

## APO 50th anniversary and New Year message from Secretary-General Ryuichiro Yamazaki

Let me first wish all APO News readers a very happy and prosperous New Year. 2011 is indeed an auspicious year for the APO as it marks its 50th anniversary since its inception in April 1961. Article 1 of the APO Convention states: "The objective of the Organization is, by mutual cooperation, to increase productivity in the countries of Asia." The APO has consistently lived up to this mission, and we in the Secretariat are ready to continue meeting the needs of member countries in order to accelerate their socioeconomic development through even more effective productivity enhancement programs.


2011 is also the start of the second biennium of APO programs since this budget system was adopted in 2009. The APO Directors approved the program plans for the 2011–2012 biennium last April at the Governing Body Meeting in Kuala Lumpur and they were refined at the annual Workshop Meeting of Heads of NPOs in Bangkok last October.

This April, an anniversary ceremony in conjunction with the annual Governing Body Meeting will be held in Tokyo. On that occasion, the APO Regional Awards will be conferred on five selected individuals who have made outstanding contributions to the cause of productivity enhancement in the APO region.

This anniversary will also be timely for the APO Secretariat to renew its strategic vision for conducting its mission. This will be carried out against the backdrop of numerous common challenges such as the difficult fiscal situation in our member countries as well as global sustainability issues. We are living in a dynamic, changing world due to rapid progress in science and technology coupled with deeper and faster globalization. Significant steps must be taken to ensure that environmental sustainability goes hand in hand with such global-scale socioeconomic development.

We must, while undertaking any necessary fine-tuning, maintain our resolve in pursuing our fundamental mission. We must build upon ongoing strategic thrust areas such as Green Productivity and strengthening of SMEs, while developing new, more effective strategies that ensure the APO's relevancy to the needs of member countries whose economies are evolving rapidly.

With these in mind, the APO seeks to create synergy with our stakeholders, i.e., governments, NPOs, the private sector, academia, APO alumni, and the media, among others, because their concerted efforts are crucial for achieving a greater impact through the pooling of knowledge, expertise, and resources. I look forward to the continued support from all stakeholders in the diverse programs scheduled for this year, such as the Eco-Products International Fair, Top Management Forum, and Agriculture and Food Supply Chain Safety Program, to mention only a few.

Asia as a whole has excellent potential for growth. It can lead the global economic recovery with sustained strong growth throughout the region. The APO, at the heart of a dynamic Asia, is in a unique position to promote the socioeconomic development of not only our member countries but also of other interdependent economies. The challenges are enormous but not insurmountable. Let us all stay united and adopt innovative ideas and new approaches to make our bright future a reality. 




Secretary-General Ryuichiro Yamazaki



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## Magdalena L. Mendoza

### Innovations toward smart, connected, citizen-centric governments

*"A citizen-centric government focuses downward, toward citizens, rather than upward toward elected officials; and looks outside government for outcomes rather than within government processes."*

*Don Kettl*

**T**oday's governments are expected to deliver services that citizens need while keeping tax rates low. Instead of pushing self-serving interests, governments must organize "from the outside in." To achieve this, they must be constantly on the lookout for innovations to overcome fragmentation, ensure responsive, efficient delivery of public services to satisfy their citizens, and in the end, gain public approval and confidence. These were the key takeaway lessons of participants in the recently concluded APO study meeting on Innovation in Public-sector Service Delivery, 1–5 November 2010, in Bekasi, Indonesia.

Public-sector organizations in the region are all looking for breakthroughs to ensure reasonably priced yet efficient, speedy, flexible services to the people, according to Dr. Bagus Marijanto, Director, Directorate General of Training and Productivity Development of the Ministry of Manpower and Transmigration of Indonesia. While governments continually strive to develop better facilities for various services, a one-stop-service unit, for example, where people can readily access those services in one setting, at one time, would be ideal.

Canada is an excellent country to benchmark against in terms of a connected, smart, citizen-centric government. One of the architects of its transformation into such an entity is APO resource person Art Daniels, who served as former Assistant Deputy Minister of the Restructuring Secretariat under the Cabinet Office of the Government of Ontario, Canada. To him, public service excellence has five pillars: 1) citizen-centered, which means organizing from the outside in; 2) use of new technologies to allow e-government; 3) having a smart government, which requires regulatory reform; 4) public-private partnership (PPP), or collaboration with the private sector in providing public services; and 5) a connected government or horizontal integration of government. The bottom line of these pillars is citizen satisfaction. At the broader government level, as observed by the APO-led mission to Canada in August



2010, the key factors behind this successful transformative journey are: a shift in mindsets toward customer orientation; in-depth collaboration among central and local governments; and most importantly, willingness at the top level of government to champion and push through the necessary reforms.

