partnerships between the private sector and the APO. Furthermore, the project will attempt to expand international GPACs and networking.

Scope and Methodology

Scope:

Global sustainability networking; eco-solutions, -products, -technologies, and -services; public and private partnerships; strengthening eco-conscious SMEs.

Methodology:

Seminars, workshops, business meetings, and missions.

5. Individual Country Program

Project Code	18-IN-01-GE-OSM-C
Title	Individual-country Observational Study Missions
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$166,200

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Local Implementation Costs	\$43,200	
- Miscellaneous	\$7,000	
- Miscellaneous	\$1,000	\$51,200
Host Country Share		
- Local implementation costs		\$115,000
Total		\$166,200

Objectives and Targets

To provide opportunities for professionals/managers/entrepreneurs from an individual member country or NPO to study, discuss, and observe recent developments and best practices in specific areas of interest by visiting another country (ies).

Background

Under the Individual-country Observational Study Mission (I-OSM) Program, a member country may send a mission(s) to one or more other member countries to study and observe recent developments and best practices in a particular area of interest relevant to its needs for productivity promotion. This program addresses individual member country needs for productivity enhancement. To strengthen the I-OSM Program and promote productivity partnerships among member economies, NPOs are encouraged to host one or more missions in 2018 depending upon the relevance of subjects and allocation of resources.

Scope and Methodology

Scope:

Sending/receiving countries may propose subjects for I-OSMs covering the latest developments in industry, service, and agriculture; technology and management; and productivity, environment, energy, and quality issues.

Methodology:

General subject orientation, study visits to organizations including private enterprises and government agencies

5. Individual Country Program

Project Code	18-IN-02-GE-TES-C
Title	Technical Expert Services
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$548,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- 45 services	\$427,500	
- Miscellaneous	\$8,600	\$436,100
Host Country Share		
- Local implementation costs		\$112,500
Total		\$548,600

Objectives and Targets

To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement. Successful Technical Expert Services (TES) projects create multiplier effects for the national productivity movement.

Background

The main purpose of TES projects is to develop trainers and consultants of NPOs and provide consultancy services to solve productivity-related issues. TES achieves these objectives through the deployment of experts knowledgeable in the subject areas who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates these activities in cooperation with recipient NPOs. The focus areas for TES in 2018 will be aligned with the Roadmap to Achieve the APO Vision 2020, and the details will be stipulated in the Project Notification. The number of experts assigned per member country under TES in 2018 will be specified to improve the effectiveness and balance the utilization of this program among the APO membership.

Scope and Methodology

Training of NPO staff and stakeholders in requesting member countries in core productivity tools, techniques, and methodology; and providing consultancy services to resolve productivity-related issues in NPOs and relevant organizations.

5. Individual Country Program

Project Code	18-IN-03-GE-BCBN-C
Title	Bilateral Cooperation Between NPOs
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$104,400

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- 10 missions	\$95,000	
- Miscellaneous	\$1,900	\$96,900
Host Country Share		
- Local implementation costs		\$7,500
Total		\$104,400

Objectives and Targets

To support and facilitate bilateral cooperation between NPOs to enable them to learn from each other projects among NPOs.

Background

The BCBN Program allows NPOs to learn from each other to address their unique needs and requirements. It also facilitates the dispatch of those involved in the productivity movement from an NPO or similar organizations in one member country to another. The visits of high-level officials, policymakers, and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs may be sponsored by this program.

Scope and Methodology

Scope:

Sponsoring visits to observe the productivity movement in other member countries and APO Secretariat; facilitating mutual learning by NPO professionals; and sending NPO officials to training courses, conferences, or productivity-related events organized by other NPOs.

Methodology:

Visits to study the productivity movement, discuss APO programs and policies, or attend events.

Qualifications of Participants

High-level officials including APO directors, NPO heads, and policymakers responsible for the capacity building of NPOs and enhancement of national productivity movements.

5. Individual Country Program

Project Code	18-IN-04-GE-DMP-C
Title	Development of Demonstration Companies
Program	G1. Country Specific
Host Country	MCs
Duration	
Timing	One year
No. of Participants	
Project Cost	\$258,300

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$144,000	
- Secretariat expenses	\$12,000	
- Dissemination	\$40,000	
- Contingency	\$5,000	
- Miscellaneous	\$4,000	\$205,000
Host Country Share		
- Local implementation costs		\$53,300
Total		\$258,300

Objectives and Targets

To establish demonstration-cum-productivity model companies/organizations to showcase the processes and results of productivity, quality, environmental, energy efficiency, and food safety improvements in factories, farms, companies, and enterprises.

Background

Demonstration projects illustrate practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. They convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase the tangible results of productivity improvement programs, others are encouraged to undertake similar efforts. Candidates for demonstration company projects are recommended by NPOs, and selection is made in consultation with experts and the APO Secretariat. Experts then perform diagnostic studies, recommend action plans for productivity improvement, and help implement the plans.

Scope and Methodology

Scope:

Green Productivity, lean production systems, Six Sigma, innovation management, knowledge management, and food safety management systems to enhance productivity in SMEs and public-sector organizations.

Methodology:

Tripartite arrangement among a demonstration company or group of demonstration companies, the NPO, and APO.

Qualifications of Participants

Selected demonstration companies.

