

APO

Annual Report

2011



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Asian Productivity Organization

First published in Japan
by Asian Productivity Organization
1-2-10 Hirakawa-cho, Chiyoda-ku
Tokyo 102-0093, Japan
www.apo-tokyo.org

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The APO Secretariat thanks the NPOs for providing updates on their directory information; photographs of NPO Heads, Alternate Directors, and Liaison Officers; and some of the project-related images used in this report.

ISBN: 978-92-833-2430-0
eISBN: 978-92-833-2431-7

300.07.2012

Designed by Edwin A. Cortes
Printed by Hirakawa Kogyosha Inc., Japan

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APO DIRECTORS, ALTERNATE DIRECTORS, LIAISON OFFICERS, AND NPO HEADS

(AS OF 31 DECEMBER 2011)

APO CHAIR

Mr. Somdy Inmyxai

APO Director for Lao PDR



APO FIRST VICE CHAIR

Mr. Azman Hashim

APO Director for Malaysia



APO SECOND VICE CHAIR

Mr. Yamaaranz Erkhembayar

APO Director for Mongolia



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Secretary, Ministry of Industries



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Director, National Productivity Organisation, Ministry of Industries



Liaison Officer

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Joint Director, National Productivity Organisation, Ministry of Industries



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Liaison Officer

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REPUBLIC OF CHINA

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Chairman, China Productivity Center



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Director General, Department of Industrial Technology, Ministry of Economic Affairs



Liaison Officer

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NPO Head

Dr. Pao-Cheng Chang

President, China Productivity Center



FIJI

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Permanent Secretary for Labour, Industrial Relations & Employment, Ministry of Labour, Industrial Relations & Employment



Alternate Director & NPO Head

Mr. Kamlesh Prakash

Director, National Training and Productivity Centre, Fiji National University



Liaison Officer

Mr. Samuela Namosimalua

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HONG KONG

Director / Not Designated

Alternate Director / Not Designated

Liaison Officer / Not Designated

NPO Head / Not Designated

INDIA

Director

Mr. Pradeep Kumar Chaudhery

Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry



Alternate Director

Ms. Anjali Prasad

Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce and Industry



Liaison Officer

Mr. Gopal Prasad

Deputy Secretary Department of Industrial Policy & Promotion, Ministry of Commerce and Industry



NPO Head

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Director General, National Productivity Council



INDONESIA

Director

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Director General, Training and Productivity Development, Ministry of Manpower and Transmigration R. I.



Alternate Director

Mr. Bambang Satrio Lelono

Secretary Directorate General, Training and Productivity Development, Ministry of Manpower and Transmigration R. I.



Liaison Officer & NPO Head

Mrs. Nora Ekaliana

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ISLAMIC REPUBLIC OF IRAN

Director & NPO Head

Dr. Ali Rezaian

Head, National Iranian Productivity Organization



Alternate Director

Dr. Mahmood Ghanizadeh

Director, International Affairs, National Iranian Productivity Organization



Liaison Officer

Not designated

JAPAN

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Mr. Kazuhiko Koshikawa

Director General, International Cooperation Bureau, Ministry of Foreign Affairs



Alternate Director

Mr. Mitsuhiro Wada

Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs



Liaison Officer

Mr. Manabu Fujii

Director, International Cooperation Department, Japan Productivity Center



NPO Head

Mr. Masayoshi Matsukawa

President, Japan Productivity Center



REPUBLIC OF KOREA

Director & NPO Head

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Chairman & CEO, Korea Productivity Center



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Liaison Officer

Mr. Jun-Ho Kim

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LAO PDR

Director & NPO Head

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Director General, Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization



Alternate Director

Mr. Soutchay Sisouvang

Deputy Director General, Small and Medium Enterprise Promotion and Development Office, Ministry of Industry and Commerce

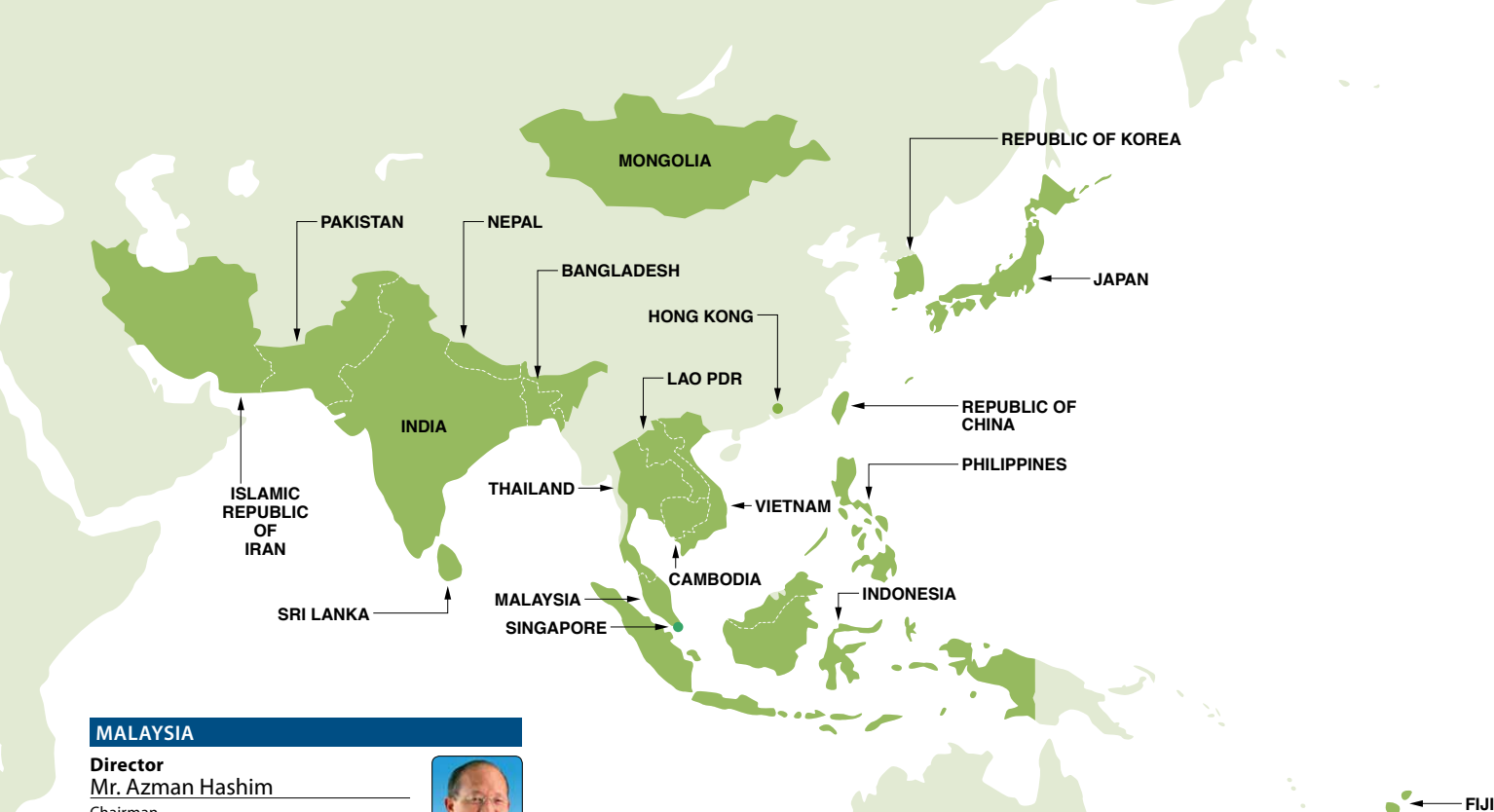


Liaison Officer

Mr. Sayasith Khamphasith

Director, Productivity Division, Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization





MALAYSIA

Director

Mr. Azman Hashim

Chairman,
Malaysia Productivity Corporation



Alternate Director & NPO Head

Mr. Mohd. Razali Hussain

Director General,
Malaysia Productivity Corporation



Liaison Officer

Mr. Khidzir Ahmad

Consultant,
Malaysia Productivity Corporation



MONGOLIA

Director

Mr. Yamaaranz Erkhembayar

Chairman of the Board of Directors,
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Centre of Mongolia



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Director, Public Administration
and Management Department,
Ministry of Social Welfare and Labour



Liaison Officer

Mrs. Baigalmaa Purevdorj

Mongolian Productivity Organization



NPO Head

Mr. Delgertsogt Davaadorj

Mongolian Productivity Organization



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Centre



Alternate Director / Not Designated

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Mr. Pushpa Kumar Karki

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Mr. Aziz Ahmad Bilour

Federal Secretary, Ministry of Industries



Alternate Director

Mr. Agha Nadeem

Additional Secretary, Ministry of Industries



Liaison Officer & NPO Head

Mr. Khawaja Muhammad Yousuf

Chief Executive Officer,
National Productivity Organization



PHILIPPINES

Director

Ms. Margarita R. Songco

Deputy Director-General, National Economic
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Alternate Director & NPO Head

Mr. Antonio D. Kalaw, Jr.

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Liaison Officer

Mr. Carlos A. Sayco, Jr.

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Development Academy of the Philippines



SINGAPORE

Director & NPO Head

Mr. Cheong Boon Png

Chief Executive, SPRING Singapore



Alternate Director

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Executive Director, Productivity Programme
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Liaison Officer

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Manager, Productivity Programme Office,
SPRING Singapore



SRI LANKA

Director

Mr. Lalith Kannangara

Secretary, Ministry of Productivity Promotion



Alternate Director & NPO Head

Mr. S.E.R.T.M.S.P. Bandara

Additional Secretary,
Ministry of Productivity Promotion



Liaison Officer

Mrs. J.M. Thilaka Jayasundara

Director, National Productivity Secretariat



THAILAND

Director

Dr. Witoon Simachoketdee

Permanent Secretary, Ministry of Industry



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Executive Director,
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Alternate Director & NPO Head

Mr. Nguyen Anh Tuan

Managing Director,
Vietnam Productivity Centre



Liaison Officer

Ms. Nguyen Thu Hien

Head, International Cooperation Division,
Vietnam Productivity Centre



APO SECRETARIAT

SECRETARY-GENERAL AND DESIGNATIONS OF STAFF MEMBERS

Secretary-General	Mr. Ryuichiro Yamazaki	
Administration & Finance Department	Mr. Sherman Loo	Director
	Mr. Yoshikazu Kihira	Administration & Finance Officer
	Ms. Yoshimi Sasaki	Administration & Finance Officer
	Ms. Martini Abdul Aziz	Information & Public Relations Officer
	Ms. Yumiko Nishio	Project Coordinator
	Ms. Emiko Kurayoshi	Accountant
	Mr. Masashi Hashimoto	Administration Assistant
	Ms. Chihiro Sakaguchi	Administration Assistant
	Ms. Naoko Tsuruta	Administration Assistant
	Ms. Yoko Fujimoto	Administration Assistant
	Ms. Tomoko Goto	Administration Assistant
	Ms. Junko Isawa	IT Assistant
Research & Planning Department	Mr. Joselito Cruz Bernardo	Acting Director
	Ms. Yasuko Asano	Program Officer
	Mr. Masaya Amau	Program Officer
	Ms. Mitsuko Eshita	Project Coordinator
	Ms. Akiko Ohara	Project Assistant
Industry Department	Ms. Setsuko Miyakawa	Director
	Mr. K.D. Bhardwaj	Senior Program Officer
	Mr. Kritchai Anakamanee	Program Officer
	Ms. Hiroko Kosaka	Program Officer
	Mr. Muhammad Idham bin Mohd Zain	Program Officer
	Ms. Yumiko Yamashita	Program Officer
	Ms. Akemi Oikawa	Project Coordinator
	Ms. Noriko Kasai	Project Assistant
	Ms. Noriko Goto	Project Assistant
	Ms. Sayuri Watanabe	Project Assistant
	Ms. Mayumi Nakagawa	Project Assistant
	Ms. Yoshika Sawairi	Project Assistant
Agriculture Department	Mr. Joselito Cruz Bernardo	Director
	Dr. Muhammad Saeed	Senior Program Officer
	Mr. Yoshihide Endo	Program Officer
	Ms. Mutsumi Nojima	Project Coordinator
	Ms. Emiko Iwasaki	Project Assistant
	Ms. Satomi Kozuka	Project Assistant

(As of 31 December 2011)

FOREWORD

RYUICHIRO YAMAZAKI | SECRETARY-GENERAL

The APO turned 50 in 2011. Several members celebrated this milestone; for example, the Republic of China awarded a grant for a 50th anniversary publication that will showcase the development, accomplishments, and future directions of the productivity movement in the Asia-Pacific. Looking back on the achievements of the past five decades, it is clear that the organization had to overcome various challenges in promoting productivity to contribute to the socioeconomic development of member economies. The year 2011 was an eventful one, with both success and adversity. The APO is grateful that Malaysia volunteered to host the Governing Body Meeting (GBM) after Japan's natural disaster in March prevented holding it in Tokyo as planned.

Despite the adverse impact of the weakening US dollar on financial resources, the APO applied creative solutions to maintain the quality of its projects and ensure that they stay relevant to the needs of members with rapidly evolving economies. The organization was guided by its three strategic directions, approved at the 53rd GBM in 2011: strengthen NPOs and promote the development of SMEs and communities; catalyze innovation-led productivity growth; and promote Green Productivity.

Milestones in 2011 included an overwhelming response to a pilot self-learning e-course on the occupational health and safety management system, with more than 2,700 participants. The revamped APO website incorporates new features to facilitate online learning. Our commitment to contribute to improving productivity in the public sector to deliver better services was manifested in a research project on using knowledge management to innovate within the public sector which can then be shared among member countries. In addition, a workshop on "lean" techniques, prevalent in private industry, was held to enhance public services.



In agriculture, research on productivity measurement and monitoring systems was initiated. In line with the directive for more inclusive economic development programs, we focused on rural enterprise development through community-based rural tourism and the One Village, One Product movement in members such as Cambodia, Lao PDR, the Philippines, and Vietnam. Other efforts included business excellence (BE) initiatives in Asia with SPRING Singapore as the designated Center of Excellence on BE providing advisory services to various members. The Eco-products International Fair 2011 in Delhi, India, attracted 25,000 visitors from the region.

In honoring its commitment to enable its members to be more productive and competitive by 2020, the APO will continue to align its activities with members' needs so that they can compete in a dynamically changing global economy. I will do my best to ensure that the APO continues to benefit the region in the years ahead.

Ryuichiro Yamazaki

Tokyo, July 2012

ORGANIZATION

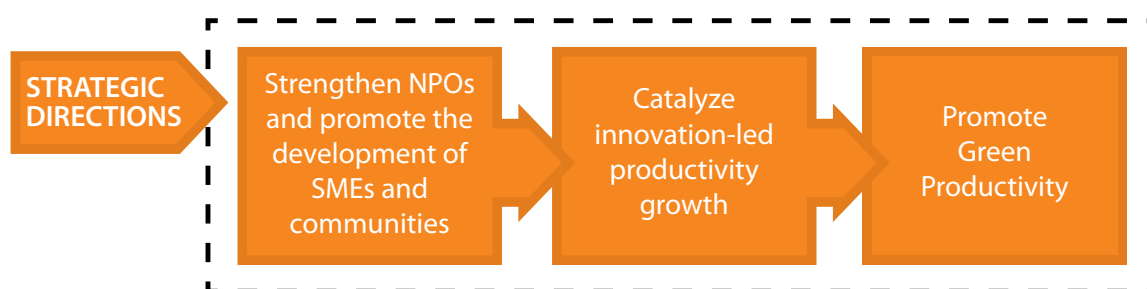
The Asian Productivity Organization (APO) was established on 11 May 1961 as a regional intergovernmental organization. The APO is nonpolitical, nonprofit, and nondiscriminatory.

VISION

To be the leading international organization on productivity enhancement, enabling APO economies to be more productive and competitive by 2020

MISSION

Contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity



From 1990 to 2010, APO programs and projects were based on the five thrust areas of knowledge management, Green Productivity, strengthening of SMEs, integrated community development, and development of NPOs. Three strategic directions replaced them for the 2011 to 2020 decade:

1. Strengthen NPOs and promote the development of SMEs and communities

NPOs need to be strengthened to lead national productivity initiatives, and SMEs play a crucial role in all economies. The APO aims to support NPOs to develop competency centers and improve the productivity of targeted segments of SMEs and communities.

2. Catalyze innovation-led productivity growth

Productivity improvement includes both increased efficiency and innovation-led gains that increase the quality of products and delivery of services. The APO aims to strengthen management skills through proven knowledge management tools, improve productivity in the service and public sectors, and promote business collaboration among member economies.

3. Promote Green Productivity

The APO will work with member countries to promote green technologies, create demand for green products and services, green manufacturing and service-sector supply chains, and promote sustainable practices in agriculture.

MEMBERSHIP

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership comprises Bangladesh, Cambodia, Republic of China, Fiji, Hong Kong, India, Indonesia, Islamic Republic of Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. These countries pledge to assist each other in their productivity drives in a spirit of mutual cooperation by sharing knowledge, information, and experience.

KEY ROLES

In serving its members, the APO performs five key roles: Think Tank, Catalyst, Regional Adviser, Institution Builder, and Clearinghouse for Productivity Information.

1. As a **think tank**, the APO conducts research on emerging needs of members for their follow-up and for determining appropriate assistance to them.
2. As a **catalyst**, the APO promotes bilateral and multilateral alliances among members and between them and others outside the APO region for collaboration in productivity-related activities for mutual benefit.
3. As a **regional adviser**, the APO surveys the economic and development policies and performance of each member country and assists in formulating strategies for achieving enhanced productivity and competitiveness.
4. As an **institution builder**, the APO strengthens the capability of the NPOs and other institutions to provide productivity promotion, training, and consultancy services to the public and private sectors.
5. As a **clearinghouse for productivity information**, the APO facilitates the dissemination and exchange of information on productivity among its members.

STRUCTURE

The APO structure comprises the Governing Body, the NPOs, and the Secretariat headquartered in Tokyo.

Governing Body

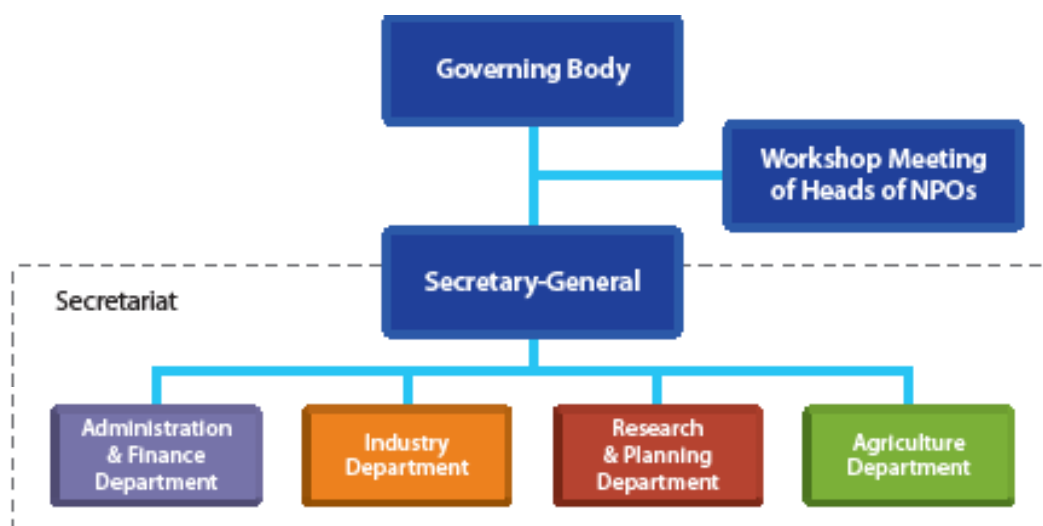
The Governing Body is the supreme organ of the APO. It comprises one government-appointed Director from each member. The Governing Body meets annually to receive the Secretary-General's annual report and the auditor's financial report; determine the APO budget, policies, strategies, directions, and membership; approve the two-year plan and annual programs; lay down guidelines for the ensuing fiscal year's program; and approve the budget and financial guidelines.

NPOs and Workshop Meeting of Heads of NPOs

Each member government designates a national body to be its NPO. NPOs are usually entrusted with spearheading the productivity movement in each country. They also serve as the official liaison bodies with the Secretariat and coordinate APO projects hosted by their governments. Each year, the APO organizes a Workshop Meeting of Heads of NPOs (WSM) to evaluate the previous year's projects, undertake strategic planning, and formulate the two-year plan and detailed program for the next year. The WSM assumes the role of program planning for two years and presents the plans to the Governing Body Meeting (GBM) for the decision on budget size. It also deliberates on productivity issues, guidelines for future programs, and emerging needs of member countries.

Secretariat

The Secretariat is the executive arm of the APO. It is headed by the Secretary-General and carries out the decisions and policy directives of the Governing Body. It has four departments: Administration and Finance; Research and Planning; Industry; and Agriculture. In collaboration with NPOs, it plans the biennial program and implements projects. The Secretariat also undertakes joint programs with



other international organizations, governments, and private institutions for the benefit of its members.

TYPES OF ACTIVITIES

The general feature of APO activities is to provide practical training through a combination of: 1) lectures by experts; 2) field visits to factories, farms, and facilities for observation of actual applications; and 3) country reports by participants for the sharing of experiences. APO projects are intended to be as immediately useful and applicable to participants as possible. The participants are expected to create multiplier effects by disseminating their newly acquired knowledge and understanding to others in their home countries.

APO activities target a diverse group of productivity stakeholders. The various types of approach or methodology employed in organizing them are:

Research: Research projects are organized to collect and analyze data and information on productivity-related topics using a predetermined methodology.

Study Meetings: These are meant to impart knowledge on emerging issues and challenges for policy, planning, and decision making, primarily through resource paper presentations and discussions among expert participants. Only

qualified experts and professionals knowledgeable about the subject area are expected to attend study meetings.

Forums: Forums provide a platform for discussions, dialogues, and networking for specific stakeholders. Senior and top-level managers, officials, consultants, and academic personnel are expected to attend.

Conferences: Conferences aim to help promote productivity and build consensus among stakeholders on the directions (or redirection) of the productivity movement in a member. Diverse stakeholders including top/senior representatives from government, business, and unions as well as representatives of NPOs, academia, and the media attend conferences. They can be in the form of a roundtable conference, international productivity conference, or simply an international conference.

Observational Study Missions: These provide opportunities for firsthand observation of and exposure to actual applications of specific subjects in enterprises. Some lectures and discussions may be included in an observational study mission. Middle- to top-level managers, officials, consultants, and academic personnel comprise participants in observational study missions.

Seminars: Seminars are organized to learn about a specific topic or field through lectures and presentations by resource persons and through discussions among participants and resource

persons. Relevant site visits may be included in a seminar. Participants are expected to present country papers for sharing experiences and practices. The target groups for seminars are senior-level managers, officials, consultants, and academic personnel.

Workshops: Learning takes place primarily through discussions and case studies undertaken in an interactive manner, emphasizing problem solving. Some lectures and/or presentations and relevant site visits may be included, while the main part of the workshop focuses on small group activities or exercises. The target groups for workshops are middle-level managers, officials, consultants, and academics.

Training courses: Training courses are designed to learn practical, result-oriented knowledge or skills primarily through lectures, presentations, and instruction by experts. In a training course, case studies and exercises as well as relevant site visits may be included. The target groups are middle-level managers, officials, consultants, and academic personnel.

e-Learning Programs: These are distance-learning programs designed either to reach as many people as possible at one specific time or for self-study by anyone interested. A combination of both approaches has been used in some projects. e-Learning can be either web-based or via videoconferencing or both.

2011 GBM AND WSM

53RD SESSION OF THE APO GOVERNING BODY

The 53rd Governing Body Meeting (GBM) was held in Kuala Lumpur, 19–21 April. Fifty-four delegates comprising directors and their advisers attended the meeting, observed by three representatives from the Colombo Plan Secretariat and Pan African Productivity Association. The Government of Japan had initially planned to host the 53rd GBM, but due to the earthquake and tsunami that struck the northeastern region of Japan, Malaysia graciously offered to hold the event.

APO Director for Malaysia Azman Hashim delivered the welcome remarks, and APO Chair Dr. Dong-Kyu Choi presented the opening address. Minister of International Trade and Industry Y.B. Dato' Sri Mustapa Mohamed gave the inaugural address, and former President Fidel V. Ramos of the Republic of the Philippines presented the keynote address. The heads of delegations to the meeting were introduced by APO Secretary-General Ryuichiro Yamazaki.

The APO Chair is assigned on rotational basis by country in alphabetical order as decided by the GBM in 2002 and practiced since 2003, beginning with Bangladesh. Thus, under this system, the 53rd GBM

elected APO Director for Lao PDR Somdy Inmyxai as APO Chair for 2011–2012 and APO Director for Malaysia Tan Sri Dato' Sri Azman Hashim and APO Director for Mongolia Yamaaranz Erkhembayar as First and Second Vice Chairs, respectively.

Annual Report of the Secretary-General

Secretary-General Ryuichiro Yamazaki described the three objectives he had set as the new Secretary-General: understand better the challenges and needs of member countries through meetings with the APO directors and heads of NPOs; gain deeper insights into the APO's operations by speaking to participants and experts taking part in APO projects; and strengthen the Secretariat's organizational capabilities by leveraging human resources and emphasizing his five Cs of communication, consensus building, confidence, cost-effectiveness, and credibility. He said that the APO had reached a critical turning point in its proud 50-year history.

One of the key issues at this year's GBM was the review of the membership contribution formula by a task force. The Secretary-General emphasized that the GBM needed to decide on the apportionment of membership contributions and that the Secretariat



53rd GBM delegates. Photo courtesy of MPC.

would be submitting program plans based on the same biennial budget as approved at last year's GBM. He added that despite the decline of the dollar against the yen which raised administrative costs, the Secretariat had still managed to increase the number of multicountry projects to 57 from the original 44 presented at last year's GBM by taking proactive measures to modify the project lineup and reducing costs. He appealed to member countries for more cash grants and thanked the Republic of China, Japan, the Republic of Korea, and Thailand for their additional cash grants in 2011. He also asked for membership contribution payments to be made during the first quarter of each year so as not to affect the APO's cash flow negatively.

The Secretary-General elaborated on some of the drastic initiatives to reduce administrative costs such as renegotiating the office rental rate downward by 15% for 2011, reducing salaries by an average of 18%, and utilizing IT to cut courier costs. There were also more plans in the pipeline to leverage technological and process innovations to improve cost-effectiveness and organizational flexibility with the help of a new, dynamic Secretariat team.

In line with the need to stay relevant to the needs of members and optimize limited resources, the Secretary-General reported that the Secretariat had followed up on last year's GBM and WSM suggestions to prioritize thrust areas and developed a new strategic plan under the guidance of an advisory panel. This new strategic plan would be presented for the GBM's approval, after which the Secretariat would develop an implementation plan with NPOs.

The Secretary-General briefly highlighted some key projects that took place in 2011. These included developing a framework to improve public-sector productivity, a priority area for the APO. The APO Center of Excellence for Business Excellence (BE), which started two years ago, had improved BE capabilities in Pakistan, the Philippines, and Thailand. To extend the outreach of APO programs, more e-learning courses and self-learning courses

would be developed. He also mentioned that the Green Productivity Program had provided the APO with an excellent platform to pursue the crucial area of sustainable economic development and that it had gained strong commitment from member governments. To complement APO projects that were targeted at developing more competitive agribusinesses and sustainable agriculture, a new program to strengthen food supply chain management was also launched last year in Cambodia and Lao PDR. Finally, he added that the *Productivity Databook* had established the APO as an authority on productivity research in Asia.

Concluding his report, Secretary-General Yamazaki emphasized that the APO was in a unique position to promote sustainable socioeconomic development in the region and beyond. To do so, it must fulfill its mission of becoming even more competitive and productive.

52ND WORKSHOP MEETING OF HEADS OF NPOs

The 52nd WSM was held in Vientiane, Lao PDR, 18–20 October. It was attended by 19 NPO delegates from 19 member countries, 18 agriculture delegates from 18 member countries, 20 advisers from 10 member countries, and three observers, one from the UN Food and Agriculture Organization and two from the National Productivity Improvement Program of the Federal Demographic Council, United Arab Emirates. APO Alternate Director and Acting NPO Head Soutchay Sisouvang delivered the welcome remarks, followed by the opening address by Minister of Industry and Commerce Dr. Nam Viyaketh.

Statement by the APO Secretary-General

The Secretary-General summarized the key decisions of the 53rd GBM and updated the WSM on some recent developments:

- As the membership contribution formula was an urgent issue, a new task force chaired by Malaysia

had been formed to resolve this matter expediently. The task force was in the process of being formed and deliberations were expected to begin next month.

- The GBM had directed the Secretariat to explore the option of moving the Secretariat's office within or outside Tokyo to reduce the rental fee as the Government of Japan would withdraw its rental cash grant from 2012 onward. The Secretariat had since explored various options under the Secretary-General's direction with the assistance of the Government of Japan.

- The GBM had asked the Secretariat to source additional funding from members and other relevant organizations. The Secretary-General asked members to offer additional cash grants for office rent or specific projects and thanked the Republic of China, Japan, the Republic of Korea, and Thailand for their generous special cash grants. He also pointed out that the Secretariat had proactively approached various international organizations to seek funds and collaborate on projects and that some of those efforts had borne fruit.

- To develop the new APO strategic plan, the Secretariat had consolidated and analyzed the views and needs of member countries. The 53rd GBM had approved the review of the APO thrust and subject areas with recommendations to inject elements of inclusiveness into the strategy by helping to foster microenterprises as those would also help alleviate poverty and contribute to economic development.

The Secretary-General warned that the Secretariat was facing a very serious financial issue due to the strengthening of the yen against the US dollar and the withdrawal of the rental cash grant by the Government of Japan. He emphasized that the Secretariat was likely to revise the 2012 budget exchange rate from the original ¥85 to US\$1 which would affect the ability of the Secretariat to implement all projects planned for 2012. Meanwhile, the Secretariat had drastically reduced administrative costs by implementing salary cuts, but the Governing Body was concerned about the sustainability of the organization and asked that the Secretariat review these measures at the 54th GBM



52nd WSM delegates. Photo courtesy of SMEPDO

to ensure that the Secretariat would still be able to attract and retain talented staff.

Administrative costs had also been substantially reduced in the areas of office rental, reduction of headcount, downgrading the class of airfare travel for all staff, reducing medical insurance costs, controlling overtime pay, etc. In the area of projects, the Secretary-General proposed that two study missions to nonmember countries be cancelled. The efforts were geared toward building up a contingency fund aimed at maintaining the same number of multicountry projects at 52 for 2012. However, he cautioned that this would depend on the strength of the yen next year and the outcome of the office relocation issue.

For the 2013 and 2014 Program Plan, the Secretary-General said that the Secretariat had compiled a list according to their priorities. However, an important assumption for the 2013–2014 biennium was made, which was for the rental fee of the Secretariat office to be zero.

The Secretary-General requested member countries to fund local implementation costs of e-learning courses from 2013. This, he said, would be consistent with the treatment of other multicountry projects. To minimize the impact on member countries, the Secretariat would explore videoconferencing systems to reduce costs.