The APO study meeting in November offered a venue to discuss similar improvements and the latest practices adopted by APO member countries to provide public services and examine the indicators and parameters being used to monitor citizen satisfaction and measure overall service effectiveness. For example, participants from Indonesia, IR Iran, the Republic of Korea, Malaysia, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam gave presentations on one-stop shops, quality/productivity awards, e-governance through the use of ICT, ISO certification, and regulatory reform. The typical performance indicators and parameters used to measure effectiveness and monitor citizen satisfaction are customer satisfaction surveys, comprehensive performance evaluation systems, the balanced scorecard, and benchmarking. Three trends were notable in the country presentations: a shift from output-input to outcome measurement; increasing focus on monitoring citizen and stakeholder satisfaction; and initiatives for the adoption of a common measurement system.

The country papers and presentations demonstrated the pervasiveness of good

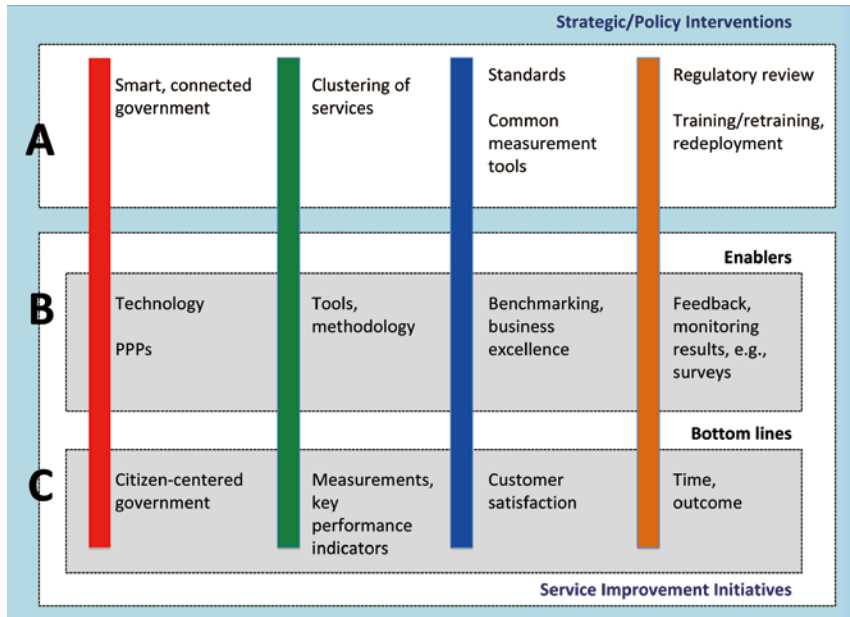
practices and models of citizen-centered government that NPOs can study and adapt. At the level of public-sector organizations, business excellence models such as the Malcolm Baldrige National Quality Award or the European Foundation for Quality Management could be extremely useful tools and methodology to drive service excellence, according to Dr. Robin Mann, Founder and Director of the Centre for Organizational Excellence Research based in Massey University, New Zealand. The good news is that several APO member countries have already institutionalized quality award systems based on these excellence models. Nonetheless, to achieve success in developing a service excellence culture, Dr. Mann cautioned APO member countries not to focus too much on the development process (framework design) and recognition process (award administration). Rather, APO member countries must exert more effort to establish self-assessment and improvement processes.

The array of public service improvement initiatives can be summarized in the service excellence odyssey (Figure), which consists of: strategic/policy interventions, enablers, and bottom lines. The study meeting participants fleshed out this framework and made proposals to enable governments in APO member countries to achieve their own breakthroughs:

- For strategic/policy interventions, a framework of a smart, connected government was proposed. This means a government that is able to break down the silos in systems and business processes and simplify the latter into a coherent set of services that meets citizens' needs. The starting point is therefore identifying and prioritizing citizens'



*Participants from nine APO member countries with resource speakers from Canada, New Zealand, the Philippines, and Indonesia discussing innovations in public-sector service delivery. Photo courtesy of Indonesia Productivity Improvement Center*



**Figure.** Public-sector service delivery: The service excellence odyssey.

- For the bottom lines, a citizen-centered government, measurements/key performance indicators, customer satisfaction, time, and outcome were identified.