6. Information

Project Code	18-AF-01-GE-INF
Title	Development of Publication Materials
Program	G2. Organization
Host Country	-
Duration	
Timing	
No. of Participants	
Project Cost	\$138,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Publications	\$81,500	
- Overseeing internal/external communication	\$51,800	
- APO library	\$2,000	
- Miscellaneous	\$2,700	\$138,000
Host Country Share		
- Local implementation costs		\$0
Total		\$138,000

Objectives and Targets

To support the development, production, publication, and dissemination of information and training materials.

Background

As part of its role as a clearinghouse for productivity information, the APO produces productivity-related publications and training aid materials for dissemination to NPOs and other stakeholders in member countries. The development of IT-based facilities at the Secretariat and more active use of the APO e-platform have led to significant changes in the publication and dissemination strategies. APO is now increasingly producing information materials, publications, and training aids in digital format. This has helped in dissemination and enables greater outreach. However, the Secretariat also continues to produce print publications on selected titles. To ensure quality, these materials continue to be designed and edited by the appropriate professionals and experts in the fields.

Project Code	18-AF-02-GE-INF
Title	Public Relations
Program	G2. Organization
Host Country	-
Duration	
Timing	
No. of Participants	
Project Cost	\$230,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- APO website	\$57,400	
- APO News	\$34,000	
- Annual report	\$8,400	
- PR materials	\$35,000	
- PR activities	\$90,700	
- Miscellaneous	\$4,500	\$230,000
Host Country Share		
- Local implementation costs		\$0
Total		\$230,000

Objectives and Targets

To publicize APO activities through the APO News, website, Annual Report, and other publicity/promotional materials and PR activities.

Background

To increase its visibility, keep stakeholders updated and meet transparency requirements, the APO publishes the bimonthly APO News and APO Annual Report. From 2013, the APO started developing marketing collaterals showcasing success stories and best practices after completed projects. Brochures and other materials are produced to highlight activities for the widest possible audience. Involvement in annual or periodic international and local events is covered in appropriate media. The APO maintains a constantly updated website and popular social media platform for information dissemination, general public relations, and focused communication among project experts, participants, and NPOs. The mass media are utilized for timely press releases.

Scope and Methodology

APO hires the services of third party vendors for its publication and website development/maintenance requirements. Procurement is done following the APO Guidelines.

Project Code	18-AF-03-GE-INF
Title	IT Support
Program	G2. Organization
Host Country	
Duration	
Timing	-
No. of Participants	
Project Cost	\$371,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- 1. IT Support and Maintenance	\$86,900	
- 2. Migration & Upgrade	\$128,600	
- 3. CRM System development	\$109,100	
- 4. Planning and Development	\$39,100	
- Miscellaneous	\$7,300	\$371,000
Host Country Share		
- Local implementation costs		\$0
Total		\$371,000

Objectives and Targets

To support all Secretariat activities by ensuring secure, stable, efficient IT infrastructure and providing advanced IT services through a combination of technical expertise and integration of the knowledge management database.

Background

The Secretariat is constantly seeking ways to increase the efficiency and cost-effectiveness of its operations and to provide useful, improved information-based tools to meet the needs of APO member countries as well improve the internal productivities. In 2017, IT Support will continue its work from previous years in developing an integrated in-house data management system covering the operational, financial, administrative, and personnel management needs of the Secretariat, as well as enhancements to e-based productivity promotion tools such as the self-e-learning system, Customer relationship management system, human resource management system, Web security software deployment.

Scope and Methodology

Daily IT support and maintenance, management of overall network systems and IT devices, enhancement of the user network environment, and development of project-based IT solutions and support for inhouse databases and other information tools.

7. Organization & Coordination

Project Code	18-AF-05-GE-GBM
Title	60th Session of the Governing Body
Program	G2. Organization
Host Country	MCs
Duration	3 days
Timing	April
No. of Participants	19
Project Cost	\$186,100

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$67,600	
- Secretariat expenses	\$54,000	
- Other local costs	\$10,000	
- Miscellaneous	\$14,500	\$146,100
Host Country Share		
- Local implementation costs		\$40,000
Total		\$186,100

Objectives and Targets

To convene the annual meeting of the Directors of the Governing Body to discuss and decide on APO annual programs, finance, membership, and other policy matters

Background

The Governing Body Meeting (GBM) is an annual meeting, held generally in April, where APO Directors of member countries convene to discuss and make crucial decisions on various matters related to APO activities as well as administrative and budgetary matters. The APO Secretariat, together with the host country, ensures the smooth organization and operation of the GBM.

Scope and Methodology

Participation by APO Directors, local implementation and logistical support, and preparation and production of meeting documentation.

Qualifications of Participants

Directors of the Governing Body.

7. Organization & Coordination

Project Code	18-AF-06-GE-WSM
Title	59th Workshop Meeting of Heads of NPOs
Program	G2. Organization
Host Country	MCs
Duration	3 days
Timing	October
No. of Participants	38
Project Cost	\$244,700

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$125,200	
- Secretariat expenses	\$54,000	
- Other local costs	\$10,000	
- Miscellaneous	\$15,500	\$204,700
Host Country Share		
- Local implementation costs		\$40,000
Total		\$244,700

Objectives and Targets

To convene the annual Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) and Agriculture Delegates to discuss and plan APO program activities.