With these measures, utilizing the same amount of budget for the new 2013–2014 biennium as for the 2011–2012 biennium, the Secretary-General announced that the Secretariat proposed increasing the number of multicountry projects to 63 for both 2013 and 2014. This would be a 20% jump compared with 2012 and a testimony to the Secretariat's commitment to becoming more cost-effective.

The Secretary-General then briefly highlighted some of the key programs and projects undertaken since the beginning of this year.

- The APO Center of Excellence (COE) for Business Excellence (BE) had started developing a simple self-help toolkit aimed at helping SMEs begin their BE journey and a BE consultants' manual that would be used to train more BE consultants. As the BE COE would be ending its term in March 2013, NPOs were invited to submit proposals to develop a new COE to the 2012 WSM.

- The Eco-products International Fair (EPIF) was held in New Delhi, India, in February 2011. As the EPIF in India was already the seventh in the series, the format and structure of this flagship program would be reviewed to ensure that it became even more effective. Thus, the 8th EPIF originally scheduled to be held in Singapore in 2012 had been postponed to 2013.

- The 2011 edition of the *APO Productivity Databook* was focused on widening the scope of productivity indicators and developing quality-adjusted labor input measurement methodology. The scope of this project would also be reviewed since the release of the first *APO Productivity Databook* was in 2008.

- The Secretariat had launched a pilot structured self-learning e-course through a dedicated web portal. The demand from participants was tremendous and the Secretariat had revamped the APO website to incorporate new features facilitating online learning.

- The APO had conducted a workshop on using "lean" techniques, already widely used in private industry, to improve and transform public services. Other projects focusing on applications of specific tools and techniques were scheduled for this year and next.

- A two-year research project on Agricultural Policy in Asia that studied the linkage of agricultural policies to productivity through the use of a new analytical tool had been completed with the support of the OECD and Kyushu University Asia Center.

- The APO had started to examine the impact of climate change on agricultural productivity as well as promote appropriate farm production practices to reduce greenhouse gas emissions. These projects supplemented ongoing projects such as the Special Program for Strengthening the Capacity of Food

Supply Chain Management in Asian Least Developed Countries funded by Japan.

- Promoting modern food safety management systems as well as safe, competitive food supply chains through multicountry and national training programs, and the establishment of model demonstration food companies remained the focus of food safety programs.

- In line with the directive for more inclusive economic development programs, the APO had focused on rural enterprise development through community-based rural tourism (CBRT) and the One Village, One Product (OVOP) movement by supporting the Philippines and Vietnam in organizing a national conference and workshop on CBRT. To promote the OVOP movement, Lao PDR and Cambodia had organized large-scale events.



INDUSTRY AND SERVICE SECTORS

The Industry and Service Sector Program caters to the needs of SMEs and the manufacturing and service sectors by providing practical training and human resources development projects, sharing best practices and innovations, and disseminating knowledge.

AREAS OF FOCUS

Projects under the Industry and Service Sector Program focus on socioeconomic progress, strengthening of SMEs, knowledge management, general management, total quality management, technology, IT, and innovation. The activities involve training courses, seminars, workshops, and observational study missions. A hands-on, application-oriented approach is taken, allowing participants to practice techniques and apply know-how during projects.

While most projects under the Industry and Service Sector Program are meant to meet the common needs of member countries with multicountry participation, others are designed with specific groups of countries with similar needs in mind. This two-tiered approach involves holding an e-learning course in groups of countries, followed by either a more in-depth, traditional, face-to-face training course or workshop or by a tailored in-country national program on the same topic.

SOCIOECONOMIC PROGRESS

Research on Knowledge Management for Public-sector Productivity

The November 2010 study meeting on Knowledge Management (KM) in the Public Sector confirmed that the majority of governments in member countries still lacked initiatives to promote the knowledge-based economy. A research project was therefore launched with a group from the UK as chief experts and six national experts from Japan, the ROK, Malaysia, Singapore, Thailand, and the Philippines. The coordination meeting on the Research on KM for Public-sector Productivity was held in Cheju, ROK, 29–31 March, implemented by the KPC. The coordination meeting identified applicable KM frameworks and KM steps to improve public-sector productivity, reviewed best practices of KM, and agreed on the content and work plan for the KM publication for the public sector. As the final outcome of the project, a publication on KM for the public sector will be published in 2012.



Knowledge Management for Public-sector Productivity

Program coverage: Publication content, structure, timeframe, and work allocation for *Knowledge Management for the Public Sector*.

APO Productivity Database

The APO's Productivity Database (PDB) project is part of the Secretariat's think tank role. The project generates a database on productivity and economic growth as a key source of information based on internationally harmonized, comparable

measurement methodology. Productivity growth should be measured rigorously, and the factors contributing to any increases should be identified so that member countries can take stock and plot future directions as well as compare their performance today with that in the past and with the performance of others in a meaningful manner. In order for the database to allow international comparative productivity analyses, the project also covers research on data for nonmember reference economies.

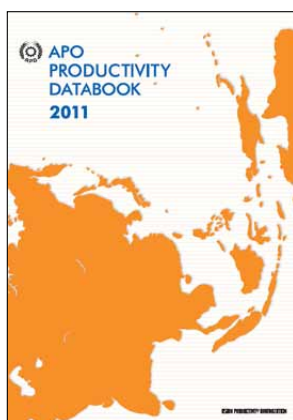
In 2011, the PDB project attempted to improve data quality, widen the scope of productivity indicators, and initiate detailed labor input analyses for member economies so that they could evaluate the role of human capital in economic development. The outputs of the research contributed to expanding total factor productivity analyses. The database as the output of this project is published on the APO website.

Program coverage: Labor productivity and quality-adjusted labor input analysis; Capital stock and services; Capital productivity; Total factor productivity; Productivity data research for nonmember reference economies; and Preliminary research on potential important topics of productivity measurement.

APO Productivity Databook

Economic statistics and comparative productivity data are important sources on which policymakers can rely on to analyze socioeconomic growth and set goals for national development planning. As part of its think tank and regional adviser roles, the APO conducts econometric research on productivity measurement and publishes the research outputs in the form of the *APO Productivity Databook* series. The databook series is intended to serve as useful productivity information for member governments, NPOs, and public- and private-sector policymakers, as well as economic researchers seeking to analyze productivity and economic growth. The publications are also used for project planning at the APO Secretariat.

In 2011, the project attempted to improve data quality and coverage adjustment for international and regional comparative analyses. The project also initiated analysis of the contribution of intangibles to value added and expanded total factor productivity (TFP) computations with more coverage. Focus areas included analyses of productivity by industry, sources of economic growth, impact of labor inputs, etc. Resources were allocated to conduct detailed research and surveys to enrich and complement national data where nonexistent or when scarce data for key productivity indicators were identified.



Program coverage: Establishment of a new APO questionnaire for labor data; Revision of a set of aggregates, industries, and metadata questionnaires for data collection and examination; Comparative analyses of labor productivity and sources of economic growth; TFP analysis; and Publication of the *APO Productivity Databook 2012*.

STRENGTHENING OF SMES

Multicountry Observational Study Mission on SME Development

The growth of SMEs in the Mekong region is vital to reduce poverty. However, SMEs in that region face various issues and challenges in terms of development and sustainability, which directly affect their productivity and competitiveness.

A multicountry observational study mission on SME Development was conducted in Tokyo and Nagoya, 24–28 January, to update information



SME Development

and share experiences in SME development and NPO services resulting from the Member Country Support Program, Development of Demonstration Companies, and workshop on SME Development in the Mekong Region; examine the best practices implemented by Japanese SMEs to enhance productivity, quality, and profitability of SMEs in the Mekong region; and develop an action plan for SME development in participating countries. This study mission, jointly undertaken with the JPC, was attended by a total of 12 participants from the member countries Cambodia, Lao PDR, and Vietnam, as well as four observers from Myanmar.

Program coverage: Roles and responsibility of the government in developing SMEs; Best examples of SMEs practicing 5S; Best examples of SMEs practicing kaizen; and SMEs with the best practices in the country. The participants also visited Diamond Dining Co., Ltd., Sankyo Kogyo Co., Ltd., Mirai Industry Co., Ltd. (Ogaki Plant), Nabeya Bi-tech Kaisha, and Meidoh Co., Ltd. to observe and learn the best practices and specific productivity improvement areas implemented by those companies.

Multicountry Observational Study Mission on SME Best Practices in Service Excellence

A multicountry observational study mission on SME Best Practices in Service Excellence was conducted in Tokyo, 21–25 February, to observe the key concepts and priorities for winners of business excellence in customer satisfaction and service awards in the private sector based on the Japan Quality Awards (JQA), High Service Japan 300, etc. and examine

the applicability of advanced Japanese SME best practices in service excellence in other Asian countries. This study mission, jointly conducted with the JPC, was attended by 18 participants from 16 member countries.

Program coverage: Present status and challenges of service excellence in member countries. The participants also visited Kyosaithechnos Co., Ltd., Moshi Moshi Hotline, Inc., and Ibiza Co., Ltd.

Training Course on Total Productive Maintenance Applications in SMEs

Total productive maintenance (TPM) is an approach to utilize machines and related manpower resources effectively and efficiently. It combines the practice of preventive maintenance with the concepts of total quality management (TQM) 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 has been recognized as an essential part of world-class manufacturing, especially machine-based manufacturing.

A training course on Total Productive Maintenance Applications in SMEs was organized in association with the NPO of Bangladesh, 16–20 May, in Dhaka to train TPM practitioners as well as SME CEOs and managers and equip them with in-depth practical knowledge of TPM applications. After the course, participants were expected to promote and implement TPM applications among SMEs in their countries. Nineteen participants, including two local ones, from 15 member countries attended.

Program coverage: How to measure overall equipment effectiveness to assess losses; Calculation methods and major losses of equipment and other resources; and Step-by-step TPM implementation. A site visit was hosted by the vehicle battery manufacturer Rahimafrooz Batteries Ltd., which undertakes TQM and planned to develop TPM as the next step.

Workshop on Market Access for SMEs

Severe competition due to the global business environment and increasing technological complexity have resulted in shorter product life cycles, which have forced SMEs to move beyond the philosophy of continuous improvement to more radical, innovative ideas for successful upgrading and transformation. Another fundamental aspect for SMEs to survive is appropriate access to markets. Gaining market access for SMEs has become more challenging due to the increasing number of laws and regulations. Regulations set the rules for competition among market centers. Well-placed regulations can foster innovation, while too many stifle innovation and growth.



Market Access for SMEs

A workshop on Market Access for SMEs was conducted in Bangkok, 23–27 May, to enable participants to understand the requirements for SMEs to improve their market access. This workshop, hosted by the FTPI, was attended by a total of 19 participants from 13 member countries. Four participants were from government agencies, five from NGOs, and 10 from the private sector.

Program coverage: Overview of SMEs in the current global economy and strategies to access the global market; Transformation of Singapore toward a global marketing presence; ROC scheme in helping SMEs; Successful SMEs in Asia; Cluster approach in enhancing SME competitiveness; Marketing and branding strategy; SME policy in Thailand: Vision and challenges; and Market sustainability toward customer satisfaction. The participants also visited

Thailand Science Park (TSP), where they had the opportunity to tour four different sites (NECTEC, BIOTEC, MTEC, and NANOTEC). Prior to that, they were given an overview of TSP and the National Science and Technology Development Agency.

Workshop on Innovation and Competitiveness in SMEs

Innovation plays a fundamental role in the success of many SMEs. It is about more than just bringing new, improved products and services to market. It is about finding new ways to increase the efficiency of business and, most importantly, profitability, to stay competitive. The increasing technological complexity required for producing 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.

Within this context, the KPC in coordination with the APO conducted a workshop on Innovation and Competitiveness in SMEs in Seoul, 6–9 September. Aimed at increasing the level of competitiveness and innovation of the SME sector as a basis for sustainable, balanced development and to improve the conditions for generating added value in SME services and products, the workshop was attended by 16 participants from 11 APO members. Nine were from SMEs and the remainder were from NPOs, NGOs, and government ministries.

Program coverage: Innovation in value creation, productivity, and competitiveness; Cases of innovation in organizations and success stories; Knowledge management: Developing and enhancing knowledge content for innovation; Policies and strategies for enhancing SME innovation: Korean experience; Entrepreneurship and innovation of SMEs: Korean experience; and Benchmarking and best practices for innovation. The participants also had the opportunity to visit two companies, medical appliance manufacturer Lutronic and MH Logistics, Inc., giving them onsite appreciation of an innovative culture for greater organizational competitiveness.

Training Course on Management Consultancy for SMEs

The APO has organized training courses on management consultancy-related topics since 1964 as one of its core activities. Strengthening and promoting the development of SMEs is one of the APO's strategic directions. SMEs play a crucial role in the economies of all countries, and APO members have realized that they should improve operations at the micro level by supporting SME performance through a well-designed management framework.



Management Consultancy for SMEs

A training course on Management Consultancy for SMEs was organized in association with the JPC, 17–28 October, in Tokyo and Nagoya to train participants to undertake integrated strategic management consultancy services, especially for SMEs, encompassing the functional areas of management strategy, marketing, production, and human resources development. Eighteen delegates from 17 member countries attended.

Program coverage: Features of SME management in Japan; Management consulting for SMEs I; Management consulting for SMEs II; Management consulting for SMEs III; Human resources management for SMEs; Marketing for SMEs; Production management for SMEs; Kaizen activities in production sites; and The balanced scorecard for management consultancy. Site visits were arranged to: Meidoh to observe TQM activities and marketing; Mirai Industry's kaizen activities; Asahi Breweries' marketing efforts; and Sankyo Kogyo Co.'s lean systems.

Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries

Benchmarking is a systematic, continuous process of seeking, learning, adapting, and implementing best practices. It helps to explain the processes behind excellent performance. When the lessons learned from benchmarking are applied appropriately, they facilitate improved performance in critical functions within an organization or in key areas of the business environment and are particularly suited to the service sector where customer satisfaction plays a major role in productivity.



Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries

A workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage (F&B) Industries was held in Kuala Lumpur, 19–23 December. It brought together 20 participants from 14 APO member countries to generate a set of consolidated objectives and the scope of a new initiative for developing cross-country benchmarking indexes for retail and F&B SMEs to be covered in a future study meeting scheduled for early 2012. This workshop was initially aimed at sharing the experience of the Malaysian Benchmarking Index, which is a strategy of the Malaysian government to allow SMEs to compare their performance with counterparts within the country and worldwide. Several member countries with special interest in benchmarking including the host country, however, suggested that the workshop focus on the retail and F&B service subsectors. Research on service-sector productivity focusing on retail and F&B service SMEs was conducted in 2010. The workshop was the first forum to disseminate

the results of the research, including case studies and challenges in approaching the measurement of productivity and competitiveness.

Program coverage: Highlights of research on service-sector productivity with focus on retail and F&B; Benchmarking for enterprise development: Concepts and tools; Establishing common benchmarks/key performance indicators for the retail and F&B sector; and Development of the benchmarking action plan. Site visits were made to LSG Sky Chefs Sdn. Bhd. and Kraftangan Malaysia.

KNOWLEDGE MANAGEMENT

e-Learning Course on Knowledge Management for the Service Sector

The APO and Tokyo Development Learning Center have been working together over the last few years to organize a number of projects utilizing the Global Development Learning Network (GDLN) for distance-learning seminars for member countries with access to the necessary IT facilities. Based on past success, the same modality was proposed to train more participants from member countries in knowledge management (KM) focusing on the service sector.

A two-phase e-learning course on Knowledge Management for the Service Sector (based on the GDLN of the World Bank platform) was attended by 205 participants from 10 APO member countries. The first phase was implemented 21–23 November and the second 5–7 December. The objective was to train participants from the service sector in the KM methodology, framework, tools, and techniques; as well as in the APO KM framework and implementation approach. Organized by the APO Secretariat with the help of 10 NPOs, the project was conducted at the GDLN center in each country via videoconferencing. A country project coordinator in every GDLN center moderated the respective country groups, while each resource speaker delivered presentations from his/her home country or the nearest member country participating in this course. In addition to presentations, case study exercises were provided.

An examination was also conducted to check the proficiency of the participants in the subject at the end.

Program coverage: What is KM and why is KM necessary?; KM tools and technologies; KM and its benefits to the service sector (customer satisfaction/innovation/motivation); KM performance measurement metrics; and APO KM framework and implementation approach.

Study Meeting on Knowledge Management Clusters for SMEs in Asia

KM in the context of SME clusters has become a powerful tool to enhance the productivity of SMEs. KM is also considered an effective tool to promote innovations in SME clusters. KM clusters contribute not only to enhancing productivity but also to stimulating regional markets. From the viewpoint of the knowledge economy, a “KM cluster” is a group that has come together to create new ways of delivering services and products.

A study meeting on Knowledge Management Clusters for SMEs in Asia was held in Taipei, 13–16 December. Twenty-one participants from 14 countries attended to exchange information on the status of SME clusters and KM applications. A resource person from the Philippines shared the principle of SME cluster frameworks and practical examples from Asia, Europe, the USA, and South America. A Singaporean expert presented the APO KM framework for SMEs, while a Thai expert explained the steps of KM application in SME clusters. Finally, participants and resource persons reviewed and recommended a methodology and roadmap for applications of KM in SME clusters in member countries.

Program coverage: Overview of clusters for SMEs in member countries; Structure of the SME cluster framework; Benefits and challenges of SME clusters; Government policy on clusters for SMEs; APO KM framework for SME clusters; A mechanism of KM measurement; and Best practices and implementation steps of KM in SME clusters.

GENERAL MANAGEMENT

Top Management Forum on Asian Dynamism and Global Management

Globalization has forced enterprises to change their management strategies including the value creation process, knowledge creation system, corporate philosophy, and organizational culture. In earlier times, knowledge and values were created on a regional basis and transferred to other nations. Currently, knowledge and value are created in various countries and transferred and customized to other regional areas. Enterprises therefore need to identify their corporate values and determine both local and global market trends.



Asian Dynamism and Global Management

With this background, the Top Management Forum on Asian Dynamism and Global Management was held in Kyoto, 14–16 February, with top executives from governments, NPOs, academia, and private-sector firms. Thirty international and nine participants from the Kansai Productivity Center attended the forum, which was implemented by the JPC.

Program coverage: Recent status of regional economic cooperation in Asia; Strategic practices for creating knowledge and dynamism in global management; and How APO members can improve strategies for global management to create knowledge in their own settings. A site visit was hosted by Omron Kyoto Taiyo Co. Ltd., a maker of electronic components and sensors.

Panel of Experts for the APO Strategic Planning Exercise (under the Program Development Fund)

Since 2001, the APO Governing Body has designated five thrust areas to be given special emphasis when planning programs: Knowledge Management, Green Productivity, Strengthening of SMEs, Integrated Community Development, and Development of NPOs. To ensure that APO programs remain relevant to member countries whose economies have undergone rapid changes in the past decade, the Secretariat undertook an internal strategic planning exercise to review the current thrust areas and plan new strategies using feedback on their developmental needs provided during the 2010 GBM and WSM.



APO Strategic Planning Exercise

To ensure that the new strategic plan meets current challenges, an advisory panel comprising stakeholders and experts who have knowledge of the APO and relevant subjects was formed to deliberate on the plan and provide varied perspectives. Five experts from the ROC, India, Japan, the Philippines, and Singapore attended the panel meeting held 9–10 March in Tokyo. Under the guidance of the expert panel, the Secretariat finalized the new strategic plan taking into account the diverse economic development needs of members and the challenges they face. The panel also refined the APO mission statement and proposed a new vision for 2020. The new strategic plan was subsequently submitted and approved by the GBM held in Malaysia in April 2011. The plan will form the basis of program and project planning by the Secretariat and member countries.

Program coverage: Review of the APO's new strategic plan; Refinement of the APO mission statement; and Proposed new APO vision for 2011–2020.

e-Learning Course on ISO 26000: Guidance on Social Responsibility

The ISO developed an international standard providing guidelines on socially responsible behavior and related actions. It does not specify requirements and therefore is not certifiable. ISO 26000 cannot be used as a basis for certificates or compliance statements as such. The guidance in ISO 26000 is clear, objective, and understandable even to nonprofessionals, and applicable to private and public organizations in all sectors. ISO 26000 harmonizes relevant declarations and conventions endorsed by the UN, ILO, and OECD.

The e-Learning Course on ISO 26000: Guidance on Social Responsibility (SR) was organized in two phases: phase 1, 9–12 May for Bangladesh, India, Pakistan, Thailand, and Vietnam; and phase 2, 23–26 May for Fiji, Indonesia, IR Iran, Malaysia, Mongolia, the Philippines, and Sri Lanka in collaboration with participating NPOs. The objective of this course was to train participants in the concept and fundamental elements of ISO 26000 and SR. In total, 229 participants from 12 member countries attended the course.

Program coverage: SR concept, principles, and fundamentals; Core SR topics; Case studies; and Guidelines contained in the standard. Participants visited industries and organizations following various SR practices in their own countries.

Seminar on ISO 26000: Development of Social Responsibility

Sustainable business for organizations means not only providing products and services that satisfy the customer, and doing so without jeopardizing the environment, but also operating in a socially responsible manner. The ISO has developed an international standard, ISO 26000, providing guidelines on SR. This standard offers guidance on socially responsible behavior and possible actions;

it does not contain requirements and therefore, in contrast to ISO management system standards, does not involve certification. The APO held a series of projects on SR. In 2011, a two-phase e-learning course was organized to deliver basic training in ISO 26000 for 12 member countries. High-performing participants from this course were selected on a merit basis for a face-to-face seminar.

The seminar on ISO 26000: Development of Social Responsibility, 8–12 August, was organized in Taipei in association with the CPC. The objective was to explain the concepts and guidance of ISO 26000 to set up monitoring systems related to SR. Twenty-two participants from 12 APO members attended. All participants signed voluntary declarations to make presentations in their own countries.

Program coverage: SR guidelines and principles; explanation of ISO 26000; and Core principles of SR. For practical inputs, the participants visited Chunghwa Telecom Company Ltd. and Taiwan Semiconductor Manufacturing Company Ltd.

TOTAL QUALITY MANAGEMENT

Seminar on Regional Sharing of Lean Applications in Healthcare (follow-up to a demonstration project in Thailand)

One of the primary challenges of the healthcare sector is the lack of quality assurance for operations and service delivery to communities and patients. Healthcare, like other service subsectors, is under pressure to improve quality while reducing costs. Productivity-related initiatives could resolve many problems in healthcare service. Thailand introduced lean management systems in its healthcare sector through an APO demonstration project conducted from September 2008 to early 2010.

A seminar on Regional Sharing of Lean Applications in Healthcare (follow-up to a demonstration project in Thailand) was organized 24–28 January in Bangkok in collaboration with the FTPI. The objective was to study practical applications of lean management in

the healthcare industry. Twenty-four participants from 15 member countries attended.

Program coverage: Applications of the lean concept, principles, and tools in the healthcare sector; and Case studies of lean systems in healthcare. Site visits were hosted by three hospitals: Saohai Hospital; Saint Louis Hospital; and Siriraj Hospital.

Training of Trainers in Total Quality Management for the Service Sector

One of the methods to improve product or service quality in organizations is through the implementation of total quality management (TQM). TQM 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. TQM has shown great success in manufacturing and is now being rapidly adapted to the service sector with its customer orientation. TQM looks at an organization as a "system" and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective and service-oriented approaches.

The APO with the coordination of the Directorate General of Training and Productivity Development and Directorate of Productivity and Entrepreneurship (NPO Indonesia), Ministry of Manpower and Transmigration, organized a training of trainers course on Total Quality Management for the Service Sector in Jakarta, 18–22 July, to enable participants from service enterprises to understand TQM, its tools, and techniques in detail so that they could disseminate the knowledge to help their organizations and others. The aim was to develop competent trainers in TQM, especially for service enterprises. Twenty-five participants from 16 APO member countries attended, along with two local experts and a resource speaker.

Program coverage: Introduction to TQM; Implementation of TQM in the service sector; TQM

and management of innovation; Case study of TQM implementation; Linking TQM and business excellence; Assessing TQM practices; Principles of service quality; Quality innovation in services; Customercentric management in services; Performance measurement for service organizations; and TQM tools: Innovative and creative circles and kaizen. Halo BCA, a call center company in Jakarta, hosted a site visit where participants observed the implementation of TQM in action.

Training Course on the Balanced Scorecard

The balanced scorecard (BSC) is a strategic planning and management system to integrate all business activities into a vision and strategy. Its approach has added nonfinancial performance measures to provide a complete view of organizational activities. The BSC has evolved from a measuring framework into a strategic alignment planning and management system that helps organizations to clarify their vision and strategy and translate them into objectives that drive both behavior and performance. The BSC approach provides systematic feedback on “balanced” measures so that organizations can continuously improve performance.



The Balanced Scorecard

A training course on The Balanced Scorecard was organized in Hanoi in association with the VPC, 15–19 August. The objective was to train BSC practitioners in how to develop, implement, and evaluate strategic management systems using the BSC approach. There were 23 participants from 16 member countries.

Program coverage: Setting a vision/mission and strategies to achieve the vision; Critical success factors (CSFs) developed from four balanced perspectives; Visualizing the relationship between cause and effect in the strategy map; Measurement of CSFs using key performance indicators; and The PDCA cycle and the BSC. Boaviet Financial and Insurance Group, the leading financial-insurance group in Vietnam, started BSC implementation and hosted a site visit.

Study Meeting on Lean Management Systems in the Public Sector

Governments are expected to deliver better services with high quality and efficiency. Huge investments are required to meet such expectations but budgets are increasingly constrained. Lean management is considered a powerful tool to address such issues.

A study meeting on Lean Management Systems in the Public Sector was held in Bangkok, 16–19 August. Twenty-three participants from 14 countries attended to exchange information on the status of lean management system implementation in the public sector in member countries and develop a practical methodology and roadmap for applications in the public sector. Experts from Canada and the ROK shared best practices of their government frameworks and steps in adopting lean management in the public sector. During the study meeting, a public seminar was also held with more than 100 participants from the public and private sectors and academia. Throughout the study meeting, discussions were especially active on new public management, citizen-centered government, usage of new technology, and innovations in the public sector.

Program coverage: Issues and challenges; Framework and perspectives for public-service improvements; Practical guidelines in starting and sustaining lean initiatives; Steps to improve customer satisfaction in the public sector; and Policy and prerequisites to make public-sector service effective.



Lean Production Systems

Multicountry Observational Study Mission on Quality Awards in APO Member Countries

Many APO member countries have undertaken management excellence programs modeled after the US Malcolm Baldrige National Quality Awards (MBNQA) established in 1987, Australian Quality Awards, European Quality Awards, or Japan Quality Awards (JQA). The JQA were established in 1995 by the JPC. Although modeled after the MBNQA, the JQA scheme was modified to accommodate Japanese-style management and practices. Due to the need to accelerate the adoption of good management practices in a sustainable manner, a pilot center of excellence (COE) on business excellence (BE) was initiated in 2009 within SPRING Singapore and has been playing a central role in providing training and other expertise for disseminating best practices among member countries. The COE also leads activities related to BE and quality awards in collaboration with other NPOs.

While several projects are conducted under the COE to promote BE, a multicountry observational study mission on Quality Awards in APO Member Countries was conducted in Japan, 26–30 September, in collaboration with the JPC. The primary target was private-sector representatives, especially from the service industry, directly involved in drafting BE frameworks. The participants learned about the benefits of quality award systems to enterprises, especially in the service industry, by focusing on the JQA system and its regional quality councils. This mission also highlighted the impact of management

excellence in the disaster recovery process as Japan experienced the Great Eastern Japan Earthquake in March. A total of 18 individuals from 14 member countries participated, mainly NPO staff in charge of BE and SME operators with experience or interest in introducing BE in their organizations.

Program coverage: Outline of the JQA and its promotion; Management of quality improvement activities and international perspective on business excellence in the service industry; and Promotion of management quality activities in the Kansai area. Field visits were hosted by PRIMIX Corporation, a winner of the Kansai Productivity Center (KPC) Encouragement Award in 2009; Super Hotel Inc., a JQA winner in 2009; Kobe Portopia Hotel Inc., a winner of the KPC Encouragement Award in 2010; and Kobe Chamber of Commerce and Industry where participants learned about management excellence in the disaster recovery process.

Workshop for Business Excellence Consultants

The Singapore Quality Award (SQA), administered by SPRING Singapore, was established by the Government of Singapore in 1994 as a key strategy to promote BE practices in public- and private-sector enterprises. The success of the BE initiative in Singapore has gained attention in the region, and SPRING has been designated as a pilot APO COE for BE.

The APO COE has been organizing various activities to assist APO member countries in developing and strengthening their BE/quality award initiatives and to provide a platform for the sharing of expertise. Recognizing the need to develop the competencies of BE consultants, a project commenced in Singapore in May 2011 to develop a manual for training BE consultants. A workshop for Business Excellence Consultants held 17–21 October in Singapore utilized that manual as the main training material.

The workshop was attended by 18 participants from nine APO member countries. Delegates came from the government (ministries and related agencies,

NPOs), private enterprises, academia, independent consultancy enterprises, and the healthcare sector. The workshop consisted of both internal training sessions and attending external events such as the 3rd Business Excellence Global Conference and 17th Asia Pacific Quality Conference.

Program coverage: Assessment; Diagnosis; Action planning; Development; and Implementation. These are the roles that BE consultants must play in leading/guiding an organization through the BE journey.

Training Course on Lean Production Systems

Lean production systems involve the systematic elimination of all types of waste in production and related processes. It is also about the implementation of the concepts 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. The process involves identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations. Lean production has been widely adopted by industries in many countries.

A training course on Lean Production Systems was organized in Japan in association with the JPC, 7–18 November, to develop the capability of trainers/consultants and production managers to innovate lean production systems using practical approaches and hands-on workshops. Seventeen delegates from 12 member countries participated in the course, which was divided into classroom training and hands-on practice.

Program coverage: Concepts of kaizen, waste, just-in-time, pull and push, small-lot production, set-up time reduction, and value stream mapping. Hands-on practice in kaizen in the production process was performed at Hirayama Co., Ltd. in Toyota city. Site visits were hosted by six organizations to demonstrate lean production from different perspectives: Toyota Motor Corporation Motomachi plant; Avex Inc. Tado plant; Toyota Commemorative Museum of Industry

and Technology; Sanwa Ltd. Sayama factory; Metran; and Kokusan Denki Gotemba factory.

Training Course on Six Sigma Black Belt

The Six Sigma methodology is a company-wide management strategy for the improvement of process performance. Six Sigma is data driven and employs various mathematical tools and statistical analyses. A related problem-solving process is known as DMAIC or define, measure, analyze, improve, and control. Six Sigma borrows martial arts terminology to define a career path as well as develop professionals. A black belt is a Six Sigma-trained professional who has cross-functional capability. Job duties include implementation of Six Sigma methodology throughout all levels of the business and leading teams and projects.

A training course on Six Sigma Black Belt was organized in the ROC in association with the CPC, 5–9 December, as a follow-up to the previous e-learning course in 2009 and multicountry training course in 2010. The objective was to develop Six Sigma black belts to manage Six Sigma implementation projects. There were 19 participants from 12 member countries.



