



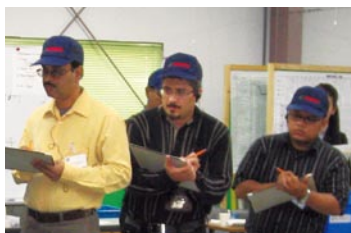
APO NEWS

Volume 40 Number 1

January 2010



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New Year message from APO Secretary-General Shigeo Takenaka

January is a month of hope and an opportunity to make new resolutions. It is a time to examine mistakes of the previous year and use them as stepping-stones to a better tomorrow. I hope that all *APO News* readers will take advantage of the new year to step up productivity endeavors resulting in a more fruitful, prosperous 2010. I would like to express my sincere appreciation for your support and cooperation for the APO in 2009.

As reported in the *APO News*, the APO carried out numerous activities to meet the needs and expectations of member countries in 2009. The 50th Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) in the Philippines successfully completed its major tasks of finalizing the 2010 Program Plan and reviewing the proposed priority projects for 2011–2012. That was the second time the WSM conducted a review exercise for submission of a list of priority projects to the Governing Body Meeting (GBM), where APO Directors determine the total membership contributions for the next biennial budget. The smooth management of that critical task by the WSM confirmed the efficiency of the new budgeting system.

The continuous improvements in our major projects in 2009 deserve mention. With better methodology, quality of data, and deeper analysis, the 2009 edition of *The APO Productivity Databook* moved closer to becoming a prime reference for decision makers, both inside and outside the APO membership. The resounding success of the fifth Eco-Products International Fair held in the Philippines in March was significant given the serious economic downturn at the time. Additionally, information on food safety was widely disseminated thanks to expanded use of the APO's two-tiered approach, which combines a multicountry project with follow-up national programs in member countries. Four national workshops with a total of around 200 local participants followed a multicountry food safety management project in 2009.

2009 also witnessed action taken by the Secretariat to develop ideas suggested at the GBM and WSM. One was the pilot Center of Excellence (COE) project designating SPRING Singapore as the first COE in the area of business excellence. The two-year action plan for the COE pilot project got underway in 2009. Those initial efforts will show results this year. Another example was the introduction of the impact evaluation, a new evaluation measure, last year as a joint effort of the APO Secretariat, NPOs, and project participants and their supervisors. The findings and comments received from all involved will be essential for fine-tuning our projects.

The achievements of 2009 were only possible due to the efforts of those dedicated to increasing productivity. I would like to thank all who contributed to the APO's mission and request their continuing support. 🌀

New Year message from the *APO News*

The *APO News* would like to wish all our readers a happy, healthy, and productive 2010. We hope to deliver more informative, useful reports to assist productivity practitioners and stakeholders within and beyond the Asia-Pacific region in making a difference in the lives of all. Your suggestions and feedback are always welcome and appreciated.





Initial stage of the productivity movement in Cambodia

Chea Sieng Hong

APO Director for Cambodia and

Secretary of State of the Ministry of Industry, Mines and Energy

Cambodia made a strong, consistent move from a traditional to a modern economic structure, and thus Cambodians enjoyed rapid growth in the last decade. Furthermore, to cope with the effects of globalization, productivity and quality development in both the public and private sectors is deemed to be a contributor to economic growth and poverty reduction. Political stability in Cambodia has opened up a window of opportunities for social and economic development after a decade of political instability and insecurity as well as economic and social chaos. The threat of the Khmer Rouge eroded and then disappeared following the “win-win” policy under the initiatives of Samdech Techo Hun Sen, Prime Minister of the Royal Government of Cambodia from 1996 to 1998, which led to the uprooting of the Khmer Rouge military and political organizations. The sweeping changes in the political, social, and economic environment have made Cambodia an oasis of peace, security, stability, and development. Due to our hopes, efforts, and practical thinking, Cambodia has successfully turned from a nightmare into a continuous development landscape.

“...all Cambodians have a role in developing the country, and productivity has a significant role to play as there is no human activity that does not benefit from improved productivity.”