Background

The WSM is an annual meeting, held generally in October, where the designated Heads the NPOs and Agriculture Delegates from member countries convene to discuss and plan APO program activities. The APO Secretariat, together with the host country, ensures the smooth organization and operation of the WSM

Scope and Methodology

Participation by Heads of NPOs and Agriculture Delegates, local implementation and logistical support, and preparation and production of meeting documentation.

Qualifications of Participants

Heads of NPOs and Agriculture Delegates.

7. Organization & Coordination

Project Code	18-AF-07-GE-INT
Title	International Cooperation
Program	G2. Organization
Host Country	-
Duration	
Timing	
No. of Participants	
Project Cost	\$49,600

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Staff Travel	\$45,000	
- International Conference and Meetings	\$1,500	
- Miscellaneous	\$2,100	
- Miscellaneous	\$1,000	\$49,600
Host Country Share		
- Local implementation costs		\$0
Total		\$49,600

Objectives and Targets

To develop collaborative alliances and partnerships with external organizations and to facilitate the relationship-building and information-sharing efforts of the organization to attract potential new member countries

Background

The importance of building partnership frameworks with other international and regional organizations has become increasingly necessary to enhance the cost-efficiency and visibility of APO activities. Efforts continue to identify opportunities for not only building organization-level alliances but also project-based partnerships. Furthermore, to expand the membership base, the Secretariat plays a unique role in information-sharing on the activities, missions, and objectives of the organization with potential member countries.

Scope and Methodology

Participation in international and regional meetings, conferences, and other events; visits by the Secretary-General and/or senior officials of the Secretariat to member countries; and information-sharing activities and other communication with potential member countries.

7. Organization & Coordination

Project Code	18-AF-GE-ADM
Title	Administration
Program	G2. Organization
Host Country	-
Duration	
Timing	-
No. of Participants	
Project Cost	\$5,898,000

Breakdown

APO Share		
- Participants' expenses	\$0	
- Experts' expenses	\$0	
- Secretariat expenses	\$0	
- Administration	\$5,898,000	
- Miscellaneous	\$0	\$5,898,000
Host Country Share		
- Local implementation costs		\$0
Total		\$5,898,000

Objectives and Targets

To manage the Secretariat's administrative expenses, which include staff expenses as well as expenses for maintaining the overall office infrastructure and ensuring the operational capacity of the Secretariat.

Background

Administration supports the operations of the Secretariat and its various activities to ensure that the organization meets the needs of its member countries. It covers and supports a wide range of operational needs of the Secretariat, including related expenses for Secretariat staff, maintaining a sound, safe office environment, and ensuring the provision of adequate resources and administrative support for the Secretariat to execute its role. At the same time, Administration also continually reviews and assesses the operational needs and processes of the Secretariat to ensure the cost-efficiency and cost-effectiveness of all activities.

Scope and Methodology

Maintenance of a sound, safe working environment, administrative support and resources for Secretariat staff, and monitoring and assessment of the Secretariat's overall operational framework and governance.

7. Organization & Coordination

Note:

Under the APO Share:

- Participants' expenses may include items such as international travel, hotel accommodations, and per diem allowances, if applicable.
- Experts' expenses may include items such as international travel, DSA, and honoraria, if applicable.
- Secretariat expenses may include items such as travel and DSA for staff members, if applicable.
- Other local costs may include items such as implementation costs of national programs, costs for local logistic arrangements, etc., if applicable.
- Miscellaneous may include items such as reception fee, etc., if applicable.

Under the Host Country Share:

- Local implementation costs may include items such as participant's hotel accommodations, per diem allowances, and all or part of local implementation costs, if applicable.

3. List of Projects 2018 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
Bangladesh	18-AG-01-GE-WSP-B	Workshop on Smart Agricultural Extension Models	\$27,600	
	18-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Advanced Course for SMEs in the Food Industry	\$16,300	
	18-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications for Manufacturing	\$16,300	
	18-RP-05-GE-RMT-B	Research Meeting on Productivity Policy Implications for National Productivity Enhancement	\$14,600	\$74,800
Cambodia	18-AG-27-GE-WSP-A	Workshop on Food Safety Risk Management in Food Supply Chains	\$15,700	
	18-IN-36-GE-TRC-A	Training Course on Total Quality Management for Industries	\$15,700	\$31,400
China, Rep. of	18-AG-24-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism	\$18,400	
	18-AG-40-GE-CON-A	3rd International Conference on Biofertilizers and Biopesticides	\$16,400	
	18-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	\$18,400	
	18-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity for the Service Sector	\$31,800	
	18-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	\$58,500	
	18-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	\$18,400	
	18-IN-94-GE-TRC-A	Training Course on Energy Accounting and Energy Efficiency for SMEs	\$18,400	
	18-RP-18-GE-RMT-B	Research Meeting on Global Competitiveness and Productivity Growth	\$16,400	\$196,700
Fiji	18-IN-90-GE-CON-A	Top Management Forum on Knowledge Management and Innovation for SMEs	\$15,400	\$15,400
India				
Indonesia	18-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	\$15,700	
	18-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: The Food Industry of the Future	\$14,100	
	18-AG-28-GE-TRC-A	Training Course on Global Food Safety Initiatives	\$15,700	
	18-IN-51-GE-OSM-A	Multicountry Observational Study Mission on Labor-Management Relations	\$15,700	\$61,200