The participants also identified the innovations needed to achieve breakthroughs in meeting the expectations of customers. Among others, these were customer satisfaction survey tools, a common measurement system, a Pan-Asia one-stop shop, the APO Best Practice Network and website, and award systems. Accordingly, many APO member countries can catch up with the global models within a shorter period of time if a benchmarking network can be established early, since it can facilitate the exchange of ideas, expertise, and best practices. Dr. A.K.P. Mochtan, Director of the APO Secretariat Administration and Finance Department, noted these recommendations in the APO's current plans to customize tools such as the business excellence model for the public sector, produce manuals and guidelines on their application, and develop a program to train trainers like the Development of Productivity Practitioners course. He reiterated that the APO is a catalyst and promotes innovations in public-sector service delivery. The NPOs should act as champions of service excellence in the public sector. ☺

or stakeholders' needs. Innovations that can enable breakthroughs include the rule of one, citizens first, government online, clean and green government, and smart regulation.

- The enablers are the methodological and practical tools that organizations can use to achieve customer focus. These include leadership and planning, benchmarking and business excellence, competent people, new technology, evaluation and monitoring, and resources through PPPs. Enablers link the strategic/policy interventions with bottom lines.

*Magdalena L. Mendoza is the Senior Vice-President for Programs of the Development Academy of the Philippines (DAP). As senior fellow of the DAP, she advises Philippine government agencies on governance, anticorruption, public-sector reforms and innovation, and quality and competitiveness. Mendoza has over 25 years' experience in productivity promotion and holds academic degrees in Industrial Engineering and Public Administration.*

## — 2011 Eco-Products International Fair in New Delhi, India —

India, one of the fastest growing economies today and signatory to a number of international conventions on sustainable development and environmental management, will host the 7th Eco-products International Fair (EPIF) at the Pragati Maidan, New Delhi, 10–12 February 2011. Shri R.P. Singh, Secretary of the Department of Industrial Policy and Promotion of the Ministry of Commerce and Industry, said when officially announcing the EPIF 2011 at a press conference held 14 July 2010 in New Delhi, “The EPIF 2011 will help create mass awareness of eco-products and -technologies and promote the acceptance of such products in the country.”

Jointly organized by the Asian Productivity Organization, India's Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, National Productivity Council, and Confederation of Indian Industry (CII), the 2011 EPIF and parallel international conference have the theme “Green Productivity for Sustainable Energy and Environment.” The EPIF is the largest environmental fair in Asia and showcases the most advanced environmentally friendly technologies, products, and services that enhance Green Productivity and competitiveness. The fair provides opportunities for businesses to explore collaboration with other companies and promotes public awareness of environmentally friendly products and services.

The parallel international conference on “Green Productivity for Sustainable En-

ergy and Environment” will discuss challenges, solutions, and future directions for achieving sustainability through Green Productivity. The conference will feature international experts on eco-practices, eco-business, eco-finance, energy efficiency, clean technologies, low-carbon growth, renewable energy applications, technology transfer, latest green initiatives, and best practices and policy interventions to tackle climate change. Combined with the EPIF, it offers an excellent opportunity for visitors to learn about eco-products, -services, and -technologies available on the market and enhance their understanding of sustainable initiatives that can make society, consumers, suppliers, and businesses in general environmentally sustainable and achieve low-carbon growth. The EPIF 2011 will be held alongside the International Engineering and Technology Fair, India's largest technology fair organized by the CII, at the same venue. ☺

Green Productivity for Sustainable Energy and Environment



Contributed by the NPC, India

10 <sup>Thu</sup> 11 <sup>Fri</sup> 12 <sup>Sat</sup> February 2011



# Productivity methodologies, tools, and techniques

## Total productive maintenance: A productivity management tool—Dr. S.K. Chakravorty

Total productive maintenance (TPM) is a practical knowledge-based management tool for attaining world-class manufacturing standards with high productivity, profitability, and customer satisfaction. It aims at maintaining the optimal condition of physical assets with zero breakdowns, zero defects, zero accidents, and zero losses. It emphasizes company-wide employee participation in achieving continual improvement in the management of physical assets, leading to perfection in plant performance. This approach demands cultural change in the organization and encourages teamwork.