Growth was impressive in the past decade, especially in the past four years, registering around 10% per annum. Economic growth in 2007 was estimated at 9.6%, and although somewhat diminished compared with 2005–2006, it underscored the increasing resiliency of the economy and showed that the performance during 2005–2007 was not fortuitous but reflected the underlying



strength of the country’s economic fundamentals. During the decade ending in 2007, Cambodia doubled the per capita GDP to US\$589. Cambodia’s per capita GDP is expected to reach US\$1,000 by 2015, or possibly even earlier when oil and gas production comes onstream.

However, Cambodia is still facing major challenges, such as low labor productivity in many sectors, negative capital deepening, and insignificant contribution of total factor productivity to economic growth. For the sustainability of economic growth, productivity improvement is necessary for all sectors in Cambodia as we are fully aware of the challenges in turning around our economy to create employment opportunities, stimulate economic growth, and alleviate poverty. I believe that all Cambodians have a role in developing the country, and productivity has a significant role to play as there is no human activity that does not benefit from improved productivity. Therefore, the National Productivity Centre of Cambodia under the auspices of the Ministry of Industry, Mines and Energy initially developed a framework for the national productivity movement in response to those challenges.

Productivity has a direct linkage with an improved standard of living in the short- and long-term goals of the country. The national productivity movement aims to achieve higher productivity,

stimulate productivity consciousness, determine productivity levels, monitor productivity trends, and promote and lead the productivity movement to attain higher levels of productivity in all sectors of the Cambodian economy, with the ultimate goal of enhancing the living standard of the people. To this end, it will develop and build the human capacity needed to alleviate poverty through developing skills, expanding business transactions, and attracting more investment, which will eventually lead to job creation and a higher standard of living. Improving Cambodia’s productivity through the national productivity movement to achieve those goals will depend on three important factors:

- Developing and building the human resources capacity to deliver quality outputs;
- Friendly working environments that encourage cooperative, constructive workplace relations leading to productivity improvement; and
- Participation by the Royal Government, business associations, and labor unions to establish a suitable framework for productivity improvement.


“The right competencies with access to knowledge, skills, resources, and technology will actualize the potential implicit in our labor force.”

To create fertile ground for a productive mindset and behavior, we need to empower our workforce with skills. The right competencies with access to knowledge, skills, resources, and technology will actualize the potential implicit in our labor force. In addition, special attention should be paid to factors affecting labor productivity, particularly through restructuring of sectors and subsectors, while improving management capacity and the effectiveness of scientific research, applying advanced technologies, improving the use of capital, and upgrading work and professional skills through training programs. In the capacity build-

ing of labor and management operations in organizations, especially SMEs, the NPCC has a significant role in guiding and providing tools and techniques to enhance the productivity of organizations through seminars, training courses, and demonstration company projects.

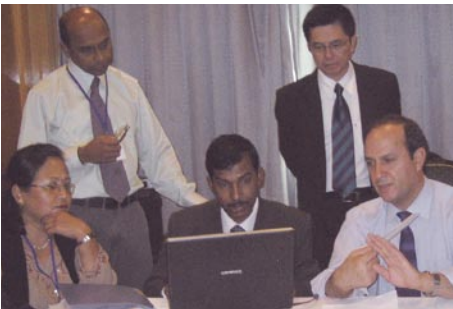
The attitude, willingness, and ability of business owners and corporate managers to restructure the internal organization of enterprises to create a friendly working environment that encourages cooperative, constructive workplace relations are important. Likewise, it has been found that when labor and management collaborate on issues, workplace morale improves, and so do productivity and competitiveness. In addition, we should promote a culture of continuous innovation where employees are encouraged to share their ideas regularly on how to improve productivity and efficiency within the organization. This should become a trend in all enterprises. A satisfied, skilled worker is an asset in any organization that wants to achieve maximum productivity, growth, best service delivery standards, or profits. On the contrary, the opposite can therefore also be true for a worker who is disgruntled and has inadequate skills in any workplace. Therefore, focusing on productivity improvement as the

result of a conducive working environment can lead to wealth creation, more employment, value reorientation, enhanced socioeconomic development, and improved standards of living of the people of Cambodia

To achieve higher productivity in Cambodia, we need participation from every relevant stakeholder ranging from those at the grassroots to management levels. The citizenry of Cambodia should be sensitized and prepared to embrace the concept of productivity and to accept training in productive ways. We need to put our concerted efforts into productivity improvement in all our spheres of influence and use productivity as a fuel for our country's shared and accelerated growth. To this end, we need to call on business associations and organized labor unions to come together to voice their constructive opinions on policies and management at the industrial level, business level, and individual enterprise level to formulate an acceptable common framework. 



