

APO ANNUAL REPORT 2013



ASIAN PRODUCTIVITY ORGANIZATION

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APO DIRECTORS, ALTERNATE DIRECTORS, LIAISON OFFICERS, AND NPO HEADS (AS OF 31 DECEMBER 2013)

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APO Director for Nepal

APO Second Vice Chair
Shafqat Hussain Naghmi
APO Director for Pakistan

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NPO Head
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President, China Productivity Center

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China Productivity Center

Fiji
Director
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Employment, Ministry for Labour,
Industrial Relations & Employment

Alternate Director & NPO Head
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Industrial Relations & Employment

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India
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Secretary, Department of Industrial Policy &
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Government of India

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D.V. Prasad
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& Promotion, Ministry of Commerce & Industry,
Government of India

NPO Head / Not designated

Liaison Officer
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and Promotion, Ministry of Commerce and Industry,
Government of India

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

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

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

Islamic Republic of Iran
Director & NPO Head
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Head, National Iranian Productivity Organization

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Liaison Officer / Not designated

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

Alternate Director
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Deputy Director-General, International Cooperation
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President, Japan Productivity Center

Liaison Officer
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Medium Enterprise Promotion, Ministry of Industry
and Commerce

Liaison Officer
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Director, Productivity Division, Department of Small
and Medium Enterprise Promotion, Lao National
Productivity Organization

Malaysia
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Chairman, Malaysia Productivity Corporation

Alternate Director & NPO Head
Mohd. Razali Hussain
Director General, Malaysia Productivity Corporation

Liaison Officer
Khidzir Ahmad
Consultant, Malaysia Productivity Corporation



The APO Governing Body 2013

(Front L-R) APO Director for Fiji Taito Roba Waqa; APO Second Vice Chair and APO Director for Pakistan Shahid Rashid; APO Chair and APO Director for Mongolia Yamaaranz Erkhembayar; APO Secretary-General Ryuichiro Yamazaki; APO Alternate Director for Japan Mitsuhiro Wada; APO First Vice Chair and APO Director for Nepal Krishna Gyawali; and APO Director for India Saurabh Chandra.

(Back L-R) APO Alternate Director for Bangladesh Dr. Md. Nazrul Islam; APO Alternate Director for the ROC Dr. Chuan-Neng Lin; APO Director for Cambodia Chea Sieng Hong; APO Alternate Director for Singapore Dr. Woon Kin Chung; APO Director for Lao PDR Somdy Inmyxai; APO Director for Malaysia Azman Hashim; APO Alternate Director for the Philippines Antonio D. Kalaw, Jr.; APO Alternate Director for Thailand Dr. Phanit Laosirirat; APO Director for Sri Lanka Dr. Damitha de Zoysa; APO Director for Vietnam Dr. Ngo Quy Viet; APO Director for Indonesia Abdul Wahab Bangkono; APO Director for IR Iran Dr. Mojtaba Khalesi; and APO Director for the ROK Hong Jin.

(As of 21 May 2013)

Mongolia

Director

Yamaaranz Erkhembayar

Chairman of the Board of Directors,
Mongolian Productivity Organization

Alternate Director

Dr. Sharav Munkhtseren

Chief Advisor, Human Development,
Research and Training Center

NPO Head

Amarsaikhan Damdinjav

Acting Executive Director,
Mongolian Productivity Organization

Liaison Officer

Baigalmaa Purevdorj

Deputy Director, Mongolian Productivity Organization

Nepal

Director

Krishna Gyawali

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

Alternate Director

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

Prabin Kumar Acharya

Branch Chief, National Productivity and Economic
Development Centre

Pakistan

Director

Shafqat Hussain Naghmi

Federal Secretary, Ministry of Industries,
Government of Pakistan

Alternate Director

Khizar Hayat Khan

Additional Secretary, Ministry of Industries,
Government of Pakistan

NPO Head and Liaison Officer

Khawaja Muhammad Yousuf

Chief Executive Officer,
National Productivity Organization

Philippines

Director

Margarita R. Songco

Deputy Director-General, National Economic
and Development Authority

Alternate Director & NPO Head

Antonio D. Kalaw, Jr.

President,
Development Academy of the Philippines

Liaison Officer

Carlos A. Sayco, Jr.

Vice President/Managing Director,
Development Academy of the Philippines

Singapore

Director

Tan Kai Hoe

Chief Executive, SPRING Singapore

Alternate Director

Leung Wai Ling

Group Director, SPRING Singapore

NPO Head

Tan Kai Hoe

Chief Executive, SPRING Singapore

Liaison Officer

Rajeshpal Singh

Senior Manager, SPRING Singapore

Sri Lanka

Director

Dr. Damitha de Zoysa

Secretary, Ministry of Productivity Promotion

Alternate Director

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

Additional Secretary,
Ministry of Productivity Promotion

NPO Head & NPO Head

J.M. Thilaka Jayasundara

Director, National Productivity Secretariat

Thailand

Director

Dr. Witoon Simachokedee

Permanent Secretary, Ministry of Industry

Alternate Director & NPO Head

Dr. Veerachai Khuprasert

Executive Director, Thailand Productivity Institute

Liaison Officer

Ratchada Asisonthisakul

Acting 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

Nguyen Anh Tuan

Managing Director, Vietnam Productivity Centre

Liaison Officer

Nguyen Thu Hien

Head, International Cooperation Division,
Vietnam Productivity Centre

APO STAFF LIST

Secretary-General and Designations of Staff Members

Secretary-General	Mari Amano	
Administration & Finance Department	Sherman Loo	Director
	Yumiko Minami	Administration & Finance Officer
	Yumiko Yamashita	Administration & Finance Officer
	Martini Abdul Aziz	Information & Public Relations Officer
	Yumiko Nishio	Project Coordinator
	Emiko Kurayoshi	Accountant
	Emi Kakuta	Accountant
	Chihiro Sakaguchi	Administration Assistant
	Naoko Tsuruta	Administration Assistant
	Yoko Fujimoto	Administration Assistant
	Tomoko Goto	Administration Assistant
	Tsuyoshi Kimura	Administration Assistant
Research & Planning Department	Joselito Cruz Bernardo	Acting Director
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	Dr. Jose Elvinia	Program Officer
	Mitsuko Eshita	Project Coordinator
	Akiko Ohara	Project Assistant
Industry Department	K.D. Bhardwaj	Senior Program Officer
	Kritchai Anakamanee	Program Officer
	Masaya Amau	Program Officer
	Muhammad Idham bin Mohd. Zain	Program Officer
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	Noriko Kasai	Project Assistant
	Sayuri Watanabe	Project Assistant
	Mayumi Nakagawa	Project Assistant
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	Dr. Muhammad Saeed	Senior Program Officer
	Mitsuo Nakamura	Program Officer
	Mutsumi Nojima	Project Coordinator
	Emiko Iwasaki	Project Assistant
	Satomi Kozuka	Project Assistant

(As of 31 December 2013)

Foreword

Global economic growth is showing signs of recovery, with many APO members rebounding from the 2008–2009 financial crisis. With ongoing restructuring to cope with new trade realities, a spirit of cautious optimism appears warranted. Regardless of the economic situation, enhancing productivity will remain at the top of the agenda for governments to maintain strong economic fundamentals and achieve sustainable growth.

In 2013, the APO continued making strides in productivity enhancement in the Asia-Pacific region. Following the first Center of Excellence (COE) on Business Excellence (BE), the second COE on Green Productivity (GP) was launched in 2013 to assist other member countries to carry out GP research and projects. Concurrently, the International Forum on Green Productivity also took place to shed light on the importance of achieving green growth and sustainable, inclusive development in the Asia-Pacific region.

The eighth Eco-products International Fair (EPIF) held in Singapore showcased the eco-friendly products and services of over 100 companies. An interesting feature of the 2013 event was the business-to-business (B2B) focus of the exhibition. As flagship projects, the APO is redesigning the EPIF and *Eco-products Directory* together to ensure that they continue to remain effective in supporting the GP strategy.

The inaugural Asian Food and Agribusiness Conference focusing on biotechnology and global competitiveness took place in the ROC with the collaboration of four other organizations. It is now set to become an annual event for the APO.

In 2013, APO activities were covered in 270 news articles, web-based news sites, and TV broadcasts around the world, tripling the coverage received



in 2012. In addition to traditional outreach efforts, we also used new media. For example, in the last quarter of 2013, the APO's Facebook "likes" increased by more than 50%.

At the international level, our research on productivity continued to receive attention from prominent institutions and the media. The *APO Productivity Databook*, another of the APO's flagship projects, attracted considerable attention from governments and other international organizations such as the OECD and ADB.

The organization was also able to contribute to national policy making. High-ranking representatives from governments, labor unions, and the automotive industry of seven member countries met in Tokyo last November to discuss and draft national policies for improving labor-management relations.

In collaboration with the Japan Productivity Center and the Government of Japan (GOJ), the APO has been carrying out the Member Country Support Program since 2002. Through this program, India was able to strengthen its productivity promotion, training, and consultancy capacity in material flow

cost accounting. During the past year, the APO organized projects on topics such as food supply chain management and labor management with special cash grants from the Ministry of Agriculture, Fishery and Forestry of Japan and the GOJ.

We were successful in our international partnership efforts. For example, in the APO-International Energy Agency-ADB-Thailand collaboration, APO members and nonmembers learned about the latest advances in electricity transmission and renewable energy. APO members can expect more cooperation with other international organizations in future activities.

This *APO Annual Report* details all of the projects held in 2013. They are presented by subject area: Strengthening of NPOs, Strengthening of SMEs,

Catalyzing Innovation-led Productivity Growth, Green Productivity, Individual-country Programs, Evaluation of APO Projects, Information Program, and International Cooperation. A summary of projects is also presented in tabular form with numerical data.

To continue creating the greatest benefits for member countries, I intend to enrich and deepen programs by focusing on specific areas to address emerging issues. I am confident that with the strong support of all APO members, we will develop a comprehensive plan to increase the organization's impact in the Asia-Pacific and beyond.

Mari Amano
APO Secretary-General
Tokyo, July 2014

ORGANIZATION

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



APO programs and projects are based on three strategic directions:

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

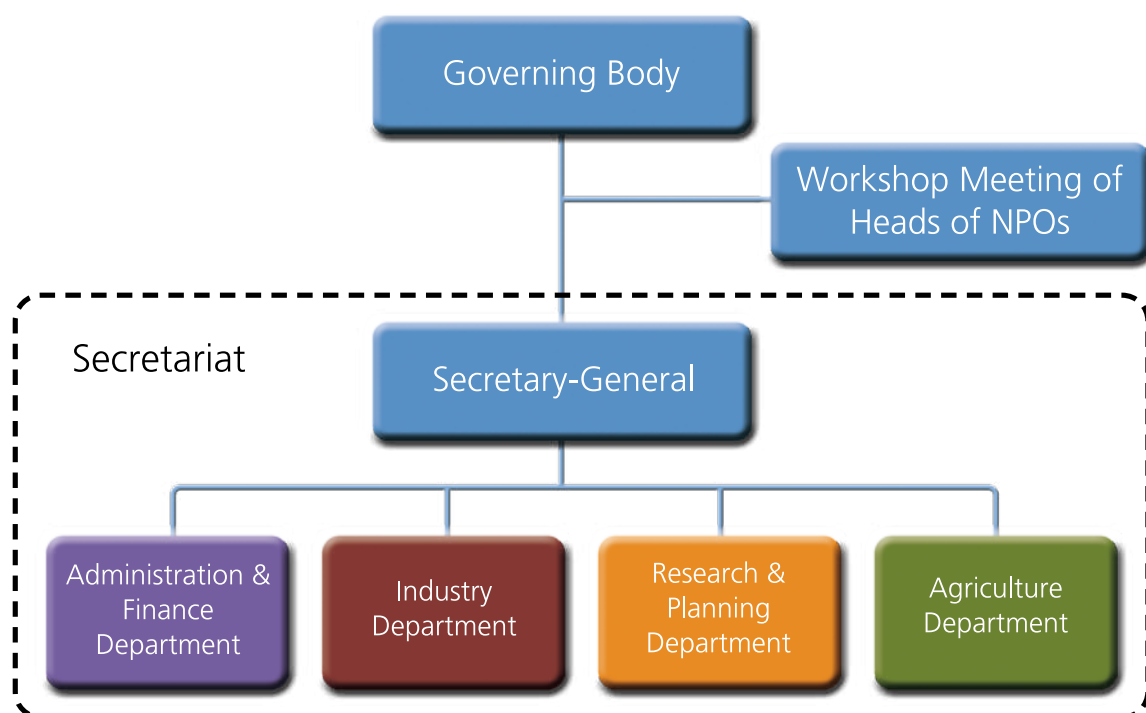
The Governing Body is the supreme organ of the APO. It comprises one government-appointed Director from each member. The Governing Body meets annually to receive the Secretary-General's annual report and the auditor's financial report; determine the APO budget, policies, strategies, directions, and membership; 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.

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:

- **Training courses:** Impart information and practical skills based on an established body of knowledge following a structured curriculum to improve competency and performance.
- **Research:** In-depth study requiring the collection and analysis of data to address specific productivity-related issues.
- **Conferences:** Share or disseminate new knowledge, best practices, and research findings in a field, subject, or topic.
- **Forums:** Share views and knowledge on current and emerging productivity-related issues, their implications, and potential solutions.
- **Observational Study Missions:** Provide opportunities to learn based on direct observations of applications of best practices, innovations, and advanced technologies.

•**Workshops:** Discuss, share knowledge on, and explore emerging topics related to productivity tools, technique, methodologies, and issues for making relevant recommendations and/or developing action plans to energize the productivity community.

•**Technical Expert Services:** Consultation services to member countries by assigning experts to cater to the specific needs of NPOs. Experts conduct training, consultancy, or national programs.

•**Development of Demonstration Companies/Organizations:** A program to establish model projects to improve productivity in factories, companies, and organizations and then disseminate best practices to others.

•**Bilateral Cooperation Between NPOs:** Provides opportunities for productivity professionals, high-level officials, or policymakers from NPOs or related organizations in one member country to visit one or more other NPOs, organizations, or enterprises for mutual learning and collaboration.

•**Institutional Strengthening of NPOs:** Consists of two mutually dependent components: DON Strategy to determine the needs of member countries; and DON Implementation to translate the results of DON Strategy into training programs that meet those specific needs.

•**e-Learning Programs:** Courses carried out using web-based or videoconferencing facilities.

ORGANIZATION

2013 GBM AND WSM

■ 55th Session of the APO Governing Body

The 55th Governing Body Meeting (GBM) was held in Japan, 21–23 May. Forty-eight delegates comprising directors and their advisers attended the meeting, observed by five representatives from the ASEAN-Japan Centre, International Labour Organization, Southeast Asian Regional Center for Graduate Study and Research in Agriculture, Statistical Institute for Asia and the Pacific, and Turkey.

APO Director for Japan Kunio Umeda delivered the welcome remarks, and APO Chair Azman Hashim presented the opening address. Senior Vice-Minister Masaji Matsuyama, Ministry of Foreign Affairs, Government of Japan, 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 a 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 55th GBM elected APO Director for Mongolia Yamaaranz Erkhembayar as APO Chair for 2013–2014 and APO Director for Nepal Krishna Gyawali and APO Director for Pakistan Shahid Rashid as First and Second Vice Chairs, respectively.

Annual Report of the Secretary-General

APO Secretary-General Yamazaki welcomed APO Directors, advisers, and observers to the 55th Session of the GBM and thanked the Government of Japan and the JPC for being gracious hosts.

Reflecting on his three-year term, he reviewed the four major challenges faced by the Secretariat when he assumed office: the lack of budget due to yen appreciation; withdrawal of the cash grant for the Secretariat office; the need to find an alternative office space; and the Great East Japan earthquake that affected the 2011 GBM. The Secretary-General thanked member countries, in particular the Government of Japan, which bore the cost of the rent, for its support for the Secretariat to relocate to a new location in



55th GBM delegates

Bunkyo ward, in spite of the very tight timeline. He reported that the new office had a 20% lower rental rate by reducing space by approximately 50%, while the total relocation cost was almost 10% less than the original estimates.

The Secretary-General, however, stated that the issue of the membership contribution formula had remained unresolved despite his and APO Directors' best efforts. The Secretary-General expressed his sincere hope that member countries would finally agree to a long-term solution to ensure the smooth, stable operations of the APO. Without an agreement, the cash flow situation would be affected, and surplus and working capital would have to be utilized to implement the ongoing 2013 programs. The Secretary-General urged members to disburse their individual contributions immediately after this GBM had made its decision.

The Secretary-General affirmed that the Secretariat would adopt a more holistic approach to review the organizational structure, Staff Regulations and Rules of the APO, remuneration packages, and programs and projects in consultation with relevant experts to align APO policies better with those of the international community and improve operational effectiveness, while ensuring that operations remained sustainable and effective. The Secretariat had implemented severe salary cuts since 2010, which allowed administrative cost-cutting by 30% compared with five years ago. Meanwhile, he stated that the Secretariat would also redouble efforts to hire the right professionals so that the organization could better serve its members. The Secretary-General reported that the APO had managed to fill the vacant posts of finance officer and an accounting staff member, as well as one professional officer, while two more vacancies for professional staff had still to be filled. Simultaneously, it was reported that the Secretariat would introduce a cost-effective training program to build and enhance the skills and competence of professional staff. Furthermore, he reported that ICT had been leveraged to improve workflow

and communication and that the main computer servers had been relocated into a secure data center located in Yokohama in August 2012 to protect the APO's information assets and ensure business continuity management even in case of any natural or man-made disaster.

The Secretary-General thanked the APO Directors for approving the Program and Financial Estimates for 2013 as circulated at the beginning of March. With the revision of the yen-dollar exchange rate from ¥75 to ¥79, more multicountry projects could be implemented. The 2013 Program Plan included 68 multicountry projects, an increase of 10 from 2012. Six of these additional projects had resulted from suggestions made by APO Directors at last year's 54th GBM.

The Secretary-General reported on the progress of the action plan. In terms of efforts to attract new membership, the Secretariat had held discussions with officials from Turkey, and its government was conducting domestic approval procedures. The Secretariat had also made efforts to involve Myanmar in APO programs, through cash grants from the Government of Japan as well as jointly funded projects with the ADB. The Secretary-General had also communicated with the governments of Brunei and Australia on possible APO membership. Furthermore, he had an excellent exchange with the government of the UAE and the Dubai Chamber of Commerce and Industry, which expressed interest in APO membership as well as in collaborative productivity-related initiatives. Among efforts to enhance the APO's visibility, he reported that the Secretariat had actively collaborated with NPOs and international organizations which led to APO activities being profiled in more than 80 English-language news articles, online news sites, e-newsletters, and TV broadcasts. The APO had also dispatched Secretariat staff to speak at international forums in a cost-efficient manner. He further reported that the APO had circulated its publications proactively, which were used widely

by government organizations, NPOs, international organizations, and research institutes.

Secretary-General Yamazaki emphasized the importance of generating tangible outcomes of APO programs, while noting the daunting task of measuring their real impact. He reiterated, "The completion of a project is not the end. It is not even the beginning of the end but merely the beginning of a lifetime of applying and disseminating the new knowledge you have acquired." With this mindset, the APO required follow-up action reports three to six months after the end of projects starting from 2013.

He stated that one of the key areas where the APO had made its international mark was in productivity research. The productivity data and analyses obtained through the *APO Productivity Databook* project were highly sought after by international industry associations, governments, financial and research institutions, and the international media. This had been very apparent on his recent mission to the UAE, where government officials and journalists repeatedly asked for the APO's views on comparative productivity performance based on its data and analysis. Another example where there had been concrete outcomes was public-sector productivity, and member countries developed the APO Public-sector Productivity Program Framework endorsed by the last WSM in Indonesia to guide them in applying proven, innovative productivity tools to the public sector. He added that the Center of Excellence on Business Excellence (COE on BE) had delivered clear achievements, i.e., successful research on the impact of BE on enterprises and development of training manuals and practical self-help toolkits for SMEs. An expert panel had recommended a new COE on Green Productivity (GP) to be hosted by the ROC. Moreover, it was reported that the Secretariat had implemented various programs funded by special grants, including one funded by the Government of Japan to help revitalize the agriculture and food industries in the Tohoku region of Japan. Through a grant from the Government of the ROC,

the International Conference on Productivity and Sustainable Inclusive Development in the Asia-Pacific had been held in Taipei.

The Secretary-General then touched upon the planning of the 2015 and 2016 programs, while mentioning that he would look forward to the policy statements and feedback of APO Directors during the GBM to identify emerging productivity issues and provide directions for the program planning cycle for the new biennium. He said that the Secretariat would hold a strategic planning workshop for all APO Liaison Officers in June in Tokyo to discuss new APO initiatives and member countries' priorities, review the results of each country's survey on the 2015–2016 Program Plan, share experiences of best practices in the implementation and evaluation of APO projects, and coordinate follow-up activities with NPOs to maximize the impact of programs. He mentioned that all APO programs, including some major ones such as the *APO Productivity Databook* and Eco-products International Fair (EPIF) were being reviewed to weigh their costs versus benefits.

In conclusion, he stated that the APO had managed to persevere in the face of a gauntlet of challenges posed by the changing environment and economic circumstances of member countries. He added that the office relocation had marked a new beginning for the organization. He thanked all APO Directors for their strong support during his tenure and reaffirmed the importance of the job of the Secretary-General in the quest to raise the standard of living of the citizens of member countries. In closing, he wished great success for the new Secretary-General who would take over in mid-September 2013.

The Chair thanked the Secretary-General and invited comments from the floor.

APO Alternate Director for Japan Mitsuhiro Wada expressed his deep gratitude for the leadership of Secretary-General Yamazaki and appreciated

his efforts in tackling the daunting challenges that the APO had faced since he took office in September 2010. He expected that Secretary-General Yamazaki would provide advice on continuing efforts to reform the Secretariat. He stated that the cost-saving efforts in the Secretariat office relocation were appreciated and noted that the total cost of relocation was ¥64 million. He requested the Secretariat to submit a breakdown of the relocation costs for the sake of transparency. He also requested the Secretariat to work to improve the visibility of the APO and to submit follow-up reports on projects implemented.

APO Director for India Saurabh Chandra stated that he would submit his written comments for the record and suggested that the APO take remedial measures.

The Chair requested the Secretariat to take note of the comments and thanked the Secretary-General for presenting the annual report. The Governing Body unanimously adopted Doc. No. 2: Annual Report of the Secretary-General and Its Attachment.

■ 54th Workshop Meeting of Heads of NPOs

The 54th WSM was held in Nadi, Fiji, 29–31 October. It was attended by NPO delegates from 17 member countries, 16 agriculture delegates from 16 member countries, 10 advisers from seven member countries, and an expert from Germany. Representing the Government of Fiji, Prime Minister Commodore Voreqe Bainimarama delivered the inaugural address. Fiji National University (FNU) Vice Chancellor Dr. Ganesh delivered the welcome remarks, followed by the vote of thanks by NTPC Chairman Nesbitt Hazelman.

Statement by the APO Secretary-General

Secretary-General Mari Amano thanked the Government of Fiji for hosting this year's WSM in Nadi as well as the guest of honor, Prime Minister Commodore Voreqe Bainimarama. He expressed his deepest appreciation to APO Director for Fiji Taito Waqa, Vice Chancellor Dr. Ganesh Chand of the FNU, and APO Alternate Director as well as NPO Head for Fiji Kamlesh Prakash for the excellent arrangements and warm hospitality extended to the delegates.



54th WSM delegates. Photo courtesy of National Training & Productivity Centre, Fiji National University

The Secretary-General called attention to the main objectives of this WSM: to discuss and confirm the final lineup of projects for 2014 and discuss and endorse a new program plan for the 2015–2016 biennium. He noted that the meeting aimed to produce a program plan in order to propose a budget for the 2015–2016 biennium at the next GBM. He highlighted the change in this year's WSM program, with the introduction of breakout sessions to allow more time for delegates to discuss strategic issues, and called upon the delegates for their active participation and sharing of new ideas and experiences.

Secretary-General Amano updated the WSM on the progress of projects implemented earlier this year, as summarized below.

- The 2013 edition of the *APO Productivity Databook* was released three months ago with new features such as the computation of total factor productivity for Pakistan and Sri Lanka and an online US dollar-based index for cross-country comparisons. Developments were also underway for smartphone apps to increase accessibility.
- The Secretariat is in the process of conducting a need assessment survey among member countries, and the findings will contribute to mid-term project planning and to the APO Road Map 2020.
- The 8th EPIF was implemented successfully, thanks to the strong support provided by Singapore and other stakeholders. Preparations are currently ongoing for next year's EPIF to be held in Taipei, under the direction of the CPC and the Bureau of Foreign Trade, Ministry of Economic Affairs of the ROC. As the next EPIF plans to expand the scope of visitors from business to government to the consumer market, member countries were encouraged to convince their private- and public-sector organizations to take part in the event.
- Experts reviewed the Eco-products Database and will cover countries beyond the Asia-Pacific. The traditional print form will be replaced with more cost-effective, flexible media platforms to reach out to a wider audience.
- Four projects under a special cash grant provided by the Government of Japan in 2013 included the Observational Study Mission on Photovoltaic and Solar Cell Technology, which took place in Tokyo and Kitakyushu in October. The project created opportunities for collaboration by participants and Japanese technology companies to introduce more advanced, clean solar technologies in the region. The mission also attracted substantial media interest in Japan.
- A workshop on Labor-Management Relations will be implemented in collaboration with the JPC in December, focusing on the automotive industry. The remaining two projects are scheduled for early 2014.
- The annual Asian Food and Agribusiness Conference will provide a unique forum for leaders in the public, private, and academic sectors to discuss current and emerging topics in agriculture, agribusiness, and food industries in the region.
- In-country programs to Cambodia and Lao PDR in 2013 were supported by the Special Program for Strengthening the Capacity for Food Supply Chain Management in Asian Least Developed Countries, funded by a special cash grant from the Government of Japan. The grant also includes two multicountry observational study missions to Japan focused on agriculture.

- In recognition of the generosity of the Government of Japan, other member countries are encouraged to consider similar ways of supporting and promoting the APO.

The Secretary-General noted that the 55th GBM had approved the 2014 Program Plan. He explained that the weakening of the yen against the US dollar had allowed for a reduction of about 15% in the administrative budget for the Secretariat in 2014, and the savings had been channeled to projects such as the Technical Expert Service Program, Development of NPOs Program, and two study missions to nonmember countries. It was further noted that the APO would strengthen its ability to impart knowledge gained from productivity research activities to build up the capacity of NPOs in areas such as productivity measurement, SME performance, benchmarking, and entrepreneurship.