Six Sigma Black Belt

Program coverage: Overview of Six Sigma and DMAIC methodology; Six Sigma measurement system analysis; Failure mode and effect analysis; Design of experiments; Statistical process control; and Innovative tool applications. A site visit was hosted by Ford Lio Ho Motor Company Taiwan,

which has applied Six Sigma tools to improve process quality.

TECHNOLOGY, IT, AND INNOVATION

National Training Program on Innovation in Production Systems

Production systems today are changing faster due to the pressure to meet the increasingly selective and diverse needs of consumers. Forces driving the changes are globalization, focused market segmentation, shorter product life cycles, and widespread use of IT. This has forced firms to introduce novel products more rapidly to gain and maintain an upper hand in the market, and innovation in production systems has therefore become an imperative for manufacturing industries. In 2010, a training course on Innovation in Production Systems, attended by delegates from 11 member countries, was organized in collaboration with the JPC to examine various approaches to improving and revolutionizing production processes, such as the Toyota Production System (TPS), value engineering, and value stream mapping.

In 2011, as a follow-up to the multicountry project and to disseminate and apply similar learning within participating member countries, the APO organized national training programs on Innovation in Production Systems in Thailand, the Philippines, and Vietnam, collaborating with their NPOs. The total number of participants in each country was 46 for Thailand, 50 for the Philippines, and 109 for Vietnam in two cities.

Program coverage: Basic concepts of lean manufacturing approaches; and Value stream mapping. The groups also conducted a site visit and/or heard from invited representatives of local companies, such as Daikin (Thailand) Co., Ltd., MD

Juan enterprises (the Philippines), and Chu Lai-Truong Hai JSC (THACO) (Vietnam), to observe best practices of various lean concepts such as the TPS, kaizen, and just-in-time systems.

Training Course on the Information Security Management System: ISO 27000 Series

Organizations today have an increased awareness of the value of information and perceive the importance of protecting their information assets. Therefore, designing and maintaining a comprehensive, cost-effective information security management system (ISMS) have become ongoing challenges for many institutions. An ISMS is a risk management approach to maintain the confidentiality, integrity, and availability of an organization's information, which has become a vital management system in many organizations. The APO introduced an e-learning course on ISMS based on the ISO 27000 series in 2010, which attracted widespread interest and was completed by more than 360 participants from member countries. Building on the results of the e-learning course, the APO organized a training course on the ISO 27000 series.

This training course on ISO 27000 was held 17–21 October in Jakarta in association with the Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration, to provide in-depth, comprehensive learning opportunities to participants on the requirements of the ISO 27000 series. Twenty-one participants from 15 APO member countries attended this course.

Program coverage: How to implement an ISMS; Tools and documents used to achieve results; ISMS—benefits to the business; How to plan and carry out internal audits; and How to implement and monitor an ISMS. Participants visited PT Panasonic Gobel Energy Indonesia for observation of an ISMS in place.



INTERFACE SECTOR

APO activities covering the interface sector reflect the linkages among industry, agriculture, the environment, and community development. Green Productivity (GP), Integrated Community Development (ICD), and the Development of NPOs (DON) all come under the interface sector umbrella.

GREEN PRODUCTIVITY

Initiated in response to the Rio Earth Summit in 1992, the APO's GP Program seeks to enhance productivity and socioeconomic development while simultaneously protecting or improving the environment. GP projects have a two-fold purpose: capacity building; and the development of trainers so that member countries can continue GP efforts on their own.

9th Annual Meeting of the Green Productivity Advisory Committee

The Green Productivity Advisory Committee (GPAC) had its 9th annual meeting in Tokyo on 19 January and explored the results of ongoing GP activities and assessed green business opportunities in the Asia-Pacific. The meeting brought together GPAC executives and members, government officials, relevant organizations, and media from around the region and was attended by total of more than 70

dignitaries. Secretary-General Ryuichiro Yamazaki welcomed GPAC members and emphasized the importance of GP activities to the APO. GPAC chairperson Teisuke Kitayama, Chairman of the Board, Sumitomo Mitsui Banking Corporation, opened the meeting, stressing challenges in the current global environment as well as the need to expedite actions to support sustainable environment and green business.

The meeting heard a report on the preparations for the *Eco-products Directory* series, a summary of the Eco-products International Fair (EPIF) 2010 in Jakarta by the APO Secretariat, a report on the final preparations for the EPIF 2011 in New Delhi by the NPC, India, and a proposal on the 8th EPIF in Singapore by the Waste Management and Recycling Association of Singapore and Enterprise Promotion Centres Pte. Ltd.

GPAC Vice-chairpersons Takashi Yamagishi, Senior Executive Advisor of Teijin Limited; Yukio Yanase, Senior Advisor of Orix Corporation; Hajime Bada, President and CEO of JFE Holdings, Inc.; Prof. Ryoichi Yamamoto, Emeritus Professor, University of Tokyo; and President Tsuneaki Taniguchi of the JPC also recognized the important role that the GPAC plays in GP activities and stated the need to support the APO in mobilizing cohesive efforts to foster both greener cooperation and business in fast-growing Asian markets.

The meeting agreed that two umbrella committees of the GPAC, the Preparatory Committee for the EPIF and Committee for Establishment of the Eco-products Database, would continue regular meetings

under the coordination of the APO Secretariat and provide relevant projects with technical inputs.

National Dissemination Program on Energy Management Capacity Building

An energy management framework should focus on making industries, especially SMEs, globally competitive when their products are energy efficient and their production processes consume the least amount of energy. There is thus a concomitant need to develop a pool of energy managers and energy auditors who can serve as catalysts in promoting and implementing energy management in industries. India has legislated a National Energy Conservation Act and established an energy management framework under the Bureau of Energy Efficiency. This has institutionalized energy efficiency services, enabled delivery mechanisms nationwide, and provided leadership in energy efficiency in all sectors. To share this success story and enable other member countries to replicate it, a regional workshop was organized 24–28 May 2010 in Cambodia.

As a follow-up, national dissemination programs on Energy Management Capacity Building were organized 27–28 January in Colombo and 31 January–1 February in Jakarta, in collaboration with the respective NPOs. The objective was to disseminate the Indian success story of the national energy management framework and finalize national action plans for Sri Lanka and Indonesia. Fifty-two and 45 local participants attended the program in Sri Lanka and Indonesia, respectively.

Program coverage: Energy management capacity building framework; Development of schemes to foster energy managers and energy auditors; and Required institutional set-up.

Training Course on Energy Management Capacity Building

Energy managers and energy auditors are needed in industries. In Asian countries, there is an alarming lack of such professionals. National frameworks are also necessary to develop energy managers and energy auditors.



9th Annual Meeting of the GPAC

A training course on Energy Management Capacity Building, 26–30 September, was organized in Taipei in association with the CPC and Taiwan Environment Management Association with the support of Foundation of Taiwan Industry Service and Industrial Development Bureau, Ministry of Economic Affairs, ROC. It was also supported by the International Energy Agency. The objective was to provide training on energy management and energy efficiency and share national regulatory mechanisms on energy management. Twenty-five participants from 15 member countries attended the course and all made voluntary commitments to undertake follow-up activities.

Program coverage: Concept of energy management; Framework for the development of energy managers and energy auditors; and Energy labeling and energy policy. Participants visited power plants of Cheng Loong Corporation, Ta-Yuan Paper Mill, the LCD manufacturer AU Optronics Corporation, and the energy-efficient building Taipei 101.

Eco-products International Fair 2011

The APO has been promoting GP through the EPIFs held in member countries since 2004. The EPIFs contribute to greening supply chains in the region and raising environmental awareness among the public.



EPIF 2011

The seventh EPIF (EPIF 2011) was held in New Delhi, 10–12 February, at Pragati Maidan, an integrated exhibition area located in the heart of the city. The EPIF 2011 was organized in cooperation with the Department of Industrial Policy and Promotion,

Ministry of Commerce and Industry, Government of India; NPC; and Confederation of Indian Industry (CII). The EPIF 2011 was the first to be held in South Asia, concurrent with the 19th International Engineering and Technology Fair, which has been organized by the CII since 1975. This enabled the EPIF in India to appeal to a wide group, including representatives of governmental agencies, industry, students, and general consumers. A record number of 43 Japanese corporations/organizations participated for useful exchanges of information and business interactions.

Program coverage: Exhibition of eco-products, eco-services, and eco-technologies; GP educational and awareness activities by exhibitors; and introduction of the 2011 edition of the *APO Eco-products Directory*.

International Conference on Green Productivity for Sustainable Energy and Environment

An international conference entitled Green Productivity for Sustainable Energy and Environment held in parallel with the seventh EPIF enhanced its value, as the EPIF 2011 exhibited eco-products, -services, -technologies, -materials, and -components from around the world including Japan, one of the most energy-efficient countries.

The International Conference on Green Productivity for Sustainable Energy and Environment was organized 10–12 February in New Delhi in collaboration with the NPC. The objective was to deliberate on themes like eco-financing, technology transfer issues, market transformation experiences, transition to a low-carbon economy, and eco-product promotion. Forty participants from 18 member countries attended the conference in addition to 100 local participants.

Program coverage: Eco-practices; Eco-business; Energy efficiency; The 3Rs; Environmental sustainability; Clean technologies; Low-carbon growth; Renewable energy applications; Technology transfer; Recent green initiatives and best practices; and Latest policy interventions to tackle climate change.



International Conference on Green Productivity for Sustainable Energy and Environment

Establishment of the Eco-products Database

The establishment of the *APO Eco-products Directory* and Eco-products Database is one initiative in the area of GP, developed as one-of-a-kind publications that encourage the concept and practices of green purchasing among both individuals and enterprises by providing access to information on products and services developed within the Asia-Pacific region designed to minimize harmful impacts on the environment. Along with the annual EPIF, this directory and database attempt not only to heighten awareness of the GP concept but also to support the efforts of environmentally conscious enterprises and organizations by providing a regional platform through which to promote their unique technologies and solutions for advancing productivity through greener methods.

The data contained in the directory and database cover products and services developed by environmentally advanced enterprises in Asia-Pacific economies, categorized into “eco-materials,” “eco-components,” “eco-products,” and “eco-services,” with information about the product or service ranging from its environmental performance to company details. The APO’s goals are to incorporate consideration for the environment into every stage of the production process, including the acquisition of raw materials, purchasing of parts, shipment, usage, and eventual recycling and disposal.

The APO believes that the directory/database contributes to sustainable development in the Asia-Pacific region through greening supply chains and encouraging both governments and businesses

in the region to promote the production and consumption of environment-friendly products and services for sustainable development.

Workshop on the Eco-products Database

The *Eco-products Directory* is an annual APO publication compiled from a database listing products and services developed by environmentally conscious enterprises in Asia-Pacific economies and designed to contribute to sustainable development in the Asia-Pacific region through the promotion of green production and consumption.

To enhance the database and formulate more practical measures for collecting information, the APO organized a workshop on Eco-products Database in Jakarta, 23–27 May, in collaboration with the NPO Indonesia. Eighteen participants from 13 member countries, all with previous/current positions held in the national Green Purchasing Networks, environmental organizations, and related government offices, attended to review the *Eco-products Directory* and its affiliated database and to make recommendations on how to improve them.

Program coverage: Current status of the *Eco-products Directory* and its affiliated database; Defining “environmentally friendly”; and Recommendations on the most effective measures and initiatives on the regional level in terms of promoting green purchasing. A site visit to PT Panasonic Manufacturing Indonesia was made to illustrate the benefits and challenges of greening business.

Training of Trainers in Green Productivity

The APO organizes an annual training course to develop capable GP practitioners in member countries. The Training of Trainers in Green Productivity was organized in association with the MPC and National Institute of Public Administration, 28 March–22 April, in Kuala Lumpur to develop trainers and practitioners in 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.

Twenty-one participants, including five local ones, from 16 member countries attended.

Program coverage: Classroom training in the GP concept, tools, and techniques; and Energy management. Practicum site activity was arranged to let participants learn by doing in four companies: Autokeen Sdn. Bhd., an automotive parts maker; Tenaga Cable Industries Sdn. Bhd., a power cable company; Juara Rasa Sdn. Bhd., a frozen food products company; and Hs. Nada Ternak Sdn. Bhd., a cattle slaughterhouse. Participants observed company operations, held discussions, and collected data for GP-based diagnosis. Then they analyzed the data, identified improvements to be made, and presented their recommendations to the management.

Training Course on Energy Efficiency for SMEs

The APO promotes GP by emphasizing three priorities for achieving inclusive and sustainable growth among its members: 1) promoting energy efficiency and cleaner energy; 2) maximizing access to greener products, technologies, and services; and 3) promoting sector reform, capacity building, and improved governance.



Energy Efficiency for SMEs

In line with the above priorities, the KPC and APO conducted a training course on Energy Efficiency for SMEs in Seoul, 17–20 May, with 17 participants from member countries. This training course sought to improve participants' understanding of the latest energy efficiency and conservation tools and techniques and provide a venue for deliberating on country-tailored recommendations and action

plans. The training course also showcased the ROK's latest energy efficiency technologies and provided opportunities for participants to learn good practices from Japan, Malaysia, and other APO member countries.

Program coverage: Importance of energy efficiency; Global trends and needs; Energy efficiency: Concepts and fundamentals; Korean experience in improving energy efficiency; Best practices in improving energy efficiency; Energy efficiency tools and techniques for SMEs; Best practices in promoting energy efficiency in factories and buildings; and Applications of energy-efficient technologies. Participants visited Green Tomorrow (a zero-energy house) and the Davos Hospital (centralized energy management systems and latest pumps and boilers).

Workshop on Renewable Energy

Most of the energy sources we use today come from fossil fuels such as oil, coal, and natural gas. It is well known that these nonrenewable sources of energy harm our environment because they release greenhouse gases, such as carbon dioxide, methane, and nitrous oxide. Renewable energy appears viable and has received worldwide attention, including from APO member countries, for its potential to resolve national energy security and environmental concerns.

A workshop on Renewable Energy was organized in Nadi, Fiji, 20–24 June, in collaboration with Fiji National University and the Colombo Plan Secretariat. The objective was to build the capacity of energy professionals in the productive use of renewable energy as well as to discuss the latest issues and developments in renewable energy. Twenty-six participants from 15 member countries attended.

Program coverage: Biomass, wind, solar, hydro, and geothermal renewable energy sources; Technologies for renewable energy use; and 12 major recommendations for governments to promote the use of renewable energy. The participants made a site visit to a wind power plant in Nadi.

Self-learning e-Course on the Occupational Health and Safety Management System (OHSAS 18001)

Occupational health and safety have become more significant for organizations as the lack of appropriate measures to safeguard them can result in direct resource losses due to workplace injury and illness and have long-standing implications for workers, supervisors, managers, employers, and their families. To address occupational health and safety issues using a management approach, OHSAS 18000, an international standard, was developed. The OHSAS 18000 standard series consists of two parts, 18001 and 18002. The objective of this self-learning e-course was to impart basic training to participants on the occupational health and safety management system under OHSAS 18001.

This self-learning e-course was implemented through the APO's dedicated e-learning web portal from 1 July to 31 October. In total, 2,703 participants registered from 70 countries worldwide. More than 96% (2,605) were from APO members. Those who passed the final examination by achieving marks of 70% or higher totaled 1,015 participants, who subsequently received APO certificates. The course received enthusiastic feedback.

e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)

The goal of setting up an integrated management system (IMS) is to address the quality, health, environmental, and safety requirements of an organization more effectively by combining various existing systems and practices into a single, integrated system. This approach helps to minimize accidents, reduce the cost of managing health and safety risks, decrease adverse environmental impacts, and improve finances by increasing overall productivity and quality.

To explain how an IMS can be developed and implemented in an organization utilizing the GP approach, the APO organized an e-learning training course using the World Bank's Global Development

Learning Network platform. This four-day course was conducted in two phases: phase 1, 4–7 July for 123 participants from Bangladesh, IR Iran, Malaysia, Nepal, Pakistan, and Sri Lanka; and phase 2, 22–25 August for 97 participants from Cambodia, Indonesia, Mongolia, and the Philippines.

Program coverage: Basic concepts of ISO 9001, ISO 14001, and OHSAS 18001; Benefits of an IMS; and Methodologies for and case studies of IMS development and implementation. On day 3, each member country conducted a site visit to a local company that had implemented, was currently in the process of doing so, or was considering the implementation of an IMS. The site visits served as case studies for group presentations on day 4, when participants gave recommendations on how an IMS approach could benefit the organization.

APO International Conference on Green Technology

The concept of sustainable development based on green technology and green products/services has been a central issue in the Asia-Pacific to mitigate climate change impacts, and the APO has been actively involved in its promotion since 2004 through activities such as the EPIFs. After the first EPIF in Malaysia in 2004, this initiative has become a movement with a series of similar events organized in member countries.

In 2010, Malaysia held the first International Greentech & Eco-products Exhibition & Conference Malaysia (IGEM 2010) to promote eco-products and green technologies for green growth and sustainable development. The APO organized an international conference in conjunction with the IGEM 2010 to provide a platform for professionals involved in green business and green promotion to discuss best practices and effective mechanisms for the region. In association with the IGEM 2011, 6–10 September, a second APO International Conference on Green Technology was also organized as a parallel event, bringing together 23 participants from 14 member countries.

Program coverage: Promoting sustainable development and combatting the adverse impacts of climate change; Dissemination and adoption of eco-products and green technologies in member countries; Malaysia's experience in effective mechanisms to promote eco-business; Marketing strategies for eco-products at the national level; and Best practices in creating organic linkages among existing initiatives to promote eco-products in the region, boost national and regional competitiveness, and create a sustainable society. Participants also attended the IGEM 2011.

Workshop on Material Flow Cost Accounting

Material flow cost accounting (MFCA) is a management tool that promotes the efficient use of materials, 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. By solving problems, organizations can increase their resource productivity and reduce costs at the same time. This is in line with the GP concept and can be used to implement GP in organizations and factories.

A workshop on MFCA, 12–16 September, was organized in Tokyo and Osaka, in association with the JPC. The objectives were to provide participants with an opportunity to understand the concept of MFCA, study successful examples of the introduction of MFCA, and deliberate on the impact of MFCA. Eighteen participants from 12 member countries attended the workshop. All participants took a short exam and committed to undertake follow-up activities to promote MFCA.

Program coverage: Concept of MFCA; Latest status of the ISO standard on MFCA; and Successful implementation methodology of MFCA and its applicability in the workplace. Nitto Denko, Ishida Co., Ltd., and Sanden Corporation, all of which deal in electrical and electronic-related business, hosted site visits.

Workshop on Green Supply Chains and Eco-design

Over the last few decades, lifestyles and business operations in many parts of the world have depended on the exploitation of natural resources and inappropriate use of technology, resulting in a number of environmental challenges, including global warming. To tackle these challenges, greening supply chain management and promoting eco-friendly products/services have been viewed as increasingly important in many industries due to pressure from the government and environmentally conscious customers. In addition, the APO has emphasized greening supply chains and promoting eco-friendly products/services (eco-designed products/services) under its GP Program since 1994 to contribute to establishing a low-carbon, sustainable society in the region.

A workshop on Green Supply Chains and Eco-design was organized in Tokyo, 12–16 December, in association with the JPC to facilitate discussions and experience sharing among participants and showcase Japan's best practices in green supply chain management and eco-design. Eighteen participants from 11 member countries attended the workshop.

Program coverage: Identifying tangible and intangible benefits of moving toward green supply chains; Best practices of green supply chain management in APO member countries; Concept and mechanisms to promote green supply chains as well as eco-friendly products/services in member countries; and Latest eco-friendly products/services offered by pro-environment corporations in Japan. The participants made field visits to Teijin Mirai Studio and Ohkawa Printing Co. to see cutting-edge eco-technologies. They also visited the Japanese Eco-products Exhibition during the workshop.

INTEGRATED COMMUNITY DEVELOPMENT

Balanced economic development of rural areas is the aim of the ICD Program. Projects emphasize local resource mobilization and improving the quality of life of rural dwellers through community-based efforts.

National Conference on Planning and Development of Community-based Rural Tourism

Rural tourism development is a key economic strategy to improve local economies. This has been demonstrated in various countries, including the Philippines. However, despite the recent progress in community-based rural tourism (CBRT), much remains to be done to optimize and spread the benefits to more stakeholders, especially in rural communities. The International School of Sustainable Tourism and DAP, with support from the APO and other partner organizations in the Philippines, organized a conference on Planning and Development of Community-based Rural Tourism, in Subic, the Philippines, 12–14 January, to enhance participants' knowledge of the concept of rural tourism as a strategy to create economic opportunities in rural areas and promote the development of CBRT-oriented establishments and activities as a way of optimizing the utilization and productivity of resources in rural areas. The three-day event attracted 568 participants from all over the country.



Planning and Development of Community-based Rural Tourism

Program coverage: The framework for the development of CBRT; Successful models of CBRT in

Asia; Issues and challenges in the development of rural areas as prime tourism destinations; Development of CBRT through the stakeholders' approach; Nepal's experience in management of ecotourism on Mt. Everest; Development of rural areas for adventure tourism; Essential requisites for marketing places and events; Sustainable development and management of natural resource endowments in rural areas for recreational and adventure tourism based on Nepal's experience; Recreational and adventure tourism experiences in the Philippines; Models of CBRT in Peru; and Regional food considerations in tourism and the role of local governments in the development of CBRT. Presentations were also made by regional and provincial representatives on the various models of CBRT in selected provinces in the Philippines.

National Workshop on the Promotion of Community-based Rural Tourism Development in Vietnam

Vietnam has great potential for rural tourism, which can create job opportunities and income. However, that potential has not been fully harnessed. In some instances where rural tourism development was undertaken, its sustainability was undermined by the lack of capacity for long-term planning and poor management of resources. The VPC in cooperation with Yersin University in Dalat and Nong Lam University in Ho Chi Minh City with the support of the APO organized a national workshop on the Promotion of Community-based Rural Tourism (CBRT) Development in Vietnam, 23–24 May, in Dalat. The objectives were to discuss issues and share experiences and best practices in CBRT in Vietnam and other countries and enhance participants' knowledge of tools and methodology used in the planning and management of rural tourism enterprises. The workshop was attended by 65 local participants.

Program coverage: Global trends in the tourism industry and the ASEAN program for the development of the tourism industry in the region and opportunities for Vietnam; The national tourism

development plan and government policy on development of CBRT in Vietnam; Framework for the development of CBRT and selected successful models in various Asian countries: Ideas for Vietnam; CBRT in Lam Dong province: Opportunities and challenges; Development of tourism in Long An province: Experience sharing; Marketing and promotion of tourism packages: Experience and recommendations of the Ministry of Agriculture; Quality service in CBRT; Developing a CBRT enterprise plan: Tools and techniques in assessment and planning (SWOT analysis, problem tree, and objective tree analysis; action plan matrix); Developing promotion and marketing strategies for sustainable rural tourism; and The role of universities and research centers in education of human resources in the development of CBRT and agrotourism enterprises.

National Roundtable Conference on a Model Province for One Village, One Product (OVOP) Development

The OVOP movement has been incorporated in development plans and the poverty reduction strategy of the Cambodian government. In its development strategy, called “the rectangular strategy,” the government highlighted the role of the OVOP movement and adopted a policy to achieve an equitable, efficient system of marketing, distribution, and utilization of local resources. To sustain the momentum of the OVOP movement in Cambodia and spread it nationwide, the NPCC and OVOP Secretariat devised a strategy of creating model provinces for other provinces to follow. With support from the Japanese government, the APO supported a national roundtable conference on A Model Province for One Village, One Product (OVOP) Development, 26 January, in Takeo to disseminate the fact-finding results by the APO expert on OVOP development in Cambodia and kick-start the OVOP movement for Takeo model province. The forum was attended by 446 participants, including Cambodian Deputy Prime Minister Sok An; APO Director for Cambodia and Secretary of State of the Ministry of Industry, Mines and Energy Chea Sianghong; and Adviser to Prime Minister Hun Sen Son Koun Tour, who is also the Secretary-General of the OVOP National

Committee. Several governors, led by Governor Srey Bein of Takeo province, other provincial and district officials, and officials of chambers of professionals and microenterprises participated in the forum.



Model Province for OVOP Development

Program coverage: Results of a field survey on the OVOP movement in Cambodia; The OVOP movement in other countries in Asia and the role of the APO in promoting the movement; The OVOP movement in Cambodia: Status and key features of the program; Development of Takeo as an OVOP provincial model; Practical experiences and lessons learned on how to promote the OVOP movement among local people; and Strategies and action plan for OVOP in Kiri Vong district.

National Workshop on Development of One Village, One Product (OVOP)-based Local Products in Vietnam

The OVOP scheme has been implemented in Vietnam following the model developed in Oita prefecture, Japan. Local governments and some national government agencies had been promoting various OVOP schemes although in many instances they were not called OVOP. At present, there are more than 2,000 trade villages nationwide and 96% of them are small and medium sized. Each village has its own products that are often built on the village's identity. According to national estimates, the average earnings of workers who take part in nonagricultural business are three- to four-fold higher than those of farmers, and the low-income household rate in trade villages is 3.7%, much lower than the average rate in Vietnam.

The VPC with support from the APO organized a national workshop on Development of OVOP-based Local Products in Vietnam, 24–25 November, in Thanh Hoa province to bring together provincial planners and practitioners of OVOP to discuss and share experiences and best practices and formulate strategies for the national OVOP movement. The workshop was attended by 78 local participants. The workshop was supported by Hong Duc University, Department of Processing and Trade for Agro-Forestry-Fisheries Products and Salt Production, Hanoi, and Thanh Hoa People's Committee.

Program coverage: Overview of the OVOP Movement in Asia; The OVOP movement in Thailand: Achievement and experiences; National policies for preservation and development of trade villages toward an OVOP model; Product design and market development for traditional trade villages in Vietnam; Sharing experiences in developing trade villages in Vietnam—case of Yen Bai province; Some solutions for adopting the OVOP model in Thanh Hoa province; Development of Quoc Dai Company Limited based on local resources and traditions; Present situation and solutions for developing trade villages in Thanh Hoa province; Roles of local government and other stakeholders in OTOP: Experience of Thailand; Sustainable OVOP development: Roles of government and other stakeholders in Vietnam; Sustainable development direction for trade villages; Science and technology for sustainable development of trade villages toward an OVOP model; and Developing local products under the OVOP model in Thanh Hoa province. Participants visited Quoc Dai Company Limited in Thanh Hoa province to observe the production of exportable products from local bamboo and palm materials.

Training Course for Trainers on Planning and Management of Ecotourism

Ecotourism has great potential for contributing to job generation and higher incomes in rural areas and the conservation of endangered biological resources. However, in many countries in Asia, the economic and social potentials of ecotourism have

not been fully tapped. Furthermore, there exist some misconceptions of ecotourism. Ecotourism labels are often attached erroneously to all types of nature-oriented activities. Poorly managed nature-oriented tourism has also seriously harmed the environment, wildlife, and biodiversity in some instances. It is therefore important to educate stakeholders in the tourism industry on ecotourism planning and management.

The APO organized a training course for trainers on Planning and Management of Ecotourism, in Subic Bay, the Philippines, 15–24 June, in cooperation with the International Institute for Sustainable Tourism, Philippine Department of Tourism, DAP, and Colombo Plan Secretariat to train trainers from government agencies, NGOs, industry associations, academia, and NPO consultants in ecotourism planning and management and familiarize participants with the training tools and techniques for different ecotourism stakeholders. Twenty-three participants from 13 countries attended.



Training of Trainers in the Planning and Management of Ecotourism

Program coverage: Concepts and principles of ecotourism and community-based rural tourism; Different tools for planning and management of ecotourism products and sites; Promotion and marketing of ecotourism destinations and packages; Establishment and management of ecolodges and homestay services; Approaches to financing the sustainable development of ecotourism sites; and Development of training courses and capacity building tools for different stakeholders. Participants visited the Bataan Economic Zone, Pawikan (Turtle) Conservation Project, the former Morong Refugee

Center in Morong Bataan province, and the Treetop and Zoobic Wildlife Adventure in Subic.

DEVELOPMENT OF NPOS

The DON Program consists of two mutually dependent components. DON Strategy first determines the needs of member countries, while DON Implementation is the operational element that translates the results of DON Strategy into in-country training programs that meet specific needs.

Training Course on Development of Productivity Practitioners: Basic Program

The need for developing fully qualified productivity practitioners is a priority for many NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations. The APO developed a training course on The Development of Productivity Practitioners (DPP): Basic Program in 1996 to train junior productivity practitioners. They will be able to diagnose the current productivity performance of any organization and then adopt and implement the appropriate solutions for improvement.

In 2011, DPP: Basic was organized in association with the DAP in Manila and Tagaytay, 27 June–22 July, to equip productivity practitioners with the fundamental productivity concepts, principles, approaches, and tools. Twenty-three participants from 15 member countries attended the course.

Program coverage: Productivity concepts at the macro and micro levels; Productivity tools including 5S, quality circles, and suggestion schemes; Green Productivity; Value-added productivity measurement; Practical industrial engineering; and Labor-management cooperation. After the classroom sessions, in-plant activity was arranged to let participants learn by doing. Four organizations opened their doors for this activity: Global Food

Solutions, Inc., a preserved food company; Phil. Morinda Citrifolia Inc., a dietary supplement producer; the Department of Science and Technology Region IV-A Calabarzon, a government agency; and Carm Foods Enterprises, a smoked and dried fish-processing plant. Participants observed, discussed, and collected data for diagnosis. Then they analyzed the data, proposed improvements, and presented their recommendations to organizational management.

Training Course on Development of Productivity Practitioners: Advanced Program

The DPP: Basic and Advanced training courses have been conducted since 1994 and 2001, respectively. DPP: Advanced aims to equip participants with more advanced and emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries.

DPP: Advanced was organized in association with the MPC, 26 September–14 October, in Kuala Lumpur to equip target participants from NPOs with advanced productivity improvement principles, techniques, and approaches. Nineteen individuals from 15 member countries participated in the three-week course, with two international and 12 local experts. Nominees were required to submit productivity improvement projects they had carried out to demonstrate basic knowledge of productivity before selection for DPP: Advanced.

Program coverage: Four modules on topics such as Productivity and competitiveness; Total quality management; The balanced scorecard; Lean systems; Total productive maintenance; and Six Sigma. Site visits were hosted by four organizations: Autokeen Sdn. Bhd. an automobile parts company; Samsung SDI Sdn. Bhd., an electronics company; Tenaga Cable Industries Sdn. Bhd., and automotive assembler Proton Holdings.

Member Country Support Program

The APO in collaboration with the JPC and with the support of the Ministry of Economy, Trade and Industry of Japan has been carrying out the Member Country Support Program (MCSP) since 2002 to aid developing APO member countries strengthen their capacity through activities based on their needs and abilities. With the focus area of material flow cost accounting (MFCA) for Malaysia, and kaizen and 5S for Mongolia, the second year of this program started from April 2011 and ended in March 2012.

MFCA has been identified as an appropriate new tool to enhance GP in Malaysia, an area that the MPC has always actively promoted. For the second year, three assignments of experts were made to five model companies in Malaysia: Tokyo Ferrite (M) Sdn. Bhd.; Extremach Manufacturing Services Sdn. Bhd.; Keu Control Engineering Sdn. Bhd.; Autokeen Sdn. Bhd.; and Tenaga Cable Sdn. Bhd.