3. List of Projects 2018 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
IR Iran	18-AG-08-GE-TRC-A	Training Course on Climate Change Adaptation and Disaster Risk Management in Agriculture	\$16,800	
	18-AG-19-GE-TRC-B	Training Course on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains	\$16,800	
	18-IN-24-GE-WSP-A	Workshop on Service Innovation in ICT for the Banking Sector	\$16,800	
	18-IN-26-GE-WSP-A	Workshop on Human-centered Productivity	\$16,800	\$67,200
Japan				
Korea, Rep. of	18-IN-29-GE-OSM-B	Multicountry Observational Study Mission on Corporate Social Responsibility in the Service Sector	\$27,100	
	18-IN-32-GE-TRC-B	Training Course on Customer Satisfaction Index Development for the Service Sector	\$27,100	
	18-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	\$27,100	\$81,300
Lao PDR	18-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for Industries	\$13,600	\$13,600
Malaysia	18-AG-35-GE-TRC-B	Training of Trainers in Planning and Management of e-Businesses for Women Entrepreneurs	\$16,800	
	18-IN-20-GE-TRC-A	Training Course on Lean Manufacturing Systems	\$21,600	
	18-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	\$36,600	\$75,000
Mongolia	18-RP-25-GE-RMT-B	Research Meeting on Social Commerce for SMEs	\$15,000	\$15,000
Nepal				
Pakistan	18-AG-03-GE-WSP-A	Workshop on Innovative Methods for Increasing Agricultural Water Productivity	\$16,800	
	18-AG-29-GE-WSP-A	Workshop on Packaging and Labeling of Food Products to Enhance Market Access	\$16,800	
	18-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting for SMEs	\$16,800	\$50,400
Philippines	18-IN-30-GE-TRC-A	Training Course on Development of Productivity Practitioners: Basic	\$49,700	
	18-IN-60-GE-OSM-B	Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity	\$17,900	
	18-IN-71-GE-TRC-A	Training Course on Performance Measurement Methodology for Public-sector Organizations	\$17,900	
	18-RP-11-GE-RMT-B	Research Meeting on the Impact of Education Policies on National Productivity Growth	\$15,900	\$101,400

3. List of Projects 2018 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
Singapore	18-IN-28-GE-OSM-B	Multicountry Observational Study Mission on Business Excellence for the Service Sector	\$22,200	\$22,200
Sri Lanka	18-AG-11-GE-WSP-A	Workshop on International Marketing of Agrifood Products	\$15,700	\$43,900
	18-IN-48-GE-TRC-A	Training Course on Developing Strategic Leadership for the Public Sector	\$15,700	
	18-IN-50-GE-CON-A	APO International Productivity Showcase and Best Practice Networking Forum on the Public Sector	\$12,500	
Thailand	18-AG-30-GE-TRC-B	Training Course on Cold Chain and Logistics Management	\$15,700	\$15,700
Vietnam	18-AG-15-GE-TRC-B	Training Course on Waste Management in Agribusiness	\$15,700	\$29,800
	18-RP-10-GE-RMT-A	Research Meeting on Science, Technology, and Innovation Policies and Productivity Enhancement	\$14,100	
To be decided	18-IN-10-GE-OSM-A	Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs	\$11,300	\$65,400
	18-IN-42-GE-OSM-B	Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders	\$11,300	
	18-RP-09-GE-CON-B	Forum on Productivity Measurement Analysis and Policy Implications for APO Member Economies	\$7,600	
	18-RP-12-GE-CON-A	Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries	\$7,600	
	18-RP-16-GE-CON-A	Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region	\$5,700	
	18-RP-21-GE-CON-B	International Conference on Knowledge Productivity	\$10,600	
	18-RP-23-GE-OSM-B	Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development	\$11,300	
e-Learning	18-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	\$30,000	\$90,000
	18-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors		
	18-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs		
	18-IN-14-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Health Sector		
	18-IN-68-GE-DLN-B	e-Learning Course on Green Productivity		
MCs	18-AF-05-GE-GBM	60th Session of the Governing Body	\$40,000	
	18-AF-06-GE-WSM	59th Workshop Meeting of Heads of NPOs	\$40,000	

3. List of Projects 2018 by Country

Note: This table excludes out-of-ranking projects.

Country	Project Code	Project Title	MC Share	Sub Total
	18-AG-39-GE-NFP-C	National Follow-up Program (NFP)	\$15,000	
	18-IN-01-GE-OSM-C	Individual-country Observational Study Missions	\$115,000	
	18-IN-02-GE-TES-C	Technical Expert Services	\$112,500	
	18-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	\$7,500	
	18-IN-04-GE-DMP-C	Development of Demonstration Companies	\$53,300	
	18-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	\$30,000	
	18-RP-33-GE-DON-C	Development of Centers of Excellence	\$13,000	\$426,300
			\$1,476,700	\$1,476,700