In summary, the Secretariat proposed five more projects and an increase in the budget for Category C projects, as requested by member countries, resulting in a revised project lineup for 2014 which featured a total of 75 including 62 multicountry projects. Details of the proposed lineup of projects for 2015 and 2016 were summarized as follows:

- The projects proposed for 2015 and 2016 are aligned with the APO's three strategic directions and prioritized based on the survey results from member countries, policy directives of the GBM, comments from the Liaison Officers' Meeting, and continuity with projects in the previous two years.
- There is a continued focus on public-sector projects in 2015–2016, following the adoption of the public-sector productivity framework in 2012 and the APO's first publication on knowledge management for the public sector.
- The APO will be looking at the subject of productivity in higher education in more depth in 2015 and 2016.
- Projects in 2015–2016 also include areas such as social marketing, change management, gender mainstreaming, and more precise methods of measuring public-sector productivity, incorporating elements of key productivity tools and methodologies such as knowledge management, result-based management, and human capital strategy. This will strengthen the APO's think tank role to assist policymakers on issues impacting productivity.
- Courses in promoting and facilitating good food safety management practices will be developed to equip managers of food enterprises with the knowledge to promote and facilitate those practices.

The Secretary-General explained that the 2015–2016 Program Plan had been developed considering inputs by member countries and within the budget available, featuring 77 priority programs and projects, with another 12 multicountry projects on the reserve list. He stated that a major objective during his tenure was for the organization to expand its activities across the Asia-Pacific and increase international collaboration in relevant strategic areas. With that in mind, he explained his thoughts on three key elements: relevance, transparency, and productivity.

- Collaborative projects are planned, such as a pilot course in agribusiness with Cornell University, and a training program on sustainable energy with the Ministry of Economy of the Government of Thailand, International Energy Agency, and Asian Development Bank.

- It is necessary for the APO to adopt a more flexible approach in implementing collaborative projects with partner organizations.
- In improving the visibility of the APO among stakeholders and the public, multiple platforms, such as the use of Facebook, will be tested.
- The APO plans to streamline processes and engage participants, experts, and other stakeholders more fully using technology to allow for greater sharing of information among member countries and improve communication and transparency.
- Finally, there is a need to improve the capability and strength of the Secretariat staff to carry out programs successfully. Recruitment processes are underway and it is expected that vacant professional service posts will be filled soon.

The Secretary-General concluded his statement by noting that the WSM would be a valuable opportunity for him to engage with member countries to understand their specific needs and expectations.

2013 GBM AND WSM



139

projects in 2013

**APO 2013
Projects
at a Glance**



4,043

participants completed APO projects



473

experts assigned to APO projects



32

national coordinators assisted in e-learning projects



6,796

attended APO projects and events

BRIEF DESCRIPTION OF 2013 APO PROJECTS

STRENGTHENING OF NPOS

APO Productivity Database

The productivity database project is one of the major productivity measurement research activities. 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 the necessary estimations to tackle the issue of data unavailability in some members.

The research in 2013 began in October with the targets of improving the methodological framework as well as data management system to expand data on quality-adjusted labor inputs, capital stock, and capital services, which ultimately allow total factor productivity (TFP) analyses. The project is being implemented by the Secretariat as a joint research effort with Keio University in Tokyo. The 2013 project developed an efficient, integrated data-processing management system to construct the database. The 2013 research also generated additional US dollar base data. Furthermore, quarterly economic data research was conducted to update and upgrade the Asian Quarterly Growth Map on the APO website regularly.

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

APO Productivity Databook (2013 edition)

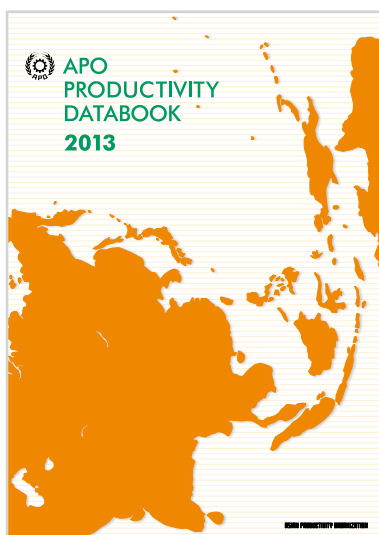
Policymakers, business planners, and economic analysts rely on economic statistics including productivity data to analyze socioeconomic growth and set policies and goals for the future. To support the needs of such stakeholders in member economies, as well as to strengthen the APO's think tank and regional 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 *APO Productivity Databook* series.

The project work began in October in tandem with the APO productivity database project. The 2012 databook project 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. The project aims to expand the coverage of TFP computation.

The *APO Productivity Databook 2013* was published in August. The newest edition provides a long-term view of comparable data on the economic

growth and productivity levels of Asian economies in relation to global and regional economies, 1970–2010. Baseline indicators are calculated for 29 Asian economies, representing the 20 APO member economies and nine nonmembers in Asia. TFP was also computed for 16 APO economies, with PR China and the USA as references. A notable achievement in the 2013 databook was new TFP computations for Pakistan and Sri Lanka.

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



Research for the APO Productivity Databook (2014 edition)

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 harmonized, updated, expanded, and published annually in the analytical report the *APO Productivity Databook* series, as well as on the APO website as the APO Productivity Database.

The project work began in October, after amalgamating the original databook and database projects in 2013. The project is conducted under a research partnership between the APO and Keio University in Tokyo, while national experts collect basic primary data following the internationally harmonized methodology. The project not only monitors productivity trends but also provides analysis of the most up-to-date socioeconomic performance for assessing potential economic growth. It aims to expand the coverage of TFP computation. Furthermore, an APO mobile data application is being developed under this project.

Program coverage: Data collection methodology for meta, aggregate, and industrial data; Comparative analyses of labor productivity and sources of economic growth; TFP analysis; Analytical report for publication of the *APO Productivity Databook 2013*; APO Productivity Database; Asian Quarterly Growth Map; and APO mobile data application development.

Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries: Fourth 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 2013.

(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 good manufacturing practices (GMP) in previous 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 2013, an APO food safety expert was dispatched to three demonstration companies twice (January, March to April) to advise on developing FSMS in the companies.

(2) Basic Training Course for Local Trainers on GMP and HACCP

A demonstration company project to establish and disseminate GMP in the Lao food-processing industry was implemented from November 2010 to October 2011. A National Conference on GMP was held in Vientiane, October 2012, to share the experiences gained by the four demonstration companies and DOSMEP staff through the project. In response to requests made during these initiatives, a training course was organized from January to April to provide opportunities to learn about GMP and HACCP in depth for participants representing the food industry, government agencies, and academia. APO food safety experts were dispatched to the training course in three phases (January, March, April).

Program coverage: Basic implementation of GMP/HACCP; Documentation and implementation of GMP/HACCP; Auditing of HACCP; and Best

practices to control microorganisms and to determine critical control points and critical limits.

(3) Demonstration Company Project on HACCP

Since 2009, the APO has carried out demonstration company projects on GMP to assist the capacity development of food-processing companies to enhance food hygiene levels. After the GMP projects, a special training course was conducted from January to April 2013 in which three sessions were held highlighting the basic HACCP structure and scientific knowledge on microorganisms relevant to food safety. This training course was the first step in establishing a group of experts on HACCP in Lao PDR.

In collaboration with DOSMEP, under the new demonstration company project that started in August 2013, the APO organized a series of national training programs in Vientiane to assist the selected companies in obtaining HACCP certification. The ultimate objective was to disseminate the knowledge and experiences of HACCP implementation throughout the entire Lao food industry and create a group of experts who are competent in the practical application of HACCP. Fourteen local experts were trained in the FSMS.

Program coverage: Preliminary steps for HACCP; Examination of the demonstration companies and identification of focus areas for improvement; and Provision of detailed instructions for the companies and local experts. For hands-on training, participants visited the selected demonstration companies, Le Trio Coffee, Hongtae Meat Ball, and Fish Paste Factory.

(4) National Conference on Modern Food Safety Management Systems

The APO carried out the demonstration company project on High-level Food Safety Management Systems from June 2011 to April 2013 based on 5S, kaizen, and GMP first established in the same demonstration companies in 2005. With the

completion of the project, it is important to share the experiences and lessons learned in this project by the companies and NPCC staff who guided them with others working in the food industry to maximize the multiplier effects.

In cooperation with the NPCC, the APO organized the National Conference on Modern Food Safety Management Systems in Phnom Penh, 17–18 December, to enhance the awareness of stakeholders in Cambodian agribusinesses of the importance and effectiveness of modern FSMS such as HACCP and ISO 22000, share the experiences of demonstration companies and NPCC staff in the demonstration company project, and consider future strategies to disseminate FSMS throughout the Cambodian food-processing industry and agribusiness subsector. More than 100 participants attended the national conference.

Program coverage: Overview of the APO demonstration company project in Cambodia; Outline of HACCP and its implications for food-manufacturing SMEs; Outline of ISO 22000; and HACCP implementation experiences and HACCP plans of the demonstration companies. A panel discussion how to disseminate FSMS in the Cambodian food industry was attended by all demonstration company representatives, the APO expert, and NPCC staff.

Institutional Strengthening of NPOs through the Development of Productivity and Quality Practitioners/Specialists (Advanced Course)

To continue strengthening NPO capacity through the development of productivity practitioners, 23 in-country two-week training programs have been continuously implemented since 2008 to provide practitioners with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of productivity practitioners in their countries.

In 2013, four programs were organized in association with participating NPOs: in Manila and Tagaytay, the Philippines, with 23 participants, 4–14 February; in Bekasi, Indonesia, with 20 participants, 2–13 September; in Ulaanbaatar, with 27 participants, 16–27 September; and in Tehran, with 28 participants, 28 September–10 October.

Program coverage: Productivity concept, measurement, tools, and techniques for the development of productivity practitioners: basic and advanced courses. The programs were tailored for each country. The NPOs prepared postproject activities for staff utilization in productivity promotion-related activities and for further development of their participants.

Development of the APO Certification System

During the past half-century, the APO has organized numerous training courses to catalyze the productivity movements in member countries and accumulated extensive knowledge and abundant content related to productivity. Some member economies expressed the desire for the APO to develop a certification/accreditation system that would be globally recognized to raise the visibility of the APO and its programs. It is thus important for the Secretariat to study the certification industry and business.

A panel of experts was formed to ensure that the Secretariat thoroughly understood the overall framework of certification and to make recommendations on the most appropriate way to develop a practical APO certification system. The discussion was organized on 18 and 19 April at the APO Secretariat, Tokyo. Five experts from the ROC, Hong Kong, Japan, Singapore, and Thailand were invited to the discussion.

Program coverage: NPO perspective on certification systems; International certification structures and processes; Certification scheme sharing;

Opportunities and challenges for the APO certification systems; and Suggestions for the future of the APO certification system.

Member Country Support Program (First and Second Years)

The APO, in collaboration with the JPC and with the support of the Ministry of Economy, Trade and Industry of Japan, has been carrying out the Member Country Support Program (MCSP) since 2002 for developing APO member countries. The MCSP is a two-year project to assist individual NPOs to strengthen their capacity through activities based on their needs and abilities.

The sixth cycle of the MCSP saw India aided through Technical Expert Services (TES), the publication of training materials, and demonstration projects organized by the APO and JPC. This ongoing second-year program started in July 2013 and is scheduled to end in March 2014.

Four model companies from India were selected for this program: Bhagwati Spherocast Private Limited; Sainest Tubes Pvt. Limited; Somany Ceramics Limited; and Baroda Moulds & Dies. These four companies have been guided closely by APO experts and NPC staff and they are expected to share their success stories with other SMEs during a dissemination seminar scheduled for March 2014.

After the completion of the project, the NPC is expected to upgrade its services in productivity promotion, training, and consultancy, especially in the area of material flow cost accounting (MFCA). It also expected that the NPC will sustain the development and implementation of MFCA in other organizations in India.

Self-learning e-Courses for the Industry and Service Sectors

Depending upon the needs of APO members and relevance of subject areas, the APO develops self-learning e-courses and offers them on its e-learning portal (<http://www.apo-elearning.org>). These courses are developed based on the APO's experience and knowledge accumulated over years of organizing capacity-building projects in its focus areas. In 2011, the APO conducted a highly successful pilot self-learning e-course on the Occupational Health and Safety Management System (OHSAS 18001) which received positive feedback.

In 2013, the Industry Department organized two self-learning e-courses: 1) Self-learning e-Course on Green Productivity and Integrated Management Systems (ISO 9001, ISO 14001, OHSAS 18001) from 8 May–7 September which was enrolled in by 2,457 participants from 20 APO members of whom 952 completed the course; and 2) Self-learning e-Course on Material Flow Cost Accounting (ISO 14051) from 7 November to March 2014.

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

Developing fully qualified productivity practitioners is a priority for NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations. The APO has offered DPP: Basic since 1996 as a core project. Participants are equipped with fundamental knowledge 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 2013 DPP: Basic was organized in association with the DAP, 10 June–5 July in Manila and Tagaytay. It was attended by 20 participants from 15 countries.

Program coverage: Classroom training in productivity concepts at macro and micro levels; Productivity tools; and In-plant activity to let participants learn by practicing. Four organizations welcomed participants for this activity: Municipal Government of Tanauan; Mushroom Burgers Restaurant; Delfa's Food Corporation, a food-processing company; and Tagaytay City Science National High School. Participants visited the enterprises to observe and collect data for diagnosis. Then they analyzed the data, proposed improvements, and presented their recommendations to management.



Development of Productivity Practitioners: Basic

Strategic Planning Workshop for APO Liaison Officers

NPOs are the prime movers of productivity promotion in member countries. They serve as the channel for the APO in the delivery of support programs to various stakeholders in their countries. Liaison Officers, or Senior Project Coordinators in charge of APO affairs in NPOs, are vital links of communication between NPOs and the Secretariat. It is therefore essential that Liaison Officers and the APO Secretariat work very closely together on all facets of planning, preparation, implementation, and evaluation of APO projects. The Strategic Planning Workshop provides an avenue for that purpose and for aligning APO program plans and NPO priority activities for greater synergy.

A three-day Strategic Planning Workshop for APO Liaison Officers was organized 26–28 June at the Secretariat in Tokyo. Twenty participants representing 18 member countries attended, along with one observer from the Ministry of Foreign Affairs of Japan.

Program coverage: Scope of activities, objectives, and target outcomes of Secretariat departments; Core programs of the APO; New initiatives of the APO Secretariat; Sharing of best practices of NPOs in productivity promotion and project implementation; APO project planning and budgeting process and new GBM directives; Review of project implementation issues and recommendations; Improving the visibility, efficiency, and effectiveness of the APO; and Developing the Road Map 2020.



Strategic Planning Workshop for APO Liaison Officers

Workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Business Sector

Productivity is crucial to the competitiveness and sustainability of all organizations. As employees play a critical role in productivity improvement, building a scheme to reward and motivate them is good management practice. Productivity gain sharing is one incentive scheme to drive the performance of organizations through productivity improvement. Productivity gain sharing is the distribution of wealth generated as a result of productivity improvement between the organization and employees. When productivity gain sharing is successfully applied, it helps to strengthen teamwork and sustain performance.

A workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Business Sector was held in Jakarta, 26–30 August. Twenty-two participants from 14 countries attended to examine the latest trends and developments in productivity gain sharing among members, share experiences of successful applications of productivity gain sharing, and examine challenges in implementing productivity gain sharing and fair distribution of the results of improved productivity in the Asia-Pacific. They also formulated action plans.

Program coverage: Best practice cases of Singapore and the ROK; and Labor management challenges. Site visits were made to Kimia Farma, a pharmaceutical company, and Honda Astra Motors.

Development of the Center of Excellence: Workshop on Development of Model Projects for Green Productivity

The concept of Green Productivity (GP) is drawn from the integration of two important activities: productivity improvement and environmental protection. Thus, the 55th session of the GBM in Tokyo in May 2013 approved the establishment of the APO Center of Excellence on Green Productivity (COE on GP) in Taipei. The COE on GP implements projects and related activities, one of which was the workshop on Development of Model Projects for Green Productivity that oriented participants and updated their GP knowledge and skills.

The five-day workshop was organized 4–8 November in the ROC with the CPC as the local implementing organization. The workshop was attended by 19 overseas participants from 14 APO member countries and 56 local ones from the ROC. The objectives were to support member countries in the implementation of selected GP models of resource recycling, green energy, green factories, and eco-agri innovation and introduce various tools and techniques for the four GP models.

Program coverage: Plenary sessions in four thematic areas: resource recycling; green energy; green factories; and eco-agri innovation. There were also company visits and onsite studies in the four areas by groups.

Workshop on Labor-Management Relations with Special Focus on the Automobile Industry

The experience of countries with good productivity records underlines the link between labor-management relations and productivity. For example, the Japanese productivity movement that began in the 1950s emphasized employment security, and this helped its acceptance by unions. Recent global environmental regulations and increasing globalization, as well as the dramatic development of IT, have created labor concerns completely different from those in the 1950s. Japan has been facing their impact on its automobile sector and related supply chains. Therefore, it is important to study the current status and issues of labor-management relations in the automobile sector and identify the actual issues and challenges to redefine the role of the productivity movement in good labor management.

To examine, discuss, and share the current status of and issues in labor-management relations, the APO organized a workshop on Labor-Management Relations with Special Focus on the Automobile Industry, 18–22 November, in Tokyo in association with the JPC under a special cash grant from the Government of Japan. Twenty-one participants from seven APO members attended the workshop.

Program coverage: Current and future labor-management issues; Labor management rules and regulations under labor legislation; and Steps to be taken by management to improve relations. The participants visited the Confederation of Japan Automobile Workers' Union; Ministry of Health, Labor and Welfare; Honda Motor Co., Ltd.; Honda

Motor Workers' Union; and Ministry of Economy, Trade and Industry to study the best practices and related laws.



Labor-Management Relations with Special Focus on the Automobile Industry

Training Course on DPP: Advanced

The DPP: Basic and Advanced training courses have been conducted since 1994 and 2001, 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.

In 2013, DPP: Advanced was organized in association with the MPC, 18 November–6 December, in Kuala Lumpur and Johor Bahru to equip target participants from NPOs with advanced productivity improvement principles, techniques, and approaches. There were 20 participants from 12 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 plans and implementation results after completion of the course.

Program coverage: Productivity and competitiveness concept; Knowledge management; Total quality management; Business process reengineering; Lean systems; Value stream mapping; Six Sigma; and Total productive maintenance. Site visits

were hosted by Toyota Boshoku Sdn. Bhd., an automobile interior parts company; and Autokeen Sdn. Bhd., an automobile part-stamping company.



Development of Productivity Practitioners: Advanced

Sustainable Energy Training: Electricity Generation and Supply—Challenges and Opportunities for Asia

Asia's electricity demand is bound to increase by another 150% by 2035, which makes it essential to ensure the sustainable management of electricity from its generation to use. It is also necessary to capitalize on the potential of renewable energy resources to minimize the use of fossil fuels that cause adverse climate change. Governments in Asia need to develop national and regional road maps and policy frameworks promoting investment in advanced technologies for electricity generation, transmission, and distribution and commercializing renewable energy sources. Therefore, ministries of energy/power should work with electrical utility companies in exploring opportunities and tackling challenges for sustainable electricity generation and supply.

To build the capacity of senior officials from ministries of energy/power and electricity utility companies, the APO organized a training course on Electricity Generation and Supply—Challenges and Opportunities for Asia, 25–29 November, in Bangkok in association with the Ministry of Energy, Government of Thailand, International Energy Agency, ADB, and FTPI. Thirty-three officials from ministries and power utilities from 14 APO

members and seven participants from non-APO members supported by the ADB joined the course.

Program coverage: Market reform in the electricity sector; Best available technologies for electricity generation; Sustainable electricity transmission and distribution; Electricity grids, including smart grids; and Renewable energy. A site visit to Bangchak Solar PV farm (36 MW) was made to provide participants with first-hand information on solar energy.



Electricity Generation and Supply—Challenges and Opportunities for Asia

Workshop on SME Productivity Measurement and Analysis for NPOs

SMEs operate in agriculture, industry, and service. This wide range of business activities makes it difficult to use a common yardstick for measuring, comparing, and monitoring the productivity of SMEs at the national level. Since NPOs are at different stages of development, their capability to undertake productivity measurement and analysis also varies. Hence, there is a need to share expertise and learning so that all NPOs use a common or similar methodology to develop comparable SME productivity indicators.

A four-day workshop on SME Productivity Measurement and Analysis for NPOs was conducted 26–29 November, with SPRING Singapore as the local implementing organization. Sixteen participants from NPOs and three guests from the Ministry of Science, Industry and Technology, Republic of Turkey, attended. The main objectives

were to: enhance understanding of productivity concepts and measurement among NPO management and consultants; review the tools and techniques for SME productivity measurement used by some NPOs and related organizations; and identify a suitable SME productivity measurement system for NPOs.

Program coverage: Overview of APO programs to support SMEs; Productivity concepts and measurements; Key drivers of productivity; Tools and techniques for productivity measurement; Current practices and approaches in SME productivity measurement in selected countries; National programs to support SME productivity and competitiveness; and Development of a common approach for an SME productivity measurement system in the APO region.



SME Productivity Measurement and Analysis for NPOs

Top Management Forum

The long-running Top Management Forum was held outside Japan for the first time in 2013. The 28th forum focused on how ICT enhances productivity and contributes to TFP. It also exchanged case studies on how successful SMEs had adopted ICT to accelerate and expand their businesses globally.

The 2013 Top Management Forum was held in Seoul, ROK, 17–19 December. Twenty-one participants from 18 APO economies, including one self-financed and three local ones, were in

attendance. Three Korean speakers shared their views on innovative applications of ICT adopted by SMEs in the ROK. The Top Management Forum received widespread coverage in the local media.

Program coverage: Korea's ICT policies for strengthening the competitiveness of SMEs; Adopting and implementing ICT applications for SMEs in the ROK; Paradigm shift to scale up from SMEs in the ROC; Challenges across APO members; and Group discussions on how ICT can improve the productivity of SMEs. Commax Co. Ltd., a leading SME in the home security business, hosted a site visit.



Top Management Forum. Photo courtesy of KPC

Research on Need Assessment of Member Countries

Having knowledge of the current and future developmental needs of stakeholders in member countries is crucial for the APO Secretariat to conduct strategic project planning and implementation. To enhance the relevance and effectiveness of APO support to member countries, it is important that its projects be aligned with the needs and priorities of each member. Research is conducted by the APO Secretariat to develop effective programs and projects. It is also crucial for the APO in terms of allocating resources and developing a medium-term road map.

Research on Need Assessment of Member Countries has been conducted by the APO Secretariat since August 2013 as a one-year research project to assess the needs of member countries. Eighteen member countries are participating in the research, and currently the preliminary assessment report is being consolidated after completing phase I, to be followed by site visit validation.

Program coverage: National development policy priorities; National productivity strategy; Identification of mid-term national productivity targets; NPOs' strategies and priorities; and Assessment of project needs for productivity improvement.

STRENGTHENING OF SMES

Multicountry Observational Study Mission on SME Development

SMEs play an important role in the economies of the Asia-Pacific region not only because of their sheer numbers but also the variety of their activities. SMEs have been forced to move beyond the philosophy of continuous improvement and adopt more radical, innovative ideas to upgrade and transform due to severe competition in the global business environment and increasing technological complexity. The lack of knowledge of advanced management practices, weak technical capabilities, and limited access to external assistance are their critical common factors and should be closely examined for the development of SMEs.

After the enthusiastic reception of a similar project in January 2012, the APO in conjunction with the JPC organized a multicountry observational study mission on SME Development in Tokyo, 4–8 February, to illustrate best practices in utilizing productivity improvement tools and techniques by SMEs. The 15 participants, including four observers from Myanmar, were NPO trainers/consultants, government officials in charge of SME development, and SME owners.

Program coverage: Features of productivity improvement activities of Japanese companies; and Practical productivity improvement activities. The participants also visited three excellent SMEs: Cucire Corporation, a subsidiary of Seiko Corporation, where they were introduced to the Toyota sewing system (TSS); Seiko itself to

observe overall corporate management based on the TSS; and Yasui Co. Ltd. for plant practice. After observations at Yasui Co. Ltd., they were requested to make two kaizen suggestions to company management.

Training Course on Total Quality Management for SMEs in the Service Sector

Total quality management (TQM) is viewed as a comprehensive, structured approach to organizational management which helps to improve the quality of products and services through ongoing refinements in response to continuous feedback. TQM encompasses many aspects of operations beginning at the lowest level focusing on customer requirements and delivering products and services satisfactorily to production systems and ensuring quality in all steps in the process. TQM has shown great success in manufacturing companies and is now being rapidly adapted to the service sector with its customer orientation. TQM looks at an organization as a “system” and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective and service-oriented approaches.

A training course on Total Quality Management for SMEs in the Service Sector was organized in association with the NPO of Bangladesh, 24–28 February, to enable participants to understand the concept, tools, and practices of TQM in the service sector. There were 22 participants from 14 countries, five of whom were local ones.

Program coverage: TQM philosophy and concept; Principles and practices of service quality for SMEs; Innovation in the service sector; Best practices of service quality; and TQM practices in Bangladesh. An observational site visit was organized to demonstrate a TQM project at the Bangladesh Public Administration Training Centre.



Total Quality Management for SMEs in the Service Sector. Photo courtesy of NPO Bangladesh

Training Course on Basic Productivity Tools for SMEs

While facing growing challenges from global competition and the needs of increasingly sophisticated customers, SMEs generally suffer from the lack of knowledge of basic productivity tools, weak technical capabilities, and limited access to external assistance. Needing to improve product or service quality, most organizations are applying various tools and techniques to achieve growth as well as greater profit.

To help newly established SMEs gain or sustain market competitiveness; the APO organized a training course on Basic Productivity Tools for SMEs, which complemented the Development of Productivity Practitioners: Basic organized by the APO for the benefit of NPOs, in the ROK, 2–5 July. The 19 participants from 17 member countries were from NPOs, ministries, associations, and the public sector as well as from companies in the private sector.

Program coverage: Key aspects of basic productivity tools and quality control circles; Impacts of teams

on total quality; and Business excellence. The participants also visited two companies: Mun-Hwa Distribution Books (a service enterprise); and DBI Inc. (a manufacturer).



Basic Productivity Tools for SMEs

Workshop on Advanced Agribusiness Management for Executives and Managers of SMEs

Today's agribusiness executives and managers operate in a rapidly changing, volatile, technology-driven, consumer-focused market. This dynamic environment makes it challenging for agribusinesses to stay competitive. Managers and executives of SMEs must explore new products, business models, and organizational structures that could increase their efficiency and overall productivity to strengthen their market position.

The APO organized a workshop on Advanced Agribusiness Management for Executives and Managers of SMEs, 29 July–2 August, in Bangkok to expose participants to the latest thinking in strategic management, marketing strategies, and other ways to enhance leadership and managerial skills to improve the productivity and competitiveness of their agribusinesses and to discuss the capacity development needs of agribusiness executives and managers in APO member countries. The workshop was supported by the FTPI. The first day was an open International Seminar on Trends in Advanced Agribusiness Management attended by 17 overseas participants

from 12 countries, four local participants, and 31 local observers.

Program coverage: Global trends and key drivers in agribusiness; Opportunities and challenges for agribusiness in Asia; Emerging business models in agribusiness; Developing value chains in agribusiness; Strategic management and leadership; Innovative marketing techniques; and Capacity development needs of agribusiness executives and managers in Asia.