Kaizen and 5S have been identified as the main focus for the MPO in strengthening the productivity of the country. Two assignments of experts were made to six model companies in Mongolia as part of this cycle of the MCSP: Darkhan Thermal Power Plant; Darkhan District Heating Company; Ulaanbaatar Electricity Distribution Network Company; Eermel Co., Ltd.; Broadway Restaurant; and Shilmel Zagvar Co., Ltd. In addition to the assignments of experts, there was also an observational study mission to Tokyo, Saitama, and Kyoto, Japan, 22–26 August, involving nine representatives of each company and two MPO staff.

Development of the Center of Excellence

At the GBM in April 2009, the APO launched a Center of Excellence (COE) for Business Excellence (BE) designating SPRING Singapore as the first COE. The COE for BE has conducted a series of activities based on five strategies: 1) initiating research; 2) sharing best practices; 3) building competencies of BE experts; 4) strengthening the capabilities of the

COE; and 5) transferring knowledge from the COE to other members.



Center of Excellence

In 2011, a research report on the Impact of Business Excellence/Quality Awards on Enterprises was made available on the APO website (e-book format). One of the findings from the research was the need to increase BE awareness among SMEs. A workshop to Develop a Self-help Toolkit on Business Excellence for SMEs was held in Singapore, 24–25 March. The toolkit will be available in 2012.

To enforce the sharing of best practices, the COE created a dedicated webpage on the APO website. This webpage provides access to BE publications, BE frameworks, best practices, communities of practice, and other useful information. Throughout 2011, the APO and COE communicated with NPOs to identify BE administrators and provided free access to case studies and benchmarking data of international leading BE models.

Building the competency of BE consultants was another area of COE focus in 2011. A workshop to Develop a BE Consultants' Manual was held in Singapore, 19–20 May. The manual was completed and utilized at the workshop for BE Consultants in Singapore, 17–21 October.

To strengthen the capabilities of the COE and maintain its leadership, a US expert on the Malcolm

Baldrige National Quality Award was sent to Singapore, 19–25 July, to provide international dimensions to the Singapore Quality Award, especially in the assessment process.

The COE was active in helping other regions to develop BE frameworks. A Singaporean expert was sent to Pakistan to assist in launching the Prime Minister Quality Award and conducted In-country

Assessors Development Workshops in Karachi and Lahore, 11–16 July. The COE also began gathering profiles of BE experts which will be developed into a BE database accessible to NPOs.

The COE will continue to provide value to APO stakeholders participating in BE initiatives and the development of an online platform will be one of the major focuses of the COE for BE in the future.

INTERFACE SECTOR



AGRICULTURE SECTOR

The agriculture sector, including fisheries, forestry, and related subsectors, continues to play a major role in the economies of most APO members, contributing significantly to GDP and more significantly to employment. However, the sector's productivity and overall performance continue to be challenged by unfavorable natural phenomena, climate change, deterioration of the physical and agroenvironment, reduction in arable areas, and stiff competition in agricultural and food trade in global markets.

The Agriculture Program focuses on two main areas: marketing and processing of agricultural products; and sustainable development of agriculture. With these two focus areas, APO projects are expected to address the challenges faced by members and their aspirations to meet food requirements while providing livelihoods and alleviating poverty in rural areas.

AGRICULTURAL MARKETING AND PROCESSING

The projects implemented under this focus area enhance the competitiveness of agribusiness enterprises through innovative marketing approaches and building their capacities to meet market requirements in terms of product quality and safety. The areas addressed include value addition to agricultural products, modern food safety management, risk assessment management, food supply chain management, horticultural chain management, agribusiness management, 5S, good manufacturing practices, fair trade, and international trade in agricultural products.

Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries (FSCM-LDCs): Second Year

This is a program succeeding the Special Program on Agriculture Productivity Enhancement Program in Asian Least Developed Countries (APE-LDC) and is also funded with a special cash grant from the Ministry of Agriculture, Forestry and Fisheries (MAFF) of Japan. Under APE-LDC, which started in 2004 and ended in March 2010, many projects were carried out to promote productivity and improve food safety/quality in agriculture and the food industry in Cambodia and Lao PDR. However, issues remain in the sector in both countries.

As agriculture, the food-processing industry, and food distribution and retailing are closely linked, their activities are increasingly viewed as a single entity, the food supply chain. To establish a food supply chain that can provide quality food at reasonable prices, it was recognized that an additional program should be designed to enhance the ability of entire food chain based on the achievements of APE-LDC. Under this Special Program for Strengthening the Capacity of FSCM-LDCs, the following projects were carried out for Cambodia and Lao PDR in 2011.

Demonstration Company Project on 5S and Good Manufacturing Practices (GMP) in Lao PDR

The demonstration company project to establish and disseminate GMP in the Lao food-processing

industry, while asking companies to review 5S simultaneously, started in November 2010. The project took almost one year, and during this period, an APO expert made several visits to four food-manufacturing companies to give advice on how to set up GMP in a factory.

National Convention on 5S

The APO has conducted projects to disseminate 5S and kaizen practices in Cambodian industry, especially the food-processing industry. The experiences of such demonstration companies and local consultants are crucial in spreading the promotion and adoption of 5S on a nationwide basis. Therefore, as an event concluding the APO demonstration projects on 5S and kaizen in Cambodia, a national convention on 5S was held in Cambodia, 19–20 January, to share the experiences of all companies and consultants involved in the projects so that these basic productivity improvement tools can be further disseminated throughout Cambodia.

Demonstration Company Project on Modern Food Safety Management Systems

This new project, which started from June 2011 and is expected to end in September 2012, aims at establishing more sophisticated food safety management systems such as HACCP or ISO 22000 in the food-processing companies that successfully introduced GMP in previous projects. Simultaneously, the project also aims at educating NPCC staff to develop their consultancy ability on food safety management systems. It is expected that through this project, modern food safety management systems will be promoted in the entire food industry in Cambodia and will enhance understanding of their effects on improvement of food hygiene conditions.

National Training Courses on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors

Food safety management systems (FSMS) are critical for enterprises to enhance their share in the increasingly competitive global food market.

Agribusinesses and food companies are putting in place sound FSMS such as ISO 22000 that incorporates all HACCP requirements in addition to the requirements of ISO 9001. Implementation of a modern FSMS is not easy. Verification and auditing of an FSMS are even more difficult. All require qualified food safety experts and auditors. Developing member countries generally lack such experts, however.

To build the capacity of food industry stakeholders, the APO organized three national training courses in 2011 as follow-ups to the 2010 multicountry training course on the FSMS ISO 22000:2005 for Auditors/Lead Auditors: 1) 9–11 February in Dhaka; 2) 28–30 March in Multan; and 3) 9–11 May in Tehran. The Bangladesh NPO and SME Foundation, NPO of Pakistan, and NIPO implemented the courses. A total of 143 participants (50 from Bangladesh, 42 from IR Iran, and 51 from Pakistan) attended.

Program coverage: Food safety: Issues, prerequisite programs, codes of practice, legal requirements, and private schemes; Principles, processes, and techniques for the assessment and management of food safety hazards/HACCP; Guidance documents, industry practice, and legislative requirements; Interpretation of the requirements of ISO 22000 in the context of an audit of an organization's FSMS; Roles of internal auditors/lead auditors and auditors; Process, techniques, skills, and management of auditing; and Planning, preparation, executing, and reporting.

Workshop on Development of Standard and Certification Systems for Organic Agricultural Products

Driven by increasing demand from health- and fitness-conscious consumers who are also concerned about the impact of production processes on the environment and food safety and quality, organic production and trade are soaring worldwide, not only in the markets of the USA, EU, and Japan but also in other developed countries. To take advantage of this growing export market, there is a need for

credible systems of organic standards and organic certification because only products produced, inspected, and certified in accordance with the prescribed regulations and standards can be traded and labeled as organic at premium prices. There is also a need to develop a critical mass of inspectors of organic products to facilitate the certification of production processes.



Development of Standard and Certification Systems for Organic Agricultural Products

To share good practices of organic standard setting, inspection, and certification processes, the APO and NPC, India, jointly organized a workshop on Development of Standard and Certification Systems for Organic Agricultural Products in New Delhi, 16–20 May. Twenty participants from 11 countries attended.

Program coverage: Organic agrifood industry: an overview; Organic standard development: challenges and opportunities; Packaging and labeling; Accreditation of certification bodies and certification procedures for operators; Organic standards, regulatory requirements, and procedures for importation of organic food products in major global markets; and Good practices of the development/implementation of standards and certification systems for organic agrifood products. To observe good practices of organic production, the participants visited an organic fruit and vegetable farm located in the village of Beheta, Bulandshahar district, Uttar Pradesh.

Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products

Many factors can cause health hazards in food, agricultural, and fishery products such as microorganisms and chemical substances intentionally or unintentionally introduced in foods (residues of pesticides, veterinary drugs, contaminants, food additives). These must be controlled during the food production process and crop growth. To do so, appropriate scientific risk assessment must be conducted and risk management carefully designed based on the outcomes.



Risk Analysis and Risk Assessment for Food and Agricultural Products

The APO organized a training course on Risk Analysis and Risk Assessment for Food and Agricultural Products, 18–23 July, in Kuala Lumpur to acquaint the participants with the basic concepts, tools, and techniques used in risk assessment for specific hazards related to food, agricultural, and fishery products and to enhance understanding of the framework for risk management measures. The training course was supported by the MPC and Malaysian Ministry of Agriculture and attended by 18 international participants from 13 APO member countries and six local ones.

Program coverage: Risk assessment and management methodologies of microorganisms (two days), pesticide residues (three days), and veterinary drugs (one day); Types of foodborne pathogens; Basic methodology for risk assessment of microorganisms; Practical risk assessment case studies using statistical models; Basic theoretical framework to determine maximum residue levels (MRLs) of

pesticides; How to interpret data from field trials; and Method to determine MRLs for veterinary drugs and veterinary drug management/registration systems: Case studies from Japan. As a practical exercise, supervised residue determinations were performed.

Workshop for Women on the Management of Small and Medium Food-processing Enterprises

The empowerment of women is instrumental in unleashing their entrepreneurial talents. However, in many countries, women must overcome cultural and gender biases in terms of access to education and training as well as to capital and other resources needed to start and/or manage enterprises. Because of these constraints, even those who are already in business are mostly limited to the very micro scale and find it difficult to expand and enhance their contribution to local communities and national economies.

The APO held a workshop for Women on the Management of Small and Medium Food-processing Enterprises, 18–23 July in Makassar, Indonesia, to enhance their management of small- and medium-scale agrofood-processing enterprises. This workshop was supported by the Colombo Plan Secretariat and implemented in cooperation with the Indonesian Ministry of Agriculture, Ministry of Manpower and Transmigration, and Provincial Government of South Sulawesi and attended by 18 participants from 10 member countries.

Program coverage: Global trends, opportunities, and challenges in agribusiness and the food industry; Entrepreneurship development among rural women in Asia: Issues and strategies; Opportunities and challenges for woman entrepreneurs in agrifood business: Experience of a woman entrepreneur in Indonesia; Agribusiness and food industry trends in Indonesia and opportunities for women entrepreneurs in agrifood business; Basic concepts and principles in the management of food-processing enterprises; Planning and management tools for small food-processing enterprises; Product development, product innovation, and value addition; Food quality and safety management

in a food-processing enterprise; and Logistics management and marketing considerations in product development. Participants visited Pt. Bola Dunia Markisa Fruit Processing, Pt. Palawa Coffee Processing, and PT. Raja Top Meatball Processing in Makassar.

Training Course on Supply Chain Management for Horticultural Crops

The horticulture sector in the Asia-Pacific region is growing fast. Most horticultural producers in the region are, however, smallholders faced by the challenges of inconsistent supply of a uniform quality of produce, lack of economy of scale, increasing competition, low farm-gate prices, and increasing emphasis on safety, quality assurance, and environmental management systems to gain access to high-end markets like the USA, EU, and Japan.

To acquaint participants with recent developments and global trends in the horticultural sector as well as with the knowledge and skills to assure quality, safety, and competitiveness in fruit and vegetable chains, the APO in collaboration with the FAO of the UN conducted a training course on Supply Chain Management for Horticultural Crops in New Delhi, 1–6 August. The NPC with technical and financial support from the Ministry of Agriculture, Government of India, implemented the course. A total of 21 participants from nine member countries attended.



Supply Chain Management for Horticultural Crops

Program coverage: Global and regional trends in horticultural supply chains; Strategies to enhance

competitiveness in supply chains; Managing product quality and safety; Harvesting and postharvest handling operations and facilities; Monitoring and traceability of produce; and Logistics management and transportation systems. Mother Dairy Fruit & Vegetable Pvt. Ltd., Mangolpuri Plant, Delhi, hosted site visits where participants observed good practices of postharvest handling of fruit and vegetables in action.

Workshop on Fair Trade for Enhancing Market Access of Agriculture Products from Developing Countries in Asia

Fair trade is an initiative to establish supply chains where producers in developing countries receive fair prices that ensure sustainable production and livelihoods. Fair trade thus contributes to increasing opportunities for market access and fair prices, and it is important for farmers, small producers, agribusinesses, and traders to be familiar with the mechanisms of fair trade and strategies to exploit the opportunities for exporting products to global markets.

In view of the increasing interest in fair trade activities, the APO in conjunction with SMEPDO and the LNPO organized a workshop on Fair Trade for Enhancing Market Access of Agriculture Products from Developing Countries in Asia, 5–9 September, in Vientiane to familiarize participants with the concepts, principles, and practical implementation of fair trade practices and develop national strategies to gain market access for their agricultural and food products. The workshop was attended by 23 participants from 12 countries.

Program coverage: History, background, and recent development of fair trade; Successful cases of fair trade; Fair trade supply chains; Market structures and international organizations to promote fair trade; and Fair trade labeling and certification. The workshop made field visits to shops and factories operated by the CAMA Craft Group where traditional Lao silk fabric is woven and marketed.

e-Learning Course on International Trade in Agricultural and Food Products

International trade in agrifood products has expanded quickly. Such trade is important for importers to ensure national food security, while exporters view it as a source of foreign exchange. This trend poses major challenges and opportunities for the Asia-Pacific region, especially developing countries. Understanding those challenges and opportunities is critical to benefit fully from global trade.

To create awareness of how agribusinesses/enterprises from member economies can benefit the most from international trade, the APO in collaboration with NPOs of participating members organized an e-learning course on International Trade in Agricultural and Food Products. The course was offered through the World Bank's Global Development Learning Network platform in Tokyo and videoconferencing facilities in participating countries in three independent sessions conducted 6–8 September (Cambodia, the Philippines, Vietnam), 13–15 September (Bangladesh, India, Nepal, Pakistan, Sri Lanka), and 4–6 October (ROC, Indonesia, IR Iran, Malaysia, Thailand). A total of 248 participants attended. Nine experts from the UN-ESCAP, OECD, USA, Malaysia, Japan, and India delivered lectures.

Program coverage: Global trends in the international trade in agrifood products; World Trade Organization implications in international agricultural trade; Roles of multilateral, bilateral, and free trade agreements as well as private standards in facilitating international agricultural trade; Tariff and nontariff barriers to trade; US Food and Drug Administration regulations governing the exportation of food products to the USA; Import regulations on agrifood products in EU countries; Agrifood product import regulations in Japan: Plant and animal health regulations; Fair trade practices; and Developing an export promotion strategy for agrifood products.

Training Course on Diversification and Value Addition for Agricultural Products

Product diversification and value addition to agricultural products have tremendous potential for increasing productivity, incomes, and off-farm employment opportunities in rural areas. These are strategies that can make intensive use of both human resources and local agricultural raw materials. Innovation is the key to product diversification and value addition. However, producers in developing countries are not able to take advantages of potential opportunities. Therefore, training of different players in the agricultural product supply chain on aspects of product diversification and value addition is required.



Diversification and Value Addition for Agricultural Products

The APO conducted a training course on Diversification and Value Addition for Agricultural Products, 3–9 October, in Colombo to demonstrate different approaches and techniques in adding value to agricultural products through various innovative approaches. The training course was supported by the Ministry of Agriculture and NPS of Sri Lanka. It was attended by 24 participants from 13 countries.

Program coverage: Various food-processing technologies to increase the variety of products and value; Recent trends in functional/nutraceutical food and convenience food; Packaging design and strategies; Marketing of newly created products; and Case studies of successful development and

marketing of innovative products. For a glimpse of food-processing facilities in the host country, participants visited a food-processing laboratory of the Food Research Division of the Department of Agriculture and a fruit- and vegetable-processing factory of V&J Industries in the Kandy district.

Workshop on Risk Management in Agricultural and Rural Finance

Agricultural and rural finance plays a vital role in enterprise development and in stimulating the economy in rural areas. It is a crucial source of funds for small farmers who have very limited financial resources for farming operations, especially for investments in farm equipment, machinery, irrigation, and related infrastructure crucial to improving farm productivity. It is also an important source of capital for entrepreneurs to develop rural enterprises anchored on agricultural value-adding activities such as processing, storage, and trading that contribute to the generation and diversification of job opportunities in rural areas. To ensure the sustainability of credit and financing operations, lending institutions need to implement good risk management practices.

The APO organized a workshop on Risk Management in Agricultural and Rural Finance in Yogyakarta, Indonesia, 24–28 October, to review the recent developments, assess the emerging trends and issues in agricultural and rural financial service delivery to small farmers and rural entrepreneurs, and identify best practices and appropriate strategies in risk management for agricultural and rural financial

institutions. This workshop was implemented in cooperation with the Directorate General of Agricultural Financing and Infrastructure, Ministry of Agriculture, R.I.; Directorate General of Training, Productivity Development and Entrepreneurship, Ministry of Manpower and Transmigration, R.I.; and Colombo Plan Secretariat. The workshop was attended by 21 participants from 12 countries.

Program coverage: Issues and challenges in financing agriculture and rural enterprises; Trends in agricultural and rural financial service delivery and risk management approaches practiced by agricultural and rural financing institutions; Role of agricultural insurance and credit guarantee schemes in mitigating risks; Protecting farmers and financing institutions against losses through agricultural/crop insurance schemes; Weather index-based insurance schemes; Successful model of a risk management scheme of financial institutions in Indonesia; Emerging innovative agricultural insurance schemes for agribusiness and rural enterprises; and Capacity development needs of agricultural and rural financial institutions in risk management. Participants visited the Luhur Sejatera Federation of Farmers' Associations in Sleman Regency and Warga Mulya Dairy Cooperative in Yogyakarta.

Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains

Establishment of reliable, green food supply chains has become a major concern of agricultural producers and food manufacturing, delivery, and retail companies in the food supply chain. That concern stems from consumers' growing consciousness of the environmental impacts of the production, distribution, and disposal of food and agricultural products. To remain competitive in the market, producers and companies in the food business are now increasingly required to follow appropriate environmental practices. Thus, development of green supply chains (GSCs) in the agrifood industry is effective in improving environmental conditions and achieving more efficient use of scarce natural resources.



Risk Management in Agricultural and Rural Finance



Developing Reliable, Safe, Green Food Supply Chains

The APO organized a multicountry observational study mission on Developing Reliable, Safe, Green Food Supply Chains, 7–12 November, in Tokyo to review the current situation of food supply chain management in terms of impacts on the environment, use of natural resources, and food hygiene levels through observations of salient features of GSCs in the agrifood industry in Japan. The mission was attended by 16 participants from 14 countries. Local implementation costs were covered by a special grant from the Japanese MAFF.

Program coverage: Environmentally friendly food supply chains; MAFF policies to mitigate environmental impacts of economic activities in food supply chains; Life cycle assessment; and Material flow cost accounting systems. Site visits were hosted by Sai-no-kuni, a waste recycling factory operated by Saitama prefectural government; the National Food Research Institute; the food waste recycling system adopted by the Tachikawa Palace Hotel; and a Kirin Beer factory.

Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors

The food safety management system (FSMS) ISO 22000 can make it easier for organizations worldwide to implement an FSMS in a harmonized way, which should not vary with the country or food product concerned. Overall, ISO 22000 is meant to ensure food safety throughout the supply chain.

However, the implementation of a modern FSMS is very challenging. The verification and auditing of FSMS are even more difficult. Member countries need more skilled FSMS auditors for professional monitoring of the food chain to achieve excellence in the expanding food sector.

To enable participants to acquire the knowledge and skills to interpret and audit according to the FSMS ISO 22000:2005, the APO in collaboration with the NPO, Horticulture Development and Export Company, and Trade Development Authority of Pakistan organized a training course on the FSMS ISO 22000:2005 for Auditors/Lead Auditors, 21–26 November, in Lahore. Twenty-two participants from 11 member countries and two experts from Hong Kong and Malaysia attended.

Program coverage: Food safety: Issues, prerequisite programs, codes of practice, legal requirements, and private schemes; Principles, processes, and techniques for the assessment and management of food safety hazards/HACCP; Contents and interrelationship of ISO 22000, ISO 9000, and ISO 15161; Interpretation of the requirements of ISO 22000 in the context of an audit of an organization's FSMS; Roles of lead auditors and auditors; Process, techniques, skills, and management of auditing; and Planning, preparation, executing, and reporting. For hands-on training, participants visited an ISO 22000-certified bakery and confectionery factory of Bunny's (Pvt.) Ltd.

SUSTAINABLE DEVELOPMENT IN AGRICULTURE

The focus area of sustainable development aims to enhance the productivity and sustainability of farm enterprises through better farm practices, good management of production resources, and adoption of new production technologies. The areas covered are organic farming, biotechnology, green food supply chains, agricultural and rural finance, good agricultural practices, agricultural productivity measurement, and climate change.

Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains

The horticultural sector plays an important role in enhancing agricultural productivity and improving rural livelihoods in the Asia-Pacific region. Most horticultural producers are small and medium sized. To be globally competitive, they need to market collectively through collaborative companies and cooperatives of sufficient size and scale. All players in horticultural chains must become more effective in safeguarding products and protecting consumers. The situation of fruit and vegetable chains (FVCs) in many developing countries is not satisfactory.



Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains

To review FVCs in the region and formulate action plans for enhancing their efficiency and global competitiveness, the APO in collaboration with the Pakistan Horticulture Development and Export Company Ltd. and NPO organized a workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific region: Fruit and Vegetable Chains, 7–12 March, in Lahore. Twenty-six participants and nine observers from 10 member countries and Kenya attended. The one-day public seminar was attended by 100 stakeholders.

Program coverage: Issues and challenges in building safe, competitive agribusiness supply chains; Integration of small producers into FVCs; Value chains for successful export of fruit and vegetables; Key performance indicators of a safe, reliable, competitive fresh FVC; and Logistics for enhancing competitiveness of FVCs. Mandarin Kinow Orchard

and Roshan Enterprises' fresh fruit-processing plant in Bhalwal hosted site visits to demonstrate good practices in production and postharvest handling.

Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness

The agricultural biotechnology industry is relatively new, but its potential impact on agriculture and food security is significant. Often the source of agribiotech innovations is SMEs, although multinational companies involved in commercial seed production, animal vaccines, and genetically modified organisms have gained the most economic benefit. There is a need to expand the benefits of biotechnology among agribusiness SMEs, but this will require the adoption of appropriate business models as there is no standard model for success. Asian SMEs confront limited funding, high regulatory costs, and nonconducive policy environments, among others. Nevertheless, the ROC successfully created conducive economic and policy environments to capitalize on biotechnology created through active R&D.



Development of Biotechnology Business Models for SMEs in Agribusiness

To learn firsthand from the most promising agribiotechnology-based SMEs in the ROC, the APO in collaboration with the CPC organized a multicountry observational study mission on the Development of Biotechnology Business Models for SMEs in Agribusiness, held in Taipei, Pingtung, and Taichung, 7–11 November. Twenty-one participants from 11 member economies and five experts from Singapore and the ROC attended.

Program coverage: Agribiotechnology industry in the Asia-Pacific: An overview; New biotech product development; Risk management by agribiotech-based SMEs; Business models for the development of agribiotech SMEs; Policy, regulatory, and institutional settings to stimulate biotech agribusiness SMEs; and Key success factors of the successful agribiotech businesses. To learn firsthand how different business models have been adopted by promising biotech-based agribusiness SMEs in the host country, participants visited Grape King Inc.; Pingtung Agricultural Biotechnology Park; Biotanico, Inc.; GeneReach Biotechnology Corp.; and the Animal Technology Institute Taiwan.

Multicountry Observational Study Mission on Good Agricultural Practices

Good Agricultural Practices (GAP) comprise a management system for the agricultural production process aimed at producing safer, higher-quality agricultural products in an environmentally friendly, socially acceptable manner. GAP has become increasingly important due to enhanced consumer awareness of food safety and other social implications of agricultural production like environmental impacts and occupational health. Given this background, more retailers request agricultural producers to comply with GAP as a prerequisite for commercial transactions with them. GAP is now regarded as a process management system to enhance market value in the food chain.

The APO with support from the Japanese MAFF organized a multicountry observational study mission on Good Agricultural Practices, 5–10 December, in Tokyo to learn the current state of GAP in the host country and understand the key factors for successful establishment and operation of GAP. This mission was a follow-up to an e-learning course on Good Agricultural Practices and GLOBALGAP for Greater Market Access for Agrifood Products held in 2010. The mission was attended by 16 participants from 12 countries.

Program coverage: The structure of J-GAP including the mutual recognition system with GLOBALGAP; Current status of GAP operations in Japan; Dissemination of GAP in developing countries; and Japanese MAFF policies to harmonize existing diversified GAP in Japan. Mission members made field trips to farms/farm companies where different types of GAP developed based on their own objectives and business environment were applied.

Workshop on Climate Change and Its Impact on Agriculture

Climate change (CC) is a serious threat facing the world. Agriculture is highly sensitive to CC and weather extremes, such as more frequent and severe droughts, floods, and storms. The impact of CC on agriculture is already obvious. For example, weather-related events linked to CC are causing an increase in the frequency of floods and droughts, less predictable rainy seasons, and more volatile agricultural markets. Crop failures and livestock deaths are causing huge economic losses, contributing to higher food prices and undermining food security in many developing countries. Agriculture itself has both positive and negative effects on climate. Innovative policy measures and capacity-building programs are needed for mitigating the negative effects of agricultural activities on climate and mainstreaming CC adaptation measures.



Climate Change and Its Impact on Agriculture

To assess the impacts of CC on agricultural productivity and understand key climate-induced vulnerabilities and risks to agriculture, the APO in

collaboration with the Asian Development Institute and KPC organized a workshop on Climate Change and Its Impact on Agriculture, 13–16 December, in Seoul. Thirty participants from 20 economies in the Asia-Pacific region, including 21 from nine APO members and 11 experts from the International Water Management Institute, Australia, Austria, India, ROK, Japan, Sri Lanka, and USA attended.

Program coverage: Strategic assessment of CC impacts on the agriculture sector; Assessing successful CC adaptation strategies in vulnerable areas; Developing adaptation roadmaps; and Capacity-building strategies for mainstreaming CC adaptation. To glimpse CC adaptation initiatives by the ROK, the participants visited the National Academy of Agricultural Science of the Rural Development Administration and its fully automated vertical plant factory where they observed increased productivity of lettuce grown without chemicals.

Research on Agricultural Productivity Measurement and Monitoring Systems: Working Party Meeting of Experts

Increasing agricultural productivity is crucial in achieving the objectives of many countries of rural poverty reduction, food security, and economic growth. But in most, systems for monitoring productivity trends are weak. This usually translates into weak planning and programming systems, leading to improper allocation of scarce resources among sectors and even within the agriculture sector. Member countries need reliable databases on their agricultural resources and productivity trends so that governments can plan the appropriate policy mix and allocate scarce resources to support priority programs. A reliable database would also help the private sector gauge the efficiency and competitiveness of domestic agriculture for sound investment decisions.

The APO organized a working party meeting of experts for the Research on Agricultural Productivity Measurement and Monitoring Systems, 5–7 October, in Tokyo to discuss the current gaps and weaknesses in systems for monitoring agricultural productivity in member countries and the methodology for establishment of a harmonized regional database on agricultural productivity indicators for benchmarking and monitoring trends. Two international experts and 10 national experts from nine APO members participated in this meeting.



Agricultural Productivity Measurement and Monitoring Systems

Program coverage: Agriculture development and productivity trends in Asian countries; Productivity and efficiency concepts; Stochastic frontier analysis and data envelopment analysis methodology for estimating productivity indexes and various measures of efficiency; Overview of selected computer software/programs for use in estimation; Current practices and models for monitoring agricultural productivity; and Development of agricultural productivity indicators and monitoring systems in Asia. During the working party meeting, a methodology and work plan were agreed upon for the guidance of each national expert in undertaking the research.

INDIVIDUAL-COUNTRY PROGRAMS

The APO recognizes that its member countries are in different stages of development with different economic structures and their productivity movements vary in maturity. They have markedly distinct needs in certain fields. Individual-country programs are therefore offered to cater to those needs that cannot be met completely by multicountry projects.

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

The Individual OSM (I-OSM) Program allows one member country to send a mission to another or others to examine firsthand a specific area of interest. Those observations are then applied in the mission members' home country to increase productivity. The I-OSM Program aims at enhancing the capabilities of NPOs and member countries in their pursuit of productivity improvement.

Five I-OSM projects were organized in 2011. These included study missions from the ROC to Japan on export promotion of agrifood products; from Malaysia to the ROC on enterprise intervention innovation programs; from Vietnam to Malaysia and Singapore on business excellence; from the Philippines to Thailand on organic and natural farming; and from IR Iran to the ROK on cost management and knowledge management. In total, 63 professionals benefitted through I-OSMs in 2011.

TECHNICAL EXPERT SERVICES (TES)

The main objectives of the TES Program are to develop trainers and consultants of NPOs as well as related organizations and to provide them with consultancy services to solve productivity-related

issues. The duration of TES projects is normally up to 12 days. TES achieves these two main objectives through the assignment of experts who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates TES activities in close cooperation with the recipient NPOs.

In 2011, 35 experts were assigned to conduct 35 projects under TES. The member countries that benefited the most were Cambodia, Malaysia, and the Philippines with four projects each, followed by Indonesia, IR Iran, and Pakistan with three each; Bangladesh, the ROC, Fiji, Singapore, and Thailand with two each; and India, Japan, the ROK, and Vietnam with one each. Six experts came from Japan, four from India, four from Malaysia, three from Australia, two from Canada, two from the Netherlands, two from the UK, two from Singapore, and one each from Hong Kong, the ROK, New Zealand, Pakistan, the Philippines, South Africa, Switzerland, Tanzania, Thailand, and the USA. Some of the subject areas for which expert services were requested were knowledge management, enhancement of public-sector productivity, and integrated community development.

DEVELOPMENT OF DEMONSTRATION COMPANIES

The demonstration projects undertaken by the APO are meant to illustrate practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. Demonstration companies 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. Potential candidates for demonstration company projects are recommended by NPOs, and the final selection is made in consultation with experts and the APO Secretariat. The APO assigns experts to the selected organizations to perform diagnostic studies, recommend an action plan for productivity improvement, and help implement the plan. The results are documented for learning by others. Through this program, NPOs will eventually develop the ability to manage their own demonstration/model projects. In 2011, the focus was on service organizations in the government sector and the quality of public service delivery. A demonstration project on productivity improvement in the Industrial Development Board, Sri Lanka, was commissioned and is ongoing. Another demonstration project on productivity and quality improvement in a public-sector manufacturing company (milk processing) in India initiated in 2010 continued through 2011. A demonstration project on Lean Six Sigma in the Service Sector in Vietnam was completed in March.