Comment board



Prof. Yazdani (seated R)

Professor Saeed Yazdani, University of Tehran Karij, IR Iran.

Participant, workshop on the Development of Competitive Supply Chains in Agribusiness, Vietnam, 23–27 November 2009.

“It was indeed a great opportunity for me to participate in the workshop.

I benefited greatly from the workshop's deliberations and the discussion of various aspects of supply chains. The workshop presented the collected, analyzed data and conclusions on the performance of selected agribusiness supply chains from an APO research project conducted in 2007 and 2008. Those findings became the basis of our discussion to formulate action plans and a roadmap for their adoption. I am sure that all of the participants will use this invaluable experience in our own countries to benefit the agriculture sector. The workshop gave me confidence and encouraged me in my plan to establish an MBA program in Agriculture and Food Science at my university. This would be the first such course in IR Iran. We are now trying to obtain the necessary permission from the Ministry of Science, Research, and Technology and are hoping to accept students from October 2010. I am quite sure that this subject will be very attractive in IR Iran and will be successful. Another big benefit I gained from the workshop was the opportunity to establish a network with great experts. I met with good colleagues from Pakistan, India, and Malaysia. They shared their experiences with me, and I will surely make use of their academic services in the future.”

Consultant Atsushi Kaneko, Fuji Xerox Co., Ltd. Japan.

Participant, study meeting on Knowledge Management Measurement, Republic of China, 17–20 November 2009.

“I am a knowledge management (KM) consultant in Japan. The measurement of KM activities is one of the biggest issues for many Japanese companies since it helps evaluate and verify the KM activities that are implemented. I attended the meeting to obtain new perspectives on KM measurement to support companies seeking these answers. At the meeting, I learned more about the various aspects to be considered in measuring KM practices. In particular, the framework presented by Dr. Serafin Talisayon, an APO resource speaker from the Philippines, which includes societal and environmental dimensions, was very impressive. In addition, the study meeting gave me an opportunity to make new connections with KM practitioners and leaders from different countries and understand the current situation of KM activities in those countries. All the information learned from the meeting will be fully utilized in providing guidelines and solutions for my clients in their KM implementation.”

Quality Services Officer Lusiana Rabeka Rauqueqe Nuqanuqa, Training and Productivity Authority of Fiji.

Participant, training course on the Development of Productivity Practitioners (DPP): Advanced Program, Malaysia, 2–20 November 2009.

“The DPP: Advanced course added to my knowledge gained from the basic course that I had attended in Manila in 2007. The basic course introduced me to productivity and quality tools like 5S, quality circles, and suggestion schemes. Learning advanced tools such as the balanced scorecard, business process reengineering, Six Sigma, knowledge management, and lean production systems increased my understanding and appreciation of these methodologies as ways to assist organizations to raise their standards. The course comprised informative lectures from experienced facilitators, an interactive workshop, and the practical component of plant visits. As a whole, it has equipped me with improved capacity as a productivity consultant and trainer. This will enable me to help Fijian organizations and companies identify opportunities for improvement and formulate solutions for achieving organizational excellence and competitiveness.”



Productivity methodologies, tools, and techniques

Gearing up employees for corporate competitiveness through structured on-the-job training— Kelvin Chan

Skills, among other factors like innovation and service, have been identified as an important factor in helping companies to create value in the new economy. Although companies are aware of the benefits of training, surveys have revealed that generally many companies were unable to send their employees to attend courses owing to:

- A shortage of manpower and busy work schedule
- Employee reluctance to attend training during nonworking hours
- Work standards taught in courses are not exactly relevant to the companies' practices
- No training providers are available for the specific skills required

The obvious solution is on-the-job training (OJT), and many companies have some form of OJT. Some companies have unpleasant experiences as their unstructured OJT programs are difficult to monitor and not effective in developing the required skills among employees. The problem is not the technique itself, but the process of execution of OJT. A well-structured OJT program will resolve implementation issues as specific job knowledge and skills are identified and documented to guide trainers during training. Employees will be motivated to learn as the training is directly related to their jobs in their actual work environment. At the same time, the trainer can observe, correct, and reinforce skills to point out any errors before they become poor work habits.