4. List of Projects 2018 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total	
A. Industry Sector	A1. Sustainable Manufacturing	18-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	\$174,900	\$609,900	
		18-IN-10-GE-OSM-A	Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs	\$44,300		
		18-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications for Manufacturing	\$39,400		
		18-IN-20-GE-TRC-A	Training Course on Lean Manufacturing Systems	\$55,000		
		18-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting for SMEs	\$46,400		
		18-IN-36-GE-TRC-A	Training Course on Total Quality Management for Industries	\$35,900		
		18-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for Industries	\$37,100		
		18-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	\$32,400		
		18-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	\$41,300		
	18-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	\$103,200			
	A2. Management Systems	18-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	\$103,200	\$272,400	
		18-IN-26-GE-WSP-A	Workshop on Human-centered Productivity	\$55,300		
		18-IN-51-GE-OSM-A	Multicountry Observational Study Mission on Labor-Management Relations	\$43,300		
		18-IN-90-GE-CON-A	Top Management Forum on Knowledge Management and Innovation for SMEs	\$70,600		
	A3. Energy Management	18-IN-47-GE-SMN-A	Study Mission to a Nonmember Country on Hybrid Renewable Energy Applications	\$95,400	\$127,800	
		18-IN-94-GE-TRC-A	Training Course on Energy Accounting and Energy Efficiency for SMEs	\$32,400		
	B. Service Sector	B1. Service/Business Excellence	18-IN-14-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Health Sector	\$103,200	\$277,300
			18-IN-24-GE-WSP-A	Workshop on Service Innovation in ICT for the Banking Sector	\$55,300	
			18-IN-28-GE-OSM-B	Multicountry Observational Study Mission on Business Excellence for the Service Sector	\$36,200	
18-IN-29-GE-OSM-B			Multicountry Observational Study Mission on Corporate Social Responsibility in the Service Sector	\$41,300		
18-IN-32-GE-TRC-B			Training Course on Customer Satisfaction Index Development for the Service Sector	\$41,300		
C. Public Sector	C1. Development of NPOs	18-IN-30-GE-TRC-A	Training Course on Development of Productivity Practitioners: Basic	\$92,100	\$492,300	
		18-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced	\$52,300		
		18-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity for the Service Sector	\$66,000		
		18-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	\$89,600		
		18-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	\$192,300		

4. List of Projects 2018 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total
		18-RP-33-GE-DON-C	Development of Centers of Excellence	\$131,200	\$623,500
	C2. Public Sector Leadership	18-IN-11-GE-SMN-B	Study Mission to a Nonmember Country on Transformational Leadership in the Public Sector for Accelerating Productivity Initiatives	\$108,700	\$223,300
		18-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	\$32,400	
		18-IN-42-GE-OSM-B	Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders	\$44,300	
		18-IN-48-GE-TRC-A	Training Course on Developing Strategic Leadership for the Public Sector	\$37,900	
	C3. Public Sector Productivity	18-IN-50-GE-CON-A	APO International Productivity Showcase and Best Practice Networking Forum on the Public Sector	\$63,900	\$142,600
		18-IN-60-GE-OSM-B	Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity	\$36,400	
		18-IN-71-GE-TRC-A	Training Course on Performance Measurement Methodology for Public-sector Organizations	\$42,300	
D. Agriculture & Food Sector	D1. Sustainable Agriculture	18-AG-01-GE-WSP-B	Workshop on Smart Agricultural Extension Models	\$39,300	\$456,100
		18-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Livestock and Poultry	\$82,300	
		18-AG-03-GE-WSP-A	Workshop on Innovative Methods for Increasing Agricultural Water Productivity	\$46,200	
		18-AG-04-GE-SMN-A	Study Mission to a Nonmember Country on Commercialization of Biotechnology in Agriculture	\$83,200	
		18-AG-08-GE-TRC-A	Training Course on Climate Change Adaptation and Disaster Risk Management in Agriculture	\$55,200	
		18-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	\$149,900	
	D2. Agribusiness	18-AG-11-GE-WSP-A	Workshop on International Marketing of Agrifood Products	\$37,700	\$115,100
		18-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	\$43,100	
		18-AG-15-GE-TRC-B	Training Course on Waste Management in Agribusiness	\$34,300	
	D3. Rural Enterprises & Agr Revitalization	18-AG-19-GE-TRC-B	Training Course on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains	\$55,200	\$185,900
		18-AG-22-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Rural Communities Revitalization Models	\$66,000	
		18-AG-24-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism	\$32,200	
		18-AG-35-GE-TRC-B	Training of Trainers in Planning and Management of e-Businesses for Women Entrepreneurs	\$32,500	
	D4. Food Quality & Safety	18-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: The Food Industry of the Future	\$90,800	\$185,900
		18-AG-27-GE-WSP-A	Workshop on Food Safety Risk Management in Food Supply Chains	\$35,700	
		18-AG-28-GE-TRC-A	Training Course on Global Food Safety Initiatives	\$43,100	

