



APO NEWS

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Creating productivity synergies via mutual collaboration

The spirit of mutual cooperation embodied in the network of national productivity organizations (NPOs) has been a crucial factor in the success of the APO. APO member countries have shared knowledge, information, and experience of productivity endeavors to achieve the common goal of ensuring the socioeconomic development of the Asia-Pacific region by enhancing productivity. The APO, in its role as catalyst, has continually promoted bilateral and multilateral alliances among member countries for mutual benefit and productive synergy. One example of that catalyst role is the Bilateral Cooperation Between NPOs (BCBN) Program.



TPAF Manager Waqalaivi (Center) visiting a Malaysian company during his BCBN visit to Malaysia

“All APO projects, especially multicountry projects, have as their foundation the concept of mutual learning and cooperation among participating countries. The BCBN Program focuses on catering to the specific needs of member countries and NPOs by creating a space where members can learn from each other,” explained Acting Director Setsuko Miyakwa of the APO Secretariat Industry Department, which manages the BCBN Program. It facilitates the dispatch of productivity practitioners from an NPO or similar organization in one member country to another. The BCBN Program also sponsors visits of high-level officials, policymakers, and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs. This year, the APO expanded the scope of the BCBN to support the visits of APO Directors and other high-level officials to the Secretariat. This enables exchanges of information and views on productivity issues and enhances mutual understanding of the direction of the APO.

Under the expanded scope of the BCBN, three delegates from the Korea Productivity Center (KPC) visited Japan in January this year. The delegation was led by the APO Director for the Republic of Korea and KPC Chairman and CEO Dr. Dong Kyu Choi, who assumed his current position in December 2008. The group visited the Japan Productivity Center (JPC) and the APO Secretariat. During his visit to the Secretariat, Dr. Choi received departmental briefings on the details of major APO programs.

The BCBN Program also supported two delegates from the JPC led by APO Director for Japan and JPC President Tsuneaki Taniguchi on a visit to the Republic of Korea, 12–14 May. The objective of the visit was to discuss cooperation between the JPC and KPC and future collaboration on labor-management activities. President Taniguchi also gave a presentation on the productivity movement in Japan at a seminar organized by the Korea Labor Foundation and at a KPC-hosted CEO Forum. On 13 May, the JPC and KPC signed a Memorandum of Understanding (MOU) on their collaborative partnership. “This MOU will contribute to the development of the productivity movement, not only in Ko-



KPC's Dr. Choi (L) and JPC's Taniguchi (R) concluding their MOU (photo courtesy of KPC)

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Productivity issues and challenges in Bangladesh

Dewan Zakir Hussain

APO Director for Bangladesh and

Secretary, Ministry of Industries, Government of the People's Republic of Bangladesh

Bangladesh is a small agricultural country of 147,570 square kilometers with a population of approximately 140 million. It is the world's most densely populated nation, with more than 953 people per square kilometer. About 40% of the people live below the poverty level. The per capita national income and gross domestic product (GDP) are US\$599 and US\$554, respectively. GDP grew by an average of 5.65% from 2001 to 2006, and in 2007 reached 6.2%. Industry employs 13.56% of total labor, agriculture 51.69%, and other sectors 34.75%.



In Bangladesh, productivity issues were never considered a priority area for action before the early 1980s. Productivity was neither theoretically nor practically understood in its real context. Bangladesh became a member of the APO after one decade of independence. Yet there was no specialized agency in the country to deal with productivity issues. The understanding of productivity depends on a better knowledge of the close relationship among labor, capital, and management and the impact of the human element on each of these factors. In a country like Bangladesh, where resources are limited and per capita income is low, productivity can be raised only by emphasizing labor, i.e., awareness of labor efficiency. Unless labor contributes more

toward GDP and gross national product, productivity cannot reach a satisfactory level in a country like Bangladesh. Upgrading labor productivity is therefore the easiest and the only available means in the context of Bangladesh to break the vicious circle of poverty.

“The key issues that will determine Bangladesh’s future economic growth prospects are productivity and competitiveness.”

