

APO
ANNUAL REPORT
2012



ASIAN PRODUCTIVITY ORGANIZATION

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ASIAN PRODUCTIVITY ORGANIZATION

First published in Japan
by Asian Productivity Organization
Leaf Square Hongo Building, 2F
1-24-1 Hongo, Bunkyo-ku
Tokyo 113-0033, Japan
www.apo-tokyo.org

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The APO Secretariat thanks the NPOs for providing updates on their directory information and some of the project-related images used in this report.

ISBN: 978-92-833-2443-0
eISBN: 978-92-833-2444-7

300.07.2013

Designed by Try Co., Ltd.
Printed by Hirakawa Kogyosha Co., Ltd., Japan

CONTENTS

APO Directors, Alternate Directors, Liaison Officers, and NPO Heads	iv
APO Secretariat	vi
Foreword	vii
Organization	1
2012 GBM and WSM	5
Industry and Service Sectors	11
Interface Sector	23
Agriculture Sector	35
Individual-country Programs	45
Evaluation of APO Projects	47
Information Program	50
APO Photo Contest 2012	54
International Cooperation	56
2012 APO Project Summary	59
Financial Report	99
List of NPOs	112

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APO First Vice Chair

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APO Director for Mongolia

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Industrial Relations & Employment, Ministry of Labour,
Industrial Relations & Employment

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Fiji National University

Liaison Officer
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Industrial Relations & Employment, Ministry of Labour,
Industrial Relations & Employment

Hong Kong

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Alternate Director / Not designated
NPO Head / Not designated
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Secretary, Department of Industrial Policy &
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Government of India

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

NPO Head / Not designated
Liaison Officer
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Deputy Secretary,
Department of Industrial Policy and Promotion
Ministry of Commerce and Industry

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

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

NPO Head & Liaison Officer
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Director of Productivity and Entrepreneurship,
Directorate General of Training and Productivity
Development, Ministry of Manpower and Transmigration R. I.

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Ministry of Foreign Affairs

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Ministry of Knowledge and Economy

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Korea Productivity Center

Director & NPO Head
Mr. Hong Jin
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Liaison Officer
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Lao National Productivity Organization

Malaysia

Director
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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



The APO Governing Body 2012

(Front L–R) APO Director for Bangladesh K.H. Masud Siddiqui, APO Director for Cambodia Chea Sieng Hong, APO Chair and APO Director for Malaysia Tan Sri Dato' Azman Hashim, APO Secretary-General Ryuichiro Yamazaki, APO First Vice Chair and APO Director for Mongolia Yamaaranz Erkhembayar, APO Second Vice Chair and Acting APO Director for Nepal Narendra Raj Baral, APO Alternate Director for ROC Dr. Ming-Ji Wu.

(Back L–R) APO Director for Fiji Taito Waqa, Acting APO Director for India Dr. Shishir Kumar Chakravorty, APO Director for Indonesia Abdul Wahab Bangkona, APO Director for IR Iran Dr. Ali Rezaian, APO Alternate Director for Japan Mitsuhiro Wada, APO Director for ROK Hong Jin, APO Director for Lao PDR Somdy Inmyxai, Acting APO Director for Pakistan Khawaja Muhammad Yousuf, APO Director for Philippines Margarita R. Songco, APO Director for Singapore Png Cheong Boon, APO Director for Sri Lanka Lalith Kannangara, APO Alternate Director for Thailand Dr. Phanit Laosirirat, and Acting APO Director for Vietnam Dr. Vu Van Dien.

(As of 17 April 2012)

Mongolia

Director

Mr. Yamaaranz Erkhembayar

Chairman of the Board of Directors,
Mongolian Productivity Organization

Alternate Director

Dr. Sharav Munkhtseren

Chief Advisor Human Development,
Research and Training Center,
Mongolian Productivity Organization

NPO Head

Mr. Amarsaikhan Damdinjav

Acting Executive Director,
Mongolian Productivity Organization

Liaison Officer

Mrs. Baigalmaa Purevdorj

Deputy Director, Mongolian Productivity Organization

Nepal

Director

Mr. Krishna Gyawali

Secretary, Ministry of Industry,
National Productivity and Economic Development Centre

Alternate Director

Mr. Lila Ram Sharma

Chairman
National Productivity and Economic Development Centre

NPO Head

Dr. Puneshwar Keshari

General Manager,
National Productivity and Economic Development Centre

Liaison Officer

Mr. Durgesh Kumar Shrestha

General Manager,
National Productivity and Economic Development Centre

Pakistan

Director

Mr. Shafqat Hussain Naghmi

Federal Secretary, Ministry of Industries,
Government of Pakistan

Alternate Director

Mr. Agha Nadeem

Additional Secretary, Ministry of Industries,
Government of Pakistan

NPO Head & Liaison Officer

Mr. Khawaja Muhammad Yousuf

Chief Executive Officer,
National Productivity Organization

Philippines

Director

Ms. Margarita R. Songco

Deputy Director-General,
National Economic and Development Authority

Alternate Director & NPO Head

Mr. Antonio D. Kalaw, Jr.

President,
Development Academy of the Philippines

Liaison Officer

Mr. Carlos A. Sayco, Jr.

Vice President,
Development Academy of the Philippines

Singapore

Director & NPO Head

Mr. Png Cheong Boon

Chief Executive, SPRING Singapore

Alternate Director

Dr. Woon Kin Chung

Executive Director, Productivity Programme Office and
Corporate Services, SPRING Singapore

Liaison Officer

Mr. Rajeshpal Sandhu Singh

Manager,
Productivity Programme Office, SPRING Singapore

Sri Lanka

Director

Mr. Udaya Ranjith Seneveratne

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 Simachokedee

Permanent Secretary, Ministry of Industry

Alternate Director & NPO Head

Dr. Phanit Laosirirat

Executive Director, Thailand Productivity Institute

Liaison Officer

Mrs. Tassaneeya Trakoonsatjawat

International Relations Department Manager,
Thailand Productivity Institute

Vietnam

Director

Dr. Ngo Quy Viet

Director General,
Directorate for Standards, Metrology, and Quality

Alternate Director & NPO Head

Mr. Nguyen Anh Tuan

Managing Director, Vietnam Productivity Centre

Liaison Officer

Mrs. Nguyen Thu Hien

Deputy Director, 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. Atsuoki Hoshiyama	Administration & Finance Officer
	Ms. Yumiko Yamashita	Administration & Finance Officer
	Ms. Martini Abdul Aziz	Information & Public Relations Officer
	Ms. Yumiko Nishio	Project Coordinator
	Ms. Emiko Kurayoshi	Accountant
	Ms. Emi Kakuta	Accountant
	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
Ms. Yasuko Asano		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
	Mr. Masaya Amau	Program Officer
	Mr. Muhammad Idham bin Mohd Zain	Program Officer
	Ms. Akemi Oikawa	Project Coordinator
	Ms. Noriko Kasai	Project Assistant
	Ms. Sayuri Watanabe	Project Assistant
	Ms. Mayumi Nakagawa	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 2012)

Foreword

2012 was another exciting year as it witnessed new initiatives in APO projects. One of the highlights was the introduction of time-tested private-sector productivity and quality concepts, approaches, tools, and techniques into APO public-sector projects. The Public-sector Productivity Program Framework was also developed to guide APO members in streamlining their activities and adopting a coordinated approach to promote innovation and productivity in this sector, as public-sector organizations are the key to the sustainable economic development and competitiveness of a country. The APO also adopted the Taipei Declaration incorporating the recommendations of experts who participated in the International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific in the ROC. The recommendations focus on key areas to guide the APO and other stakeholders to achieve sustainable, inclusive growth.

In agriculture, we continued focusing on food safety management due to the growing need of enterprises in the food industry to build their capacities and to support food security. With a grant from the Ministry of Agriculture, Forestry and Fisheries of Japan, seven food company demonstration projects were implemented in Lao PDR and Cambodia. To support the Government of Japan's rehabilitation efforts in the tsunami-struck Tohoku region, the APO implemented the Special Program for Restoration and Revitalization of Rural Agriculture and the Food Industry that included local participants. The program, funded by the Government of Japan, increased awareness of the many advantages of controlled-environment agriculture and management systems for safe, reliable, high-quality food and agricultural products.

The Eco-products Directory 2012 was published with the support of the Green Productivity Advisory Committee and it continued to showcase the



most advanced environmentally friendly products, technologies, and services to enhance sustainable development and competitiveness. *The APO Productivity Databook* offered new total factor productivity computations for India and IR Iran along with the inclusion of data up to 2010. The COE for Business Excellence (BE) hosted by SPRING Singapore, which has been instrumental in building up the BE capabilities of other NPOs, remained a key APO program and an excellent approach to propagate critical productivity-enhancing capabilities of NPOs.

In a continuing spirit of partnership, the APO collaborated with the United Nations Centre for Regional Development, United Nations Framework Convention on Climate Change, Asian Development Bank Institute, and Colombo Plan in the 3Rs, green public procurement, greenhouse gas emission reduction, climate change mitigation measures; rural enterprise development, and women's entrepreneurship. APO members thus benefited not only from the expertise of those organizations but also from wider international exposure and networks.

The APO must continue to progress as an organization. In coming years, we must ensure continuing relevance to the need of our members to compete in a dynamically changing global economy. In this manner, the APO will continue to transform constraints and challenges into opportunities that greatly benefit its members.

Ryuichiro Yamazaki
APO Secretary-General
Tokyo, July 2013

ORGANIZATION

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



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, the Republic of China, Fiji, Hong Kong, India, Indonesia, the Islamic Republic of Iran, Japan, the Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Thailand, 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 national productivity organizations (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

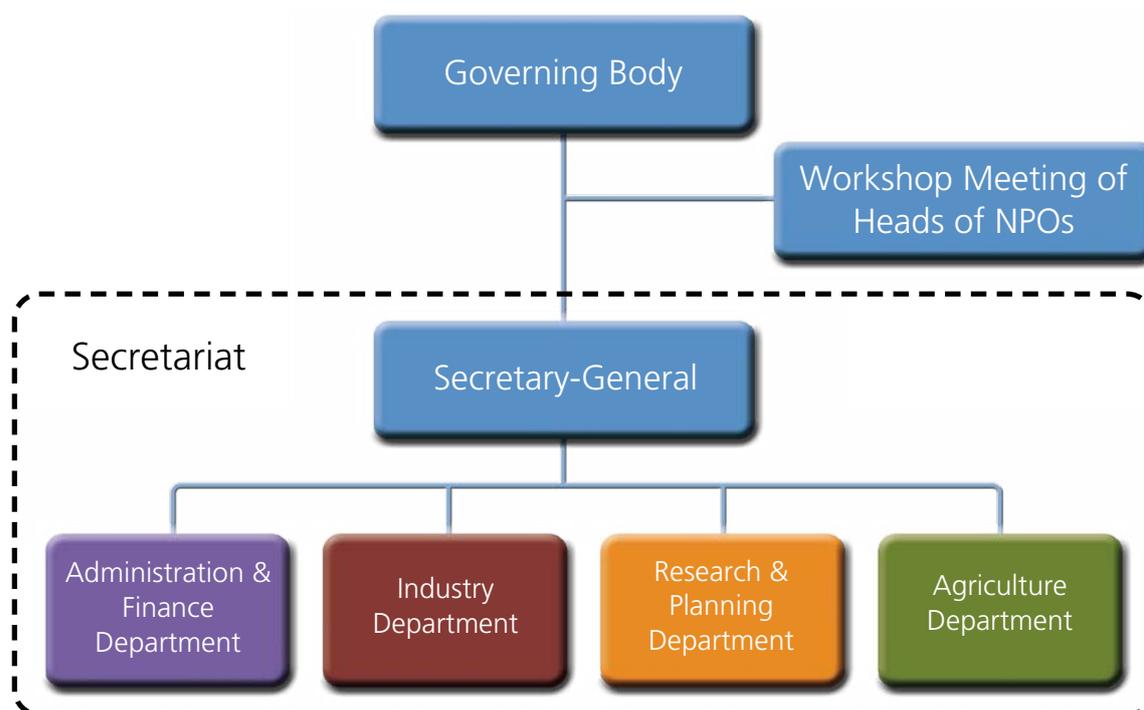
The APO structure comprises the Governing Body, NPOs, and the Secretariat headquartered in Tokyo.

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. Headed by the Secretary-General, four departments, comprised of Administration and Finance, Research and Planning, Industry, and Agriculture, work side by side in carrying out the decisions and policy directives of the Governing Body. In collaboration with NPOs and other partners, 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.

Following decisions made by APO directors at the 53rd GBM in November 2012, the Secretariat

relocated its office from Chiyoda ward to Bunkyo ward in Tokyo, Japan. To maintain the quality and cost-effectiveness of service of the Secretariat amid a reduction of almost 50% in office space, various measures were put in place in the new premises to increase operational efficiency, promote closer communication, and encourage a healthy, productive work life through the use of multipurpose facilities and a reconfiguration of the overall office layout. Maximum efforts were also made to address environmental impact such as ensuring the recycling of almost 100% of paper-based and other items disposed.

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.

2012 GBM AND WSM

■ 54th Session of the APO Governing Body

The 54th Governing Body Meeting (GBM) was held in Singapore, 17–19 April. Forty-seven delegates comprising directors and their advisers attended the meeting, observed by nine representatives from the Colombo Plan Secretariat, Pan African Productivity Association, Singapore Productivity Association, and Turkey.

APO Director for Singapore Png Cheong Boon delivered the welcome remarks, and APO Chair Somdy Inmyxai presented the opening address. Singapore Minister of State, Ministry of Trade and Industry & Ministry of National Development Lee Yi Shyan gave the inaugural 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 54th GBM elected APO Director for Malaysia Azman Hashim as APO Chair for 2012–2013 and APO Director for Mongolia Yamaaranz Erkhembayar and APO Director for Nepal Uma Kant Jha as First and Second Vice Chairs, respectively.

Annual Report of the Secretary-General

Secretary-General Ryuichiro Yamazaki welcomed

APO directors, advisers, and observers to the 54th Session of the GBM and thanked the Singapore government and SPRING Singapore for being gracious hosts. He reiterated that the GBM needed to decide on two key issues: the Secretariat office relocation and a possible new membership contribution formula.

On the Secretariat office relocation issue, he reminded the delegates that the last GBM in Kuala Lumpur had asked the Secretariat to explore the option of moving its office from the current location in Tokyo after the Government of Japan withdrew its voluntary contribution for the office rent from 2012. He also said that even after undergoing severe cost-cutting measures, it was not possible to make up for the withdrawal of the rental grant from administrative cost reductions alone. The Secretary-General announced that the Secretariat had presented options on possible locations to relocate the office and requested the GBM to consider the various options and their implications carefully before coming to a decision. On the issue of the membership contribution formula, the Secretary-General thanked the task force led by Malaysia which had discussed the various options prepared by the Secretariat and would be presenting its recommendations to the GBM. He hoped that this GBM would come to an agreement on a possible new formula.



54th GBM delegates. Photo courtesy of SPRING Singapore

The Secretary-General thanked APO directors for approving the 2012 Program and Financial Estimates as circulated earlier. He reported that apart from changes in the project lineup, the strong yen and the withdrawal of Japan's rental cash grant had the equivalent effect of reducing the 2012 budget by US\$1.6 million (about 12%) compared with 2011. Thus, he had implemented cost-cutting measures and cancelled two projects in 2011 to maintain the budgeted number of projects for 2012. Substantial savings were achieved through drastic cuts in staff salaries and not filling vacant staff positions. The Secretary-General went on to elaborate how the roles of the Secretariat staff had expanded. He cautioned that salary cuts would not only deprive the Secretariat of the ability to attract the right talent but also affect the level of service provided by the Secretariat to members. He had decided to conduct a comprehensive organizational review only after the location of the office had been decided by this GBM.

The programs and projects implemented last year were summarized, including a special project funded by the ROC, productivity research programs, training programs, and a signature APO event. He emphasized that training would remain a core APO activity. The APO had managed to obtain additional funding from other international organizations, which helped enhance the visibility of the APO and NPOs. He thanked the ROC, Japan, the ROK, and Thailand for their special cash grants and encouraged members to continue to offer cash grants. He appreciated the fact that most members had paid their membership contributions in the first quarter of 2012, which helped to alleviate the cash flow situation faced by the Secretariat.

The Secretary-General next touched on how the Secretariat had improved its operational effectiveness through strategic planning with Workshop Meeting of Heads of NPOs (WSM) delegates to ensure that future programs planned for the 2013–2014 biennium would achieve the objectives and provide value to taxpayers of

member countries. He would also like to review and streamline processes with the help of IT and Internet technologies including the use of social media. Other ways he had in mind to reduce project implementation costs included the NPO and Secretariat cohosting one reception instead of two separate ones, which was welcomed by NPO heads. In particular, the Secretary-General would also like to seek the views of APO directors and NPO heads on streamlining both the GBM and WSM to shorten the length and reduce the cost burden on both the host country and Secretariat.

The preliminary lineup of projects for 2013 and 2014 and the budget were explained by the Secretary-General. Given the uncertain outlook for the US dollar, he proposed that the 2012 exchange rate of ¥75 to the US dollar to be maintained for the 2013/2014 biennium. The Secretary-General said that even though the Secretariat had proposed that local implementation costs be borne by participating member countries following the standard APO practice for multicountry projects, this had been rejected by most member countries at the last WSM, and the number of e-learning courses had to be reduced.

The Secretariat had prepared two budget options. The first was to maintain the same amount as for the 2011/2012 biennium, i.e., \$11,986,035. The second option included an increase of 2.9% to \$12,333,035 to accommodate requests by WSM delegates to host more multicountry projects. The Secretary-General explained that to limit the number of possible scenarios, the 2.9% increase was pegged to the same amount of rent that the Secretariat would have to pay for cheaper office premises in the suburbs of Tokyo if it were to move there. This gave rise to four possible scenarios. The first two scenarios assumed rent-free office space for the Secretariat. In those two cases, the number of multicountry projects for 2013 would be 56 and 64 for budget options 1 (\$11,986,035) and 2 (\$12,333,035), respectively. The next two scenarios assumed that rent must be paid, and the

number of multicountry projects for 2013 would thus drop to 52 and 56 for budget options 1 and 2, respectively.

The Secretary-General concluded that the APO had to respond quickly to unprecedented challenges and that he would be implementing changes after this GBM. Despite these challenges, he looked forward to listening to ideas from directors to guide the APO into its next phase of growth. Furthermore, he echoed the remarks made earlier by the chair in regard to the need to review the APO and its sustainability, calling for a radical shift and a paradigm shift, and ultimately meeting the needs of member countries.

■ 53rd Workshop Meeting of Heads of NPOs

The 53rd WSM was held in Bali, Indonesia, 23–25 October. It was attended by NPO delegates from 19 member countries, 18 agriculture delegates from 18 member countries, 19 advisers from eight member countries, and three observers from the Southeast Asian Regional Center for Graduate and Research in Agriculture and Botswana National Productivity Centre. Representing the Government of Indonesia, Minister of Manpower and Transmigration Muhaimin Iskandar delivered the inaugural address. Bali Deputy Governor I. Wayan Suasta, who represented Governor of Bali Province I. Made Mangku Pastika, delivered the welcome remarks, followed by the opening address by APO director for Indonesia and Director General of Training and Productivity Development Abdul Wahab Bangkona.

Statement by the APO Secretary-General

Secretary-General Yamazaki thanked the Government of Indonesia for hosting this year's WSM in Bali as well as the guests of honor, Minister of Manpower and Transmigration Muhaimin Iskandar and Governor of Bali Province I. Made Mangku Pastika. He also thanked APO Director for Indonesia and Director General of Training and Productivity Abdul Wahab Bangkona and his staff for all the arrangements and warm hospitality extended to the delegates.

The Secretary-General summarized the key decisions of the 2012 GBM and updated the WSM on some of the latest developments:

- At the GBM's direction, the Secretariat will remain in Tokyo and the rental of the office will be borne by the Government of Japan as part of its obligations as the host country of the APO. With the GBM's approval, the Secretariat will move to a new location by the end of November and will resume full operations in the first week of December.
- Although the GBM approved the total 2013–2014 budget, no consensus was reached on the apportionment of the membership contributions. Therefore, the Task Force on the Review of the APO Membership Contribution Formula chaired by APO Chair and APO Director for Malaysia Azman Hashim continued its work to resolve this issue. A second meeting on 2 July 2012 narrowed the options for the contribution formula, which were sent to member governments for feedback. An early consensus was needed to facilitate each member's process of obtaining the necessary approval from its government to disburse its membership contribution for the next biennium.
- The GBM 2012 assigned the Secretariat to compile suggestions on expanding activities and membership so the WSM could discuss, prioritize, and develop appropriate follow-up action plans. The Secretariat consolidated the suggestions made by directors into nine main ones and proposed specific action plans for consideration (including new project proposals that may be funded by surpluses from 2011) for the Governing Body to approve. Directors also made suggestions to improve the operations of the APO including leveraging IT; increasing cost-effectiveness; strengthening the research, capacity-building, and think-tank roles of the Secretariat; retaining talented Secretariat staff; and monitoring the impact of APO programs. The Secretariat was therefore hiring professional staff to fill three vacant posts and focusing on staff training

and development capabilities. The information and communication technology (ICT) infrastructure was also being improved. Two months ago, the Secretariat moved its computer servers into a secure facility in Yokohama to protect its data. This will not only help expedite possible postdisaster recovery but also enable good staff connectivity offsite.

The primary task of this WSM was to reconfirm the projects for 2013 and the preliminary lineup for 2014. A two-year plan under the three new broad strategic directions was first introduced in 2011. To improve the strategic planning process, a pre-WSM meeting of APO liaison officers will be introduced at the start of every biennial planning cycle from 2013, the beginning of the 2015–2016 biennium cycle. The Secretary-General proceeded to highlight the directions of future programs.

- The APO Center of Excellence (COE) for Business Excellence (BE) hosted by Singapore had helped build up BE capabilities in NPOs with BE manuals for conducting training and experts to develop BE programs. Proposals from NPOs for the next

COE had been received and were being reviewed. The COE for BE will also be reviewed along with the overall COE framework to ensure continuous improvement.

- The *APO Productivity Databook* and APO Database project will focus on expanding the number of economies to be covered by total factor productivity growth analysis in 2013. In the 2012 edition, India and IR Iran were added, bringing the total to 14 economies. The APO will also deepen the analysis of the industry origins of economic growth and labor productivity. To improve the relevance of the contents and utility of the databook, a survey among member countries and other users will be conducted.

- The role of public-sector organizations was recognized as key to the development and competitiveness of a country. Therefore, a draft Public-sector Productivity Program Framework was developed to guide member countries in streamlining their activities and adopting a coordinated approach to promote innovation and productivity.



53rd WSM delegates. Photo courtesy of Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration

- Material flow cost accounting (MFCA), an environmental management tool that promotes the efficient use of materials, is in line with the Green Productivity (GP) concept. It was first introduced in 2010 with a demonstration project, followed by a multicountry project and basic and advanced training courses. A training-of-trainers course and a conference were scheduled for implementation in 2013 and 2014, respectively.
 - Preparations for the 8th Eco-products International Fair (EPIF), 14–16 March 2013, in Singapore began early this year. The one-year postponement of the EPIF had allowed a review (by the APO with the Green Productivity Advisory Committee [GPAC]) resulting in an event that will be more host country driven.
 - The Eco-products Database and the 8th edition of the *Eco-products Directory* were launched in May 2012. This project collaborated with the United Nations Environment Program for capacity building in Type I eco-labeling. The APO will review the Eco-products Database at the end of 2012 to ensure that its directions correlate with the demands and needs of member countries.
 - Due to high demand for the Individual Observational Study Mission (I-OSM) Program, in 2011 five of 13 I-OSM project requests were organized by the APO, and in 2012 it was expected that nine of 20 requests could be met. The 2012 and 2013 I-OSM budget was also increased.
 - In agriculture, the Secretariat received a financial grant from the Ministry of Agriculture, Forestry and Fisheries of Japan for four food company demonstration projects in Lao PDR and three in Cambodia. The APO also collaborated with the Asian Development Bank (ADB) in a project to promote climate adaptation technologies and practices in agriculture to help meet food supply requirements.
 - The APO will continue the community-based rural enterprise development program as recent ADB studies highlighted rising income inequalities in Asia despite its remarkable economic growth in recent years.
 - In the area of project follow-up, program officers consistently requested progress reports between three to six months postproject, although the response from participants had been poor. To ensure the effective utilization and multiplier effect of knowledge/skills acquired, NPOs and APO liaison officers were requested to coordinate with APO Secretariat program officers to encourage participants' prompt responses.
- The Secretariat proposed implementing 54 multicountry projects in 2013, instead of 52 presented in the 2013 Program Plan at the 2012 GBM due to savings resulting from cost-cutting measures in 2011. This will be reviewed after the WSM finalizes its recommendations on the priority areas suggested by APO directors. The number of multicountry projects for 2014 remained unchanged at 54. The Secretariat had also maintained the US dollar-to-yen exchange rate at one US dollar to ¥75 but may revise this figure at the end of this year.

APO 2012 Projects at a Glance

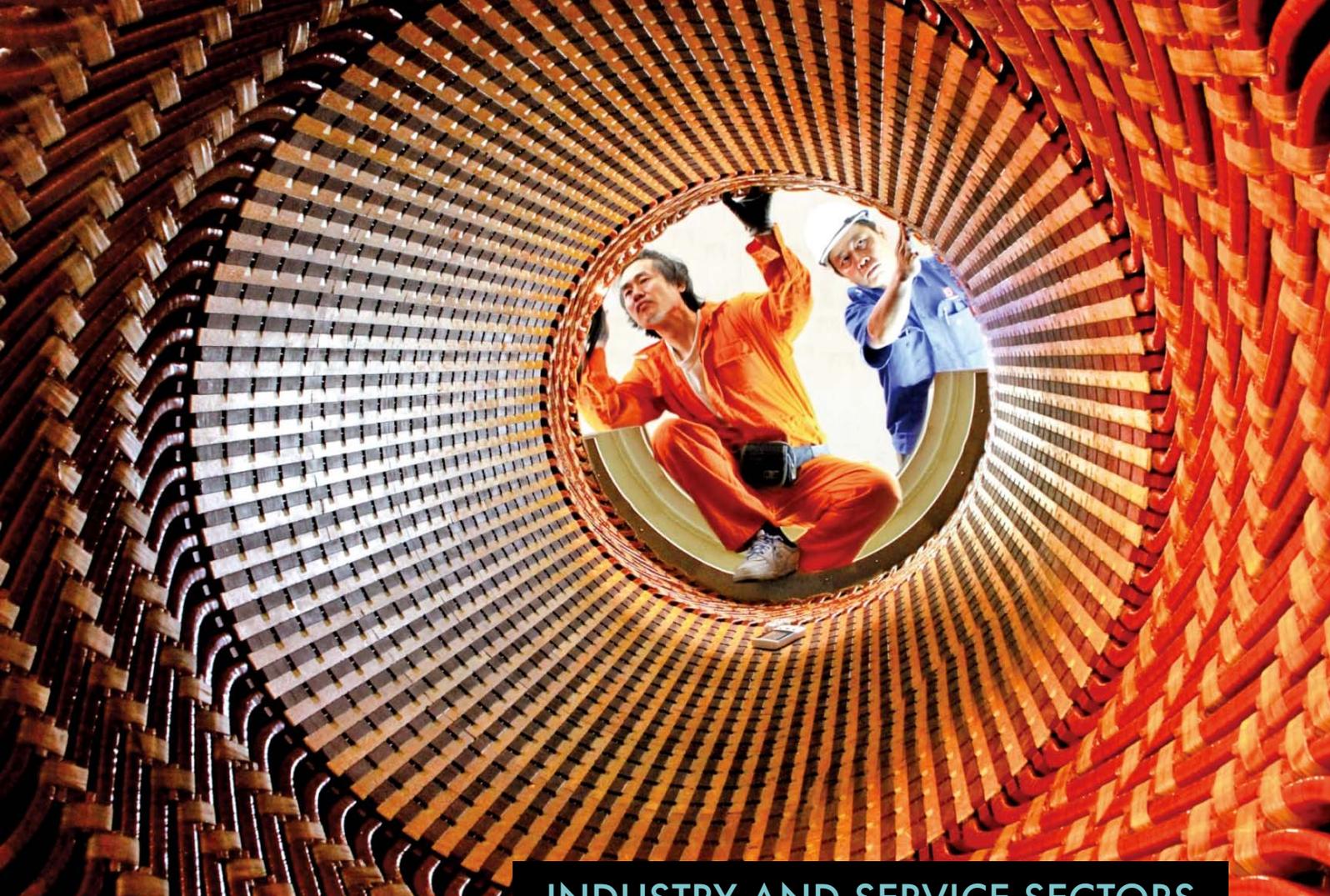
136 projects in 2012

2,716 participants completed APO projects

459 experts assigned to APO projects

44 national coordinators assisted in e-learning projects

5,614 attended APO projects and events



"Test the equipment"
by Dungphamvan (Vietnam)

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

Study Meeting on Ecocities

Rio+20 held in 2012 highlighted “sustainable cities” as one of seven key priority areas. In Asia, mass urbanization is occurring, and natural resource depletion is serious. Governments have addressed sustainable development as a priority issue as countries struggle to achieve economic growth while reducing negative impacts on the environment. Ecocities/sustainable cities as a design for sustainable urban planning are therefore attracting attention.