BILATERAL COOPERATION BETWEEN NPOS (BCBN)

The BCBN Program facilitates the dispatch of those involved in the productivity movement from an NPO or similar organizations in a member country to another member country. This is a model example of mutual support and cooperation for productivity improvement among APO member countries. BCBN also sponsors the visits of high-level officials, policymakers, NPO heads and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs.

The APO sponsored nine BCBN projects in 2011 involving 33 participants from nine member countries including two BCBN projects involving five participants which were carried over from 2010. The participating countries were Japan, the ROK, Lao PDR, Malaysia, Pakistan, the Philippines, Singapore, Sri Lanka, and Thailand. The host countries were Cambodia (one), the ROC (three), India (one), Japan (one), the ROK (five), Malaysia (two), Singapore (one), and Vietnam (one).

INDIVIDUAL-COUNTRY PROGRAMS

EVALUATION OF APO PROJECTS

In continuing efforts to improve its project planning and implementation, the APO actively seeks feedback from the people and organizations associated with its projects. This feedback takes the form of evaluations, which are carried out by various stakeholders according to the type of activity. For multicountry (Category A and B) projects, the feedback comes mostly from participants, resource speakers, and implementing organizations. However, in the case of individual-country projects, participants and member countries conduct the evaluation. In 2007, the APO began an online survey to evaluate the impact of training courses to determine their effectiveness and gauge the extent to which participants utilized the knowledge and skills acquired. Since 2009, along with the online survey, a new form of impact evaluation has also been undertaken by an independent third party utilizing improved evaluation methodology.

ONSITE EVALUATION

In 2011, the APO conducted evaluations of 53 multicountry projects implemented in 2010 with 1,015 participants (the number of participants reflects those who gave feedback through the end-of-project questionnaires, but does not represent the total number of participants attending APO projects during the period in review). The 53 projects comprised 16 training courses, eight workshops, eight observational study missions, eight study meetings, seven missions to nonmember countries, one seminar, two conferences, and three forums. Participants' feedback on project implementation indicated a 99% rate of overall satisfaction. The percentage breakdown was: Program Contents, 98%;

Physical Arrangements, 96%; Resource Speakers, 97%; Program Schedule, 97%; and Methodology Used, 97%. However, observational/field visits received a comparatively low evaluation of 92%.

With regard to improvement, there is a need to pay greater attention to field/company visits, which received the lowest satisfaction level, with 8% responding "less than expected." There were also suggestions to extend the duration of some projects to include site visits that showcase relevant best practices and models.

Individual-country (Category C) projects including I-OSMs, TES, the MCSP, DMP, BCBN, and In-Country Training Programs were also evaluated. In 2010, 64 experts were assigned for Category C projects benefitting about 10,400 participants, and five demonstration companies received human resources development and capacity-building assistance for productivity enhancement. The Government of Japan also awarded a cash grant for the Dissemination of the Productivity Movement in Africa Program.

The evaluation reports for Category C projects indicated that these projects were viewed as significant by member countries, as they addressed specific needs. There is scope for improvement with regard to ensuring the appropriateness and subject relevance of I-OSM and TES project requests, timely submission of evaluation reports by member countries, dissemination and replication of achievements of model companies under DMP, and alignment of these projects to strengthen NPOs and other stakeholders as much as possible.

INFORMATION PROGRAM

The objectives of the APO Information Program are to: promote the mission of the organization and expand cooperation and collaboration with other organizations in the membership and beyond; disseminate information that will contribute to increased productivity; and oversee IT applications within the Secretariat, in the administration of training courses, and in training delivery. Activities under the program include print and electronic publications, multimedia projects, seminars and workshops, and promotional efforts.

PUBLICATIONS

The APO has three publishing programs: Report Format Titles, Special Publications, and General Publications. Since 2003, APO has been producing electronic editions in PDF of the report format titles and special publications, which are uploaded on the APO website or distributed in CD format upon request.

Report Format Titles

The Report Format Titles are for proceedings of selected basic research projects, study meetings, and seminars. In 2011, three titles were published, *Asian Dynamism and Global Management*, *Population Aging and Productivity in Asian Countries*, and *Impact of Business Excellence/Quality Awards on Enterprises* (e-edition only).

Special Publications

Special publications cater to specific purposes such as to assist NPOs and consultants in their training efforts or for special events organized by the APO. In 2011, four titles were published:

- 1) *APO Productivity Databook 2011*;
- 2) *Compendium of Best Practices of Renewable Energy*;
- 3) *Eco-products Directory 2011*; and
- 4) *50 Years of the Asian Productivity Organization: Productivity Jubilee 1961–2011*.

General Publications

The APO publishes a bimonthly newsletter in English, the *APO News*, and disseminates 3,400 print and e-editions worldwide to NPOs, APO alumni, and project participants; other international organizations, government agencies, NGOs, and educational institutions; and individuals. It features reports on completed APO activities, synopses of productivity issues, regular columns by international productivity experts, and coverage of NPO activities and other special events.

MULTIMEDIA

The APO is capitalizing on the use of IT for disseminating information on the productivity movement in Asia and the Pacific. The IT Program of the Secretariat currently has three components: the APO website; APOnet; and APO e-learning activities.

APO Website

The APO maintains a website at <http://www.apo-tokyo.org>. The site provides comprehensive information on the APO and its activities, important statements of the Secretary-General, project notifications, e-editions of APO publications, current and past issues of the *APO News*, press releases and other special announcements, and linkages to the

websites of NPOs and APO-related organizations. The website has a Japanese section containing translations of selected information and publications. In the long term, the APO website is envisioned to become a major Internet portal on knowledge, news, and information related to productivity. Apart from information dissemination, the site is also increasingly being used by the APO Secretariat for communicating with its partners, NPOs, and project participants, as well as for implementing web-based e-learning programs. In 2011, the English site was renovated to become more organized and user friendly.

APOnet

The APOnet, which is a portal within the APO website, is an Internet-based file-sharing space used by the Secretariat as part of the overall program and project implementation system. By providing a fast, efficient platform for the exchange of information, it facilitates project preparation, project implementation, and communication among the APO Secretariat, NPOs, resource persons, and participants. It also provides an entry point for project experts and resource persons to share their training materials with participants. In 2009, the APOnet underwent major improvements, resulting in improved stability and usability. In 2010, the APOnet capability was expanded with the addition of a facility for sending and receiving large-sized files that cannot be exchanged through regular e-mail. In 2011, the storage size of the APOnet was increased from 10 GB to 180 GB to respond to demand for sharing more files. The APO plans to enhance the system with features including participant registration, application, and acceptance functions. Despite the increased capacity, the total management cost of the APOnet was reduced to one-tenth of its previous cost.

APO e-Learning Activities

In 2004, the APO began integrating e-learning sessions into its regular APO projects to reach a large pool of productivity practitioners in a more cost-effective manner. The APO has expanded its efforts to utilize this new method since then, and starting from 2007, emphasis on e-learning has been

intensified. In general, the APO organizes e-learning projects on two platforms: the APO e-Learning Portal; and videoconferencing using the facilities of other organizations, e.g., World Bank, JICA-Net, and universities in member countries.

APO e-Learning Portal

The APO set up an e-Learning Portal (<http://www.apo-elearning.org/moodle19/>) on its website to host a variety of e-learning projects, including web (Internet)-based courses and self-learning e-courses. The web-based courses require registered participants to log onto online sessions. Those taking self-learning e-courses can simply go to the website and enroll directly or through their NPOs. With increased interest in the courses, in July 2009, the APO carried out a system migration to a new server for improved services to users. In 2010, the Secretariat also initiated intensive discussions to evolve more structured self-learning e-courses including monitoring of participants, examination, and certification. In 2011, the first such course on Occupational Health and Safety was launched as a pilot project. A total of 2,705 enrolled in the course, with 98 from outside the APO membership.

Videoconferencing-based courses

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have videoconferencing facilities. The APO is collaborating with the Tokyo Development Learning Center of the World Bank, members of JICA-Net, etc. to deliver e-learning courses utilizing their distance-learning/videoconferencing facilities. The APO also collaborates with academic/training institutes that develop and provide e-learning courses. Eleven



ISO 26000: Guidance on Social Responsibility

APO member countries have World Bank centers. By combining the use of those facilities with GDLN members, JICA-Net, and other hosting centers, the majority of member countries can be linked in a virtual network. In 2011, the APO organized four videoconference-based e-learning activities. There were four e-learning projects in 2011 based on the World Bank platform, and the details of those projects are described on pages 15, 17, 28, and 41 of this report. There are plans to enhance the videoconferencing system to offer a wider variety of courses and training opportunities.

Business continuity

The Secretariat has explored business continuity measures to ensure that critical functions are continually available to member countries, participants, and other stakeholders even in case of emergency. Utilizing off-site storage is one way of ensuring data protection in times of disaster and it is available at reasonable cost compared with more elaborate methods. Currently, the cost-effectiveness of using a data storage service and stored backup media is being evaluated.

Computer replacement

In 2011, the Secretariat replaced staff computers with laptop versions. A 20% reduction in the total number of computers resulted in simpler support and maintenance work and increased efficiency with higher-performance models. As a part of business continuity measures, all staff are supplied with laptops for increased mobility.

APO HONORARY FELLOWS

In 2011, two persons received the title of APO Honorary Fellow. It is conferred by the APO Governing Body on an APO director, alternate director, NPO head, secretary-general, or liaison officer upon departure from his/her post in recognition of contributions to the APO by attending either the GBM or WSM five times or more. The two 2011 conferees were: former APO Alternate Director and NPO Head for Fiji Jone

Usamate (July 2000–January 2011); and former APO Alternate Director and NPO Head for Sri Lanka D.L. Kumaradasa (May 2005–August 2011).



APO Honorary Fellow Jone Usamate (R). Photo courtesy of NTPC.

APO 2011 REGIONAL/NATIONAL AWARDS

The APO established an award scheme in 1978 to give recognition to individuals who have made outstanding contributions to the promotion and improvement of productivity in the Asia-Pacific region. The APO Award was conferred once every three years until the scheme was revised and expanded in 1985. The APO Regional Award remained, and the new APO National Award was introduced to commend individuals who have made significant contributions to the cause of productivity promotion in member countries. These two awards have been conferred once every five years since 1990. To coincide with the 50th anniversary of the organization, the APO Governing Body at its 51st session approved the conferring of the APO Regional and National Awards in 2011 instead of 2010. The APO Regional Award was conferred on the following five individuals in a ceremony during the 53rd GBM:

- 1) Dr. Tyzz-Jiun Duh, Director General of the Industrial Development Bureau of the Ministry of Economic Affairs and Professor of Soochow University and Chinese Culture University, ROC;
- 2) Mr. Rachmat Gobel, Vice Chairman of the Advisory Board of KADIN Indonesia and Vice Chairman of the Employers' Association of Indonesia, Indonesia;

- 3) Mr. Tsuneaki Taniguchi, President of the JPC and Adviser to Kyorin University and the Association for Overseas Technical Scholarship, Japan;
- 4) Dr. Dong-Kyu Choi, Chairman and CEO of the Korea Productivity Center, ROK; and
- 5) H.E. Fidel V. Ramos, 12th president of the Republic of the Philippines and Chairman, Ramos Peace & Development Foundation, the Philippines.



APO Regional Awardees 2011. Photo courtesy of MPC.

The APO National Award for 2011 was conferred on the following seven individuals and presented by NPOs in member countries:

- 1) Dr. Pao-Cheng Chang, ROC;
- 2) Mr. Kunjung Masehat, Indonesia;
- 3) Mr. Yousef Hojjat, IR Iran;
- 4) Dr. Faqir Muhammad Anjum, Pakistan;
- 5) Mr. Feliciano L. Torres, the Philippines;
- 6) Mr. Darshan Singh, Singapore; and
- 7) Mr. Upali Marasinghe, Sri Lanka.

SPECIAL APO 50TH ANNIVERSARY PUBLICATION

The ROC provided a special grant for the golden jubilee activities of the APO, especially for a publication commemorating its 50th anniversary. The grant from the ROC was made possible with support from the CPC, Ministry of Foreign Affairs, and Ministry of Economic Affairs. The Taipei Economic and Cultural Representative Office in Tokyo facilitated the grant arrangements. This publication

project is a joint effort of the APO Secretariat and CPC through 2012.



APO 50th Anniversary Special Publication Launch Ceremony. Photo courtesy of CPC.

A coordination meeting was organized by the CPC in Taipei, 6–8 September. The meeting was attended by the chief expert and two coordinating experts from the ROC and 16 experts from 14 member countries. At the meeting, the experts agreed on the structure, content, and work plan of the publication. The publication will have three parts covering the Asia-Pacific productivity movement and related activities from three perspectives: past, present, and future. During the coordination meeting, there was a half-day event of celebrating the kick-off of the publication project. It was attended by Executive Yuan Premier Den-Yih Wu, other high-level ROC government representatives, and more than 150 guests from the public and private sectors of the ROC, diplomatic community representing APO member economies, and academia.

APO 50TH ANNIVERSARY COMMEMORATIVE ACTIVITIES

The APO 50th jubilee celebrations planned to be held simultaneously with the 53rd GBM in Tokyo were cancelled after the Great Eastern Japan earthquake struck the northeastern region in March 2011. Nevertheless, the Secretariat produced a 50th anniversary logo, publication, and video to commemorate its jubilee.

APO 50th anniversary logo

Two types of APO 50th anniversary logo were created to appear on APO publications, the website, and other materials produced in 2011.



APO 50th anniversary publication and video

The publication and video entitled *50 Years of the Asian Productivity Organization* summarize the activities of the APO in the five decades since its inception in 1961, chronicling the organization's decades of establishment, consolidation, expansion, leadership, and innovation. It also features the new APO mission, vision, and strategic directions for the next decade, which were approved by the 53rd GBM.

PUBLIC PROMOTIONAL ACTIVITIES

Participation in the Global Festa

Since 1998, the APO has participated in the Japan International Cooperation Festival, which is held annually at Tokyo's Hibiya Park. In 2006, this festival

was renamed the Global Festa. Each year, the APO booth showcases information on its activities and services to create awareness among the Japanese public and other stakeholders. More than 200 other international organizations, government agencies, and NGOs also participate in this event. In 2011, the Global Festa was held 1–2 October. In addition to displaying APO information, samples of publications were also available to the public. A map game inviting visitors to identify the capital cities and locations of APO members, with prizes of unique products from APO members, became a major attraction at the event.

Productivity Promotion Materials

In an effort to promote the productivity concept, the APO produces a wide range of promotional materials so that the message can be conveyed to member countries and beyond. In 2011, the APO produced a calendar featuring its new missions and strategic directions. It was distributed to NPOs, other international organizations, educational institutions, NGOs, and government agencies and used for promotional purposes at meetings, exhibitions, and other events.

INTERNATIONAL COOPERATION

In an increasingly interconnected world, the APO recognizes the importance of maintaining ties with other international organizations, national agencies, and other bodies within and outside the Asia-Pacific region. Its International Cooperation Program allows the APO to broaden the knowledge/resource base on topics important to member countries through information exchanges, international conferences, and study missions to observe recent advances or established best practices in non-APO countries. Member countries therefore have opportunities to establish bilateral business ties and networks with counterparts outside the region. The International Cooperation Program also contributes to expanding the pool of experts for the TES Program and other APO projects. The APO as a whole, its member countries, and its partners in cooperation all derive benefits from the synergy thus created while avoiding the duplication of efforts.

JOINT PROJECTS

The APO collaborated with two organizations on five projects in 2011. For details, please refer to page 64.

SERVICES OF EXPERTS RECEIVED

Three experts from three organizations were assigned in 2011. For details, please refer to page 64.

GUEST OBSERVERS RECEIVED

Three observers from two organizations attended the 53rd Session of the Governing Body and the 52nd Workshop Meeting of Heads of NPOs. For details, please refer to page 64.

PARTICIPANTS FROM NONMEMBER COUNTRIES

Nine participants from eight countries and four observers from one country attended two APO projects. For details, please refer to page 64.

MEETINGS ATTENDED

APO Secretariat staff attended 16 international meetings. For details, please refer to page 65.

2011 APO PROJECT SUMMARY

In 2011, the APO conducted various projects covering a multitude of areas. Projects totaled 134, with 3,288 participants. A total of 447 experts facilitated these projects, assisted by 45 national coordinators who focused on the e-learning aspect. The APO also extended its outreach to 31,629 attendees and visitors through projects open to the public. The following tables detail 2011 APO projects.

INDUSTRY AND SERVICE SECTORS

SOCIOECONOMIC PROGRESS

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Research on Knowledge Management for Public-sector Productivity	APO Secretariat	Year-long	-	7	0	0
APO Productivity Database	APO Secretariat	Year-long	-	3	0	0
APO Productivity Databook	APO Secretariat	Year-long	-	18	0	0
Data Maintenance and Updating of the APO Asian Quarterly Growth Map	APO Secretariat	Year-long	-	1	0	0

STRENGTHENING OF SMEs

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Multicountry Observational Study Mission on SME Development	Japan	24–28 January	12	0	1	0
Multicountry Observational Study Mission on SME Best Practices in Service Excellence	Japan	21–25 February	18	0	2	0
Training Course on Total Productive Maintenance Applications in SMEs	Bangladesh	16–20 May	19	3	1	0
Workshop on Market Access for SMEs	Thailand	23–27 May	19	3	2	0
Workshop on Innovation and Competitiveness in SMEs	ROK	6–9 September	16	1	2	0
Training Course on Strategic Management Consultancy for SMEs	Japan	17–28 October	18	1	6	0
Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries	Malaysia	19–23 December	20	2	2	0

KNOWLEDGE MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
e-Learning Course on Knowledge Management for the Service Sector (Phase 1)	Bangladesh, IR Iran, India, Thailand	21–23 November	70	2	0	0
e-Learning Course on Knowledge Management for the Service Sector (Phase 2)	Fiji, Indonesia, Malaysia, Pakistan, Philippines, Vietnam	5–7 December	135			
Study Meeting on Knowledge Management Clusters for SMEs in Asia	ROC	13–16 December	21	3	1	0

GENERAL MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Top Management Forum on Asian Dynamism and Global Management	Japan	14–16 February	30	8	0	0
Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	Japan	9–10 March	-	5	0	0
e-Learning Course on ISO 26000: Guidance on Social Responsibility (based on the Global Development Learning Network of the World Bank platform) (Phase 1)	Bangladesh, India, Pakistan, Thailand, Vietnam	9–12 May	104	2	0	0
e-Learning Course on ISO 26000: Guidance on Social Responsibility (based on the Global Development Learning Network of the World Bank platform) (Phase 2)	Fiji, IR Iran, Indonesia, Malaysia, Mongolia, Philippines, Sri Lanka	23–26 May	125			
Seminar on ISO 26000: Development of Social Responsibility	ROC	8–12 August	22	3	2	0

TOTAL QUALITY MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Seminar on Regional Sharing of Lean Applications in Healthcare (follow-up to a Demonstration Project in Thailand)	Thailand	24–28 January	24	3	6	0
Training of Trainers in Total Quality Management for the Service Sector	Indonesia	18–22 July	25	2	0	0
Training Course on the Balanced Scorecard	Vietnam	15–19 August	23	2	0	0
Study Meeting on Lean Management Systems in the Public Sector	Thailand	16–19 August	23	2	1	0
Multicountry Observational Study Mission on Quality Awards in APO Member Countries	Japan	26–30 September	18	0	9	0
Workshop for Business Excellence Consultants	Singapore	17–21 October	18	1	2	0
Training Course on Lean Production Systems	Japan	7–18 November	17	1	6	0
Training Course on Six Sigma Black Belt	ROC	5–9 December	19	2	1	0

TECHNOLOGY, IT, AND INNOVATION

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
National Training Program on Innovation in Production Systems (follow-up to the Training Course on Innovation in Production Systems, Tokyo, Japan)	Thailand	29–31 March	46	1	0	0
National Training Program on Innovation in Production Systems (follow-up to the Training Course on Innovation in Production Systems, Tokyo, Japan)	Philippines	11–13 May	50	1	0	0
National Training Program on Innovation in Production Systems (follow-up to the Training Course on Innovation in Production Systems, Tokyo, Japan)	Vietnam	16–20 May	109	1	0	0
Training Course on the Information Security Management System: ISO 27000 Series	Indonesia	17–21 October	21	2	1	0

INTERFACE SECTOR

GREEN PRODUCTIVITY

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
9th Annual Meeting of the Green Productivity Advisory Committee	Japan	19 January	-	3	0	0
Promotion of Activities of the Green Productivity Advisory Committee through the Eco-products International Fair 2011	India	10–12 February	-	2	0	0
National Dissemination Program on Energy Management Capacity Building	Sri Lanka	27–28 January	52	2	0	0
National Dissemination Program on Energy Management Capacity Building	Indonesia	31 January–1 February	45	2	0	0
Training Course on Energy Management Capacity Building	ROC	26–30 September	25	2	6	1
Eco-products International Fair 2011	India	10–12 February	25,162 (visitors)	-	-	-
International Conference on Green Productivity for Sustainable Energy and Environment	India	10–12 February	40	12	11	0
Establishment of the Eco-products Database	APO Secretariat	Year-long	-	-	-	-
Workshop on the Eco-products Database	Indonesia	23–27 May	18	2	2	0
Training of Trainers in Green Productivity	Malaysia	28 March–22 April	21	7	4	0
Training Course on Energy Efficiency for SMEs	ROK	17–20 May	17	3	3	0
Workshop on Renewable Energy	Fiji	20–24 June	26	3	1	1
Self-learning e-Course on the Occupational Health and Safety Management System (OHSAS 18001)	Member countries	1 July–31 October	1,015	0	0	0
e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001) (Phase 1)	Bangladesh, IR Iran, Malaysia, Nepal, Pakistan, Sri Lanka	4–7 July	123	2	0	0
e-Learning Course on Integrated Management Systems (ISO9001, ISO14001, and OHSAS18001) (Phase 2)	Cambodia, Indonesia, Mongolia, Philippines	22–25 August	97			
APO International Conference on Green Technology	Malaysia	6–10 September	23	2	1	0
Workshop on Material Flow Cost Accounting	Japan	12–16 September	18	1	4	0
Workshop on Green Supply Chains and Eco-design	Japan	12–16 December	18	1	6	0

INTEGRATED COMMUNITY DEVELOPMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
National Conference on Planning and Development of Community-based Rural Tourism	Philippines	12–14 January	568 (attendees)	2	6	0
National Workshop on the Promotion of Community-based Rural Tourism Development	Vietnam	23–24 May	65 (attendees)	1	8	0

INTERFACE SECTOR

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
National Roundtable Conference on a Model Province for One Village, One Product Development	Cambodia	26 January	446 (attendees)	0	3	0
National Workshop on Development of One Village, One Product-based Local Products in Vietnam	Vietnam	24–25 November	78 (attendees)	1	9	0
Training Course for Trainers on Planning and Management of Ecotourism	Philippines	15–24 June	23	3	1	0

DEVELOPMENT OF NPOs

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on Development of Productivity Practitioners: Basic Program	Philippines	27 June–22 July	23	2	11	0
Training Course on Development of Productivity Practitioners: Advanced Program	Malaysia	26 September–14 October	19	2	12	0
Member Country Support Program (Year 1) 3rd visit	Malaysia	14–21 February	-	2	0	0
Member Country Support Program (Year 1) Mid-term evaluation visit	Malaysia	17–18 February				
Member Country Support Program (Year 2) 4th visit	Malaysia	6–13 June				
Member Country Support Program (Year 2) 5th visit	Malaysia	19–26 September				
Member Country Support Program (Year 2) 6th visit	Malaysia	5–13 December				
Member Country Support Program (Year 1) 3rd visit	Mongolia	2–11 March	-	2	0	0
Member Country Support Program (Year 1) Mid-term evaluation visit	Mongolia	8–10 March				
Member Country Support Program (Year 2) 4th visit	Mongolia	29 September–7 October				
Member Country Support Program (Year 2) 5th visit	Mongolia	10–15 December				
Member Country Support Program: Observational Study Mission on Material Flow Cost Accounting from Malaysia to Japan	Japan	7–11 March	14	0	3	0
Member Country Support Program: Observational Study Mission on Productivity Improvement from Mongolia to Japan	Japan	22–26 August	11	0	4	0
Development of the Center of Excellence: Prime Minister Quality Award Assessor Development Training	Pakistan	11–16 July	-	1	0	0
Development of the Center of Excellence: Singapore Quality Award for Business Excellence Program	Singapore	19–25 July	-	1	0	0
Development of the Center of Excellence: Workshop to Develop a Self-help Toolkit on Business Excellence for SMEs	Singapore	Year-long	7	2	0	0
Development of the Center of Excellence: Workshop to Develop a Business Excellence Consultants' Manual	Singapore	Year-long	9	1	2	0

AGRICULTURE SECTOR

AGRICULTURAL MARKETING AND PROCESSING

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
National Convention on 5S	Cambodia	19–20 January	231 (attendees)	1	3	0
Demonstration Company Project on Modern Food Safety Management Systems	Cambodia	1 June–30 August	35 (attendees)	1	0	0
Demonstration Company Project on Modern Food Safety Management Systems	Cambodia	1 September–30 November	31 (attendees)			
Demonstration Company Project on Modern Food Safety Management Systems	Cambodia	1 December–29 February	30 (attendees)			
Demonstration Company Project on 5S and Good Manufacturing Practices (second visit)	Lao PDR	23 February–4 March	31 (attendees)	1	0	0
Demonstration Company Project on 5S and Good Manufacturing Practices (third visit)	Lao PDR	3–12 May	28 (attendees)			
Demonstration Company Project on 5S and Good Manufacturing Practices (fourth visit)	Lao PDR	3–12 August	34 (attendees)			
Demonstration Company Project on 5S and Good Manufacturing Practices (fifth visit)	Lao PDR	31 October–11 November	35 (attendees)			
National Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	Bangladesh	9–11 February	50 (attendees)	1	0	0
National Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	Pakistan	28–30 March	51 (attendees)	1	0	0
National Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	IR Iran	9–11 May	42 (attendees)	1	0	0
Workshop on Development of Standard and Certification Systems for Organic Agricultural Products	India	16–20 May	20	2	2	0
Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products	Malaysia	18–23 July	24	3	0	0
Workshop for Women on the Management of Small and Medium Food-processing Enterprises	Indonesia	18–23 July	18	3	2	0
Training Course on Supply Chain Management for Horticultural Crops	India	1–6 August	21	3	1	0
Workshop on Fair Trade for Enhancing Market Access of Agricultural Products from Developing Countries in Asia	Lao PDR	5–9 September	23	2	0	1
e-Learning Course on International Trade in Agricultural and Food Products (Phase 1)	Cambodia, Philippines, Vietnam	6–8 September	60	9	0	0
e-Learning Course on International Trade in Agriculture and Food Products (Phase 2)	Bangladesh, India, Nepal, Pakistan, Sri Lanka	13–15 September	95			
e-Learning Course on International Trade in Agricultural and Food Products (Phase 3)	ROC, Indonesia, IR Iran, Malaysia, Thailand	4–6 October	93			

AGRICULTURE SECTOR

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on Diversification and Value Addition for Agricultural Products	Sri Lanka	3–9 October	24	2	1	0
Workshop on Risk Management in Agricultural and Rural Finance	Indonesia	24–28 October	21	3	2	0
Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	Japan	7–12 November	16	0	5	0
Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	Pakistan	21–26 November	22	2	0	0

SUSTAINABLE DEVELOPMENT IN AGRICULTURE

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	Pakistan	7–12 March	26	3	4	0
Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	ROC	7–11 November	21	2	3	0
Multicountry Observational Study Mission on Good Agricultural Practices	Japan	5–10 December	16	0	4	0
Workshop on Climate Change and Its Impact on Agriculture	ROK	13–16 December	16	4	2	5
Research on Agricultural Productivity Measurement and Monitoring Systems	APO Secretariat	Year-long	10	2	0	0

INDIVIDUAL-COUNTRY PROGRAM

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

Subject	Deputing country	Venue	Date	Participants	Experts assigned by		
					APO	NPO	Others
Export Promotion of Agrifood Products and FOODEX from Republic of China to Japan	ROC	Japan	28 February–4 March	26	0	4	0
Enterprise Innovation Intervention Program: Nurturing SMEs	Malaysia	ROC	3–7 October	3	0	0	0
Business Excellence	Vietnam	Malaysia, Singapore	18–22 July	9	0	0	0
Organic and Natural Farming	Philippines	Thailand	14–15 November	12	0	0	0
Cost Management and Knowledge Management	IR Iran	ROK	20 November–1 December	13	0	0	0

DEVELOPMENT OF DEMONSTRATION COMPANIES

Subject	Venue	Date	Experts assigned by	
			APO	NPO
Implementation of Lean Six Sigma in the Service Sector	Vietnam	24–28 January 28–31 March	1	0
Implementation of Productivity Improvement	India	13–22 March 18–26 August	1	0
Productivity Improvement in Public-sector Organizations	Sri Lanka	6–17 June 12–23 September	1	0

PARTICIPATION UNDER BCBN PROJECTS

Subject	Deputing country	Host country	Date	Participants
Learning the Roles and Functions of Effective NPOs	Pakistan	Vietnam, Japan	24–28 January	3
Enhancement of collaborative partnership between concerned NPOs	ROK	ROC, Cambodia	30 May–1 June	3
Benchmarking Information Center	Thailand	ROC, ROK	1–8 June	9
Development of KLEMS database and Possible Collaborative Research Project	Malaysia	ROK	13–16 June	6
Research on SMEs	Singapore	ROC, ROK	27 June–1 July	2
Collaboration on Preparation of Strategies and Methodology for Innovation	Lao PDR	ROK	1–5 August	3
Green Productivity with Special Focus on Material Flow Cost Accounting	Japan	India	16–19 August	2
Enhancement of the National Industry Movement	Sri Lanka	Malaysia, ROK	12–16 September	3
Effective Governance and Transformation of the Public Sector	Philippines	Singapore, Malaysia	8–11 November	2

INFORMATION PROGRAM

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Special APO 50th Anniversary Publication	APO Secretariat	Year-long	-	36	0	0

INTERNATIONAL COOPERATION

JOINT PROJECTS

Project	Collaborating organization
Training Course for Trainers on Planning and Management of Ecotourism	Colombo Plan Secretariat
Workshop for Women on the Management of Small and Medium Food-processing Enterprises	Colombo Plan Secretariat
Workshop on Climate Change and Its Impact on Agriculture	Asian Development Bank Institute
Workshop on Renewable Energy	Colombo Plan Secretariat
Workshop on Risk Management in Agricultural and Rural Finance	Colombo Plan Secretariat

SERVICES OF EXPERTS RECEIVED

Project	Collaborating organization
Workshop on Climate Change and Its Impact on Agriculture	International Water Management Institute
Workshop on Renewable Energy	United Nations Environmental Programme International Environmental Technology Centre
Training Course on Energy Management Capacity Building	International Energy Agency

GUEST OBSERVERS RECEIVED

Project	Organization/number of observers
53rd Session of the Governing Body	Colombo Plan Secretariat/2
	Pan African Productivity Association/1
52nd Workshop Meeting of Heads of NPOs	FAO/1
	Federal Demographic Council of the UAE/2

PARTICIPANTS FROM NONMEMBER COUNTRIES

Project	Participating nonmember country/ number of participants
Multicountry Observational Study Mission on SME Development	Myanmar/4 (observers)
Workshop on Climate Change and Its Impact on Agriculture	Islamic State of Afghanistan/1
	Republic of Armenia/2
	Azerbaijan/1
	Georgia/1
	Kazakhstan/1
	Kyrgyz Republic/1
	Tajikistan/1
	Republic of Uzbekistan/1

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

Host organization	Title of meeting	Venue	Duration	Staff members involved
The Global Forum of Japan International Studies Department of Vietnam National University The Japan Forum on International Relations, Inc.	Japan-East Asia Dialogue of "East Asia in Transition and New Perspectives on Regional Cooperation"	Japan	23–24 February	Ryuichiro Yamazaki (Mr.) Masaya Amau (Mr.)
International Monetary Fund	IMF Seminar on World Economic Outlook and Global Financial Stability Report	Japan	28 April	Masaya Amau (Mr.)
Ministry of Agriculture, Forestry and Fisheries of Japan	Fourth ASEAN Plus Three Forum on Biomass Energy	Japan	12–13 July	K.D. Bhardwaj (Mr.)
Ministry of Agriculture, Forestry and Fisheries	ASEAN plus Three Forum on Biomass Energy	Japan	13 July	Yoshihide Endo (Mr.)
Research Institute of Economy, Trade and Industry	RIETI Special Seminar Special Lecture by Professor Jorgenson, Harvard University: World KLEMS Initiative	Japan	26 July	Yasuko Asano (Ms.)
Philippine Center for Environmental Protection and Sustainable Development, Inc.	Green Productivity, Green Purchasing towards Green Philippines (GP3) Conference	Philippines	18–19 August	Yumiko Yamashita (Ms.)
Government of Bangladesh NPO Bangladesh	Multilateral Conference on the Productivity Movement in Bangladesh	Bangladesh	2 October	Ryuichiro Yamazaki (Mr.) Yoshikazu Kihira (Mr.)
National Environment Agency, Ministry of the Environment and Water Resources of Singapore Ministry of the Environment of Japan United Nations Centre for Regional Development	Third Regional 3Rs Forum in Asia	Singapore	5–7 October	K.D. Bhardwaj (Mr.)
Global Ecolabelling Network and Environment and Development Foundation	GEN Annual Meeting and International Conference	ROC	24–28 October	Yumiko Yamashita (Ms.)
Korea National Cleaner Production Center Ministry of Knowledge Economy, ROK	4th Global Environmental Regulation Compliance Expo	ROK	10 November	Yumiko Yamashita (Ms.)
Government of Pakistan NPO Pakistan	International Productivity Congress	Pakistan	17–18 November	Ryuichiro Yamazaki (Mr.) K.D. Bhardwaj (Mr.)
Honda Foundation	Honda Award 2011	Japan	17 November	Yasuko Asano (Ms.)
Association of Southeast Asian Nations, World Bank Global Development Learning Network Asia Pacific	Post 19th ASEAN Summit Briefing	Japan	21 November	K.D. Bhardwaj (Mr.) Yoshimi Sasaki (Ms.)
Japan-Malaysia Economic Association	30th Joint Meeting of Japan- Malaysia Economic Association	Japan	21–22 Nov	Setsuko Miyakawa (Ms.) Muhammad Idham (Mr.)
Food and Agriculture Organization	Technical Workshop and Roundtable Meeting on Investment Promotion in Agriculture and Agribusiness	Italy	12–14 December	Joselito Cruz Bernardo (Mr.)
The Dubai Chamber of Commerce & Industry	Dubai Dialogue: Corporate Governance: Quest for Paradigm Shift	UAE	20 December	Yumiko Yamashita (Ms.)