Productivity trends and total factor productivity (TFP) by sector are shown in Table 1. The jute sector showed ups and downs, whereas the textile sector recorded an increasing trend in productivity. Productivity in the cement and fertilizer industry maintained an upward tendency. Overall, the productivity situation appears good.

The NPO, Bangladesh, is striving to fulfill the responsibilities it is entrusted with. It has successfully introduced regular training courses on different productivity topics targeting management and trade union officials in the public and private sectors. Research and study reports on productivity trends and analysis have been published regularly. Productivity awareness campaigns have been strengthened by introducing various new measures. It also provides consultancy service on productivity across the country.

The NPO, Bangladesh, was established in 1989 as the focal point of APO activities in the country and plays a leading role in promoting productivity nationwide and in APO projects. Today productivity issues are considered priority areas. The productivity movement has an organized, formal foundation and the institutional framework is in place for promoting the productivity drive in the country

Table 1. Productivity trends and TFP by sector (1988–1989 = 100).

Period	Jute		Cotton		Paper		Steel		Cement		Fertilizer	
	Production workers	All employees	Production workers	All employees	Production workers	All employees	Production workers	All employees	Production workers	All employees	Production workers	All employees
1999–2000	89.24	92.78	136.09	135.93	90.56	83.07	468.74	469.52	295.80	333.41	110.37	110.52
2000–2001	93.88	97.76	142.79	142.63	86.72	79.22	494.36	496.18	341.32	385.42	123.49	122.45
2001–2002	94.66	98.32	142.48	142.32	69.85	64.69			335.10	379.67	106.96	104.23
2002–2003	89.79	92.13	152.48	152.25	93.54	69.93			353.00	397.13	143.00	135.76
2003–2004	88.94	90.21	202.14	201.81	114.49	88.68			373.61	420.79	144.11	137.17
2004–2005	82.56	86.35	257.28	250.89	113.10	99.47			413.94	466.74	142.62	136.64
2005–2006	76.02	79.34	287.38	287.10	107.68	96.48			436.50	490.11	134.38	127.45


Source: Bangladesh Bureau of Statistics.

including the National Productivity Council (NPC), the highest policymaking body. Positive aspects of the productivity drive are the increased involvement of industries and trade associations in productivity promotion.

The recent global financial crisis has affected Bangladesh in terms of the export of manufactured goods, export of services (including manpower), and remittances from workers abroad. To counter these effects, productivity in agriculture, nonfarm activities, and small and medium entrepreneurs in rural areas must be enhanced. The NPO, Bangladesh, has to lead the current productivity improvement drive while developing a structured plan for rural employment generation and higher productivity.

The policy of the present government is based on a vision of an industrialized, digital Bangladesh by 2021. In the areas of governance, management, com-

merce, accounting, and last but not least the service sector, electronic systems will gradually be introduced. The introduction of a nationwide e-system will require significant changes that must be managed properly. The NPO, Bangladesh, should cater to the needs of the changing environment.

Although there has been a gradual increase in productivity awareness among entrepreneurs and private-sector institutions, this has yet to be satisfactorily transformed into action. Productivity tools and techniques are still not utilized by the majority of enterprises/entrepreneurs in the country. The key issues that will determine Bangladesh's future economic growth prospects are productivity and competitiveness. Thus, it is imperative for the government and its business support agencies to facilitate this process by strengthening the physical, social, economic, legal, and related infrastructure and services. 



Comment board



Associate Professor Dr. Manorama Kanuri, Department of Biotechnology, ANGR Agricultural University, India.

Participant, workshop on Applications of Nanotechnology in the Food Industry, Thailand, 15–19 June 2009.

“The workshop was one of the most interactive workshops that I have ever attended. Participants from various countries had different levels of basic knowledge about nanotechnology and

its applications. Once the four resource persons had disseminated basic knowledge regarding various aspects of nanotechnology applications, the floor was left to the participants to share knowledge with respect to their own countries. Field visits were then arranged to strengthen the knowledge base of participants. The last day was the highlight, with participants invited to give their views on how to go about taking the technology forward, including charting the most and least promising applications. It was an all-round knowledge-sharing exercise, where brainstorming brought out the best of ideas from people with different specializations in different Asian countries. Such a session conducted at the right time before real takeoff of the technology will surely help commercialization.”