The Structured OJT technique was introduced in Singapore sometime in 1990 and has since gained popularity among companies. In a factory that manufactures electronic products, it was reported that the implementation of Structured OJT resulted in an 11% increase in production output and a 28% decrease in rejects. In another company that operates a chain of fast-food restaurants, Structured OJT had led to improvements in job performance of its employees, as shown by a 25% decline in customer complaints and a 50% reduction in staff turnover. Structured OJT can also help in reducing training costs by as much as 75% as employees need not be released from their jobs during training.

There are three stages in the implementation of Structured OJT.

Stage 1: Planning

This stage involves the identification of jobs for OJT, and thereafter task analysis, as outlined in Figure 1, is conducted to develop the OJT blueprint. The OJT blueprint is then reviewed, tested, and finalized.

Stage 2: Implementation

The training needs of each trainee are identified and the required training is scheduled. The trainer, who is usually the immediate supervisor, will then prepare for coaching based on the schedule and OJT blueprint. Coaching the trainee is done in four structured steps, as shown in Figure 2. The training contents can be tailored to suit the existing skill level of each employee as the coaching process is done on a one-to-one basis.

Stage 3: Evaluation

This stage involves the evaluation of the performance of the trainee after training, and additional training hours may be added if the skills of the trainee in a particular task are found to be unsatisfactory. This step will also help to review the effectiveness of the OJT blueprint for continuous improvement.

When effectively developed, Structured OJT will become a useful training technique for employee skill development and to supplement off-the-job training programs.

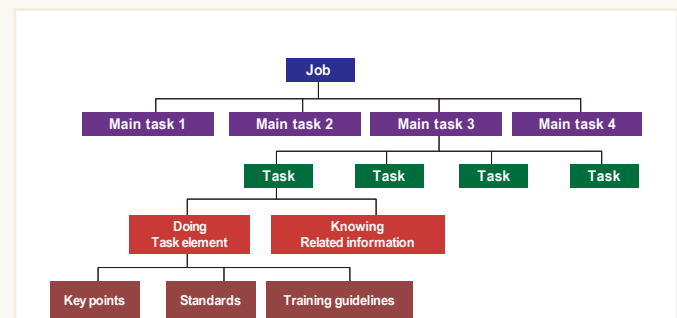


Figure 1. Breaking down the components of a job during task analysis.
Source: Teian Consulting International, Singapore.

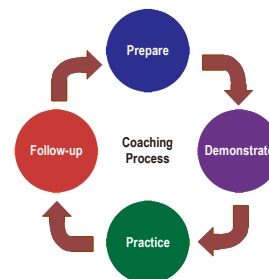


Figure 2. The four-step structured coaching process.
Source: Teian Consulting International, Singapore.



Contributed by Director and Principal Consultant Kelvin Chan, Teian Consulting International Pet Ltd, Singapore, resource speaker for the APO training course on the Development of Productivity Practitioners: Basic Program.



To provide easy reference to productivity-related terms including methodologies, tools, and techniques, the APO developed the p-Glossary, available on its Web site (www.apo-tokyo.org).

Cluster approach for local agrofood industry development

A geographic concentration of interconnected enterprises, suppliers, service providers, and research institutes in a specific industry constitutes a cluster in which collaboration can increase productivity. This approach is particularly applicable to the agrofood industry. The APO organized an observational study mission in Japan, 8–15 December, to study successful examples of agricultural clustering with 14 participants from 11 member countries.