National Workshop on Development of Agrotourism

The development of agrotourism is among the priorities of the Government of Indonesia considering its strategic importance in creating job opportunities and increasing the income and welfare of farmers and the rural population to achieve more inclusive development. However, such opportunities can only be tapped if various stakeholders are knowledgeable and have the skills to develop and manage agrotourism and related enterprises. Most small farmers have limited understanding and knowledge of running a complex agrotourism enterprise, and thus there is a need to develop their capacities and provide appropriate technical assistance.

The Ministry of Agriculture, in cooperation with the Ministry of Labor and Transmigration of Indonesia and with support from the APO, organized a National Workshop on Development and Marketing of Agrotourism for Increasing Farm Household Income, 26–28 August, in Bali to enable stakeholders to broaden their knowledge of various aspects of agrotourism including global and regional trends, different models, and government programs in Indonesia and other countries. It was attended by 107 participants.

Program coverage: Tourism industry trends, concepts, framework, and policies; Planning

the development of sustainable agrotourism; Marketing and promotion of agrotourism products; Case studies of sustainable agrotourism enterprise models; and Strategies for sustainable development of agrotourism business.

Workshop on Development and Marketing of Agrotourism for Increasing Farm Household Incomes

Agrotourism is now increasingly being pursued as value addition to farming and as allied business that enables farmers and rural communities to harness the optimal benefits of the multifunctional nature of agriculture and natural resources in rural areas. The development of these interlinked enterprises generates other benefits to rural communities such as better environmental and cultural awareness, and preservation of cultural heritage sites and agrobiological diversity. There is a need to create greater awareness among agriculture, tourism, and rural development planners, and trainers and consultants who can facilitate the dissemination of knowledge and best practices in the development, promotion, and marketing of farms as tourism enterprises.

The APO organized a workshop on Development and Marketing of Agrotourism for Increasing Farm Household Incomes, 26–31 August, in Bali to enhance participants' knowledge and appreciation of agrotourism as a strategy for creating economic opportunities in rural areas, assess different agrotourism enterprise models that increase farm productivity and incomes, and identify strategies for promoting agrotourism as part of local and national tourism attractions as well as agricultural and rural development plans and programs. The Ministry of Agriculture and the Ministry of Manpower and Transmigration of Indonesia supported the project. Twenty-three participants attended the workshop.

Program coverage: Concept and basics of agrotourism; Emerging trends in and opportunities for agrotourism; Planning the development of an

agrotourism enterprise; Analyzing value addition of agrotourism enterprises to farm income; Promotion and marketing of agrotourism products; Case studies of sustainable agrotourism enterprise models; and Framework for the engagement of stakeholders in agrotourism.

Multicountry Observational Study Mission on SME Best Practices in Service Excellence

The promotion of productivity and business excellence in the service sector is crucial to revitalize national economies, with the main focus on increasing GDP and per capita GDP. In 2003, the service sector in the ROC exceeded 70% of GDP for the first time. The ROC's largest, most authoritative media group, Commonwealth, received the first Service Excellence Award.

A multicountry observational study mission on SME Best Practices in Service Excellence was organized in Taipei, 2–6 September, as a platform to provide an opportunity to learn from and examine the best practices of advanced SMEs in the ROC, to encourage greater competitiveness of service-related businesses, and to make other Asian SMEs more customer oriented. Twenty-one participants from 11 member countries took part in this study mission.

Program coverage: Status of service excellence in the ROC; Management philosophy and strategies of top SME managers to achieve service excellence; and Quality improvement activities in participating countries including promotional activities and other areas of interest. The participants also visited four excellent SMEs: White Wood House; I-MEI Foods Co. Ltd.; E.SUN Commercial Bank Ltd.; and Dr. Foot Technology Co. Ltd.

e-Learning Course on Export Promotion and Market Access for Agricultural and Food Products from Asia

Most governments, especially in Asia, make export promotion and development a priority in their national development strategies. Increased export growth is believed to trigger productivity consciousness, as companies that want greater market access must improve operational efficiency. The current situation requires that efforts be made not only to diversify markets but also to diversify the product composition in the export basket.

The APO organized an e-learning course on Export Promotion and Market Access for Agricultural and Food Products from Asia to review the key strategies of the export promotion and development programs of member governments, assess the extent to which they support productivity improvement and raise competitiveness among agrifood-exporting SMEs, and identify the capacity development needs of those SMEs to improve their productivity and competitiveness in overseas markets. The course was implemented in three sessions with 216 participants from 12 countries.

Program coverage: Overview of the export performance of selected countries; The basics of agrifood export business; Market trends and opportunities for Asian agrifood products in major global markets; Key regulations governing the entry of food products in major export markets; Formulation of export promotion strategies for new products and/or new markets; and Capacity development needs of agrifood exporters in member countries.

Training of Trainers in Enhancing Women's Participation in Rural Enterprise Development

Women can play catalytic roles in the development of rural communities and in achieving the goals of alleviating poverty and more inclusive development.

Increasingly, women in rural areas engage in microtrade and microenterprises to contribute to household income. However, the number of women in rural areas who successfully start and/or expand microenterprises constitutes a small percentage. The majority still lack access to training and capital for starting and managing a business. Support in terms of capacity building and access to resources could improve their performance and shift from marginal income generation to more profitable, sustainable businesses, creating jobs in rural communities.

The APO organized a Training of Trainers in Enhancing Women's Participation in Rural Enterprise Development, 23–29 September, in Solo, Indonesia, to equip participants with knowledge of and skills in planning, designing, and implementing training courses on enterprise development for women in rural areas and to provide modules to be used in those courses. The Colombo Plan Secretariat, Ministry of Agriculture, and Ministry of Manpower and Transmigration, Indonesia, supported the project. Sixteen international participants from 11 member countries and nine local ones attended.

Program coverage: Women's entrepreneurship in the rural sector: issues, challenges, and opportunities; Global and regional developments in women's entrepreneurship; business development and enterprise planning and management; Role of trainers in capacity development of women in rural areas; and Application of ICT in business planning and management. Participants visited the herbal medicine company PT. Sekar Sari Alam, meat processor PS. MAS, and batik village Laweyan, all in Solo.

Training Course on Planning and Management of Ecotourism

Ecotourism has great potential for generating revenue for countries endowed with natural attractions and at the same time preserving

them for sustained benefit. Scenic landscapes, unique resource ecosystems and biodiversity, and indigenous cultural heritage are sure crowd pleasers. They can be harnessed to create job opportunities and stimulate the development of enterprises, particularly in rural areas. However, the development of areas for ecotourism must be carefully planned to avoid unnecessary damage to the natural environment and the culture of communities. Various stakeholders must understand the concept and principles of ecotourism and be involved in the planning and management of ecotourism sites and projects.

Responding to this, the APO collaborated with the NTPC of Fiji National University to organize a training course on Planning and Management of Ecotourism, 25–29 November, in Nadi. Designed to develop or enhance the competencies of trainers and consultants in planning and managing ecotourism, 18 participants from 15 countries and four local participants attended.

Program coverage: Concepts and principles of ecotourism; Opportunities and challenges for ecotourism development; Selected models of ecotourism projects; Selected tools and techniques in planning ecotourism projects; Management of ecotourism projects; Ecotourism product development; and Financing of ecotourism projects. Site visits to Sigatoka Sand Dunes and Biasevu waterfall were arranged to demonstrate the importance of managing natural resources for sustainable ecotourism.



Planning and Management of Ecotourism

Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific

SMEs, especially those in the Asia-Pacific region, are the most vulnerable to disaster risk since they have difficulty recovering from unforeseen calamities. That vulnerability potentially increases supply chain disruption due to a lack of insurance, risk assessments, and business continuity plans. The ROC paved the way to a solution to this in May 2011 by formally proposing a multiyear project dedicated to improving the ability of SMEs in the Asia-Pacific Economic Cooperation region to handle natural disasters.

To provide participants with the opportunity to learn and examine best practices of SMEs to sustain operations after being hit by external change, the APO organized a multicountry observational study mission on Resilient SME Networks in the Asia-Pacific in Taipei, 16–20 December. The 15 participants from 12 countries were senior officers/consultants from NPOs, trade associations, and ministries, in addition to several senior managers and owners of businesses.

Program coverage: Best practices for revitalizing and restoring SME networks after external changes in the host country and region; Management philosophy; and Effective SME networks to overcome damage from external changes. Four companies hosted site visits to demonstrate their disaster preparedness measures: FineTek Co. Ltd., a producer of production and control systems, sensor components, etc.; ATMA Champ Ent. Corp., a screen printing equipment supplier; E Tai Enterprise Co., Ltd., a manufacturer of aluminum doors and windows which has branched out into shower- and home spa-related items; and Pei Chen Co., Ltd., an importer and exporter of tea, coffee, and beverage supplies.

Research on Entrepreneurship Initiatives in APO Economies

Entrepreneurs stimulate and revitalize national economies by marshaling resources and leveraging innovation, technology, and creativity to create new business ventures. By serving as a conduit for knowledge spillovers, entrepreneurship is an important mechanism that connects the missing link between investments in new knowledge and economic growth. Entrepreneurship not only contributes to generating wealth for communities but also to creating long-term employment growth. Understanding of the effective entrepreneurial process remains rather poor in the APO region, and thus policymakers struggle to formulate effective, appropriate policies to nurture entrepreneurship for economic advantage. It is vital for the APO to understand how entrepreneurship can be effectively promoted for stimulating economic growth.

A coordination meeting for Research on Entrepreneurship Initiatives in APO Economies was held in Phnom Penh, 21–23 August, implemented by the NPCC as well as by an external collaborator, the Cambodia-Japan Cooperation Center (CJCC). The meeting invited seven national experts from seven member economies, mainly from academic institutions, as well as a national expert from the host country. Thanks to the NPCC and CJCC, the meeting benefitted from six guest speakers who shared the situation of entrepreneurial activities and trends in the APO region. The meeting offered a series of lectures aiming to identify causal relationships between entrepreneurial activities and national economic growth, and in turn productivity growth. The national experts held intensive discussions to identify issues and challenges in the process of enhancing start-ups in their countries with a view to consolidating an analytical research report.

Program coverage: Entrepreneurship start-up rates; Global entrepreneurship monitoring; Entrepreneurship support policies; and Social aspects of entrepreneurship.

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

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

The APO recognizes the importance of monitoring the progress of SME performance in the service sector in the region and sharing the best practices of high-performing businesses in member economies. Benchmarking is a continuous process of self-assessment and initiating actions to close gaps, surpass the best performers, and retain a competitive edge. 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 obtained from the benchmarking exercise.

Prior to this research project, a study meeting on the subject was held in July 2012, where a set of comparable indicators was identified. The methodology for collecting data, information, and best practice cases was also agreed upon. Based on the methodology, the research started in October 2012 and was carried out in 2013. National experts from the ROC, Japan, Malaysia, and Singapore participated in this initial research to develop a research report containing cross-country analysis of productivity performance and best practices of SMEs in the retail and food subsectors.

Program coverage: Questionnaire development, translation, and distribution for national surveys; Data collection for value added (VA); VA-to-sales ratio; Labor cost competitiveness; Working capital ratio; Profit margins; and Cross-country data analysis.

Workshop on ICT Impact on the Productivity of the Service Sector

Today, the service sector is one of the major contributors to the GDP of APO member countries. However, the overall productivity level of the service sector in APO member countries is not generally very high. Traditionally, it has been difficult for the service sector to achieve productivity growth, but advances in ICT have changed that.

Twenty-three ICT specialists from 12 member economies gathered for five days at a workshop on ICT Impact on the Productivity of the Service Sector organized by the APO in collaboration with the Ministry of ICT, Government of IR Iran, and NIPO, 19–23 January, in Tehran.

Program coverage: ICT-related policies and development programs; The latest ICT and techniques for the service sector; Storage, retrieval, manipulation, transmission, and receipt of digital data; and Understanding ICT for continuous innovation and overall productivity growth in the service sector. The participants also visited the National Iranian Oil Products Distribution Company that developed a nationwide “smart fuel system” using ICT.



ICT Impact on the Productivity of the Service Sector. Photo courtesy of Ministry of ICT, IR Iran

Seminar on Innovations in Irrigation Water Management for Sustainable Food Security

Challenges to ensuring food security in the 21st century include climate change, population growth, and the need to manage the world's rapidly growing demand for water in a sustainable way. World food demand is projected nearly to double by 2050. Most Asian countries, however, have limited land and water resources for agricultural and irrigation expansion. Irrigated agriculture in Asia has tremendous potential to contribute to achieving food security. As water resources shrink, and competition from other sectors grows, irrigated agriculture must produce more food with existing or even less water.

The APO in cooperation with the NPO of Pakistan, Ministry of National Food Security and Research, FAO, US Department of Agriculture, and World Confederation of Productivity Science organized a seminar on Innovations in Irrigation Water Management for Sustainable Food Security in Islamabad, 21–25 January. Nineteen participants from 10 member economies and seven observers attended.

Program coverage: Innovative arrangements for managing irrigation systems; Innovations in supply management of irrigation water; Innovative demand management of irrigation water; Farmers' initiatives for efficient use of irrigation water; Innovative ways to reuse agricultural water; Smart irrigation technologies to use waste and low-quality water; and Scaling up innovations and the best practices of irrigation water management. To observe innovations in irrigation water management such as the use of solar and biogas energy for sprinkler and drip irrigation, as well as bioremediation of sewage for agricultural use, participants visited the National Agricultural Research Centre's project areas in Islamabad and Fatehjang.



Innovations in Irrigation Water Management for Sustainable Food Security

Workshop on Performance Management of Service-sector Organizations

The service sector is the mainstay of the economy in most APO members. Apart from public-sector organizations, it also includes healthcare, education, retail, transport, tourism, etc. employing thousands of personnel. There has been increasing demand to improve productivity in service organizations, although this is challenging. Performance management is one effective tool that can be applied to achieve quantum leaps in the productivity of these organizations. Performance management can lead to enhancing the quality of services, increasing stakeholder satisfaction, and improving the overall cost-effectiveness and transparency of service organizations. It also helps to recognize and reward outstanding performers and to develop modest ones.

Twenty-six performance management professionals from 12 APO member economies gathered for five days in a workshop on Performance Management of Service-sector Organizations organized by the APO in collaboration with the NPO, Pakistan, 18–22 February, in Islamabad.

Program coverage: Key elements of best practices; and Emerging trends, issues, challenges, and implementation of performance management in service organizations. A site visit was made to a major local private hospital, the Shifa International.

Study Meeting on Knowledge Management and Social Innovation

Asian economies are growing rapidly, but social issues, such as poverty and inequality, plague a large segment of the population. Tackling social issues is very important for the APO. To that end, social innovation in tandem with effective knowledge management (KM) can play an important role in addressing such issues and improving productivity and economic growth. Social innovation can be sustainable and powerful with effective KM through systematically creating and translating valuable tacit knowledge on solving social problems into explicit knowledge and scalable solutions via businesses and other productive means.

A study meeting on KM and Social Innovation was held in Colombo, Sri Lanka, 19–22 February, implemented by the NPS. The meeting invited eight international participants from seven member economies, mainly from the public sector, as well as six local participants and four local observers, mainly from SMEs, who were keen to learn how to maximize KM tools as applied to social innovation. The meeting offered a series of lectures on the applicable KM framework for social innovation, as well as introduced pertinent cases of KM empowering social businesses. Participants also exchanged views on how to implement KM successfully with diverse players to achieve social innovation for solving social issues. They 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 social innovation; Problem finding and solving; and KM leaders and their roles in social innovation.

Training Course on Lean Manufacturing Systems

Lean production systems involve the systematic elimination of all types of waste in production

and related processes. They also encompass the concept of continuous production flow to satisfy customer demand by minimizing lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. The process involves identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations. Lean production has been widely adopted by industries in many countries.

A training course on Lean Manufacturing Systems was organized in association with the MPC, 29 April–10 May, in Kuala Lumpur and Kuantan 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 22 participants from 12 countries, five of whom were local ones.

Program coverage: Principles of lean systems; Implementation steps; Lean tools; Value stream mapping; and Working culture in lean organizations. A seminar on lean management was organized in conjunction with the training course with more than 120 attending. Participants viewed lean applications from different perspectives during site visits to: Toyota Boshoku UMW Sdn. Bhd.; Denso (Malaysia) Sdn. Bhd.; and Hicom Automotive Manufacturers (Malaysia) Sdn. Bhd. Actual practice in the production process was performed at Sapura Automotive Industries Sdn. Bhd., where participants studied and analyzed factory processes and proposed improvements to the company management via lean concept applications.



Lean Manufacturing Systems

Workshop on the Branding of Local-specific Agricultural Products through the Use of Geographic Indications

Geographic indications (GIs) are valuable branding and marketing tools in global markets. Regulation of GIs protects both producers and consumers alike from false claims and misleading labeling. Developing Asian countries perceive GIs as opportunities to expand agrifood exports to developed markets because their unique physical and cultural attributes and diverse climates are conducive to product differentiation. The GI tool, however, is not easy to apply in developing countries. The main challenges are the lack of skills, knowledge, and strategy of local producers for branding local-specific products and absence of/insufficient legal systems to protect brands.

To enhance the knowledge and skills of key stakeholders involved in the development and branding of local-specific products with GIs, the APO in collaboration with the Ministry of Agriculture and NPS organized a workshop on the Branding of Local-specific Agricultural Products through the Use of Geographic Indications, in Colombo, 3–7 June. Twenty-one participants from 11 member countries and four resource persons attended.

Program coverage: Nature, scope, and function of GIs; GIs as a branding and marketing tool for local-specific agrifood products; Requirements for successful branding; Development of policy and institutional frameworks for GI administration and regulation; Legal protection systems for GIs; Roles of various stakeholders at different stages of the GI recognition and implementation process; and Successful examples of local geographic brands. To observe local-specific agricultural products, participants visited a cinnamon plantation and an ISO 22000-certified cinnamon-processing factory in Kosgoda.



Branding of Local-specific Agricultural Products through the Use of Geographic Indications

e-Learning Course on Knowledge Management for Public-sector Organizations

KM tools are increasingly recognized as strategic resources within the public sector to reduce costs significantly without affecting service standards, improve decision making, and find innovative ways to develop and grow. KM also plays an important role in providing strategies and techniques to manage e-government content to make knowledge more usable and accessible.

The APO, with the help of the Tokyo Development Learning Center, has organized an e-learning course on KM tailored for the public sector via the World Bank Global Development Learning Network platform. Based on past success, the same modality was used for the third time in 2013 to train 296 participants from member countries in KM in this three-session online course, covering 13 member countries.

Program coverage: Basic concept of KM; Importance and benefits of KM to the public sector; The APO KM framework and implementation approach; Case studies of KM implementation in the public sector; and KM challenges in the public sector.

e-Learning Course on the Information Security Management System (ISMS) Based on the ISO 27000 Series

Organizations today have an increased awareness of the value of information and perceive an increasing need to protect their information assets. An information security management system (ISMS) is a risk management approach to maintain the confidentiality, integrity, and availability of an organization's information. The ISO 27000 series of standards was specifically developed by the ISO for information security.

To introduce the ISMS to member economies, the APO organized an e-learning course in 2010 and face-to-face training courses in 2011 and 2012 on the topic. In continuing efforts to enhance awareness among member countries, a second e-learning course was organized in 2013. This four-day course was conducted in two sessions for 237 participants: session 1, 22–25 July, in Mongolia, Nepal, the Philippines, Sri Lanka, and Vietnam; and session 2, 26–29 August, in Bangladesh, Cambodia, Indonesia, IR Iran, and Pakistan.

Program coverage: Necessity of ISMS; Overview and general requirements of ISO 27001; Implementation and operation of ISMS; and Checking and management review of ISMS. On day 3 of the program, each participating member country conducted a site visit to learn from organizations that had ISMS in place. The site visits served as case studies for group presentations on the last day.

Workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities

Entrepreneurship is the practice of starting new businesses to capitalize on freshly identified opportunities. Entrepreneurial activities stimulate and revitalize national economies by embracing

innovation and technology as well as creativity. The APO has been promoting innovation, incubation, and entrepreneurship in the region, especially through SME promotion. SMEs are the backbone of industrialization in the Asia-Pacific, and innovative measures are required to develop them.

To learn and share examples of successful, innovative business start-ups through incubation, their commercialization, and entrepreneurship, a workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities, was held 12–16 August in Taipei in conjunction with the CPC. The workshop combined the three concepts of innovation, incubation, and entrepreneurship to show how innovation resulting in new business ideas/products were tried, tested, and supported in incubation centers before their commercialization. Twenty-one participants from 15 APO member economies attended.

Program coverage: Innovative entrepreneurial business planning; Issues for incubator management and business development; Entrepreneurship support systems; and Best practices to increase entrepreneurial success and commercial opportunities. The participants visited the National Taiwan University of Science and Technology Innovation & Incubation Center.

Training Course on Lean Six Sigma for the Service Sector

Lean Six Sigma is a process improvement program that combines two ideas: lean, a collection of techniques for reducing the time needed to provide products or services; and Six Sigma, a collection of techniques for improving the quality of products and services, substantially contributing to increased customer satisfaction. In 2011, the APO initiated a successful demonstration project in Vietnam on the same subject, which reaffirmed the significance of lean Six Sigma in improving the services of selected model companies.

Based on the high interest in and importance of the subject to the service sector, the APO decided to organize another training course on Lean Six Sigma for the Service Sector in Islamabad, 26–30 August, to enable participants from the service sector of 11 member countries to understand in detail and then utilize the techniques in their enterprises. The 22 participants included general managers, staff officers, educational experts, technical officers, production heads, and executives.

Program coverage: Six Sigma infrastructure, requirements, and benefits; DMAIC methodology; Lean management and Six Sigma for the service sector; Lean Six Sigma strategy and application in the service sector; and Best practices/case studies of lean Six Sigma. The participants also visited the Islamabad Marriot Hotel.

Workshop on Effects of Advances in ICT on Total Factor Productivity: Analyzing Productivity Gains and Future Trends

In a modern world that is becoming heavily dependent on ICT applications, the effective deployment of ICT can help organizations and businesses increase their productivity and competitiveness by improving systems and processes. Advances in ICT have given rise to multimedia and online phenomena that hold great promise for productivity promotion and enhancement, information dissemination, distance education, and other applications. ICT can boost productivity in all sectors of the economy in different ways. The ICT sector has been growing rapidly since the early 1990s, and recent progress, especially in software, have made it a hotbed of innovation and technological progress.

To exchange information on the current status of ICT policies, advances, and future trends in ICT investments and assess their overall impact on productivity enhancement, a workshop on Effects of Advances in ICT on Total Factor Productivity:

Analyzing Productivity Gains and Future Trends was organized, 3–6 September, in Seoul in association with the KPC. It was attended by 18 participants from 16 APO members.

Program coverage: ICT-related policies and development programs; ICT applications to increase productivity; and ICT-led innovation, latest ICT and techniques, and ICT impact on productivity. LG Electronics hosted an observational site visit.

Multicountry Observational Study Mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners

Innovations and productivity improvement are crucial in meeting national food requirements amid challenges posed by declining arable land, climate change, competing nonfood uses for agricultural commodities, and increasing food demand by growing populations. While there have been substantial technological developments and innovations in agriculture, many have not reached small farmers due to constraints in the flow of knowledge and information, among other factors. The mass media can be a potent force in disseminating knowledge and information and influencing opinions and decisions among policymakers and investors. They can be partners of the APO, NPOs, and others in promoting innovative ideas for improving productivity in agriculture.

The APO organized a multicountry observational study mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners in Japan, 9–14 September, to expose media representatives to modern technologies, innovations, and best practices to improve productivity in agriculture, establish a platform for networking related to agricultural productivity promotion, and develop a framework for engaging the mass media in productivity promotion. Sixteen participants from 12 countries attended.

Program coverage: Innovation policies to improve productivity in agriculture; Precision agriculture technologies for reducing environmental impacts of farming; Plant factories for increasing agricultural productivity in land-scarce areas; New-generation farm machinery for improving productivity in labor-scarce regions; Agrotourism as a diversification model for increasing farm incomes; Branding of agricultural products in Japan; and Best practices of the mass media in the promotion of agricultural innovation. Participants visited the Tsukuba Virtual Museum of Agricultural Technology, Kubota Agriculture Machinery Factory, Wagoen Biomass Recycling Center and vegetable-processing factory, Plant Factory and R&D Center of Chiba University, Fufuki City farm-direct market, Fufukigawa fruit park, Asahi En Grape Farm Agrotourism, Kanagawa Agricultural Cooperative and Tea Farming Center, Ota Marke Central Wholesale Market, urban farming models of Mori Tora Farm in Kamiya-cho, and Soradofarm in Ebisu, Tokyo.



Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners

Workshop on Human-centered Productivity for Enhancing the Competitiveness and Sustainability of Organizations (for top management)

Human-centered productivity aims to create sustainable growth by establishing a virtuous cycle in which the results of gains in productivity are fairly distributed. It focuses on efforts to raise

productivity from a human-centered perspective by creating a conducive environment for both employees and management. An organization that practices human-centered management appropriately distributes responsibilities and rights, emphasizes freedom and autonomy, and strives to bring out unrealized potential in its employees. The bottom line in switching processes to achieve productivity-led economic growth is to emphasize the role of human beings.

To discuss the basic principles of human-centered productivity and its impact on the competitiveness and sustainability of organizations, a workshop on Human-centered Productivity for Enhancing the Competitiveness and Sustainability of Organizations (for top management) was held, 16–20 September, in Batam in association with the Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration, Republic of Indonesia. Twenty participants from 15 APO members attended the workshop.

Program coverage: Why human-centered productivity?; The concept of human-centered productivity; Core values and practices; Creative and innovative activities; Fair distribution of productivity performance; and Trust-based relationships between employees and employers. The participants visited the plastic factory PT. Sanipak Indonesia and interacted with employees and employers.

Workshop on Emerging Postharvest Technologies for Fresh Fruit and Vegetables

Global trade in fresh fruit and vegetables (FFV) has increased substantially. For many Asian exporting countries, horticultural exports account for a significant share of foreign earnings and source of employment. Asian producers have, however, been losing up to 40% of the value of their FFV due to inadequate postharvest handling. Customers

are also increasingly concerned about the quality and safety of produce. Postharvest management determines food quality and safety, competitiveness in the market, and the profits earned by producers. Postharvest management in most developing Asian countries is, however, far from satisfactory. The major constraints include inappropriate harvest techniques, inefficient postharvest handling and transportation, inappropriate technologies for storage and packaging, inefficient logistics, and poor infrastructure.

To share the best practices of postharvest handling of FFV for small- and medium-sized farms and enterprises, the APO in cooperation with the Directorate General of Horticulture of the Ministry of Agriculture and Indonesia's NPO organized a workshop on Emerging Postharvest Technologies for Fresh Fruit and Vegetables, in Baloi, 23–27 September. Twenty-three participants from 11 countries and two local observers along with four resource persons attended.