TPM strives at increasing an operator's value-added time by eliminating six big losses, which reduce labor and equipment productivity and create waste. These losses are: equipment breakdowns; set-ups and adjustments; idling and minor stoppages; reduced speed; reduced yields; and scrap generation. The first two losses are "down-time losses" and used to evaluate "availability ( $A$ )."

The third and fourth losses are "speed losses" and used to determine "performance efficiency ( $P$ )."

The fifth and sixth are "quality rate ( $Q$ )" losses. When  $A$  is the ratio of net operating time over loading time, net operating time = loading time – breakdown and set-up. Loading time = planned production time – breaks – planned maintenance time.  $P$  is the ratio of actual production achieved over production quantity expected to be produced in a given time.  $Q$  is the ratio of the number of good products over the total number of products produced during a given period of time.

Based on the evaluation of the above losses, overall equipment effectiveness (OEE) is determined. OEE indicates the scope of productivity improvement available in a process. Assuming that a process involves 8 hours of loading time, 1 hour each for breakdown and set-up time, among 500 parts produced by a machine with a rated capacity of 100 parts/hour, 50 parts will be rejected and 50 parts recycled. Then the value of  $A$  is 75%,  $P$  is 83%,  $Q$  is 80%, and OEE is only 50% ( $OEE = A \times P \times Q$ ). Thus productivity can be doubled in the above process by eliminating the losses, as shown in the Figure.

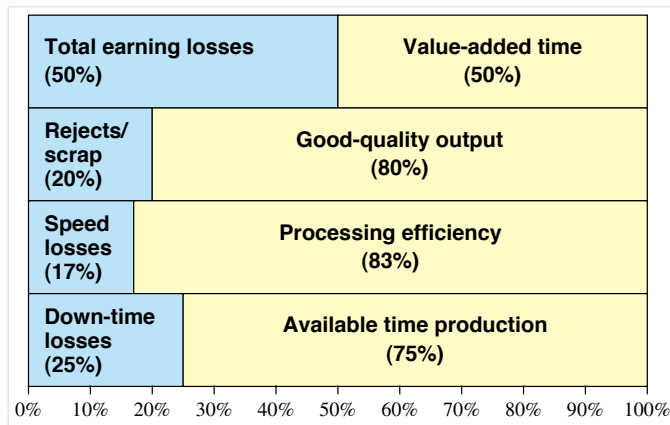


Figure. Effectogram.

TPM implementation involves eight fundamental development activities: focused improvement designed to minimize targeted losses by cross-functional teams; autonomous maintenance by involving operators in asset care; planned maintenance by designing adequate preventive and predictive maintenance plans; education and training by designing equipment-related skill development programs; early management of equipment that is easy to maintain; quality maintenance ensuring defect-free production; involving support divisions by streamlining information flow; and ensuring safety and environmental management through asset care. TPM has been implemented successfully in different industries worldwide. Benefits have been achieved in the form of greater productivity, improved quality, reduced costs, improved delivery, greater safety and environmental integrity, and improved employee morale. Some 120 manufacturing organizations in India have implemented TPM.

As an example, the 14 major benefits achieved by implementing TPM in Birla Tyres Ltd., can be summarized: 1) total production increased by 30%; 2) operating profits by 96%; 3) value-added productivity by 10%; 4) OEE by 20–30% in different plants; 5) equipment failure frequency/month was reduced from 1425 to 80 times; 6) scrap as a percentage of raw material decreased by 37%; 7) customer complaints fell to zero; 8) manufacturing cost per ton of production was reduced by 3%; 9) specific power consumption decreased by 13%; 10) maintenance cost was reduced by 22%; 11) administrative expenses fell by 14%; 12) raw material inventory dropped by 37%; 13) work in progress was reduced by 17%; and 14) the accident rate decreased to nearly zero. In addition, about 3,500 suggestions have been received and implemented per year, and more than 551 kaizen activities have been undertaken annually. These results show that TPM implementation can transform organizations culturally, provide a competitive edge by focusing on all types of cost and waste reduction, and can be used as a productivity management tool. 🌀



Contributed by Dr. S.K. Chakravorty, Deputy Director General of the National Productivity Council, India. Dr. Chakravorty holds a PhD in Production Engineering and has published extensively and been invited to address numerous national and international seminars on TPM/industrial maintenance topics. Dr. Chakravorty conducts frequent consultancy and training assignments in TPM and related areas.