A study meeting on Ecocities was held in Tokyo, 4–7 December, and attended by 15 participants from 10 countries. The objectives were to examine the latest trends and status of ecocities/sustainable cities in APO members; identify best practices in policy and other interventions for the development of ecocities/sustainable cities based on experience from advanced countries; and explore potential research topics related to ecocities/sustainable cities. Participants also suggested potential topics for research to be undertaken by the APO.

Program coverage: Latest trends and status of the development of ecocities; Promoting policies for environmental future cities in the Asia-Pacific; Building and energy management systems; Smart community creation; and Public-private partnerships. Site visits were made to the Yokohama Municipal Government, Sumitomo Electric Industries, Meidensha Corporation, and Kitakyushu Municipal Government.

APO Productivity Database

The productivity database project is a major productivity measurement research activity. The project serves the APO’s think tank role through monitoring the productivity levels of its members in the global and regional contexts. The research collects long time-series of socioeconomic data for both member and nonmember economies and makes necessary data estimations to tackle the

issue of data unavailability in member economies. The APO as the sole international organization dedicated to productivity aims to continue offering useful productivity and economic data for APO members and other stakeholders to identify the changing needs of economic development and formulate appropriate policy directions.

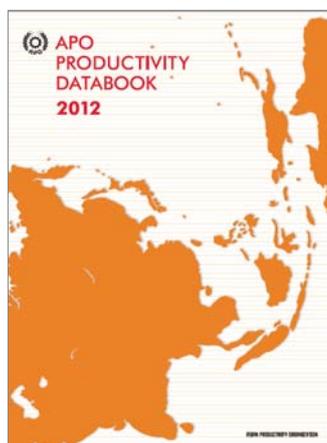
The research for the 2013 database and databook began in October 2012 with the targets of improving the methodological framework and expanding data on quality-adjusted labor inputs, capital stock, and capital services, which ultimately allow total factor productivity (TFP) analyses. The project database and databook are being implemented by the Secretariat as a joint research effort with Keio University in Tokyo. The 2012 project initiated the development of an efficient, integrated data-processing management system and included US dollar base data. Furthermore, quarterly economic data research was conducted to update the Asian Quarterly Growth Map on the APO website.

Program coverage: Harmonized productivity measurement methodological framework; Labor productivity; Capital productivity; TFP; Productivity data research for nonmember reference economies; Annual and quarterly economic growth; and Asian Quarterly Growth Map updating.

APO Productivity Databook

Policymakers, business planners, and economic analysts rely on economic statistics including productivity data to analyze socioeconomic growth and set policies and goals for the future. To support the needs of such stakeholders in member economies, as well as to strengthen the APO’s think tank and regional adviser roles, the productivity databook project conducts research to gather data to measure productivity and generate a set of socioeconomic and productivity data under an internationally harmonized measurement framework. These data are updated, expanded, and published annually in the analytical report the *APO Productivity Databook* series.

The 2012 edition was published in July. It aimed to improve data quality to reflect current economic realities and price levels. Focus areas for this year included analyses of the impact of intangible assets on productivity analyses, sources of economic growth, and quality analyses of labor inputs to improve data quality. National experts collected core data following the internationally harmonized methodology. Thorough research is conducted to complement data unavailability for some member economies with data challenges.



Program coverage: Preparation of data collection questionnaires; Revision of metadata, aggregate, and industrial data; Comparative analyses of labor productivity and sources of economic growth; TFP analysis; and Analytical report for publication of the *APO Productivity Databook 2013*.

■ Strengthening of SMEs

Multicountry Observational Study Mission on SME Development

SMEs constitute the most numerous business entities and are important in accelerating economic growth and development in the Mekong region. They play a vital role in national economies by providing a source of innovation, creativity, and international competitiveness. The lack of knowledge of advanced management practices, weak technical capabilities, and limited access to external assistance are, however, critical common

factors to be resolved for the development of SMEs in the Mekong region.

A multicountry observational study mission (OSM) in Japan, 6–10 February, was organized by the APO in collaboration with the JPC to examine and adopt the best practices implemented by Japanese SMEs to enhance productivity, quality, and profitability through various methodologies. Twelve participants from Cambodia, Lao PDR, and Vietnam and four observers from Myanmar attended the OSM. Observers from Myanmar were nominated by the Ministry of National Planning and Economic Development.

Program coverage: Productivity improvement activities of Japanese SMEs; Productivity management—enabling SME excellence; Multiconcept (individualism) strategy offering extraordinary experiences; Management philosophy for worker motivation; Lean systems to enhance product quality; Making products based on the tradition and culture of Japan; and Productivity improvement activities. Observational site visits were hosted by Diamond Dining Co. Ltd. in Tokyo; Mirai Industry Co. Ltd., a manufacturer of plumbing, electrical materials, and gas equipment in Gifu; Sankyo Kogyo Co. Ltd., a producer of automotive parts in Nagoya; Kashoen Co. Ltd., a specialist in cosmetic brushes; and Aohata Corporation in Hiroshima, well known for high-quality jams and preserves.

Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs

Innovation involves deliberate application of information, imagination, and initiative in deriving greater or different value from resources and encompasses all processes that generate ideas and convert them into useful products or services. Today, increasing technological complexity, short product life cycles, and unceasing competition force SMEs to move beyond the change philosophy of continuous improvement to more innovative, radical ideas that will enhance their competitiveness.

The APO in coordination with the KPC organized a multicountry observational study mission on Innovation and Competitiveness in SMEs in Seoul, 12–15 June, to enable SME owners and those involved in SME assistance, research, or policy to witness current mechanisms for promoting innovation in SMEs to enhance their competitiveness. It was attended by 17 participants from 12 APO member countries. The mission gave the participants new ideas for promoting and creating innovation in their products, services, processes, and policies.

Program coverage: Creativity and innovation for competitiveness—ideas, thinking, and techniques; Entrepreneurship and innovation for SMEs: Using business models effectively; Innovation in SMEs: Korean experience; Experience sharing on entrepreneurship and innovation; and Innovation in SMEs: Learning from Japan Quality Award winners. Participants learned firsthand from innovative activities in three excellent companies during site visits. SAC Co., Ltd. produces iron and steel plants, rolling plants, and industrial furnaces under the slogan “environment-friendly, energy-saving technology for green development.” Reddot Design 2012 award-winning Sidiz Inc. utilizes “innovative ergonomics” in high-performance office chairs. Laser-based aesthetic and medical systems are the specialty of Lutronic Inc., and its design innovations benefit physicians and patients.

e-Learning Course on Customer Relationship Management for SMEs

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 in customer relationship management (CRM).

A two-phase e-learning course on CRM for

SMEs involving 201 participants from 10 member countries was conducted; the first was from 2 to 5 July for Bangladesh, IR Iran, Mongolia, Nepal, and Sri Lanka and the second was from 30 July to 2 August for Cambodia, Fiji, Indonesia, Lao PDR, and Singapore. The objective was to enhance the knowledge of participants in the key concepts of CRM as well as the tools and techniques to manage customers strategically. Organized by the APO Secretariat with the help of NPOs, the program was conducted at the GDLN center in each country via videoconferencing. A country project coordinator in every GDLN center moderated the 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 at the end of the course.

Program coverage: CRM and concept, need, and benefits; Understanding customer requirements; Best practices of CRM; Customer data analysis for CRM; CRM model and implementation; and IT strategy and CRM technology and solutions.

Study Meeting on Talent Management for Globalizing SMEs

As SMEs in Asia expand into global markets in search of growth opportunities, one of the greatest obstacles to success is a shortage of suitable talent. Competition for new recruits and the retention of those employees are issues that successful companies must resolve. Among the key trends and challenges faced in the region are the changing approaches to management combining the modern practices of multinational corporations and traditional local practices, shortage of human resources, and competition for talent. It is important for Asian SMEs to tackle these challenges to be competitive in the international market.

A study meeting on Talent Management for Globalizing SMEs was held in Bangkok, 10–13 September, implemented by the FTPI. The meeting



Talent Management for Globalizing SMEs

had 12 international participants from 10 member economies, three local participants, and one observer from Pakistan, who were mainly from SMEs and NPOs and engaged in human resources management. The meeting offered a series of lectures on the concept and frameworks of talent management, talent issues faced by SMEs in Asia, changes in human resources management in the knowledge economy, and recent development of the ISO human resources management standards. Participants were given a demonstration of an IT-based talent management software solution. The study meeting attracted the local media, highlighting the importance of talent management for Asian SMEs.

Program coverage: Basic concepts of talent management; Best practices of talent management; The knowledge economy and talent; and Innovation and talent management solutions for SMEs.

Workshop on SME Best Practices in the Service Sector

The service sector plays a vital role in a country's economic growth, and since SMEs make up the largest number of business entities and are the backbone of a country's economy, the quality of SMEs products and services can have a great influence on the strength of the national economy. A similar program was implemented in 2011 during

which the participants gained valuable knowledge and experience of the best practices implemented by various SMEs in Japan.

A workshop on SME Best Practices in the Service Sector was conducted again in Tokyo, 2–5 October, to provide participants with the opportunity to learn and examine best practices of advanced Japanese SMEs in service excellence. This workshop, jointly organized by the APO and JPC, was attended by 17 participants from 13 member countries.

Program coverage: Management of quality activity in Japan—customer value creation; Japanese Customer Satisfaction Index and Hi-Service 300 Awards in Japan; Business excellence and service innovation; and Creation of new values—Starway Co. Ltd., winner of the 3rd Hi-Service 300 Award. The participants also visited Negishi Food Service Co. Ltd., HQ Factory Kikuya Co. Ltd., and Ohkushi Corporation Training Center.



SME Best Practices in the Service Sector

Knowledge Management

Training Course on Knowledge Management for the Service Sector

Today, the service sector is one of the major contributors to the GDP of many APO member countries. However, the overall productivity level of the service sector, including that in developed APO member countries, is not very high. Generally, the service sector has been slow in embracing

knowledge management (KM) and does not fully understand its benefits. The APO organized an e-learning course on KM for the Service Sector in 2011 which was well received, and a need for an intensive training course on the topic was expressed by member economies.

The APO therefore organized a training course on Knowledge Management for the Service Sector, 11–14 September, in Seoul, in association with the KPC. The objective of the course was to learn about the emerging strategies for successful application of KM in the sector and to share experience in implementing such strategies. This course was attended by 21 participants from 15 member economies.

Program coverage: The what and why of KM; APO KM framework; APO KM implementation approach; Basic and advanced KM tools and techniques for the service sector; and Essential skills for facilitators, consultants, and trainers in the service sector. A site visit to Korea Water Resource Corporation was organized to observe KM best practices in water management.

Study Meeting on Knowledge Management for SME Leaders

The global economy is becoming knowledge based, and the trend holds particular importance in fast-growing Asia. The capacity of business corporations is now more dependent on intangible knowledge and efficient KM, rather than solely on the accumulation of tangible assets. In the context of this emerging landscape of the knowledge economy, KM is a challenging but effective strategy for companies to increase productivity and competitiveness.

A study meeting on KM for SME Leaders was held in Taipei, 11–14 December, implemented by the CPC. The meeting invited nine international participants from seven member economies and three local ones, as well as one local observer, mainly from SMEs, who were keen to improve their

business productivity through innovative knowledge techniques. The meeting offered a series of lectures on the KM framework as well as pertinent case studies. Participants also exchanged views on KM applications for SMEs and cultural issues and challenges specific to Asia. The participants were encouraged to become KM leaders in their own settings while promoting effective KM through collaboration, creativity, and innovation.

Program coverage: KM framework and its application for Asia; Creativity and innovation for effective application of KM; Problem finding and solving; and KM leaders and their roles in SMEs.

■ General Management

Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific

The Top Management Forum (TMF) has been held since 1985 targeting top managers of business corporations. In the rapidly changing business environment with increased global competition in the Asia-Pacific, the significance of the TMF as a platform to discuss emerging management topics and share information on state-of-the-art corporate management practices adopted by leading enterprises in the region is recognized among APO member countries.

In response to diverse economic and social challenges faced by enterprises in the APO region and their need to examine organizational capacities to maintain sustainability, the TMF on Corporate Strategies for Driving Sustainability in the Asia-Pacific was held in Kyoto, Japan, 13–15 February, hosted by the JPC. Thirty-seven delegates from 17 member countries attended, representing diverse sectors and backgrounds.

Program coverage: Promoting sustainable productivity in the Asia-Pacific; Japan's policy for promoting CSR; Solving society's problems through corporate activity: Social solution company Pasona



Corporate Strategies for Driving Sustainability in the Asia-Pacific

group's initiatives; Shiseido's CSR management: Refinement of management quality with efforts to win trust from our stakeholders; Promoting a companywide CSR program: Gunze's CSR strategy; Striving to be the purest textile company in the world: Maximal safety and minimal environmental impact; Suntory, bringing water to life; Maybank: Humanizing financial services across Asia, a sustainable people development approach; and Latest currents in CSR. A site visit to the Suntory Yamazaki Distillery was also conducted to observe how the CSR strategy of the Suntory group is integrated into organizational activities.

Study Meeting on Performance Management for the Public Sector

Productivity in the public sector has become a major issue among member economies. The essence of public-sector reform is to produce efficient, effective performance with limited government resources. The APO Secretariat convened an Expert Group Meeting in Tokyo in February 2010 to discuss initiatives in public-sector productivity enhancement. That meeting identified performance management as an effective tool to promote public-sector productivity. Performance management schemes are effective if the strategies and desired performances at all levels are aligned. Recently, input- or process-based government activities have been replacing output- or result-based performance management frameworks, as citizens demand higher returns from their taxes.

The study meeting on Performance Management for the Public Sector was held in Bali, Indonesia,

4–7 September, implemented by the Ministry of Manpower and Transmigration. The study meeting had 19 participants including 13 overseas ones from eight countries and six local ones. The meeting exchanged various frameworks for performance management in the public sector, identified the effectiveness and key challenges,

learned from Korean and Singaporean models, and clarified priority areas to improve frameworks for performance management in the public sector.

Program coverage: Issues, challenges, and priorities of public-sector productivity; Input/process-based versus output/result-based performance management; Performance management assessment; and Innovations through performance management schemes. Central and local government offices of Badung region of Bali province hosted site visits.

■ Total Quality Management

Training Course on Total Productive Maintenance for Industry

Total productive maintenance (TPM) is an approach to utilize machinery and related manpower resources effectively and efficiently. It combines the practice of preventive maintenance with the concepts of total quality management and total employee involvement. It leads to management systems for equipment maintenance which optimize effectiveness, eliminate breakdowns, and promote autonomous operator maintenance through day-to-day activities. TPM has been recognized as an essential part of world-class manufacturing, especially machine-based manufacturing.

The training course on TPM for Industry was organized in association with the NPO of Bangladesh, 8–12 April. Practitioners were equipped with in-depth practical knowledge of TPM applications to encourage the widespread



Total Productive Maintenance for Industry

adoption of this approach. Twenty-four participants, including six local ones, from 11 member countries attended.

Program coverage: TPM implementation step by step; Eight pillars of TPM; and Eight major activities of TPM. For hands-on practice, participants spent one day at Bengal Plastic Industries Ltd., a producer of clothes hangers, to analyze model machines. Abnormalities were defined and improvement proposals were developed. Participants then made presentations to the company, including the plant manager.

Subsequent to this multicountry training course, three national workshops were organized in India, 3–5 September; Pakistan, 29–31 August; and Vietnam, 1–5 October, to deepen the impact of this project.

Workshop on Public-sector Productivity

Public-sector innovation emphasizes quality in public services, which is crucial to promote productivity in the sector. The public sector is important not only for the economic development of a country but also in terms of employment. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc.

As a follow-up to public sector-related activities in 2009 and 2010, the APO organized a workshop on Public-sector Productivity, 2–6 July, in Jakarta in association with the Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration, Republic of Indonesia. The objectives were to discuss public-sector productivity and innovation, including relevant national and local government policies; and to examine and confirm the direction of APO initiatives for public-sector productivity and its framework. The workshop was attended by 23 participants from 13 member economies.

Program coverage: Principles of good governance in the public sector; Citizen-centered service delivery; Networking among federal, state, and local government services; Quality regulatory management systems; Modern public-sector management; Local government management using the benchmarking approach; and Best practices in public-sector productivity enhancement. A site visit was organized to the Large Taxpayer Regional Office, Directorate General of Taxes, Ministry of Finance, to see its best practices in action.

Training Course on the ISO 9001: Quality Management Systems

An effective quality management system (QMS) can help any organization to improve its quality approach and productivity regardless of area of operations, size, or whether it is in the private or public sector. The ISO 9000 family of standards covers internationally accepted requirements for the development of good QMS. ISO 9001:2008 is the standard among the ISO 9000 family which provides specific requirements for a QMS, and organizations can be certified in it by a third party.

The APO organized a training course on the ISO 9001: Quality Management Systems, 16–20 July, in Nadi, Fiji, in association with the NTPC, Fiji National University. The objective of the course was to enable participants to understand the requirements

of ISO 9001:2008, develop QMS, follow audit and certification procedures, and operate and maintain QMS in organizations. The course was attended by 27 participants from 14 member economies.

Program coverage: The ISO 9000 family of standards; ISO 9001:2008 requirements; Development of a quality policy, objectives, and manual; Documentation and audit procedures; Certification requirements; and Benefits of a QMS and its operation. A site visit was made to ISO 9001-certified Punja & Sons Ltd., a producer of various types of soap.

e-Learning Course on Lean Production Systems

Lean production systems involve the systematic elimination of all types of waste in production and related processes. "Lean" also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. The process requires 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 and other sectors in many countries.

To provide participants the core concepts and fundamental methodology of lean production systems, the APO organized an e-learning course using the World Bank's GDLN platform. The next face-to-face training course followed in November 2012. This four-day course was conducted in two sessions for 264 participants: session 1, 23–26 July in Fiji, Malaysia, Pakistan, the Philippines, Singapore, and Thailand; and session 2, 13–16 August in Cambodia, IR Iran, Lao PDR, Mongolia, Sri Lanka, and Vietnam.

Program coverage: Fundamental philosophy of lean; Just-in-time concept; Kanban methodology; and Jidoka for quality assurance. On day 3, each

member country conducted a site visit to a local factory to study and analyze production processes and then discuss and propose improvements. The site visits served as case studies for group presentations on the last day.

Training Course on Lean Production Systems

As a follow-up to the e-learning course on Lean Production Systems held in July and August, a training course on lean production systems was organized in association with the JPC, 5–16 November, in Tokyo and Nagoya to develop the capability of trainers/consultants and production managers to innovate lean production systems using practical approaches and practices in a factory. There were 18 participants from 14 countries and two observers from the Ministry of Labor and Social Security, Zambia.

Program coverage: Lean concept; Implementation steps; Supply chain management; Value stream mapping; and Working culture in lean organizations. Actual practices in the production process were performed at Sankyo Kogyo Co. Ltd., where participants analyzed the work process and made kaizen proposals to the company management. Site visits were organized to demonstrate lean applications from different perspectives: Nissan Motor (Oppama Plant); Toyo Seikan Kaisha; Toyota Commemorative Museum of Industry and Technology; and Denso Corporation.



Lean Production Systems

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 topics. Strengthening and promoting the development of SMEs is one of the APO's strategic directions since SMEs play a crucial economic role in all countries. APO members have realized that they should improve operations at the micro level by supporting SME performance through a well-designed management framework.

A training course on Management Consultancy for SMEs was organized in association with the JPC, 3–14 September, 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 management. Sixteen delegates from 16 member countries attended the training course.

Program coverage: Management consulting framework for SMEs; Management consulting distinction and similarity between the service and manufacturing industry; Marketing management; Production management; Human resources management; and Strategic Management for SMEs. Site visits were arranged to: Naisyoku-Ichiba Corp. to observe kaizen activities in the service process;



Management Consultancy for SMEs

Avex Inc.'s kaizen activities in manufacturing; Maruei Ceramic Works Co., Ltd.'s new product development; and Zetton Inc.'s customer satisfaction creation in the restaurant business.

Training of Trainers in Total Quality Management

Total quality management (TQM) is one of the methods implemented to improve product or service quality in organizations. It encompasses many aspects of operations beginning at the lowest level of the organization, focusing on customers' requirements and delivering the products and services satisfactorily to the system of production while ensuring quality in all steps in the process. TQM has shown great success due to its nature of looking at an organization as a "system" and structure so that customer needs are met.

The APO with the coordination of the MPC organized a training-of-trainers course on Total Quality Management in Kuala Lumpur, 10–14 September, to enable participants to understand the concept and implementation of TQM and to become competent TQM trainers and practitioners. Twenty-six participants from 16 APO member countries attended, facilitated by five resource speakers.

Program coverage: Introduction of TQM (concept and benefits); Implementation of TQM (methodology and how to); TQM tools and techniques; Case study of successful TQM implementation; TQM and management of innovation; Linking TQM and business excellence; and Effective TQM teaching skills. UNITEN, a local university that is a winner of Quality Management Excellence Awards, and Autokeen Private Ltd., a manufacturer of metal components for the automotive industry, hosted site visits where participants observed the implementation of TQM in action.

Training Course for Business Excellence Practitioners

One of the key activities of the APO center of excellence (COE) is to strengthen the competencies of business excellence (BE) experts including assessors, consultants, and practitioners. The APO pilot COE, SPRING Singapore, developed a series of training materials. In 2012, the training manual for BE practitioners was created and used as course material.

A training course for Business Excellence Practitioners was held in Singapore, 19–23 November, with 17 participants, the majority of whom were from NPOs, from 15 countries. The objectives were to develop experienced BE practitioners for the application and expansion of BE frameworks and tools among enterprises and organizations. Participants also attended the 2012 BE Global Conference during the training course to learn best practices from previous winners of quality awards, including those bestowed by Singapore, Australia, the European Foundation for Quality Management, and US Malcolm Baldrige National Quality Awards. By attending the 2012 BE Award Ceremony and Gala Dinner, participants gained first-hand experience in how a quality award ceremony can be organized.

Program coverage: Role of BE practitioners; BE framework; Core values and concepts of a BE framework; Criteria for a BE framework; Scoring system for BE; Managing and sustaining BE; Self-assessment of BE; Communities of practice; 2012 BE Global Conference and Gala Dinner; and review exam.

Technology, IT & Innovation

Training Course on the Information Security Management System: ISO 27000 for SMEs

With organizations today having increasing awareness of the value of their information as an organizational asset, it is crucial to understand concepts and approaches behind the Information

Security Management System (ISMS) as a risk management approach for maintaining the sustainability of industries. To provide member countries with the latest concepts and approaches of ISMS as well as developing specific strategies for SMEs, the APO developed a plan to organize a series of training courses on the subject, starting with an e-learning course in 2010, followed by face-to-face training courses in 2011 and 2012.

The training course on the Information Security Management System: ISO 27000 for SMEs was organized 15–18 May in Seoul, hosted by the KPC. Eighteen delegates from 13 APO member countries participated to develop a deeper understanding of the ISO 27000 series and step-by-step process for creating a sustainable ISMS that can be adopted by SMEs.

Program coverage: ISMS standard and requirements of ISMS; Scope and boundary of ISMS; Risk assessment; Documentation requirements; and Implementing and operating ISMS in SMEs. Group exercises on risk assessment, documentation, controls, and noncompliance writing were also conducted. The Korea Internet Security Agency hosted a site visit to give a real-life perspective on ISMS implementation and integration into the activities of an organization.

Study Meeting on Innovation in the Service Sector—Specific Subsector (Retail and Food Services)

The service sector is increasingly playing a bigger role in APO economies in terms of both contributions to GDP and employment. However, the sector has low productivity and often faces the dilemma of balancing the trade-off between providing excellent services and improving efficiency and productivity.

A study meeting on Innovation in the Service Sector—Specific Subsector (Retail and Food Services) was held in Singapore, 24–26 July, implemented by SPRING Singapore. The meeting

brought together 13 international participants from seven APO member economies and three local participants. The objective was to learn best practices of the adoption of advanced technologies and innovations to achieve higher service productivity, as well as to draft a framework for a benchmarking study of the productivity performance of SMEs in the retail and food service business in APO member economies using a set of indicators for cross-country assessment. Building upon a previously proposed list of key indicators for service-sector performance benchmarking, participants discussed the relevancy of the indicators as well as availability of the required data/information needed for necessary modifications to consolidate a new benchmarking questionnaire to be used in follow-up research after the study meeting.

Program coverage: Service innovations and best practices; Benchmarking processes; Benchmarking performance indicators; and Benchmarking research questionnaires.

Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)

SMEs in the service sector are the core engine for regional productivity and economic growth. The APO recognizes the importance of monitoring the progress of SME performance in the sector through

benchmarking and sharing the best practices of high-performing businesses in member economies. To pursue continuous improvement, it is essential that SMEs not only have a relevant basis for comparison but also learn from the achievements and results of benchmarking. For this, SMEs need access to useful reference data and information to compare their performance with that of others in efforts to achieve higher productivity.

The Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors) was initiated in October 2012 and involves four member economies, the ROC, Japan, Malaysia, and Singapore. Led by the chief expert, the national experts reexamined the research methodology, in particular the feasibility of the coverage of key indicators and definitions. The questionnaires will be restructured and consolidated for subsequent data collection. The project will continue into 2013 for actual data collection from sample SMEs to construct benchmarking data and conduct analyses.

Program coverage: Key performance indicators for the food and retail service sectors; Data collection questionnaires; Definition and coverage of benchmarking data; and Best practices of service innovation.



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

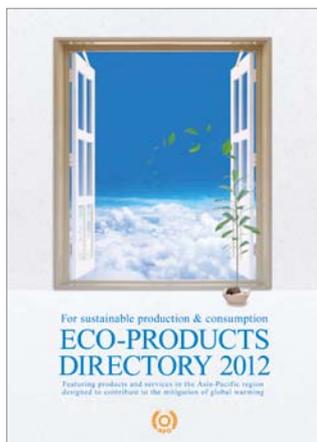
Initiated in response to the Rio Earth Summit in 1992, the APO's GP Program seeks to enhance productivity and socioeconomic development while simultaneously protecting or improving the environment. GP projects have a two-fold purpose: capacity building; and the development of trainers so that member countries can continue GP efforts on their own. Topics covered under the GP Program include: eco-products, especially the Eco-products International Fair; greening supply chains; eco-design; and energy efficiency.

Development of APO Eco-products Database

The APO has been promoting the concept of GP as a way to achieve sustainable economic growth and address the pressing issues resulting from climate change. The development of the *APO Eco-products Directory* and Eco-products Database is one such initiative in the area of GP, developed as one-of-a-kind references 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 Eco-products International Fair (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 *APO Eco-products Directory 2012* was published in early 2012 with an accompanying CD-ROM. More than 5,000 copies were distributed to member countries during 2012. The Committee for the Establishment of the Eco-products Database, chaired by Professor Ryoichi Yamamoto, met in November and decided that future editions of directory and database would move toward increasing products listed from beyond the Asia-Pacific and expanding value-added services in the database.



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.