Program coverage: An overview of postharvest handling of FFV; Maturity and maturity indices; Innovations in postharvest handling and packaging; Storage techniques/technologies; Logistics management and transportation; Food quality and food safety assurance; and Innovative marketing of FFV. To observe good production and postharvest handling practices of FFV, participants visited Manik Mekar Nadi Sub Terminal Agribusiness and Salacca Orchard.

Workshop on Quality Awards for Practitioners

One of the key objectives of the APO Center of Excellence on Business Excellence (BE) was to strengthen the competencies of BE practitioners. BE is used synonymously with quality awards in many countries, and as interest in both topics increases, more practitioners for the application and expansion of BE frameworks and tools among enterprises and organizations must be trained.

An APO workshop on Quality Awards for Practitioners was organized in Bangkok, 23–27 September, and attended by 22 participants from 14 member economies. The workshop targeted mid-level BE practitioners to help them use the BE framework as a strategic management tool, plan and conduct organizational self-assessment, and review progress and facilitate continuous improvement to sustain the BE journey. Experts from Singapore and the USA served as resource persons. Both experts spoke on BE criteria, frameworks, examples of the Singapore Quality Award and US Malcolm Baldrige National Quality Award. The FTPI invited more than 100 local participants to attend a public seminar on the first day of the workshop. The participants also designed action plans to lead BE initiatives in their organizations.

Program coverage: Public seminar; BE as the pathway toward world-class organizations; What makes an organization excellent?; Best practice knowledge sharing; Facilitating BE self-assessment; Sharing best practices of country presentations; Managing, driving, and sustaining BE; and BE criteria requirements and scoring system. Bangkok Produce Merchandising Public Limited Company hosted a site visit demonstrating its BE journey.

Workshop on Raising Productivity in Higher Education

Productivity improvement is seen as a necessary strategy for increasing efficiency and effectiveness in higher education. Measures to cut costs, as some institutions have done in the wake of serious budgetary constraints, only address the cost-efficiency dimension of productivity. Sound management practices to improve productivity in higher education must also look at the effectiveness of the organization, be it an academic department or the entire university.

Recognizing the importance of good higher education systems to the sustained, long-term economic development of a country, the APO organized a workshop on Raising Productivity in Higher Education, 7–11 October, in Yogyakarta, Indonesia, to examine existing frameworks and methodologies for measuring productivity in higher education and to identify and promote suitable measurement methodologies and best practices for improving it. Eighteen overseas participants from 15 countries and two local participants attended.

Program coverage: Concept of productivity and its application in higher education; Methodologies for the measurement of productivity in higher education; Importance of productivity measurement to education policy formulation; Application of business management concepts in the operations of colleges and universities; and Emerging modalities for enhancing the efficiency and effectiveness of educational programs. A site visit was hosted by Gadjah Mada University in Yogyakarta.



Raising Productivity in Higher Education

Workshop on Knowledge Management for SME Leaders

To remain competitive, SMEs must first know what their knowledge assets are, then how to manage and make use of those assets to receive maximum return. KM can be a strategic weapon for SMEs to deliver a competitive advantage through greater competency and synergy, more balanced decisions with fewer errors, more creativity and innovation, broader collaboration and knowledge sharing, and easier links to expertise and understanding. It can also help them develop more sustainable business

practices and make them less vulnerable to the economic cycles of industry.

Looking into these needs and ways to overcome the challenges faced by SMEs, and in line with the recent APO publication *Practical KM Guide for SME Owners*, the APO organized a workshop on Knowledge Management for SME Leaders in Taipei, 14–18 October. The 19 participants were owners, managers, directors, and consultants representing SMEs and NPOs from 13 member countries.

Program coverage: APO KM concepts (definition, importance, benefits); Framework, implementation approach, and tools and techniques as applicable to SMEs; and Case studies on KM implementation in Taiwan's SMEs. Site visits were hosted by two organizations: E.SUN Commercial Bank, Ltd.; and CECI Engineering Consultants, Inc.

Workshop on Expanding Business Excellence in the Asia-Pacific

The BE framework is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the BE framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement.

A workshop on Expanding Business Excellence in the Asia-Pacific was held in Singapore, 28 October–1 November, attended by 17 participants from 12 countries. During the workshop, they also visited the BE Global Conference and International Best Practice Competition Forum, both organized by SPRING Singapore. These events were useful to show how BE is applied in the public sector outside Asia, including Europe and the USA. To expand BE awareness in the public sector, the workshop focused on exchanging knowledge of and experience in promoting the concept of BE, simple tools for assessment, and clear steps that would allow public-sector organizations to progress in BE maturity.

Program coverage: BE framework; Core values and concepts of the BE framework; Criteria requirements of the BE framework; Scoring system of BE; Managing and sustaining BE; and Self-assessment of BE. A site visit was made to the Singapore National Library.



Expanding Business Excellence in the Asia-Pacific

Workshop on Private Food Safety and Quality Standards for Enhancing Market Access

Private food standards in agrifood chains have become increasingly important due to the power and influence of retailers in the food industry. There is no legal obligation for exporters to obtain certification under private food standards, but business partners may require suppliers to be certified by third parties. Producers and exporters of agrifood products in APO member countries need to know and understand the standards and requirements for certification. It is also important to understand the issues faced by SMEs and farmers in complying with such standards.

In cooperation with the CPC, the APO organized a workshop on Private Food Safety and Quality Standards for Enhancing Market Access in Taipei, 4–8 November, to study the features of different private food safety and quality standards, examine issues and challenges faced by farmers and SMEs in becoming certified under private food standards, and identify strategies to enable SMEs in the agrifood industry to meet such requirements. Twenty participants from 14 member countries, along with four resource persons, attended the workshop.

Program coverage: Overview and comparison of the features of different private food standards; Certification requirements and processes under each private food standard; Issues arising from complying with standards experienced by SMEs in APO member countries; and Best practices in responding to the requirements of private food standards. Participants visited Kuo Yuan Ye Foods, Kuang Chuan Dairy, and SuperLab Chemical Laboratory and Testing Center.

Training Course on Knowledge Management and Innovation in Public-sector Organizations

The government or public sector creates the policy, infrastructure, and service delivery environment so that the private sector, civil society, NGOs, citizenry, and international organizations can be more effective partners as engines of growth in national socioeconomic development. The role of the public sector is important in all APO member countries for its direct and indirect contributions to GDP and in terms of business development and employment generation. Many NPOs are mandated by their governments to undertake various initiatives to enhance the productivity of this sector, in which they are actively engaged. KM and innovation have been widely applied in the private sector including the service industry for productivity promotion, although their application has been limited in public-sector organizations so far.

To provide training in the KM concept and tools and demonstrate the applicability of the KM framework and innovation in public-sector organizations, the APO organized a training course on Knowledge Management and Innovation in Public-sector Organizations, 2–6 December, in association with the NPS, in Colombo. It was attended by 24 participants from 14 member economies.

Program coverage: The APO's public-sector productivity program framework; Significance of

KM and innovation in public-sector productivity; The what and why of KM and innovation; KM and the innovation framework; KM and innovation tools for the public sector; and The KM implementation approach. The participants visited the Department of Pensions and Department of Immigration and Emigration to examine their KM applications.

Research on Performance Management for Public-sector Organizations

Public-sector organizations face unprecedented pressure to improve service quality while adhering to the rules for accountability, transparency, and higher productivity. This is why the era of good governance and new public management triggered institutional and policy changes that resulted in the transformation of many governments to meet a more demanding public and make wiser use of limited resources. The idea of performance management for the public sector is an emerging issue but has been reflected in various APO projects in its effort to address the much broader issue of public-sector productivity in member countries in the past several years.

A three-day coordination meeting for the APO Research on Performance Management for Public-sector Organizations was conducted 3–5 September in Manila, with the DAP as the local implementing organization. A total of eight experts (one chief expert and seven national ones) from member countries participated. The objectives of the meeting in line with the research were to review the different models of performance management systems in public-sector organizations, study existing performance management systems in public-sector organizations in selected countries, and identify the critical elements in performance management systems and recommend ways of improving current ones.

Program coverage: Productivity concepts in the context of the public sector; Review of the Atkinson Study on public-sector productivity; Measuring public-sector organizations' performance; Issues and solutions in determining public-sector productivity; and Suitable output measures for public services.

GREEN PRODUCTIVITY

Development of the Eco-products Database

In 2013, the Eco-products Database Working Group reviewed the screening criteria and entire screening process for entries. The Working Group was chaired by Tokyo City University Professor Tokuhiko Itsubo and attended by University of Tokyo Emeritus Professor Ryoichi Yamamoto, who is the chairperson of the Eco-products Database Subcommittee. The working group mainly discussed how to improve the screening process to make it faster and more accurate when including various types of eco-products from around the world. Following the decision made by the Working Group, the screening process is now more IT based to minimize the time spent on screening and speed up the process. The APO also approached countries from other regions including the Americas and EU through the Global Ecolabelling Network.

The numbers of entries of eco-products, countries, and firms/organizations were the highest since the first edition of the *Eco-products Directory* in 2004. This was the first time that entries were received from both APO members and nonmembers. The Eco-products Database 2014 was to be launched at the Eco-products International Fair (EPIF) scheduled for March 2014 in Taipei, the ROC. Along with the annual EPIF, this database is an attempt not only to heighten awareness of the Green Productivity (GP) concept but also to support the efforts of environment-conscious enterprises and organizations by providing a regional platform through which to promote their unique technologies and solutions for advancing productivity through greener methods.

11th Green Productivity Advisory Committee Meeting

The 11th annual meeting of the Green Productivity Advisory Committee (GPAC) of the APO was held in Tokyo, 28 January. The GPAC comprises high-level representatives from over 65 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, "Industry-driven actions and efforts are imperative for achieving a sustainable society. The GPAC's common goals will benefit society and industry in the region and at the same time manage the challenges brought about by global warming."



11th Green Productivity Advisory Committee Meeting

The annual meeting focused on three agenda items: an outline of the GP Program in 2013; the future direction of the *Eco-products Directory/Database* project; and the EPIFs. An update on preparations for the eighth EPIF in Singapore, 14–16 March 2013, was given by a representative of the local organizer, the Waste Management and Recycling Association of Singapore's event

organizer and local implementing agency. The GPAC meeting then heard a presentation by Dr. Tain-Jy Chen, Director of the Green Trade Project Office, Ministry of Economic Affairs of the ROC, which will host the EPIF in Taipei in 2014.

The meeting unanimously agreed to continue supporting the APO's GP Program. APO Secretary-General Ryuichiro Yamazaki closed the meeting by emphasizing the important role of GP in the APO's mission of helping to develop a sustainable society and thanked all GPAC members for their support.

Eco-products International Fair 2013

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

For the second time, Singapore hosted the EPIF at Sands Expo & Convention Center, Marina Bay Sands, 14–16 March. This 8th EPIF was organized by the APO and Waste Management & Recycling Association of Singapore with the full cooperation

of SPRING Singapore. The guest of honor was HE Grace Fu, Minister in the Prime Minister's Office, Second Minister for the Environment and Water Resources, and Second Minister for Foreign Affairs. The exhibition, themed One Environment, One Future: Towards a Sustainable and Greener Asia, focused on the B2B (business-to-business) model and exhibited cutting-edge, environmentally friendly eco-technologies, eco-products, and eco-services in pavilions representing five APO members, the ROC, Japan, ROK, Malaysia, and Singapore. A concurrent international conference on Opportunities and Challenges in Sustainable Urban Living was also organized. The EPIF flag hand-over ceremony was held on 15 March with delegates from Singapore passing the flag to the ROC delegation from the Chung-Hua Institution for Economic Research and Taiwan External Trade Development Council. The 2014 EPIF will be held in Taipei and promises to assemble an exciting lineup of exhibitors from the Asia-Pacific and beyond.

Program coverage: Exhibition of eco-products, eco-services, and eco-technologies; GP educational and awareness activities by exhibitors; and international conference.



Eco-products International Fair 2013

International Conference on Opportunities and Challenges in Sustainable Urban Living

Environmental degradation is a constraint on future growth within the Asia-Pacific region and a barrier to efforts to eradicate poverty. The prospects for a livable future in the region remain clouded with uncertainty if the forces causing the deterioration of the environment continue on a destructive trajectory. Problems range from lack of access to clean water to poor air quality, inability to manage solid waste, and transportation. The number of vehicles is doubling every seven years in the Asia-Pacific, substantially increasing urban air pollution and energy consumption. It is clear that with the rising problems of pollution, solid waste management, and exploitation of natural resources, urban societies are becoming conscious of them and keen to learn more about the best preventive practices, including eco-products and -technologies.

To address the issues and identify solutions, an international conference on Opportunities and Challenges in Sustainable Urban Living was organized in parallel to the EPIF 2013, 14–16 March, in association with the Waste Management & Recycling Association of Singapore and supported by SPRING, Singapore. One hundred fifty delegates including 18 from overseas attended the conference.

Program coverage: Sustainable urban planning; Innovation and technology trends; Waste minimization and resource recovery; Green projects and funds; Green procurement; Sustainable consumption and production; Low-carbon urban growth; Eco-practices; Energy efficiency; The 3Rs; and Renewable energy applications. Site visits in three groups were made to Punggol eco-town, URA Singapore City Gallery, and Solar Park.



International Conference on Opportunities and Challenges in Sustainable Urban Living

APO National Follow-up Workshops on Organic Product Certification

The global market for certified organic agrifood products is expanding fast, resulting in greater opportunities for Asian producers. Consumers are increasingly concerned about the authenticity of the organic products they buy. Therefore, producers need a way of assuring consumers that a product has been grown using organic methods. Organic certification could help protect both consumers and genuine organic producers alike. Today's market demands third-party certification for sales transactions, and it is required by many governments for any "organic" claim on a product label. Consequently, there is increased demand for accredited organic certifying bodies and organic inspectors.

To train more stakeholders in organic certification, the APO organized three national workshops in 2013 as follow-ups to the 2012 multicountry training course on Organic Product Certification and Auditing: 1) 19–22 March 2013 in Tagaytay City; 2) 9–12 April 2013 in Karachi; and 3) 13–16 May in Bekasi. The DAP in collaboration with the Bureau of Agriculture and Fisheries Products Standards of the Department of Agriculture, Pakistan's NPO, and Indonesia's NPO, respectively, implemented the courses. A total of 151 participants (48 in Indonesia, 56 in Pakistan, and 47 in the Philippines) attended.

Program coverage: Current status of/trends in the organic agrifood product industry; Overview

of international and regional organic standards and linkages between them; Inspection and certification procedures; Organic inspection—planning, conducting, and reporting; and Roles of government and the private sector (e.g., certification bodies) in strengthening national organic certification systems. For hands-on training, participants visited organic farms/enterprises.

Training Course on the Energy Management System (ISO 50001)

Organizations that waste energy are not only losing money but also causing avoidable pollution through increased carbon emissions, with adverse environmental impacts. In addition, energy security and rapid depletion of fossil fuels are global concerns. Therefore, proper energy management through energy efficiency/conservation measures is of paramount importance and can be achieved by adopting an energy management system. ISO 50001: Energy Management System was published in 2011 to help organizations use energy efficiently, save money, conserve resources, and tackle climate change. This system is based on the plan-do-check-act model like ISO 9001 and ISO 14001 and therefore opens possibilities for integration.

To provide an opportunity for senior executives and environmental officers to understand the methodology and major components of ISO 50001 and then improve energy performance in their organizations, the APO organized a training course on The Energy Management System (ISO 50001), 10–14 June, in association with the Productivity Improvement Center and Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration, Indonesia. It was attended by 23 individuals, comprising seven from the private sector, seven from government, and 10 from NGOs and NPOs from 15 member economies.

Program coverage: ISO 50001 requirements; Fundamentals of ISO 50001; How to implement the

standard; Tools and documents needed; and Benefits to businesses. The participants visited Indonesia Power Company, which planned to implement an energy management system based on ISO 50001.

e-Learning Course on the GLOBALGAP Standard for Greater Market Access

Producers face serious challenges in growing safe, quality agrifood products in a responsible way. They are increasingly required to reduce the impact of farming on the production base, reduce the use of chemical inputs, make efficient use of natural resources, and safeguard worker welfare, referred to as good agricultural practices (GAP). The implementation of GAP in developing countries is hampered by the diversity of national schemes and definitions of agricultural produce. The high cost of multiple audits adds to the problem. National GAP codes and practices must be harmonized and certified against the GLOBALGAP standard.

To enhance participants' understanding of the importance of GLOBALGAP certification of fresh fruit and vegetables in increasing access to advanced markets and familiarize them with benchmarking national GAP against GLOBALGAP, the APO held a videoconference-based distance-learning course on the GLOBALGAP Standard for Greater Market Access in two sessions: 18–20 June (Cambodia, Fiji, Indonesia, Philippines, and Vietnam); and 10–12 September (Bangladesh, India, IR Iran, Nepal, and Pakistan). NPOs implemented the course in the 10 countries for 238 participants, a total 213 of whom completed it.

Program coverage: Implementation of GAP and GLOBALGAP in Asian countries; GAP and GLOBALGAP perspectives; Japan GAP (JGAP) and its requirements; GAP and GLOBALGAP in Germany; GAP and good handling practices (GHP) in the USA; The GAP Scheme in Malaysia (SALM); Harmonization and benchmarking of national GAP schemes with ASEANGAP and GLOBALGAP

standards; GLOBALGAP certification for fruit and vegetables; Key issues and challenges in implementing GAP on small and medium-sized farms; and Setting the GAP agenda for Asia.

Assessment of Green Productivity Implementation and Needs of Member Countries

The GP Program was formulated based on the concept of harmonizing productivity increases with environmental protection to achieve sustainable development. This research project aims to assess and document the extent of implementation and adoption of GP in different sectors of member countries and identify emerging areas where GP needs to be focused. The output of this research will help the Center of Excellence (COE) on GP and APO in designing and implementing GP activities that are relevant and attuned to the needs of members.

A coordination meeting for the research was held in the ROC, 21–23 August, with the CPC as the implementing organization. A total of 15 experts (one chief expert and 14 national experts from 14 member countries) participated in the meeting. The objectives of the research are to assess the extent of adoption of the GP approach in different sectors in member countries, identify the priority needs of different sectors, and recommend specific actions to promote and encourage the adoption of the GP approach.

Program coverage: Formulation of the research methodology and framework; Review of GP implementation and promotion; Assessment of implementation of the GP approach in different sectors (agriculture, industry, and services); and Identifying priority needs of different sectors and institutions to strengthen capacities for GP promotion and implementation.

Workshop on Packaging and Labeling Standards for Organic Agrifood Products

Organic food is becoming increasingly popular in many countries. To protect consumers against deception and fraud, various governments and industry groups have promulgated regulations and established organic food labeling standards and organic certification systems. Considering the maze of organic standards, it is essential for organic food producers and potential exporters to understand the various requirements for labeling their products as organic. It is also important for them to understand the emerging trends and requirements for the packaging, handling, and transporting of organic food products.

The APO organized a workshop on Packaging and Labeling Standards for Organic Agrifood Products, 8–12 July, in Manila to acquaint participants with regulatory requirements and established standards for packaging and labeling of organic agrifood products and study how such requirements could affect the marketing of and trade in such products. The DAP hosted the project, which was attended by 18 overseas participants from 14 countries and five local ones.

Program coverage: Trends in production and trade of organic food products; Emerging demand and opportunities for export of certain organic food products; Major challenges in marketing organic food products in overseas markets; Overview of the rules and standards for the labeling and packaging of organic products in selected major markets; Procedure for organic certification and labeling of organic products; and Emerging trends in the packaging of organic products. Participants visited the Costales Nature Farm in Mahayhay, Laguna, to observe onsite certification and other organic farming practices.

Asian Food and Agribusiness Conference 2013: Biotechnology and Global Competitiveness

The Asian Food and Agribusiness Conference is a new initiative of the APO to provide a unique forum for leaders from the public and private sectors, NGO staff, scientists, consultants, and entrepreneurs to discuss current and emerging subjects in biotechnology important to advances in agriculture, agribusiness, and food industries in Asia. The 2013 conference focused on the theme Biotechnology and Global Competitiveness. Biotechnology has wide applications in the food and agriculture sectors and offers tremendous potential for increasing productivity, the development of niche products, and achieving food and feed security.

The APO in collaboration with the Council of Agriculture, CPC, and Food and Fertilizer Technology Center held the 1st Asian Food and Agribusiness Conference in Taipei, 15–18 July. The objectives were to: 1) share the latest scientific advances and future directions of agricultural biotechnology; 2) assess the niche areas in agriculture biotechnology where Asian SMEs in food and agribusiness can be competitive; and 3) formulate recommendations for the development of appropriate policy and regulatory environments, establishment of partnerships, cooperative projects, and networking among key stakeholders within and among APO member countries. More than

70 participants from 13 member countries and 16 resource persons attended.

Program coverage: Global trends in biotechnology applications; Commercialization of agricultural biotechnology; Risk management by agricultural/biotechnology-based SMEs for sustainable business; Biotechnology and Green Productivity in agriculture; Investment in agricultural biotechnology; Agricultural biotechnology and global competitiveness; and Biotechnology applications in agriculture and food industry. To observe emerging biotechnologies and biotech products, participants visited the Bio Taiwan 2013 exhibition.

Workshop on Developing Farming Systems for Climate Change Mitigation

Agriculture is the sector most vulnerable to climate change (CC), but it is also a major source of greenhouse gas (GHG) emissions. According to some estimates, agriculture accounts for about 14% of global GHG emissions. Expanding arable farming land also leads to deforestation that accounts for an additional 17% of global GHG emissions. It is therefore crucial to develop and promote the adoption of smart farming systems to increase productivity and sustainability, while enhancing the contribution of agriculture to climate change mitigation (CCM).



Asian Food and Agribusiness Conference 2013

To review current efforts in the promotion and adoption of farming systems that can contribute to CCM and to assess technical options, farming system models, and best practices relevant to CCM, the APO in collaboration with the Asian Development Bank Institute (ADBI), Ministry of Agriculture, and Ministry of Productivity Promotion organized a workshop on Developing Farming Systems for Climate Change Mitigation in Colombo, 26–30 August. Thirty-nine participants and five observers from 16 APO/ADBI member economies and six APO nonmember countries along with 12 resource persons attended.

Program coverage: Economics of CC in Asia; Relationships between CC, agricultural productivity, and farming systems; Strategies in managing resources for CCM; Systems approach for CCM; Policies on building resilience for adaptation to CC; Strengthening climate and disaster information databases for risk assessment; Mainstreaming climate-smart agricultural systems in sectoral planning; and Managing agricultural waste for CCM. To observe farming interventions for CCM, the participants visited the experimental area of the Rice Research and Development Institute, Batalagoda.



Developing Farming Systems for Climate Change Mitigation

Training Course on Management Consultancy for Green Productivity

The APO has organized training courses on management consultancy-related topics since 1964

as one of its core topics. The 2013 training course shifted the focus to support the strategic direction of promoting GP. GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities.

A training course on Management Consultancy for Green Productivity was organized in association with the JPC, 2–13 September, in Tokyo and Osaka to train participants to undertake management consultancy services on GP, encompassing productivity enhancement and environmental protection. Eighteen participants from 15 member countries attended the training course.

Program coverage: Overall framework of management consultancy; The relation between kaizen activity and GP; Material flow cost accounting (MFCA); and GP concept and applications. Site visits were arranged to: Yamada Manufacturing Co., Ltd. to observe productivity improvement activity; Saraya Co., Ltd. to learn how it established an eco-friendly supply chain; Toyo Seikan Kaisha, Co. Ltd. to view eco-friendly production activities; and Panasonic Center Osaka to understand how eco-friendly product design takes place.

Training of Trainers in Material Flow Cost Accounting

MFCA is a management tool that promotes the efficient use of materials more effectively, contributing to reductions in waste, emissions, and nonproducts. MFCA increases the transparency of material flow, which is a key to successful problem solving and improvement resulting in cost reductions and increased productivity. This is in line with the GP concept and can be implemented in organizations and factories.

To develop trainers in MFCA so that they can introduce it to SMEs and develop training resources for organizing national-level training in MFCA, the APO organized a Training of Trainers in Material Flow Cost Accounting, 30 September–4 October, in Taipei in association with the CPC and Taiwan Environmental Management Association. Twenty-four participants from 11 APO members attended the course. Two to three national programs will be organized based on the interest and suitability of participating countries later as follow-ups to this course.

Program coverage: Principles of GP and MFCA; ISO 14051, MFCA methodology and steps for implementation; and Best practices and case studies of MFCA with group exercises. A two-day site visit to Cashido Corporation, a manufacturer of I-pots, was made to demonstrate the application of MFCA.

e-Learning Course on Environmental Labels and Declarations (ISO 14021, ISO 14024, and ISO 14025)

Enterprises realize that growing environmental concerns among the public are an opportunity to create new market value. Environmental declarations/claims/labels such as “eco-friendly,” “recyclable,” and “natural” have emerged on products and services in the marketplace. While these environmental declarations/claims/labels attract consumers, there is also growing concern that without proper guiding standards and screening by an independent third party, consumers cannot be certain that a labeled product or service is truly environmentally friendly. The ISO standardized the principles and characteristics of three voluntary environmental labels and declarations: ISO 14021 (Type II environmental labeling); ISO 14024 (Type I environmental labeling); and ISO 14025 (Type III environmental declarations).

To familiarize member countries with the three standards, the APO held an e-learning course on Environmental Labels and Declarations (ISO 14021, ISO 14024, and ISO 14025) conducted in two sessions. Session 1 was organized 8–10 October and session 2 16–18 October. Session 1 was attended by 100 participants from five countries, and session 2 by 87 from five countries. The course helped them to understand the basic concept of environmental labels and declarations as well as steps to develop or strengthen national ecolabeling schemes by aligning with the ISO standards. The course provided opportunities to share experiences from member economies with mature ecolabeling schemes.

Program coverage: APO course overview and APO Eco-products Database; Concept and principles of environmental labels and declarations; International Green Purchasing Network; and Launching and development of eco-labeling schemes in the Philippines and Japan.

Observational Study Mission on Photovoltaic and Solar Cell Technology

In Asia, energy demand has increased rapidly with dynamic economic growth. Solar energy offers a compelling alternative to fossil fuels. With solar technology solutions diversifying rapidly in terms of applications, increased efficiency, and reduced cost, solar energy will play a crucial role in the global energy mix in the medium to long term.

Under a special cash grant from the Government of Japan, an observational study mission on Photovoltaic and Solar Cell Technology was held, 14–18 October, in Japan which was attended by 19 participants from 11 member economies. Japanese speakers from the government, academia, and industry gave presentations. Site visits to the city of Kitakyushu were also well received by the participants.

An expert from Singapore served as the chief resource person and facilitated group discussions. The study mission was widely covered in the Japanese media. The participants learned about the best practices of advanced technologies and applications of photovoltaic systems, Japan's government strategies and policies to encourage the use of sustainable energy, and practical approaches to transfer photovoltaic technology to their countries.