### p-Glossary



To provide easy reference to productivity-related terms including methodologies, tools, and techniques, the APO developed the p-Glossary, available on its website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).

# Focusing on SME strategies

**A**t the 2009 World Economic Forum in Davos, Switzerland, the 2008 global financial crisis was noted for having created a “perfect storm” affecting the entire world. SMEs from APO member countries were not spared the resulting credit crunch and collapsing markets. Eighteen CEOs, senior managers, and government officials from 10 APO member countries converged in Taipei, Republic of China (ROC), 23–26 November 2010, for the study meeting on Business Development Strategies for SMEs after the Global Financial Crisis. Hosted by the China Productivity Center (CPC), the discussions were led by four APO-assigned experts.

Presentations by the experts elicited thought-provoking discussions from the group. Some CEOs noted that their companies had dodged the financial crisis by relying on internal resources, while others had depended on long-standing relationships with banks. For others, switching to lower-margin products and services allowed the retention of factories and workers while preparing for an upturn. Governments also played a critical role by guaranteeing the loans of affected businesses that were fundamentally sound, e.g., the Korea Credit Guarantee Fund.



Hoontrakul admiring an exquisite porcelain vase during the visit to the Franz Collection. Photo S. Loo/APO

Participants agreed that a strong management team led by a capable CEO was instrumental in galvanizing a company’s workforce to embark on cost-cutting measures and seek new markets. Participant Patanasak Hoontrakul, president of the SME Thai Heng Foundry and Machining, was delighted that the meeting brought together both experienced and young CEOs to share “wisdom

and core values” and for “networking and collaboration.” Capping the meeting was a site visit to the Franz Collection, an SME that successfully transitioned from a contract manufacturer into a vertically integrated, world-renowned premium porcelainware brand by building up its design capabilities. A working paper summarizing the learning points of this study meeting will be published on the APO website.

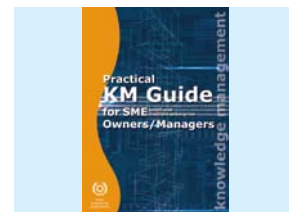
Another effort to sustain APO support for SME development in the Asia-Pacific region was the recently completed training course on Knowledge Management (KM)

for SMEs, also held in Taipei, ROC, 7–10 December 2010. The training course was designed to assist SMEs in enhancing their productivity through applications of the KM methodology, framework, and tools. Implemented by the CPC, the course was attended by 17 international participants, of which the majority came from SMEs.

The KM training course was a follow-up activity to the APO publication *Practical KM Guide for SME Owners and Managers*, released in September 2010. That volume contains eight case studies describing the key steps various SMEs utilized to adapt KM tools and techniques to introduce innovations, improve quality, motivate staff, and enhance revenues. The three KM experts who wrote the *Practical KM Guide for SME Owners and Managers*, Naoki Ogiwara of the Fuji Xerox Knowledge Dynamics Initiative, Ron Young of Young International, and Dr. Boondee Bunyagidj of the Thailand Productivity Institute, also served as resource persons for the training course.

The training course included two informative site visits: one hosted by Advanced TEK International Corporation, a consulting firm; and the other by Arbor Technology, a PC manufacturer. The site visits were moderated by local expert Prof. Chia-Shen Chen of National Taiwan University, who had introduced two ROC firms in another APO KM publication,

*KM: Case Studies for Small and Medium Enterprises*. Examining KM applications in both the service and manufacturing sectors was beneficial. The four-day training course allowed participants to understand how KM could make positive changes in the daily operations of their own enterprises, although many wished that the duration could have been longer and more examples offered for consideration. 🌀



This Guide is available in PDF at [http://www.apo-tokyo.org/00e-books/IS-44\\_Practical-KM-Guide-for-SME-OwnerManager.htm](http://www.apo-tokyo.org/00e-books/IS-44_Practical-KM-Guide-for-SME-OwnerManager.htm)



Participants observing the operations of Advanced TEK International Corporation, a KM model. Photo M. Amau/APO

## New at the APO News

Changes are underway at the *APO News*. The first is in the publication schedule: it will now be published in the print edition six times per year. Regular newsletter recipients are requested to send e-mail contact details to [pr@apo-tokyo.org](mailto:pr@apo-tokyo.org) to ensure that they do not miss future e-editions.