LIST OF EXPERTS

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Ab. Rahim Yusoff (Mr.) Malaysia	Senior Director, Business Excellence Department, MPC	Training of Trainers in Total Quality Management for the Service Sector	APO
Akashi Terasaki (Mr.) Japan	Senior Consultant, Hirayama Co., Ltd.	Training Course on Lean Production Systems	NPO
Akimitsu Ashida (Mr.) Japan	Representative Director and Chairman of the Board, Mitsui O.S.K. Lines, Limited	Top Management Forum on Asian Dynamism and Global Management	APO
Allen H. Hu (Dr.) ROC	Professor and Director, Institute of Environment Engineering and Management, National Taipei University of Technology	Seminar on ISO 26000: Development of Social Responsibility	NPO
Andrew Shih-Liang Lin (Mr.) ROC	Director, Financing Division, Small and Medium Enterprise Administration, Ministry of Economic Affairs	Workshop on Market Access for SMEs	APO
Antonio D. Kalaw, Jr. (Mr.) Philippines	President, DAP	Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	APO
Anuwat Supachutikul (Dr.) Thailand	Chief Executive Officer, Healthcare Accreditation Institute	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO
Arthur Daniels (Mr.) Canada	Expert Advisor, International Public Sector Reform, BearingPoint Consulting Ireland	Study Meeting on Lean Management Systems in the Public Sector	APO
Atichart Harncharnchai (Dr.) Thailand	Lecturer, Department of Computer Information Systems, Faculty of Health Science and Technology, Yonok University	Study Meeting on Knowledge Management Clusters for SMEs in Asia	APO
Bayarmaa Baatarsuren (Ms.) Mongolia	Statistician, Macroeconomic Statistics Department, National Statistical Office of Mongolia	APO Productivity Databook	APO
Boondee Bunyagidj (Dr.) Thailand	Advisor to the Executive Director, FTPI	Research on Knowledge Management for Public-sector Productivity	APO
Cherdchai Nopmaneejumrulers (Dr.) Thailand	Assistant Dean in Quality Development, Siriraj Hospital	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO
Chettra Keo (Mr.) Cambodia	Deputy Director of General Statistics Department, National Institute of Statistics, Ministry of Planning	APO Productivity Databook	APO
Chia-Shen Chen (Dr.) ROC	Professor, National Taiwan University	Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	APO
Chua Geok Boon (Mr.) Malaysia	Lead Auditor, Independent European Certification (M) Sdn. Bhd.	Seminar on ISO 26000: Development of Social Responsibility	APO
Dale W. Jorgenson (Dr.) USA	Samuel W. Morris University Professor, Department of Economics, Harvard University	APO Productivity Database	APO
Duggirala Sathya Prakash (Mr.) India	Manager, Business Development, Det Norske Veritas AS	Training Course on the Information Security Management System: ISO 27000 Series	APO
Eiki Morishita (Mr.) Japan	Senior Managing Director and General Manager, Kobe Portopia Hotel, Inc.	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Eka Dyan Lestari (Ms.) Indonesia	PT. Panasonic Gobel Energy Indonesia	Training Course on the Information Security Management System: ISO 27000 Series	NPO
Estela T. De Guzman (Ms.) Philippines	Director, Industry and Trade Statistics Department, National Statistics Office	APO Productivity Databook	APO
Eugene Hsiao (Mr.) ROC	Cubic Creativity	Training Course on Six Sigma Black Belt	NPO
Foo Chek Teck (Dr.) Singapore	Chairman, Sun Tzu Art of War Institute	1. Workshop on Market Access for SMEs 2. Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries	APO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
G.S. Krishnan (Mr.) India	Group Head and Director (IT and KM), NPC	e-Learning Course on Knowledge Management for the Service Sector	APO
Geonwoo Lee (Dr.) ROK	Research Fellow, Korea Institute for Industrial Economics and Trade	APO Productivity Databook	APO
George Wong (Mr.) Singapore	Managing Director and Principal Consultant, Hoclink Systems and Services Pte Ltd	Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries	APO
Hiroaki Takeshita (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Strategic Management Consultancy for SMEs	NPO
Hiroshi Kozakai (Mr.) Japan	Manager, Mirai Industry Co., Ltd.	Training Course on Strategic Management Consultancy for SMEs	NPO
Hisami Mitsumori (Mr.) Japan	President, Ootoya Company Limited	Top Management Forum on Asian Dynamism and Global Management	APO
Hisashi Furuichi (Mr.) Japan	President and CEO, PRIMIX Corporation	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Ida Yasin (Dr.) Malaysia	Manager, Knowledge Management Department, MPC	Research on Knowledge Management for Public-sector Productivity	APO
In-Sang Hwang (Mr.) ROK	Director, FTA Policy and Planning Division, Ministry of Foreign Affairs and Trade	Top Management Forum on Asian Dynamism and Global Management	APO
Jamaludin Bin Maarof (Mr.) Malaysia	Senior General Manager, Ingress Corporation Bhd.	Workshop on Market Access for SMEs	APO
Jia-yuan Mei (Ms.) ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan	APO Productivity Databook	APO
Jiunn-Shiow Lin (Mr.) ROC	Chief, Knowledge Services Division, Industrial Development Bureau, Ministry of Economic Affairs	Study Meeting on Knowledge Management Clusters for SMEs in Asia	NPO
Jung Wha Han (Prof.) ROK	Professor, School of Business, Hanyang University	Workshop on Innovation and Competitiveness in SMEs	NPO
Jun-ho Lee (Mr.) ROK	Research Fellow, Global Economics, Korea Small Business Research Institute	Workshop on Innovation and Competitiveness in SMEs	NPO
Kabir Ahmad Mohd Jamil (Mr.) Malaysia	Senior Manager, Enterprise Innovation Division, MPC	Training Course on Six Sigma Black Belt	APO
Kanichi Moriyama (Mr.) Japan	Counselor, International Cooperation Department, JPC	1. Training Course on Strategic Management Consultancy for SMEs 2. Training Course on Lean Production Systems	NPO
Kazushi Nomura (Mr.) Japan	President, Nambu Company Limited	Top Management Forum on Asian Dynamism and Global Management	APO
Kazuteru Chinone (Mr.) Japan	Representative, Productivity Management Office	Training Course on Total Productive Maintenance Applications in SMEs	APO
Kazutoshi Shimura (Mr.) Japan	Deputy Director, Economic Partnership Division, Trade Policy Bureau, Ministry of Economy, Trade and Industry	Top Management Forum on Asian Dynamism and Global Management	APO
Kelvin Loh Chi-Keon (Dr.) Singapore	Chief Executive Officer, Mt. Elizabeth Hospital	Seminar on Regional Sharing of Lean Applications in Healthcare	APO
Kenji Tsujimoto (Mr.) Japan	Senior Managing Director, Kansai Productivity Center	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Khay-Ti Por (Mr.) Singapore	Board of Director, SFIC Institute Pte Ltd	Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	APO
Kitti Limapichat (Dr.) Thailand	Associate Professor and Advisor to the Dean, Faculty of Medicine, Prince of Songkla University	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Koji Nomura (Dr.) Japan	Associate Professor, Keio Economic Observatory, Keio University	1. APO Productivity Database 2. APO Productivity Databook 3. Data Maintenance and Updating of the APO Asian Quarterly Growth Map	APO
Kusol Soonthornhdhada (Dr.) Thailand	Institute of Population and Social Research, Mahidol University	Workshop on Market Access for SMEs	NPO
Laura Huston (Ms.) Belgium	Business Excellence Team Lead, Cargill Business Excellence, Cargill Europe BVBA	Workshop for Business Excellence Consultants	APO
Lee Gan Kai, William (Dr.) Singapore	Senior Research Manager, IDC Manufacturing Insights, Asia/Pacific Headquarters	1. National Training Program on Innovation in Production Systems 2. Training Course on Lean Production Systems	APO
Luerat Anuratpanich (Mr.) Thailand	Former Manager, Talent Solutions and Organization Development, 3M Thailand Limited	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO
M. Ahsan Akhtar Hasin (Dr.) Bangladesh	Professor, Industrial and Production Engineering Department, Bangladesh University of Engineering and Technology	Training Course on Total Productive Maintenance Applications in SMEs	NPO
Mah Lok bin Abdullah (Mr.) Malaysia	Principal Consultant, Railer Management Service	Workshop on Innovation and Competitiveness in SMEs	APO
Makoto Kobayashi (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Strategic Management Consultancy for SMEs	NPO
Ma. Theresa A. Agustin (Ms.) Philippines	Director, Industry Competitiveness and the Small and Medium Enterprise Productivity Development Program Division, Center for Quality and Competitiveness, DAP	Study Meeting on Knowledge Management Clusters for SMEs in Asia	APO
Matao Ishii (Mr.) Japan	Representative, Shonan Institute of Management	1. Multicountry Observational Study Mission on Quality Awards in APO Member Countries 2. Multicountry Observational Study Mission on SME Best Practices in Service Excellence	NPO
Michele Jordan (Ms.) Canada	Vice President and Chief Transformation Officer, Rouge Valley Health System	Seminar on Regional Sharing of Lean Applications in Healthcare	APO
Mitsuru Fujii (Mr.) Japan	Consultant, Hirayama Co., Ltd.	Training Course on Lean Production Systems	NPO
Mohammad Ballal Hossain (Mr.) Bangladesh	Joint Director, Statistics Department, Bangladesh Bank, Head Office	APO Productivity Databook	APO
Mohd Haithier Hussin (Mr.) Malaysia	Executive Director, Centrist Solutions	e-Learning Course on Knowledge Management for the Service Sector	APO
Naoki Ogiwara (Mr.) USA	Senior KM Officer, World Bank	Research on Knowledge Management for Public-sector Productivity	APO
Naoyuki Yanagimoto (Mr.) Japan	Faculty Fellow, Management Consulting Department, JPC	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Navilini Singh (Ms.) Fiji	Statistician, Economics Statistics Division, Fiji Islands Bureau of Statistics	APO Productivity Databook	APO
Nguyen Thi Viet Hong (Ms.) Vietnam	Head of Statistics and Informatics Section, Institute of Statistical Science, General Statistics Office	APO Productivity Databook	APO
Niven Huang (Dr.) ROC	Secretary General, BCSD-Taiwan	Seminar on ISO 26000: Development of Social Responsibility	NPO
Noor Azman Ali (Dr.) Malaysia	Associate Professor, Management and Marketing, University Putra Malaysia	Training of Trainers in Total Quality Management for the Service Sector	APO
Panaros Malakul Na Ayudhya (Mr.) Thailand	Assistant Professor, Faculty of Political Science, Chulalongkorn University	Study Meeting on Lean Management Systems in the Public Sector	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Pasu Decharin (Dr.) Thailand	Dean, Faculty of Commerce and Accountancy, Chulalongkorn University	Training Course on Strategic Management Consultancy for SMEs	APO
Pendse Sameer Vinayak (Mr.) India	Product Manager-EMS, OHSAS, IMS and ASR, Bureau Veritas Certification (India) Pvt Ltd.	1. e-Learning Course on ISO 26000: Guidance on Social Responsibility 2. Seminar on ISO 26000: Development of Social Responsibility	APO
Phousavanh Chanthasombath (Mr.) Lao PDR	Economist, Lao Department of Statistics, Ministry of Planning and Investment	APO Productivity Databook	APO
Praba Nair (Mr.) Singapore	Director, KDiAsia	1. Research on Knowledge Management for Public-sector Productivity 2. Study Meeting on Knowledge Management Clusters for SMEs in Asia	APO
Prasad Madhav Modak (Dr.) India	Executive President, Environmental Management Centre	Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	APO
Rajesh Dhital (Mr.) Nepal	Statistical Officer, Central Bureau of Statistics	APO Productivity Databook	APO
Razaman Bin Ridzuan (Mr.) Malaysia	Statistician, National Accounts Statistics Division, Department of Statistics	APO Productivity Databook	APO
Rika Saeki (Ms.) Japan	President, Usystem Co., Ltd.	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Roengsak Leetanaporn (Dr.) Thailand	Assistant Professor and Director, Songklanagarind Hospital	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO
Rokiah Aziz (Ms.) Malaysia	Manager, Knowledge Management Department, MPC	Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries	NPO
Ronald Young (Mr.) UK	CEO, Young International Group	Research on Knowledge Management for Public-sector Productivity	APO
Ryosuke Yamamoto (Mr.) Japan	Chairman, Super Hotel Co., Ltd.	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Ryou Kajita (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Strategic Management Consultancy for SMEs	NPO
S.K. Chakravorty (Dr.) India	Deputy Director General, NPC	Training Course on Total Productive Maintenance Applications in SMEs	APO
Satoru Mukaiyama (Mr.) Japan	Secretariat of Service Productivity and Innovation for Growth, JPC	Multicountry Observational Study Mission on SME Best Practices in Service Excellence	NPO
Satoru Tajima (Mr.) Japan	President, Breakthrough Inc.	Multicountry Observational Study Mission on SME Development	NPO
Sayed Hamid Khodadad Hosseini (Dr.) IR Iran	Head, Faculty of Management and Business, and Head, Entrepreneurship Center, Tarbiat Modares University	APO Productivity Databook	APO
Seiichi Fujita (Dr.) Japan	Professor, Graduate School of Commerce, Waseda University	Training Course on Lean Production Systems	NPO
Serafin D. Talisayon (Dr.) Philippines	Professor (Knowledge Management), Technology Management Center, University of the Philippines	Research on Knowledge Management for Public-sector Productivity	APO
Shaharum Ashaari (Mr.) Malaysia	Consultant, Kaizen Institute	Training Course on the Balanced Scorecard	APO
Shahid Mahmood Butt (Mr.) Pakistan	Director, National Accounts, Statistics Division, Federal Bureau of Statistics	APO Productivity Databook	APO
Shahuren Ismail (Ms.) Malaysia	Director, Knowledge Management Department, MPC	Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverage Industries	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Shailja Sharma (Dr.) India	Deputy Director General, National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation	APO Productivity Databook	APO
Shigemi Yoneyama (Prof.) Japan	Professor, National Graduate Institute of Policy Studies	Top Management Forum on Asian Dynamism and Global Management	APO
Shin Kim (Dr.) ROK	Research Fellow and Director, Office of International Cooperation, Korea Institute of Public Administration	1. Research on Knowledge Management for Public-sector Productivity 2. Study Meeting on Lean Management Systems in the Public Sector	APO
Shinichi Fujimoto (Mr.) Japan	Head, Management Support Center, Kobe Chamber of Commerce and Industry	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Songkran Suebvisai (Mr.) Thailand	Consultant, Chairman, Thai TPM Association	Training Course on Total Productive Maintenance Applications in SMEs	APO
Sumas Wongsunopparat (Dr.) Thailand	Chief Strategist and Chief Advisor to the President and CEO of CPN, Central Pattana	Workshop on Market Access for SMEs	NPO
Sumeht Kongsumran (Mr.) Thailand	Consultant/Master Black Belt, Minitab Certified Trainer, Trecon Co., Ltd.	Training Course on Six Sigma Black Belt	APO
Sundareshan Ravi (Mr.) India	Lead Auditor and Certification/Global Product Manager-SA8000, Bureau Veritas Certification (India) Pvt Ltd.	1. e-Learning Course on ISO 26000: Guidance on Social Responsibility 2. Seminar on ISO 26000: Development of Social Responsibility	APO
Sunil Sahadevan (Mr.) Singapore	Consultant, 2QS Quality Quest Solutions	Workshop for Business Excellence Consultants	NPO
Susumu Minegishi (Mr.) Japan	Consultant, Hirayama Co., Ltd.	Training Course on Lean Production Systems	NPO
Suwicha Saringkarnpoonperm (Dr.) Thailand	Quality Manager, Suratthani Hospital	Seminar on Regional Sharing of Lean Applications in Healthcare	NPO
Syed T. Zaidi (Mr.) India	Lead Auditor-ACT, Det Norske Veritas AS	Training Course on the Information Security Management System: ISO 27000 Series	APO
Tadamasa Ishigaki (Mr.) Japan	Consultant, Hirayama Co., Ltd.	Training Course on Lean Production Systems	NPO
Takashi Yamazaki (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Strategic Management Consultancy for SMEs	NPO
Tetsuro Higashi (Mr.) Japan	Chairman, Tokyo Electron Limited	Top Management Forum on Asian Dynamism and Global Management	APO
Toru Hamada (Mr.) Japan	Director, General Manager of Small and Medium Enterprise Promotion Division, Kobe Chamber of Commerce and Industry	Multicountry Observational Study Mission on Quality Awards in APO Member Countries	NPO
Toru Nozaki (Mr.) Japan	President, Business Excellence Institute	Training Course on the Balanced Scorecard	APO
Tsuneaki Taniguchi (Mr.) Japan	President, JPC	Panel of Experts for the APO Strategic Planning Exercise under the Program Development Fund	APO
W. Erwin Diewert (Dr.) Canada	Professor of Economics, Department of Economics, University of British Columbia	APO Productivity Database	APO
Wachyu Winarsih (Ms.) Indonesia	Leader of Social Analysis, Directorate of Analysis and Development Statistic, Statistic Indonesia	APO Productivity Databook	APO
Wannapa Khlaisuan (Ms.) Thailand	Policy and Plan Analyst, Professional, National Accounts Office, National Economic and Social Development Board	APO Productivity Databook	APO
Wee Jin Philip Choo (Dr.) Singapore	Chairman, Medical Board and Senior Consultant Geriatrician, Tan Tock Seng Hospital	Seminar on Regional Sharing of Lean Applications in Healthcare	APO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Weerasinghe Wasala Mudiyanselage Ananda Sarath Premakumara (Mr.) Sri Lanka	Director Statistics, Department of Census and Statistics, Ministry of Finance and Planning	APO Productivity Databook	APO
Yek Sin Kiat (Mr.) Singapore	Managing Consultant, QuintEssential Quality Consultancy	Workshop for Business Excellence Consultants	NPO
Yoshiya Teramoto (Prof.) Japan	Professor, Graduate School of Commerce, Waseda University	Top Management Forum on Asian Dynamism and Global Management	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
A.K. Asthana (Mr.) India	Senior Advisor, GTZ, India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Abdul Halim B. Sulaiman (Dr.) Malaysia	Lecturer, Academic Development Centre, University of Malaya	Workshop on Material Flow Cost Accounting	APO
Ahmad Murshid Abu (Mr.) Malaysia	Manager, Department of Enterprise Innovation, MPC	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Amizi Nor (Mr.) Malaysia	General Manager of Production, Autokeen Sdn. Bhd.	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Antonios Levissianos (Mr.) India	Senior Industrial Development Officer and Deputy Representative, UNIDO India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Ariko Watanabe (Ms.) Japan	Consultant, Propharm Japan Co., Ltd.	Workshop on Material Flow Cost Accounting	NPO
Arnel D. Abanto (Mr.) Philippines	Vice-President, Center for Quality and Competitiveness, DAP	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Arthur Sandaga Cortez, Jr. (Mr.) Philippines	Administrative Office IV/Tourism Operations Divisions Chief, Provincial Government of La Union	National Conference on Planning and Development of Community-based Rural Tourism	NPO
Arvind Kumar Asthana (Mr.) India	Senior Technical Specialist, Indo-German Energy Programme	National Dissemination Program on Energy Management Capacity Building	APO
Assen Gasharov (Mr.) UK	Head, Energy Training and Capacity Building, International Energy Agency	Training Course on Energy Management Capacity Building	IEA
Atsuhisa Takahashi (Mr.) Japan	Corporate Executive and President, Corporate Environmental Strategy Unit, Fujitsu Limited	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Augustine Koh (Mr.) Malaysia	Secretary General, Green Purchasing Network Malaysia	1. APO International Conference on Green Technology 2. Training of Trainers in Green Productivity	NPO
Azlan Kassim (Mr.) Malaysia	Manager, Department of Enterprise Innovation, MPC	1. Training Course on Development of Productivity Practitioners: Advanced Program 2. Training of Trainers in Green Productivity	1. NPO 2. APO
Bui Khac Nam (Mr.) Vietnam	Deputy Director, Quoc Dai Company Limited	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	ADB
Burhanuddin Saidin (Mr.) Malaysia	Director, Department of Enterprise Innovation, MPC	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Chaiyod Bunyagidj (Dr.) Thailand	Vice President, Thailand Environment Institute	1. APO International Conference on Green Technology 2. International Conference on Green Productivity for Sustainable Energy and Environment	APO
Chantalux Mongkol (Ms.) Thailand	Productivity Promotion Department Manager, FTPI	Training Course on Development of Productivity Practitioners: Basic Program	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Che Abdull Kadir Abdullah (Mr.) Malaysia	Principal Consultant, Catalyst Training and Consultancy	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Cherryl Ortega (Ms.) Philippines	Project Development Officer, Technology Resource Center	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Chiu, Ning Yu (Dr.) ROC	President, Environment and Development Foundation	Workshop on the Eco-products Database	APO
Christian S. Eparwa (Ms.) Philippines	Project Officer, AgriPed Center for Quality and Competitiveness, DAP	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Chua Geok Boon (Mr.) Malaysia	Lead Auditor, Independent European Certification (M) Sdn. Bhd.	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	APO
Conrado E. Iñigo, Jr. (Dr.) Philippines	Vice President for Academic Affairs, Lyceum of the Philippines University	Training Course on Development of Productivity Practitioners: Basic Program	NPO
D. Paswan Kumar (Mr.) India	NPC India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Dam Ba Quang (Mr.) Vietnam	Officer, Thanh Hoa Department of Science and Technology	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Dana Peterson (Ms.) New Zealand	Senior Analyst, Waste and Resources, Ministry for the Environment	Workshop on the Eco-products Database	APO
Dasrul Chaniago (Mr.) Indonesia	Assistant Deputy for Standardization and Technology, Ministry of Environment	Workshop on the Eco-products Database	NPO
David Yi-Liang Chan (Dr.) ROC	Senior Researcher and Project Leader, Green Energy and Environment Research Laboratories, Industrial Technology Research Institute	Training of Trainers in Green Productivity	APO
Dinh Thanh Thanh (Mr.) Vietnam	Officer, Department of Culture, Sport and Tourism, Lam Dong Province	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Dinh Thi Hien (Ms.) Vietnam	Officer, Rural Career Division, Department of Processing and Trade for Agro-Forestry-Fisheries Products and Salt Production	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Dinh Thi Phuong Khanh (Mrs.) Vietnam	Officer, Department of Agriculture and Rural Development, Ba Ria Vung Province	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Dong Soo Kim (Dr.) ROK	Director, Sustainability Management Center, KPC	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Dyan Castillejo (Mr.) Philippines	Sports Unlimited, ABS-CBN Channel 2	National Conference on Planning and Development of Community-based Rural Tourism	NPO
Elena Avedillo-Cruz (Ms.) Philippines	Vice-President, Center for Knowledge Management, DAP	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Fumikazu Masuda (Prof.) Japan	Professor, Tokyo Zokei University	Workshop on Green Supply Chains and Eco-design	NPO
Gilbert L. Rafer (Mr.) Philippines	People Resource Developer, Moog Controls Corporation	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Guah Eng Hock (Mr.) Singapore	Chairman, Waste Management and Recycling Association	9th Annual Meeting of the Green Productivity Advisory Committee	APO
Thor Sen (Mr.) Cambodia	Member, Takeo Provincial Council	National Roundtable Conference on a Model Province for One Village, One Product Development	NPO
Handido Hadi Joewono (Mr.) Indonesia	Chairman, Green Purchasing Network Indonesia	Workshop on the Eco-products Database	NPO
Harro Boekhold (Mr.) Tanzania	Managing Director, CONTOUR Project Ltd.	Training Course for Trainers on Planning and Management of Ecotourism	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Hiroki Nakatsuka (Mr.) Japan	Senior Vice President, Head of Origination and Marketing Group, Environmental Products Department, Investment Banking Unit, Sumitomo Mitsui Banking Corporation	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Hiroshi Shimizu (Mr.) Japan	Managing Director, Sankou Seiki Co., Ltd.	Member Country Support Program: Observational Study Mission on Productivity Improvement from Mongolia to Japan	NPO
Hiroshi Tachikawa (Mr.) Japan	Managing Director, Propharm Japan Co., Ltd.	1. Member Country Support Program (Year 1) visit to Malaysia 2. Member Country Support Program (Year 2) visit to Malaysia 3. Member Country Support Program: Observational Study Mission on Material Flow Cost Accounting from Malaysia to Japan 4. Workshop on Material Flow Cost Accounting	APO
Hung-Yao Chao (Mr.) ROC	President, Jun Yuan Energytech Eng. Co., Ltd.	Training Course on Energy Management Capacity Building	NPO
Ida Md Yassin (Dr.) Malaysia	Manager, Department of Knowledge Management, MPC	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Jan Tan (Ms.) Singapore	Director, Enterprise Promotion Centres Pte Ltd	1. 9th Annual Meeting of the Green Productivity Advisory Committee 2. International Conference on Green Productivity for Sustainable Energy and Environment	APO
Jennifer Kim (Ms.) ROK	Energy Efficiency Standard Department, Korea Energy Management Corporation	Training Course on Energy Efficiency for SMEs	NPO
Jong-dall Kim (Prof.) ROK	Professor, School of Economics and Trade, Kyungpook National University	Workshop on Renewable Energy	APO
Julius M. Castor (Mr.) Philippines	Quality Systems Manager, Sykes Asia, Inc.	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Kabir Ahmad Mohd Jamil (Mr.) Malaysia	Senior Manager, Department of Enterprise Innovation, MPC	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Kazuhiko Yoshida (Mr.) Japan	General Manager, Cooperation Planning and Management Department, International Cooperation Division, Energy Conservation Center, Japan	1. APO International Conference on Green Technology 2. Training Course on Energy Efficiency for SMEs	APO
Keijiro Masui (Dr.) Japan	System Functional Design Research Group, National Institute of Advanced Industrial Science and Technology	Workshop on Green Supply Chains and Eco-design	NPO
Kelvin Chan Keng Chuen (Mr.) Singapore	Director and Principal Consultant, Teian Consulting International Pte Ltd	Training Course on Development of Productivity Practitioners: Basic Program	APO
Keng-Tung Wu (Dr.) ROC	Assistant Professor, Department of Forestry, National Chung Hsing University	Workshop on Renewable Energy	APO
Khidzir Ahmad (Mr.) Malaysia	Consultant, MPC	Training of Trainers in Green Productivity	APO
Kishan Kumar Chakarvarti (Mr.) India	Senior Programme Manager, Indo-German Energy Programme	National Dissemination Program on Energy Management Capacity Building	APO
Koo Swee Chiow (Mr.) Singapore	Adventurer/Author, Dare to Dream	National Conference on Planning and Development of Community-based Rural Tourism	NPO
Kun-Mo Lee (Prof.) ROK	Professor, Department of Environmental Engineering, Ajou University	Workshop on Green Supply Chains and Eco-design	APO