Capacity-building Workshop on Type I Ecolabeling: ISO 14024

The APO, through its GP programs, has promoted

green purchasing and attempted to create stronger market demand for green products and services. In activities related to the annual *APO Eco-products Directory/Database* and studies of recent green strategies of member countries to identify their current needs, Type I (ISO 14024) ecolabeling programs were recognized as an effective green purchasing strategy for the region. The need for more technical assistance in the development/enhancement of such programs was also identified in specific APO member countries.

In discussions with the Global Ecolabelling Network (GEN) and the UNEP Division of Technology, Industry and Economics (DTIE), and in recognition of similar needs around the world, the APO and UNEP DTIE cohosted the interregional Capacity-building Workshop on Type I Ecolabeling, 5–7 March, in Bangkok, with the assistance of the Thailand Environment Institute and the FTPI. Twelve delegates representing nine countries in the Asia-Pacific as well as other regions with nascent and developing national Type I ecolabeling programs were invited to participate in this workshop.

Program coverage: Utilizing the concepts and guidelines illustrated in ISO 14024 and related standards, sessions focusing on the following topics were conducted by various GEN experts to share the experience of mature ecolabeling programs: Theory of Type I ecolabeling; Criteria development



Type I Ecolabeling: ISO 14024

and criteria of the program; Marketing and increasing the visibility of the label; Role of other complementary measures; and Cooperation with other programs.

Workshop on the Eco-products Database

The APO held a study meeting and workshop on the Eco-products Database in the ROK in 2010 and in Indonesia in 2011, respectively. Several members have developed and more were developing national-level eco-products directories and databases inspired by the *APO Eco-products Directory*. In November 2012, the Committee for the Establishment of the Eco-products Database confirmed that future editions of the directory and database would not restrict listed products to the Asia-Pacific, that it would develop APO criteria for eco-products, and that value-added service listings in the eco-products database would be expanded.

A workshop on the Eco-products Database was held in Taipei, 17–21 December, to review recent developments in eco-product databases in the region; determine procedures for developing APO guidelines for eco-products including Type I, Type II, and Type III and its database; and gather inputs for the future structure of the eco-products database to ensure sustainability. All participants were committed to expanding the directory and database.

Program coverage: Overview of global green products and services; Guidelines for the *APO Eco-products Directory* and Database and their future direction; Government policies on the green economy; National ecolabeling program; Green procurement; and Recent trends and developments in green purchasing initiatives and national eco-products directories and databases. Site visits were hosted by the DA.AI Foundation, which recycles PET bottles into a variety of fashion and household items; and ASUS, a manufacturer of computer hardware.

10th Green Productivity Advisory Committee Meeting

The 10th Annual Meeting of the Green Productivity Advisory Committee (GPAC) was held in Tokyo, 24 February. The GPAC comprises high-level representatives from over 60 leading Japanese corporations that have demonstrated excellence and innovation in environmental products, technologies, and services and supported the APO's GP activities in the Asia-Pacific region. GPAC chairperson Teisuke Kitayama, Chairman of the Board, Sumitomo Mitsui Banking Corporation, opened the meeting, stating that he had witnessed how the APO's GP activities had contributed to international cooperation in the Japanese business sector during the four years he had been involved with the GPAC.

The annual meeting focused on three agenda items. The first was confirmation of the new Chairperson and Vice-Chairpersons. Current Chairperson Kitayama and Vice-Chairpersons Mr. Yukio Yanase, Senior Advisor of ORIX Corporation; Mr. Hajime Bada, President and CEO of JFE Holdings, Inc.; Mr. Takashi Yamagishi, Senior Executive Advisor of Teijin Limited; Professor Ryoichi Yamamoto, Emeritus Professor of the University of Tokyo; and Mr. Tsuneaki Taniguchi, Special Adviser to the JPC agreed to serve an additional term (2012–2014), and the meeting unanimously confirmed their reappointment.

The second item was the *Eco-products Directory* series published by the APO in cooperation with



10th Green Productivity Advisory Committee Meeting

the GPAC since 2004 to publicize eco-products and -services available in the Asia-Pacific. The Secretariat explained preparations for the 2012 edition and the future direction of the series. GPAC Vice-Chairperson Yamamoto, who is also the Chairperson of the Preparatory Committee for the Eco-products Database, stressed the importance of efforts like the *Eco-products Directory* which help businesses and the public respond to climate change.

The third agenda item was a briefing on the EPIFs. A presentation on the 7th EPIF held in India in February 2011 was given by the Secretariat, along with an explanation of the one-year postponement of the 8th EPIF. An update on preparations for the 8th EPIF in Singapore including the venue and timing was given by the representatives of local organizers from Singapore. After their presentations, GPAC Vice Chairperson Yamagishi, who is also the Chairperson of the Preparatory Committee for the EPIF, commented that he considered the EPIFs an effective platform to create networks for green businesses, not only for large corporations but also for SMEs. He also pointed out that the 8th EPIF would be more inclusive of various stakeholders including participants from developing countries.

The meeting unanimously agreed to support the APO's GP Program, including the two flagship projects. Chairperson Kitayama stressed that both were necessary to respond to the needs of the Japanese business sector as it faces various challenges due to rapid changes in global economic dynamics.

e-Learning Course on Green Productivity and Material Flow Cost Accounting

Material flow cost accounting (MFCA), developed in Germany in the late 1990s and since adopted widely in Japan, focuses on tracing waste, emissions, and nonproducts and can help boost an organization's economic and environmental performance. It is one of the major tools of

environmental management accounting. MFCA promotes the efficient use of materials more effectively, contributing to reductions in waste, emissions, and nonproducts.

An e-learning course on Green Productivity and Material Flow Cost Accounting was organized in two sessions. Session 1 was offered for Bangladesh, India, Indonesia, Nepal, and Pakistan, 23–26 April; and session 2 for IR Iran, Malaysia, the Philippines, Thailand, and Vietnam, 28–31 May. The objective was to provide basic training to understand the concept of GP and MFCA. A total of 225 participants from 10 member countries took the course.

Program coverage: Overview of GP and MFCA; MFCA concept and principles; MFCA implementation methodology and case studies; Action plan to implement MFCA; and Group exercise on MFCA.

Training of Trainers in Green Productivity

GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. The APO has been in the forefront in promoting this strategy in member countries for more than a decade. Annual training courses have been organized since 2001 to focus on developing capable GP practitioners in member countries.

In 2012, the Training of Trainers in GP was organized in association with the MPC and new strategic partners, the Malaysian Green Technology Corporation and Green Purchasing Network Malaysia, 14 May–8 June, to develop trainers and practitioners in GP equipped with in-depth knowledge of and hands-on experience in the methodology, tools, and techniques. The course emphasized good resource management, especially waste and energy management. There were 23 participants from 14 member countries.

Program coverage: The GP concept; Tools and techniques of GP; and Waste and energy

management. Practicum site visit activity was arranged so that participants could learn by applying the GP concept to organizations. The organizations for solid waste management case studies were Sepang Municipal Council in Selangor state and Cyberview Resort & Spa. Organizations for energy management case studies were Wisma Hong Leong, a 15-story office building, and Pendinginan Megajana Sdn. Bhd., the sole provider of chilled water for air-conditioning in Cyberjaya. Participants visited the companies to collect data for diagnosis under the GP concept. After data analysis, participants proposed improvement plans to organization management.

Advanced Training Course on the Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)

The goal of the integrated management system (IMS) is to address the quality, health, environmental, and safety requirements of an organization more effectively by combining various existing management systems (ISO 9001, ISO 14001, and OHSAS 18001) and practices into a single, integrated system. An IMS must have well-defined, unified goals and objectives/targets, a detailed implementation plan, and a program to measure performance involving third-party auditing to ensure environmental, quality, and occupational safety and health factors, which are an integral part of all decision making. Developing an IMS will lead to improvement of overall quality, environmental, health, and safety performance.

The APO organized an advanced training course on the Integrated Management System (ISO 9001, ISO 14001, and OHSAS 18001), 11–15 June in Bangkok, in association with several programs on IMS in the past which received a good response, and with the cooperation of the FTPI. The objective was to enable participants to understand IMS for effective integration of quality management (ISO 9001), environmental management (ISO 14001), and occupational health and safety management (OHSAS 18001) systems and understand how an

IMS can be implemented. Twenty-five participants from 13 member economies attended the course.

Program coverage: Establishing and maintaining ISO 9001, ISO 14001, and OHSAS 18001; Policy and planning for IMS; and Implementation, monitoring, and management review of an IMS. A site visit was made to the Better World Green Public Company, an industrial waste management center in Saraburi province.

Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)

One major aspect of productivity and environmental improvement efforts is resource conservation/minimization of waste through the 3Rs (reduce, reuse, and recycle). The APO held its first and second projects on the 3Rs in Thailand in 2006 and 2007 where the participants learned about successful waste recycling systems through a case study of the Waste Bank operated by a local waste management company with the active involvement of the community and local government.

The demand for 3R-related activities continued, and a seminar and workshop on the topic were held in Japan in 2008 and 2009, respectively. The project in 2012 was an observational study mission targeting the private sector, with 18 participants from 18 APO member countries, of whom more than 70% were from that sector. It was held in



3Rs (Reduce, Reuse, and Recycle)

Tokyo, 24–27 July, in collaboration with Ministry of Economy, Trade and Industry of Japan. Participants also learned about 3R initiatives of the UN Centre for Regional Development from its representative. They prepared individual action plans based on what they learned in the mission to share with NPOs and heads of their organizations. Progress reports on action plan implementation were to be submitted six months after the mission.

Four site visits were made: Hallo Mart Co., Ltd. (energy efficiency and energy-efficient stores); Toyo Seikan Kaisha, Ltd. (energy saving in the production process and introduction of recyclable materials); Winroader Co., Ltd. (communization of unnecessary/unwanted goods); and Hotel New Otani (hybrid recycling and energy-saving hotel).

Training Course on Green Productivity and the Innovative Environmental Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011)

MFCA is a management tool that 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.

As a follow-up to an e-learning course, the APO organized an advanced training course on Green Productivity and the Innovative Environmental Management Accounting (EMA) Tool, MFCA (ISO 14051:2011), 20–24 August, in Taipei and Hsinchu, the ROC, in association with the CPC. The objective was to learn the onsite application of MFCA as an EMA tool. The course was attended by 22 participants from 11 member economies.

Program coverage: Fundamental principles of GP, EMA, and MFCA; Requirements of the MFCA standard ISO 14051:2011; Best practices, case studies, and group exercise on MFCA;

and Application of MFCA in SMEs as an EMA tool. A two-day site visit was made to Cashido Corporation, a producer of sanitaryware.

Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction

The generation of greenhouse gases (GHGs), comprising carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride, is responsible for climate change. The generation of GHGs can be reduced if industries take immediate actions on the technology front, municipalities use alternative energy and manage resources effectively, and governments evolve adequate policy measures and market-based mechanisms to promote GHG reduction techniques and technologies.

An observational study mission, which was a spin-off of past similar events, was organized in association with the CPC and Taiwan Environmental Management Association in Taipei, 1–5 October. It brought together professionals and scientists from member countries to discuss post-Kyoto Protocol policies and other GHG-related issues comprehensively and devise a strategy and prepare a set of recommendations to achieve GHG emission reductions by industries, municipalities, and member governments. The mission was attended by 24 participants and five observers from 13 member countries.

Program coverage: GHG reduction techniques and technologies; Post-Kyoto scenario and options; Role of industries, municipalities, and governments in reducing GHG emissions; How emission reduction targets should be set and plans to achieve them; and Market- and policy-based instruments for GHG emission reductions. Site visits were hosted by Taipei 101, the world's tallest green building, which has received certification under the third-party Leadership in Energy and Environmental Design program; the Industrial Technology Research Institute; Taiwan Semiconductor Manufacturing Company Limited; AU Optronics Corporation;

Taiwan Power Company Taichung Power Plant; Cheng Loong Corporation; and Delta Electronics, Inc. Taoyuan Plant.

Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness in Malaysia

The APO has been promoting eco-products and green technologies in the Asia-Pacific by organizing the EPIFs and conferences since 2004. After the first EPIF in Malaysia, this initiative has become a movement with a series of similar events organized in member countries.

In 2010, the Ministry of Energy, Green Technology & Water organized Malaysia's own version of an eco-products exhibition, the International Greentech & Eco Products Exhibition & Conference Malaysia (IGEM), to promote eco-products and green technologies for green growth and sustainable development. The APO organized international conferences and workshops in conjunction with the IGEM 2010 and 2011 to provide a platform for professionals involved in eco-product development and promotion to discuss ideas, progress, and achievements based on the request of the Government of Malaysia through the MPC.

The APO organized a workshop/expert meeting on Green Public Procurement for Green Growth and Trade Competitiveness, 10–12 October, in conjunction with the MPC and Green Purchasing Network of Malaysia (GPNM). It was timed to coincide with the third IGEM. The workshop brought together experts and practitioners involved in green public procurement to discuss strategies and prepare a road map for such procurement to enhance GP in the region. There were 24 participants including seven local ones from 10 member countries. The APO assigned four resource persons, while the local organizers invited four from the UNEP Division of Technology, Industry and Economics, Japan, Malaysia, and Sweden along with three observers from Hong Kong and Japan.

Program coverage: Green procurement; Eco-labels; International sustainable public procurement; Government green procurement (GGP); and Promotion of GGP. The participants attended the official opening of IGEM 2012 where Prime Minister Datuk Seri Najib Razak spoke and had the opportunity to visit the IGEM 2012. The participants also identified possible strategies for adopting government green procurement in Malaysia and the region.

Integrated Community Development

Transforming rural areas into vibrant economic hubs is the objective of the ICD Program. APO projects in this area emphasize local resource mobilization for rural enterprise development to improve the quality of life of rural dwellers. This is being pursued through the One Village, One Product (OVOP) movement and rural community tourism. The ICD Program supports individual and collective initiatives for sustainable development at the local community level.

Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement

The OVOP movement started over 25 years ago in Japan and has expanded worldwide. Many countries use this movement as a strategic intervention to spur economic activities, especially in the countryside. However, not all have been successful in expanding and or sustaining the movement due to saturation of domestic markets with the items and lack of support for promotion in overseas markets. It is necessary to formulate strategies for promoting and marketing such items and identify best practices in countries with successful OVOP movements.

The APO organized a workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement, 16–20 January, in Chiang Rai, Thailand, to review approaches for marketing OVOP items produced

in rural communities. Seventeen international participants from 11 member countries and four local participants attended.

Program coverage: Overview of the OVOP movement in Asia; Opportunities and challenges in Thailand's One Tambon, One Product program; Trends in product designs, packaging, and labeling for handicraft products; Sustainable community development and production of marketable items in rural areas; Case of Doi Tung; Value-addition concepts of Doi Tung products; Value addition and development of new products from scrap; Cluster approach to rural enterprise development: Experience of Taiwan; and Japan's food distribution system and opportunities to enter the market. Participants visited a ceramic factory, coffee-processing facility, weaving factory, and mulberry paper factory operated in the Doi Tung development project under the Mae Fah Luang Foundation.

National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal

Tourism is the largest industry in Nepal and main source of foreign exchange and revenue. Although forecast growth in the sector is positive, its performance pales in comparison with that in other countries in the region. The country faces several environmental issues including preservation of natural resources and landscapes from destruction caused by visitors and unplanned expansion of human settlements.

The NPEDC, in cooperation with the Lalitpur Chamber of Commerce and Industries and with support from the APO, organized a three-day National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal, 1–3 October, to conduct a multistakeholder assessment of the performance of the tourism industry in the country, identify the critical factors affecting its growth, and develop appropriate strategies to improve the conditions



Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal

of rural areas as tourism destinations. The three-day event, which had one overseas and 11 local resource persons, attracted 89 participants.

Program coverage: Global and regional trends in tourism development and opportunities for Nepal; Tourism industry in Nepal: Trends in performance by different subsectors and key factors affecting growth; Ecotourism in Nepal: An assessment of current status and management of national parks and wildlife; Adventure tourism in Nepal: Challenges and opportunities for conservation and expansion; Hotel industry in Nepal: Trends, opportunities, and challenges for increasing its contribution to tourism; Homestay programs in Nepal: Opportunities for generating rural household income and supporting rural tourism expansion; Community-based rural tourism models in selected countries in Asia: Ideas for Nepal; and Community-based rural tourism models in Nepal.

Training Course on Value Addition to Items Produced under the OVOP Movement

The OVOP concept has been adopted widely. However, most items produced under OVOP lack the quality to meet consumer preferences in domestic and international markets. Value-adding activities as an essential component of OVOP and related programs in agriculture and/or rural enterprise development are being recognized.

The APO organized a training course on Value Addition to Items Produced under the OVOP Movement, 19–24 November, in Phnom Penh to enhance participants' understanding of tools and techniques for value addition to food and nonfood items produced under the OVOP movement and develop the skills of trainers and extension personnel from government agencies and NGOs in disseminating the knowledge to those involved in OVOP-related projects. The training course was implemented by the NPCC and attended by 17 international participants from 13 APO member countries and five local ones.

Program coverage: Overview of the OVOP movement in Asia; Development of OVOP program and policy in Cambodia; OVOP movement in Japan: Transforming to sixth industry promotion; Concepts, approaches, and tools in value addition to agricultural products; Value addition through branding, packaging, and labeling of food products; Approaches and tools to add value to handicraft items; Creating a design and product development plan for individual and groups of enterprises: Case of the Indian Design Clinic Program; Approaches, tools, and techniques in the promotion and marketing of OVOP items; Opportunities and challenges for OVOP products from developing countries to enter the Japanese market; Marketing of value-added products through fair trade; Strategies to develop a long-term fair trade brand and label for greater market share; and Exporting of handicraft products through fair-trade supply chains and market linkages. Participants visited Watthan Artisans Cambodia in Phnom Penh and silver handicraft enterprises in Kandal province.

Training Course on Development, Promotion, and Marketing of Agrotourism Products

Agrotourism has tremendous potential for increasing farm incomes and catalyzing the development of related small and micro enterprises in rural areas. It has become an integral part of the mainstream tourism industry in many advanced countries. Agrotourism provides economic benefits

to farmers and rural communities, educates tourists, and creates awareness of the importance of agrobiodiversity. In many countries in Asia, the potential of agrotourism has yet to be realized.

The APO, with the support of the Colombo Plan, MPC, Malaysian Ministry of Agriculture, and the Tourism Board of the State Government of Sabah organized a training course on Development, Promotion, and Marketing of Agrotourism Products, 10–16 December, in Kota Kinabalu to disseminate the techniques for developing, managing, promoting, and marketing agrotourism products and promoting the development of agrotourism and community-based, tourism-oriented enterprises in member countries as a way of increasing productivity and optimizing the use of local resources. Nineteen participants from 13 countries and four international resource persons from the ROC, Japan, the Netherlands, and Thailand attended.

Program coverage: Global and regional trends in tourism and agrotourism; Concept, principles, and components of agrotourism; Roles of stakeholders in agrotourism development; Planning the development of agrotourism products and tourism destinations; and Marketing and promotion of agrotourism products and packages. Participants visited the Mari Mari Cultural Village in Kiamson, Sabah Tea Agrotourism, and Tagal Moroli Ecotourism facilities in Ranau district.



Development, Promotion, and Marketing of Agrotourism Products

■ Development of NPOs

Starting in 2007, in-country training programs that meet specific needs of the member countries were initiated under DON Implementation.

Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)

Developing fully qualified productivity practitioners is a priority for many NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations. The APO has offered DPP: Basic since 1996. Participants are equipped with fundamental knowledge of productivity so that they can perform the roles of junior productivity practitioners. They can diagnose the current productivity performance of any organization and then suggest appropriate solutions for improvement. The 2012 DPP: Basic was organized in association with the DAP, 11 June–6 July, in Manila and Tagaytay.

Program coverage: The course covered classroom training in productivity tools and in-plant activity to let participants learn by doing. Four organizations opened their doors for this activity: Delfa's Delicacies, a small food-producing company; City Government of Tanaua; View Park Hotel; and Farmtec Foods, Inc., a dehydrated food ingredient producer. Participants visited the companies to observe and collect data for diagnosis. Then they analyzed the data, proposed improvements, and presented their recommendations to management.

Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)

The DPP: Basic and Advanced training courses have been conducted since 1996 and 1998, respectively. These two courses are held to strengthen the institutional capacity of NPOs. 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, 1–19 October, in Kuala Lumpur to equip target participants from NPOs with advanced productivity improvement principles, techniques, and approaches. There were 21 participants from 14 countries in the three-week course. Before selection, they were required to submit productivity improvement projects they had carried out to demonstrate basic knowledge of productivity. They also were requested to submit their action and implementation results six months after completion of the course.

Program coverage: Productivity and competitiveness concept; Knowledge management; Business process reengineering; Lean systems; Value stream mapping; Six Sigma; and TPM. A site visit was hosted by Toyota Boshoku Sdn. Bhd., an automotive parts company. Participants also attended the International Convention on QCC which was concomitantly held at the Kuala Lumpur Convention Centre.

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 offered the Member Country Support Program (MCSP) from 2002 for developing member countries. The MCSP is a two-year project to strengthen NPOs' capacity through activities based on their needs.

With the focus area of MFCA for Malaysia, and kaizen and 5S for Mongolia, the second year of this program started from April 2011 and ended in March 2012. Five model companies in Malaysia and six in Mongolia successfully implemented the program. In the final stage of the fifth cycle of the MCSP, dissemination seminars attracted 300 participants in Malaysia and 80 participants in Mongolia. Both countries produced a manual for each topic as part of the tangible outcomes of the projects.



Member Country Support Program

The ongoing sixth cycle of the MCSP is assisting the NPC, India, for the first year, starting in May 2012 and scheduled to end in April 2014. As a measure to enhance GP in the NPC, the JPC and APO continue promoting MFCA. The APO and JPC provided support to the NPC by organizing training-of-trainers' courses in specific productivity improvement techniques and developing four SMEs as model companies: Bhagwati Spherocast Private Limited; Sainest Tubes Pvt. Limited; Somany Ceramics Limited; and Baroda Moulds & Dies.

After the completion of the MCSP project, the NPC will be able to upgrade its services in productivity promotion, training, and consultancy, especially in the area of MFCA, and sustain the MFCA initiatives in the model companies as showcases for local industry.

Institutional Strengthening of NPOs through the Development of Productivity Practitioners

To continue strengthening NPO capacity, in-country two-week training programs have been continuously organized since 2008, which have trained more than 500 professionals. In 2012, three such programs were held in association with participating NPOs under the 2011 budget: in Kuala Lumpur with 18 participants, 9–20 January; in Colombo with 35 participants, 23 January–4 February; and in Bangkok with 25 participants in two phases, 22–28 March and 20–26 April.

Program coverage: Because the programs were tailored for each country, they had different training themes: Capacity building in enterprise innovation in Malaysia; DPP: Advanced in Sri Lanka; and Development of productivity practitioners for the agrifood industry in Thailand. The three NPOs prepared postproject activities for staff utilization in productivity promotion-related efforts and for further development of their participants.

In addition, in 2012, two in-country two-week training programs were organized in association with participating NPOs to provide firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of productivity practitioners in their countries. These programs were organized in Vientiane, with 22 participants, 17–28 September; and in Suva, Fiji, with 28 participants, 24 September–6 October.

Program coverage: The program designs are based on NPOs' specific requirements and therefore vary. Site visits are also organized to provide practical insights on the topics covered.

Development of the Center of Excellence for Business Excellence

In 2012, SPRING Singapore as the COE for BE conducted a series of activities in collaboration with the APO Secretariat. To expand its ability to share best practices, the COE launched a webpage link on the APO website to provide easy access to BE reference materials including research reports and training materials. The webpage also features the BE frameworks of APO members. Building the competency of BE practitioners was another area of COE focus in 2012. A training manual for BE practitioners was developed and used at the training course for Business Excellence Practitioners held in Singapore, 19–23 November. The participants also attended the Singapore 2012 BE Global Conference during the training course to learn best practices from previous winners of quality awards. To strengthen the capabilities of the

COE to maintain its leadership, experts from the US Malcolm Baldrige Quality Award and European Foundation for Quality Management were sent to Singapore to add international dimensions to the Singapore Quality Award, especially to the assessment process. The COE was active in helping other regions to develop BE frameworks, sending

BE experts to Malaysia, Fiji, and the Philippines. Those experts contributed to training BE assessors, administrators, and evaluators as well as strengthening national quality award frameworks. The development of an online platform will continue to be the major focus for the future.



AGRICULTURE SECTOR

"Beautiful Life"
by Jamikorn Sooktaramorn (Thailand)

The agriculture sector, including fisheries, livestock, 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 natural resource base and agroenvironment, reduction in arable areas, and stiff competition in agricultural and food trade in global markets.

The Agriculture Program of the APO focuses on two main areas: sustainable development in agriculture; and marketing and processing of agricultural products. With these two focus areas, APO projects are expected to address the challenges faced by members and their aspirations to meet food requirements and enhance the competitiveness of agribusinesses 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 and food products, modern food safety management, risk assessment and management, food supply chain management, horticultural chain management, agribusiness management, 5S, good manufacturing practices (GMP), fair trade, and international trade in agricultural products.

Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries: Third Year

The Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries is under a cash grant from the Ministry of Agriculture, Forestry and Fisheries of Japan. This five-year program started in November 2009 to build the capacity for handling food safety management systems (FSMS) in food supply chains in Cambodia and Lao PDR. This program also aims at strengthening the capacity of local NPOs. Under this program, the following projects were carried out for Cambodia and Lao PDR in 2012.

(1) Demonstration Company Project on Modern Food Safety Management Systems in Cambodia

This project started in June 2011 and was originally scheduled to end in September 2012 but was extended until the end of April 2013. This is a demonstration company project aimed at establishing sophisticated FSMS such as HACCP or ISO 22000 in food-processing companies that introduced GMP in previous APO projects. The project also educates NPCC staff to develop their consultancy ability on FSMS. Through this project, modern food FSMS will be promoted in the entire Cambodian food industry. This will enhance

the understanding of the effects of modern FSMS on improving food hygiene. In 2012, an APO food safety expert was dispatched to three demonstration companies three times (March, June, and September) to advise on developing FSMS in the companies.

(2) National Conference on GMP and Special Training Course on GMP in Lao PDR

A demonstration company project to establish and disseminate GMP in the Lao food-processing industry was implemented from November 2010 to October 2011 in Lao PDR. The National Conference on GMP was held in Vientiane, October 16–17 2012, to share the experiences gained by the four demonstration companies and DOSMEP staff through the demonstration company project with more than 100 participants representing the food industry, government agencies, and academia.

Program coverage: Overviews of the APO demonstration projects on 5S and GMP by DOSMEP; Presentations by four demonstration companies on the experiences gained and lessons learned during the 5S and GMP projects; Practices and systems for food safety management; Consulting experience gained from the GMP project by DOSMEP; and Going beyond GMP for advanced FSMS.

Training Course on Logistics Management in Agribusiness

Logistics management (LM) for agrifood products is about how organizations fulfill market demand by getting the right product, in the right quantity and quality, at the right time and place as efficiently as possible to meet customer requirements. A well-designed LM scheme enables agribusinesses to minimize costs, maximize profits, and sustain operations. While no single model will fit the needs of all agribusinesses, safety, quality, and the environment should constitute an integral part of any LM strategy. For developing effective logistics, bottlenecks in transport, fleet, storage, warehousing and inventory, and supply/demand



Logistics Management in Agribusiness

planning must be resolved, especially in the SMEs that are often inefficient in LM.

To enhance participants' ability to design and conduct effective LM, the APO in collaboration with the Iranian Ministry of Jihad-e-Agriculture and NIPO organized a training course on Logistics Management in Agribusiness, 28 January–3 February, in Tehran. Eighteen participants from 10 member economies, along with five local observers and four experts from IR Iran, Malaysia, and Singapore, attended.

Program coverage: Building blocks of agribusiness LM; Global trends and emerging issues and challenges in agribusiness LM; Transportation management; Fleet management; Storage and warehousing management; Logistics development in the cold supply chain of perishables; Inventory management; and Supply and demand forecasting for agribusiness SMEs. To observe good practices of LM in agribusiness, the participants visited the Central Market for Fruit and Fresh Produce in Tehran and the milk-processing and packaging plant of Tehran Pegah Dairy Company.