Readers will also note a change in the layout of page 1 and the addition of the 50th anniversary logo. The orange in the logo is the APO corporate color; the

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Information to Make a Difference in Productivity



green symbolizes growth; and the ring recalls the unending quest for higher productivity. The 50th anniversary logo will appear on publications and e-stationery and at APO events throughout 2011.

The APO website is also undergoing a facelift. Check it often for expanded coverage of projects, productivity news, changes at the Secretariat and NPOs, and much more.

# Modernizing food safety management and traceability systems

**F**ood-borne disease outbreaks and questions about genetically engineered foods have heightened consumer demand for safe food production processes and practices. To ensure the safety of food supplies, governments have also tightened regulations and standards. Food safety management systems (FSMS) and food traceability systems (FTS) are therefore now critical for the food industry and consuming public.

The FSMS and FTS in many developing Asian countries are still evolving, while those in developed Asian countries like Japan have reached world standards. The APO thus held a multicountry observational study mission to disseminate how Japan had developed its FSMS and FTS, 7–14 December 2010. Co-sponsored by the Japanese Ministry of Agriculture, Forestry and Fisheries through a special cash grant, the mission was implemented by the Japan Association for International Collaboration of Agriculture and Forestry. Eighteen participants representing governments, the private sector, and NPOs of 15 member economies attended, along with four experts.

Managing Director Yong Kok Seng, QMC Resource Centre Sdn. Bhd., Malaysia, spoke on the current status of FSMS in developing APO member economies; Head Goichiro Yukawa, Department of Technical Service, Japan Food Research Laboratories, summarized food safety policy in Japan; Kyoto University Professor Yoko Niiyama discussed general principles of traceability and risk analysis along the food chain and their applications in Japan; and Director Seiji Tanaka, Organization of Food Marketing Structure Improvement, introduced the SEIKA-net, a free e-portal for communication between consumers and agricultural producers on food safety.

For firsthand observation of FSMS and FTS in Japan, the participants visited the National Food Research Institute in Ibaraki prefecture; Daito Shokken Co., Ltd. in Saitama prefecture,



Participants are joined by APO Secretary-General Yamazaki in the site visit to Meiji Milk Plant. Photo M. Saeed/APO

an ISO22000:2005-certified producer of soups, noodles, and dressings; Sanwa Shokuhin in Gunma prefecture, an ISO22000:2005-certified food processor specializing in precut salad kits; the fully automated, hazard analysis and critical control point (HACCP)- and ISO14001-certified Nippon Meat Packers, Inc. Ham Plant in Ibaraki prefecture; and Meiji Milk Plant in Ibaraki prefecture, an HACCP-certified facility of the giant Meiji Dairies Corporation which produces dairy items, infant formula, soft drinks, and functional foods.

After the site visits, a one-day workshop discussed the lessons learned and their applications in participants' countries. It was generally agreed that greater economic incentives were needed to modernize the FSMS and FTS in developing countries in the Asia-Pacific region so that they could take advantage of fast-growing international markets for fresh and processed food. 🌀

# Study mission on energy efficiency and renewable energy to California

**E**nergy efficiency is a key to sustainable development, mitigating climate change, and ensuring national energy security. It requires policy formulation, capacity building of government and the private sector, and fostering energy professionals. With increasing energy demand in the Asia-Pacific region, member governments are keen to increase energy efficiency by adopting clean technology (CleanTech) policies. The APO, in association with USJP Technology, therefore organized an observational study mission (OSM) to California, USA, 25–29 October 2010, to study its initiatives and best practices in energy efficiency, CleanTech, and renewable energy applications. For more than 30 years, California has aggressively implemented energy efficiency and renewable energy policies to minimize the impact of resource use on the environment. California's energy productivity rate, i.e., amount of GDP per unit of energy used, is higher than that of any other state at 68%.