4. List of Projects 2018 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total
		18-AG-29-GE-WSP-A	Workshop on Packaging and Labeling of Food Products to Enhance Market Access	\$46,200	
		18-AG-30-GE-TRC-B	Training Course on Cold Chain and Logistics Management	\$31,400	
		18-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Advanced Course for SMEs in the Food Industry	\$39,300	
		18-AG-40-GE-CON-A	3rd International Conference on Biofertilizers and Biopesticides	\$72,800	\$359,300
E. Policy & Measurement	E1. Productivity Policy Analysis	18-RP-04-GE-RES-B	Research on Good Policies for Driving Productivity Growth	\$87,000	
		18-RP-05-GE-RMT-B	Research Meeting on Productivity Policy Implications for National Productivity Enhancement	\$40,500	
		18-RP-06-GE-RES-B	Research on Industrial Policy Implications for Boosting SME Productivity	\$87,000	
		18-RP-08-GE-SMN-B	Study Mission to a Nonmember Country on Strategic Labor Policies and Labor Productivity Enhancement	\$74,200	
		18-RP-09-GE-CON-B	Forum on Productivity Measurement Analysis and Policy Implications for APO Member Economies	\$94,500	
		18-RP-10-GE-RMT-A	Research Meeting on Science, Technology, and Innovation Policies and Productivity Enhancement	\$32,200	
		18-RP-11-GE-RMT-B	Research Meeting on the Impact of Education Policies on National Productivity Growth	\$33,900	
		18-RP-12-GE-CON-A	Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries	\$92,400	\$541,700
	E2. Productivity Measurement	18-RP-13-GE-RES-A	APO Productivity Database & Databook	\$212,800	
		18-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase II)	\$76,500	
		18-RP-15-GE-RES-B	Research on Development of a Labor Quality Database on APO Economies	\$76,500	
		18-RP-16-GE-CON-A	Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region	\$72,600	
		18-RP-17-GE-RES-B	Research for Development of the Database on Potential Economic Growth and Productivity Projections for APO Economies	\$62,200	\$500,600
E3. Monitoring & Evaluation	18-RP-03-GE-IMP-A	Impact Evaluation Study	\$59,600		
	18-RP-18-GE-RMT-B	Research Meeting on Global Competitiveness and Productivity Growth	\$37,200		
	18-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	\$86,500		
	18-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	\$86,500	\$269,800	
E4. Agricultural Policy	18-AG-33-GE-RES-B	Research on Benchmarking the Productivity of Major Crops	\$99,600	\$99,600	
F. Futures	F1. Productivity-related Trends	18-RP-01-GE-RES-C	Program Development Fund	\$49,200	
		18-RP-21-GE-CON-B	International Conference on Knowledge Productivity	\$96,300	
		18-RP-22-GE-RES-B	Research on ICT Innovation for Promoting Productivity Growth in the SME sector	\$92,100	
		18-RP-23-GE-OSM-B	Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development	\$45,400	

4. List of Projects 2018 by Group/Program

Note: This table excludes out-of-ranking projects.

Group	Program Code	Project Code	Project Title	MC Share	Sub Total	
		18-RP-25-GE-RMT-B	Research Meeting on Social Commerce for SMEs	\$45,400		
		18-RP-26-GE-RES-B	Research on Innovation Ecosystems in APO Economies	\$92,100	\$420,500	
G. Institutional	G1. Country Specific	18-AG-39-GE-NFP-C	National Follow-up Program (NFP)	\$306,000		
		18-IN-01-GE-OSM-C	Individual-country Observational Study Missions	\$51,200		
		18-IN-02-GE-TES-C	Technical Expert Services	\$436,100		
		18-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	\$96,900		
		18-IN-04-GE-DMP-C	Development of Demonstration Companies	\$205,000	\$1,095,200	
	G2. Organization	18-AF-01-GE-INF	Development of Publication Materials	\$138,000		
		18-AF-02-GE-INF	Public Relations	\$230,000		
		18-AF-03-GE-INF	IT Support	\$371,000		
		18-AF-05-GE-GBM	60th Session of the Governing Body	\$146,100		
		18-AF-06-GE-WSM	59th Workshop Meeting of Heads of NPOs	\$204,700		
		18-AF-07-GE-INT	International Cooperation	\$49,600		
		18-AF-GE-ADM	Administration	\$5,898,000	\$7,037,400	
					\$13,358,000	\$13,358,000

5. Proposed Priority Projects for 2018

Ranking	Project Code	Project Title	Venue
CORE	18-AF-01-GE-INF	Development of Publication Materials	-
	18-AF-02-GE-INF	Public Relations	-
	18-AF-03-GE-INF	IT Support	
	18-AF-05-GE-GBM	60th Session of the Governing Body	MCs
	18-AF-06-GE-WSM	59th Workshop Meeting of Heads of NPOs	MCs
	18-AF-07-GE-INT	International Cooperation	
	18-AF-GE-ADM	Administration	-
	18-AG-23-GE-DLN-A	Self-learning e-Course for the Agriculture Sector	e-Learning
	18-AG-39-GE-NFP-C	National Follow-up Program (NFP)	MCs
	18-IN-01-GE-OSM-C	Individual-country Observational Study Missions	MCs
	18-IN-02-GE-TES-C	Technical Expert Services	MCs
	18-IN-03-GE-BCBN-C	Bilateral Cooperation Between NPOs	MCs
	18-IN-04-GE-DMP-C	Development of Demonstration Companies	MCs
	18-IN-06-GE-DLN-A	Self-learning e-Course for the Industry and Service Sectors	e-Learning
	18-IN-92-GE-DON-C	Institutional Strengthening of NPOs by Development of Productivity Practitioners	MCs
	18-RP-01-GE-RES-C	Program Development Fund	APO Secretariat
	18-RP-03-GE-IMP-A	Impact Evaluation Study	APO Secretariat
	18-RP-33-GE-DON-C	Development of Centers of Excellence	MCs
	1	18-IN-31-GE-TRC-A	Training Course on Development of Productivity Practitioners: Advanced
2	18-IN-30-GE-TRC-A	Training Course on Development of Productivity Practitioners: Basic	Philippines
3	18-RP-13-GE-RES-A	APO Productivity Database & Databook	APO Secretariat
4	18-RP-21-GE-CON-B	International Conference on Knowledge Productivity	To be decided
5	18-IN-20-GE-TRC-A	Training Course on Lean Manufacturing Systems	Malaysia