National Follow-up Workshop on Food Safety: Risk Management of Microorganisms Causing Foodborne Illness

Foodborne pathogens such as *Salmonella* sp., *Listeria* sp., *Vibrio* sp., and *Escherichia coli* sometimes cause lethal foodborne illnesses via fresh produce, marine products, ready-to-eat items,

and processed food. The health and economic implications of foodborne illness are enormous since many people may be hospitalized and stakeholders in the food supply chain from farm to the final retailers lose business opportunities and credibility, resulting in huge economic losses. Following the training course on Risk Analysis and Risk Assessment for Food and Agriculture Products held in Malaysia, 18–23 July 2011, this project was organized in response to a request from Thailand.

The workshop on Food Safety: Risk Management of Microorganisms Causing Foodborne Illness was held 3–5 April in Bangkok in collaboration with the FTPI. The workshop was attended by 55 local participants representing the food industry, researchers on food science, and government officers. One Japanese expert was invited as the main resource person and four local experts assisted the discussions.

Program coverage: Importance of risk analysis of microorganisms for food safety; Basic concept and approach for risk assessment of foodborne pathogens; Practical examples of risk assessments of foodborne pathogens; Principles of microbiological risk management, including new risk management metrics; Risk management of typical foodborne pathogens: Risk assessment and management of microbiological contamination in fresh vegetables and fruit; and Implementation of



Food Safety: Risk Management of Microorganisms Causing Foodborne Illness

the Codex risk analysis framework into the present microbiological control system in Japan.

Training Course on Entrepreneurship Development for Rural Women

The promotion of entrepreneurship, especially among the rural population, is strategic considering the availability of raw materials, natural resources, and labor that is often underemployed or unemployed. It also empowers women in developing countries where many work in the informal economy, are self-employed, or serve as unpaid workers in family enterprises and on family farms. The tendency for women to work in low value-added sectors is attributed to a lack of skills and poor access to finance and business development services.

The APO organized a training course on Entrepreneurship Development for Rural Women, 21–27 May, in Bogor, Indonesia, to build the capacities of women entrepreneurs and consultants, trainers, and extension officers who provide business advisory services to women. The training course was supported by the Indonesian Ministry of Agriculture, Directorate General of Training and Productivity Development of the Ministry of Manpower and Transmigration, and Colombo Plan Secretariat. The course was attended by 25 participants from 10 APO member countries and five experts from Indonesia, Thailand, and the Philippines.

Program coverage: The Asian business situation and outlook for rural enterprise development; Women's participation in entrepreneurship development and management of rural enterprises; Government programs supporting women entrepreneurs and enterprise development: Focus on Indonesia; Best practices in addressing gender biases and successful inclusion of women in management of agribusiness enterprises; A system approach to rural enterprise development; Capacity building for entrepreneurs and would-be entrepreneurs; Approaches for techniques for undertaking capacity-building

need assessment of women in rural enterprises; and Basic management tools and techniques for rural enterprise managers. For practical exposure, participants visited two companies started by women: PT. Mustika Ratu in Taman Sari, and P.O. Diana Hermawati in Gunung Sindur, Bogor.

Training Course on Value Addition to Agricultural Products for Greater Access to New Markets

The demand for agricultural and food products is expected to increase, especially in emerging economies. This trend provides opportunities for agribusinesses to diversify products and expand exports through value-added products. Value-adding activities can increase the income of farming households and create allied enterprises that provide value-adding services. Consumers are willing to pay premium prices for such products.

The APO organized a training course on Value Addition to Agricultural Products for Greater Access to New Markets, 9–14 July, in Metro Manila to enhance understanding of the approaches to value addition and enable participants to acquire skills in analyzing market opportunities and formulating strategies for acceptance of agricultural and food products in international markets. The training course, supported by the Colombo Plan and Department of Agriculture Philippines and implemented by the DAP, was attended by 21 participants from 13 APO member countries, along with two overseas experts from the USA and Japan and two local experts.

Program coverage: Global trends in trade in, supply of, and demand for agricultural and food products; Opportunities for and challenges in entering overseas markets; Opportunities to enter Japan's food market; Concepts and principles of value addition; Tools and techniques for value addition; Development of new products from agricultural raw materials and farm by-products; Development of nutraceuticals and functional foods; Value addition to cereals and legumes; Value addition to



Value Addition to Agricultural Products for Greater Access to New Markets

fish and marine products; Value addition to meat and poultry products; Emerging R&D on utilization of by-products and waste products to produce new valuable products; Adding value through packaging, labeling, and branding; Value addition through quality and safety assurance certification; and Value addition through offering economic rents to importers in developed markets. Participants visited small farmers producing pangasus fish, a small enterprise processing fish into fillets, and the Vitarich Corporation, a processor of pangasus into various food products.

Workshop on Packaging and Labeling Standards for Food Products

Packaging plays an important role in maintaining food quality by protecting against various hazards that may be transmitted from outside. Food labeling is also significant in providing consumers with information on ingredients, nutrition, quality, and safety. Packaging and labeling jointly have the additional function of drawing the attention of consumers through attractive designs and colors, thus influencing the competitiveness of products. However, many food-manufacturing SMEs in APO member countries face difficulty in creating sophisticated food packaging due to lack of sufficient knowledge and technologies. Furthermore, many countries have complicated food labeling regulations that food producers may find difficult to follow.

The APO organized a workshop on Packaging and Labeling Standards for Food Products in collaboration with SPRING, 17–20 September, in Singapore to study the trends, technologies, and business practices in packaging and labeling for enhancing the competitiveness of food and agricultural products in domestic and export markets. It also examined regulations on packaging and labeling to avoid trade barriers due to noncompliance with those in effect in export markets. Eighteen participants including three local ones from nine member countries attended.

Program coverage: US food labeling standards (general requirements, specific requirements, case studies); Food labeling standards in the EU; Global food packaging trends; Sustainable packaging; Innovation in packaging (Japanese cases); and Packaging depending on types of food. A visit was made to the Singapore Institute of Manufacturing Technology to observe advanced packaging examples.

Workshop on Value Chain Management in Agribusiness

The traditional supply-driven, open marketing systems for agricultural and food products have increasingly been replaced by market-driven, closed, coordinated value chains. The success of value chains depends on how the flow of inputs, products, information, and financial resources are coordinated and managed among farmers, processors, distributors, retailers, and others in the chain. The value chain approach as a business strategy is relevant in this integrated market environment.

The APO organized a workshop on Value Chain Management in Agribusiness, 29 October–2 November, in Bali to enhance participants' knowledge of value chain management, assess the capacity-building needs of their agribusiness sectors, and identify successful models of value chains. The project was supported by the Ministry of Manpower and Transmigration and Ministry

of Agriculture, Indonesia, and attended by 17 international participants from 13 APO member countries and four local ones.

Program coverage: Overview of global agribusiness trends; Enabling environments for agribusiness and agroindustry development; Concept, principles, and process of value chain development; Development and management of value chains in agribusiness: Case of Reliance Company of India; Contract farming as model for linking small farmers to value chains; Value chain model in the oil palm industry in Indonesia; Value chain model in chili products; Value chain model in aquaculture; and Financing and risk management in value chains. To observe value chains in operation, participants visited Kelompok Tani Subak Abian Suka Maju in Bangli, a producer and processor of Arabika Organic Coffee and Luwak Coffee; Jatiluwih Company in Tabanan, a processor and trader of Jatiluwih Fragrant Red Rice; and PT. Prima Indonesia's Tropical Fruit Processing Center in Denpasar.

Workshop on Innovation in the Food and Agribusiness Industry

In the food and agribusiness industry, product innovations involve value addition to an existing product; reformulation of the ingredients to add new flavor, texture, and shape; or extension of the product range for multiple uses to meet the requirements of consumers and capture new markets. Some examples of innovative foods are those with a unique combination of functional, nutritional, economic, and sustainable benefits to customers. Others improve food quality and safety or provide consumers with more convenience. Given today's challenging economic times, food and agribusinesses, especially small enterprises in developing countries, should consciously continue to invest in innovation.

The APO organized a workshop on Innovation in the Food and Agribusiness Industry, 5–9 November, in Bali to allow participants to learn basic concepts and knowledge of innovative food-processing

technologies. The workshop was supported by the Ministry of Agriculture and Ministry of Manpower and Transmigration of Indonesia and attended by 16 international participants from 12 APO member countries and four local ones.

Program coverage: Innovative food in Asia; Features, development, and marketing strategy of innovative foods; Food technology to produce nutraceuticals and functional food; Convenient food; Innovative food using advanced packaging technologies; Nanotechnology; New ideas and technologies in the creation of ingredients for innovative food; and Case studies of innovative food. Site visits were hosted by two local food-processing companies.

e-Learning Course on Food Safety and Traceability

Food traceability systems (FTS) are becoming critical for the food industry, public sector, and consumers. Food safety crises worldwide in recent years have heightened consumers' food safety awareness and caused public distrust of the increasingly complex, globalized food production and trading systems. Consumers are more sensitive to production processes and practices and demand greater quality and safety assurances from agribusiness and food companies with reliable information. Sound FTS improve consumers' confidence in product safety and brand image and address documentation requirements under international trade agreements.

To enhance understanding of key concepts of FTS and the food traceability standard ISO 22005:2007, the APO held a videoconference-based distance-learning training course on Food Safety and Traceability in two sessions: 6–8 November (Cambodia, Fiji, Mongolia, Philippines, Thailand, Vietnam); and 11–13 December (Bangladesh, India, IR Iran, Nepal, Pakistan, Sri Lanka). NPOs implemented the course in each country for 313 participants. Since 2007, 1,476 stakeholders have been trained in the subject through

videoconferencing (841 in the modern FSMS ISO 22000 and 635 in FTS 2005:2007).

Program coverage: Key concepts in modern FSMS; Fundamentals of an FTS; Requirements of the food traceability standard ISO 22005:2007; Principles and design of an FTS; Implementation of ISO 22005:2007; Enhancing FTS for SMEs; Seafood traceability system in the ROC; Regulatory requirements relating to food traceability in Japan; and Traceability in the meat supply chain in Japan: Experience of Itoham Foods, Inc.

Workshop on Greening the Supply Chain for Processed Food Products

The food-processing industry is expanding fast, bringing many opportunities to the Asia-Pacific but also creating a substantial environmental burden. To address this problem, world-class food companies have started encouraging their suppliers to be green. This greening the supply chain (GSC) approach has several benefits. The application of GSC concepts to different components of the supply chain could, however, be challenging for food-processing industry SMEs in developing countries that do not have such standards and continue to use practices that may be unfriendly to the environment. The main constraints are a lack of awareness, limited capacity, and insufficient financial resources.

To build the capacity of food-processing SMEs to apply GSC concepts and principles for greening their businesses, the APO and KPC organized a workshop on Greening the Supply Chain for Processed Food Products in Seoul, 12–16 November. Eighteen participants from 13 member economies and three resource persons from Australia, the ROK, and Singapore attended.

Program coverage: Concept, principles, and practices of GSC; Impact of an unregulated agrofood-processing sector on the environment and mitigation of such impacts; Framework for GSC of processed food products; Approaches and



Greening the Supply Chain for Processed Food Products

tools for GSC of food-processing SMEs; Policy, regulations, and incentives to encourage GSC in the food industry; and Best practices of GSC adopted by leading Australian and Korean food-processing companies. To observe applications of GSC, participants visited the Korea Agro-Fisheries & Food Trade Corporation's Flower Marketing Center and a Korea Agricultural Cooperative Marketing supermarket.

Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs

Food safety and quality are major concerns for the food industry since consumers are now more conscious of food safety. Therefore, the food-processing industry has been developing diverse management systems including HACCP and ISO 22000 to control food safety and quality in the production process. However, food-processing SMEs in many developing countries face difficulty in establishing modern FSMS such as HACCP or ISO 22000 due to the lack of financial and human resources.

The APO organized a multicountry observational study mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs, 12–17 November, in Shizuoka and Tokyo with financial support from the Japanese Ministry of Agriculture, Forestry and Fisheries. This

mission aimed to assist SMEs to establish HACCP by learning the essence of FSMS and observing the practices of successful SMEs. It was attended by 19 international participants representing the food industry, food science researchers, and government officers from 15 APO countries.

Program coverage: Application of HACCP; Establishment of a Prerequisite Programme and HACCP for food safety; Essence of HACCP and appropriate safe food production; and Structure and operation of Shizuoka mini-HACCP. Site visits were made to six food-processing companies: Higoromo Co., Ltd.; Yakult factory; Ichimaru Co., Ltd.; Tamaruya wasabi factory; Marukei katsuobushi factory; and Yamaei green tea factory.

Sustainable Development in Agriculture

The projects implemented under this focus area aim 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 include organic farming, biotechnology, green food supply chains, agricultural and rural finance, good agricultural practices, agricultural productivity measurement, and climate change.

Workshop on Controlled-environment Agriculture

The challenges of limited land for food production, growing scarcity of irrigation water, changing climatic patterns, and the need to restrict the use of chemicals hazardous to humans and ecosystems are paving the way for controlled-environment agricultural production systems. With such systems, producers are able to manipulate the crop environment to the desired conditions using precise technologies and equipment even in areas with poor and/or degraded soil. A representative form is a plant factory based on hydroponic technology in a closed system in which light and temperature are optimally controlled for plant growth.

The APO organized a workshop on Controlled-environment Agriculture, 19–23 March, in Sendai and Tokyo with financial support from the Japanese Ministry of Foreign Affairs. The workshop was attended by 18 participants from 10 APO member countries. On 19 and 20 March, presentations were given in Sendai, during which the participants received updated information on plant factories in Japan from seven prominent experts.

Program coverage: The state of plant factories and future perspectives; Comprehensive overview of plant factories from the perspectives of economic performance and public-sector involvement; Experiences of Chiba University in controlled-environment agriculture; How plant factories can contribute to agricultural and economic recovery in devastated areas; Management of plant factories: Production costs, profitability, and marketing; and Contribution to the generation of new industries by plant factories. The participants also observed how plant factories actually operate at Sumita Vegetable Factory in Iwate and the experimental facilities of Chiba University.

Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products

Consumers are paying increasing attention to the quality and safety of food and agricultural products they buy. This trend is occurring not only in developed countries but also in many developing ones where economic growth has improved standards of living. Farmers and food producers must respond to this market demand to remain competitive.

The APO organized a workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products, 26–30 March, with financial support from the Japanese Ministry of Foreign Affairs. The workshop was attended by 20 participants from nine APO member countries. Through presentations given in Sendai and Tokyo, the participants learned about recent interesting topics in food safety and made field trips.

Program coverage: GAP in Japan; Actual operation of GAP; Recent trends in food safety management systems; Undertakings to ensure hygienic vegetable production; Local government roles to ensure food safety; Methods to establish maximum limits for radioactive substances in food; Functional food and its safety assessment; and Japanese microbiological standards for beef using food safety objectives and performance objectives concepts. Site visits were made to Fukushima Agricultural Technology Center to observe measurement of radioactive substances in food, Kirin Beer factory in Sendai, and GAP-certified Kasai Farm in Iwate.

Training Course on Organic Product Certification and Auditing

The global market for certified organic agrifood products is expanding fast, resulting in greater opportunities for Asian producers. Producers need a way of assuring consumers that a product has been grown using organic methods. Organic certification helps protect both consumers and genuine organic producers. Today's market demands third-party certification for sales, and it is required by many governments for any "organic" claim on a product label. To be globally acceptable, certification must be in line with international standards and regulations. However, the verification and auditing of an organic standard are challenging. There is a need to build the capacity of key stakeholders in certification and auditing of international organic standards.



Organic Product Certification and Auditing

The APO organized a training course on Organic Product Certification and Auditing, in Negombo, Sri Lanka, 18–23 June, in cooperation with the Sri Lankan Ministry of Agriculture and NPS. The course included a one-day public seminar on 18 June attended by more than 70 from 12 countries; the five subsequent days of training had 23 participants from 10 member economies and two international experts from Germany and PR China.

Program coverage: Key concepts in organic certification and inspection/auditing; International Federation of Organic Agriculture Movements's certification standard requirements; Common Objectives and Requirements of Organic Standards; Asian Regional Standard requirements; National organic standards and regulations; and Organic inspection/auditing, certification, and integrity. Participants traveled to Maho where they practiced organic inspection at a certified organic farm and viewed the operations of the certified cashew-processing factory of Lanka Organic (Pvt.) Ltd.

Workshop on Nanotechnology Applications for Boosting Agricultural Productivity

Nanotechnology (nanotech) could revolutionize agriculture and food systems. Nanoagriculture incorporates the basic principles of nanotech into agricultural sciences to promote crop productivity without associated environmental impacts. Nanoagriculture encompasses inputs (seeds, fertilizers, herbicides, insecticides) for enhanced efficiency, nanopheromones for pest control, nanofood systems (packaging and encapsulation of functional foods), and nano-based diagnostic kits for early detection of diseases, pests, and nutrient deficiencies. Nanotech can result in breakthroughs in livestock productivity, agricultural waste management, and soil and water contaminant removal. In most APO countries, nanotech applications in agriculture are an emerging area.

To create greater awareness of nanotech in agriculture and review actual applications, the APO organized a workshop on Nanotechnology



Nanotechnology Applications for Boosting Agricultural Productivity

Applications for Boosting Agricultural Productivity, in Yilan, ROC, 3–7 September. National Ilan University (NIU) and the CPC in collaboration with the Council of Agriculture, Executive Yuan, implemented the program. Twenty-three participants from nine member economies and five resource persons from the USA, Oman, and ROC attended.

Program coverage: Nanotech applications in the agriculture and food sector: An overview; Nanostructures for improving controlled-environment agriculture systems and precision agriculture; Nanostructures for boosting livestock productivity; Nanotech for agricultural waste management; Regulatory and institutional framework to enhance consumer confidence in the safety of nanoagrifood products and attract investment in nanotech applications; and Successful examples of nanotech applications in agriculture. Participants visited the Center for Nanotechnology of the NIU; King Car Biotechnology Industrial Co., Ltd.; Nanotechnology Research Center of the Industrial Technology Research Institute; and Research Institute of Kuang Chuan Dairy Co., Ltd.

Workshop on Agricultural Adaptations to Climate Change

Climate change poses serious challenges to socioeconomic development worldwide. Asian-

Pacific agriculture is extremely vulnerable to climate change associated with weather extremes such as rising temperatures and increased droughts, floods, and severe storms. Forecasts for Asian countries predict a decline in crop yields, increase in livestock losses, damage to fishery and forestry resources, more desertification, and greater need for irrigation water. These could undermine food security in many developing countries. Assessment of climate change effects on agriculture may help to adapt agricultural technologies, farming systems, and policy and institutional settings to increase the resilience of agrifood production systems. Adaptation to climate change will become a key strategy for sustaining socioeconomic growth.

To review policies and programs on climate change in the Asia-Pacific, share examples of agricultural adaptations to ongoing changes, and formulate recommendations for promoting agricultural adaptation, the APO in collaboration with the Asian Development Bank Institute (ADBI) and FTPI organized a workshop on Agricultural Adaptations to Climate Change in Bangkok, 19–23 November. Twenty-nine participants from 16 common APO/ADBI member economies and two APO nonmembers, Myanmar and PR China, attended. The first day was a public seminar attended by dozens of additional local stakeholders.

Program coverage: Climate change challenges, risks, and planning tools; Framework conditions for integrating climate change adaptation into sectoral planning; Successful adaptation strategies and policies in vulnerable areas; Action plan for policymakers and planners to reduce risk impacts; Mainstreaming climate change adaptation into sectoral planning; and Sharing country experiences. Attendees visited the experimental area, greenhouses, and research laboratories of the Pathumthani Rice Research Center.

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

Under the Individual-country Observational Study Mission (I-OSM) Program, one member country can send a mission(s) to one or more others to study and observe recent developments and best practices in a particular area of interest relevant to its needs for productivity promotion. The main objective is to provide opportunities for professionals, managers, and entrepreneurs from an individual member country or NPO to study, discuss, and observe recent developments and best practices in specific areas of interest by visiting another country with proven expertise in the topic.

In 2012, nine study missions benefiting 85 professionals from seven member countries were carried out on social responsibility and sustainability development; business excellence; best practice regulation; national productivity strategy and practices of the service industry and SME support; productivity promotion strategies and experiences; information management for increasing the productivity of marketing and processing of agricultural products; and mutual SME cooperation. All the missions received high ratings on the participants' feedback forms, indicating the effectiveness of the I-OSM Program.

■ 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 from three 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 2012, 40 experts were assigned to conduct 37 projects under TES including six projects involving six experts which were carried over from 2011. The member countries that benefited the most were IR Iran, Pakistan, and Thailand with four projects each, followed by the ROC, Fiji, Japan, Malaysia, Singapore, and Vietnam with three each; Bangladesh, Indonesia, and the Philippines with two each; and Cambodia, India, Mongolia, and Nepal with one each. Nine experts came from Japan, seven from India, five from Malaysia and Singapore, four from Australia and the USA, three from the ROK, and one each from Bangladesh, PR China, and the UK. Some of the subject areas for which expert services were requested were environmental management, green agriculture industry, innovation, productivity measurement, quality management systems, and total productive maintenance.

■ 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. 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.

Program coverage: Two demonstration projects started in 2011 focusing on public-sector productivity in the manufacturing and service sectors, in India and Sri Lanka, respectively, were completed in 2012. Closing seminars were organized in Gangtok and Colombo which were attended by 70 participants each. In 2012, the focus was GP in two demonstration projects in the ROC and IR Iran. In the ROC, the CPC in association with Cashido Corporation is implementing a GP project to increase the competitiveness and environmental sustainability of the enterprise. In IR Iran, NIPO and the Industrial Development and Renovation Organization initiated a demonstration

project on GP implementation and productivity and quality improvement in the food-processing and sugar industry to modernize the plant of Food Product and Sugar Industries Yasuj. Both projects are expected to be completed in 2013.

■ **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 NPOs. 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 six BCBN projects in 2012 involving 18 participants from six member countries including one BCBN project involving three participants carried over from 2011. The participating countries were Lao PDR, Malaysia, Pakistan, Singapore, Sri Lanka, and Vietnam. The host countries were Fiji (one), the ROC (one), the ROK (two), Japan (one), Malaysia (one), the Philippines (one), Singapore (two), and Thailand (one). Two BCBN projects originally planned for 2012 were not carried out due to unforeseen circumstances in the requesting countries.

INDIVIDUAL-COUNTRY PROGRAMS

EVALUATION OF APO PROJECTS

■ Impact Evaluation Study of APO Projects Implemented in 2010–2011

The 2012 Impact Evaluation Study is the third after those in 2009 and 2010. It examined APO projects that ended in 2010 and 2011 through nine types of questionnaire e-mailed to 7,758 respondents; interviews of NPO heads, NPO officers in charge of APO projects in 2010 and 2011, and participants in APO projects and their superiors; interviews of beneficiaries of TES and demonstration projects during in-country missions; and online interviews of selected participants.

The improvements adopted in this study over the previous two were: 1) BCBN projects and I-OSMs were included; 2) workshops were added among multicountry projects; 3) online interviews by Skype or Yahoo chat were used instead of travelling to countries not yet visited such as Fiji, IR Iran, Mongolia, Nepal, and the ROC; and 4) face-to-face interviews, Skype calls, or a revised questionnaire for NPO heads were introduced to obtain NPO-level and national-level perspectives.

The overall finding was that participants were generally satisfied with attending or being beneficiaries of APO projects and with the positive outcomes and impacts of such projects, especially those in BCBN projects. They also saw many areas for potential improvement, such as in the area of posttraining applications, knowledge transfer, and continuing learning.

A critical group that could contribute much to the continuous improvement of APO projects and how they are designed and implemented are NPO officers who routinely manage APO projects

in member countries. Their collective experience, familiarity with clients and their needs, and practical knowledge of what works and what does not in managing or supervising APO projects are valuable knowledge assets.

Hence, the first recommendation from this study is to organize NPO officers who have managed several APO projects into a community of practice (CoP), preferably supported by their own CoP website. To be productive, the CoP must be tasked with solving problems that members have experienced often. Thus, it is recommended that the first task be improving posttraining processes to ensure that APO resources spent on multicountry projects including e-learning courses are turned into fruitful investments.

Many respondents and many interviewed, including several NPO heads, would like the APO and NPOs to make more use of ICT tools and e-learning. Although the APO uses ICT, it is largely for communication and information dissemination purposes. The need now is for the APO and NPOs to use ICT more for facilitating project management and work processes, online work collaboration, online meetings, etc. An accompanying capacity-building program for NPOs to improve human and technological capacities for online collaborative work is also recommended.

In both face-to-face multicountry projects and e-learning courses, the area of greatest opportunity for improvement is posttraining application of what was learned. From the suggestions of many participants, together with some NPO officers in charge of APO projects and an NPO head, the use of action plans should be expanded for improving

both participant selection and reentry applications in participants' workplaces.

An improved model of Demo/TES was proposed by an NPO head consisting of: 1) organizing local SME trainers and consultants into a professional network with its own expertise directory or database; 2) need assessment of SMEs; and 3) inviting a Demo/TES expert in a high-demand area for training of trainers drawn from the SME consultants' network and inhouse NPO trainers and consultants. This model generates wider multiplier effects compared with Demo/TES for a single SME and avoids problems such as English communication issues between the expert and SME managers, as well as difficulties on the part of an SME in sharing knowledge with its competitors.

Other recommendations from this study were: 1) formulation of a simple generic SME need assessment checklist so that project identification for SMEs will be more demand driven; 2) subregional cooperative groupings of NPOs; 3) more targeted selection of participants; 4) optimum sequencing of APO projects to enhance their impact; 5) compiling a database of experts and resource persons with feedback or comments by participants on them to help NPOs select experts for APO projects; and 6) a study to explore and innovate the next generation of APO projects appropriate to the diverse stages of economic development of its member economies.

The APO actively seeks feedback to improve its project planning and implementation. This feedback takes the form of evaluations by various stakeholders. For multicountry (Category A and B) projects, the feedback comes mostly from participants, resource speakers, and implementing organizations; for individual-country projects, participants and member countries conduct the evaluation. In 2007, the APO began an online survey to determine the effectiveness of training courses 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 2012, the APO conducted evaluations of 44 multicountry projects implemented in 2011 with 934 participants (the number of participants reflects those who gave feedback through the end-of-project questionnaires, but does not represent the total number attending APO projects during the period in review). The 44 projects comprised 17 training courses, 14 workshops, six observational study missions, two study meetings, two seminars, two conferences, and one forum. Participants' feedback on project implementation indicated a 99% rate of overall satisfaction. The breakdown was: Program Contents, 98%; Program Schedule, 98%; Time Allocation, 95%; Time Management, 94%; Methodology Used, 98%; Physical Arrangements, 95%; and Resource Speakers, 97%. However, observational/field visits received a comparatively low evaluation of 85%.

With regard to improvement, there is a need to pay greater attention to field/company visits, which received the lowest satisfaction level, with 15% 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.

Four videoconferencing (VC) e-learning projects were also evaluated in 2012. For VC courses, the APO Secretariat mainly used the Tokyo Development Learning Center facility of the World Bank and its network of partner institutions in most participating countries. A few NPOs, however, utilized their own VC facilities for some of these courses.

There were 902 participants, and the overall satisfaction rate was 96%. The percentage breakdown was: Program Contents, 96%; Program

Schedule, 96%; Time Allocation, 93%; Time Management, 94%; Methodology Used, 93%; Physical Arrangements, 95%; Resource Speakers, 91%; and Observational/Field Visits, 95%. Participants commented mainly that VC connectivity must be improved to avoid disconnection, and experts with practical experience would add value to the courses.

Individual-country (Category C) projects including

I-OSMs, TES, MCSP, DMP, and BCBN were also evaluated. In 2011, 109 experts were assigned for Category C projects benefitting about 439 participants, and two demonstration companies received human resources development and capacity-building assistance for productivity enhancement. The evaluation reports for Category C projects indicated that these projects were viewed as significant by member countries, as they addressed specific needs.

EVALUATION OF APO PROJECTS

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, the 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 CDs upon request.

Report Format Titles

The Report Format Titles are for proceedings of selected basic research projects, study meetings, and seminars. No report format titles were published in 2012.

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 2012, two titles were published:

1. *APO Productivity Databook 2012*; and
2. *Eco-products Directory 2012*.

General Publications

The APO publishes a bimonthly newsletter in English, the *APO News*, and disseminates 3,700 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 write-ups on completed APO activities, 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 courses.