OSM participants and experts

The California OSM was attended by 17 delegates from 10 APO member countries. The opening session explained how California had lowered per capita electricity consumption since 1973 despite doubling per capita GDP by using renewable energy technology, including a smart grid system. The smart grid system, introduced by Pacific Gas and Electric Company, uses "smart meters" that enable computerized control of electricity consumption. Prof. Tony Seba of Stanford University spoke on opportunities for solar power technology and the cost-effectiveness and reliability of solar-thermal power generation.

In San Jose, participants witnessed the application of energy efficiency in public buildings and remotely controlled street lighting systems. Chris Yelton and Andy Robinson of Echelon explained how their products saved energy via communication among electric devices in offices and homes. At Aurora Algae, participants learned about biofuel production using optimized algae. Tesla Motors let participants test-drive its Roadstar, a dynamic electric car; Solano County demonstrated the fundamentals of electricity generation from a wind power facility. Presentations by the California Energy Commission and Senate Committee on Energy illustrated how the state promoted energy efficiency through tax credits and special subsidies. On the final day, participants observed operations at a Northern California Power Agency geothermal plant in Calistoga.

The OSM provided many learning opportunities. Preeda Boonsilps of Thailand commented, "It was interesting to learn about programs that could benefit all of us." Chairman of the Alternative Source of Energy and Fuel Committee Philippines Felix A. Velasquez noted that, "The quality and quantity of information we gathered kept us wide awake during all the study mission visits and meetings." 🌀

## APO/NPO Update

### New APO Alternate Director for Pakistan

Mr. Muhammad Javald Iqbal Awan, Additional Secretary, Ministry of Industries and Production, Government of Pakistan, was appointed new APO Alternate Director for Pakistan, w.e.f. 14 December 2010.

### New address of NPO for Pakistan

The address and phone/fax numbers of the NPO for Pakistan were changed to:

National Productivity Organization  
Software Technology Park Building  
2nd Floor, Constitution Avenue F-5/1  
Islamabad, Pakistan  
Tel: 92-51-2823304-8; fax: 92-51-2823309.

### New address of NPO for Singapore

The address of SPRING Singapore was changed to:  
SPRING Singapore  
1 Fusionopolis Walk  
#01-02 South Tower, Solaris  
Singapore 138628.  
The contact numbers remain unchanged.



## India hosts Indonesian KM study mission

**T**he National Productivity Council (NPC) of India hosted an individual-country study mission on Improving Organizational Productivity through Knowledge Management (KM), Learning Organizations, Enterprise Resource Planning (ERP), and Enterprise Resource Management (ERM) for a group from Indonesia, 29 November–1 December 2010 in New Delhi. Six mission members were from the Biofarma Company and one from the NPO of Indonesia. The objective was to investigate the latest developments in KM and modern IT applications like ERP and ERM.

On the first day, the details of various productivity services of the NPC were explained, especially new developments in KM. Director (IT and KM) G.S. Krishnan summarized the proposed activities of the KM Centre being set up by the NPC. The Indonesian mission was also taken to the Indian Institute of Technology (IIT) Delhi, the premier engineering institution in India. The members toured the Foundation of Innovation and Technology Transfer at IIT Delhi and were briefed on how the foundation develops innovation centers through technology incubation and promotion of entrepreneurship. A presentation was also made by a new start-up in the pharmaceutical sector.

On the second day, the mission visited North Delhi Power Limited, an electricity distribution company that relies on modern ERP applications. In the afternoon, executives from Bharat Electronics Limited in Ghaziabad described the factors contributing to the success of a KM demonstration project executed by the NPC under APO sponsorship. On the last day of the study mission, Dr. Ronald Young, an internationally known KM expert, spoke on KM to Innovation and engaged in discussions with the mission members.

The individuals in the study mission expressed appreciation of the many advances occurring in the fields of KM, innovation, and IT applications in India and satisfaction with what they had learned during their visit to the country. They also felt that they would be able to utilize the services of the NPC India and APO-designated KM experts to adapt the concepts involved in their own organizations. 🌀

Contributed by G.S. Krishnan, Director, NPC, India

## Photo gallery



Training Course on Innovation in Production Systems, 29 November–10 December, Japan. Participants during a hands-on training exercise assembling model radiators based on kaizen and TPS concepts at the training center of Hirayama Co., Ltd. Photo N. Kuchimura/JPC



APO Forum for Promoting Entrepreneurship in Asia, 18–21 November 2010, Japan. Participants, joined by SG Yamazaki, checking the specially designed pediatric portable medical equipment at Shimadzu Corporation. Photo S. Loo/APO