Numerous site visits were arranged to showcase examples. A visit to the Katsunuma wine country in Yamanashi prefecture, 100 km west of Tokyo, was the first. Katsunuma is famous for the quality of its grapes, and several large-scale wine producers as well as small and medium ones currently operate there. With the assistance of the Institute of Enology and Viticulture, University of Yamanashi, the vineyards developed new wines using a local grape variety called *kosyu*. Local government support was also provided to wine producers and grape farmers. As a result of that collaboration, Katsunuma has become a major wine-producing region in Japan, and wines from *kosyu* grapes have won awards in several international competitions.

“Japanese cluster organizers we met possessed unique leadership qualities and styles, along with determination, sensibility, honesty, and confidence,” said Market Specialist Ramon Morato Policarpio, Department of Agriculture, the Philippines. The strong leadership qualities needed were confirmed in Tochigi prefecture, where confectioneries made from indigenous two-rowed barley, which has a higher sugar content than the more common six-rowed type, were the focus. Yoshimitsu Hasegawa, a barley

farmer, and Yutaka Uetake, a manager of the confectionery shop Omugi Kobo Roa, developed new types of baked sweets and cereal products. Their dedication attracted cooperation from other relevant industries. The new products now have a broad base of satisfied customers. Mission participants also recognized the leadership of Hibiki Corporation President Yoshiharu Hibiki, who along with other local food processors and restaurants established Kawagoe City as a brand. Tokyo’s Shinagawa district demonstrated how to organize collaborative activities by local industries to promote specific products. Several food retailers there cooperate to promote unique food items based on traditional, region-specific vegetables.



Taste-testing Katsunuma wine in Yamanashi prefecture

“All the field visits and lectures were more than expected,” said Director Fatima Alvi, Alvi Corporation Pvt. Ltd., Pakistan. “I am planning to set up a goat farm in Pakistan and this study mission gave me a lot of good ideas on how to utilize the cluster concept.” Other participants agreed that they had acquired useful information and inspiration for future plans. 🌐

SME financing after the global financial crisis

“All Asian countries have a very large concentration of micro and SME units and they contribute 20% to 50% of GDP. Many units were closed down or became sick due to cuts in production and services after the global financial crisis. This directly affected their financing,” Director Bankim Bhatt, Bisman Fintech Pvt. Ltd., India, explained to the *APO News*. Bhatt was one of three APO experts at the recent study meeting on SME Financing in the Aftermath of the Global Financial Crisis held in Indonesia, 23–27 November.

The study meeting examined SME financing frameworks in the Asia-Pacific region, explored nontraditional sources of financing after the financial crisis, identified best practices, and formulated recommendations for member countries. The APO experts presented suggestions for future policies based on their experience and analysis of current SME financing practices.

Bhatt listed suggestions from various perspectives to overcome obstacles faced by SMEs in obtaining financing. One solution was a cluster approach: “A cluster of SMEs could create and manage common infrastructure facilities with an advantage of scale.” He pointed out the benefits of clusters as “information sharing among members with regard to market trends, customers, and technologies, and the viability of raw material banks to shield SMEs from price fluctuations.”

The presentation on the SME financing support programs of the Micro Business and Individual Unit of the Japan Finance Corporation (JFC-Micro) was recognized as a best practice example of government policy-based finance. Nobuyo Hirata of JFC-Macro introduced the JFC as a comprehensive, policy-based financial institution wholly owned by the Japanese government. JFC-Micro offers general, special, managerial improvement, and environmental health business loans. Special loans, accounting for 43.8% of business loan schemes, adhere to the government’s economic and financial policy for SMEs and include loans for business start-ups,



Employees of Perum Pegadaian, a state-owned microfinancing enterprise, welcoming APO participants

information technology, safety nets, business reconstruction, etc. After the crisis, financial support measures for SMEs are provided through this policy-based system under which JFC-Micro also offers safety-net loans, emergency credit guarantees, and crisis response measures.

Professor Moon-Kyum Kim, Soongsil University, Republic of Korea, explained SME financing as “high risk and high information asymmetries, with the result that financing for SMEs is characterized by high interest rates and unstable financing.” He emphasized the need to establish an equity investment device for innovative SMEs to enable the development of a market for technology appraisal, nurture venture capitalists, and promote trust and the liquidity of technology.