Program coverage: GP, green growth, and sustainable society; Overview of renewable energy and status of solar energy adoption in Japan; Latest trends in photovoltaic and solar cell technology; and Applications of solar energy in smart communities and rural communities. Site visits were hosted by Kitakyushu City Hall, Kitakyushu Smart Community, Townsman Solar Power Station, and Hibikinda Solar Power Station, all in Kitakyushu; and Choshu Industry Co. Ltd. in Yamaguchi prefecture. Mission members also had the opportunity to visit the Eco-Techno 2013 exhibition.

Training of Trainers and Consultants in Green Productivity

The APO has been in the forefront of promoting GP in member countries for nearly two decades through various modalities. In addition to these efforts, it has published GP training manuals and

handbooks to provide guidelines and references for potential trainers and practitioners. An annual training course has been held since 2001 to develop more trainers/practitioners for the sustainable development of GP in member countries. The inclusion of emerging environment-related issues provides more ideas for participants to make progress as full-fledged GP trainers/practitioners.

A course on Training of Trainers and Consultants in Green Productivity, which emphasized increasing the competency of each participant as a GP trainer/practitioner in resource management focusing on the strategic and production levels, was held in Kuala Lumpur and Johor Bahru, 11 November–6 December. Twenty participants from 13 member countries took part in the four-week course.

Program coverage: Module 1, Introduction to the APO and application of GP at the production level; Module 2, Sustainable development and application of GP at the production and strategic levels; Module 3, Application of GP methodology, tools, techniques, and technologies; and Module 4, GP in practice. The participants also visited selected organizations and local authorities (Majlis Perbandaran Subang Jaya) as part of their fieldwork. The fieldwork closely followed the methodology covered in Modules 3 and 4 in greater detail through a hands-on approach.



Photovoltaic and Solar Cell Technology. Photos courtesy of JPC

Multicountry Observational Study Mission on Innovative Farm Management Practices to Enhance Agricultural Productivity

Farm managers are pursuing various strategies and methods to make farms more productive and maximize profits on a sustainable basis. Constant adjustments are needed to stay abreast of changes in technologies, production methods, price variability, resource availability, and customer demand. The majority of farms in the Asia-Pacific region are small and generally characterized by low productivity. Most farmers and farm managers lack knowledge of modern management techniques due to limited exposure or inadequate training.

The APO therefore organized a multicountry observational study mission on Innovative Farm Management Practices to Enhance Agricultural Productivity in Tokyo, 18–22 November, under a special grant from the Government of Japan. Seventeen participants from 12 member countries along with five resource persons attended.

Program coverage: Emerging issues and challenges in farm management in Asian countries; Trends and practices in farm management and technical training provision to small farmers in Japan; Innovations in farming operations; Innovative farm machinery that addresses labor shortages and the aging population of farmers; Innovations for reducing the environmental impacts of farming operations; Innovations in managing



Innovative Farm Management Practices to Enhance Agricultural Productivity

water resources and irrigation to reduce water use; and Managing farm waste to increase farm revenues and reduce pollution. Participants made observational site visits to the plant factory of Chiba University, biomass recycling center and vegetable-processing factory of Wagoen, AEON Farm, Tsukuba factory of Kubota Agricultural Machinery Company, Tsukuba Agricultural Research Hall, and a variety of research institutes under the National Agriculture and Food Research Organization.

Workshop on Energy Policy in the APO Region

An effective energy policy for sustainable economic development is closely linked with productivity growth. Energy is at the core of human activities, ranging from the well-being of people to production efficiency in industry to environmental protection. Energy issues can be diverse, depending on the maturity of the economy. Considering the socioeconomic and cultural diversity of APO members, the target priorities of energy policies will vary in each. The workshop on Energy Policy in the APO Region served as a platform for assessing energy policy options, as well as learning from examples of good practices and past experiences in setting energy policy in APO economies.

The workshop was held in Islamabad, 19–22 November. It brought together six international participants from six member countries, as well as nine local participants plus several local observers. The workshop offered a series of lectures on energy-related issues, ranging from energy access to security, impacts on the environment, and group discussions to assess the effectiveness of current policies in different countries to examine innovative policy initiatives.

Program coverage: Energy access; Environmental impacts; Energy security; Climate change mitigation; and Future opportunities and challenges in energy policies.

Workshop on Best Practices in Green Productivity in Agriculture

The APO has been promoting GP since 1994, and substantial effort has been made to disseminate the GP concept and tools in the workplace, especially in industry. Parallel efforts are needed in agriculture as agricultural activities also contribute to GHG emissions and pollution. For example, input-intensive agriculture was successful in achieving the goal of food security, but led to widespread resource degradation. The efficiency of agricultural input (water, fertilizer, pesticide) use is low in most developing countries. Agrichemical inputs in high doses resulted in the production of food with high levels of chemical residues and pollution of soil, water, and the environment. Adoption of the GP strategy could be a solution to such problems.

To enhance participants' understanding of the GP concept, approaches, and technologies and share best practices in GP in agriculture, the APO held a workshop on Best Practices in Green Productivity in Agriculture in Tehran, 7–11 December. The Ministry of Jihad-e-Agriculture and NIPO implemented the program. Twenty-three participants and 27 local observers along with seven resource persons attended.

Program coverage: Sustainable development in agriculture and GP; GP concept, methodology, tools, and techniques for agriculture; Green agricultural production technologies for sustainable agriculture; Waste management in agriculture; and Best GP practices in agriculture/successful farming models adopting GP protocols. To observe good practices of GP in agriculture, the participants visited Caviar Kaviar aquaculture farm and Fadak Olive Agro-industry Company's olive farm and processing factory, both located in Qom province.

Advanced Training Course for Green Productivity Practitioners

Numerous GP-related projects and initiatives have been implemented in the region since the APO developed the concept of GP in 1994 in recognition that both economic development and environmental protection were key strategies for sustainable development. As one of the world leaders in environmental business competitiveness, Japan has been promoting MFCA to promote the efficient use of materials, contributing to reductions in waste, emissions, and nonproducts, mainly through the APO's Member Country Support Program.

In 2013, Japan made further knowledge transfers to the region to enhance GP. With the collaboration of the JPC, the APO organized an advanced training course for Green Productivity Practitioners for the first time in Japan, 9–13 December. This course provided an opportunity for 17 GP practitioners including three APO-sponsored participants to learn about new environmental tools as well as visit the Eco-Products 2013 Exhibition and related parallel events.

Program coverage: Overview of GP for environmental management; Various practical tools for environmental management; MFCA; and Greening supply chains. In addition to visiting the Eco-Products 2013 Exhibition held at Tokyo Big Sight, SK Soap Manufacturing Co. Ltd. in Saitama and Teijin Ltd. in Kasumegaseki, Tokyo, hosted observational visits by participants.

INDIVIDUAL-COUNTRY PROGRAMS

Individual-country Observational Study Missions

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

In 2013, nine study missions benefiting 80 professionals from eight member countries were carried out on material flow cost accounting, productivity specialist development, the customer satisfaction index, productivity measurement, international marketing of processed agrifood, best practices of the service industry, logistics and distribution systems, and productivity improvement in the public and service sectors. In 2013, the ROC, Japan, ROK, Malaysia, Singapore, and Vietnam hosted I-OSMs from other member economies.

Technical Expert Services

The main objectives of the Technical Expert Service (TES) Program are to develop trainers and consultants of NPOs as well as related organizations and provide them with consultancy services to solve productivity-related issues. 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 NPO. The duration of TES projects is normally up to 12 days.

In 2013, 36 TES experts were assigned, with seven carried over from 2012. The most experts assigned from within the APO membership were from Singapore (eight), and the most from outside it were from the USA and Canada (three each). Other experts came from Australia, France, Hong Kong, and the UK.

Overall, expert services received an average evaluation score of 93 out of 100 for the quality of service provided to members who utilized them. Based on information provided by NPOs, more than 2,800 participants/professionals/employees benefited through lectures, presentations, consultations, and training conducted by the experts.

Development of Demonstration Companies

The demonstration projects undertaken by the APO are meant to illustrate practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. Demonstration companies convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase the tangible results of productivity improvement programs, others are encouraged

to undertake similar efforts. Potential candidates for demonstration company projects are recommended by NPOs, and the final selection is made in consultation with experts and the APO Secretariat. The APO assigns experts to the selected organizations to perform diagnostic studies, recommend an action plan for productivity improvement, and help implement the plan. The results are documented for learning by others. Through this program, NPOs will eventually develop the ability to manage their own demonstration/model projects.

In 2013, two demonstration projects were undertaken. The first was on material flow cost accounting in Thailand in collaboration with the FTPI and Chiang Mai University at Thai Ceramic Co., Ltd.; Thai Paper Co., Ltd.; Rayong Olefins Co., Ltd.; and Pin Interwood Co., Ltd. The second in Vietnam was on developing and implementing key performance indicators in collaboration with the VPC at Peltro Vietnam Insurance Joint Stock Corporation and Duc Viet Manufacturing and Trade JSC. Each project received three expert visits. Both will be completed in 2014.

Bilateral Cooperation Between NPOs

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

The five BCBN missions sponsored in 2013 covered areas such as SME Development, Quality Awards, Public-sector Productivity, and Consultancy Training Programs benefiting 15 professionals from five countries. The countries sending missions were Japan, the ROK, Mongolia, Nepal, and the Philippines. The host countries were Cambodia, Japan, Lao PDR, Singapore, Sri Lanka, and Vietnam.



BCBN mission from the Philippines visiting the APO Secretariat

EVALUATION OF APO PROJECTS



The 2012 project evaluation conducted in 2013 covered 44 face-to-face multicountry projects implemented during the year. The results showed that almost all aspects of multicountry projects in 2012 had improved or remained similar to those in the past two years. Participants' suggestions for improvement included more: practical learning; time for group discussions; field visits; organizing of important projects over a few years in a sustainable manner; and follow-up activities. Resource persons suggested: improving Internet connectivity and transport; reducing language barriers during site visits; providing more lead time to prepare; and follow-up actions. Implementing organizations highlighted visa issues and problems associated with last-minute withdrawals.

The multicountry projects implemented in 2012 included four e-learning courses conducted through videoconferencing. Implementation of e-learning projects in 2012 significantly improved by 50% in the overall evaluation compared with projects implemented in 2010 and 2011. Participants' suggestions included more in-depth subject coverage, selection of experts with good English proficiency, improvement of audio and video quality, and opportunities to communicate directly with experts after courses. Resource persons' comments included: participants preparing questions in advance; and organizers should integrate videoconferencing and self-learning courses to extend their reach. Implementing

organizations suggested sending presentation soft copies earlier and allowing more interaction and Q&A sessions.

In 2012, Category C projects included Individual Observational Study Meetings (I-OSMs), Technical Expert Services (TES), Bilateral Cooperation Between NPOs (BCBN), Demonstration Projects (DMP), Member Country Support Program, and In-country Training Programs for Institutional Strengthening of NPOs through the Development of Productivity Practitioners. In general, these projects were rated highly. With regard to Category C projects, the evaluation report highlighted: nonsubmission of reports for I-OSM and TES; submission of reports with in-depth content (BCBN); more follow-up to ensure multiplier effects (DMP); and difficulty in designing effective programs due to insufficient lead time (Development of NPOs Program).

There were three takeaway messages from the evaluations: APO projects on the whole were well received and appreciated by participants and other stakeholders; follow-up action should be taken by the Secretariat on specific feedback from individual projects to make them more effective, including integration of face-to-face, videoconferencing, and self-learning training courses; and most feedback from NPOs on projects was consistent and would be explored in greater detail during the Strategic Planning Workshop for Liaison Officers held in June 2013.

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 2013.

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 2013, three titles were published:

1. *Agricultural Policies in Selected APO Member Countries—An Overview through Transfer Analysis*;
2. *APO Productivity Databook 2013*; and
3. *Knowledge Management for the Public Sector*.

General Publications

The APO publishes a bimonthly newsletter in English, the *APO News*, and disseminates more than 30,000 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 four components: the APO website; APOnet; APO e-learning activities; and social media.

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 provided 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 the exchange of important information and documents project preparation and implementation stages among the APO Secretariat, NPOs, resource persons, participants, and others involved. Project experts and resource persons are also able to share their training materials with participants during and after sessions. The APOnet has evolved in both its overall system framework as well as its individual functionalities in the last five years, allowing it to continue to be an integral tool in various APO activities. As the interaction and information sharing on APO projects and activities move even more toward an electronic media-based platform, the Secretariat continues to examine measures for improving its user friendliness and functions for more efficient, effective project planning and implementation.

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. In 2013, the self-learning e-course on Green Productivity and Integrated Management Systems (ISO 9001, ISO 14001, OHSAS 18001) was conducted from May to September. Two other self-learning e-courses on Food Safety Management and Material Flow Cost Accounting (ISO 14051) were launched in November and continued until March 2014.

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 cooperating 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 2013, the APO organized five videoconference-based e-learning courses on Export Promotion and Market Access for Agricultural and Food Products from Asia, Knowledge Management for Public-sector Organizations, Information Security Management Systems (ISMS) Based on the ISO 27000 Series, GLOBALGAP Standard for Greater Market Access, and Environmental Labels and Declarations (ISO 14021, ISO 14024, and ISO 14025) catering to more than 1,100 participants from member countries.

Social media

The APO engages the public using Facebook. In 2013, various posts including productivity-related calendar events, productivity quotes, videos, and quick productivity data were utilized to stimulate

interest in APO activities. The number of “likes” received increased by 50% in 2013.

Business continuity and IT

The role of IT is to ensure the business continuity of the Secretariat, building and maintaining systems and networks so that its critical functions of electronic communication and system and data access are not disrupted even in cases of unforeseen emergencies. Furthermore, protection of the valuable data and information resources of the organization is a priority for the sustainability of APO activities.

After the relocation of the APO network and exchange servers to a secure, off-site Internet data center, and the necessary reworking of the IT system due to the physical relocation of the Secretariat office in 2012, in 2013, the Secretariat IT team placed priority on stabilizing the overall communication and data network in the new environment. With an external team of IT specialists, several projects were implemented to review and ensure the effectiveness as well as efficiency of how the core network devices are monitored and how the network-related activities and processes are managed on a daily basis. Bearing in mind the two fundamental objectives of IT, maintaining a secure platform for the organization’s valuable information resources and operating a consistent communication framework, the IT team will continue its review and feasibility studies of existing infrastructure as well as alternative methods and tools to ensure a safe, sustainable IT network for the Secretariat.

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 2013 conferees were:

Former NPO Head for India N.C. Vasudevan (December 2008–December 2011);

Former NPO Head, APO Alternate Director, and APO Liaison Officer for IR Iran Dr. Mahmood Ghanizadeh (May 2007–February 2013); and

Former NPO Head and APO Alternate Director for Thailand Dr. Phanit Laosirirat (July 2005–June 2013).

Public Promotional Activities

Participation in the Global Festa

Since 1998, the APO has participated in the Global Festa (formerly the Japan International Cooperation Festival), which is held annually in Tokyo’s Hibiya Park. 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 2013, the Global Festa was held 5–6 October. In addition to displaying information on APO activities, APO program officers made presentations on APO activities on both days. Secretariat staff also engaged the public by disseminating customized information and conducting quizzes to attract them to the booth.



Global Festa Japan 2013

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 productivity message can be conveyed to member countries and beyond. In 2013, the APO produced a calendar featuring national holidays of APO members and distributed it to other international organizations, educational

institutions, NGOs, and government agencies. In addition, original APO items such as an eco-bag and USB were produced to be given out to APO delegates at different venues. As promotional materials, file folders made from recycled polypropylene and badges were distributed during events such as the Eco-products International Fair 2013 and Global Festa.

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 Technical Expert Service Program and other APO projects. The APO as a whole, its member countries, and its partners in cooperation all derive benefits from the synergy thus created while avoiding the duplication of efforts.

Joint Projects

The APO collaborated with four organizations for three projects in 2013. For details, please refer to page 83.

Services of Experts Received

Four experts from four organizations were assigned in 2013. For details, please refer to page 83.

Guest Observers Received

Five observers from five organizations attended the 55th Session of the Governing Body. For details, please refer to page 83.

Participants from Nonmember Countries

Nine participants from seven countries and four observers from one country attended three APO projects. For details, please refer to page 83.

Meetings Attended

APO Secretariat staff attended 18 international meetings. For details, please refer to page 84.

2013 APO PROJECT SUMMARY

In 2013, the APO conducted various projects covering a multitude of topics. Projects totaled 139 (126 projects had been completed and 13 were in progress at the time of writing), with 4,043 participants. A total of 473 experts (among whom 405 had completed their assignments in 2013 and 68 were involved in ongoing projects) facilitated these projects, assisted by 32 national coordinators who focused on e-learning courses. The APO also extended its outreach to 6,796 attendees through projects open to the public.

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
APO Productivity Database (2013)		APO Secretariat	Completed	-
Koji Nomura (Dr.)/Japan	Associate Professor, Keio Economic Observatory, Keio University			APO
Data Maintenance and Updating of the APO Asian Quarterly Growth Map in Connection with the APO Productivity Database (2013)		APO Secretariat	Completed	-
Koji Nomura (Dr.)/Japan	Associate Professor, Keio Economic Observatory, Keio University			APO
APO Productivity Databook (2013 edition)		APO Secretariat	Completed	-
Koji Nomura (Dr.)/Japan	Associate Professor, Keio Economic Observatory, Keio University			APO
Ziauddin Ahmed/ Bangladesh	Deputy Director, Bangladesh Bureau of Statistics			APO
Chettra Keo/Cambodia	Director, National Accounts Department, National Institute of Statistics, Ministry of Planning			APO
Jia-yuan Mei/ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan			APO
Navilini Singh/Fiji	Statistician, Economics Statistics Division, Fiji Islands Bureau of Statistics			APO
Shailja Sharma (Dr.)/India	Deputy Director General, National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation			APO
Hamid Azarmand/IR Iran	Consultant, NIPO			APO
Geonwoo Lee (Dr.)/ROK	Research Fellow, Korea Institute for Industrial Economics and Trade			APO
Phousavanh Chanthasombath/Lao PDR	Economist, National Accounts Division, Department of Economic Statistics, Lao Statistics Bureau, Ministry of Planning and Investment			APO
Hezlin Suzliana Binti Abdul Halim /Malaysia	Assistant Director, National Accounts Statistics Division, Department of Statistics, Malaysia			APO
Bayarmaa Baatarsuren/Mongolia	Statistician, Macroeconomic Statistics Department, National Statistical Office of Mongolia			APO
Rajesh Dhital/Nepal	Statistical Officer, Central Bureau of Statistics			APO
Shahid Mahmood Butt/Pakistan	Deputy Director General, National Accounts, Statistics Division, Pakistan Bureau of Statistics			APO
Estela T. de Guzman/Philippines	Director, Industry and Trade Statistics Department, National Statistics Office			APO
Weerasinghe Wasala Mudiyansele Ananda Sarath Premakumara/Sri Lanka	Director Statistics, Sample Surveys Division, Department of Census and Statistics, Ministry of Finance and Planning			APO
Wannapa Khlaisuan/Thailand	Senior Professional, National Accounts Office, National Economic and Social Development Board			APO
Thi Hai Ha Nguyen/Vietnam	Statistical Officer, Trade and Services Department, General Statistics Office of Vietnam			APO

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
Research for the APO Productivity Databook (2014 edition)		APO Secretariat	Year-long	-
Koji Nomura (Dr.)/Japan	Associate Professor, Keio Economic Observatory, Keio University			APO
Ziauddin Ahmed/ Bangladesh	Joint Director, Bangladesh Bureau of Statistics, Ministry of Planning			APO
Chettra Keo/Cambodia	Director, National Accounts Department, National Institute of Statistics, Ministry of Planning			APO
Wei-jie Huang/ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan			APO
Wachyu Winarsih/ Indonesia	Leader of Social Analysis, Directorate of Analysis and Development Statistic/Statistic Indonesia			APO
Hamid Azarmand/IR Iran	Deputy , NIPO			APO
Behzad Mahmoodi/IR Iran	Chief of Statistical Designs Survey Section, Statistical Research and Survey Department, Central Bank of Iran			APO
Keun Hee Rhee (Dr.)/ROK	Director/Senior Researcher, Productivity Research Institute, KPC			APO
Phousavanh Chanthasombath/Lao PDR	Deputy Director of National Account, Department of Economy Statistic, Lao Statistics Bureau, Ministry of Planning and Investment			APO
Hezlin Suzliana Binti Abdul Halim/Malaysia	Assistant Director, National Accounts Statistics Division, Department of Statistics, Malaysia			APO
Bayarmaa Baatarsuren/ Mongolia	Statistician, National Statistical Office of Mongolia			APO
Shahid Mahmood Butt/ Pakistan	Consultant, Duetsche Gesellschaft fur Internationale Zusammenarbeit PK, GmbH			APO
Estela T. de Guzman/ Philippines	Director, Industry and Trade Statistics Department, National Statistics Office			APO
Weerasinghe Wasala Mudiyanselage Ananda Sarath Premakumara/ Sri Lanka	Director Statistics, Sample Surveys Division, Department of Census and Statistics, Ministry of Finance and Planning			APO
Wirot Nararak/Thailand	Director, National Accounts Office, National Economic and Social Development Board			APO
Thi Hai Ha Nguyen/ Vietnam	Statistical Officer, Trade and Services Department, General Statistics Office of Vietnam			APO
Demonstration Company Project on Modern Food Safety Management Systems: Phase II		Cambodia	Completed	60
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.			APO
Basic Training Course for Local Trainers on GMP and HACCP		Lao PDR	Completed	84
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.			APO
Kimikazu Ikegame (Dr.)/ Japan	Representative Director, Japan Food Safety Doctor Co. Ltd.			APO
Yataro Kokubo (Dr.)/ Japan	Science Advisor, Japan Food Hygiene Association			APO
Demonstration Company Project on HACCP		Lao PDR	In progress	72
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.			APO
National Conference on Modern Food Safety Management Systems		Cambodia	17–18 Dec	154
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.			APO
Institutional Strengthening of NPOs through the Development of Productivity and Quality Practitioners/Specialists (Advanced Course)		Philippines	4–14 February	23
Brian Marson/Canada	President, Public Service Excellence Institute			APO
Shin Kim (Dr.)/ROK	Research Fellow & Director, Office of International Cooperation, Korea Institute of Public Administration			APO

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Harnek Singh/Singapore	Vice President & Director, Business Excellence, Singapore Technologies Engineering Ltd (ST Engineering)			APO
Carlos A. Sayco, Jr./Philippines	Vice-President for International Relations, Innovation, Strategic Convergence Initiatives & Partnership, DAP			NPO
Magdalena L. Mendoza/Philippines	Senior Vice-President for Programs, DAP			NPO
Eduardo R. Fenix/Philippines	Senior Consultant, Fenix Industrial Engineering Services			NPO
Job Q. Zerrudo/Philippines	Senior Consultant, Management Systems Consultancy			NPO
Arnel D. Abanto/Philippines	Vice-President and Managing Director, Center for Quality and Competitiveness, DAP			NPO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Indonesia	2-13 Sep	20
Ma. Theresa A. Agustin/Philippines	Director, Industry Competitiveness and SME Productivity Development Division Center for Quality and Competitiveness, DAP			APO
Sow Tin Jeng/Malaysia	Assistant General Manager, QHSE, MMC Oil & Gas Engineering Sdn. Bhd.			APO
Chantalux Mongkol/Thailand	Department Manager, Productivity Promotion, FTPI			APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Mongolia	16-27 Sep	27
Kabir Ahmad Mohd. Jamil/Malaysia	Director, Manufacturing Sector Regulatory Review, Regulatory Review Department, MPC			APO
Shubhrangshu Barman Roy (Dr.)/India	Principal Consultant & Business Head, Breakthrough Management Group International			APO
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.			APO
B. Enkhzul/Mongolia	General Manager/Expert, MPO			NPO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		IR Iran	28 Sep-10 Oct	28
Shahuren Ismail/Malaysia	Consultant			APO
Abdul Malek Mohamad Arpin/Malaysia	Senior Consultant, MPC			APO
Harnek Singh/Singapore	Vice President & Director, Business Excellence, Singapore Technologies Engineering Ltd. (ST Engineering)			APO
Mohammad Hadi Daryaei/IR Iran	International Relation Affairs Group Head, Vice Presidency for Strategic Planning and Supervision			NPO
Mohammadali Mohammadi (Dr.)/IR Iran	Business Development Manager, Industrial Management Institute			NPO
Development of the APO Certification System: Panel of Experts for Discussion of the Certification System		Japan	18-19 Apr	-
David Horlock/Hong Kong	Managing Director, British Standards Institute Asia Pacific			APO
Kazuteru Kuroda/Japan	Head of Global Management Center/Principal Producer for Consulting Project, JPC			APO
Eugene Yu-Ying Lin (Dr.)/ROC	APO Liaison Officer, Director, Planning and Training Division, CPC			APO
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.			APO
Darunee Edwards/Thailand	President, Food Science and Technology Association of Thailand			APO
Member Country Support Program (1st year of a two-year project cycle)		India	Completed	-
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Member Country Support Program (2nd year of a two-year project cycle)		India	In progress	-
Hiroshi Tachikawa	Managing Director, Propharm Japan Co., Ltd.			APO

STRENGTHENING OF NPOS

Project title	Venue	Date/status	Participants	Assigned by
Expert/country of residence	Designation, organization			
Self-learning e-Course on Green Productivity and Integrated Management Systems (ISO 9001, ISO 14001, OHSAS 18001)	-	8 May–7 Sep	952	
Training Course on the Development of Productivity Practitioners: Basic Program (DPP: Basic)	Philippines	10 June–5 July	20	
Kelvin Chan Keng Chuen/ Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.			APO
Chantalux Mongkol/ Thailand	Productivity Promotion, Department Manager, FTPI			APO
Nestor O. Rañeses/ Philippines	Executive Director, University of the Philippines Institute for Small Scale Industries			NPO
Niña Maria B. Estudillo / Philippines	Freelance Consultant			NPO
Enrique V. Abadesco/ Philippines	Freelance Consultant			NPO
Homer H. Alcon/ Philippines	Project Officer, DAP			NPO
Jonathan C. Macaraeg/ Philippines	Sustainable Development Head, Integrated Management Representative, Mariwasa Siam Ceramics, Inc.			NPO
Arnel D. Abanto/ Philippines	Vice-President, DAP			NPO
Josephine E. Abanto/ Philippines	Director, Corporate Planning and Quality, AAI Holding, Inc.			NPO
Ma. Theresa A. Agustin/ Philippines	Program Director, DAP			NPO
Elena Avedillo-Cruz/ Philippines	Freelance Consultant			NPO
Strategic Planning Workshop for APO Liaison Officers	APO Secretariat	26–28 June	20	
Workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Business Sector	Indonesia	26–30 Aug	22	
Dong-One Kim (Dr.)/ROK	Dean, Graduate School of Labor Studies, Korea University			APO
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink System & Services Pte. Ltd.			APO
Payaman J. Simanjuntak (Dr.)/Indonesia	Vice Chairman, Ministry of Manpower and Transmigration			NPO
Helmy Salim/Indonesia	Chair Person, KSPSI			NPO
Development of the Center of Excellence: Workshop on Development of Model Projects for Green Productivity	ROC	4–8 Nov	75	
Markus Arbenz/Germany	Executive Director, International Federation of Organic Agriculture Movements			APO
Bankim Bhatt/India	Chief Executive Officer, Bismar Fintech Pvt. Ltd.			APO
Sadhan Kumar Ghosh (Dr.)/India	Professor and Head, Department of Mechanical Engineering, Centre for Quality Management System, Jadavpur University			APO
Erwin C. Serafica/ Philippines	Technical Consultant, Renewable Energy Association of the Philippines			APO
Workshop on Labor-Management Relations with Special Focus on the Automobile Industry	Japan	18–22 Nov	21	
Mitsuhide Shiraki (Dr.)/ Japan	Professor, Graduate School of Economics, Waseda University			NPO
Yoji Osaki/Japan	Director, Work-Life Management Department, JPC			NPO
Sumiko Ebisuno (Prof.)/ Japan	Faculty of Economics, Risho University			NPO
Training Course on the Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	APO Secretariat	18 Nov–6 Dec	20	
Lee Gan Kai, William (Dr.)/ Singapore	Senior Research Manager, International Data Corporation, Manufacturing Insights Asia/Pacific			APO
Songkran Suebvesai/ Thailand	Consultant, Chairman, Thai TPM Association			APO