Training Course on Development of Productivity Practitioners (Advanced Program), 29 November–17 December 2010, Malaysia. APO Liaison Officer for Malaysia Josffa Ismail (R) giving welcome remarks at the opening session. Seated (L–R): Secretariat Industry Program Officer Muhammad Idham bin Mohd. Zain and APO Alternate Director and MPC Director General Mohd. Razali Hussain. Photo M. Zain/MPC

# Partnership with Africa continues with BCPP-4

The productivity partnership between the APO and Pan African Productivity Association (PAPA) initially funded by the Government of Japan reached another milestone. With new funding from the Government of the Republic of China, the APO conducted a sixth training course, the Basic Training Course for the Development of Productivity Practitioners (BCPP) 1–26 November 2010, in Johannesburg, South Africa. This was the fourth BCPP and it trained another 16 staff of the NPOs of eight African nations. With the completion of this course, the APO has trained a total of 164 productivity practitioners in Africa. The courses have reached out to nine African nations, including some non-PAPA members. Botswana, Kenya, Mauritius, Nigeria, South Africa, and Zambia comprise the current PAPA membership. BCPP attendees have also included government officers who can initiate national productivity movements in countries like Burkina Faso, Gambia, and Swaziland.

“The impact of the APO’s contribution in building the institutional capacity of PAPA will go a long way in the history of Africa. There is so much for PAPA to accomplish, and seeing all of you here today is another step toward achieving what would have taken forever to achieve in isolation,” commented PAPA Secretary General and Productivity SA Acting CEO Bongani Coka at the opening of the course. Because the BCPP addresses the skill gaps of African NPO staff and focuses on both process skills and productivity techniques, Senior Consultant Asha Mam of the Botswana National Productivity Centre said that she had been advised by colleagues who had attended previous courses that it was unlike other forms of training and worth spending four weeks away from her family for. At the end of the course, she agreed that it had been an excellent learning experience.

Participant Simelane Siboniselizulu Zanele, from the Ministry of Commerce, Industry and Trade of Swaziland, noted that her country had not yet set up any infrastructure for productivity promotion. However, Zanele felt that the knowledge of the experiences of APO member countries would definitely help Swaziland to create an NPO or department for that purpose.



Participants from Gambia, Nigeria, South Africa, and Zambia discussing 5S group work. Photo courtesy of K. Chuen

“The unique nature of the BCPP is the translation of theoretical principles into practice by undertaking a productivity diagnosis of an actual operating business. Through that, we experienced the real feel of what Chief Resource Person Kelvin Chan and other APO resource persons from Asia have patiently and enthusiastically been teaching us,” reported Principal Industrial Economist Ndey Naffie Ceesay of the Ministry of Economic Planning and Industrial Development of Gambia during the closing ceremony. 🌟

Contributed by BCPP-4 Chief Resource Person Kelvin Chan Keng Chuen, Director and Principal Consultant, Teian Consulting International Pte Ltd, Singapore.



## Publications notice

A trio of APO publications, which are outputs of various projects in member countries, will be coming out in early 2011. Please note that these are tentative titles.

*Agricultural Policies in Selected APO Member Countries—An Overview through Transfer Analysis*

This is a synthesis of six country reports quantitatively analyzing the agricultural policies of the Republic of China, India, Indonesia, Malaysia, Pakistan, and Thailand. The study was jointly conducted by the APO Secretariat and Kyushu University Asia Center, with inputs from several international and national experts.

*Compendium of Best Practices of Renewable Energy*

The compendium describes numerous individual, communal, and public renewable energy (RE) practices and represents comprehensive documentation of global best practices in using RE sources. It focuses on the applications of these practices in Asian countries and is a result of APO projects in the last two years to promote RE (a 2009 seminar in the Republic of China and 2010 study mission to California, USA).

*Population Aging and Productivity in Asian Countries*

The volume contains the findings of research initiated by the APO in September 2009 to examine demographic trends in the rapidly aging societies among member countries. A team of researchers from the Republic of China, Japan, the Republic of Korea, Singapore, and the USA evaluated the effects of increasing life expectancy rates, paired with historically low fertility replacement rates, on participating countries and evaluated policy initiatives to improve employment access for older workers.