The meeting suggested further study of SME financing. The APO will therefore conduct research on financing for SMEs based on the findings and recommendations of the study meeting. 🌐

Innovating production systems

The conference room of the Japan Productivity Center (JPC), Tokyo, was full of enthusiasm in the afternoon of 20 December 2009. Inside were participants in the APO training course on Innovation in Production Systems who were animatedly discussing how strategies learned during the two-week course, 30 November–11 December, could be applied in their organizations. “All the knowledge and skill obtained in this course will be effective solutions to the issues we face,” said one group.

The course was designed and conducted in close collaboration by the APO and JPC to develop the capacity of senior and mid-level production managers and trainers/consultants for the innovation of production systems. “The course focused on practical learning and hands-on workshops for participants. The majority of them were selected from among holders of a certificate from the APO e-learning courses on the Toyota Production System (TPS),” noted Secretariat Industry Program Officer Keiichi Tanabe.


A highlight of the program was a two-day practice in kaizen and the TPS at Hirayama Co., Ltd., a Japanese consulting and training company specializing in the TPS. Three instructors trained participants in the core principles of TPS-style kaizen through hands-on practice on simulated assembly lines. They emphasized the importance of “action on the shopfloor,” through three adages: “utilize the knowledge learned on the shopfloor”; “kaizen will not occur without adaptation by workers on the shopfloor”; and “there is no end to kaizen.”

Another hands-on exercise in cost reduction and planning took place at the JPC’s International Productivity Center over two days. The main method used was the



Learning TPS-style kaizen at Hirayama

“teardown,” or completely disassembling a product to separate each element. Cost reduction measures can then be identified by examining and analyzing each part in terms of weight, unit cost of materials, labor time, machine operation time for production, etc. President Takashi Horiguchi, Horiguchi Business Consulting Corp., the session instructor, explained the four teardown steps: confirm function in an operational check; make up a bill of material after teardown; identify cost reduction opportunities and compile an idea sheet; and presentations by all groups.

On the final day of the training course, participants shared the outcomes of group discussions, in which the methods taught were reviewed and adopted as problem-solving tools for innovating production systems. 

Productivity of women and retirees

Asia is aging, with the number of people living past the age of 60 increasing dramatically. Life expectancy is at an all-time high. Furthermore, those 85 years and older are among the fastest-growing segment of the population. Therefore a severe shortage of workers in the labor market is predicted by many experts, making it imperative to bring women and retirees back into the workforce. The APO study meeting on the Participation of Women and Retirees in the Workforce, Republic of Korea, 7–10 December, was the venue for experts on this topic and 12 participants to share experiences and practices in dealing with aging societies and their impacts on productivity. The Korea Productivity Center hosted the meeting.

Resource speakers and participants discussed the myriad problems and issues facing women and retirees actively considering workplace reentry options. The meeting found many consistencies among the participating APO member countries as well as the Republic of China, Republic of Korea, USA, and Australia from which resource speakers had been invited. The workforce landscape is changing with the prospect that the old will soon outnumber the young. Despite this, many aging countries still have compulsory retirement ages, and women’s wages lag behind men’s at an average of 78 cents per \$1.00 earned (in the USA).


The most compelling challenge facing women and retirees is a weaker attachment to the workforce, a phenomenon with profound economic implications. The attachment factor is a reflection of industry practices that often undervalue the role and contributions of female workers, essentially cutting them off from enrichment programs and opportunities. The meeting discussed how

to link women more strongly to the workforce and to strengthen connectivity with work. These are essential if workplaces are to be retooled to adapt to the growing number of older workers, increasing dependent to worker ratios, and productive aging.



Discussing how to bring women and retirees back into the workforce

The meeting highlighted the need to showcase best practices, i.e., workplaces that demonstrate exemplary standards for mature workers and that promote efforts to increase the participation of women and seniors in the workplace. It also underscored the importance of restructuring education and training opportunities to provide women and mature workers with opportunities to learn, acquire technological information, and pursue life-long learning.

Senior Policy and Research Officer Priya SaratChandran, Australian Human Rights Commission, recommended that the APO coordinate and conduct further research into these issues among its member countries and track best practices. SaratChandran called the meeting a success, saying, “It was an excellent and timely initiative from the APO in an area where many countries seem to be lagging behind.” 