APOnet

The APOnet is an Internet-based file-sharing space used by the Secretariat to provide a fast, efficient platform for the exchange of information within the APO community. Easily accessible through the APO website, the network facilitates communication and information exchange during the project preparation and implementation stages among the APO Secretariat, NPOs, resource persons, participants, and others involved. It also provides an entry point for project experts and resource persons to share their training materials with participants, as well as a sharing platform among participants themselves.

The APOnet has gone through several enhancement measures in recent years, including an improvement in the overall stability and usability of the system in 2009, the addition of a new function in 2010 to enable exchange of larger-sized files, and an expansion of storage size from 10 GB to 180 GB in 2011 in response to demand for sharing more files online. With those improvements, in 2012 the APOnet functioned as an essential tool in various APO activities. The Secretariat will continue to examine measures for improving its user friendliness and functionality in project planning and implementation.

■ Business Continuity and IT

The Secretariat always explores business continuity measures to ensure that its critical functions can be performed and communication among Secretariat staff, member countries, participants, and other stakeholders is not disrupted even in emergencies. Furthermore, protection of the valuable data and information resources of the organization is a priority for the sustainability of APO activities.

To strengthen the sustainability and management of the IT network of the Secretariat, in August 2012 servers were relocated to a secure, off-site Internet data center managed and operated by Fujitsu FIP Corporation. Under this new framework,

a professional team of IT experts monitors the APO servers on a daily basis. This minimizes possible risks to the organization's information resources, especially in case of emergency. In addition, a virtual private network mechanism was also introduced, allowing staff better connectivity and access to the Secretariat's network from out-of-office locations.

Furthermore, as part of increasing efficiency and effectiveness of the work of the Secretariat benefiting from the relocation of its office, options for various IT technologies and tools such as multifunctional copiers and printers, wireless network devices, and telecommunication equipment such as videoconferencing mechanisms were also reviewed. The functionality and usability of these facilities were carefully assessed in terms of current and immediate-term needs of the work of the Secretariat. The installation of improved facilities and equipment in the new office reflects the outcome of that review and is expected to enhance the operational as well as communication capabilities of the Secretariat.

■ APO e-Learning Activities

In 2004, the APO began integrating e-learning sessions into its regular projects to reach a large pool of productivity practitioners in a cost-effective manner. The APO has expanded its efforts to utilize this method since then, and starting from 2007, the emphasis on e-learning has 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, NPOs, 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 enroll directly or through their NPOs. The web-based courses can accommodate 40 to 50 online students at any time. In 2010, the Secretariat initiated intensive discussions to evolve more structured self-learning e-courses including monitoring of participants, examination, and certification. The first such course was launched from 1 July to 31 October 2011. A total of 2,703 participants from 70 countries registered, of whom 2,605 came from APO members and 98 from nonmembers (51 countries). A total of 1,509 participants took the exam, and 1,014 passed.

Videoconference-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 the Global Distance Learning Network (GDLN), 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 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 2012, the APO organized four videoconference-based e-learning courses on Green Productivity and Material Flow Cost



Green Productivity and Material Flow Cost Accounting

Accounting, Customer Relationship Management for SMEs, Lean Production Systems, and Food Safety and Traceability catering to more than 1,100 participants from member countries.

APO Honorary Fellows

The APO Honorary Fellow Award 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 2012 conferee was former APO Director and NPO Head for Republic of Korea Dr. Dong Kyu Choi (December 2008–December 2011).

International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific

The APO held an international conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific in Taipei, 9–10 August, as part of its 50th anniversary celebration to review productivity trends in its members and the Asia-Pacific region and assess the status and contributions of activities in selected key areas; share the visions of leaders and eminent representatives of government and NGOs, industry, and academia on the opportunities and future sources of productivity growth for the sustainable, inclusive development of the region; and develop a regional platform for energizing the productivity movement. The event was organized in collaboration with the CPC and with support from the Ministry of Foreign Affairs and Ministry of Economic Affairs, ROC. One hundred fifty participants attended the conference including 49 national and international experts.

Program coverage: Agricultural productivity and sustainability; Climate change and food supply; Biotechnology and bioengineering; Green energy for the future; Rural community development; Social



International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific. Photo courtesy of CPC

enterprises and rural innovations; GP and economic development; SME competitiveness in a globalized economy; Information and communication technology; Entrepreneurship development; Demographics and productivity; Aging society; Healthcare; and Public-sector productivity.

Public Promotional Activities

APO Photo Contest 2012

A photo contest with the theme Productivity and Sustainable Development was organized in 2012 to encourage people to view the world around them with an appreciation for efforts to enhance productivity. The contest was open to all nationals of APO member countries, and more than 700 photographs were submitted. The 10 winners were decided by a panel of four judges on 18 May. The panel comprised two professional photographers, Yukako Hiramatsu and Gaku Yamaya; Ambassador Extraordinary and Plenipotentiary H.E. Datuk Shaharuddin Md. Som of the Embassy of Malaysia in Japan; Counselor (Commercial and Economic) Erdenetsogt Sarantogos of the Embassy of Mongolia in Japan; and APO Secretary-General

Ryuichiro Yamazaki. The winning entries were featured on the APO website. They will also be used in APO promotional activities. Cash prizes and certificates were awarded to 10 photographers from three countries. The grand prize went to Minh Vu Tuan of Vietnam.

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 2012, the Global Festa was held 6–7 October. In addition to displaying information on APO activities, samples of publications were also available to the public.

Productivity Promotion Materials

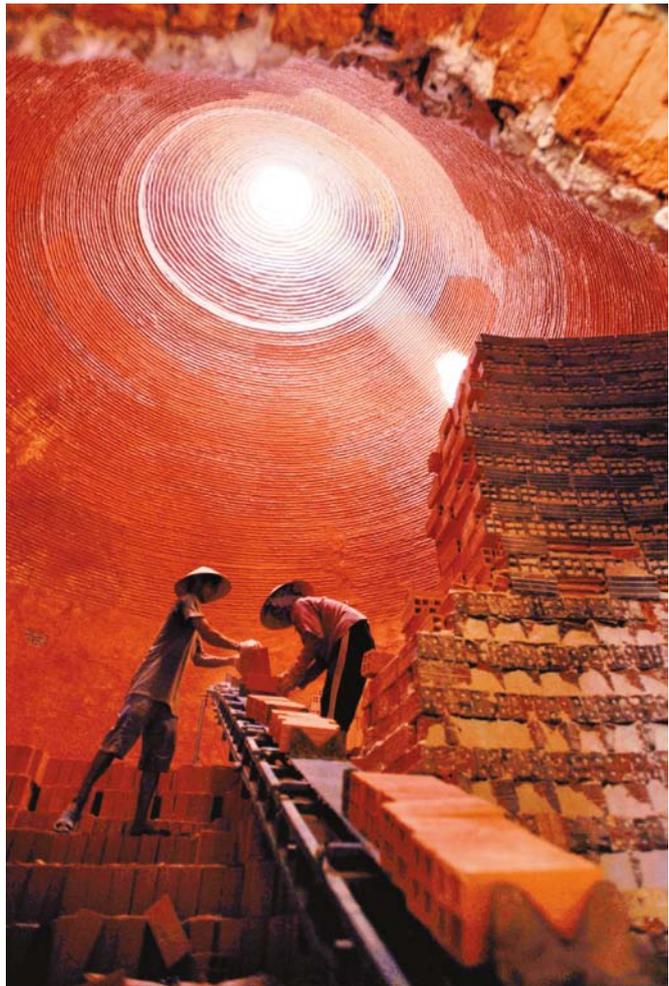
In an effort to promote the productivity concept, the APO produces a wide range of promotional materials and distributes them to NPOs and others so that the message can be conveyed to member countries and beyond. In 2012, the APO produced a calendar featuring selected photos from the APO Photo Contest which was distributed to NPOs, other international organizations, educational institutions, NGOs, and government agencies. A file folder featuring the APO logo was also designed and given out at the Global Festa. In line with the APO's environmental focus, it was made from recycled polypropylene.

APO PHOTO CONTEST 2012



Silver Prize (Agriculture Category)

"Life on the Sea Coast" by Nguyen Tam Hao (Vietnam)



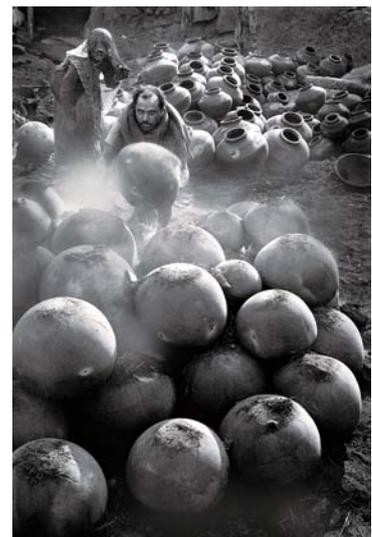
Grand Prize and Gold Prize (Industry Category)

"In the Brick Kiln" by Minh Vu Tuan (Vietnam)



Silver Prize (Industry Category)

"Clean Power" by Liem Do Hieu (Vietnam)



Bronze Prize (Agriculture Category)

"Earthen Pot Makers" by Vivarta Lokre (India)



Bronze Prize (Industry Category)

"Women at Work" by Joydeep Mukherjee (India)



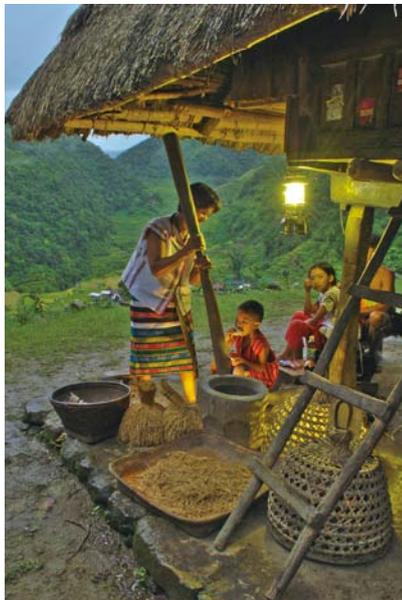
Merit Prize

"Drying Shrimp" by Ly Thi Kieu Loan (Vietnam)



Merit Prize

"Production of Paper Fans" by Thach Hoang Ngoc (Vietnam)



Merit Prize

"Igorot Family Rice Harvest" by Jaime Singlador (Philippines)



Merit Prize

"Dried Fish" by Ngo Quang Phuc (Vietnam)



Merit Prize

"Going Home" by Tran Anh Khoi (Vietnam)

INTERNATIONAL COOPERATION

In an increasingly interconnected world, the APO recognizes the importance of maintaining ties with other international organizations, national agencies, and relevant 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.

■ **Observational Study Mission on Advanced Agricultural Production Systems to Achieve Higher Productivity from Myanmar to Japan**

High productivity and good-quality rice production can be achieved with the use of advanced agronomic technologies and farm machinery, and with the support of infrastructure, R&D, and organizational systems. However, many developing countries face difficulties in establishing such production systems due to the lack of technology, human resources, and infrastructure.

Using a special cash grant from the Japanese Ministry of Foreign Affairs aimed at building capacity in the agricultural sector in the Republic

of the Union of Myanmar, the APO organized an observational study mission, 27 February–1 March, in Japan to provide opportunities for a delegation from Myanmar to study advanced rice production technology and practices in Japan and to learn key factors enabling greater productivity in growing high-quality rice so that they could devise a long-term strategy to improve rice production systems in their country. Five officers from the Myanmar Ministry of Agriculture and Irrigation participated in this study mission.

Program coverage: Rice breeding in Japan; Rice production systems in Japan; and Japanese agricultural policies and systems to support rice production. Visits were hosted by the National Institute for Rural Engineering; the agricultural machinery factory of Kubota Co., Ltd. in Tsukuba; JA Hokusai to observe a rice drying and storage facility; and the rice-milling factory of Toyo Rice Co., Ltd.

■ **Joint Projects**

The APO collaborated with four organizations for seven projects in 2012. For details, please refer to page 67.

■ **Services of Experts Received**

Two experts from two organizations were assigned in 2012. For details, please refer to page 67.

■ **Guest Observers Received**

Nine observers from four organizations attended the 54th Session of the Governing Body and four observers from three organizations attended the

53rd Workshop Meeting of Heads of NPOs. For details, please refer to page 67.

■ **Participants from Nonmember Countries**

Seven participants from seven countries and six observers from two countries attended two APO

projects. For details, please refer to page 67.

■ **Meetings Attended**

APO Secretariat staff attended 19 international meetings. For details, please refer to page 68.

INTERNATIONAL COOPERATION

2012 APO PROJECT SUMMARY

In 2012, the APO conducted various projects covering a multitude of areas. Projects totaled 136 (129 projects had been completed and seven were in progress at the time of writing), with 2,716 participants. A total of 459 experts (among whom 435 had completed their assignments in 2012 and 24 were involved in ongoing projects) facilitated these projects, assisted by 44 national coordinators who focused on the e-learning projects. The APO also extended its outreach to 5,614 attendees through projects open to the public.

INDUSTRY & SERVICE SECTORS

SOCIOECONOMIC PROGRESS

Project title	Venue	Date/status	Participants	Experts assigned by		
				APO	NPO	Others
Study Meeting on Ecocities	Japan	4–7 Dec	15	1	8	0
APO Productivity Database (2012)	APO Secretariat	Completed	—	1	0	0
Data Maintenance and Updating of the APO Asian Quarterly Growth Map	APO Secretariat	Completed	—	1	0	0
APO Productivity Databook (2012 edition)	APO Secretariat	Completed	—	18	0	0
APO Productivity Database (2013)	APO Secretariat	In progress	—	1	0	0
Data Maintenance and Updating of the APO Asian Quarterly Growth Map (2013)	APO Secretariat	In progress	—	1	0	0
APO Productivity Databook (2013 edition)	APO Secretariat	In progress	—	17	0	0

STRENGTHENING OF SMEs

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Multicountry Observational Study Mission on SME Development	Japan	6–10 Feb	12	1	3	0
Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	ROK	12–15 June	17	3	1	0
e-Learning Course on Customer Relationship Management for SMEs (Session 1)	Bangladesh, IR Iran, Mongolia, Nepal, Sri Lanka	2–5 July	102	2	0	0
e-Learning Course on Customer Relationship Management for SMEs (Session 2)	Cambodia, Fiji, Indonesia, Lao PDR, Singapore	30 July–2 Aug	99			
Study Meeting on Talent Management for Globalizing SMEs	Thailand	10–13 Sept	15	1	0	0
Workshop on SME Best Practices in the Service Sector	Japan	2–5 Oct	17	0	4	0

INDUSTRY & SERVICE SECTORS

KNOWLEDGE MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on Knowledge Management for the Service Sector	ROK	11–14 Sept	21	3	1	0
Study Meeting on Knowledge Management for SME Leaders	ROC	11–14 Dec	12	2	3	0

GENERAL MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	Japan	13–15 Feb	37	7	0	0
Study Meeting on Performance Management for the Public Sector	Indonesia	4–7 Sept	19	3	0	0

TOTAL QUALITY MANAGEMENT

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on Total Productive Maintenance for Industry	Bangladesh	8–12 Apr	25	2	1	0
National Training Program on Total Productive Maintenance	Pakistan	29–31 Aug	28	1	1	0
National Training Program on Total Productive Maintenance	India	3–5 Sept	29	1	1	0
National Training Program on Total Productive Maintenance	Vietnam	1–5 Oct	133	1	0	0
Workshop on Public-sector Productivity	Indonesia	2–6 July	23	4	0	0
Training Course on ISO 9001: Quality Management Systems	Fiji	16–20 July	27	2	0	0
e-Learning Course on Lean Production Systems (Session 1)	Fiji, Malaysia, Pakistan, Philippines, Singapore, Thailand	23–26 July	129	2	0	0
e-Learning Course on Lean Production Systems (Session 2)	Cambodia, IR Iran, Lao PDR, Mongolia, Sri Lanka, Vietnam	13–16 Aug	135			
Training Course on Lean Production Systems	Japan	5–16 Nov	18	0	4	0
Training Course on Management Consultancy for SMEs	Japan	3–14 Sept	16	1	6	0
Training of Trainers in Total Quality Management	Malaysia	10–14 Sept	26	2	3	0
Training Course for Business Excellence Practitioners	Singapore	19–23 Nov	17	2	1	0

INDUSTRY & SERVICE SECTORS

TECHNOLOGY, IT & INNOVATION

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on the Information Security Management System: ISO 27000 for SMEs	ROK	15–18 May	18	2	0	0
Study Meeting on Innovation in the Service Sector—Specific Subsector (Retail and Food Services)	Singapore	24–26 July	16	1	0	0
Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	APO Secretariat	In progress	—	5	0	0

INTERFACE SECTOR

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants	Experts assigned by		
				APO	NPO	Others
Development of APO Eco-products Database	APO Secretariat	Completed	—	1	0	0
Establishment of APO Eco-products Database	APO Secretariat	In progress	—	1	0	0
Capacity-building Workshop on Type I Ecolabeling: ISO 14024	Thailand	5–7 Mar	12	1	8	0
Workshop on the Eco-products Database	ROC	17–21 Dec	23	3	3	0
10th Green Productivity Advisory Committee Meeting	Japan	24 Feb	—	2	0	0
e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)	Bangladesh, India, Indonesia, Nepal, Pakistan	23–26 Apr	117	4	0	0
e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)	IR Iran, Malaysia, Philippines, Thailand, Vietnam	28–31 May	108			
Training of Trainers in Green Productivity	Malaysia	14 May–8 June	23	4	7	0
Advanced Training Course on the Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	Thailand	11–15 June	25	3	1	0
Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)	Japan	24–27 July	18	0	3	0
Training Course on Green Productivity and the Innovative Environment Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011)	ROC	20–24 Aug	22	4	0	0
Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	ROC	1–5 Oct	24	2	4	0
Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	Malaysia	10–12 Oct	24	3	10	0

INTEGRATED COMMUNITY DEVELOPMENT

Project title	Venue	Date/status	Participants	Experts assigned by		
				APO	NPO	Others
Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	Thailand	16–20 Jan	21	3	4	0
National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	Nepal	1–3 Oct	89	1	11	0
Training Course on Value Addition to Items Produced under the OVOP Movement	Cambodia	19–24 Nov	22	2	1	0
Training Course on Development, Promotion, and Marketing of Agrotourism Products	Malaysia	10–16 Dec	19	4	2	0

INTERFACE SECTOR

DEVELOPMENT OF NPOs

Project title	Venue	Date/status	Participants	Experts assigned by		
				APO	NPO	Others
Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	Philippines	11 June–6 July	22	2	10	0
Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	Malaysia	1–19 Oct	21	2	8	0
Member Country Support Program (Year 2): Final Evaluation Visit to Malaysia/Mongolia	Malaysia and Mongolia	Completed	—	5	0	0
Member Country Support Program (1st year of a two-year project cycle)	India	In progress	—	4	0	0
Institutional Strengthening of NPOs through the Development of Productivity Practitioners: Capacity Building for the Enterprise Innovation Intervention Program: DON Implementation for Malaysia	Malaysia	9–20 Jan	18	3	0	0
Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Program): DON Implementation for Sri Lanka	Sri Lanka	23 Jan–4 Feb	35	3	0	0
Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	Thailand	(Phase 1) 22–28 Mar/ (Phase 2) 20–26 Apr, 26 June	25	1	4	0
Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR	Lao PDR	17–28 Sept	22	5	0	0
Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	Fiji	24 Sept–6 Oct	28	2	5	0
Development of the Center of Excellence: Singapore Quality Awards for the Business Excellence Program	Singapore	2–13 July	—	2	0	0
Development of the Center of Excellence: Business Excellence in Malaysia	Malaysia	16–19 Oct	—	1	0	0
Development of the Center of Excellence: Institutionalizing a Public-sector Benchmarking Program Using the Business Excellence Framework	Philippines	12–16 Nov	—	1	0	0
Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO Secretariat	3–4 Dec	—	8	0	0
Development of the Center of Excellence: Fiji Business Excellence Award Assessors Development Project	Fiji	17–21 Dec	—	1	0	0

AGRICULTURE SECTOR

AGRICULTURAL MARKETING AND PROCESSING

Project title	Venue	Date/status	Participants	Experts assigned by		
				APO	NPO	Others
Demonstration Company Project on Modern Food Safety Management Systems	Cambodia	Completed	112	1	0	0
Demonstration Company Project on Modern Food Safety Management Systems: Phase II-1	Cambodia	In progress	25	1	0	0
National Conference on GMP and Special Training Course on GMP	Lao PDR	16–19 Oct	145	2	0	0
Training Course on Logistics Management in Agribusiness	IR Iran	28 Jan–3 Feb	18	2	2	0
National Follow-up Workshop on Food Safety: Risk Management of Microorganisms Causing Foodborne Illness	Thailand	3–5 Apr	16	1	0	0
Training Course on Entrepreneurship Development for Rural Women	Indonesia	21–27 May	25	3	2	0
Training Course on Value Addition to Agricultural Products for Greater Access to New Markets	Philippines	9–14 July	21	2	2	0
Workshop on Packaging and Labeling Standards for Food Products	Singapore	17–20 Sept	18	3	1	0
Workshop on Value Chain Management in Agribusiness	Indonesia	29 Oct–2 Nov	21	3	2	0
Workshop on Innovation in the Food and Agribusiness Industry	Indonesia	5–9 Nov	20	2	0	0
e-Learning Course on Food Safety and Traceability (Session 1)	Cambodia, Fiji, Mongolia, Philippines, Thailand, Vietnam	6–8 Nov	144	4	0	0
e-Learning Course on Food Safety and Traceability (Session 2)	Bangladesh, India, IR Iran, Nepal, Pakistan, Sri Lanka	11–13 Dec	169			
Workshop on Greening the Supply Chain for Processed Food Products	ROK	12–16 Nov	18	2	1	0
Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	Japan	12–17 Nov	19	5	0	0

SUSTAINABLE DEVELOPMENT IN AGRICULTURE

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Workshop on Controlled-environment Agriculture	Japan	19–23 Mar	18	7	0	0
Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	Japan	26–30 Mar	20	7	0	0
Training Course on Organic Product Certification and Auditing	Sri Lanka	18–23 June	23	2	3	0
Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	ROC	3–7 Sept	23	2	3	0
Workshop on Agricultural Adaptations to Climate Change	Thailand	19–23 Nov	29	4	1	4

INDIVIDUAL-COUNTRY PROGRAMS

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

Subject	Deputing country	Venue	Date	Participants	Experts assigned by		
					APO	NPO	Others
Business Excellence	Philippines	Malaysia	27–29 Mar	12	0	0	0
National Productivity Strategy and Practice of Service Industry and SME Support	ROK	Japan	26–29 June	4	0	0	0
Best Practice Regulation in the Republic of Korea	Malaysia	ROK	2–6 July	10	0	0	0
Productivity Promotion Strategies and Experiences	Fiji	Malaysia, Singapore	30 July–3 Aug	9	0	0	0
Social Responsibility and Sustainable Development	Malaysia	ROC	8–13 Aug	4	0	0	0
Implementation of Business Excellence (Thailand Quality Awards) in Various Economic Sectors	Pakistan	Thailand	14–17 Aug	6	0	0	0
Mutual SME Cooperation between the Republic of Korea and the Republic of China for Mutual Economic and Productivity Enhancement	ROK	ROC	10–14 Sept	21	0	0	0
Information Management for Increasing the Productivity of Marketing and Processing of Agriculture Products	Indonesia	Japan	11–13 Sept	12	4	0	0
Productivity, Quality, and Innovation	Vietnam	ROK	10–13 Dec	7	0	0	0

DEVELOPMENT OF DEMONSTRATION COMPANIES

Subject	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Development of Demonstration Companies: Productivity Improvement Including Quality and Food Safety Management Systems in Public-sector Company	India	8–19 Mar	—	1	0	0
Development of Demonstration Companies: Productivity Improvement in Public-sector Organizations	Sri Lanka	2–6 Jan, 18–29 June	—	1	0	0
Development of Demonstration Companies: Green Productivity for Enhancing Competitiveness	ROC	In Progress	—	1	0	0
Development of Demonstration Companies: Productivity Improvement and Modernization of the Food-processing and Sugar Industry (1st visit)	IR Iran	In Progress	—	1	0	0

INDIVIDUAL-COUNTRY PROGRAM

PARTICIPATION UNDER BCBN PROJECTS

Subject	Deputing country	Venue	Date	Participants
SME Development in Malaysia and Japan	Singapore	Malaysia, Japan	28 May–1 June	3
SME Development and National Customer Satisfaction Index (NCSI) in Singapore and the Republic of Korea	Vietnam	Singapore, ROK	16–20 July	3
Promotion of the National Productivity Movement in Thailand	Lao PDR	Thailand	16–17 Aug	2
Improvement of Operational Procedures in Fiji and Singapore	Pakistan	Fiji, Singapore	23–28 Aug	3
Upgrading the Capacity of National Productivity Organizations	Sri Lanka	Philippines	10–12 Oct	3
Benchmarking the Initiatives of Innovation and Competitiveness	Malaysia	ROK, ROC	5–9 Nov	4

EVALUATION OF APO PROJECTS

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Impact Evaluation Study	Member countries	23 May–28 Sept	—			
First On-site Assessment and Face-to-Face Interviews under the Impact Evaluation Study	Cambodia, Lao PDR, Thailand	27 Aug–1 Sept	—	1	0	0

INFORMATION PROGRAM

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	Republic of China	9–10 Aug	150 (attendees)	50	0	0

INTERNATIONAL COOPERATION

Project title	Venue	Date	Participants	Experts assigned by		
				APO	NPO	Others
Observational Study Mission on Advanced Agricultural Production Systems to Achieve Higher Productivity	Japan	27 Feb– 1 Mar	5	2	0	0

JOINT PROJECTS

Project	Collaborating organization
Capacity-building Workshop on Type I Ecolabeling	United Nations Environment Programme
Training Course on Development, Promotion, and Marketing of Agrotourism Products	Colombo Plan Secretariat
Training Course on Entrepreneurship Development for Rural Women	Colombo Plan Secretariat
Training Course on Value Addition to Agricultural Products for Greater Access to New Markets	Colombo Plan Secretariat
Workshop on Agricultural Adaptations to Climate Change	Asian Development Bank Institute
Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	Green Purchasing Network of Malaysia
Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	Colombo Plan Secretariat
Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	United Nations Framework Convention on Climate Change

SERVICES OF EXPERTS RECEIVED

Project	Collaborating organization
Workshop on Agricultural Adaptations to Climate Change	International Water Management Institute
Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)	United Nations Centre for Regional Development

GUEST OBSERVERS RECEIVED

Project	Organization/number of observers
54th Session of the Governing Body	Colombo Plan Secretariat/1
	Pan African Productivity Association/3
	Singapore Productivity Association/4
	Ministry of Science, Industry and Technology of Turkey/1
53rd Workshop Meeting of Heads of NPOs	Southeast Asian Regional Center for Graduate Study and Research in Agriculture/1
	Botswana National Productivity Centre/2
	Royal Thai Embassy/1

PARTICIPANTS FROM NONMEMBER COUNTRIES

Project	Participating nonmember country/number of participants
Observational Study Mission on Advanced Agricultural Production Systems to Achieve Higher Productivity	Myanmar/5
Workshop on Agricultural Adaptations to Climate Change	Myanmar/1
	PR China/1
Multicountry Observational Study Mission on SME Development	Myanmar/4 (observer)
Training Course on Lean Production Systems	Zambia/2 (observer)