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants	Assigned by
Expert/country of residence	Designation, organization				
Mohd. Hilmi Mohd. Idris/ Malaysia	Senior Consultant, MPC				NPO
Rosmiza Rosly/Malaysia	Consultant, MPC				NPO
Latchumy Prabha/Malaysia	Senior Consultant, MPC				NPO
Hafiza Atha Ahmad/ Malaysia	Consultant, MPC				NPO
Zainon Bakar/Malaysia	Senior Manager, MPC				NPO
Edly Ferdin Ramly/Malaysia	EFR Management Consultant				NPO
Shaharum Ashaari/ Malaysia	Consultant, Synergy Assimilation of Knowledge Resources				NPO
Shahril Goh Fadhil/ Malaysia	CEO & Senior Consultant, Lean Applied Sdn. Bhd.				NPO
Roslina Md. Isa (Dr.)/ Malaysia	Senior Manager, MPC				NPO
Suhaimi Hamad/Malaysia	Manager, MPC				NPO
Sustainable Energy Training: Electricity Generation and Supply— Challenges and Opportunities for Asia		Thailand	25–29 Nov	33	
Bot Sosani/Indonesia	Assistant Analyst, International Relations, PT Perusahaan Listrik Negara (Persero)				APO
Jong Cheon Son/ROK	Team Leader, Strategy & Planning Policy Team, Korea Smart Grid Institute				APO
Workshop on SME Productivity Measurement and Analysis for NPOs		Singapore	26–29 Nov	19	
Charles Harvie (Dr.)/ Australia	Associate Professor, School of Economics, Faculty of Commerce, University of Wollongong				APO
Masahisa Mizumoto/Japan	Senior Management Consultant, Central Japan Industries Association				APO
Top Management Forum		ROK	17–19 Dec	21	
Arup Mitra (Dr.)/India	Professor of Economics, Institute of Economic Growth				APO
Frank Lin/ROC	CQO & Vice CSO, ASUSTek Computer Inc.				APO
Ju-Young Park (Prof.)/ROK	Professor, Department of Small Business and Entrepreneurship, Soongsil University				NPO
Minkyun Kim/ROK	Assistant Professor, Sogang Business School, Soongsil University				NPO
Seok Koo Ji/ROK	Policy Advisor, Office of President, National IT Industry Promotion Agency				NPO
Research on Need Assessment of Member Countries		APO Secretariat	Year-long	-	
Kunitoshi Saito/Japan	Development Consultant-cum-Capacity Development and Need Assessment Specialist				APO
Abdul Baqui Chowdhury/ Bangladesh	Joint Director, NPO, Ministry of Industries				APO
Sayasith Khamphasith/ Cambodia	Adviser to Department of SME Promotion, DOSMEP, LNPO, Ministry of Industry and Commerce				APO
Yea Bunna/Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy				APO
Penitiko Aore/Fiji	Deputy Director, Technical Training, NTPC, Fiji National University				APO
S.K. Chakravorty (Dr.)/India	Deputy Director General & CEO, NPCI				APO
Yass Yousefi Yekta/IR Iran	International Affairs Officer, NIPO				APO
Sayaka Harada/Japan	Deputy Director, International Department, JPC				APO

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Khidzir Ahmad/Malaysia	Consultant, International Relations Unit, MPC			APO
Baigalmaa Purevdorj/ Mongolia	Deputy Director, MPO			APO
Prabin Kumar Acharya/ Nepal	Branch Chief, NPEDC			APO
Saif ur Rehman/Pakistan	Deputy General Manager, Regional Office in Karachi, NPO			APO
Carlos A. Sayco, Jr./ Philippines	Vice President, International Relations, Innovation, Strategic Convergence Initiative & Partnerships, DAP			APO
Johnson H.C. Lin (Dr.)/ROC	Senior Consultant, Planning & Training Division, CPC			APO
Keun Hee Rhee (Dr.)/ROK	Director and Senior Researcher, Productivity Research Institute, KPC			APO
Loo Ya Lee/Singapore	Head, Productivity Programme Office, SPRING Singapore			APO
I.M.P. Gunaratna/Sri Lanka	Deputy Director (Planning), Development Division, Ministry of Productivity Promotion			APO
Ketmanee Ausadamongkol (Dr.)/Thailand	Advisor to the Executive Director, FTPI			APO
Nguyen Thu Hien/Vietnam	Deputy Director, VPC			APO
Self-learning e-Course on Food Safety Management		e-Learning	In progress	-
Richard Merx/Netherlands	Consultant, PT Merkadi Management Consultant			APO
Self-learning e-Course on Material Flow Cost Accounting (ISO 14051)		e-Learning	In progress	-
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO

STRENGTHENING OF SMES

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
Multicountry Observational Study Mission on SME Development		Japan	4–8 Feb	11 + 4 (observers)
Makoto Omi/Japan	President, Seiko Corporation			NPO
Kamihiro Tagawa/Japan	Manager, Plant Planning, Research & Planning Center, Seiko Corporation			NPO
Kenji Suminaga/Japan	Textiles Evaluation Specialist, Seiko Corporation			NPO
Ryou Kajita/Japan	Senior Management Consulstant, JPC			NPO
Training Course on Total Quality Management for SMEs in the Service Sector		Bangladesh	24–28 Feb	22
Satya Narayan Nandi (Dr.)/India	Freelance Management Consultant			APO
Ab. Rahim Yusoff/Malaysia	Senior Director, Business Excellence Department, MPC			APO
Hock Wong/Singapore	Managing Director & Principal Consaltant, Hoclink Systems & Services Pte. Ltd.			APO
M. Mofizur Rahman/Bangladesh	Brigadier General, R&G Group, Converting RED into GREEN through Management Consultancy			NPO
Training Course on Basic Productivity Tools for SMEs		ROK	2–5 July	19
Abdul Malek Mohamad Aripin/Malaysia	Senior Consultant, MPC			APO
George (Hock) Wong/Singapore	Managing Director & Principal Consultant, Hoklink Systems & Services Pte. Ltd.			APO
Kwang Keun Lee/ROK	Senior Consultant, KPC			NPO
Jeong-Cheol Lee/ROK	Senior Consultant, KPC			NPO
Workshop on Advanced Agribusiness Management for Executives and Managers of SMEs		Thailand	29 July–2 Aug	21
Louie A. Divinagracia (Dr.)/Indonesia	Vice President for Academic Affaris and Dean, Faculty of Business, Universitas Pelita Harapan Surabaya			APO
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Ralph D. Christy (Dr.)/USA	Director, Cornell International Institute for Food, Agriculture and Development and Professor, Applied Economics and Management, Cornell University			APO
Akarapong Phongsuwan/Thailand	Chief Executive & Strategic Consultant, BusinessMAX (Asia) Consultant			NPO
National Workshop on the Development of Agrotourism		Indonesia	26–28 Aug	107
Workshop on Development and Marketing of Agrotourism for Increasing Farm Household Incomes		Indonesia	26–31 Aug	23
Yung-Chieh (Fred) Chen (Dr.)/ROC	Instructor, Department of Hospitality and Tourism Mangement, JinWen University of Science & Technology			APO
Harro Boekhold/Netherlands	Managing Director, Contour Projects Ltd.			APO
Ronald Caoile Costales/Philippines	Vice President & COO, Costales Nature Farms			APO
Weerapon Thongma (Dr.)/Thailand	Dean and Associate Professor, School of Tourism Development, and Acting Vice-President of Networking Development, Maejo University			APO
Wayan Windia (Prof.)/Indonesia	Head of Quality Assurance Agency, Udayana University			NPO
Endah Nurhidayati/Indonesia	Lecturer/Researcher, Faculty of Social and Political, Airlangga University Surabaya			NPO
Multicountry Observational Study Mission on SME Best Practices in Service Excellence		ROC	2–6 Sep	21
Noriharu Kaneko/Japan	Executive Director, Service Quality Management Ltd.			APO
Matao Ishii/Japan	Shonan Institute of Management			APO

STRENGTHENING OF SMES

Project title		Venue	Date/status	Participants	Assigned by
Expert/country of residence	Designation, organization				
Simon Chen/ROC	Director, Service Business Division, CPC				NPO
Wun-Hwa Chen (Dr.)/ROC	Professor, Department and Graduate School of Business Administration, National Taiwan University				NPO
e-Learning Course on Export Promotion and Market Access for Agricultural and Food Products from Asia (Session 1)		Cambodia, Fiji, Mongolia, Philippines	3–5 Sep	70	
e-Learning Course on Export Promotion and Market Access for Agricultural and Food Products from Asia (Session 2)		India, Nepal, Pakistan, Sri Lanka	17–19 Sep	70	
e-Learning Course on Export Promotion and Market Access for Agricultural and Food Products from Asia (Session 3)		Bangladesh, Indonesia, IR Iran, Vietnam	19–21 Nov	76	
Dorian Helson/France	Technical Manager, TESCO				APO
Taneo Moriyama/Japan	Managing Director, Insight Inc.				APO
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.				APO
Pathom Taenkam/Thailand	Managing Director, P. Prime Co., Ltd.				APO
Lisa Anderson/USA	Industry and Government Relations Director, Registrar Corp.				APO
Training of Trainers in Enhancing Women's Participation in Rural Enterprise Development		Indonesia	23–29 Sep	25	
Rabia Jamil/Pakistan	Head of International Relations, NPO				APO
Nerlita Manalili (Dr.)/Philippines	Independent Consultant				APO
Dindo M. Campilan (Dr.)/Philippines	Senior Food Security and livelihood Specialist - Asia, Global Program for Social and Health Sciences, CGIAR International Potato Center				APO
Habsari (Dr.)/Indonesia	Center for Gender Research and Development, University of Sebelas Maret				NPO
Darningsih Rustiaji/Indonesia	Proprietor, Packaging House, Bandung, Member, Indonesian Chamber of Commerce Committee on Regional Economic Cooperation				NPO
Keppi Sukesi (Prof.)/Indonesia	Professor, Faculty of Agriculture, Brawijaya University				NPO
Training Course on Planning and Management of Ecotourism		Fiji	25–29 Nov	22	
Alexandra Coghlan (Dr.)/Australia	Senior Lecturer, Academic Staff, Department of Tourism, Sport and Hotel Management, Gold Coast Campus, Griffith University				APO
Rajendra Narsingh Suwal/Nepal	Vice President, KGH Group of Hotels, Resorts and Travels				APO
David Preece/USA	Assistant Professor, Business Management Department, Brigham Young University				APO
Satendra Nair	Deputy Director, Division of Executive Management and Hospitality Services, NTPC				NPO
Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific		ROC	16–20 Dec	15	
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink System & Services Pte. Ltd.				APO
Ronald Tan/Singapore	Executive Officer, Jason Electronics Pte. Ltd.				APO
Linker Lin/ROC	Chairman, Oberlin Tech. Co., Ltd.				NPO
Research on Entrepreneurship Initiatives in APO Economies		APO Secretariat	Year-long	-	
Tsuneo Yahagi (Prof.)/Japan	Provost, Sakushin University, Professor Emeritus, Keio University				APO
Chea Peou (Dr.)/Cambodia	Director, Internal Audit Department, Office of the Council of Ministers				APO
Sudipto Bhattacharya (Dr.)/India	Associate Professor, VIT Business School, VIT University				APO

STRENGTHENING OF SMES

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
Aji Hermawan (Dr.)/ Indonesia	Director, Recognition and Mentoring Program, Institute Pertanian Bogor, Bogor Agriculture Institute			APO
Kikuko Harada/Japan	Chief Executive Director, Center for Entrepreneurship Development			APO
Muhammad Idrees Khawaja (Dr.)/Pakistan	Associate Professor, Pakistan Institute of Development Economics			APO
Renato M. Pleno/ Philippines	Assistant Treasurer, Philippine Exporters Confederation Inc.			APO
Chih-Yen Huang (Dr.)/ROC	Assistant Professor, Graduate Institute of Public Policy, Feng Chia University			APO
Thanaphol Virasa (Dr.)/ Thailand	Deputy Dean, Chair of Entrepreneurship and Innovation Program, College of Management, Mahidol University			APO
Seng Takaneary/Cambodia	President, Cambodia Women Entrepreneurs' Association			Self-financed
Chea Chantheborras/ Cambodia	Frangipani Hotel			Self-financed
Taro Ichiro/Cambodia	President, Golden Group Cooperation			Self-financed
Mom Mona/Cambodia	Prism Consulting			Self-financed
Om Seng Bora (Dr.)/ Cambodia	Chairman, Asia CEO & Entrepreneur			Self-financed
Khim Leang (Dr.)/ Cambodia	Manager, Professional Training Department , Cambodia-Japan Cooperation Center			Self-financed

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Research on Benchmarking for SMEs in the Service Sector (Retail and Food Subsectors)		APO Secretariat	Completed	-
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.			APO
Kaori Yoshida/Japan	Managing Director, Ensemble, Ltd.			APO
Mohamad Sahril Bin Ahmad Puzi/Malaysia	Consultant, MPC			APO
Eugene Yu-Ying Lin (Dr.)/ROC	Director, Planning and Training Division, CPC			APO
Ya Lee Loo/Singapore	Senior Manager, Productivity Program Office, SPRING Singapore			APO
Workshop on ICT Impact on the Productivity of the Service Sector		IR Iran	19–23 Jan	23
Kevin Chen, Shih-Chang/ROC	Associate Vice President, Gigabyte Technology Inc.			APO
Liang-Tung Chen (Dr.)/ROC	Deputy Director, Sustainable Development Division, Industrial Development Bureau, Ministry of Economic Affairs			APO
Shin Kim (Dr.)/ROK	Director, Public Governance Education and Training Center, Korea Institute of Public Administration			APO
Seminar on Innovations in Irrigation Water Management for Sustainable Food Security		Pakistan	21–25 Jan	19
Arif Anwar (Dr.)/Pakistan	Senior Researcher/Head IWMI Pakistan, International Water Management Institute			APO
Jin-Yong Choi (Dr.)/ROK	Associate Professor, Department of Rural Systems Engineering, College of Agriculture and Life Sciences			APO
Yildirim Yusuf Ersoy (Dr.)/Turkey	Professor, Department of Farm Structures and Irrigation, Faculty of Agriculture, University of Ankara			APO
Muhammad Tahir Anwar/Pakistan	Director General, Federal Water Management Cell, Ministry of National Food Security and Research			NPO
Muhammad Saleem/Pakistan	Senior Engineer (Water), Water Resources Research Institute, National Agricultural Research Centre			NPO
Otto J. Gonzales (Dr.)/USA	Special Project Officer, Rural Development and Natural Resources, USDA Foreign Agricultural Services			NPO
Workshop on Performance Management of Service-sector Organizations		Pakistan	18–22 Feb	26
Richard Clarke/Canada	Consultant			APO
Shin Kim (Dr.)/ROK	Research Fellow & Director, Office of International Cooperation, Korea Institute of Public Administration			APO
Eddy P. Edwards/Singapore	Lead Consultant/Executive Coach, KBE Consulting Pte. Ltd.			APO
Syed Hussain Haider/Pakistan	Research Analyst, Human Rights Officer, Coordinator and Deputy Counsel General, Pakistan Institute of Human Rights			NPO
Study Meeting on KM and Social Innovation		Sri Lanka	19–22 Feb	14
Ronald Young/UK	CEO, Knowledge Associates Cambridge Ltd.			APO
Naoki Ogiwara/USA	Senior Knowledge Management Officer, Financial and Private Sector Development, The World Bank			APO
Training Course on Lean Manufacturing Systems		Malaysia	29 Apr–10 May	22
Shubhrangshu Barman Roy (Dr.)/India	Principal Consultant & Business Head, Breakthrough Management Group International, India			APO
Akira Hayashibara/Japan	Consultant			APO
Lee Gan Kai William (Dr.)/Singapore	Senior Research Manager, International Data Corporation Manufacturing Insights Asia/Pacific			APO
Sharil Goh Fadhil/Malaysia	CEO, Lean Applied Sdn. Bhd.			NPO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Workshop on the Branding of Local-specific Agricultural Products through the Use of Geographic Indications		Sri Lanka	3–7 June	21
Latha R. Nair/India	Partner, K&S Partners			APO
Corinne Couillerot/ Switzerland	Director, REDD SA			APO
D.B.T. Wijeratne (Dr.)/ Sri Lanka	Additional Secretary, Agriculture Technology, Ministry of Agriculture			NPO
Nilmini Wanasinghe/ Sri Lanka	Assistant Director, Export Agriculture, Sri Lanka Export Development Board			NPO
e-Learning Course on Knowledge Management for Public-sector Organizations (Session 1)		Bangladesh, Cambodia, Mongolia, Nepal, Pakistan	11–14 June	117
e-Learning Course on Knowledge Management for Public-sector Organizations (Session 2)		Fiji, Indonesia, Malaysia, Thailand	15–18 July	78
e-Learning Course on Knowledge Management for Public-sector Organizations (Session 3)		IR Iran, Philippines, Sri Lanka, Vietnam	12–15 Aug	101
Ida Bt. Md. Yassin (Dr.)/ Malaysia	Senior Manager, Strategic Planning & Corporate Communication Division, MPC			APO
Praba Nair/Singapore	Consultant			APO
e-Learning Course on the Information Security Management System (ISMS) Based on the ISO 27000 Series (Session 1)		Mongolia, Nepal, Philippines, Sri Lanka, Vietnam	22–25 July	111
e-Learning Course on the Information Security Management System (ISMS) Based on the ISO 27000 Series (Session 2)		Bangladesh, Cambodia, Indonesia, IR Iran, Pakistan	26–29 Aug	126
Duggirala Sathya Prakash/ India	Manager, Business Development, Det Norske Veritas AS			APO
Syed T. Zaidi/India	Lead Auditor-ACT, Det Norske Veritas AS			APO
Workshop on Innovation, Incubation, and Entrepreneurship: Identifying and Commercializing New Opportunities		ROC	12–16 Aug	21
Sukanlaya Sukie Sawang (Dr.)/ Australia	Senior Lecturer, School of Management, QUT Business School, Queensland University of Technology			APO
William Douglas Beynon (Dr.)/ Canada	Conrad Business, Entrepreneurship and Technology Centre			APO
Takaaki Hata/Japan	President & CEO, Nihon Stery Co., Ltd.			APO
Chih-Yen Huang (Dr.)/ ROC	Assistant Professor, Graduate Institute of Public Policy, Feng Chia University			NPO
Training Course on Lean Six Sigma for the Service Sector		Pakistan	26–30 Aug	22
Satoru Tajima/Japan	President, Breakthrough Inc.			APO
Shahril Goh Fadhil/ Malaysia	CEO & Senior Consultant, Lean Applied Sdn. Bhd.			APO
Muhammad Kamran Khalid/ Pakistan	PMP, Six Sigma Black Belt, Lead Auditor of ISO 9001, ISO 14001, and OHSAS 18001			NPO
Workshop on Effects of Advances in ICT on Total Factor Productivity: Analyzing Productivity Gains and Future Trends		ROK	3–6 Sep	18
Tobias Kretschmer (Dr.)/ Germany	Head of the Institute, Ludwig-Maximilians-Universität München, Munich School of Management, Institute for Strategy, Technology and Organization			APO
Arup Mitra (Dr.)/ India	Professor of Economics, Institute of Economic Growth, Delhi University Enclave			APO
Jong-Rong Chen (Dr.)/ ROC	Professor, Graduate Institute of Industrial Economics, National Central University			APO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title		Venue	Date/status	Participants	Assigned by
Expert/country of residence	Designation, organization				
Multicountry Observational Study Mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners		Japan	9–14 Sep	16	
Hajime Matsuo/Japan	Agriculture, Forestry and Fisheries Research Council				APO
Masaru Yamada/Japan	Senior Staff Writer, Japan Agricultural News				APO
Toyoki Kozai (Dr.)/Japan	Professor Emeritus, Chiba University				APO
Sakae Shibusawa (Dr.)/Japan	Professor, Tokyo University of Agriculture and Technology				APO
Mikio Umeda (Dr.)/Japan	Professor Emeritus, Kyoto University				APO
Tetsunori Tanimoto/Japan	Head of the Secretariat, Kobe Beef Marketing and Distribution Promotion Association				APO
Workshop on Human-centered Productivity for Enhancing the Competitiveness and Sustainability of Organizations (for top management)		Indonesia	16–20 Sep	20	
Suresh Dutt Tripathi/India	Vice President, HRM, Tata Steel Limited				APO
Dong-Kyu Choi (Dr.)/ROK	Visiting Professor, Executive Adviser, Halla University, Korea Industrial Development Institute				APO
Young Hae Chung/ROK	Researcher, Korea Health Industry Development Institute				APO
Workshop on Emerging Postharvest Technologies for Fresh Fruit and Vegetables		Indonesia	23–27 Sep	23	
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.				APO
Elda B. Esguerra (Dr.)/Philippines	Associate Professor, Postharvest Horticulture Training and Research Center, Crop Science Cluster, College of Agriculture, University of the Philippines Los Banos				APO
Kheng Soon Rodney Wee (Dr.)/Singapore	Chief Executive/Principal Consultant, Asia Cold Chain Centre (Singapore)				APO
Yohanes Aris Purwanto (Dr.)/Indonesia	Head of Postharvest and Processing Division, Center for Tropical Horticulture Studies				NPO
Workshop on Quality Awards for Practitioners		Thailand	23–27 Sep	22	
Sunil s/o Sahadevan/Singapore	Principal Consultant, Quality Quest Solutions				APO
Paul Steel/USA	President, Total Quality Inc.				APO
Workshop on Raising Productivity in Higher Education		Indonesia	7–11 Oct	18	
Hamish Coates (Dr.)/Australia	Professor, LH Martin Institute, University of Melbourne				APO
Louie A. Divinagracia (Dr.)/Indonesia	Vice President for Academic Affairs, Universitas Pelita Harapan Surabaya				APO
Charles B. Hatcher (Dr.)/USA	Senior Research Analyst, California Competes				APO
Workshop on Knowledge Management for SME Leaders		ROC	14–18 Oct	19	
Elena Avedillo-Cruz/Philippines	Consultant				APO
Praba Nair/Singapore	Consultant				APO
Jiunn-Shiow Lin/ROC	Deputy Director, Knowledge Services Division, Industrial Development Bureau, Ministry of Economic Affairs				NPO
Workshop on Expanding Business Excellence in the Asia-Pacific		Singapore	28 Oct–1 Nov	17	
Robin Mann (Dr.)/New Zealand	Director, Centre for Organisational Excellence Research				APO
Bruce Searles/Australia	Director, Benchmarking Partnerships				NPO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Lee Pui Mun (Prof.)/ Singapore	Dean, School of Business, SIM University			NPO
Phang Tsang Wing/ Singapore	Assistant Director, OE Unit, Strategic Planning & Training Division, Subordinate Courts Singapore			NPO
Angie Teo/Singapore	Head, Organisation Excellence and Planing, Singapore Customs			NPO
Ernest Lee/Singapore	Director, Organisation Excellence, Inland Revenue Authority of Singapore			NPO
Sunil Sahadevan/Singapore	Consultant, 2QS Quality Quest Solutions			NPO
Workshop on Private Food Safety and Quality Standards for Enhancing Market Access		ROC	4–8 Nov	20
Linda Fulponi/France	Former Senior Agricultural Policy Analyst, OECD			APO
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn.Bhd.			APO
Darunee Edwards/Thailand	President, Food Science and Technology Association of Thailand			APO
Wen-Cherng Tsai (Dr.)/ROC	President and Laboratory Director, Super Laboratory Co., Ltd.			NPO
Training Course on Knowledge Management and Innovation in Public-sector Organizations		Sri Lanka	2–6 Dec	24
Ida Yasin (Dr.)/Malaysia	Manager, MPC			APO
Serafin D. Talisayon (Dr.)/ Philippines	Director for R&D, CCLFI. Philippines/Professorial Lecturer (Knowledge Management), Technology Management Center, University of the Philippines			APO
Ron Young/UK	Founder, Knowledge Associates Cambridge Ltd.			APO
Research on Performance Management for Public-sector Organizations		APO Secretariat	Year-long	-
Hiroaki Inatsugu (Dr.)/Japan	Professor, Faculty of Economics and Political Science, Okuma School of Public Management, Waseda University			APO
Md. Nazrul Islam (Dr.)/ Bangladesh	Director, NPO			APO
Anwar Sanusi (Dr.)/ Indonesia	Director, Center for Institutional Performance Studies, National Institute of Public Administration			APO
Alaeddin Rafizadeh Bagrabad/IR Iran	Deputy Bureau of Performance Management , Vice-Presidency for Management and Human Capital Development			APO
Rabia Jamil/Pakistan	Head of International Relations, NPO			APO
Magdalena Legaspi Mendoza/Philippines	Senior Vice President, DAP			APO
Indiketiya Hewage Kusumadasa Mahanama (Dr.)/Sri Lanka	Additional Secretary, Prime Minister's Office			APO
Ratchada Asisonthisakul/ Thailand	Business Development and Support Manager, FTPI			APO
Tri Thanh Nguyen/Vietnam	Senior Consultant/Managing Partner, Training and Consulting Firm iLumtics			APO