Associate Researcher Dr. Mei-Ping Cheng, Livestock Research Institute, Council of Agriculture, Republic of China.

Participant, multicountry observational study mission on Waste Management in the Agroprocessing Industry, Republic of Korea, 16–19 June 2009.

“It was a great experience to participate in the study mission. I learned a lot from the presentations of resource and country papers. The best parts of the program were the site visits and group discussion. We saw the operation of technologies with our own eyes, asked many questions to evaluate the technology, and then shared opinions on how to apply the technologies and practices we learned from the presentations and visits to our own countries. To me, this mission was

not only a study of technology, but also a chance to see the problems and issues in the field of waste management in Asian countries. Based on the information and knowledge I gained from the project, I will make more research efforts on the utilization of waste as an energy resource in my country. I hope that all the participants will find the best ways to reduce, reuse, and recycle waste in their own countries.”

Director Prasanta Kumar Swain, Department of Agriculture & Cooperation, Ministry of Agriculture, India.

Participant, workshop on Planning and Management of Rural-based Agro-processing Enterprises, Indonesia, 11–15 May 2009.

“The workshop was held to understand the level of development of rural agro-processing in the Asian region and establish business plans for those enterprises. The workshop found out that while dairy processing has progressed well owing to excellent value chain linkages from farms to retail outlets, the development of processing of perishable horticultural produce is at various levels in the region owing to different growth of supporting institutions, policy interventions, and entrepreneurship. It was also confirmed that agricultural universities and allied research institutes play a major role in introducing innovative, appropriate energy-efficient technologies for rural agroprocessing and extension activities. Major problems faced by rural-based agroprocessing enterprises were identified such as the provision of clean water in rural areas, supply of energy for processing units, and access to credit and market information systems at both macro and micro levels. Participants agreed that given the small and marginal nature of farm holdings in Asia, it is essential to form clusters of growers to aggregate farm produce for economy of scale and effectively link them to both markets and processing units. Participation in the workshop was very important for me since India has embarked on development of the horticulture sector. Hence the growth and development of rural agroprocessing will be a key focus in the national growth strategy.”



Productivity methodologies, tools, and techniques

Part II: Understanding Six Sigma and DMAIC methodology—Kabir Ahmad Mohd. Jamil

This is a continuation of part I in the June issue, detailing each phase of the DMAIC methodology.

The foundation of Six Sigma initiatives lies in the rigorous application of the “define, measure, analyze, improve, and control” (DMAIC) methodology. This methodology works well in a wide variety of situations, but it has been confirmed to be one of the best problem-solving tools, especially in uncharted areas where no solution has been suggested previously. The details of activities that generally occur when the DMAIC methodology is applied are outlined below.

Define is the first phase of the DMAIC methodology of Six Sigma. The purpose is to define the project team’s understanding of the problem to be addressed and the output is stated in the project charter. In the charter, the team normally indicates the objectives of the project, expected timeline, scope, and members of the team. Also created during this phase is a suppliers, inputs, process, outputs, customers (SIPOC) diagram that identifies the process being examined, the inputs to and outputs of the process, and the relevant suppliers and customers to ensure that team members acquire a bird’s-eye view of the project. Another important aspect of the define phase is the gathering of voice of the customer data. The Six Sigma project team is focused on finding out directly from customers what they want and how well the current process meets their needs.

The measure phase establishes techniques for collecting data on the current performance of the process identified in the define phase. This phase is used to determine sources of variation and serves as a benchmark to validate improvements. A detailed process map is also created in this phase together with indications of possible variations existing within the process. With a clear measurable Y (output), the process is studied to determine the key inputs (X) for each process (Figure 1). After the key input list is drafted, the team considers the potential impact that each input has with respect to the defects currently generated in the process. Key inputs are prioritized to establish a shortlist to be evaluated in detail later. Process capabilities can also be calculated once the performance data are available.