INTERNATIONAL COOPERATION

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

Host organization	Title of meeting	Venue	Date	Staff members involved
United Nations Industrial Development Organization	Banana Textile Seminar	Japan	20 Jan	Joselito C. Bernardo (Mr.)
International Center for Environmental Technology Transfer	Low Carbon and Energy Efficient Technology in Indian Industry	Japan	28 Feb	K.D. Bhardwaj (Mr.)
World Bank	Post Durban Outlook for Climate Change: Policies & Finance	Japan	2 Mar	K.D. Bhardwaj (Mr.)
Nihon Noritsu Kyokai & others	37th International Food and Beverage Exhibition, FOODEX 2012	Japan	7 Mar	Joselito C. Bernardo (Mr.)
Nihon Noritsu Kyokai & others	37th International Food and Beverage Exhibition, FOODEX 2012	Japan	9 Mar	Muhammad Saeed (Dr.) Yoshihide Endo (Mr.)
Embassy of Bangladesh in Japan	Reception on the 41st Anniversary of the Independence of Bangladesh and 40th Anniversary of Japan-Bangladesh Diplomatic Relations	Japan	28 Mar	Masaya Amau (Mr.)
United Nations University	East Asia Low Carbon Growth Partnership Dialogue "Low Carbon Development Strategies" and "The Bilateral Offset Credit Mechanism"	Japan	14 Apr	K.D. Bhardwaj (Mr.)
Special Project on Eco-innovation and Eco-business for Sustainable Development	24th Meeting of the Special Project on Eco-innovation and Eco-business for Sustainable Development (SPEED) with the theme "Rio+20 and Green Economy"	Japan	29–30 June	Setsuko Miyakawa (Ms.)
Japan Productivity Center	57th Karuizawa Top Management Forum	Japan	11–13 July	Ryuichiro Yamazaki (Mr.) Yoshikazu Kihira (Mr.)
Government of the ROC/ China Productivity Center	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	ROC	9–10 Aug	Ryuichiro Yamazaki (Mr.)
United Nations Industrial Development Organization	Partner for Prosperity	Japan	28 Aug	K.D. Bhardwaj (Mr.) Martini Abdul Aziz (Ms.)
Green Trade Project Office, Ministry of Economic Affairs, ROC	International Conference on the Statistics & Approaches to Promoting an International Green Society	ROC	5 Sept	Setsuko Miyakawa (Ms.)
Colombo Plan	Colombo Plan Consultative Committee Meeting	Indonesia	11 Oct	Ryuichiro Yamazaki (Mr.) Yumiko Yamashita (Ms.)
Asian Development Bank Institute	Asia-LAC High Level Economic Policy Forum—Asia-Latin America: New Engines of Growth of the Global Economy?	Japan	13 Oct	Martini Abdul Aziz (Ms.)
Asian Development Bank Institute	Beyond Nimbyism: Towards Integrated Reforms for Financing Green Growth	Japan	13 Oct	K.D. Bhardwaj (Mr.) Martini Abdul Aziz (Ms.)
Malaysia Productivity Corporation	International Convention on Quality Control Circles (ICQCC)	Malaysia	14 Oct	Kritchai Anakamane (Mr.)
World Economic Forum	Summit of the Global Agenda 2012	UAE	12–14 Nov	Setsuko Miyakawa (Ms.)
Honda Foundation	Honda Award 2012	Japan	19 Nov	Yasuko Asano (Ms.)
Tamagawa University	Special Lecture on the Green Economy in the Region for Students of Tamagawa University	Japan	27 Nov	Setsuko Miyakawa (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 Consultant, MPC	1. Training of Trainers in Total Quality Management	NPO
		2. Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	APO
Bayarmaa Baatarsuren (Ms.) Mongolia	Statistician, Macroeconomic Statistics Department, National Statistical Office of Mongolia	APO Productivity Databook (2012 edition)	APO
Brian Marson (Dr.) Canada		Workshop on Public-sector Productivity	APO
Cheong Seng Meng (Mr.) Singapore	Senior Principal Corporate Development Manager, Housing & Development Board	Study Meeting on Performance Management for the Public Sector	APO
Chettra Keo (Mr.) Cambodia	Deputy Director of General Statistics Department, National Institute of Statistics, Ministry of Planning	APO Productivity Databook (2012 edition)	APO
Chua Geok Boon (Mr.) Malaysia	Lead Auditor/Senior Trainer/Senior Consultant, Independent European Certification (M) Sdn. Bhd.	Training Course on the ISO 9001 Quality Management Systems	APO
Duggirala Sathya Prakash (Mr.) India	Manager, Business Development, Det Norske Veritas AS	Training Course on the Information Security Management System: ISO 27000 for SMEs	APO
Elena Avedillo-Cruz (Ms.) Philippines		Training Course on Knowledge Management for the Service Sector	APO
Estela T. De Guzman (Ms.) Philippines	Director, Industry and Trade Statistics Department, National Statistics Office	APO Productivity Databook (2012 edition)	APO
Geonwoo Lee (Dr.) ROK	Research Fellow, Korea Institute for Industrial Economics and Trade	APO Productivity Databook (2012 edition)	APO
George Wong (Mr.) Singapore	Managing Director, Principal Consultant, Hoclink Systems & Services Pte. Ltd.	Training of Trainers in Total Quality Management	APO
Giok Pien Chua (Mr.) Singapore	Director of Business Excellence, Oxbridge Consulting International PL	Training Course on the ISO 9001 Quality Management Systems	APO
Graham Giannini (Mr.) Australia	Director of Operations, Asia Pacific, Computershare Limited	Training Course for Business Excellence Practitioners	APO
Gregor Grandl (Mr.) Germany	Principal, Porsche Consulting GmbH	Training Course for Business Excellence Practitioners	APO
Hideki Kawase (Mr.) Japan	President, Sankyo Kogyo Co., Ltd.	Training Course on Lean Production Systems	NPO
Hiroshi Ishikawa (Mr.) Japan	President, SmartVision Inc.	Study Meeting on Talent Management for Globalizing SMEs	APO
Hiroshi Kozakai (Mr.) Japan	Manager, Mirai Industry Co., Ltd.	Multicountry Observational Study Mission on SME Development	NPO
Hiroshi Morita (Mr.) Japan	General Manager for Specialist Duty, Smart Grid Project, Meidensha Corporation	Study Meeting on Ecocities	NPO
Hiroyoshi Kanai (Mr.) Japan	Managing Director, Chief Corporate Social Responsibility Officer, Gunze Ltd.	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Hock Wong (Mr.) Singapore	Managing Director and Principal Consultant, Hoclink Systems and Services Pte. Ltd.	Study Meeting on Innovation in the Service Sector—Specific Subsector (Retail and Food Services)	APO
Ijaz Ul Hasan (Mr.) Pakistan	Management Associate, NPO Pakistan	National Training Program on Total Productive Maintenance	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Jen-Shyang Chen (Dr.) ROC	Associate Professor, Department of Business Administration, Ming Chuan University	Study Meeting on Knowledge Management for SME Leaders	NPO
Jia-yuan Mei (Ms.) ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan	APO Productivity Databook (2012 edition)	APO
Jiunn-Shiow Lin (Mr.) ROC	Section Chief, Knowledge Services Division, Industrial Development Bureau, Ministry of Economic Affairs	Study Meeting on Knowledge Management for SME Leaders	NPO
Junji Takahashi (Mr.) Japan	Counsellor, International Cooperation Department, JPC	Training Course on Management Consultancy for SMEs	NPO
Junko Fukasawa (Ms.) Japan	Senior Managing Director, Human Resources Division, Public Relations Department, Advertising Department, Social Contribution Department, Pasona Group Inc.	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Ju-Young Park (Dr.) ROK	Dean, Graduate School of Small Business, Department of Small Business and Entrepreneurship, College of Business Administration, Soongsil University	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	NPO
Kanichi Moriyama (Mr.) Japan	Counsellor, International Cooperation Department, JPC	1. Multicountry Observational Study Mission on SME Development 2. Training Course on Lean Production Systems	NPO
Katsuhiko Takahashi (Prof.) Japan	Professor of Production Systems Engineering, Division of Electrical, Systems and Mathematical Engineering, Faculty of Engineering, Hiroshima University	e-Learning Course on Lean Production Systems (Sessions 1 and 2)	APO
Katsuhiro Yuasa (Mr.) Japan	Deputy Director, Service Productivity Innovation Center, JPC	Workshop on SME Best Practices in the Service Sector	NPO
Kazuteru Chinone (Mr.) Japan	Representative, Productivity Management Office	1. National Training Program on Total Productive Maintenance 2. Training Course on Total Productive Maintenance for Industry	APO
Keishi Ikeuchi (Mr.) Japan	President, Ikeuchi Towel Co., Ltd.	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Kenji Nishida (Mr.) Japan	Counsellor, International Cooperation Department, JPC	Training Course on Management Consultancy for SMEs	NPO
Khor Chai Tian (Dr.) Malaysia	Executive Director-cum-Principal Consultant, TK Khor & Associates Sdn. Bhd.	Multicountry Observational Study Mission on SME Development	APO
Kimie Iwata (Ms.) Japan	Executive Vice President, Representative Director, Shiseido Co., Ltd.	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Kinya Tamaki (Prof.) Japan	School of Business Administration, Aoyama Gakuin University	e-Learning Course on Lean Production Systems (Sessions 1 and 2)	APO
Kiran Teegala (Mr.) India	CEO, Core Software Pvt. Ltd.	e-Learning Course on Customer Relationship Management for SMEs (Sessions 1 and 2)	APO
Koji Nomura (Dr.) Japan	Associate Professor, Keio Economic Observatory, Keio University	1. APO Productivity Database 2. APO Productivity Databook (2012 edition) 3. Data Maintenance and Updating of the APO Asian Quarterly Growth Map	APO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Latchumy Praba (Ms.) Malaysia	Senior Consultant, MPC	Training of Trainers in Total Quality Management	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 for Industry	NPO
Magdalena L. Mendoza (Ms.) Philippines	Senior Vice-President, DAP	1. Workshop on Public-sector Productivity 2. Study Meeting on Performance Management for the Public Sector	APO
Makoto Kobayashi (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Management Consultancy for SMEs	NPO
Masato Nobutoki (Mr.) Japan	Executive Director for Future City Promotion, Climate Change Policy Headquarters, City of Yokohama	Study Meeting on Ecocities	NPO
Matao Ishii (Mr.) Japan	Representative, Shonan Institute of Management	1. Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs 2. Workshop on SME Best Practices in the Service Sector	APO NPO
Michinori Kutami (Dr.) Japan	Principal Technologist, Corporate Environmental Strategy Unit, Fujitsu Limited	Study Meeting on Ecocities	NPO
Mohammad Ballal Hossain (Mr.) Bangladesh	Joint Director, Statistics Department, Bangladesh Bank, Head Office	APO Productivity Databook (2012 edition)	APO
Motokazu Kanokogi (Mr.) Japan	Representative, Kaizen LLC	Training Course on Lean Production Systems	NPO
Naofumi Takemoto (Mr.) Japan	CEO, Starway Co., Ltd.	Workshop on SME Best Practices in the Service Sector	NPO
Naoyuki Yanagimoto (Mr.) Japan	Head, Japan Quality Award Promotion Center, JPC	Workshop on SME Best Practices in the Service Sector	NPO
Navilini Singh (Ms.) Fiji	Statistician, Economics Statistics Division, Fiji Islands Bureau of Statistics	APO Productivity Databook (2012 edition)	APO
Nguyen Thi Viet Hong (Ms.) Vietnam	Head of Statistics and Informatics Section, Institute of Statistical Science, General Statistics Office	APO Productivity Databook (2012 edition)	APO
Nobuhiko Kawasaki (Mr.) Japan	Executive Management Consultant, JPC	Training Course on Management Consultancy for SMEs	NPO
Nobuo Shiga (Mr.) Japan	Chief Engineer, Power System R&D Laboratories, Sumitomo Electric Industries, Ltd.	Study Meeting on Ecocities	NPO
Nora Abd. Manaf (Ms.) Malaysia	Senior Executive Vice President, Head, Group Human Capital, Malaysian Banking Berhad (Maybank)	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Ong Tee Gee (Mr.) Malaysia	Zamria Sdn. Bhd.	Training of Trainers in Total Quality Management	NPO
Pasu Decharin (Dr.) Thailand	Dean, Faculty of Commerce and Accountancy, Chulalongkorn University	Training Course on Management Consultancy for SMEs	APO
Phousavanh Chanthasombath (Mr.) Lao PDR	Economist, Lao Department of Statistics, Ministry of Planning and Investment	APO Productivity Databook (2012 edition)	APO
Ping-Jung Hsieh (Dr.) ROC	Dean, Graduate Institute of Human Resources and Knowledge Management, National Kaoshiung Normal University	Study Meeting on Knowledge Management for SME Leaders	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Praba Nair (Mr.) Singapore	Director, KDiAsia	Training Course on Knowledge Management for the Service Sector	APO
Rajesh Dhital (Mr.) Nepal	Statistical Officer, Central Bureau of Statistics	APO Productivity Databook (2012 edition)	APO
Razaman Bin Ridzuan (Mr.) Malaysia	Statistician, National Accounts Statistics Division, Department of Statistics, Malaysia	APO Productivity Databook (2012 edition)	APO
Richard Clarke (Mr.) Canada	Director, Transformation, Innovation and Excellence, Modernization Division, HR Ontario, Ministry of Government Services, Government of Ontario	Workshop on Public-sector Productivity	APO
Richard Reed (Dr.) Australia	Professor of Property and Real Estate, Faculty of Business and Law, Deakin University	Study Meeting on Ecocities	APO
Ronald Young (Mr.) UK	CEO, Knowledge Associates Cambridge Ltd.	1. Study Meeting on Knowledge Management for SME Leaders 2. Training Course on Knowledge Management for the Service Sector	APO
Ryou Kajita (Mr.) Japan	Senior Management Consultant, JPC	1. Training Course on Management Consultancy for SMEs 2. Training Course on Lean Production Systems	NPO
S.K. Chakravorty (Dr.) India	Deputy Director General, NPC	National Training Program on Total Productive Maintenance	NPO
Sayed Hamid Khodadad Hosseini (Dr.) IR Iran	Head, Faculty of Management and Business/Head, Entrepreneurship Center, Tarbiat Modares University	APO Productivity Databook (2012 edition)	APO
Serafin D. Talisayon (Dr.) Philippines	Director for R&D, CCLFI Philippines/ Professor, Knowledge Management, Technology Management Center, University of the Philippines	Study Meeting on Knowledge Management for SME Leaders	APO
Shahid Mahmood Butt (Mr.) Pakistan	Director, National Accounts, Statistics Division, Federal Bureau of Statistics	APO Productivity Databook (2012 edition)	APO
Shailja Sharma (Dr.) India	Deputy Director General, National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation	APO Productivity Databook (2012 edition)	APO
Shin Kim (Dr.) ROK	Research Fellow and Director, Office of International Cooperation, Korea Institute of Public Administration	1. Study Meeting on Performance Management for the Public Sector Workshop on Public-sector Productivity 2. Training Course on Knowledge Management for the Service Sector	APO NPO
Songkran Suebvisai (Mr.) Thailand	Consultant/Chairman, Thai TPM Association	1. National Training Program on Total Productive Maintenance (Pakistan and Vietnam) 2. Training Course on Total Productive Maintenance for Industry	APO
Sudarsana Kumar Alaparti (Mr.) India		e-Learning Course on Customer Relationship Management for SMEs (Sessions 1 and 2)	APO
Sunil Sahadevan (Mr.) Singapore		Training Course for Business Excellence Practitioners	NPO
Syed Taqi Ali Zaidi (Mr.) India	Lead Auditor-ACT, Det Norske Veritas AS	Training Course on the Information Security Management System: ISO 27000 for SMEs	APO
Taihei Shibata (Mr.) Japan	Director, Office for Environmental Future City Promotion, Environment Bureau, City of Kitakyushu	Study Meeting on Ecocities	NPO

INDUSTRY AND SERVICE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Takahiro Hoashi (Mr.) Japan	Senior Management Consultant, JPC	Training Course on Management Consultancy for SMEs	NPO
Takeji Kitamasu (Mr.) Japan	General Manger, CSR Department, Suntory Holdings Ltd.	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO
Takuma Oura (Mr.) Japan	Manager, International Environmental Strategies Division, Environment Bureau, City of Kitakyushu	Study Meeting on Ecocities	NPO
Teruo Kawamura (Mr.) Japan	Senior Researcher, Japanese Standards Association	Training of Trainers in Total Quality Management	APO
Tetsuya Nakajima (Mr.) Japan	Vice Executive Director, Climate Change Policy Headquarters, City of Yokohama	Study Meeting on Ecocities	NPO
Tsuyoshi Fujita (Dr.) Japan	Director of Eco-city System Research, National Institute for Environmental Studies	Study Meeting on Ecocities	NPO
Wachyu Winarsih (Ms.) Indonesia	Leader of Social Analysis, Directorate of Analysis and Development Statistic/Statistic Indonesia	APO Productivity Databook (2012 edition)	APO
Wannapa Khlaisuan (Ms.) Thailand	Policy and Plan Analyst, National Accounts Office, National Economic and Social Development Board	APO Productivity Databook (2012 edition)	APO
Weerasinghe Wasala Mudiyanseelage Ananda Sarath Premakumara (Mr.) Sri Lanka	Director of Statistics, Department of Census and Statistics, Ministry of Finance and Planning	APO Productivity Databook (2012 edition)	APO
Yap Kim Lee (Mr.) Singapore	Chairman & Group CEO, Qian Hu Corporation Ltd.	Multicountry Observational Study Mission on Innovation and Competitiveness in SMEs	APO
Yasuhiro Higuchi (Mr.) Japan	Manager, Corporate Planning Department, Diamond Dining Co., Ltd.	Multicountry Observational Study Mission on SME Development	NPO
Yoshihiro Fujii (Prof.) Japan	Professor, Graduate School of Global Environmental Studies, Sophia University	Top Management Forum on Corporate Strategies for Driving Sustainability in the Asia-Pacific	APO

EXPERTS FOR PROJECTS IN PROGRESS

Expert/country of residence	Designation/organization	Project title	Assigned by
Bayarmaa Baatarsuren (Ms.) Mongolia	Statistician, Macroeconomic Statistics Department, National Statistical Office of Mongolia	APO Productivity Databook (2013 edition)	APO
Chettra Keo (Mr.) Cambodia	Director, National Accounts Department, National Institute of Statistics, Ministry of Planning	APO Productivity Databook (2013 edition)	APO
Estela T. de Guzman (Ms.) Philippines	Director, Industry and Trade Statistics Department, National Statistics Office	APO Productivity Databook (2013 edition)	APO
Geonwoo Lee (Dr.) ROK	Research Fellow, Korea Institute for Industrial Economics and Trade	APO Productivity Databook (2013 edition)	APO
Hamid Azarmand (Mr.) IR Iran	Consultant, NIPO	APO Productivity Databook (2013 edition)	APO
Hezlin Suzliana Binti Abdul Halim (Ms.) Malaysia	Assistant Director, National Accounts Statistics Division, Department of Statistics, Malaysia	APO Productivity Databook (2013 edition)	APO
Hock Wong (Mr.) Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.	Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	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 (2013 edition)	APO
Kaori Yoshida (Ms.) Japan	Managing Director, Ensemble, Ltd.	Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	APO
Koji Nomura (Dr.) Japan	Associate Professor, Keio Economic Observatory, Keio University	1. APO Productivity Database 2. APO Productivity Databook (2013 edition) 3. Data Maintenance and Updating of the APO Asian Quarterly Growth Map	APO
Mohamad Sahril Bin Ahmad Puzi (Mr.) Malaysia	Consultant, MPC	Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	APO
Navilini Singh (Ms.) Fiji	Statistician, Economics Statistics Division, Fiji Islands Bureau of Statistics	APO Productivity Databook (2013 edition)	APO
Phousavanh Chanthasombath (Mr.) Lao PDR	Economist, National Accounts Division, Department of Economic Statistics, Lao Statistics Bureau, Ministry of Planning and Investment	APO Productivity Databook (2013 edition)	APO
Rajesh Dhital (Mr.) Nepal	Statistical Officer, Central Bureau of Statistics	APO Productivity Databook (2013 edition)	APO
Shahid Mahmood Butt (Mr.) Pakistan	Deputy Director General, National Accounts, Statistics Division, Pakistan Bureau of Statistics	APO Productivity Databook (2013 edition)	APO
Shailja Sharma (Dr.) India	Deputy Director General, National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation	APO Productivity Databook (2013 edition)	APO
Thi Hai Ha Nguyen (Ms.) Vietnam	Statistical Officer, Trade and Services Department, General Statistics Office of Vietnam	APO Productivity Databook (2013 edition)	APO
Ting-Chih Yeh (Mr.) ROC	Manager, CPC	Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	APO
Wannapa Khlaisuan (Ms.) Thailand	Senior Professional, National Accounts Office, National Economic and Social Development Board	APO Productivity Databook (2013 edition)	APO
Weerasinghe Wasala Mudiyanseelage Ananda Sarath Premakumara (Mr.) Sri Lanka	Director Statistics, Sample Surveys Division, Department of Census and Statistics, Ministry of Finance and Planning	APO Productivity Databook (2013 edition)	APO