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
Establishment of the Eco-products Database		APO Secretariat	Completed	-
Development of the Eco-products Database		APO Secretariat	In progress	-
The Working Group for the Eco-products Directory/Database		APO Secretariat	31 May–19 July	-
Ryoichi Yamamoto (Prof.)/ Japan	Emeritus Professor, University of Tokyo			APO
Norihiro Itsubo (Dr.)/Japan	Professor, Faculty of Environmental Studies, Tokyo City University			APO
Tateki Mizuno (Dr.)/Japan	Special Researcher, Society of Non-Traditional Technology			APO
Keijiro Masui (Dr.)/Japan	Research Group Leader, System Functional Design Research Group, National Institute of Advanced Industrial Science and Technology			APO
Tomoyuki Sazanami/Japan	Chief, Criteria & Certification Section, Eco Mark Office, Japan Environment Association			APO
Gakuji Fukatsu/Japan	Vice Director, Secretariat, Green Purchasing Network			APO
Hanako Negishi/Japan	Operator, Eco Leaf Type III Environmental Labeling Program, Japan Environmental Management Association for Industry			APO
Emiko Aoyanagi/Japan	Vice Chairperson, Advisory Specialist for Consumer's Affairs, Environment Committee, Nippon Association of Consumer Specialists			APO
11th Green Productivity Advisory Committee Meeting		Japan	28 Jan	-
Ryoichi Yamamoto (Prof.)/ Japan	Emeritus Professor, University of Tokyo			APO
Chun-hsu Lin (Dr.)/ROC	Research Fellow (Executive Secretary), Green Trade Project Office, Energy and Environmental Research Center, Chung-Hua Institution for Economic Research			APO
Lihkuan Lee/ROC	APO Liaison Officer for ROC, Chief, APO Affairs Team, CPC			APO
Jan Tan/Singapore	Director, Enterprise Promotion Centres Pte. Ltd.; and WMRAS EPIF Events Organiser			APO
Shu-hsuan Wang/ROC	Project Manager, Exhibition Department, Taiwan External Trade Development Council			NPO
Lih-Chyi Wen (Dr.)/ROC	Research Fellow (Deputy Director), Green Trade Project Office, Energy and Environmental Research Center, Chung-Hua Institution for Economic Research			NPO
Tain-Jy Chen (Dr.)/ROC	Professor, Department of Economics, National Taiwan University			NPO
Eco-products International Fair 2013		Singapore	14–16 Mar	
Promotion of Activities of the Green Productivity Advisory Committee (GPAC) through the Eco-products International Fair (EPIF) 2013		Singapore	14–16 Mar	-
Kazuyuki Sakai/Japan	Senior Advisor for Technology, Teijin Limited			APO
Ryoichi Yamamoto (Prof.)/ Japan	Chair, International Green Purchasing Network			APO
Teisuke Kitayama/Japan	Chairman of the Board, Sumitomo Mitsui Banking Corporation			APO
Yukio Yanase/Japan	Senior Advisor, ORIX Corporation			APO
Promotional Visits for the Eco-products International Fair (EPIF) 2014/ International Press Conference of the EPIF 2014		ROC	30 Oct–1 Nov	-
Kazuyuki Sakai/Japan	Senior Advisor for Technology, Teijin Limited			APO
International Conference on Opportunities and Challenges in Sustainable Urban Living		Singapore	14–16 Mar	18
Eiichi Adachi/Japan	Research Chief, Head of ESG Research Center, Japan Research Institute, Limited			APO
Gerard Rundberg/ Netherlands	Director, World Waternet			APO
Harvey Houg (Dr.)/ROC	Advisor, Environmental Protection Administration			APO

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Jong Cheon Son/ROK	Team Leader, Strategy & Planning Policy Team, Korea Smart Grid Institute			APO
Uwe Hager/Sweden	Multi Resource Technologie GmbH & Co. KG			APO
Shoichiro Sakaguchi/Japan	Senior Policy Coordinator, Environmental Policy Bureau, Ministry of Environment			APO
Yusuke Saraya/Japan	President, Saraya Co., Ltd.			APO
Johannes Christian Wichard/Switzerland	Deputy Director General, Global Issues Sector, World Intellectual Property Organization			APO
Ananda Ram Bhaskar	Director, Energy Efficiency and Conservation Department, National Environment Agency			NPO
Leong-Kok Su-Ming	Director, Green Mark, Building & Construction Authority			NPO
Ong Soo San	Director, Waste & Resource Management Department, National Environment Agency			NPO
Thomas Pang	CEO, Keppel Infrastructure Fund Management Pte. Ltd.			NPO
Yuen Sai Kuan	Director, 3P Network Division of the National Climate Change Secretariat			NPO
APO National Workshop on Organic Product Certification for Philippine Inspectors		Philippines	19–22 Mar	47
Zhou Zejiang/PR China	Senior Advisor to Organic Food Development Center, Ministry of Environmental Protection and International Federation of Organic Agriculture Movements			APO
APO National Workshop on Organic Product Certification		Pakistan	9–12 Apr	56
Zhou Zejiang/PR China	Senior Advisor to Organic Food Development Center, Ministry of Environmental Protection and International Federation of Organic Agriculture Movements			APO
APO National Workshop on Organic Product Certification		Indonesia	13–16 May	48
Zhou Zejiang/PR China	Senior Advisor to Organic Food Development Center, Ministry of Environmental Protection and International Federation of Organic Agriculture Movements			APO
Ennatha Sri Haryani/Indonesia	Deputy Director of Institutional and Accreditation, Directorate of Quality and Standardization, Directorate General of Processing and Marketing for Agricultural Products, Ministry of Agriculture			NPO
Training Course on the Energy Management System (ISO 50001)		Indonesia	10–14 June	23
Howie Ng Ha Wai/Hong Kong	Technical Director, Hong Kong Veritas Limited			APO
Sanjiv Kumar Bose/India	General Manager, Energy & Carbon Services, BSI Group India Pvt. Ltd.			APO
Ahmad Puad Bin Ismail/Malaysia	Director, Building Lindungan Sdn. Bhd.			APO
e-Learning Course on the GLOBALGAP Standard for Greater Market Access (Session 1)		Cambodia, Fiji, Indonesia, Philippines, Vietnam	18–20 June	119
e-Learning Course on the GLOBALGAP Standard for Greater Market Access (Session 2)		Bangladesh, India, IR Iran, Nepal, Pakistan	10–12 Sep	94
Ignacio Antequera/Germany	Manager, Standards, Benchmarking and Capacity Building, GLOBALGAP Secretariat			APO
Kerstin Uhlig/Germany	Manager Corporate Relations, GLOBALGAP Secretariat			APO
Yasuaki Takeda/Japan	Managing Director, Japan Good Agricultural Practices			APO
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Norma Othman/Malaysia	Director, Horticulture, Department of Agriculture			APO

GREEN PRODUCTIVITY

	Project title	Venue	Date/status	Participants
Expert/country of residence	Designation, organization			Assigned by
Christopher S. Walsh (Dr.)/ USA	Professor of Horticulture, Plant Sciences and Landscape Architecture, College of Agriculture and Natural Resources, University of Maryland			APO
Assessment of Green Productivity Implementation and Needs of Member Countries		APO Secretariat	1 July–31 Dec	-
Ning Yu (Dr.)/ROC	Senior Advisor, Environment and Development Foundation			APO
S.K. Amzad Hossain/ Bangladesh	Project Director, Greater Dhaka Sustainable Urban Transport Project, Local Government Engineering Department, Government of Bangladesh			APO
Chea Sok/Cambodia	Chief of Science and Technology Office, Department of Industrial Techniques, General Department of Industry, Ministry of Industry, Mines and Energy			APO
George, Shin-Ru Tang/ROC	Researcher, Industrial Technology Research Institute			APO
Sachin Avikash Deo/Fiji	Deputy Director, NTPC, Fiji National University			APO
Mohd. Javed Pervez/India	Director, NPC			APO
Chay Asdak (Dr.)/Indonesia	Lecturer and Researcher, Faculty of Agriculture Industrial Technology, Padjadjaran University			APO
Mohammad Mokavven/IR Iran	Planning Expert, NIPO			APO
Nhounthong Sihanath/ Lao PDR	Head of Training and Information Service Division, Department of Agriculture Extension and Cooperative, Ministry of Agriculture and Forestry			APO
Yun Fung Yap/Malaysia	Managing Director/Green Productivity Consultant, Centrex Training and Consultancy			APO
Enkhzul Baatarkhuu/ Mongolia	General Manager, MPO			APO
Kalyan Ghimire/Nepal	Research Officer/Consultant, Productivity Promotion Division/APO Liaison Function Branch, NPEDC			APO
Kashif Majeed Salik/ Pakistan	Senior Research Associate, Sustainable Development Policy Institute			APO
Carlos Auxillan Sayco, Jr./ Philippines	Vice President, DAP			APO
Rajapaksa Mannikkunambi Raveendra Vijithsen De Silva/Sri Lanka	Consultant, Social and Environmental Management and Sustainability, Aitken Spence Hotel Management (Pvt.) Ltd.			APO
Tawkiat Noisomlee (Dr.)/ Thailand	Productivity Consultant, FTPI			APO
Thi Phuong Yen Nguyen/ Vietnam	Consultancy Deputy Manager in charge of R&D, Small and Medium Enterprises Development Support Center 2			APO
Workshop on Packaging and Labeling Standards for Organic Agri-food Products		Philippines	8–12 July	23
Gerald A. Herrmann/ Germany	Director, Organic Services GmbH			APO
Toshiaki Takahashi/Japan	Certification Staff, Japan Organic and Natural Foods Association			APO
Ong Kung Wai/Malaysia	Proprietor Consultant, Groling c/o Humus Consultancy & Marketing			APO
Matilde Abril/Philippines	RR Trade Coordinator, Philippine Rural Reconstruction Movement			NPO
Ronald Costales/Philippines	Vice President, Costales Farms			NPO
Asian Food and Agribusiness Conference 2013: Biotechnology and Global Competitiveness		ROC	15–18 July	74
Randy A. Hautea (Dr.)/ Philippines	Global Coordinator and Southeast Asia Center Director, International Service for the Acquisition of Agri-biotech Applications			APO
Jenny A. Panopio/ Philippines	Special Projects Coordinator and Network Administrator, Southeast Asian Regional Center for Graduate Study and Research in Agriculture			APO
Andrew D. Powell (Dr.)/ Singapore	Chief Executive Officer, Asia BioBusiness Pte. Ltd.			APO
Yali Friedman (Dr.)/USA	Chief Editor and Publisher, Journal of Commercial Biotechnology			APO

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Paul P.S. Teng (Prof.)/ Singapore	Professor and Dean, Graduate Studies & Professional Learning, National Institute of Education, Nanyang Technological University			APO
Asian Food and Agribusiness Conference 2013: Biotechnology and Global Competitiveness		ROC	15–18 July	74
Anthony Thang/ROC	Taiwan Country Director, US Soybean Export Council			APO
Jen-Pin Chen (Dr.)/ROC	Deputy Director-General, Agriculture and Food Agency, Council of Agriculture, Executive Yuan			NPO
Howard S. Lee (Dr.)/ROC	Partner, The CID Group Ltd.			NPO
Gwo-Chen Li (Dr.)/ROC	Member of DOH GMF Committee/Previous Director, Agricultural Chemicals and Toxic Substances Research Institute, Council of Agriculture, Executive Yuan			NPO
Tzu-Ming Pan (Dr.)/ROC	Distinguished Professor, Department of Biochemistry and Science Technology, National Taiwan University			NPO
Ying Yeh (Dr.)/ROC	Director General, Department of Science and Technology, Council of Agriculture, Executive Yuan			NPO
Jung-Jeng Su (Dr.)/ROC	Assistant Professor, Department of Animal Science and Technology, National Taiwan University			NPO
Hung-His Lee (Dr.)/ROC	Deputy Director-General, Department of Science and Technology, Council of Agriculture, Executive Yuan			NPO
J.L. Karihaloo (Dr.)/India	Coordinator, Asia-Pacific Consortium on Agricultural Biotechnology, Asia-Pacific Association of Agricultural Institutions			APAARI
Siang Hee Tan (Dr.)/ Singapore	Executive Director, CropLife Asia			CropLife Asia
Workshop on Developing Farming Systems for Climate Change Mitigation		Sri Lanka	26–30 Aug	39
Yi Chang (Dr.)/ROC	Assistant Professor, Institute of Ocean Technology and Marine Affairs, National Cheng Kung University			APO
Ravinder N. Batta (Dr.)/ India	Special Secretary, Rural Development, Government of Himachal Pradesh			APO
Eiji Yamaji (Dr.)/Japan	Professor, Graduate School of Frontier Sciences, University of Tokyo			APO
Chatta Ashfaq Ahmad (Dr.)/ Pakistan	Professor of Agronomy, Director, External Linkages, Lead Principal Investigator AgMIP, Incharge Agro-Climatology Lab., Department of Agronomy, University of Agriculture			APO
W.M.W. Weerakoon (Dr.)/ Sri Lanka	Director, Field Crop Research and Development Institute, Mahaillupallama			NPO
W.M.A.D.B. Wickramasinghe (Dr.)/ Sri Lanka	Director, Natural Resource Management, Department of Agriculture			NPO
Meinhard Breiling (Dr.)/ Austria	Coordinator, Technology, Tourism Landscape, Vienna University of Technology			ADBI
Agastin Baulraj (Dr.)/India	Associate Professor in Economics, St. John's College, MS University			ADBI
Minquan Liu (Dr.)/Japan	Senior Economist, Capacity Building and Training, Asian Development Bank Institute			ADBI
Hyeontae Kim (Dr.)/ROK	Professor, Department of Bio-Industrial Machinery Engineering, Gyeongsan National University			ADBI
Selvarajah Pathmarajah (Dr.)/ Sri Lanka	Senior Lecturer, Department of Agricultural Engineering, Faculty of Agriculture, University of Peradeniya			ADBI
Richard Charles Sicher, Jr. (Dr.)/USA	Plant Physiologist, Agricultural Research Service, United States Department of Agriculture			ADBI
Training Course on Management Consultancy for Green Productivity		Japan	2–13 Sep	18
Suporn Koottatep (Dr.)/ Thailand	Consultant			APO
Susumu Kobayashi/Japan	Management Consultant, JPC			NPO
Juan Haruichi Watanabe/ Japan	Counsultant, Propharm Japan Co., Ltd.			NPO

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by	
Kunihiro Ito/Japan	Counsellor, International Cooperation Department, JPC	NPO	
Training of Trainers in Material Flow Cost Accounting	ROC	30 Sep–4 Oct	24 + 2 (observers)
Dipesh Kumar Vasudeo Pandya/India	Senior Manager (Electrical & Instrumentation), Somany Ceramics Ltd.	APO	
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.	APO	
Juan Haruichi Watanabe/Japan	Propharm Japan Co., Ltd.	APO	
Chih-Cheng Wu/ROC	Scientist, Environmental Bioengineering & Chemical Analysis Section, New Materials R&D Department, China Steel Corporation	NPO	
Hwong-Wen Ma (Prof.)/ROC	Graduate Institute of Environmental Engineering	NPO	
e-Learning Course on Environmental Labels and Declarations (ISO 14021, ISO 14024, and ISO 14025) (Session 1)	Bangladesh, Cambodia, IR Iran, Mongolia, Pakistan	8–10 Oct	100
e-Learning Course on Environmental Labels and Declarations (ISO 14021, ISO 14024, and ISO 14025) (Session 2)	Fiji, Indonesia, Philippines, Thailand, Vietnam	16–18 Oct	87
Akira Kataoka/Japan	Deputy Secretary General, International Green Purchasing Network	APO	
Hiroyuki Kobayashi/Japan	Criteria & Certification Department, Eco Mark Office, Japan Environment Association	APO	
Ryo Ohsawa/Japan	Deputy Manager, Criteria & Certification Department, Eco Mark Office, Japan Environment Association	APO	
June Manuel Alvarez/Philippines	Executive Director, Philippine Center for Environmental Protection and Sustainable Development, Inc.	APO	
Observational Study Mission on Photovoltaic and Solar Cell Technology	Japan	14–18 Oct	19
Mariko Kamiuchi/Japan	Project Manager, International Cooperation Department, JPC	APO	
Mayumi Matsumoto/Japan	Visiting Associate Professor, University of Tokyo	APO	
Meiji Sato/Japan	Course Leader of Japan International Cooperation Center, Department Manager, Environment Solution Department, Environmental Solution Division, Nippon Steel 7 Sumikin Technology Co., Ltd.	APO	
Ryoichi Yamamoto (Prof.)/Japan	Emeritus Professor, University of Tokyo	APO	
Christophe Inglin/Singapore	Managing Director, Phoenix Solar Pte. Ltd., Chairman, Clean Energy Committee, Sustainable Energy Association of Singapore	APO	
Kazuyuki Takada/Japan	Deputy Director, Smart Community Department, New Energy and Industrial Technology Development Organization	NPO	
Emiko Murakami/Japan	Manager, Office for Environmental Future City Promotion Environment Bureau, City of Kitakyushu	NPO	
Taro Takimiya/Japan	Assistant Manager, Marketing Department, Sales Division, International Business Unit, GS Yuasa International Ltd.	NPO	
Mitsunobu Sato/Japan	Staff for Solar Energy New and Renewable Energy Division, Energy Conservation and Renewable Energy Department, Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry	NPO	
Training of Trainers and Consultants in Green Productivity	Malaysia	11 Nov–6 Dec	20
Aniruddha Deshpande/India	Owner, Energy Integra	APO	
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.	APO	
Koh Niak Wu (Dr.)/Singapore	Founder & Director, Cosmiqo International Pte. Ltd.	APO	
Alex Yap/Malaysia	Principal Consultant and Trainer, Centrex Training & Consultancy	NPO	
Multicountry Observational Study Mission on Innovative Farm Management Practices to Enhance Agricultural Productivity	Japan	18–22 Nov	17
Yasuhiro Inatsu (Dr.)/Japan	Team Leader, Food Hygiene Laboratory, Food Safety Division, National Food Research Institute, National Agriculture and Food Research Organization	APO	

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by		
Sakae Shibusawa (Dr.)/Japan	Professor, Tokyo University of Agriculture and Technology			APO
Multicountry Observational Study Mission on Innovative Farm Management Practices to Enhance Agricultural Productivity		Japan	18–22 Nov	17
Mikio Umeda (Dr.)/Japan	Professor Emeritus and Director, Career Support Office, General Student Support Center, Kyoto University			APO
Hajime Matsuo/Japan	Director of Research Policy Planning Division, Agriculture, Forestry and Fisheries Research Council, Ministry of Agriculture, Forestry and Fisheries			APO
Toyoki Kozai (Dr.)/Japan	Professor Emeritus of Chiba University, and Executive Director, Japan Plant Factory Association			APO
Workshop on Energy Policy in the APO Region		Pakistan	19–22 Nov	11
Takuto Motomura/Japan	CEO, Granma Inc.			APO
Junichiro Oda/Japan	Researcher, Systems Analysis Group, Research Institute of Innovative Technology for the Earth			APO
Workshop on Best Practices in Green Productivity in Agriculture		IR Iran	7–11 Dec	23
Ashok Kumar Yadav (Dr.)/India	Consultant, Department of Agriculture and Cooperation, Ministry of Agriculture			APO
Mikio Umeda (Dr.)/Japan	Professor Emeritus and Director, Career Support Office, General Student Support Center, Kyoto University			APO
Jin-Yong Choi (Dr.)/ROK	Associate Professor, Department of Rural Systems Engineering, College of Agriculture and Life Science, Seoul National University			APO
Khadija Catherine Razavi (Dr.)/IR Iran	International Consultant			NPO
Mukhtar Hashemi (Dr.)/IR Iran	Associated Researcher, Newcastle Institute for Research on Sustainability and Visiting Lecturer, University of Kurdistan			NPO
Mohammad Hossein Emadi (Dr.)/IR Iran	International Agricultural Consultant			NPO
Mohammadreza Rezapanah (Dr.)/IR Iran	Head, Center of Excellence for Organic Agriculture, Biological Control Research Department, Iranian Research Institute of Plant Protection			NPO
Advanced Training Course for Green Productivity Practitioners		Japan	9–13 Dec	17
Suporn Koottatep (Dr.)/Thailand	Consultant			APO
Kazunori Kitagawa/Japan	Head of Eco Management Center, Management Consulting Department, JPC			NPO
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			NPO

INDIVIDUAL-COUNTRY PROGRAM

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

Project title	Deputing country	Venue	Date	Participants	Assigned by
Expert/country of residence	Designation, organization				
Individual-country Observational Study Mission on Material Flow Cost Accounting	Thailand	Japan	12–14 Mar	16	
Machiyasu Nakajima (Prof.)/Japan	Faculty of Commerce, Kansai University				NPO
Juan Haruichi Watanabe/Japan	Consultant, Environment, Health and Safety, and Social Consulting Group, Propharm Japan Co. Ltd.				NPO
Yoshikuni Furukawa/Japan	General Manager, Sustainable Management, Nitto Denko Corporation				NPO
Individual-country Observational Study Mission on Productivity Specialists	Malaysia	Japan	10–13 June	7	
Individual-country Observational Study Mission on the Customer Satisfaction Index	ROK	ROC, Malaysia	28–30 Aug	6	
Individual-country Observational Study Mission on Productivity Measurement and Productivity and Quality Improvement	Vietnam	Japan	10–12 Sep	4	
Individual-country Observational Study Mission on Material Flow Cost Accounting with ISO 14051	ROC	Japan	25–27 Sep	11	
Individual-country Observational Study Mission on International Marketing of Processed Agri-food	ROC	Singapore	14–18 Oct	20	
Individual-country Observational Study Mission on Best Practices of the Service Industry	Mongolia	Vietnam	16–17 Oct	9	
Individual-country Observational Study Mission on Logistics and Distribution Systems	IR Iran	ROK	2–6 Dec	3	

DEVELOPMENT OF DEMONSTRATION COMPANIES

Project title	Venue	Date/status	Participants	Assigned by
Expert/country of residence	Designation, organization			
Development of Demonstration Companies: Productivity Improvement in Public-sector Organizations	Sri Lanka	Completed	-	
Richard Clarke/Canada	Consultant			APO
Development of Demonstration Companies: Green Productivity for Enhancing Competitiveness	ROC	Completed	-	
Bankim Bhatt/India	Chief Executive, Bismar Fintech Pvt. Ltd.			APO
Development of Demonstration Companies: Productivity Improvement in and Modernization of the Food-processing and Sugar Industry	IR Iran	In progress	-	
Karl Hans Joachim Eckardt (Dr.)/Germany	Consultant			APO
Gustav Witte (Dr.)/Germany	Consultant			APO
Development of Demonstration Companies: Material Flow Cost Accounting	Thailand	In progress	-	
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Juan Haruichi Watanabe/Japan	Consultant, Environment, Health and Safety, and Social Consulting Group, Propharm Japan Co., Ltd.			APO

INDIVIDUAL-COUNTRY PROGRAM

Project title	Venue	Date/status	Participants
Expert/country of residence	Designation, organization	Assigned by	
Development of Demonstration Companies: Developing and Implementing Key Performance Indicators (1st visit)	Vietnam	In progress	-
Shaharum Ashaari/ Malaysia	Consultant, Synergy Assimilation of Knowledge Resources		APO
Sugumaran Muniretnam (Dr.)/Malaysia	Senior Manager, Strategic Planning & Corporate Communication, MPC		APO
Development of Demonstration Companies: Publication		In progress	-
G.S. Krishnan/India	Director and Group Head (IT and KM), NPC		APO
K.V.R. Raju/India	Director, NPC		APO
Shailesh Shrivastava/India	Deputy Director, NPC		APO
Janusulo/Indonesia	Head, Section of Productivity Research/Senior Consultants, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration		APO
Omar bin Othman/ Malaysia	Manager, Business Excellence Department, MPC		APO
Uranchimeg Byambaa/ Mongolia	Consultant, MPO		APO
Syed Salman Masood/ Pakistan	Deputy General Manager, NPO		APO
Michael John M. Del Mundo/Philippines	Senior Coordinator, Technical Staff, and APO Liaison Officer, International Relations Office, DAP		APO
Jayani Lasanthi Mendis Jayasekara/Sri Lanka	Productivity Development Assistant, NPS		APO
Cherdchai Nopmaneejumrulers (Dr.)/ Thailand	Associate Professor, Siriraj Hospital, Mahidol University		APO
Vu Hong Dan/Vietnam	Head, Productivity Improvement Consulting Division, VPC		APO

PARTICIPATION UNDER BCBN PROJECTS

Subject	Deputing country	Venue	Date	Participants
Public-sector Productivity	Philippines	Japan	9–11 July	4
Productivity Policy and SME Development	Nepal	Lao PDR	21–23 Aug	3
Collaboration for Enhancement of Consultancy Training Program	Japan	Singapore	27–31 Aug	3
Development of Joint Projects among NPOs	ROK	Vietnam, Cambodia	24–27 Sep	2
Adoption of a Quality Award System	Mongolia	Sri Lanka, Singapore	26 Oct–1 Nov	3

TECHNICAL EXPERT SERVICES

Expert	Subject	Venue	Duration
Kheng Soon Rodney Wee (Dr.)/Singapore	An Integrated Approach for Enhancing the Productivity, Quality, and Safety of Indian Food Products	India	11-12 Jan
Darunee Edwards/Thailand	An Integrated Approach for Enhancing the Productivity, Quality, and Safety of Indian Food Products	India	11-12 Jan
Taneo Moriyama/Japan	International Forum for a Marketing Strategy for the ROC's Agricultural Products to Japan	ROC	16-17 Jan
Birendra Raturi/India	Conference on Creating Buy-in for Socially Responsible Products and Services in Bangladesh for Sustainability	Bangladesh	16-17 Jan