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Expert/country of residence	Designation/organization	Project title	Assigned by
Lam Thi Kim Thoa (Ms.) Vietnam	Director, Suoi Giang Cooperative	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Latchumi Prabha (Ms.) Malaysia	Senior Officer, Department of Enterprise Innovation, MPC	1. Training Course on Development of Productivity Practitioners: Advanced Program 2. Training of Trainers in Green Productivity	NPO
Le Khac Binh (Mr.) Vietnam	Officer, Thanh Hoa Department of Rural Development	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Le Quang Thong (Dr.) Vietnam	Professor, Nong Lam University	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Lee Yee Dian (Mr.) Malaysia	Vice President, Malaysian Association of Creativity and Innovation	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Lee Yi Yan (Ms.) Malaysia	Certification Manager/Lead Assessor, Independent European Certification (M) Sdn. Bhd.	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	APO
Liang, Chi-Yuan (Mr.) ROC	Chairman, Chung-Hua Institution for Economic Research	Training Course on Energy Management Capacity Building	NPO
Liang-sun Lee (Mr.) ROC	Professor, National Central University	Training Course on Energy Management Capacity Building	NPO
Ling-Hui Chen (Ms.) ROC	Chief Secretary, Bureau of Energy, Ministry of Economic Affairs	Training Course on Energy Management Capacity Building	NPO
Lorenzo B. Ziga (Mr.) Philippines	Assistant Vice-President and Corporate Industrial Relations Head, Nestle Phils., Inc.	Training Course on Development of Productivity Practitioners: Basic Program	NPO
M. Sugumaran (Dr.) Malaysia	Senior Manger, Strategic Planning and Cooperate Communication, MPC	1. Training of Trainers in Green Productivity 2. Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Ma. Theresa A. Agustin (Ms.) Philippines	Program Director, ICD and SME, DAP	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Mariette Du Toit-Helmbold (Ms.) South Africa	Chief Executive Officer, Cape Town Tourism	National Conference on Planning and Development of Community-based Rural Tourism	APO
Mariglo I. Laririt (Ms.) Philippines	President, Ten Knots Philippines, Inc., and Director, Environment of Ten Knots Development Corporation's El Nido Resorts, Ten Knots Group of Companies	Training Course for Trainers on Planning and Management of Ecotourism	NPO
Masayoshi Matsukawa (Mr.) Japan	Managing Director, JPC	Promotion of Activities of the Green Productivity Advisory Committee through the Eco-products International Fair 2011	APO
Maznah Abdul Majid (Ms.) Malaysia	Consultant for Energy Management, Renewable Energy Research Centre, SIRIM Bhd.	Training Course on Energy Efficiency for SMEs	APO
Mei-Hsiu Yeh (Dr.) ROC	Associate Professor and Chairman, Fu Jen Catholic University	National Conference on Planning and Development of Community-based Rural Tourism	NPO
Michiyasu Nakajima (Prof.) Japan	Professor, Faculty of Commerce, Kansai University	1. Member Country Support Program: Observational Study Mission on Material Flow Cost Accounting from Malaysia to Japan 2. Workshop on Material Flow Cost Accounting	NPO
Mitsutaka Matsumoto (Dr.) Japan	Research Scientist, Center for Service Research, National Institute of Advanced Industrial Science and Technology	Workshop on Green Supply Chains and Eco-design	NPO
Mohd. Javed Pervez (Mr.) India	Director, NPC	9th Annual Meeting of the Green Productivity Advisory Committee	APO
Moon Kyum Kim (Dr.) ROK	Professor, Department of Entrepreneurship and Small Business, Soonsil University	Training Course on Development of Productivity Practitioners: Advanced Program	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Motohiro Tanaka (Mr.) Japan	Manager, Strategic Planning, Corporate Environmental Sustainability Group, Mitsubishi Electric Corporation	Workshop on Green Supply Chains and Eco-design	NPO
Musli Mohammad (Mr.) New Zealand	Centre for Organisational Excellence Research, School of Engineering and Advanced Technology, Massey University	Development of the Center of Excellence: Workshop to Develop a Self-help Toolkit on Business Excellence for SMEs	APO
N. Muthusezhiyan (Mr.) India	Senior Counselor, Confederation of Indian Industry	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
N.P. Singh (Dr.) India	Advisor, Ministry of New and Renewable Energy	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Nagesh Kumar (Mr.) India	Director, AIP, NPC India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Naoya Kuchimura (Mr.) Japan	Project Manager, International Cooperation Department, JPC	Member Country Support Program (Year 1) Mid-term evaluation visit to Malaysia	APO
Nestor Rañeses (Mr.) Philippines	Director-UP, Institute for Small Scale Industries	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Nguyen Hoai Nam (Mr.) Vietnam	Head, International Cooperation and Legal Division, Vietnam Chamber of Commerce and Industry, Thanh Hoa Branch	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Nguyen Hong Long (Mr.) Vietnam	Regional Coordinator, Sustainable Products Innovation Project, Vietnam Cleaner Production Center, Hanoi University of Technology	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Nguyen Thi Ngoc Dung (Mrs.) Vietnam	Officer, Department of Agriculture and Rural Development, Ba Ria Vung Tau Province	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Nguyen Thi Thu Phuong (Ms.) Vietnam	Lecturer, Economics and Business Administration Faculty, Hong Duc University	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Nguyen Van Hoang (Mr.) Vietnam	Professor, Yersin University	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Niña Maria B. Estudillo (Ms.) Philippines	Consultant, DAP	Training Course on Development of Productivity Practitioners: Basic Program	NPO
Nisakorn Jungjaroentham (Ms.) Thailand	Director of Industrial Promotion Center Region 4, Department of Industrial Promotion, Ministry of Industry	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	APO
Nurmaziatul Akmal Che Azhar (Ms.) Malaysia	Programme Coordinator, Programme for Urbanization and Environment, INTAN Main Campus Bukit Kiara	Training of Trainers in Green Productivity	APO
Paul John Steel (Mr.) USA	President/CEO, Total Quality Inc.	1. Development of the Center of Excellence: Singapore Quality Award for Business Excellence Program 2. Development of the Center of Excellence: Workshop to Develop a Business Excellence Consultants' Manual	APO
Peck Thian Guan (Dr.) Singapore	Director, Office of Safety, Health and Environment, National University of Singapore	Training of Trainers in Green Productivity	APO
Pham Trung Luong (Dr.) Vietnam	Deputy Director, Institute of Research and Development of Tourism, Ministry of Culture, Sport and Tourism	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Pich Chhay (Mr.) Cambodia	President, Kiri Vong OVOP Community	National Roundtable Conference on a Model Province for One Village, One Product Development	NPO
Pravatanalini Samal (Ms.) India	Assistant Energy Economist, BEE	International Conference on Green Productivity for Sustainable Energy and Environment	NPO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Prosanto Pal (Mr.) India	Senior Fellow and Area Convener, Industrial Energy Efficiency and Sustainable Technologies	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
R. Virendra (Mr.) India	Regional Director, Head Regional Professional Management Group, NPC	Training Course on Energy Management Capacity Building	APO
Rajendra Narsingh Suwal (Mr.) Nepal	Vice President, KGH Group of Hotels, Resorts and Travels	National Conference on Planning and Development of Community-based Rural Tourism	APO
Ramesh Jalan (Dr.) India	Solution Exchange, UNDP India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Ravinder Nath Batta (Dr.) India	Special Secretary, Tourism and Planning to the Government of Himachal Pradesh	Workshop on Renewable Energy	APO
Richard Reed (Prof.) Australia	Professor in Property and Real Estate, Faculty of Business and Law, Deakin University	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Robin Stephen Mann (Dr.) New Zealand	Director, Centre for Organisational Excellence Research, School of Engineering and Advanced Technology, Massey University	Development of the Center of Excellence: Workshop to Develop a Self-help Toolkit on Business Excellence for SMEs	APO
Rokiah Aziz (Ms.) Malaysia	Manager, Department of Knowledge Management, MPC	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Rolando M. Acosta (Mr.) Philippines	Assistant Secretary for Administration and Human Resource Development, Department of Interior and Local Government	National Conference on Planning and Development of Community-based Rural Tourism	NPO
Rozitta Binti Sulaiman (Ms.) Malaysia	Senior Programme Coordinator, Programme for Environmental Management, INTAN Main Campus Bukit Kiara	Training of Trainers in Green Productivity	APO
Ruzain Idris (Mr.) Malaysia	Head, Program for Urbanization and Environmental Management, INTAN	Training of Trainers in Green Productivity	NPO
Ryoichi Yamamoto (Dr.) Japan	Chair, International Green Purchasing Network	1. International Conference on Green Productivity for Sustainable Energy and Environment 2. Workshop on Green Supply Chains and Eco-design	1. APO 2. NPO
S. Santhanam (Dr.) India	DGM (CARD), Neyveli Lignite Corporation	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
S.N. Srinivas (Dr.) India	Programme Manager, UNDP India	International Conference on Green Productivity for Sustainable Energy and Environment	NPO
Sanghak Lee (Dr.) ROK	Managerial Researcher, RFID/USN Convergence Research Center, Korea Electronics Technology Institute	Training Course on Energy Efficiency for SMEs	NPO
Satoru Tajima (Mr.) Japan	President, Breakthrough Inc.	1. Member Country Support Program (Year 1) visit to Mongolia 2. Member Country Support Program: Observational Study Mission on Productivity Improvement from Mongolia to Japan	APO
Sayaka Harada (Ms.) Japan	Project Officer, International Cooperation Department, JPC	Member Country Support Program (Year 1) Mid-term evaluation visit to Mongolia	APO
Seung-Eon Lee (Dr.) ROK	Korea Institute of Construction Technology	Training Course on Energy Efficiency for SMEs	NPO
Shaharum Ashaari (Mr.) Malaysia	Principal Consultant, Tulino Management Solution Sdn. Bhd.	Training Course on Development of Productivity Practitioners: Advanced Program	NPO
Shi-Long Chang (Mr.) ROC	Assistant Vice General Manager, China Steel Corporation	Training Course on Energy Management Capacity Building	NPO

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Expert/country of residence	Designation/organization	Project title	Assigned by
Sunil Sahadevan (Mr.) Singapore	Principal Consultant, QualityQuest Solutions	1. Development of the Center of Excellence: Prime Minister Quality Award Assessor Development Training 2. Development of the Center of Excellence: Workshop to Develop a Business Excellence Consultants' Manual	1. APO 2. NPO
Suporn Koottatep (Dr.) Norway	Environmental Consultant	Training of Trainers in Green Productivity	APO
Surendra Prasad (Mr.) Fiji	Head of Engineering, Science and Technology, Fiji National University	Workshop on Renewable Energy	NPO
Surya Prakash Chandak (Mr.) Japan	Senior Programme Officer, UNEP-IETC	Workshop on Renewable Energy	UNEP
Susan Santos de Cardenas (Ms.) Japan	Sustainable Tourism, Hospitality, Events and Marketing Consultant	1. Training Course for Trainers on Planning and Management of Ecotourism 2. National Conference on Planning and Development of Community-based Rural Tourism	1. APO 2. NPO
Takao Kasahara (Mr.) Japan	Managing Director, Streamline Strategy Japan, Inc.	Training Course on Development of Productivity Practitioners: Advanced Program	APO
Takashi Hongo (Mr.) Japan	Special Advisor, Head, Environment Finance Engineering Department, Japan Bank for International Cooperation	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Takashi Shimizu (Mr.) Japan	President, Sankou Seiki Co., Ltd.	Member Country Support Program: Observational Study Mission on Productivity Improvement from Mongolia to Japan	NPO
Takashi Yamagishi (Mr.) Japan	Senior Executive Advisor, Teijin Ltd.	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Takeshi Shimmura (Mr.) Japan	Managing Director, Member of the Board, Ganko Food Service Co., Ltd.	Member Country Support Program: Observational Study Mission on Productivity Improvement from Mongolia to Japan	NPO
Teisuke Kitayama (Mr.) Japan	Chairman of the Board, Sumitomo Mitsui Banking Corporation	1. International Conference on Green Productivity for Sustainable Energy and Environment 2. Promotion of Activities of the Green Productivity Advisory Committee through the Eco-products International Fair 2011	APO
Therdchai Choibamroong (Dr.) Thailand	Director, Thailand Tourism Development Research Institute	1. National Workshop on the Promotion of Community-based Rural Tourism Development 2. Training Course for Trainers on Planning and Management of Ecotourism	APO
Tik Tonglim (Mr.) Cambodia	Chief, Kiri Vong District	National Roundtable Conference on a Model Province for One Village, One Product Development	NPO
Truong Van Ngon (Mr.) Vietnam	Deputy Director General, Can Tho Tourism Company	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Truong Van Tuyen (Mr.) Vietnam	Head, Rural Industry Division, Thanh Hoa Department of Trade and Industry	National Workshop on Development of One Village, One Product-based Local Products in Vietnam	NPO
Tsutomu Okamoto (Mr.) Japan	General Manager, Technical Cooperation Department, Energy Conservation Center	Training Course on Energy Efficiency for SMEs	APO
Vu Hong Dan (Mrs.) Vietnam	Head, Productivity Consulting Division, VPC	National Workshop on the Promotion of Community-based Rural Tourism Development	NPO
Wang, Jin-Guu (Mr.) ROC	Section Chief, China Technical Consultants, Inc.	Training Course on Energy Management Capacity Building	NPO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Yek Sin Kiat (Mr.) Singapore	Managing Consultant, QuintEssential Quality Consultancy	Development of the Center of Excellence: Workshop to Develop a Business Excellence Consultants' Manual	NPO
Yoshiaki Ichikawa (Dr.) Japan	Senior Manager, Environmental Strategy Office, Hitachi, Ltd.	Training Course on Energy Management Capacity Building	APO
Yoshikuni Furukawa (Mr.) Japan	General Manager, Sustainable Management, Nitto Denko Corporation	1. Member Country Support Program: Observational Study Mission on Material Flow Cost Accounting from Malaysia to Japan 2. Workshop on Material Flow Cost Accounting 3. Workshop on Green Supply Chains and Eco-design	NPO
Yukio Yanase (Mr.) Japan	Director and Vice Chairman, ORIX Corporation	International Conference on Green Productivity for Sustainable Energy and Environment	APO
Yusuke Saraya (Mr.) Japan	President, Saraya Co., Ltd.	International Conference on Green Productivity for Sustainable Energy and Environment	APO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
A.K. Yadav (Dr.) India	Director, National Centre of Organic Farming	Workshop on Development of Standard and Certification Systems for Organic Agricultural Products	NPO
Agastin Baulraj (Dr.) India	Associate Professor in Economics, St. John's College, MS University	Workshop on Climate Change and Its Impact on Agriculture	ADBI
Alex Corpus Hermoso (Mr.) Philippines	Executive Director, People's Recovery, Empowerment and Development Assistance Foundation, Inc.	Workshop on Fair Trade for Enhancing Market Access of Agricultural Products from Developing Countries in Asia	APO
Aman Ullah Malik (Dr.) Pakistan	Postharvest Laboratory, Institute of Horticultural Sciences, University of Agriculture	Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	NPO
Andrew D. Powell (Dr.) Singapore	Chief Executive Officer, Asia Biobusiness Pte. Ltd.	Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	APO
Arjuna Luki (Mr.) Indonesia	Entrepreneur in Agribusiness	Workshop for Women on the Management of Small and Medium Food-processing Enterprises	NPO
Bayu Khrisnamurti (Dr.) Indonesia	Vice Minister of Agriculture	Workshop for Women on the Management of Small and Medium Food-processing Enterprises	NPO
Boonjira Tanruang (Ms.) Thailand	General Manager, Green Net Cooperative	Workshop on Fair Trade for Enhancing Market Access of Agricultural Products from Developing Countries in Asia	APO
Chan Seng Kit (Mr.) Malaysia	Managing Director, K-Farm Sdn. Bhd.	1. e-Learning Course on International Trade in Agricultural and Food Products 2. Training Course on Supply Chain Management for Horticultural Crops 3. Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	APO
Chao-Wei Yang (Mr.) ROC	Manager, Agricultural Innovation Department, CPC	Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	NPO
Chor Menghout (Mr.) Cambodia	Acting Chief of Training and Consultant Office, NPCC, Ministry of Industry, Mines and Energy	National Convention on SS	NPO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Christopher O'Donnell (Dr.) Australia	Professor and Deputy Head, School of Economics, University of Queensland	Research on Agricultural Productivity Measurement and Monitoring Systems	APO
Darunee Edwards (Ms.) Thailand	President, Food Science and Technology Association of Thailand	Training Course on Diversification and Value Addition for Agricultural Products	APO
David Lennarz (Mr.) USA	Vice President, Registrar Corp.	e-Learning Course on International Trade in Agricultural and Food Products	APO
Denis Hamilton (Mr.) Australia	Retired Principal Scientific Officer of Biosecurity Queensland, Department of Primary Industries and Fisheries	Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products	APO
Dwidjono Hadi Darwanto (Dr.) Indonesia	Professor, Agricultural Economics and Agribusiness, Faculty of Agriculture, Gadjah Mada University	Workshop on Risk Management in Agricultural and Rural Finance	NPO
Erniel B. Barrios (Dr.) Philippines	Professor of Statistics, School of Statistics, University of the Philippines	Research on Agricultural Productivity Measurement and Monitoring Systems	APO
Felix William Hervas Martinez (Mr.) Philippines	Country Manager/Member of Senior Management Team/ Member of Board of Directors, MicroEnsure Philippines/ MicroEnsure LLC	Workshop on Risk Management in Agricultural and Rural Finance	APO
Fuey-Long Chen (Mr.) ROC	Senior Specialist, Department of Science and Technology, Council of Agriculture	Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	NPO
Fumiko Kasuga (Dr.) Japan	Section Chief, Division of Biomedical Food Research, National Institute of Health Sciences	Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products	APO
Gerald Herrmann (Mr.) Germany	Director, Organic Services GmbH	Workshop on Development of Standard and Certification Systems for Organic Agricultural Products	APO
Grant Vinning (Mr.) Fiji	International Marketing Specialist	1. Training Course on Supply Chain Management for Horticultural Crops 2. Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	APO
Guillaume Lacombe (Dr.) Lao PDR	Researcher and Hydrologist, International Water Management Institute	Workshop on Climate Change and Its Impact on Agriculture	APO
Hidemi Izumi (Dr.) Japan	Professor, Department of Science and Technology on Food Safety, Faculty of Biology-oriented Science and Technology	Multicountry Observational Study Mission on Good Agricultural Practices	NPO
Hiroshi Tachikawa (Mr.) Japan	Managing Director, Propharm Japan Co., Ltd.	Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	NPO
Jeong Taek Lee (Dr.) ROK	Senior Scientist, Climate Change and Ecology Division, National Academy of Agriculture Science	Workshop on Climate Change and Its Impact on Agriculture	NPO
Juejan Tangtermthong (Dr.) Thailand	Executive Director, Agricultural and Food Marketing Association for Asia and the Pacific	Training Course on Supply Chain Management for Horticultural Crops	APO
Julie C.L. Sun (Dr.) ROC	Research Fellow and Director, Biotechnology Industry Study Center, Taiwan Institute of Economic Research	Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	NPO
Koji Oishi (Dr.) Japan	Immunological and Pathological Assay Section Leader, Assay Division 1, National Veterinary Assay Laboratory, Ministry of Agriculture, Forestry and Fisheries	Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products	APO
Krishnan Kumar Kaushal (Dr.) India	Indian Forest Service Officer, Government of India	Workshop on Climate Change and Its Impact on Agriculture	ADB
Linda Fulponi (Ms.) France	Senior Economist, Directorate for Trade and Agriculture, OECD	e-Learning Course on International Trade in Agriculture and Food Products	APO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
M.F. Salehin Khan (Mr.) Thailand	Associate Economic Affairs Officer, Trade Facilitation Section, Trade and Investment Division, UN ESCAP	e-Learning Course on International Trade in Agriculture and Food Products	APO
Meinhard Breiling (Dr.) Austria	Project Coordinator, Department of Landscape Architecture Technology, Tourism and Landscaping, Vienna University of Technology	Workshop on Climate Change and Its Impact on Agriculture	ADBI
Mike Dillon (Mr.) UK	WCPS/UNIDO International Expert	Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	NPO
Navam S. Hettiarachchy (Dr.) USA	Professor, Department of Food Science, Dale Bumpers College of Agricultural Food and Life Sciences, University of Arkansas	1. Training Course on Diversification and Value Addition for Agricultural Products 2. Workshop for Women on the Management of Small and Medium Food-processing Enterprises	APO
Nerlita Manalili (Dr.) Philippines	Independent Consultant	1. Workshop for Women on the Management of Small and Medium Food-processing Enterprises 2. Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	APO
Ng Ha Wai, Howie (Mr.) Hong Kong	Technical Director, Hong Kong Verita Limited	1. National Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors (Bangladesh and IR Iran) 2. Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	APO
Nobuyuki Shibata (Mr.) Japan	Section Chief, Plant Protection Division, Food Safety and Consumer Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries	e-Learning Course on International Trade in Agricultural and Food Products	APO
Noriyoshi Ojima (Mr.) Japan	Assistant Director, Animal Health Division, Food Safety and Consumer Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries	e-Learning Course on International Trade in Agricultural and Food Products	APO
Noriyuki Okawa (Mr.) Japan	Food Industrial Policy Office, Biomass Policy Division, Food Industry Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries	Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	NPO
Osamu Saito (Dr.) Japan	Professor, Division of Food and Resource Economics, Graduate School of Horticulture, Chiba University	Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	NPO
Paul P.S. Teng (Dr.) Singapore	Dean, Office of Graduate Studies and Professional Learning, National Institute of Education	Multicountry Observational Study Mission on the Development of Biotechnology Business Models for SMEs in Agribusiness	APO
Rajshekhhar Reddy Seelam (Mr.) India	Head, Shrestha Organics	Workshop on the Development of Standard and Certification Systems for Organic Agricultural Products	NPO
Rakesh Mohan Joshi (Dr.) India	Professor and Chairperson, International Projects Division, Indian Institute of Foreign Trade	e-Learning Course on International Trade in Agricultural and Food Products	APO
Rashmi Singh (Dr.) India	Senior Scientist, Division of Agricultural Extension, Indian Agricultural Research Institute	Workshop for Women on the Management of Small and Medium Food-processing Enterprises	APO
Rhung-Jieh Woo (Dr.) ROC	Professor, Department of Agricultural Economics, National Taiwan University	Workshop on Risk Management in Agricultural and Rural Finance	APO
S.S. Saxena (Mr.) India	Chief Manager, Agriculture Insurance Company of India Ltd.	Workshop on Risk Management in Agricultural and Rural Finance	APO
Sachiko Mori (Ms.) Japan	Deputy Director, Technology and Extension Division, Crop Production Department, Ministry of Agriculture, Forestry and Fisheries	Multicountry Observational Study Mission on Good Agricultural Practices	NPO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Sahat Pasaribu (Dr.) Indonesia	Researcher, Indonesian Center for Agricultural Socio Economic and Policy Studies	Workshop on Risk Management in Agricultural and Rural Finance	NPO
Saman Bakhtawar (Ms.) Pakistan	National Marketing Associate, ABBA USAID-FAO	Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	NPO
Sarananda Hewage (Dr.) Sri Lanka	Head, Food Research Division, Department of Agriculture	Training Course on Diversification and Value Addition for Agricultural Products	NPO
Selvarajah Pathmarajah (Dr.) Sri Lanka	Senior Lecturer, Department of Agricultural Engineering, Faculty of Agriculture, University of Peradeniya	Workshop on Climate Change and Its Impact on Agriculture	ADBI
Shih-Shiung Chen (Prof.) ROC	President, Ming Dao University, Association of Taiwan Organic Agriculture Promotion	Workshop on Development of Standard and Certification Systems for Organic Agricultural Products	APO
Shinsuke Ota (Mr.) Japan	Chairman, Asian Regional Task Force on Climate Change, International Commission on Irrigation and Drainage	Workshop on Climate Change and Its Impact on Agriculture	APO
Shunichi Nakada (Mr.) Japan	Senior Advisor to the Director General, Rural Development Department, Japan International Cooperation Agency	Multicountry Observational Study Mission on Good Agricultural Practices	NPO
Sok Dararith (Mr.) Cambodia	Acting Environmental Health and Safety Manager, British American Tobacco Cambodia	National Convention on SS	NPO
Sudhanshu (Mr.) India	Deputy General Manager, Agricultural and Processed Food Products, Export Development Authority, Ministry of Commerce and Industries	Training Course on Supply Chain Management for Horticultural Crops	NPO
Tai-Cheol Kim (Dr.) ROK	Professor, Chungnam National University	Workshop on Climate Change and Its Impact on Agriculture	NPO
Takehisa Kabeya (Mr.) Japan	Director, Center of Product and Environment Aspects, Japan Environmental Management Association for Industry	Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	NPO
Thirumalainambi Murugesu (Dr.) Australia	Technical Director, Technology and Products, Singtel Optus Pty Limited	Workshop on Climate Change and Its Impact on Agriculture	APO
Toshikazu Osawa (Mr.) Japan	Chief, Environmental Program Promotion Office, Japanese Consumers' Cooperative Union	Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains	NPO
Vangimalla R. Reddy (Dr.) USA	Research Leader, USDA-ARS, Crop Systems and Global Change Laboratory, Agricultural Research Service, US Department of Agriculture	Workshop on Climate Change and Its Impact on Agriculture	ADBI
Vitoon R. Panyakul (Mr.) Thailand	Founder and Board Member, Earth Net Foundation	Workshop on Fair Trade for Enhancing Market Access of Agricultural Products from Developing Countries in Asia	Earth Net Foundation
Waqar Ahmad (Dr.) Pakistan	Consultant/Horticulturist, Citrus GLOBALGAP Certification Project	Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	NPO
Witada Aruekoonwattaka (Dr.) Thailand	Economic Affairs Officer, Trade and Investment Division, UN ESCAP	e-Learning Course on International Trade in Agricultural and Food Products	APO
Yasuaki Takeda (Mr.) Japan	Managing Director, Secretary-General, JGAP Office	Multicountry Observational Study Mission on Good Agricultural Practices	NPO
Yea Bunna (Mr.) Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy	National Convention on SS	NPO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Yong Kok Seng (Mr.) Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.	1. Demonstration Company Project on 5S and Good Manufacturing Practices 2. Demonstration Company Project on Modern Food Safety Management Systems 3. National Convention on 5S 4. National Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors 5. Training Course on the Food Safety Management System ISO 22000:2005 for Auditors/Lead Auditors	APO
Yuan Shen (Dr.) ROC	Professor, Department of Soil and Environmental Sciences, National Chung Hsing University	Workshop on Climate Change and Its Impact on Agriculture	APO
Yuji Kitahara (Mr.) Japan	Section Chief, Plant Protection Division, Food Safety and Consumer Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries	e-Learning Course on International Trade in Agricultural and Food Products	APO

INDIVIDUAL-COUNTRY PROGRAMS

Expert/country of residence	Designation/organization	Project title	Assigned by
Kabir Ahmad Mohd. Jamil (Mr.) Malaysia	Senior Manager, Productivity and Innovation Network, MPC	Development of Demonstration Companies: Implementation of Lean Six Sigma in the Service Sector	APO
Hiroaki Harushima (Mr.) Japan	General Director, Japan Frozen Food Inspection Corporation	Individual-country Observational Study Mission on Export Promotion of Agrifood Products and FOODEX from the ROC to Japan	NPO
Masahiro Igarashi (Mr.) Japan	Director General, Nokyo Ryutsu Kenkyusho	Individual-country Observational Study Mission on Export Promotion of Agrifood Products and FOODEX from the ROC to Japan	NPO
Pieter Willem de Jongh (Mr.) Netherlands	Dairy Consultant	Development of Demonstration Companies: Implementation of Productivity Improvement	APO
Richard Clarke (Mr.) Canada	Director, Transformation, Innovation and Excellence, Modernization Division, HR Ontario, Ministry of Government Services, Government of Ontario	Development of Demonstration Companies: Productivity Improvement in Public-sector Organization	APO
Yoshinao Emoto (Mr.) Japan	Senior Merchandiser, Ito Yokado Co., Ltd.	Individual-country Observational Study Mission on Export Promotion of Agrifood Products and FOODEX from the ROC to Japan	NPO
Yutaka Arai (Ms.) Japan	Official, Ministry of Labour, Health, and Welfare	Individual-country Observational Study Mission on Export Promotion of Agrifood Products and FOODEX from the ROC to Japan	NPO

TECHNICAL EXPERT SERVICES

Expert	Subject	Venue	Duration
Marietta Du Toit-Helmbold (Ms.)	National Conference on Planning and Development of Community-based Rural Tourism	Philippines	12–14 January
Toshimasa Asaka (Prof.)	2011 KPC CEO Forum: Development of New Management Strategy and Economic Direction for Korean Enterprises in the Turbulent Asian Economic Environment	ROK	13–14 January

TECHNICAL EXPERT SERVICES

Expert	Subject	Venue	Duration
Prabodha Chandra Acharya (Mr.)	A Practical Approach to the Clean Development Mechanism and Carbon Footprint	Thailand	17–21 January
Ramchandra Narayane Bhome (Mr.)	Quality and Production Management Systems in the Foundry Sector	Pakistan	23 January – 4 February
Kunio Igusa (Dr.)	National Roundtable Conference on a Model Province for One Village, One Product Development	Cambodia	26–27 January
Ng Ha Wai, Howie (Mr.)	Technology Upgradation through Implementation of Food Safety Management System ISO 22000:2005 for the Agroprocessing Sector and Moving them toward Compliance	Bangladesh	12–18 February
Hans van Beek (Mr.)	Development of Consultative Competence in Organizational Sustainability Planning	Thailand	14–25 February
Hans Peter Jespersen (Mr.)	Capacitating Small Farmers towards a Climate Change-resilient and Profitable Citrus-based Industry in Mindanao	Philippines	2–13 May
Pierre S. Guertin (Dr.)	Training Workshop on Integrated Community Development Planning and Consultancy on Preparation of Action Plan and ICD Project Proposals	Cambodia	30 May–10 June
Bankim Bhatt (Mr.)	2011 Growth Thought Leadership Top Executive Forum Series: Global Connection for Going Green and Innovation	ROC	14–19 June
Ronald Young (Mr.)	Knowledge Management for Public- and Service-sector Productivity	IR Iran	9–15 July
John Man (Dr.)	KPI Applications	Vietnam	18–22 July
Akashi Terasaki (Mr.)	Workflow Redesign Expert	Singapore	25–27 July
Ronald Young (Mr.)	Knowledge Management Competency	India	16–20 August
Yasuhiko Inoue (Mr.)	NPCC Staff Training on 5S/Kaizen Practical Factory Implementation	Cambodia	6–8 September
Mah Lok Abdullah (Mr.)	Top Executive Conference 2011	Fiji	15–18 September
Reuel K. Virtucio (Mr.)	Workshop on Productivity Development for Agency for Agricultural Extension and Human Resources Development Personnel through Quality Management	Indonesia	18–23 September
Akinori Kimura (Mr.)	Natural Way of Farming	ROC	26–28 September
Kazuteru Kuroda (Mr.)	Training on Productivity Advisory Service (Including Productivity Measurement)	Singapore	29 September–5 October
Harro Boekhold (Mr.)	National Seminar on Community-based Rural Tourism and Ecotourism	Fiji	4–7 October
Azman Hussain (Mr.)	Development of Six Sigma Black Belt Practitioners (Phase 1)	Pakistan	17–28 October
Thierry Geiger (Mr.)	Symposium on Competitiveness: Moving Toward the Innovation-driven Stage	Malaysia	17–19 October
Kim V. Sbarcea (Ms.)	Knowledge Management Implementation: Training of Trainers	Malaysia	17–21 October
Adrian Chippindale (Mr.)	Establishing a Regulatory Review Department: Function and Activity	Malaysia	17–21 October
Praba Nair (Mr.)	Training Course on Knowledge Management for Capacity Building of the NPCC	Cambodia	24–29 October
Anil Kumar Saxena (Dr.)	Effective Implementation of Environment Management Protocols in Industries of the Pharmaceutical Sector of Bangladesh	Bangladesh	31 October–4 November
Robert Premier (Dr.)	Good Agricultural Practices and Certification System for Fruit and Vegetable Products	Indonesia	21–25 November
Cherdchai Nopmaneejumrulers (Dr.)	New Concept of Lean Management in Healthcare and Healthcare Systems	IR Iran	29 November–1 December
Brian Marson (Mr.)	Fostering Innovation in the Public Sector: Development of a Public-sector Innovation Framework for the Philippines	Philippines	1–12 December
Margaret Priselac Falbo (Dr.)	Management Excellence in the Public Sector (Healthcare)	Japan	3–5 December