EXPERTS FOR PROJECTS IN PROGRESS

Expert/country of residence	Designation/organization	Project title	Assigned by
Ya Lee Loo (Ms.) Singapore	Senior Manager, Productivity Program Office, SPRING Singapore	Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)	APO
Ziauddin Ahmed (Mr.) Bangladesh	Deputy Director, Bangladesh Bureau of Statistics	APO Productivity Databook (2013 edition)	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Ab. Rahim Yusoff (Mr.) Malaysia	Senior Director, Business Excellence Department, MPC	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Achut Guragain (Mr.) Nepal	Secretary General, Nepal Association of Tour and Travel Agents	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Akira Kataoka (Mr.) Japan	Deputy Secretary-General, International Green Purchasing Network	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Akira Nakajima (Mr.) Japan	President and CEO, Re-Tem Corporation	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Ang Tshering Sherpa (Mr.) Nepal	Chairman, Asian Trekking Pvt. Ltd.	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Aniruddha Deshpande (Mr.) India	Owner, Energy Integra	Training of Trainers in Green Productivity	APO
Aniruddha Kolekar (Mr.) Fiji	Head of Maintenance, Tubemakers and Roofmart (South Pacific) Limited	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	NPO
Antonio D. Kalaw, Jr. (Mr.) Philippines	President, DAP	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Ariko Watanabe (Ms.) Japan	Consultant, Propharm Japan Co., Ltd.	1. e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phases 1 and 2) 2. Training Course on Green Productivity and the Innovative Environmental Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011)	APO
Arnel D. Abanto (Mr.) Philippines	Vice-President, Center for Quality & Competitiveness, DAP	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Augustine Koh (Mr.) Malaysia	Secretary-General, Green Purchasing Network Malaysia	1. Training of Trainers in Green Productivity 2. Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Azlan Bin Kassim (Mr.) Malaysia	Manager, Sharing and Special Projects Unit, Enterprise Innovation Department, MPC	Training of Trainers in Green Productivity	NPO
Baharom Hamzah (Mr.) Malaysia	Executive Director, Romstar Sdn. Bhd.	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Bankim Bhatt (Mr.) India	Chief Executive, Bisman Fintech Pvt. Ltd.	Workshop on the Eco-products Database	APO
Baran Bahadur Thapa (Mr.) Nepal	Consultant	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Bhawani Dhungana (Dr.) Nepal	Consultant	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Chaiya Chamchoy (Prof.) Thailand	Lecturer, Department of Electrical Engineering, Chulalongkorn University	Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	NPO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Chaiyod Bunyagidj (Dr.) Thailand	Vice President, Thailand Environment Institute	1. Capacity-building Workshop on Type I Ecolabeling 2. Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	APO
Chantalux Mongkol (Ms.) Thailand	Productivity Promotion, Department Manager, FTPI	1. Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR 2. Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	APO
Chen Sau Soon (Dr.) Malaysia	Senior General Manager, SIRIM Bhd.	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Cheng-Ming Yang (Mr.) ROC	Section Chief, Management Consulting Division, Small and Medium Enterprise Administration, Ministry of Economic Affairs	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	APO
Cherryl L. Ortega (Ms.) Philippines	Development Management Officer III, Technology Assessment & Commercialization Department, Technology Resource Center	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Chettapong Sintrara (Mr.) Thailand	Productivity Management Consultant, FTPI	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR	APO
Chilin Cheng (Dr.) ROC	Vice Chairperson, Taiwan Green Building Council	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	NPO
Chin Yuan Chen (Mr.) ROC	Project Manager, Environment and Development Foundation	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	APO
Chiu, Ning Yu (Dr.) ROC	President, Environment and Development Foundation	Development of the APO Eco-products Database for 2012	APO
Choudhury Rudra Charan Mohanty (Mr.) Japan	Environment Programme Coordinator/Expert, United Nations Centre for Regional Development	Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)	NPO
Darshan Singh (Mr.) Singapore	Director, Human Capital, SPRING Singapore	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Deepak Baran (Mr.) Fiji	Senior Engineer, Vodafone Fiji Limited	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	NPO
Dhirendra Kumar (Mr.) Germany	Programme Officer, Project & Entity Assessment Unit, United Nations Framework Convention on Climate Change	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	NPO
Elena Avedillo-Cruz (Ms.) Philippines	Consultant	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Elenora Y. Cinco (Ms.) Philippines	Manager II, Quality Management Department, Social Security System	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Emiko Matsui (Ms.) Japan	Senior Project Officer, International Cooperation Department, JPC	Member Country Support Program (1st year of a two-year project cycle)	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Enrique V. Abadesco (Mr.) Philippines	Consultant, Wack-Wack, Mandaluyong City	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Eva Eiderström (Ms.) Sweden	Good Environmental Choice Ecolabel	Capacity-building Workshop on Type I Ecolabeling	NPO
Farid Yaker (Mr.) France	Programme Officer, Sustainable Consumption and Production Branch, Division of Technology, Industry and Economics, United Nations Environment Programme	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Geoff Carter (Mr.) Belgium	Chargé de Mission, Global Excellence Model Facilitator, European Foundation for Quality Management	Development of the Center of Excellence: Singapore Quality Award for the Business Excellence Program	APO
Giok Pien Chua (Mr.) Singapore	Director, Business Excellence, Oxbridge Consulting International PL	Advanced Training Course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	APO
Go Ohga (Mr.) Japan	Project Officer, International Cooperation Department, JPC	Member Country Support Program (1st year of a two-year project cycle)	APO
Hanifah Syukri bin Abd. Aziz (Mr.) Malaysia	Productivity Development Assistant, Autokeen Sdn. Bhd.	Training Course on Green Productivity and the Innovative Environmental Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011)	APO
Harneek Singh (Mr.) Singapore	Vice President and Director, Business Excellence, Singapore Technologies Engineering Ltd. (ST Engineering)	Development of the Center of Excellence: Fiji Business Excellence Award Assessors Development Project	APO
Harro Boekhold (Mr.) Tanzania	Managing Director, CONTOUR Projects Ltd.	Training Course on Development, Promotion, and Marketing of Agrotourism Products	APO
Hash Vongdara (Mr.) Cambodia	Deputy Secretary General, OVOP National Committee, Office of the Council of Ministers	Training Course on Value Addition to Items Produced under the OVOP Movement	NPO
Heinrich W. Wyes (Dr.) Kazakhstan	Deputy Executive Director, Central Asia Regional Environment Centre	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	APO
Hiroshi Tachikawa (Mr.) Japan	Managing Director, Propharm Japan Co., Ltd.	1. e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phases 1 and 2) 2. Training Course on Green Productivity and the Innovative Environmental Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011) 3. Member Country Support Program (1st year of a two-year project cycle) 4. Member Country Support Program (Year 2), Final Evaluation Visit to Malaysia	APO
Homer H. Alcon (Mr.) Philippines	Project Officer, Center for Quality & Competitiveness, DAP	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Ida Yasin (Dr.) Malaysia	Manager, Knowledge Management Department, MPC	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Program): DON Implementation for Sri Lanka	APO
Izme Che Ismail (Dato' Seri Dr.) Malaysia	President, Green Purchasing Network Malaysia	1. Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness 2. Training of Trainers in Green Productivity	NPO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Jan Tan (Ms.) Singapore	Director, Enterprise Promotion Centres Pte Ltd.	10th Green Productivity Advisory Committee Meeting	APO
Janine Braumann (Ms.) Germany	Blue Angel	Capacity-building Workshop on Type I Ecolabeling	NPO
Janna Sanguanroongvong (Ms.) Thailand	Consultant, FTPI	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR	APO
Jefrey Yahya (Mr.) Malaysia	President, Homestay Association, Sabah	Training Course on Development, Promotion, and Marketing of Agrotourism Products	NPO
Jen-Son Cheng (Dr.) ROC	Professor, Department of Leisure Studies and Tourism Management, National Chi Nan University	Training Course on Development, Promotion, and Marketing of Agrotourism Products	APO
Jin (Ju-yeong) Kim (Mr.) ROK	Korea Environmental Industry and Technology Institute	Capacity-building Workshop on Type I Ecolabeling	NPO
John Polak (Mr.) Canada	Former Chairman of GEN	Capacity-building Workshop on Type I Ecolabeling	NPO
Jonathan C. Macaraeg (Mr.) Philippines	Sustainable Development Head, Mariwasa Siam Ceramics, Inc.	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Jonathan Evers (Mr.) Australia	Principal Consultant, MET Service	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	APO
Joni Chan Sim Ai (Ms.) Malaysia	Deputy Secretary-General, Green Purchasing Network Malaysia	Training of Trainers in Green Productivity	NPO
Josephine E. Abanto (Ms.) Philippines	Consultant	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Jun Chanoki (Mr.) Japan	Senior Consultant, 5 plus 2 Corporation Ltd.	Training Course on Development, Promotion, and Marketing of Agrotourism Products	APO
Kabir Ahmad Mohd Jamil (Mr.) Malaysia	Senior Manager, Enterprise Innovation Division, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Kazuteru Chinone (Mr.) Japan	Representative, Productivity Management Office	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: Capacity Building on Enterprise Innovation Intervention Program: DON Implementation for Malaysia	APO
Kelvin Chan Keng Chuen (Mr.) Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.	1. Training of Trainers in Green Productivity 2. Institutional Strengthening of NPOs through the Development of Productivity Practitioners: Capacity Building on the Enterprise Innovation Intervention Program: DON Implementation for Malaysia 3. Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	APO
Koh Niak Wu (Dr.) Singapore	Supply Chain Evangelist/Scientist, Planning and Operations Management, Singapore Institute of Manufacturing Technology, Agency for Science, Technology and Research	Training of Trainers in Green Productivity	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Krupali Ben (Ms.) Fiji	Acting Operations Manager, Food Processors (Fiji) Ltd.	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	NPO
Kunchuda Disyabutra (Ms.) Thailand	ISO and KM Consultant, FTPI	Advanced Training Course on the Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	NPO
Kun-Mo Lee (Dr.) ROC	Professor , Department of Environmental Engineering, Ajou University	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Latchumy Prabha (Ms.) Malaysia	Senior Consultant, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Laura Huston (Ms.) USA	Business Excellence Team Leader, Cargill Business Excellence, Cargill Inc.	Development of the Center of Excellence: Singapore Quality Award for Business Excellence Program	APO
Lee Gan Kai, William (Dr.) Singapore	Senior Research Manager, International Data Corporation, Manufacturing Insights Asia/Pacific	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	APO
Lee Yi Yan (Ms.) Malaysia	Certification Manager/Lead Assessor, Independent European Certification (M) Sdn. Bhd.	Advanced Training Course on the Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	APO
Liang-Tung Chen (Dr.) ROC	Deputy Director, Sustainable Development Division, Industrial Development Bureau, Ministry of Economic Affairs	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	NPO
Liazzat Rabbiosi (Ms.) Thailand	Division of Technology, Industry and Economics, United Nations Environment Programme	Capacity-building Workshop on Type I Ecolabeling	NPO
Lih-Chyi Wen (Dr.) ROC	Deputy Director, Green Trade Project Office, Ministry of Economic Affairs	1. Workshop on the Eco-products Database 2. Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Linda W.P. Ho (Ms.) Hong Kong	Green Council	Capacity-building Workshop on Type I Ecolabeling	NPO
Lu, Shen-yann (Mr.) ROC	Chairman/CEO, Golden Technology Venture Capital Investment Corp.	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: Capacity Building on Enterprise Innovation Intervention Program: DON Implementation for Malaysia	APO
M.L. Dispanadda Diskul (Mr.) Thailand	Chief Development Officer, Mae Fah Luang Foundation	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	NPO
Magdalena L. Mendoza (Ms.) Philippines	Senior Vice-President, Programs, DAP	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
Mah Lok Abdullah (Mr.) Malaysia	Principal Consultant, Railer Management Service	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Program): DON Implementation for Sri Lanka	APO
Mansoor Nadeem Lari (Mr.) India	Managing Director, MIA Dastkaar Zariwale Pvt. Ltd./Founder and CEO, Kalatmak Handicrafts Self Help Group Foundation	Training Course on Value Addition to Items Produced under the OVOP Movement	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Martin Lichtl (Mr.) Germany	Marketing Expert	Capacity-building Workshop on Type I Ecolabeling	NPO
Masaaki Kobayashi (Mr.) Japan	Deputy Director, Recycling Promotion Division, Ministry of Economy, Trade and Industry	Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)	NPO
Masaru Tanaka (Prof.) Japan	Professor, Tottori University of Environmental Studies	Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)	NPO
Masuo Suyama (Mr.) Japan	Consultant	Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	APO
Maureen Grace V. Lebria (Ms.) Philippines	Programme Manager, National Ecolabelling Programme-Green Choice Philippines, Philippine Center for Environmental Protection and Sustainable Development, Inc.	Workshop on the Eco-products Database	APO
Md. Nazrul Islam (Dr.) Bangladesh	Director, NPO, Ministry of Industries	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Michael Ho Boon Thong (Mr.) Singapore	Honorary Chairman, Waste Management and Recycling Association of Singapore	10th Green Productivity Advisory Committee Meeting	APO
Michiyasu Nakajima (Prof.) Japan	Faculty of Commerce, Kansai University	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phases 1 and 2)	APO
Moon, Sung-Sik (Mr.) ROK	Office Director, Green Product Promotion Office, Korea Environmental Industry and Technology Institute	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Myrna M. Sunico (Ms.) Philippines	Executive Director, Product Development and Design Center of the Philippines	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	APO
Naoya Kuchimura (Mr.) Japan	Project Manager, International Cooperation Department, JPC	Member Country Support Program (Year 2): Final Evaluation Visit to Malaysia	APO
Nina Maria B. Estudillo (Ms.) Philippines	Independent Professional (Trainer/Consultant)	1. Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	NPO
		2. Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	APO
Ning Yu (Dr.) ROC	President, Environment and Development Foundation	Workshop on the Eco-products Database	NPO
Nor Aini Ab. Talib (Ms.) Malaysia	Senior Manager, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Norihiro Itsubo (Dr.) Japan	Associate Professor, Faculty of Environmental and Information Studies, Tokyo City University	Workshop on the Eco-products Database	APO
Nuttayakorn Sirowate (Mr.) Thailand	Productivity Management Consultant, FTPI	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR	APO
Nydia Suppen (Ms.) Mexico	LCA and ISO expert	Capacity-building Workshop on Type I Ecolabeling	NPO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Osamu Kitani (Dr.) Japan	Professor Emeritus, Research Institute of Biomass Systems	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Panisuan Jamnarnwej (Dr.) Thailand	President, Thai Frozen Foods Association	Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	NPO
Paritud Bhandhubanyong (Dr.) Thailand	Executive Director and Director General, Technology Promotion Association (Thailand-Japan)	Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	NPO
Peter Chin Fah Kui (Dato' Sri) Malaysia	Minister, Ministry of Energy, Green Technology and Water	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Peter Nohrstedt (Mr.) Sweden	Project Director Procurement/ Deputy Managing Director, Swedish Environmental Management Council	Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	NPO
Phanit Laosirirat (Dr.) Thailand	Executive Director, FTPI	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Phoommhiphat Mingmalairaks (Dr.) Thailand	Lecturer, School of Management, Mae Fah Luang University	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	NPO
Pimpan Diskul na Ayudhya (Ms.) Thailand	Director, Knowledge and Learning Center, Mae Fah Luang Foundation	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	NPO
Prachanda Man Shrestha (Mr.) Nepal	Trade and Tourism Analyst	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Pushkar M. Bajracharya (Mr.) Nepal	Professor, Tribhuvan University	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Rajiv Dahal (Dr.) Nepal	Visiting Faculty, Nepal Academy of Tourism and Hotel Management	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Ram Bajekal (Mr.) Fiji	Group Chief Executive Officer, Flour Mills of Fiji	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	NPO
Rashid Bin Mat (Mr.) Malaysia	Senior Consultant, Green Purchasing Network Malaysia	Training of Trainers in Green Productivity	NPO
Robin Mann (Dr.) New Zealand	Director, Centre for Organisational Excellence Research, School of Engineering and Advanced Technology, Massey University	Development of the Center of Excellence: Institutionalizing a Public-sector Benchmarking Program Using the Business Excellence Framework	APO
Roslina Md. Isa (Dr.) Malaysia	Senior Manager, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Ryoichi Yamamoto (Prof.) Japan	Emeritus Professor, University of Tokyo/ Chair, International Green Purchasing Network	1. Establishment of the Eco-products Database 2. Workshop/Expert Meeting on Green Public Procurement for Green Growth and Trade Competitiveness	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Saravana Jothi Arumugam (Mr.) Malaysia	Application Manager, Saturn Pyro Sdn. Bhd.	Training of Trainers in Green Productivity	NPO
Satoru Tajima (Mr.) Japan	President, Breakthrough Inc.	Member Country Support Program (Year 2): Final Evaluation Visit to Mongolia	APO
Sayaka Harada (Mr.) Japan	Project Manager, International Cooperation Department, JPC	Member Country Support Program (Year 2): Final Evaluation Visit to Mongolia	APO
Shih-Ming Chuang (Mr.) ROC	Executive Secretary, Bureau of Energy, Ministry of Economic Affairs	Multicountry Observational Study Mission on Greenhouse Gas Emission Reduction	NPO
Shikhar Jain (Mr.) India	Senior Counsellor, CII-ITC Centre of Excellence for Sustainable Development	Advanced Training Course on the Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001)	APO
Shubhrangshu Barman Roy (Dr.) India	Principal Consultant/Business Head, Breakthrough Management Group International, India	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	APO
Shyam S.L. Kakshaptati (Dr.) Nepal	President, Hotel Association Nepal	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Simon Soh (Mr.) Malaysia	Vice President, Group Operations and Special Projects, Avenion Companies	Training of Trainers in Green Productivity	NPO
Singh Intrachooto (Dr.) Thailand	Assistant Professor, Building Technology Division, Faculty of Architecture, Kasetsart University	Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	NPO
Somthai Wongcharoen (Dr.) Thailand	President, Wongpanit Garbage Recycle Separation Plant	Training of Trainers in Green Productivity	APO
Songkran Suebisai (Mr.) Thailand	Consultant/Chairman, Thai TPM Association	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Program): DON Implementation for Sri Lanka	APO
Suhaimi Hamad (Mr.) Malaysia	Manager, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Sunita Lama (Ms.) Nepal	Consultant	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Surendra B. Pradhanang (Dr.) Nepal	Consultant	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Takao Kasahara (Mr.) Japan	Managing Director, Streamline Strategy Japan, Inc.	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	APO
Taneo Moriyama (Mr.) Japan	Managing Director, Insight Inc.	1. Training Course on Value Addition to Items Produced under the OVOP Movement 2. Workshop on Promotion and Marketing of Items Produced in Rural Communities under the One Village, One Product Movement	APO

INTERFACE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Therdchai Choibamroong (Dr.) Thailand	Executive Director of NITs/Director of Ph.D. Program in Integrated Tourism Management, Center of Integrated Tourism Management Studies, National Institute of Development Administration	1. National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal 2. Training Course on Development, Promotion, and Marketing of Agrotourism Products	APO
Thumrongrut Mungcharoen (Prof.) Thailand	Department of Chemical Engineering, Faculty of Engineering, Kasetsart University	Institutional Strengthening of NPOs through the Development of Productivity Practitioners for the Agrifood Industry: DON Implementation for Thailand	NPO
Ukesh Raj Bhujju (Mr.) Nepal	Program Coordinator, National College, Center for Development Studies	National Conference on Improving the Performance of Rural Tourism for Increasing Employment and Rural Income in Nepal	NPO
Vishwa Reddy (Mr.) Fiji	General Manager, Fletcher Steel Pacific Ltd.	Institutional Strengthening of NPOs through the Development of Productivity Practitioners (Advanced Course): DON Implementation for Fiji	NPO
Wan Fazlin Nadia Wan Osman (Ms.) Malaysia	Senior Consultant, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Watcharas Leelawath (Dr.) Thailand	Deputy Executive Director (Programs and Technical Cooperation), International Institute for Trade and Development	Institutional Strengthening of NPOs through the Development of Productivity Practitioners: DON Implementation for Lao PDR	APO
Yea Bunna (Mr.) Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy	Development of the Center of Excellence: Expert Panel Meeting on the APO Centers of Excellence Project	APO
Yek Sin Kiat (Mr.) Singapore	Managing Consultant, QuintEssential Quality Consultancy	Development of the Center of Excellence: Business Excellence in Malaysia	APO
Yoshikuni Furukawa (Mr.) Japan	General Manager, Sustainable Management, Tokyo Sales Branch, Nitto Dendo Corporation	1. e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phases 1 and 2) 2. Training Course on Green Productivity and the Innovative Environmental Management Accounting Tool, Material Flow Cost Accounting (ISO 14051:2011) 3. Member Country Support Program (1st year of a two-year project cycle) 4. Member Country Support Program (Year 2): Final Evaluation Visit to Malaysia	APO
Yuh-Ming Lee (Dr.) ROC	Professor, Institute of Natural Resource Management, National Taipei University	Workshop on the Eco-products Database	NPO
Zainon Bakar (Ms.) Malaysia	Senior Manager, MPC	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	NPO
Zefrinus Wong Jephrrin (Mr.) Malaysia	Deputy Director, Department of Fisheries, Ministry of Agriculture and Fisheries, Sabah	Training Course on Development, Promotion, and Marketing of Agrotourism Products	NPO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Agustin Baulraj (Dr.) India	Associate Professor in Economics, St. John's College, MS University	Workshop on Agricultural Adaptations to Climate Change	ADB I
An-I Yeh (Prof.) ROC	Institute of Food Science and Technology, National Taiwan University	Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	NPO
B.R.A. Mooryati Soediby (Dr.) Indonesia	Owner, PT Mustika Ratu, Tbk.	Training Course on Entrepreneurship Development for Rural Women	NPO
Bui Duong Nghieu (Dr.) Vietnam	Senior Researcher, Institute of International Finance Education	Workshop on Agricultural Adaptations to Climate Change	APO
Carlos A.B. da Silva (Dr.) Italy	Agribusiness Economist, Rural Infrastructure and Agro-Industries Division, United Nations Food and Agriculture Organization	Workshop on Value Chain Management in Agribusiness	APO
Chan Seng Kit (Mr.) Malaysia	Managing Director, K-Farm Sdn. Bhd.	Training Course on Logistics Management in Agribusiness Workshop on Value Chain Management in Agribusiness	APO
Chang-Tang Chang (Prof.) ROC	Professor, Department of Environment Engineering, National Ilan University	Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	NPO
Chung-Jen Chen (Dr.) ROC	Research Scientist and Project Leader, Product and Process Research Center, Food Industrial Research and Development Institute	Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	NPO
Cornelia B. Rooks (Ms.) USA	Senior Regulatory Specialist, Registrar Corp.	Workshop on Packaging and Labeling Standards for Food Products	APO
D.B.T. Wijeratne (Dr.) Sri Lanka	Additional Secretary, Agriculture Technology, Ministry of Agriculture	Training Course on Organic Product Certification and Auditing	NPO
Ebrahim Teymoury (Dr.) IR Iran	Assistant Professor in Agricultural Economics, Agricultural Support Policies Research Department, Agricultural Planning, Economics and Rural Development Research Institute	Training Course on Logistics Management in Agribusiness	NPO
Emiko Araki (Dr.) Japan	Professor, Course of Food Science, Department of Fisheries, School of Marine Science and Technology, Tokai University	Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	APO
Gerald A. Herrmann (Mr.) Germany	Director, Organic Services GmbH	Training Course on Organic Product Certification and Auditing	APO
Guillaume Lacombe (Dr.) Lao PDR	Researcher/Hydrologist, International Water Management Institute	Workshop on Agricultural Adaptations to Climate Change	APO
Hajime Toyofuku (Dr.) Japan	Senior Researcher, Department of International Health and Cooperation, National Institute of Public Health, Ministry of Health, Labor and Welfare	1. National Follow-up Workshop on Food Safety: Risk Management of Microorganisms Causing Foodborne Illness 2. Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Haruhiko Murase (Dr.) Japan	Professor, Graduate School of Engineering, Osaka Prefectural University	Workshop on Controlled-environment Agriculture	APO
Hiroshi Kameyama (Mr.) Japan	Mayor, Ishinomaki City, Miyagi Prefecture	Workshop on Controlled-environment Agriculture	APO
Hiroyasu Honda (Mr.) Japan	Training Officer of Shizuoka Mini HACCP, Chief of Hygiene Management Office, Toyo Foods Co., Ltd.	Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	APO
Hisashi Endo (Mr.) Japan	Executive Director, Shizuoka Food Hygiene Association	Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	APO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Ichiro Yamaguchi (Dr.) Japan	Senior Researcher, Department of Environment Health, National Institute of Public Health, Ministry of Health, Labor and Welfare	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Ingo Bueren (Dr.) Switzerland	Director of Science and Technology, International Packaging Institute/ Professor in Packaging Technology Management, Kasetsart University	Workshop on Packaging and Labeling Standards for Food Products	APO
Jenn-Kan Lu (Dr.) ROC	Associate Professor, Department of Aquaculture, National Taiwan Ocean University	e-Learning Course on Food Safety and Traceability (Sessions 1 and 2)	APO
Jose De Leon Angeles (Mr.) Philippines	National Marketing Manager & Business, Development Manager, Vitarich Corporation	Training Course on Value Addition to Agricultural Products for Greater Access to New Markets	NPO
Joydeep Dutta (Dr.) Oman	Chair in Nanotechnology, Water Research Center, Sultan Qaboos University/Director, Center of Excellence in Nanotechnology, Asian Institute of Technology	Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	APO
Jun Sakai (Mr.) Japan	Chief Researcher, Food Marketing Research and Information Center	e-Learning Course on Food Safety and Traceability (Sessions 1 and 2)	APO
Keerthi Mohotti (Dr.) Sri Lanka	Head, Entomology and Nematology Division, Tea Research Institute	Training Course on Organic Product Certification and Auditing	NPO
Kheng Soon Rodney, Wee (Dr.) Singapore	Chief Executive/Principal Consultant, Asia Cold Chain Centre	1. Training Course on Logistics Management in Agribusiness 2. Workshop on Greening the Supply Chain for Processed Food Products	APO
Kun-Mo Lee (Dr.) ROK	Professor, Department of Environment Engineering, Ajou University	Workshop on Greening the Supply Chain for Processed Food Products	NPO
Leli Nuryati (Ir.) Indonesia	Head, Horticulture and Estate Crops Data Subdivision, Center for Agriculture Data and Information, Ministry of Agriculture	Workshop on Value Chain Management in Agribusiness	NPO
Makoto Shimizu (Dr.) Japan	Professor, Department of Applied Biological Chemistry, Graduate School of Agricultural and Life Sciences, University of Tokyo	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Masatoshi Miyaki (Mr.) Japan	Adviser, Panasonic Corporation Eco Solutions Company	Workshop on Controlled-environment Agriculture	APO
Meinhard Breiling (Dr.) Austria	Project Coordinator, Department of Landscape Architecture, Technology, Tourism Landscape, Vienna University of Technology	Workshop on Agricultural Adaptations to Climate Change	ADBI
Miguel da Silva (Mr.) Singapore	Global Director of Health and Nutrition Policy, EAS Strategic Advice Pte. Ltd.	Workshop on Packaging and Labeling Standards for Food Products	NPO
Mitsuo Kato (Mr.) Japan	CEO, Foods Design Co., Ltd.	Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	APO
Mohammad Khaledi (Dr.) IR Iran	Research Deputy, Industrial Engineering Department, Chair of Iranian Logistics Association, Iran University of Science and Technology	Training Course on Logistics Management in Agribusiness	NPO
Navam S. Hettiarachchy (Dr.) USA	Professor, IFT Fellow, Integrated Protein, Nutraceuticals and Food Safety Program, Department of Food Science, Institute of Food Science and Engineering, University of Arkansas	1. Training Course on Value Addition to Agricultural Products for Greater Access to New Markets 2. Workshop on Innovation in the Food and Agribusiness Industry	APO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Nita Yudi (Ms.) Indonesia	Head, Indonesian Business Women's Association	Training Course on Entrepreneurship Development for Rural Women	NPO
Nobuaki Kasai (Mr.) Japan	President, Kasai Nousan Ltd.	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Peter de Lacy (Mr.) Australia	Operations Director, Training and Export, Grow SA Ltd.	Workshop on Greening the Supply Chain for Processed Food Products	APO
Peter Sutovsky (Dr.) USA	Associate Professor, Animal Science and Clinical Obstetrics and Gynecology, University of Missouri-Columbia	Workshop on Nanotechnology Applications for Boosting Agricultural Productivity	APO
Prasong Siriwongsilaichat (Dr.) Thailand	Assistant Professor, Department of Food Technology, Faculty of Engineering and Industrial Technology, Silpakorn University	Workshop on Innovation in the Food and Agribusiness Industry	APO
Rajesh Bajaj (Mr.) India	General Manager (Supply Chain: Fresh Food), Reliance Retail Ltd.	Workshop on Value Chain Management in Agribusiness	APO
Reuel K. Virtucio (Mr.) Philippines	Managing Director, Manok Mabuhay, Inc.	1. Training Course on Entrepreneurship Development for Rural Women 2. Training Course on Value Addition to Agricultural Products for Greater Access to New Markets	APO NPO
Sajee Suwansri (Dr.) Thailand	Assistant Professor, Department of Agro-Industry, Faculty of Agriculture, Natural Resources and Environment, Naresuan University	Training Course on Entrepreneurship Development for Rural Women	APO
Sakae Shibusawa (Dr.) Japan	Professor, Institute of Agriculture, Tokyo University of Agriculture and Technology	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Selvarajah Pathmarajah (Dr.) Sri Lanka	Senior Lecturer, Department of Agricultural Engineering, Faculty of Agriculture, University of Peradeniya	Workshop on Agricultural Adaptations to Climate Change	ADB
Shigenobu Ikedo (Prof.) Japan	Professor/Dean, School of Food, Agricultural and Environmental Sciences, Miyagi University	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Stephanie Jane T. Dy Tiapco (Ms.) Philippines	Programs Development Manager, Philippine Center for Entrepreneurship Foundation Inc.	Training Course on Entrepreneurship Development for Rural Women	APO
Sutrisno Mardjan (Dr.) Indonesia	Department of Mechanical and Bio-System Engineering, FATETA-IPB	Workshop on Value Chain Management in Agribusiness	NPO
T.P.L. Raj (Mr.) Sri Lanka	Managing Director, Lanka Organic Private Limited	Training Course on Organic Product Certification and Auditing	NPO
Takasuke Ishitani (Dr.) Japan	President, Japan Food Packaging Association	Workshop on Packaging and Labeling Standards for Food Products	APO
Tamotsu Ito (Mr.) Japan	Regional Management Research Division, Social and Public Affairs Business Unit, Mitsubishi Research Institute, Inc.	Workshop on Controlled-environment Agriculture	APO
Taneo Moriyama (Mr.) Japan	Managing Director, Insight Inc.	Training Course on Value Addition to Agricultural Products for Greater Access to New Markets	APO
Thada Sukhapunnaphan (Mr.) Thailand	Director, Office of Water Management and Hydrology, Royal Irrigation Department	Workshop on Agricultural Adaptations to Climate Change	NPO
Toru Maruo (Dr.) Japan	Associate Professor, Bioresource Science Course, Plant Culture Breeding, Faculty of Horticulture, Chiba University	Workshop on Controlled-environment Agriculture	APO

AGRICULTURE SECTOR PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Toshifumi Tashiro (Mr.) Japan	Manager, Business Strategy Department, Meat Division, Itoham Foods Inc.	e-Learning Course on Food Safety and Traceability (Sessions 1 and 2)	APO
Toyoki Kozai (Dr.) Japan	Professor, Center for Environment, Health and Field Sciences, Chiba University	Workshop on Controlled-environment Agriculture	APO
Tsugihiko Watanabe (Dr.) Japan	Professor and Deputy Director-General, Research Institute for Humanity and Nature	Workshop on Agricultural Adaptations to Climate Change	APO
Tsuneo Abe (Mr.) Japan	Advisor, Sumita Kyushuya Co., Ltd.	Workshop on Controlled-environment Agriculture	APO
V.R. Reddy (Dr.) USA	Research Leader, Crop Systems and Global Change Laboratory, Agricultural Research Services, US Department of Agriculture	Workshop on Agricultural Adaptations to Climate Change	ADB
Yasuhiro Inatsu (Dr.) Japan	Team Leader, Food Hygiene Laboratory, Food Safety Division, National Food Research Institute, National Agriculture and Food Research Organization	Workshop on Management Systems for Safe, Reliable, High-quality Food and Agricultural Products	APO
Yataro Kokubo (Dr.) Japan	Academic Consultant, Japan Food Hygiene Association	Multicountry Observational Study Mission on Best Practices and Systems for Food Safety and Quality Applicable to Food-processing SMEs	APO
Yong Kok Seng (Mr.) Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.	1. Demonstration Company Project on Modern Food Safety Management Systems 2. Demonstration Company Project on Modern Food Safety Management Systems: Phase II 3. e-Learning Course on Food Safety and Traceability (Sessions 1 and 2) 4. National Conference on GMP and Special Training Course on GMP	APO
Yoshihisa Onishi (Dr.) Japan	President/Registered HACCP Instructor/Senior Food-microbe Inspector, Kos Co. Ltd.	National Conference on GMP and Special Training Course on GMP	APO
Zheng-yi Feng (Dr.) ROC	Professor, Department of Soil and Water Conservation, National Chung Hsing University	Workshop on Agricultural Adaptations to Climate Change	APO
Zhou Zejiang (Mr.) PR China	Senior Advisor to Organic Food Development Center, Ministry of Environmental Protection, and Representative to Asia, International Federation of Organic Agriculture Movements	Training Course on Organic Product Certification and Auditing	APO

INDIVIDUAL-COUNTRY PROGRAM PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Bankim Bhatt (Mr.) India	Chief Executive, Bisman Fintech Pvt. Ltd.	Development of Demonstration Companies: Green Productivity for Enhancing Competitiveness (1st, 2nd, and 3rd visits)	APO
Gustav Witte (Dr.) Germany	Consultant	Development of Demonstration Companies: Productivity Improvement in and Modernization of the Food-processing and Sugar Industry (1st visit)	APO
Kazuhiro Osajima (Mr.) Japan	Senior Policy Planning Officer, Ministry of Agriculture, Forestry and Fisheries	Individual-country Observational Study Mission on Information Management for Increasing the Productivity of Marketing and Processing of Agriculture Products from Indonesia to Japan	APO
Koichi Akimoto (Dr.) Japan	Professor, Graduate School of Economics and Business Administration, Nagoya Gakuin University	Individual-country Observational Study Mission on Information Management for Increasing the Productivity of Marketing and Processing of Agriculture Products from Indonesia to Japan	APO
Makiko Yuasa (Ms.) Japan	Farm Product Department, National Federation of Agricultural Cooperatives	Individual-country Observational Study Mission on Information Management for Increasing the Productivity of Marketing and Processing of Agriculture Products from Indonesia to Japan	APO
Pieter Willem de Jongh (Mr.) Netherlands	Dairy Consultant	Development of Demonstration Companies: Productivity Improvement Including Quality and Food Safety Management System in a Public Sector Company	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 Organizations (3rd and 4th visits)	APO
Toshiyuki Naito (Mr.) Japan	General Manager, Public Relation, Japan Supermarkets Associations	Individual-country Observational Study Mission on Information Management for Increasing the Productivity of Marketing and Processing of Agriculture Products from Indonesia to Japan	APO