5. Proposed Priority Projects for 2018

Ranking	Project Code	Project Title	Venue
6	18-IN-43-GE-OSM-B	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	China, Rep. of
7	18-RP-19-GE-RES-B	Research on Monitoring and Evaluation of the Status of Productivity Enhancement in Member Countries	APO Secretariat
8	18-IN-44-GE-OSM-B	Multicountry Observational Study Mission on SME Development	Korea, Rep. of
9	18-IN-37-GE-TRC-B	Training Course on Basic Productivity Tools for Industries	Lao PDR
10	18-AG-01-GE-WSP-B	Workshop on Smart Agricultural Extension Models	Bangladesh
11	18-RP-04-GE-RES-B	Research on Good Policies for Driving Productivity Growth	APO Secretariat
12	18-IN-34-GE-TRC-A	Training of Trainers and Consultants in Green Productivity	China, Rep. of
13	18-AG-27-GE-WSP-A	Workshop on Food Safety Risk Management in Food Supply Chains	Cambodia
14	18-RP-20-GE-RES-B	Research on Productivity Advisory Service to Member Governments and NPOs	APO Secretariat
15	18-IN-28-GE-OSM-B	Multicountry Observational Study Mission on Business Excellence for the Service Sector	Singapore
16	18-IN-32-GE-TRC-B	Training Course on Customer Satisfaction Index Development for the Service Sector	Korea, Rep. of
17	18-IN-33-GE-TRC-A	Training Course on Management Consultancy on Green Productivity for the Service Sector	China, Rep. of
18	18-IN-51-GE-OSM-A	Multicountry Observational Study Mission on Labor-Management Relations	Indonesia
19	18-IN-29-GE-OSM-B	Multicountry Observational Study Mission on Corporate Social Responsibility in the Service Sector	Korea, Rep. of
20	18-IN-22-GE-WSP-A	Workshop on Material Flow Cost Accounting for SMEs	Pakistan
21	18-IN-71-GE-TRC-A	Training Course on Performance Measurement Methodology for Public-sector Organizations	Philippines
22	18-AG-03-GE-WSP-A	Workshop on Innovative Methods for Increasing Agricultural Water Productivity	Pakistan
23	18-IN-90-GE-CON-A	Top Management Forum on Knowledge Management and Innovation for SMEs	Fiji
24	18-IN-10-GE-OSM-A	Multicountry Observational Study Mission on Corporate Sustainability Management for SMEs	To be decided
25	18-IN-68-GE-DLN-B	e-Learning Course on Green Productivity	e-Learning
26	18-RP-11-GE-RMT-B	Research Meeting on the Impact of Education Policies on National Productivity Growth	Philippines
27	18-RP-18-GE-RMT-B	Research Meeting on Global Competitiveness and Productivity Growth	China, Rep. of
28	18-AG-13-GE-CON-A	Asian Food and Agribusiness Conference: The Food Industry of the Future	Indonesia

5. Proposed Priority Projects for 2018

Ranking	Project Code	Project Title	Venue
29	18-RP-26-GE-RES-B	Research on Innovation Ecosystems in APO Economies	APO Secretariat
30	18-IN-26-GE-WSP-A	Workshop on Human-centered Productivity	IR Iran
31	18-IN-11-GE-SMN-B	Study Mission to a Nonmember Country on Transformational Leadership in the Public Sector for Accelerating Productivity Initiatives	Canada
32	18-IN-94-GE-TRC-A	Training Course on Energy Accounting and Energy Efficiency for SMEs	China, Rep. of
33	18-RP-14-GE-RES-B	Research on Capacity Building of Member Countries in Productivity Measurement for NPOs (Phase II)	APO Secretariat
34	18-IN-36-GE-TRC-A	Training Course on Total Quality Management for Industries	Cambodia
35	18-IN-14-GE-DLN-A	e-Learning Course on Customer Satisfaction Management for the Health Sector	e-Learning
36	18-IN-24-GE-WSP-A	Workshop on Service Innovation in ICT for the Banking Sector	IR Iran
37	18-AG-35-GE-TRC-B	Training of Trainers in Planning and Management of e-Businesses for Women Entrepreneurs	Malaysia
38	18-IN-13-GE-WSP-B	Workshop on Total Productive Maintenance Applications for Manufacturing	Bangladesh
39	18-AG-29-GE-WSP-A	Workshop on Packaging and Labeling of Food Products to Enhance Market Access	Pakistan
40	18-RP-06-GE-RES-B	Research on Industrial Policy Implications for Boosting SME Productivity	APO Secretariat
41	18-AG-12-GE-WSP-B	Advanced Agribusiness Management Course for Executives and Managers	Indonesia
42	18-RP-15-GE-RES-B	Research on Development of a Labor Quality Database on APO Economies	APO Secretariat
43	18-RP-22-GE-RES-B	Research on ICT Innovation for Promoting Productivity Growth in the SME sector	APO Secretariat
44	18-IN-50-GE-CON-A	APO International Productivity Showcase and Best Practice Networking Forum on the Public Sector	Sri Lanka
45	18-AG-31-GE-TRC-B	Training Course on Food Safety Management Systems: Advanced Course for SMEs in the Food Industry	Bangladesh
46	18-AG-22-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Rural Communities Revitalization Models	APO Secretariat
47	18-RP-23-GE-OSM-B	Multicountry Observational Study Mission on Public Policy Innovation for Human Capital Development	To be decided
48	18-IN-47-GE-SMN-A	Study Mission to a Nonmember Country on Hybrid Renewable Energy Applications	Europe
49	18-AG-30-GE-TRC-B	Training Course on Cold Chain and Logistics Management	Thailand
50	18-IN-25-GE-OSM-B	Multicountry Observational Study Mission on Public-sector Productivity for High-level Officials	China, Rep. of
51	18-IN-42-GE-OSM-B	Multicountry Observational Study Mission on Benchmarking Service Delivery and Productivity for Local Government Leaders	To be decided