TECHNICAL EXPERT SERVICES

Expert	Subject	Venue	Duration
Hak K. Pyo (Dr.)	Workshop on Construction of Capital Stock for Measuring Capital Service and KLEMS Database	Malaysia	5–9 December
Ab. Rahim Yousoff (Mr.)	Capability Building on Promoting Innovation for Competitiveness of SMEs in the Service and Industry Sectors	Philippines	5–9 December
Eddy Edwards (Mr.)	Creating an Effective Leadership Model in Developing Organizations of State-owned Pharmaceutical Enterprises	Indonesia	14–18 December
Azman Hussain (Mr.)	Development of Six Sigma Black Belt Practitioners (Phase 2)	Pakistan	19–30 December
Aman Ullah Malik (Dr.)	Training Workshop on Tropical Fruit Production with Emphasis on Banana and Mango	IR Iran	24–29 December

INFORMATION PROGRAM

Expert/country of residence	Designation/organization	Project title	Assigned by
Alfred Li-Ping Cheng (Dr.) ROC	Associate Professor, Department of Information and Finance Management, National Chiao Tung University School of Management	Special APO 50th Anniversary Publication	APO
Antonio D. Kalaw, Jr. (Mr.) Philippines	President, DAP	Special APO 50th Anniversary Publication	APO
Anuwat Supachutikul (Dr.) Thailand	CEO, Institute of Hospital Quality Improvement and Accreditation	Special APO 50th Anniversary Publication	APO
Binesh Chand (Mr.) Fiji	Manager, Department of Productivity and Quality, National Training and Productivity Centre, Fiji National University	Special APO 50th Anniversary Publication	APO
Carlos A. Sayco, Jr. (Mr.) Philippines	Vice President/Managing Director, DAP	Special APO 50th Anniversary Publication	APO
Chuan-Neng Lin (Dr.) ROC	Deputy Director General, Department of Industrial Technology, Ministry of Economic Affairs	Special APO 50th Anniversary Publication	APO
Feng-Shang (Vincent) Wu (Dr.) ROC	Professor, Graduate Institute of Technology and Innovation Management, National Chengchi University	Special APO 50th Anniversary Publication	APO
Hanam S. Phang (Dr.) ROK	Senior Research Fellow, Korea Labor Institute	Special APO 50th Anniversary Publication	APO
Harish Hande (Dr.) India	Managing Director, SELCO Solar Light (P) Ltd.	Special APO 50th Anniversary Publication	APO
Keun Hee Rhee (Dr.) ROK	Senior Researcher, Productivity Research Institute, KPC	Special APO 50th Anniversary Publication	APO
Khawaja Muhammad Yousuf (Mr.) Pakistan	CEO, NPO	Special APO 50th Anniversary Publication	APO
Kolathupadavil Philipose Sunny (Dr.) India	Group Head, Economic Services and Support Services, NPC	Special APO 50th Anniversary Publication	APO
Kunio Tsubota (Mr.) Japan	Professor, Faculty of Agriculture, Meiji University	Special APO 50th Anniversary Publication	APO
Lok Lee Lee (Ms.) Malaysia	Manager, Publication House, Global Competitiveness Department, MPC	Special APO 50th Anniversary Publication	APO
Low Hock Meng (Mr.) Singapore	Executive Director, Singapore Productivity Association	Special APO 50th Anniversary Publication	APO

INFORMATION PROGRAM

Expert/country of residence	Designation/organization	Project title	Assigned by
Md. Nazrul Islam (Dr.) Bangladesh	Director, NPO, Ministry of Industries	Special APO 50th Anniversary Publication	APO
Mechai Viravaidya (Mr.) Thailand	Chairman, Mechai Viravaidya Foundation	Special APO 50th Anniversary Publication	APO
Mohammad Kazem Ebrahimi Khorramabadi (Mr.) IR Iran	Managing Director, Iranian Lean Production and Services Co.	Special APO 50th Anniversary Publication	APO
Nguyen Huu Thien (Dr.) Vietnam	Special Adviser, Quality Association of Ho Chi Minh City	Special APO 50th Anniversary Publication	APO
Nunung Nuryartono (Dr.) Indonesia	Head of Economics Post Graduate Program, Faculty of Economics and Management, Deputy Director, International Center for Applied Finance and Economics, Bogor Agricultural University	Special APO 50th Anniversary Publication	APO
Osamu Kitani (Dr.) Japan	Professor Emeritus, University of Tokyo	Special APO 50th Anniversary Publication	APO
Paul P.S. Teng (Prof.) Singapore	Professor, Nanyang Technological University	Special APO 50th Anniversary Publication	APO
Phanit Laosirirat (Dr.) Thailand	Executive Director, FTPI	Special APO 50th Anniversary Publication	APO
Prabin Kumar Acharya (Mr.) Nepal	Branch Officer, NPEDC	Special APO 50th Anniversary Publication	APO
Shin Kim (Dr.) ROK	Research Fellow and Director, Office of International Cooperation, Korea Institute of Public Administration	Special APO 50th Anniversary Publication	APO
Shin-Horng Chen (Dr.) ROC	Research Fellow and Director, International Division, Chung-Hua Institution for Economic Research	Special APO 50th Anniversary Publication	APO
Somdy Inmyxai (Mr.) Lao PDR	Director General, SMEPDO, Ministry of Industry and Commerce	Special APO 50th Anniversary Publication	APO
Suporn Koottatep (Dr.) Norway	Environmental Consultant	Special APO 50th Anniversary Publication	APO
Tengis Delgertsogt (Mr.) Mongolia	Senior Expert, MPO	Special APO 50th Anniversary Publication	APO
Tsu-Tan Fu (Dr.) ROC	Research Fellow and Professor, Institute of Economics, Academia Sinica	Special APO 50th Anniversary Publication	APO
Tsutomu Miyagawa (Dr.) Japan	Professor, Department of Economics, Gakushuin University	Special APO 50th Anniversary Publication	APO
Vangimalla R. Reddy (Dr.) USA	Research Leader, USDA-ARS, Crop Systems and Global Change Laboratory, Agricultural Research Service, US Department of Agriculture	Special APO 50th Anniversary Publication	APO
Venkatachalam Anbumozhi (Dr.) Japan	Capacity Building Specialist, Asian Development Bank Institute	Special APO 50th Anniversary Publication	APO
Weerasekera Mudiyansele Bandusena (Mr.) Sri Lanka	Secretary, Ministry of Productivity Promotion	Special APO 50th Anniversary Publication	APO
Wong Poh Kam (Dr.) Singapore	Professor, National University of Singapore	Special APO 50th Anniversary Publication	APO
Yea Bunna (Mr.) Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy	Special APO 50th Anniversary Publication	APO

LIST OF NATIONAL COORDINATORS

National coordinator/ country of residence	Designation/organization	Project title
Ali Hossein Keshavarzi (Dr.) IR Iran	Lecturer and Group Manager, Industrial Management Group, Shahed University	e-Learning Course on Knowledge Management for the Service Sector
Ali Saleh (Mr.) IR Iran	Management Systems Lead Auditor/ Instructor, IMQ-CSQ Certification-Iran Office	e-Learning Course on Integrated Management Systems (ISO 9001, ISO14001, and OHSAS 18001)
Ameeta Ashwini Raj (Ms.) Fiji	Training Officer-Quality Management, National Training and Productivity Centre	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Belayet Hussain Chowdhury (Mr.) Bangladesh	Former Joint Director, NPO	e-Learning Course on International Trade in Agriculture and Food Products
Buntoon Wongseelashote (Mr.) Thailand	CEO, Thong Seng Textile Company Limited	e-Learning Course on International Trade in Agricultural and Food Products
Chien Li-Hsien (Dr.) ROC	Associate Professor, Department of Applied Economics, National Chung Hsing University	e-Learning Course on International Trade in Agricultural and Food Products
Chor Menghout (Mr.) Cambodia	Acting Chief, Training and Consultancy Office, NPCC, Ministry of Industry, Mines and Energy	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Devendra Bahadur Pradhan (Mr.) Nepal	Branch Chief, NPEDC	e-Learning Course on International Trade in Agriculture and Food Products
Fred Leong Poh Liew (Mr.) Malaysia	Manager, Knowledge Management Department, MPC	1. e-Learning Course on International Trade in Agricultural and Food Products 2. e-Learning Course on Knowledge Management for the Service Sector
Hendra Iswara Martin (Mr.) Indonesia	Senior Consultant of Productivity and Head of Sub Directorate System and Innovation Development, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development	e-Learning Course on ISO 26000: Guidance on Social Responsibility
J. Aggrawal (Mr.) India	Director and Head (Agri-business), NPC	e-Learning Course on International Trade in Agriculture and Food Products
K.K.D.S. Ranaweera (Mr.) Sri Lanka	Professor, Department of Food Science and Technology, University of Sri Jayewardenepura	e-Learning Course on International Trade in Agriculture and Food Products
Kashif Afzal (Mr.) Pakistan	Regional Manager Lahore, NPO	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Kunchuda Disyabutra (Ms.) Thailand	ISO and KM Consultant, Quality and Standard Department, FTPI	1. e-Learning Course on ISO 26000: Guidance on Social Responsibility 2. e-Learning Course on Knowledge Management for the Service Sector
Lalith Nimal Senaweera (Dr.) Sri Lanka	Director General, Sri Lanka Standards Institution	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Ma. Ellinor T. Santos (Ms.) Philippines	Associate Project Office, Center for Knowledge Management, DAP	e-Learning Course on Knowledge Management for the Service Sector
Ma. Theresa A. Agustin (Ms.) Philippines	Director, Industry Competitiveness and the SME Productivity Development Program Division, Center for Quality and Competitiveness, DAP	1. e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001) 2. e-Learning Course on ISO 26000: Guidance on Social Responsibility
Majid Aflaki Beni (Mr.) IR Iran	Managing Director and Secretary General, Vatan Sausage and Bologna Producers Cooperative Co., Society of Meat Products Producers	e-Learning Course on International Trade in Agricultural and Food Products
Massoud Kassaee (Dr.) IR Iran	Assistant Professor, University of Shahid Beheshti	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Md. Belayet Hussain Choudhury (Mr.) Bangladesh	Ex. Joint Director, NPO, Ministry of Industries	1. e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001) 2. e-Learning Course on Knowledge Management for the Service Sector

LIST OF NATIONAL COORDINATORS

National coordinator/ country of residence	Designation/organization	Project title
Monica D. Saliendres (Ms.) Philippines	Director, Agricultural Productivity Enhancement Division, Center for Quality and Competitiveness	e-Learning Course on International Trade in Agricultural and Food Products
Muhammad Zafar Ullah (Mr.) Pakistan	Deputy Manager, Management Information Systems, NPO, Ministry of Industries	e-Learning Course on Knowledge Management for the Service Sector
Nikhil Panchbhai (Mr.) India	Deputy Director (IT), NPC	e-Learning Course on Knowledge Management for the Service Sector
Norashima Hamzah (Ms.) Malaysia	Consultant, MPC	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Otgontuya Dorjkhuu (Ms.) Mongolia	Senior Expert, MPO	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Rabia Jamil (Ms.) Pakistan	Head of International Relations, NPO, Ministry of Industries and Production	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Rajat Sharma (Dr.) India	Deputy Director for Economic Services, NPC	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Ranjana T. De S.G. Punchihewa (Mr.) Sri Lanka	Director-Quality, Dean, Faculty of Marine Engineering, Colombo International Nautical and Engineering College	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Ratnakar Gyawali (Mr.) Nepal	Training Officer in HRD Branch, NPEDC	e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)
Sachin Deo (Mr.) Fiji	Manager-IT, Fiji National University, National Training and Productivity Centre	e-Learning Course on Knowledge Management for the Service Sector
Saif ur Rahman (Mr.) Pakistan	Mechanical Engineer, Deputy General Manager, NPO, Karachi	e-Learning Course on International Trade in Agriculture and Food Products
Shafiqur Rahman Bhuiyan (Mr.) Bangladesh	Manager, CSR Resource Mobilization, CSR Centre	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Suhanda (Mr.) Indonesia	Head of Cooperation Productivity and Entrepreneurship Development Section, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration	1. e-Learning Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001) 2. e-Learning Course on International Trade in Agricultural and Food Products 3. e-Learning Course on Knowledge Management for the Service Sector
Um Serivuth (Mr.) Cambodia	Vice Chief of Productivity Promotion, NPCC, Ministry of Industry, Mines and Energy	e-Learning Course on International Trade in Agricultural and Food Products
Uranchimeg Byambaa (Ms.) Mongolia	Officer for ISO 9001, Mobicom Corporation	e-Learning Course on ISO 26000: Guidance on Social Responsibility
Vu Tu Quan (Mr.) Vietnam	Project Manager, International Cooperation Division, VPC	1. e-Learning Course on ISO 26000: Guidance on Social Responsibility 2. e-Learning Course on International Trade in Agricultural and Food Products 3. e-Learning Course on Knowledge Management for the Service Sector
Zainuri Juri (Mr.) Malaysia	Consultant, MPC	e-Learning Course on ISO 26000: Guidance on Social Responsibility

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT



To the Governing Body of
Asian Productivity Organization

We have audited the accompanying financial statements of Asian Productivity Organization (“the Organization”), which comprise the statement of financial position as at December 31, 2011, the statements of revenues and expenses, changes in surplus and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Basis for Qualified Opinion

Project implementation grants and corresponding project costs are recorded based on information furnished by member governments and others as explained in Note 10 to the financial statements. Our audits did not extend beyond inspection of certain reports submitted by the member governments and others.

As described in the Other Matter paragraph, the opinion expressed on the financial statements of the Organization as at and for the year ended December 31, 2010 also was qualified opinion due to limited inspection of certain reports submitted by the member governments and others for project implementation grants and corresponding project costs.

Qualified Opinion

In our opinion, except for the effect on the financial statements of the matter referred to in the Basis for Qualified Opinion paragraph, the December 31, 2011 financial statements referred to above present fairly, in all material respects, the financial position of the Organization as at December 31, 2011, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Other Matter

The financial statements of the Organization as at and for the year ended December 31, 2010 were audited by another auditor who expressed a qualified opinion on those statements on March 10, 2011 due to their limited inspection of information as to the adequacy of project implementation grants and corresponding project costs.

KPMG AZSA LLC

KPMG AZSA LLC
March 9, 2012

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2011 AND 2010

(US dollars)

	2011	2010
ASSETS		
Cash and cash equivalents (Note 3)	\$11,880,850	\$6,920,150
Receivables (Note 4):		
Member countries	1,016,136	2,398,926
Others	20,379	15,310
Allowance for long-term outstanding debts	(423,481)	(431,110)
Prepaid expenses	55,661	800,679
Deposits and other advance payments	111,612	42,958
Fund for severance payments (Note 7)	3,433,365	3,368,510
Total assets	\$16,094,523	\$13,115,423
LIABILITIES AND SURPLUS		
Accounts payable	\$1,119,109	\$869,440
Withholding tax and social insurance	40,081	51,511
Other current liabilities	292,706	285,293
Accrued annual leave	575,813	533,430
Liability for severance payments (Note 8)	3,172,422	3,008,937
Total liabilities	5,200,130	4,748,611
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Continuing projects	2,162,563	1,668,109
Unappropriated surplus	2,731,830	698,703
Total surplus	10,894,393	8,366,812
Total liabilities and surplus	\$16,094,523	\$13,115,423

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF REVENUES AND EXPENSES

YEARS ENDED 31 DECEMBER 2011 AND 2010

(US dollars)

	2011	2010
Revenues:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants (Note 5)	1,702,196	1,244,657
Project implementation grants (Note 10)	2,582,218	1,819,908
Participation by member countries	5,490	6,138
Miscellaneous	27,828	37,067
Total revenues	16,303,767	15,093,805
Expenses:		
Projects		
Current year's project costs:		
APO share	3,720,813	5,263,706
Implementation project costs (Note 10)	2,509,291	1,704,406
Subtotal	6,230,104	6,968,112
Prior years' continuing project costs:		
APO share	988,306	1,099,304
Implementation project costs (Note 10)	72,927	115,502
Subtotal	1,061,233	1,214,806
Allocation to project costs from administrative expenses (Note 6)	2,485,980	2,399,610
Total	9,777,317	10,582,528
Administration		
Staff expenses (Note 8)	5,252,267	6,191,564
Allocation to project costs (Note 6)	(2,485,980)	(2,399,610)
Office maintenance (Note 9)	1,079,898	877,576
Operations	51,118	105,814
Miscellaneous	194,898	184,682
Total	4,092,201	4,960,026
Exchange (gain)/loss	(85,885)	(154,527)
Reversal of allowance for long-term outstanding debts	(7,448)	(124,844)
Total	(93,333)	(279,371)
Total expenses	13,776,185	15,263,183
Excess of expenses over revenues	-	(\$169,378)
Excess of revenues over expenses	\$2,527,582	-

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS

YEARS ENDED 31 DECEMBER 2011 AND 2010

(US dollars)

	Appropriated for		Unappropriated	Total
	Working capital fund	Continuing projects		
2010				
Surplus as of 1 January 2010	\$6,000,000	\$1,662,579	\$873,611	\$8,536,190
Excess of expenses over revenues	-	-	(169,378)	(169,378)
Transfer from continuing projects	-	5,530	(5,530)	-
Surplus as of 31 December 2010	6,000,000	1,668,109	698,703	8,366,812
2011				
Excess of revenues over expenses	-	-	2,527,582	2,527,582
Transfer from continuing projects	-	494,454	(494,454)	-
Surplus as of 31 December 2011	\$6,000,000	\$2,162,563	\$2,731,830	\$10,894,393

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CASH FLOWS

YEARS ENDED 31 DECEMBER 2011 AND 2010

(US dollars)

	2011	2010
Operating activities		
Cash provided by:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants	1,702,196	1,244,657
Project implementation grants	2,582,218	1,819,908
Participation by member countries	5,490	6,138
Decrease (increase) in receivables from member countries	1,382,606	(1,274,715)
Miscellaneous income - interest	26,487	34,871
Miscellaneous income - others	1,341	2,196
	<u>17,686,373</u>	<u>13,819,090</u>
Cash used in:		
Project expenses		
APO share	4,709,119	6,363,010
Implementation project costs	2,582,218	1,819,908
Allocation to project costs	2,485,980	2,399,610
Administrative expenses	4,092,201	4,960,026
Exchange variance	(30,376)	3,567
Decrease in prepaid expenses and other	(739,949)	(22,185)
Increase (decrease) in deposits and other advance payments	68,654	34,290
Increase (decrease) in fund for severance payments	64,855	139,902
Decrease (increase) in accounts payable and other	(245,652)	146,271
Decrease (increase) in accrued annual leave	(42,383)	69,716
Decrease (increase) in liability for severance payments	(163,485)	87,144
	<u>12,781,182</u>	<u>16,001,259</u>
Net cash provided by operating activities	<u>4,905,191</u>	<u>(2,182,169)</u>
Effect of exchange rate changes on cash and cash equivalents	<u>55,509</u>	<u>158,093</u>
Net increase (decrease) in cash and cash equivalents	<u>4,960,700</u>	<u>(2,024,076)</u>
Cash and cash equivalents at beginning of year	<u>6,920,150</u>	<u>8,944,226</u>
Cash and cash equivalents at end of year	<u>\$11,880,850</u>	<u>\$6,920,150</u>

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. ORGANIZATION, BUSINESS, AND SOURCE OF FUNDING

The Asian Productivity Organization (the “Organization” or “APO”) is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in Tokyo, Japan, and continues to operate from this location. The Organization is nonpolitical, nonprofit making, and nondiscriminatory.

The objective of the Organization is to increase productivity and thereby accelerate economic development in Asia through mutual cooperation among member countries. To fulfill its objective, the Organization institutes programs for the development of productivity, provides information and advice for productivity improvement, and promotes and disseminates modern productivity skills and techniques in the agriculture, industry, and service sectors.

Organization membership is open to all Asian and Pacific governments that are members of the United Nations Economic and Social Commission for Asia and the Pacific. From 1 July 1997, the Hong Kong Productivity Council was instructed to cease all APO activities when sovereignty was transferred to the People’s Republic of China.

The Organization performs activities in cooperation with national productivity organizations (NPOs) and other international organizations. NPOs in member countries which deal with productivity activities at the national level act as implementing agencies for the Organization’s projects and nominate participants from their countries to attend those projects.

The budget of the Organization is composed of the budget covering the program of action of the Organization and staff, administrative, and nonproject expenses. The Governing Body, which is the supreme organ of the Organization, meets once a year to decide on policy matters concerning program and budget, finances, and membership. The sources of revenue for the budget are:

- a) Annual membership contributions based on gross national income;
- b) Special cash grants given by member governments and external assistance from cooperating agencies and institutions;
- c) Project implementation grants given by member governments that host projects and other governments and organizations that organize projects jointly with the Organization; and
- d) Miscellaneous income such as proceeds from interest income.

2. SIGNIFICANT ACCOUNTING POLICIES

1) BASIS OF PREPARATION OF ACCOMPANYING FINANCIAL STATEMENTS

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

2) ALLOWANCE FOR LONG-OUTSTANDING DEBTS

The Organization uses the “aging the accounts” method as the estimation technique of the net realizable value of receivables. Although the Organization believes that the allowance is adequate to provide for losses that are inherent in the year-end accounts receivable balance, actual results could differ from those estimates.

3) FIXED ASSETS

Fixed assets purchased by the Organization are principally automobiles, furniture, and equipment. It is a policy that such assets are charged to expenses when acquired. Had such assets been capitalized and had depreciation been provided based on their estimated useful lives, the effect on the results of operations and the financial position of the Organization would not be material.

4) FUND FOR SEVERANCE PAYMENTS

The fund for severance payments consists of an insurance endowment fund and money market fund and is stated at fair value. The fair values of the fund for severance payments are estimated based on values quoted by financial institutions.

IFRS 7 “Financial Instruments–Disclosures” defines fair value and establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The three levels of the fair value hierarchy are as follows:

Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2—Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3—Unobservable inputs for the asset or liability

The insurance endowment fund and money market fund held by the Organization are classified as Level 2 assets.

5) LIABILITY FOR SEVERANCE PAYMENTS

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon the monthly basic pay at the time of termination of employment and years of service. The cost of the severance payments is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each reporting period. Actuarial gains and losses that exceed 10% of the greater of the present value of the Organization’s defined benefit obligation as at the end of the prior year are amortized over the expected average remaining working lives of the participating staff members.

6) ACCRUED ANNUAL LEAVE

Based on Rule 5.01 of APO Staff Regulation V, annual leave is accumulated up to 90 days, which does not expire until leaving the Organization. In 2011, the Organization recorded accrued annual leave of 76 days (74 days in 2010) for staff members who had annual leave of more than 76 days as a liability, since the unused accrued annual leave up to 60 days is paid by a sum of money equivalent to their salary for the period of the accrued annual leave upon separation from the Organization, and in consideration of the possible utilization of unused accrued annual leave in excess of 60 days upon separation.

7) REVENUE RECOGNITION

Major sources of revenues of the Organization are membership contributions, special cash grants, and project implementation grants. Membership contributions, which are approved by the Governing Body, are recognized as revenues on 1 January of each fiscal year. Special cash grants are recognized as revenues upon the receipt of actual amounts by the Organization. The Organization recognizes project implementation grants based on the actual amounts granted for project implementation by the hosting countries, according to the information furnished by them.

8) APPROPRIATION FOR WORKING CAPITAL FUND

Based on Regulation 7 of the Financial Regulations, a working capital fund is established from which advances may be made to finance budgetary appropriations to the extent that this is necessary in anticipation of pledged but unpaid contributions.

9) APPROPRIATION FOR CONTINUING PROJECTS

The outstanding balance of commitments for continuing projects at year-end, which has been funded mainly from membership contributions and special cash grants, is appropriated for continuing projects. The balance for continuing projects funded from special cash grants includes unspent balances of special cash grants, which are

balances generated from completion of some projects prior to the year-end being reallocated for the following year's projects in the same programs.

10) TRANSLATION OF FOREIGN CURRENCIES

For the purpose of the financial statements, the results and financial position of the Organization are expressed in US dollars, which is the functional currency of the Organization and presentation currency for the financial statements. The Organization's books of account are maintained both in Japanese yen and US dollars. Assets and liabilities denominated in Japanese yen are translated into US dollars at the appropriate rate of exchange on the statements of financial position date. For revenue and expense accounts, average rates for the month of the transactions are applied. Revenue and expense accounts of other currencies except Japanese yen are translated into US dollars at rates that approximate those rates prevailing at the time of the transactions. The resulting unrealized gain/loss from translation is included in exchange gain/loss in the statement of revenues and expenses.

11) TAXES

The Organization is exempt from direct taxes on assets or income and from customs duties.

12) USE OF ESTIMATES

The Organization makes estimates and assumptions to prepare the financial statements. Such estimates and assumptions affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include all highly liquid investments, generally with original maturities of three months or less, which are readily convertible to known amounts of cash and are so near maturity that they present insignificant risk of changes in value because of changes in interest rates. Money market funds, which are treated as cash and cash equivalents except for specific use of the funds for severance payments, are carried at cost plus accrued interest, which approximates market value.

4. RECEIVABLES OF MEMBERSHIP CONTRIBUTIONS, PARTICIPATING COUNTRY EXPENSES, AND OTHERS

The allowance for receivables of membership contributions overdue for one year and longer amounts to \$412,274 and it includes the allowance for a long-outstanding receivable for the membership contribution from Hong Kong since 31 December 1999, amounting to \$248,125, because there has been no communication with Hong Kong after the transfer of sovereignty. The Organization has also recorded allowance for the outstanding debt for receivables of participating country expenses and others from member countries as of 31 December 2011, amounting to \$1,082 and \$10,125, respectively.

Allowances for outstanding debts as of 31 December 2011 and 2010 were as follows:

Receivables overdue for 1 year and longer	2011		2010	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$412,274	100	\$418,152
Participating country expenses	100	1,082	100	2,833
Others	100	10,125	100	10,125
		<u>\$423,481</u>		<u>\$431,110</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2011 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$418,152	\$2,833	\$10,125	\$431,110
Amounts recovered during the year	(96,938)	(1,751)	-	(98,689)
Loss recognized on receivables	91,060	-	-	91,060
Balance at end of the year	\$412,274	\$1,082	\$10,125	\$423,481

5. SPECIAL CASH GRANTS

Special cash grants are used for specific programs and other administrative expenses for which member governments are encouraged to cooperate with the APO in addition to their membership contributions. The detailed amounts of the special cash grants received for the years ended 31 December 2011 and 2010 were as follows:

Purpose of grants	2011	2010
Project costs	\$947,900	\$463,353
Office rent	754,296	781,304
	<u>\$1,702,196</u>	<u>\$1,244,657</u>

6. ALLOCATION TO PROJECT COSTS

The APO mainly allocated salary expenses of staff who directly undertake project activities from administrative expenses to project costs.

7. FUND FOR SEVERANCE PAYMENTS

The balances of the fund for severance payments represent the amounts for the severance payments resulting from employees' termination of employment and comprise the following:

	2011	2010
Insurance endowment fund	\$483,847	\$1,699,447
Money market fund	2,949,518	1,669,063
	<u>\$3,433,365</u>	<u>\$3,368,510</u>

The fund for severance payments is exposed to a variety of financial risks, including the effects of change in debt and equity market prices, foreign currency exchange rates, and interest rates. The Organization has a policy of considering economic conditions at the time of the contract and consistently monitors the effectiveness of its selection. In 2001, the APO purchased three types of insurance for each employee, of which the beneficiary is the APO. In addition, the Organization manages a money market fund in Japanese yen for the purpose of severance payments. Since two out of three types of the insurance reached maturity in fiscal year 2011, the APO purchased an additional money market fund for the same purpose by transferring the entire maturity return. The purpose of the insurance and money market fund is to pay for the severance payments, and more than 100% of the liability for severance payments was insured as of the balance sheet date. Net gains on the fund for severance payments for the years ended 31 December 2011 and 2010 were \$20,099 and \$30,842, respectively, and were included in miscellaneous revenues.

8. LIABILITY FOR SEVERANCE PAYMENTS

For the purposes of the actuarial valuations, the Organization used the discount rate of 1.1% per annum for the years ended 31 December 2011 and 2010. The expected rate of salary increases was not applied in determining the projected benefit obligation, because the benefit obligations were determined using the table of fixed salaries and the benefit formulas of the Organization's plan did not contain factors relating to compensation levels.

Amounts recognized in profit or loss in respect of the defined benefit plan were as follows:

	2011	2010
Current service cost	\$366,584	\$322,018
Interest on obligation	33,271	52,228
Amortization of unrecognized transitional liability	-	117,181
Net periodic pension cost	<u>\$399,855</u>	<u>\$491,427</u>

Movements in the present value of the defined benefit obligation in the current period and the amount included in the statements of financial positions arising from the Organization's obligation in respect of its defined benefit plan were as follows:

	2011	2010
Opening defined benefit obligation	\$2,912,651	\$3,141,265
Current service cost	366,584	322,018
Interest cost	33,271	52,228
Actuarial gains	(130,008)	(26,868)
Benefits paid	(338,601)	(895,939)
Foreign currency translation adjustments	358,543	319,947
Closing defined benefit obligation	3,202,440	2,912,651
Unrecognized transitional liability		
Unrecognized actuarial gains or (loss)	<u>(30,018)</u>	<u>96,286</u>
Net liability arising from defined benefit obligation	<u>\$3,172,422</u>	<u>\$3,008,937</u>

9. OPERATING LEASES

The Organization leases office space under a cancelable lease agreement. The lease was extended for another one year on the expiration date of 31 December 2012, and it can be terminated at any time by either party with six-month advance notice in writing. No rental deposit for the lease has been paid to the building owner. Rental expenses under operating leases for the years ended 31 December 2011 and 2010 were \$797,896 and \$837,106, respectively.

10. REPORTS OF MEMBER COUNTRIES' PROJECTS AND OTHER PROJECTS

Various projects of the Organization are fully or partially implemented by member governments and others. Costs incurred by such member governments and others are reported to the Organization, and these amounts are recorded as project implementation grants and corresponding project implementation costs.

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Asian Productivity Organization

ISBN 978-92-833-2430-0

eISBN: 978-92-833-2431-7