INDIVIDUAL-COUNTRY PROGRAM

Expert	Subject	Venue	Duration
S.A. Khader/India	Method Study in Iranian Organizations	IR Iran	19-31 Jan
Forrest V. Morgeson (Dr.)/USA	Development of a Customer Satisfaction Index in Vietnam	Vietnam	21-24 Jan
Azlan Bin Kassim/Malaysia	Green Productivity	Pakistan	21-31 Jan
Eddy Edwards/Singapore	Labor Productivity Linkages between Performance Management Systems and Effectiveness of HRM for SMEs of Mongolia	Mongolia	1-12 Apr
A.K. Vohra/India	Developing Training Material on the Lean Production System and Six Sigma	Bangladesh	21-26 Apr
Shigemi Yoneyama (Prof.)/Japan	Top Management Forum on Corporate Strategies for SMEs	ROK	28-30 May
Richard Clarke/Canada	Development of a Productivity Enhancement Program Based on Manpower Using Innovation	Mongolia	12-26 Jun
Bruce Searles/Australia	BEST Center Establishment III	Thailand	17-28 Jun
Geoff Carter/UK	Singapore Quality Award for the Business Excellence Program	Singapore	14-19 Jul
Harnek Singh/Singapore	Training in Assessor Preparation for the Sri Lanka National Quality Awards based on MBNQA Criteria of the USA	Sri Lanka	5-9 Aug
Daniel Kunkel (Dr.)/USA	International Forum on Green Agriculture Industry	ROC	6-8 Aug
Sukanlaya Sukie Sawang (Dr.)/Australia	International Business Incubation and Guidance System Benchmark Learning Workshop—ROC, Canada, and Australia as Examples	ROC	17-18 Aug
William Douglas Beynon (Dr.)/Canada	International Business Incubation and Guidance System Benchmark Learning Workshop—ROC, Canada, and Australia as Examples	ROC	17-18 Aug
Juan Haruichi Watanabe/Japan	Waste Visualization and Cost Reduction: MFCA	IR Iran	24-28 Aug
Nor Nini Binti Ab. Talib/Malaysia	Productivity Measurement (Using COMPASS Software)	Fiji	26-30 Aug
Kazuteru Chinone/Japan	Total Productive Maintenance	Pakistan	2-11 Sep
Brian Marson/Canada	Public-sector Productivity for Citizen-centered Service	Thailand	23 Sep-4 Oct
Vivek Muthu (Dr.)/UK	Boosting SME Competitiveness in the Healthcare Sector through Innovation	Singapore	9 Oct-11 Oct
George Wong/Singapore	Benchmarking	Fiji	14 Oct-18 Oct
Bankim Bhatt/India	International Conference for Service Innovation	ROC	23 Oct-24 Oct
George Hock Wong/Singapore	National Productivity Conference on Gain Sharing of Productivity Performance	Indonesia	30 Oct-1 Nov
Robin Mann (Dr.)/New Zealand	Localizing the APO's Center of Excellence Program: Enhanced Adoption of the Business Excellence Framework in the Public Sector and SMEs	Philippines	4-16 Nov
Ampai Peamaroon/Thailand	Training in Appropriate Technology and Manpower for Members of the Bangladesh Furniture Exporters' Association	Bangladesh	10-14 Nov
Lay Yang Jyi/ROC	Food Automation Experts	Singapore	11-14 Nov
Bruno Larvin (Dr.)/France	Annual Productivity and Innovation Conference 2013	Malaysia	12-14 Nov
Yek Sin Kiat/Singapore	Organizational Quick Scan and Analysis Based on the Performance Excellence Framework and Developing Action Plans for Improvement Integrated with Their Goals and Strategies	Thailand	18-29 Nov
Niak Wu Koh (Dr.)/Singapore	2013 Seminar on the Outstanding Professional Executive Network for SMEs	ROC	19-20 Nov
Praba Nair/Singapore	Knowledge Management	Nepal	2-6 Dec
Forrest V. Morgeson III (Dr.)/USA	Development of a Customer Satisfaction Index in Vietnam	Vietnam	9-13 Dec
S.A. Khader/India	Developing Hands-on Application Skills in Work Study Tools for Productivity Improvement	Cambodia	16-28 Dec
Ng Ha Wai, Howie/Hong Kong	Intensive Training Programme on Implementation of ISO 50001:2011 Energy Management System for Efficient Energy Conservation Practices	India	17-19 Dec
Srinivas Chary Vedala (Prof.)/India	Workshop on Risk and Contract Management in Public-Private Partnership Projects	IR Iran	21-25 Dec

INTERNATIONAL COOPERATION

JOINT PROJECTS

Project	Collaborating organization
Sustainable Energy Training: Electricity Generation and Supply—Challenges and Opportunities for Asia	Asian Development Bank, International Energy Agency
Training of Trainers in Enhancing Women's Participation in Rural Enterprise Development	Colombo Plan Secretariat
Workshop on Developing Farming Systems for Climate Change Mitigation	ADB

SERVICES OF EXPERTS RECEIVED

Project	Collaborating organization
International Conference on Opportunities and Challenges in Sustainable Urban Living	World Intellectual Property Organization
Asian Food and Agribusiness Conference 2013: Biotechnology and Global Competitiveness	Asia-Pacific Consortium on Agricultural Biotechnology, Asia-Pacific Association of Agricultural Institutions
	CropLife Asia
Workshop on Developing Farming Systems for Climate Change Mitigation	ADB

GUEST OBSERVERS RECEIVED

Project	Organization/number of observers
	ASEAN-Japan Centre/1
	International Labour Organization/1
55th Session of the Governing Body	Southeast Asian Regional Center for Graduate Study and Research in Agriculture/1
	Statistical Institute for Asia and the Pacific/1
	Ministry of Science, Industry and Technology General Directorate for Productivity, Turkey/1

PARTICIPANTS FROM NONMEMBER COUNTRIES

Project	Participating nonmember country/ number of participants
Workshop on SME Productivity Measurement and Analysis for NPOs	Turkey/3
Workshop on Developing Farming Systems for Climate Change Mitigation	Afghanistan/1, Armenia/1, Kyrgyz Republic/1, Myanmar/1, PR China/1, Tajikistan/1
Multicountry Observational Study Mission on SME Development	Myanmar/4 (observers)

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

Host organization	Title of meeting	Date	Venue	Staff members involved
Dubai Chamber	7th Cycle International Conference of the Mohammed Bin Rashid Al Maktoum Business Award 2013	22 Jan	UAE	Ryuichiro Yamazaki Sherman Loo
Japan Water Forum	Follow-up conference on Sustainable Sanitation: The Drive to 2015 Initiative Sanitation in Societies Symposium on the Framework Document on Water and Climate Change Adaptation in the Asia-Pacific Region	20 Feb	Japan	Masaya Amau
United Nations University Institute for Sustainability and Peace	Building ASEAN Identity on a Transnational Dimension	7 Mar	USA	Kritchai Anakamanee
Foodex Japan Secretariat	Foodex Japan 2013	8 Mar	Japan	Joselito C. Bernardo
United Nations Centre for Regional Development	3Rs Forum	18-20 Mar	Vietnam	K.D. Bhardwaj
Ministry of Foreign Affairs	5th International Conference on African Development (TICAD V)	1-3 June	Japan	Setsuko Miyakawa K.D. Bhardwaj Masaya Amau
Global Facility for Disaster Reduction and Recovery, World Bank Group, United Nations Development Programme	Fifth Tokyo International Conference on African Development (TICAD V) High-level Luncheon: Building Climate and Disaster Resilience for African Development	2 June	Japan	Sherman Loo
World Economic Forum	Japan Meeting 2013	10 June	Japan	Setsuko Miyakawa
ADB	Workshop on Strengthening Policies and Practices for Low-Carbon Green Growth in Asia	16-19 June	Japan	K.D. Bhardwaj
SPEED Kenkyukai	Annual Meeting of SPEED Sustainable Development of the Chikyugo (Spaceship Earth): Development of the Social and Industrial Activities	29-30 June	Japan	Setsuko Miyakawa
Ministry of International Trade and Industry (Malaysia), Malaysia Investment Development Authority, Malaysia External Trade Development, Japan-Malaysia Economic Association Cooperation	Seminar on Business Opportunities in Malaysia	2 July	Japan	Martini Abdul Aziz
Philippine Center for Environmental Protection and Sustainable Development, Inc.	Supplier's Forum on Green Public Procurement: Policy, Prospects, Benefits and Demand	15-Aug	Philippines	Setsuko Miyakawa
United Nations Environment Programme, Kawasaki City Government	Workshop on Eco-Towns	12-13 Sep	Japan	K.D. Bhardwaj
Reed Expo Co. Japan	3rd International Agricultural Technology Exhibition (AGRITECH)	9 Oct	Japan	Muhammad Saeed Mitsuo Nakamura
Dubai Chamber	7th Cycle International Conference of the Mohammed Bin Rashid Al Maktoum Business Award 2013	10-13 Nov	UAE	Mari Amano Masaya Amau
UNESCAP	Asia-Pacific Business Forum	25-26 Nov	Thailand	Mari Amano Yumiko Yamashita
United Nations Environment Programme UNITAR	CIFAL Jeju: Capacity Building for Sustainable Waste Management in the Asia-Pacific Region to Promote Eco-Town Models and Integrated Solid Waste Management	10-12 Dec	Japan	K.D. Bhardwaj
OECD	Global Forum on Agriculture	16 Dec	France	Mari Amano

LIST OF NATIONAL COORDINATORS

Project title	
National coordinator/ country of residence	Designation/organization
e-Learning Course on Export Promotion and Market Access for Agricultural and Food Products from Asia	
Rafiqul Islam/Bangladesh	Assistant General Manager, Horticulture Export Development Foundation
Um Serivuth/Cambodia	Chief, Office of Productivity Promotion, NPCC
Maika Tabukovu/Fiji	Head of Forestry, College of Agriculture, Fisheries and Forests, Fiji National University
Rishi Pal Singh (Dr.)/India	Deputy Director (AB), NPC
Suhanda/Indonesia	Head of Cooperation Productivity and Entrepreneurship Development Section, Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration
Majid Aflaki Beni/IR Iran	Managing Director and Secretary General, Vatan Sausage & Bologna Producers Co-Operative Co., Society of Meat Products Producers
Bayantsetseg Danaa/Mongolia	Expert, MPO
Kalyan Ghimire/Nepal	Research Officer/Consultant, NPEDC
Rabia Jamil/Pakistan	Manager, International Relations, NPO
Christian S. Eparwa/Philippines	Project Officer, Agricultural Productivity Enhancement Division, Center for Quality and Competitiveness
Rohana P. Mahaliyanaarachchi/ Sri Lanka	Professor, Department of Agribusiness Management, Faculty of Agricultural Sciences, Sabaragamuwa University
Ho Vinh Loc/Vietnam	Consultant/Trainer, Office for Business Excellence, VPC
e-Learning Course on the GLOBALGAP Standard for Greater Market Access	
Md. Belayet Hussain Choudhury/ Bangladesh	Former Joint Director, NPO
Um Serivuth/Cambodia	Chief, Productivity Promotion, NPCC
Maika Tabukovu/Fiji	Head of Department, Forestry, College of Agriculture, Fisheries and Forestry, Fiji National University
J. Aggrawal/India	Director and Head (AB), NPC
Suhanda/Indonesia	Head of Cooperation Productivity Improvement and Entrepreneurship Section, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Soheyl Eskandari Gharabaghloou (Dr.)/ IR Iran	Faculty Member and Head of Food Chemistry with Animal Origin Laboratories, Food and Drug Control Laboratories, Ministry of Health and Medical Education
Devendra Bahadur Pradhan/Nepal	Branch Chief, NPEDC
Syed Salman Masood /Pakistan	Deputy General Manager, Special Initiatives Department, NPO
Christian Eparwa/Philippines	Project Officer II, Agricultural Productivity Enhancement Division, Center for Quality and Competitiveness, DAP
Nguyen Huu Dao/Vietnam	Consultant, Productivity Improvement Consulting, VPC
e-Learning Course on the Information Security Management System (ISMS) Based on the ISO 27000 Series	
Md. Altaf Uddin Sheikh/Bangladesh	Senior General Manager, ICT Division, Bangladesh Chemical Industries Corporation
Sambath Iv/Cambodia	Vice-Chief Productivity Data and Information Office, NPCC
Suhanda/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
Majid Nouri/IR Iran	Governor and IT Consultant, Central Bank of Iran
Baigalmaa Purevdorj/Mongolia	Deputy Director, MPO

LIST OF NATIONAL COORDINATORS

Project title	
National coordinator/ country of residence	Designation/organization
Rajendra Ratna Bajracharya/Nepal	NPEDC
Rabia Jamil/Pakistan	Manager, International Relations, NPO
Ellinor T. Santos/Philippines	Associate Project Officer, Centre for Knowledge Management, DAP
Lalith Nimal Senaweera (Dr.)/Sri Lanka	Sri Lanka Standards Institution
Nguyen Huu Dao/Vietnam	Operational Excellence Program Manager/Productivity and Quality Expert, VPC

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, 2013 and 2012, the statements of revenues or expenses and other comprehensive income, 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 12 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, 2013 and 2012, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

KPMG AZSA LLC

March 7, 2014

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF FINANCIAL POSITION 31 DECEMBER 2013 AND 2012

	2013	2012
ASSETS		
Cash and cash equivalents (Note 3)	\$5,850,105	\$11,702,052
Receivables (Note 4):		
Member countries	10,187,032	2,709,439
Others	805,078	602,078
Allowance for long outstanding debts	(1,385,249)	(769,855)
Prepaid expenses	39,898	15,935
Deposits and other advance payments	50,530	30,576
Fund for severance payments (Note 9)	2,540,628	3,055,401
Fixed Assets (Note 2):		
Structure	309,501	309,501
Equipment	85,716	85,716
Others	56,165	56,165
Accumulated depreciation	(60,072)	-
Total assets	\$18,479,332	\$17,797,007
LIABILITIES AND SURPLUS		
Accounts payable	\$985,417	\$1,381,361
Withholding tax and social insurance	13,785	40,284
Other current liabilities	-	2,429
Accrued annual leave	349,289	466,984
Liability for severance payments (Note 10)	2,241,894	2,823,386
Other noncurrent liabilities	87,120	105,145
Total liabilities	3,677,504	4,819,589
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Contingency fund (Note 2)	500,000	500,000
Continuing projects	4,127,824	2,845,229
Unappropriated surplus (Note 14)	4,104,574	3,539,497
Accumulated Other Comprehensive Income (Note 10)	69,430	92,692
Total surplus	14,801,828	12,977,418
Total liabilities and surplus	\$18,479,332	\$17,797,007

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF REVENUES OR EXPENSES AND OTHER COMPREHENSIVE INCOME YEARS ENDED 31 DECEMBER 2013 AND 2012

	2013	2012
Revenues:		
Membership contributions (Note 5)	\$11,107,310	\$11,986,035
Special cash grants (Note 6)	712,863	1,225,479
Mandatory contribution for rent (Note 7)	295,952	-
Project implementation grants (Note 12)	1,849,102	1,891,048
Participation by member countries	4,910	5,614
Miscellaneous	18,786	62,401
Total revenues	13,988,923	15,170,577
Expenses:		
Projects		
Current year's project costs:		
APO share	3,910,433	3,482,179
Implementation project costs (Note 12)	1,644,055	1,807,388
Subtotal	5,554,488	5,289,567
Prior years' continuing project costs:		
APO share	1,271,727	984,009
Implementation project costs (Note 12)	205,047	83,660
Subtotal	1,476,774	1,067,669
Allocation to project costs from		
Administration expenses (Note 8)	1,577,752	2,047,353
Total	8,609,013	8,404,589
Administration		
Staff expenses (Note 10)	3,814,427	4,964,990
Office maintenance (Note 11)	243,214	829,724
Depreciation expenses (Note 2)	60,072	-
Operations	79,667	104,335
Miscellaneous	206,670	576,749
Allocation to project costs (Note 8)	(1,707,225)	(2,128,753)
Total	2,696,824	4,347,045
Exchange (gain)/loss	159,658	111,680
Provision for (reversal of) allowance for long outstanding debts	615,395	346,373
Total	775,053	458,054
Total expenses	12,080,890	13,209,688
Net adjustment for closed projects (Note 13):	60,362	(29,442)
Excess of revenues over expenses	1,847,672	1,990,333
Other comprehensive income (loss):		
Pension liability adjustments (Note 10)	(23,262)	122,710
Total other comprehensive income (loss)	(23,262)	122,710
Total comprehensive income (loss)	\$1,824,410	\$2,113,043

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS YEARS ENDED 31 DECEMBER 2013 AND 2012

(US dollars)

	Appropriated for			Unappropriated	Accumulated other comprehensive income	Total
	Working capital fund	Contingency fund	Continuing projects			
2012						
Surplus as of 1 January 2012	\$6,000,000	-	\$2,162,563	\$2,731,830	(30,018)	\$10,864,375
Excess of revenues over expenses	-	-	-	1,990,333	-	1,990,333
Transfer to continuing projects	-	-	682,666	(682,666)	-	-
Pension liability adjustment (Note 10)	-	-	-	-	122,710	122,710
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>\$92,692</u>	<u>\$12,977,418</u>
2013						
Excess of revenues over expenses	-	-	-	1,847,672	-	1,847,672
Transfer to continuing projects	-	-	1,282,595	(1,282,595)	-	-
Pension liability adjustment (Note 10)	-	-	-	-	(23,262)	(23,262)
Surplus as of 31 December 2013	<u>\$6,000,000</u>	<u>\$500,000</u>	<u>\$4,127,824</u>	<u>\$4,104,574</u>	<u>\$69,430</u>	<u>\$14,801,828</u>

The accompanying notes are an integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CASH FLOWS

YEARS ENDED 31 DECEMBER 2013 AND 2012

	2013	2012
Operating activities		
Cash provided by:		
Membership contributions (Note 5)	\$11,107,310	\$11,986,035
Special cash grants	712,863	1,225,479
Mandatory contribution for rent (Note 7)	295,952	-
Project implementation grants	1,849,102	1,891,048
Participation by member countries	4,910	5,614
Decrease (increase) in receivables from member countries	(7,477,593)	(1,693,303)
Decrease (increase) in receivables - others	(203,000)	(581,699)
Miscellaneous income - interest	17,629	17,680
Miscellaneous income - others	1,157	44,721
	<u>6,308,330</u>	<u>12,895,575</u>
Cash used in:		
Projects expenses		
APO share	5,182,159	4,466,188
Implementation project costs	1,849,102	1,891,048
Allocation to project costs	1,577,752	2,047,353
Administration expenses	2,696,824	4,347,045
Exchange variance	(36,025)	(32,842)
Pension liability adjustments (Note 10)	23,262	(122,710)
Increase (decrease) in prepaid expenses	23,963	(39,727)
Increase (decrease) in deposits and other advance payments	19,954	(81,036)
Increase (decrease) in fund for severance payments	(514,773)	(377,964)
Increase (decrease) in fixed assets	(60,072)	451,382
Decrease (increase) in accounts payable and other	442,897	(77,324)
Decrease (increase) in accrued annual leave	117,695	108,828
Decrease (increase) in liability for severance payments	581,492	379,054
Decrease (increase) in net adjustment for closed projects (Note 13)	60,362	(29,442)
	<u>11,964,592</u>	<u>12,929,852</u>
Net cash (used in) provided by operating activities	<u>(5,656,262)</u>	<u>(34,276)</u>
Effect of exchange rate changes on cash and cash equivalents	<u>(195,685)</u>	<u>(144,522)</u>
Net (decrease) increase in cash and cash equivalents	<u>(5,851,947)</u>	<u>(178,798)</u>
Cash and cash equivalents at beginning of year	<u>11,702,052</u>	<u>11,880,850</u>
Cash and cash equivalents at end of year	<u>\$5,850,105</u>	<u>\$11,702,052</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.

The 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 which the Organization obtained at the time of relocation. The Organization books on the statements of financial position for the items whose acquisition cost amount is significant.

Depreciation is calculated to write off the cost of items of property, plant and equipment using the straight-line method over their estimated useful lives, and is recognized in profit or loss.

The estimated useful lives of the property, plant and equipment are as follows:

- Structure: 5 – 8 years
- Equipment: 5 – 8 years
- Others: 5 – 10 years

Depreciation methods and useful lives are reviewed at each reporting date and adjusted if appropriate.

(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. Remeasurements of the Organization’s defined benefit obligation, which comprise actuarial gains and losses are recognized immediately in other comprehensive income.

Change in accounting policy:

The Organization adopted IAS 19 Employee Benefits (revised) with a date of initial application of 1 January 2013 and, as a result of the adoption, the Organization has changed its accounting policy with respect to the basis for recognizing remeasurements of the Organization’s defined benefit obligation, which comprise actuarial gains and losses. Under IAS 19 Employee Benefit (revised), the Organization recognizes remeasurements of defined benefit obligation including actuarial gains and losses in other comprehensive income.

(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 2013, the Organization recorded accrued annual leave of 70 days (71 days in 2012) for staff members who had annual leave of more than 70 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 Session of the Governing Body (GBM), 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 in the 54th GBM, the Organization has setup 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 dollar, 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 dollar. Assets and liabilities denominated in Japanese yen are translated into US dollar at the appropriate exchange rate on the statements of financial position date. For revenue and expense accounts, average rates for the prior month of the transactions are applied. Revenue and expense accounts of other currencies except Japanese yen are translated into US dollar 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 or expenses and other comprehensive income.

(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 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 \$1,384,059 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 2013, amounting to \$1,190.

Allowances for outstanding debts as of 31 December 2013 and 2012 were as follows:

	2013		2012	
Receivables overdue for 1 year and longer	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$1,384,059	100	\$768,335
Participating country expenses	100	1,190	100	1,520
		<u>\$1,385,249</u>		<u>\$769,855</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2013 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$768,335	\$1,520	-	\$768,979
Amounts recovered during the year	(9,691)	(1,082)	-	(9,691)
Loss recognized on receivables	625,415	752	-	625,961
Balance at end of the year	<u>\$1,384,059</u>	<u>\$1,190</u>	<u>-</u>	<u>\$1,385,249</u>

5. MEMBERSHIP CONTRIBUTIONS

The apportionment of total membership contributions for 2013/2014 was based on the single package comprising the special one-time measure for the 2013/2014 biennium, followed by the long-term permanent membership contribution formula based on the six-year average GNI for the 2015/2016 biennium onward as approved by the 55th GBM held in May 2013. The shortfalls in membership contributions for 2013/2014 amounting to \$878,725 each year are to be financed by surplus.

6. SPECIAL CASH GRANTS

Special cash grants are used for specific programs and other administrative expenses for which member governments are encouraged to cooperate with the APO in addition to their membership contributions. The Organization accrued 2013 special cash grant from the Government of Japan of \$529,720 as revenue in 2013. This receivable is recorded in Receivables-Others.

The detailed amounts of the special cash grants for the years ended 31 December 2013 and 2012 were as follows:

Purpose of grants	2013	2012
Project costs	\$712,863	\$1,225,479
	<u>\$712,863</u>	<u>\$1,225,479</u>

7. MANDATORY CONTRIBUTION FOR RENT

The 54th GBM decided that the cost of the annual rental for the APO Secretariat Office from 2013 onwards shall be borne by the host government, the Government of Japan. This amount which shall not exceed JPY 26 million is to be considered as a mandatory contribution of the host government, distinct and separate from its annual membership contribution to the APO.

8. ALLOCATION TO PROJECT COSTS

The APO allocated administration expenses which are directly or indirectly related to project activities to project costs.

9. 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:

	2013	2012
Insurance endowment fund	\$346,048	\$408,820
Money market fund	2,194,580	2,646,581
	<u>\$2,540,628</u>	<u>\$3,055,401</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 2013 and 2012 were \$9,546 and \$2,596 respectively, and were included in miscellaneous revenues.

10. LIABILITY FOR SEVERANCE PAYMENTS

For the purposes of the actuarial valuations, the Organization used the discount rate of 0.7% per annum for the year ended 31 December 2013 and 1.1% for the year ended 31 December 2012. The expected rate of salary increases was applied in determining the projected benefit obligation and the expected rate was compiled from data of employee's basis salary.

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

	2013	2012
Current service cost	\$210,887	\$254,062
Interest on obligation	26,686	33,922
Net periodic pension cost	<u>\$237,573</u>	<u>\$287,984</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:

	2013	2012
Opening defined benefit obligation	\$2,823,386	\$3,202,440
Current service cost	210,887	254,062
Interest cost	26,686	33,922
Remeasurements (actuarial loss(gain))	7,371	(128,464)
Benefits paid	(344,863)	(214,482)
Foreign currency translation adjustments	(481,573)	(324,092)
Closing defined benefit obligation	<u>\$2,241,894</u>	<u>\$2,823,386</u>

11. OPERATING LEASES

The Organization leases office space under a cancelable lease agreement. The Organization entered a new lease contract in October 2012 which 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 2013 and 2012 were \$214,410 and \$789,168 respectively.

12. 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.

13. NET ADJUSTMENT FOR CLOSED PROJECTS

Adjusted revenues and expenses attributed to projects that have already been closed prior to this financial year have been recorded in account of revenues and expenses retroactive year.

	2013	2012
Revenues	(\$87,659)	-
Expenses	<u>27,297</u>	<u>29,442</u>
Net adjustment for closed projects (loss)	<u>(\$60,362)</u>	<u>\$29,442</u>

14. UNAPPROPRIATED SURPLUS

The unappropriated surplus as at end December 2013 of \$4,104,574 will be disposed of as follows:

<u>Surplus balance as at December end 2013</u>	\$4,104,574
<u>Disposed of in 2013 as follows:</u>	
Special one-time measure subsidy 2013*	878,725
<u>To be disposed of in 2014 as follows:</u>	
Funding various 2014 projects	457,193
Funding 4 programs by the special cash grant from Japan	529,720
Special one-time measure subsidy 2014*	878,725
<u>Surplus balance</u>	<u>\$1,360,211</u>

*The apportionment of total membership contributions for 2013/2014 was based on the single package comprising the special one-time measure for the 2013/2014 biennium, followed by the long-term permanent membership contribution formula based on the six-year average GNI for the 2015/2016 biennium onward as approved by the 55th (GBM) held in May 2013. The shortfalls in membership contributions for 2013/2014 amounting to \$878,725 each year are to be financed by surplus.

LIST OF NPOS



Bangladesh

National Productivity Organisation (NPO)
Ministry of Industries
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Cambodia

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Ministry of Industry and Handicraft
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Republic of China

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Fiji

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Lao PDR

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Nepal

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LIST OF ABBREVIATIONS AND ACRONYMS USED

3Rs	Reduce, reuse, recycle
ADB	Asian Development Bank
ADBI	Asian Development Bank Institute
BCBN	Bilateral Cooperation Between NPOs Program
BE	Business excellence
CC	Climate change
CCM	Climate change mitigation
CJCC	Cambodia-Japan Cooperation Center
COE on BE	Center of Excellence on Business Excellence
COE on GP	Center of Excellence on Green Productivity
CPC	China Productivity Center (ROC)
DAP	Development Academy of the Philippines
DMP	Demonstration project
DON	Development of NPOs Program
DOSMEP	Department of Small and Medium Enterprise Promotion (Lao PDR)
DPP	Development of Productivity Practitioners (Basic and Advanced Courses)
EPIF	Eco-products International Fair
FAO	Food and Agriculture Organization of the United Nations
FFV	Fresh fruit and vegetables
FNU	Fiji National University
FSMS	Food safety management system
FTPI	Thailand Productivity Institute
GAP	Good agricultural practices
GDLN	Global Distance Learning Network (of the World Bank)
GHG	Greenhouse gases
GI	Geographic indications
GMP	Good manufacturing practices
GP	Green Productivity
GPAC	Green Productivity Advisory Committee

HACCP	Hazard and critical control point
I-OSM	Individual observational study meeting
ISMS	Information security management system
ISO	International Standardization Organization
IT/ICT	Information technology/information and communication technology
JPC	Japan Productivity Center
KM	Knowledge management
KPC	Korea Productivity Center
MCSP	Member Country Support Program
MFCA	Material flow cost accounting
MPC	Malaysia Productivity Corporation
MPO	Mongolian Productivity Organization
NGO	Nongovernmental organization
NIPO	National Iranian Productivity Organization
NPC	National Productivity Council (India)
NPCC	National Productivity Centre of Cambodia
NPEDC	National Productivity and Economic Development Centre (Nepal)
NPO	National productivity organization; National Productivity Organisation (Bangladesh); National Productivity Organization (Pakistan)
NPS	National Productivity Secretariat (Sri Lanka)
NTPC	National Training & Productivity Centre (Fiji)
OHSAS	Occupational Health and Safety Management System
SME	Small and medium enterprise
TES	Technical Expert Services Program
TFP	Total factor productivity
TQM	Total quality management
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
VA	Value added
VPC	Vietnam Productivity Centre
WSM	Workshop Meeting of Heads of NPOs

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