Program calendar

March

Indonesia

International Conference on Green Productivity (GP) to Enhance Competitiveness, 4–7 March 2010.

▶ Objective: To deliberate on achieving competitiveness by adopting GP practices and discuss the latest trends in eco-business and marketing strategies for eco-products.

▶ Participants: Top and senior managers from private enterprises involved in eco-product development and staff of NGOs and public organizations involved in the promotion of sustainable production and consumption.

Malaysia

Training of Trainers in Green Productivity (GP), 1–26 March 2010.

▶ Objective: To develop trainers and practitioners in GP equipped with in-depth knowledge of and hands-on experience in the methodology, tools, and techniques.

▶ Participants: Productivity practitioners from NPOs, consultant teams, and trainers/consultancy firms for SMEs who wish to acquire a working knowledge of the GP concept and practices.

USA

APO Study Mission to a Nonmember Country: Ecotourism in Hawaii, 15–19 March 2010.

▶ Objective: To enhance participants' understanding of the latest trends and developments in ecotourism, identify the best practices of ecotourism management, and develop action plans for promoting them in Asia-Pacific countries.

▶ Participants: Officials of industry associations, NGOs, and governmental environmental and tourism agencies, and NPOs; staff of SMEs; and academics involved in ecotourism.

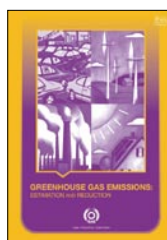
Kindly contact your NPO for details of future activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO Web site at www.apo-tokyo.org.

Certification of 19 new ISO14001 lead auditors

The APO organized the Certified Lead Auditors' Training Course on the Environmental Management System (EMS): ISO14001 in Sri Lanka, 2–6 November 2009. EMS refers to the management of an organization's environmental programs in a comprehensive, systematic, planned, documented manner. The training course was conducted by two APO resource speakers from DNV India, an International Register of Certified Auditors-approved agency. It aimed to train participants to become EMS auditors, allowing them to develop and operate systems in compliance with ISO14001. Twenty participants from 13 member countries were selected from among those who had attended the APO e-learning course on Green Productivity and ISO14001 and had passed the exam with outstanding scores. Of the 20, 50% came from the private sector and the others from NPOs, the SME Foundation, Center for Environment, Technology Institute, etc. Nineteen successfully qualified as lead auditors. "The one-week training in EMS auditing was a good opportunity to learn by sharing our knowledge and experience and most especially to establish new friendships across the globe," said one Philippine participant celebrating with the other trainees when the exam results were announced.



New APO publication



GREENHOUSE GAS EMISSIONS: ESTIMATION AND REDUCTION

APO 84 pp. December 2009

ISBN: 92-833-2401-3 (print edition)

ISBN: 92-833-7086-4 (e-edition)

Photo report



Orchids produced in a multiridge-type greenhouse in Yuanlin county Multicountry Observational Study Mission on Controlled-environment Agricultural Production Systems, Republic of China, 30 November–4 December 2009.

Recruitment announcement

The APO is seeking a qualified Information and Public Relations Officer in the Secretariat Administration and Finance Department. Candidates must have demonstrated competencies in the areas in the job description, be enthusiastic about improving the visibility of APO activities, take a comprehensively strategic viewpoint, and show a strong sense of responsibility.

Interested candidates must have a degree, preferably advanced, from a recognized college or university in journalism/media studies, business administration, or marketing. Candidates must have solid experience in writing, editing, producing publications (English and Japanese), and event planning; and be citizens of APO member countries in excellent health, preferably between 30 and 40 years of age. Salary will be commensurate with qualifications and experience, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on a two-year basis, renewable upon mutual consent.

Please send your curriculum vitae with a recent photo (4 cm × 5 cm) and a synopsis (in English) stating why you are applying and how you qualify for the post. Applications must reach the APO Secretariat by **29 January 2010** via post mail or e-mail. Those shortlisted will be contacted.