5. Proposed Priority Projects for 2018

Ranking	Project Code	Project Title	Venue
52	18-AG-15-GE-TRC-B	Training Course on Waste Management in Agribusiness	Vietnam
53	18-AG-19-GE-TRC-B	Training Course on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains	IR Iran
54	18-AG-40-GE-CON-A	3rd International Conference on Biofertilizers and Biopesticides	China, Rep. of
55	18-RP-10-GE-RMT-A	Research Meeting on Science, Technology, and Innovation Policies and Productivity Enhancement	Vietnam
56	18-IN-48-GE-TRC-A	Training Course on Developing Strategic Leadership for the Public Sector	Sri Lanka
57	18-AG-02-GE-WSP-B	Workshop on Advanced Farm Mechanization: Livestock and Poultry	APO Secretariat
58	18-AG-11-GE-WSP-A	Workshop on International Marketing of Agrifood Products	Sri Lanka
59	18-AG-04-GE-SMN-A	Study Mission to a Nonmember Country on Commercialization of Biotechnology in Agriculture	USA
60	18-IN-09-GE-DLN-A	e-Learning Course on Management Innovation in SMEs	e-Learning
61	18-AG-24-GE-OSM-A	Multicountry Observational Study Mission for Mass Media Practitioners on Best Practices in the Development and Management of Community-based Rural Tourism	China, Rep. of
62	18-RP-17-GE-RES-B	Research for Development of the Database on Potential Economic Growth and Productivity Projections for APO Economies	APO Secretariat
63	18-RP-09-GE-CON-B	Forum on Productivity Measurement Analysis and Policy Implications for APO Member Economies	To be decided
64	18-RP-08-GE-SMN-B	Study Mission to a Nonmember Country on Strategic Labor Policies and Labor Productivity Enhancement	Europe
65	18-AG-28-GE-TRC-A	Training Course on Global Food Safety Initiatives	Indonesia
66	18-AG-08-GE-TRC-A	Training Course on Climate Change Adaptation and Disaster Risk Management in Agriculture	IR Iran
67	18-AG-33-GE-RES-B	Research on Benchmarking the Productivity of Major Crops	APO Secretariat
68	18-RP-05-GE-RMT-B	Research Meeting on Productivity Policy Implications for National Productivity Enhancement	Bangladesh
69	18-RP-12-GE-CON-A	Forum on Fostering the Role of International Organizations in Productivity Policy Advisory for APO Member Countries	To be decided
70	18-IN-60-GE-OSM-B	Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity	Philippines
71	18-RP-16-GE-CON-A	Conference on Evidence-based Productivity Analysis and Policy Formulation for Furthering Potential Growth in the Asia-Pacific Region	To be decided
72	18-RP-25-GE-RMT-B	Research Meeting on Social Commerce for SMEs	Mongolia

5. Proposed Priority Projects for 2018

Ranking	Project Code	Project Title	Venue
<Out Of Ranking>			
73	18-AG-34-GE-CON-A	Conference on Agriculture Policies in Asia	Indonesia
74	18-AG-06-GE-OSM-B	Multicountry Observational Study Mission on Successful Models of Integrated Farming	Indonesia
75	18-AG-32-GE-TRC-A	Training Course on Food Quality Standards for Enhancing Market Access	Lao PDR
76	18-IN-66-GE-TRC-A	Training Course for Energy Managers and Energy Auditors: ISO 50001	Mongolia
77	18-IN-62-GE-CON-B	Conference on Public-sector Productivity: e-Governance for Smart Public Services	IR Iran
78	18-RP-24-GE-RES-B	Research on Public Policy Innovations for Promoting Smart Factories	APO Secretariat
79	18-RP-31-GE-TIA-B	Expansion of the Network of the International Green Advisory Committee and Green Productivity Advisory Committees	APO Secretariat
80	18-IN-40-GE-WSP-B	Workshop on Quality Customer Service for the Service Sector	Thailand