TECHNICAL EXPERT SERVICES

Expert/country of residence	Subject	Venue	Duration
Hak K. Pyo (Mr.) ROK	Productivity Measurement and Analysis	IR Iran	7–11 January
Hiroshi Tachikawa (Mr.) Japan	Material Flow Cost Accounting	Vietnam	9–13 January
Bruce Searles (Mr.) Australia	Benchmarking and Best Practices Service of Thailand (BEST) Center Establishment	Thailand	16–20 January
Peter Gerard Gahan (Dr.) Australia	Training on Productivity Gainsharing	Singapore	16–20 January
Fazil Shuhanimi bin Haji Talib (Mr.) Malaysia	Management Consultancy	Pakistan	23 January–4 February
Forrest Morgeson (Dr.) USA	Workshop on Construction of a Customer Satisfaction Measurement Model for Malaysian Industries	Malaysia	30 January–3 February
Anil Kumar Saxena (Dr.) India	Follow-up Workshop on Effective Implementation of Environmental Management Protocols in Industries of the Pharmaceutical Sector of Bangladesh Leading to a Demonstration Project	Bangladesh	12 February–14 December
Subramanyam Ganumukkala (Mr.) India	Training of Trainers for Energy Audit	Nepal	9–12 April
Lim Boon Whatt (Dr.) Singapore	Capacity Building on Total Innovation Management System Assessment Process Based on the Business Excellence Framework	Thailand	21–29 May
Bruce Searles (Mr.) Australia	BEST Center Establishment II	Thailand	9–13 July
Hong Rae Cho (Mr.) ROK	Karuizawa Top Management Seminar: Management Transforming Crisis into Chance	Japan	11–13 July
Shinichiro Kawaguchi (Dr.) Japan	NPCC Capacity Building	Cambodia	16–27 July
Eiji Goto (Mr.) Japan	International Forum on Green Agriculture Industry: The Application of Plant Factories	ROC	7–8 August
Katsutoshi Ayano (Prof.) Japan	Bangkok International Quality Symposium 2012	Thailand	4–6 September
D.J. Duarte (Mr.) Japan	Building up Education Innovation Expertise for Singapore Private-education SMEs	Singapore	10–14 September
Ali Frazmand (Dr.) USA	Public-sector TQM	IR Iran	15–23 September
Aik Teng Quek (Mr.) Singapore	Total Quality Management in Service	Vietnam	18–22 September
Gavan Murphy (Mr.) Australia	Enhancing Regulatory Expertise for SMEs in the Biomedical Sciences Industry	Singapore	2–4 October
Rosita Bt. Hj. Rahim (Ms.) Malaysia	Learning from Best Practices in Human Resource Management and Development in the Public Sector	Philippines	8–12 October
Sham Sunder Sharma (Mr.) India	Learning from Best Practices in Human Resource Management and Development in the Public Sector	Philippines	8–12 October
Yasunari Takasugi (Mr.) Japan	Small and Medium-sized Enterprise Competitiveness Development Symposium	ROC	16–19 October
Sunil Sahadevan (Mr.) Singapore	Training and Consultancy on Quality Management System Implementation in SMEs of Mongolia	Mongolia	22 October–2 November
Kaoru Takemura (Mr.) Japan	International Conference for Service Design (Profit Design)	ROC	25–26 October

TECHNICAL EXPERT SERVICES

Expert/country of residence	Subject	Venue	Duration
Subramanyam Ganumukkala (Mr.) India	Capacity Building of the NPO on ISO 50001 Energy Management System and National Certification Examination for Energy Managers and Auditors	Pakistan	8–20 November
William Lee (Dr.) Singapore	Value Stream Mapping for Achieving Lean Production Systems	Pakistan	12–17 November
Ronald Young (Mr.) UK	Innovation through Knowledge Management	India	15–23 November
Santanu Lahiri (Mr.) Bangladesh	Horizontal Learning Improvement	IR Iran	17–23 November
Kazuteru Chinone (Mr.) Japan	In-country Program for Training Course on Total Productive Maintenance	Indonesia	19–23 November
Ki Nam Jin (Dr.) ROK	Management Excellence in the Public Sector (Healthcare)	Japan	23–25 November
Nor Robaayah Bt. Mohd Noor (Ms.) Malaysia	National Quality and Productivity Convention (NQPC) XVI and International Quality and Productivity Convention (IQPC) 2012	Indonesia	27–30 November
Mah Lok Bin Abdullah (Mr.) Malaysia	3rd Fiji Roundtable Conference on Productivity	Fiji	28–30 November
Sham Sunder Sharma (Mr.) India	3rd Fiji Roundtable Conference on Productivity	Fiji	28–30 November
Thiagarajan Subramaniam (Mr.) Singapore	3rd Fiji Roundtable Conference on Productivity	Fiji	28–30 November
A.K. Vohra (Mr.) India	Training on Appropriate Technology and Skilled Manpower in Electrical Goods (Fan) Small Manufacturing Industries	Bangladesh	2–6 December
Mun S. Ho (Mr.) PR China	Workshop on Measuring Labor Quantity and Quality Using KLEMS Methodology	Malaysia	3–7 December
Subramanyam Ganumukkala (Mr.) India	Energy Management System (ISO 50001)	Vietnam	3–7 December
Jeffrey P. Shay (Dr.) USA	Case Teaching and Research Seminar	Malaysia	11–13 December
Satoru Tajima (Mr.) Japan	Industrial Manufacturing Innovation through Kaizen	Pakistan	17–20 December
Augustine Koh (Mr.) Malaysia	Green Productivity Workshop for JPC Staff for the Development of Advanced GP Training Course in Japan	Japan	19–21 December
Ardeshir Lohrasbi (Dr.) USA	Project Portfolio Management	IR Iran	22–27 December

EVALUATION OF APO PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Serafin D. Talisayon (Dr.) Philippines	Director for R&D, CCLFI Philippines, Professor, Knowledge Management, Technology Management Center, University of the Philippines	1. Impact Evaluation Study 2. First Onsite Assessment and Face-to-Face Interviews under the Impact Evaluation Study	APO

INFORMATION PROGRAM PROJECTS

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	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Anand P. Narayan (Dr.) India	Head, Selco Labs, Selco Foundation	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Antonio D. Kalaw, Jr. (Mr.) Philippines	President, DAP	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Anuwat Supachutikul (Dr.) Thailand	CEO, Institute of Hospital Quality Improvement and Accreditation	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Azman Hashim (Tan Sri) Malaysia	Chairman, MPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Binesh Chand (Mr.) Fiji	Manager, Department of Productivity and Quality, National Training and Productivity Centre, Fiji National University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Brian Marson (Mr.) Canada	President, Public Service Excellence Institute	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Carlos A. Sayco, Jr. (Mr.) Philippines	Vice President/Managing Director, DAP	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Chen Chia Shen (Dr.) ROC	Professor, Graduate Institute Business Administration, National Taiwan University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Chuan-Neng Lin (Dr.) ROC	Director General, Department of Industrial Technology, Ministry of Economic Affairs	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Delwakkada Liyanage Kumaradasa (Mr.) Sri Lanka	Senior Advisor, Ministry of Senior Minister's Office, National Productivity Promotion	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Durgesh Kumar Shrestha (Mr.) Nepal	General Manager, NPEDC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Feng-Shang (Vincent) Wu (Dr.) ROC	Professor, Graduate Institute of Technology and Innovation Management, National Chengchi University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Hanam S. Phang (Dr.) ROK	Senior Research Fellow, Korea Labor Institute	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Hong Jin (Mr.) ROK	Chairman and CEO, KPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
J.T. Wang (Mr.) ROC	Chair and CEO, Acer Inc.	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO

INFORMATION PROGRAM PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Kamlesh Prakash (Mr.) Fiji	Director, National Training & Productivity Centre, Fiji National University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Khawaja Muhammad Yousuf (Mr.) Pakistan	CEO, NPO Pakistan	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Kolathupadavil Philipose Sunny (Dr.) India	Group Head, Economic Services and Support Services, NPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Kunio Tsubota (Mr.) Japan	Professor, Faculty of Agriculture, Meiji University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Li-Hsien Chien (Dr.) ROC	Associate Professor, Department of Applied Economics, National Chung Hsing University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Lok Lee Lee (Ms.) Malaysia	Manager, Publication House, Global Competitiveness Department, MPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Masayoshi Matsukawa (Mr.) Japan	President, JPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Mei Hsu (Dr.) ROC	Professor, Department of Economics, National Taiwan University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Meng-Shiun Wei (Dr.) ROC	Head of International Cooperation Unit Office, Sustainable Development, Taiwan Environmental Protection Administration	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Mohammad Kazem Ebrahimi Khorramabadi (Mr.) IR Iran	Managing Director, Iranian Lean Production and Services Co.	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Mohd. Razali Hussain (Dato') Malaysia	Director General, MPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Nguyen Anh Tuan (Mr.) Vietnam	Managing Director, VPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Nguyen Huu Thien (Dr.) Vietnam	Special Adviser, Quality Association of Ho Chi Minh City	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	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	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Osamu Kitani (Dr.) Japan	Professor Emeritus, University of Tokyo	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Otgontuya Dorjkhoo (Ms.) Mongolia	Researcher, Mongolian Productivity and Quality Center	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Pao-Cheng Chang (Dr.) ROC	President, CPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Paul P.S. Teng (Prof.) Singapore	Dean, Office of Graduate Studies and Professional Learning, Nanyang Technological University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO

INFORMATION PROGRAM PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Phanit Laosirirat (Dr.) Thailand	Executive Director, FTPI	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Prabin Kumar Acharya (Mr.) Nepal	Branch Officer, NPEDC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Sharon Wei-Phin Chang (Dr.) Australia	Teaching Assistant, School of Economics/School of Tourism, University of Queensland	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Sheng-Hsiung Hsu (Mr.) ROC	Chairman, CPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Shin Kim (Dr.) ROK	Research Fellow and Director, Office of International Cooperation, Korea Institute of Public Administration	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Shin-Horng Chen (Dr.) ROC	Research Fellow/Director of International Division, Chung-Hua Institution for Economic Research	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Suporn Koottatep (Dr.) Thailand	Environmental Consultant	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Tsu-Tan Fu (Dr.) ROC	Research Fellow/Professor, Institute of Economics, Academia Sinica	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
V. Bruce J. Tolentino (Dr.) Philippines	Deputy Director-General, Partnerships and Communications, International Rice Research Institute	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Venkatachalam Anbumozhi (Dr.) Japan	Capacity Building Specialist, Asian Development Bank Institute	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Walter Kim (Dr.) ROK	Chief Executive Officer, Keosan Co., Ltd.	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Wong Poh Kam (Dr.) Singapore	Professor, Department of Business Policy, School of Business, National University of Singapore	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Woon Kin Chung (Dr.) Singapore	Executive Director, Productivity Programme Office and Corporate Services, SPRING Singapore	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Yea Bunna (Mr.) Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Yoshikazu Kihira (Mr.) Japan	Project Manager, JPC	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO
Yuh-Ming Lee (Dr.) ROC	Professor, Institute of Natural Resource Management, National Taipei University	International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific	APO

INTERNATIONAL COOPERATION PROJECTS

Expert/country of residence	Designation/organization	Project title	Assigned by
Hiroshi Nemoto (Dr.) Japan	Director, Rice Research Area, Institute of Crop Science, National Agriculture and Food Research Organization	Observational Study Mission on Advanced Agricultural Production Systems to Achieve Higher Productivity	APO
Satoshi Yoshinaga (Dr.) Japan	Chief Researcher, Rice Research Area, Institute of Crop Science, National Agriculture and Food Research Organization	Observational Study Mission on Advanced Agricultural Production Systems to Achieve Higher Productivity	APO

LIST OF NATIONAL COORDINATORS

National coordinator/ country of residence	Designation/organization	Project title
Aftab Khan Masood (Mr.) Pakistan	Deputy Manager, Energy Efficiency Department, NPO Pakistan	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)
Ali Ahsan (Mr.) Pakistan	Management Associate, NPO Pakistan, Multan Office	e-Learning Course on Lean Production Systems (Session 1)
Aloundeth Panekham (Mr.) Lao PDR	Technical Officer, SME Promotion and Development Office, Ministry of Industry and Commerce	1. e-Learning Course on Customer Relationship Management for SMEs (Session 2) 2. e-Learning Course on Lean Production Systems (Session 2)
Anan Mungwattana (Dr.) Thailand	Department Head, Department of Industrial Engineering, Faculty of Engineering, Kasetsart University	e-Learning Course on Lean Production Systems (Session 1)
Azlan Bin Kassim (Mr.) Malaysia	Manager, MPC	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)
B. Enkhzul (Ms.) Mongolia	General Manager, MPO	e-Learning Course on Customer Relationship Management for SMEs (Session 1)
Chor Menghout (Mr.) Cambodia	Chief, Training and Consultancy Office, NPCC	e-Learning Course on Lean Production Systems (Session 2)
Enkhzul Baatarkhuu (Ms.) Mongolia	General Manager, MPO	e-Learning Course on Food Safety and Traceability (Session 1)
Fattah Mikaeili (Dr.) IR Iran	Associate Professor, Faculty of Management and Accounting, Allameh Tabatabaie'i University	1. e-Learning Course on Customer Relationship Management for SMEs (Session 1) 2. e-Learning Course on Lean Production Systems (Session 2)
George Wong (Mr.) Singapore	Managing Director & Principal Consultant, Hoclink Systems and Services Pte. Ltd.	1. e-Learning Course on Customer Relationship Management for SMEs (Session 2) 2. e-Learning Course on Lean Production Systems (Session 1)
Homero H. Alcon (Mr.) Philippines	Project Officer, Center for Quality and Competitiveness, DAP	e-Learning Course on Lean Production Systems (Session 1)
Imrul Hasan (Mr.) Bangladesh	Manager, Business Development and Lead Auditor (Food and Agri), Intertek Bangladesh Ltd.	e-Learning Course on Food Safety and Traceability (Session 2)
Indira Keshari Tuladhar (Ms.) Nepal	Officer, APO Liaison Function Branch of NPEDC	e-Learning Course on Food Safety and Traceability (Session 2)
K.K.D.S. Ranaweera (Dr.) Sri Lanka	Professor, Department of Food Science and Technology, University of Sri Jayewardenepura	e-Learning Course on Food Safety and Traceability (Session 2)
Kalyan Ghimire (Mr.) Nepal	Officer, NPEDC	e-Learning Course on Customer Relationship Management for SMEs (Session 1)
Kelera Tagicimoala Tukana (Ms.) Fiji	Training Assistant, Fiji National University	e-Learning Course on Lean Production Systems (Session 1)
Liyanegge Don Julian Fatima Nanayakkara (Dr.) Sri Lanka	Senior Lecturer, Department of Industrial Management, University of Kelaniya	e-Learning Course on Lean Production Systems (Session 2)
Lynnette Ram (Ms.) Fiji	Training Officer specializing in Food Manufacturing & Food Safety, NTPC, Fiji National University	e-Learning Course on Food Safety and Traceability (Session 1)
Ma. Theresa A. Agustin (Ms.) Philippines	Director of the Industry Competitiveness and the Small and Medium Enterprise Productivity Development Program Division, Center for Quality and Competitiveness, DAP	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)
Md. Shubri Bin Ismail (Mr.) Malaysia	Manager, MPC	e-Learning Course on Lean Production Systems (Session 1)
Md. Belayet Hussain Choudhury (Mr.) Bangladesh	Ex. Joint Director, NPO, Ministry of Industries	1. e-Learning Course on Customer Relationship Management for SMEs (Session 1) 2. e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)

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, DAP	e-Learning Course on Food Safety and Traceability (Session 1)
Naris Pramteerasomboon (Mr.) Thailand	Process Technology Manager-Polyolefins, Long Son Petrochemicals Complex Project, SCG Chemicals Co., Ltd.	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)
Nguyen Huu Dao (Mr.) Vietnam	Consultant, Office for Business Excellence, VPC	e-Learning Course on Food Safety and Traceability (Session 1) e-Learning Course on Lean Production Systems (Session 2)
Pham Truong Son (Mr.) Vietnam	Head, Office for Environment and Community Development, VPC	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)
Prabin Kumar Acharya (Mr.) Nepal	Branch Chief, NPEDC	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)
R.P. Singh (Dr.) India	Deputy Director (AB), NPC	e-Learning Course on Food Safety and Traceability (Session 2)
Radhika Sami (Ms.) Fiji	Training Officer, Customer Service, Sales & Marketing, NTPC	e-Learning Course on Customer Relationship Management for SMEs (Session 2)
Sajeel Siddiq (Mr.) Pakistan	Deputy Manager, NPO Pakistan	e-Learning Course on Food Safety and Traceability (Session 2)
Sean Thearith (Mr.) Cambodia	R&D Officer, NPCC, Ministry of Industry, Mines and Energy	e-Learning Course on Food Safety and Traceability (Session 1)
Shahriar Ameri Heidary (Dr.) IR Iran	Assistant Professor, Environmental Research Center, Amirkabir University of Technology	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 2)
Soheyl Eskandari (Dr.) IR Iran	Assistant Professor and Head of Food with Animal Origin Chemistry Labs, Ministry of Health and Medical Education	e-Learning Course on Food Safety and Traceability (Session 2)
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 Customer Relationship Management for SMEs (Session 2) 2. e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)
Tipsupar Kobkuwsattana (Ms.) Thailand	Senior Consultant, Business Sustainability Management Department, FTPI	e-Learning Course on Food Safety and Traceability (Session 1)
Um Serivuth (Mr.) Cambodia	Chief, Promotion Office, NPCC	e-Learning Course on Customer Relationship Management for SMEs (Session 2)
Uranchimeg Byambaa (Ms.) Mongolia	Consultant, MPO	e-Learning Course on Lean Production Systems (Session 2)
W.M.N.D. Dayawansa (Mr.) Sri Lanka	Assistant Manager, Central Training Institute, Bank of Ceylon	e-Learning Course on Customer Relationship Management for SMEs (Session 1)
Yogendra Prakash (Mr.) India	Deputy Director (Environment), NPC	e-Learning Course on Green Productivity and Material Flow Cost Accounting (Phase 1)

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 statements of financial position as at December 31, 2012 and 2011, the statements of revenues and expenses, changes in surplus and cash flows for the years 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 audits. We conducted our audits 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 in our audits 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.

Qualified Opinion

In our opinion, except for the effects on the financial statements of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2012 and 2011, and of its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

KPMG AZSA LLC

March 15, 2013

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2012 AND 2011

(US dollars)

	<u>2012</u>	<u>2011</u>
ASSETS		
Cash and cash equivalents (Note 3)	\$11,702,052	\$11,880,850
Receivables (Note 4):		
Member countries	2,709,439	1,016,136
Others	602,078	20,379
Allowance for long-term outstanding debts	-769,855	-423,481
Prepaid expenses	15,935	55,661
Deposits and other advance payments	30,576	111,612
Fund for severance payments (Note 7)	3,055,401	3,433,365
Fixed Assets:		
Structure	309,501	-
Equipment	85,716	-
Others	56,165	-
Total assets	<u>\$17,797,007</u>	<u>\$16,094,523</u>
LIABILITIES AND SURPLUS		
Accounts payable	\$1,381,361	\$1,119,109
Withholding tax and social insurance	40,284	40,081
Other current liabilities	2,429	292,706
Accrued annual leave	466,984	575,813
Liability for severance payments (Note 8)	2,916,078	3,172,422
Other noncurrent liabilities	105,145	-
Total liabilities	<u>4,912,281</u>	<u>5,200,130</u>
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Contingency fund (Note 2)	500,000	-
Continuing projects	2,845,229	2,162,563
Unappropriated surplus (Note 11)	3,539,497	2,731,830
Total surplus	<u>12,884,726</u>	<u>10,894,393</u>
Total liabilities and surplus	<u>\$17,797,007</u>	<u>\$16,094,523</u>

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF REVENUES AND EXPENSES
YEARS ENDED 31 DECEMBER 2012 AND 2011

(US dollars)

	2012	2011
Revenues:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants (Note 5)	1,225,479	1,702,196
Project implementation grants (Note 10)	1,891,048	2,582,218
Participation by member countries	5,614	5,490
Miscellaneous	62,401	27,828
Total revenues	15,170,577	16,303,767
Expenses:		
Projects		
Current year's project costs:		
APO share	3,482,179	3,720,813
Implementation project costs (Note 10)	1,807,388	2,509,291
Subtotal	5,289,567	6,230,104
Prior years' continuing project costs:		
APO share	984,009	988,306
Implementation project costs (Note 10)	83,660	72,927
Subtotal	1,067,669	1,061,233
Allocation to project costs from		
Administration expenses (Note 6)	2,047,353	2,485,980
Total	8,404,589	9,777,317
Administration		
Staff expenses (Note 8)	4,964,990	5,252,267
Allocation to project costs (Note 6)	(2,047,353)	(2,485,980)
Office maintenance (Note 9)	829,724	1,079,898
Operations	22,934	51,118
Miscellaneous	547,307	194,898
Total	4,317,602	4,092,201
Exchange (gain)/loss	111,680	(85,885)
Provision for (reversal of) allowance for long outstanding debts	346,373	(7,448)
Total	458,054	(93,333)
Total expenses	13,180,245	13,776,185
Excess of revenues over expenses	\$1,990,333	\$2,527,582

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS YEARS ENDED 31 DECEMBER 2012 AND 2011

(US dollars)

	Appropriated for			Unappropriated	Total
	Working capital fund	Working capital fund	Working capital fund		
2011					
Surplus as of 1 January 2011	\$6,000,000	-	\$1,668,109	\$698,703	\$8,366,812
Excess of expenses over revenues	-	-	-	2,527,582	2,527,582
Transfer to continuing projects	-	-	494,454	(494,454)	-
Surplus as of 31 December 2011	<u>6,000,000</u>	<u>-</u>	<u>2,162,563</u>	<u>2,731,830</u>	<u>10,894,393</u>
2012					
Excess of revenues over expenses	-	-	-	1,990,333	1,990,333
Transfer to continuing projects	-	-	682,666	(682,666)	-
Contingency fund	-	500,000	-	(500,000)	-
Surplus as of 31 December 2012	<u>\$6,000,000</u>	<u>\$500,000</u>	<u>\$2,845,229</u>	<u>\$3,539,497</u>	<u>\$12,884,726</u>

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CASH FLOWS
YEARS ENDED 31 DECEMBER 2012 AND 2011

	(US dollars)	
	<u>2012</u>	<u>2011</u>
Operating activities		
Cash provided by:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants	1,225,479	1,702,196
Project implementation grants	1,891,048	2,582,218
Participation by member countries	5,614	5,490
Decrease (increase) in receivables from member countries	(1,693,303)	1,382,606
Decrease (increase) in receivables - others	(581,699)	-
Miscellaneous income - interest	17,680	26,487
Miscellaneous income - others	44,721	1,341
	<u>12,895,575</u>	<u>17,686,373</u>
Cash used in:		
Project expenses		
• APO share	4,466,188	4,709,119
• Implementation project costs	1,891,048	2,582,218
• Allocation to project costs	2,047,353	2,485,980
• Administrative expenses	4,317,602	4,092,201
• Exchange variance	(32,842)	(30,376)
Increase (decrease) in prepaid expenses	(39,727)	(739,949)
Increase (decrease) in deposits and other advance payments	(81,036)	68,654
Increase (decrease) in fund for severance payments	(377,964)	64,855
Increase (decrease) in fixed assets	451,382	-
Decrease (increase) in accounts payable and other	(77,324)	(245,652)
Decrease (increase) in accrued annual leave	108,828	(42,383)
Decrease (increase) in liability for severance payments	256,344	(163,485)
	<u>12,929,851</u>	<u>12,781,182</u>
Net cash (used in) provided by operating activities	<u>(34,276)</u>	<u>4,905,191</u>
Effect of exchange rate changes on cash and cash equivalents	<u>(144,522)</u>	<u>55,509</u>
Net (decrease) increase in cash and cash equivalents	<u>(178,798)</u>	<u>4,960,700</u>
Cash and cash equivalents at beginning of year	<u>11,880,850</u>	<u>6,920,150</u>
Cash and cash equivalents at end of year	<u>\$11,702,052</u>	<u>\$11,880,850</u>

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. ORGANIZATION, BUSINESS, AND SOURCE OF FUNDING

The Asian Productivity Organization (the "Organization" or "APO") is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in 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 that deal with productivity activities at the national level act as implementing agencies for the Organization's projects and nominate participants from their countries to attend those projects.

The budget of the Organization is composed of the budget covering the program of action of the Organization and staff, administrative, and 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 consist of the furniture and fixtures, building improvements, structures, and equipment the Organization obtained at the time of relocation. The Organization books on the statements of financial position items for which the acquisition cost is significant. They will be depreciated over the estimated life of the assets as follows:

Structure: 5–8 years

Equipment: 5–8 years

Others: 5–10 years

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 into Level 2 assets.

5) LIABILITY FOR SEVERANCE PAYMENTS

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon the monthly basic pay at the time of termination of employment and years of service. The cost of the severance payments is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. 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 2012, the Organization recorded accrued annual leave of 71 days (76 days in 2011) for staff members who had annual leave of more than 71 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, among others. 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.

Based on the decision at 54th GBM, the Organization has set up a contingency fund amounting to \$500,000.

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 exchange rate on the statements of financial position date. For revenue and expense accounts, average rates for the month prior to the transactions are applied. Revenue and expense accounts of other currencies except Japanese yen are translated into US dollars at the rates prevailing at the time of the transactions. The resulting unrealized gain/loss from translation is included in exchange gain/loss in the statement of revenues 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.

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 \$768,335 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 from Hong Kong after the transfer of sovereignty. The Organization has also recorded allowance for the outstanding debt for receivables of participating country expenses as of 31 December 2012, amounting to \$1,520.

Allowances for outstanding debts as of 31 December 2012 and 2011 were as follows:

Receivables overdue for 1 year and longer	2012		2011	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$768,335	100	\$412,274
Participating country expenses	100	1,520	100	1,082
Others	-	-	100	10,125
		<u>\$769,855</u>		<u>\$423,481</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2012 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$412,274	\$1,082	\$10,125	\$423,481
Amounts recovered during the year	(16,738)	-	(10,125)	(26,863)
Loss recognized on receivables	372,799	438	-	373,237
Balance at end of the year	<u>\$768,335</u>	<u>\$1,520</u>	<u>-</u>	<u>\$769,855</u>

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. In 2012, the Organization received a special cash grant of \$641,160 from the Government of Japan and accrued it as revenue. This receivable is recorded in Receivables—Others.

The detailed amounts of the special cash grants for the years ended 31 December 2012 and 2011 were as follows:

Purpose of grants	2012	2011
Project costs	\$1,225,479	\$947,900
Office rent	-	754,296
	<u>\$1,225,479</u>	<u>\$1,702,196</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:

	2012	2011
Insurance endowment fund	\$408,820	\$ 483,847
Money market fund	2,646,581	2,949,518
	<u>\$3,055,401</u>	<u>\$3,433,365</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 (MMF) in Japanese yen for the purpose of severance payments. The purpose of the insurance and MMF is to pay for the severance payments, and more than 100% of the liability for severance payments was insured as of the statements of financial position date. Net gains on the fund for severance payments for the years ended 31 December 2012 and 2011 were \$2,596 and \$20,099, 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 year ended 31 December 2012 and 2011. 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:

	2012	2011
Current service cost	\$254,062	\$ 366,584
Interest on obligation	33,922	33,271
Net periodic pension cost	<u>\$ 287,984</u>	<u>\$ 399,855</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:

	2012	2011
Opening defined benefit obligation	\$3,202,440	\$2,912,651
Current service cost	254,062	366,584
Interest cost	33,922	33,271
Actuarial loss (gain)	(128,464)	(130,008)
Benefits paid	(214,482)	(338,601)
Foreign currency translation adjustments	(324,092)	358,543
Closing defined benefit obligation	<u>2,823,386</u>	<u>3,202,440</u>
Unrecognized actuarial gains or (loss)	<u>92,692</u>	<u>(30,018)</u>
Net liability arising from defined benefit obligation	<u>\$2,916,078</u>	<u>\$3,172,422</u>

9. OPERATING LEASES

The Organization leases office space under a cancelable lease agreement. At the time of relocation, the Organization entered a new lease contract that will expire in March 2015. The contract 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 2012 and 2011 were \$789,168 and \$797,896, 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.

11. UNAPPROPRIATED SURPLUS

The unappropriated surplus as at end December 2012 of \$3,539,497 will be disposed of as follows:

Surplus balance as at December end 2012	\$3,539,497
Acquisition of fixed assets on office relocation*	451,382
To be disposed of in 2013 as follows; Funding various 2013 projects**	810,000
Funding 4 programs from the special cash grant from Japan	641,160
Surplus balance to be carried forward	<u>\$1,636,955</u>

*The acquisition of fixed assets was funded by the surplus, but will reduce the surplus balance through depreciation in future.

**Includes funding for additional APO projects under the Action Plan for the Prioritization of Policy Statements from APO Directors at the 2012 GBM.

LIST OF NPOs



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2012