Administration & Finance Department
Asian Productivity Organization
1-2-10 Hirakawacho
Chiyoda-ku, Tokyo 102-0093

e-Mail: job-2010A@apo-tokyo.org

Please visit www.apo-tokyo.org to view the job description.

Indonesia to host EPIF 2010

Green Productivity to Enhance Competitiveness is the theme of the upcoming Eco-products International Fair (EPIF). Jakarta, the capital and largest city of Indonesia, will play host to the EPIF 2010, the sixth in the fair series, for four days, 4–7 March.

Promotional activities to ensure the success of the fair are underway. The APO's participation in the Eco Products Exhibition 2009 held at Tokyo Big Sight, Japan, 10–12 December, was part of such efforts. Tokyo's Eco Products Exhibition is an annual event showcasing environmentally friendly products, technologies, and activities by Japanese enterprises, research organizations, academic institutions, governmental organizations, and NGOs. The APO took a booth at the exhibition and distributed more than 3,000 APO and EPIF brochures, the *Eco-products Directory*, and other publications. The APO was also involved in promotional events during the Eco Products Exhibition to introduce its GP activities, which included the Sumitomo Mitsui Financial Group Environment Business Forum and the Eco-Presentation Stage. The Eco Products Exhibition 2009 attracted more than 180,000 visitors during three days.

As the host of the EPIF 2010, Indonesia also joined the APO in promoting GP and the EPIFs. Four delegates headed by Chairman Dr. Handito Joewono, Organizing Committee of the EPIF 2010, attended various events during the exhibition. They also met Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama, Chairperson of the EPIF Pre-



Indonesian delegates with Kitayama (2nd R) at the APO booth of the Eco Products Exhibition 2009

paratory Committee in Japan, shared opinions on the future of the EPIFs, and discussed the preparation process.

As the largest international environmental fair in Asia, the EPIF features the most advanced environmental technologies, provides opportunities for the exploration of green business collaborations, and raises awareness of and interest in environmental conservation in harmony with productivity improvement. The first EPIF was held in Malaysia in 2004, with each successive one in Thailand (2005), Singapore (2006), Vietnam (2008), and the Philippines (2009) setting new records in scope and size. 🌀

People behind the scenes: Normandy T. Nangca, the Philippines

2009 was one of the busiest years ever for the Development Academy of the Philippines (DAP), the country's NPO. It hosted two APO mega events: the Eco-products International Fair (EPIF) in March and the Workshop Meeting of Heads of NPOs (WSM) in October. Both occasions were great successes in terms of their contents, the hospitality offered, and the level of enthusiasm. The music, dances, and cheers of the host country made the events even more memorable and enjoyable.

However, what amazed me was the people behind the scenes. The DAP team was always smiling, sharing jokes and laughter, and sometimes singing and dancing. It was very difficult to single out only one of them to feature in this column, but perhaps the story of Normandy T. Nangca, Assistant to the President and Director, Corporate Operations Office, DAP, would be the best.

During the course of preparations for the WSM, the busiest and most nerve-racking time for the Secretariat and the host organization is the eve of its opening. The final checks and confirmations are extremely demanding, requiring tedious and meticulous rechecking that everything is as it should be: the correct number of chairs and microphones; the optimal positioning of the desks; the order of ceremony; the list of local

guests; the presentations on the opening stage; etc. Under those conditions, tempers could easily fray. However Norman, the local coordinator in charge, was endlessly cheerful, sweet, and professional, well past the time I became exhausted and said good night to him and the other staff.



On the opening morning, the stage was ready, as discussed the previous night. Norman, the master of ceremonies for the opening ceremony, greeted delegates with his pleasantly energetic voice. Later I learned that he had barely slept the previous night. Amazingly, though his gentle manner and broad smile were maintained until the end of the first day's program, including the welcome dinner for the delegates. He truly seemed to enjoy the entire occasion.

I realized then that it was his passion that led to excellence. People say that, "You cannot win against people who work with passion in their hearts." Therefore you would not be surprised to learn that it was with that same smile and passion that he wished everyone a safe trip home on the final day of the WSM. When asked what he planned to do now that his tasks had been completed successfully, he replied, "Now it will be family time." Then he flashed another of his glowing smiles.