The purpose of the analyze phase is to allow the project team to target improvement opportunities by taking a closer look at the data to determine the root causes of the process problems and inefficiencies. This involves discovering why defects are generated by further probing into the key variables (identified in the previous measure phase) that are most likely to cause process variation. Statistical analysis is a key component of this phase and used to demonstrate and confirm these relationships.

In the improve phase, the team develops, implements, and validates alternative methods that will lead to improved performance. Once the root causes have been determined and confirmed in the analyze phase, the team can easily find solutions for the problems. As part of the normal Six Sigma methodology, there must also be a check to ensure that the desired results are being achieved before total adoption can be carried out. Some experiments and trials may be required to find the best solutions.

The final phase is the control phase. The control phase of the methodology focuses on continuous measurement to ensure that the process continues

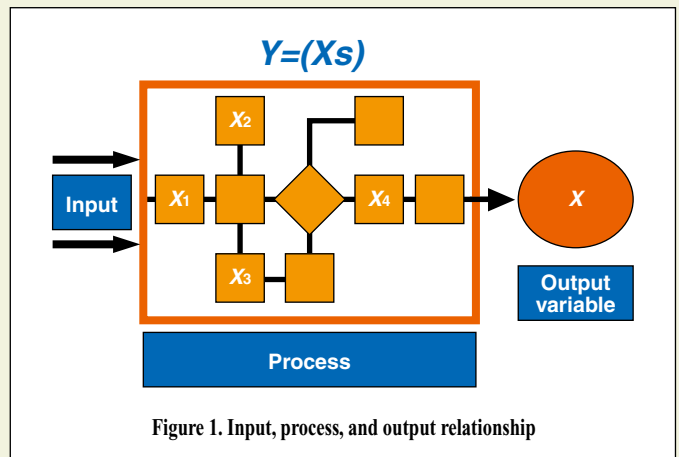


Figure 1. Input, process, and output relationship

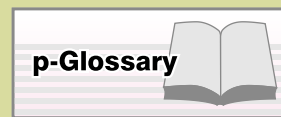
to achieve the intended results of the improve phase. Performance tracking mechanisms and measurements are put in place to prevent the gains from being lost over a period of time. Once all team members are confident that the achievements will continue in place, the team normally begins to transfer control of the process back to the original process owner(s).

Six Sigma teams are generally assigned to work on complex problems. The cause-and-effect relationships and therefore the solutions are not immediately obvious. To find the root causes of such problems, the DMAIC cycle must be followed painstakingly without skipping any phase or suggesting ad-hoc solutions. A team that ventures into the measure and analyze phases before gaining an overall understanding of their project in the define phase is likely doomed to significant reworking or even project failure from the outset.

Organizations that rely on Six Sigma realize that the methodology is most successful when integrated into the overall business strategy and not deployed merely as an occasional off-the-shelf tool kit. Six Sigma requires a corporate culture shift. The ultimate measure of success is when the methodology becomes embedded and is applied throughout the organization.



Contributed by Senior Manager of the Malaysia Productivity Corporation Kabir Ahmad Mohd. Jamil, resource speaker for the APO training course on the Development of Productivity Practitioners: Advanced Program. Kabir has extensive experience in the field of operation and process improvement, particularly in the manufacturing and service sectors.



For 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). Definitions and explanations of Six Sigma are given in the p-Glossary.

Promoting a community-based approach to ecotourism

As the largest business sector in the world economy, the tourism industry is responsible for over 230 million jobs and more than 10% of GDP worldwide. According to the International Ecotourism Society, tourism is a principal foreign exchange earner for 83% of developing countries, and the leading export for one-third of the poorest. However, influxes of tourists and uncontrolled tourism infrastructure development, especially near fragile ecosystems, result in pollution and destruction of natural habitats.

Recognizing its dichotomous impacts, the APO is promoting a community-based approach to tourism development for sustainability and equitable sharing of benefits. An observational study mission on Community-based Ecotourism Development and Management was therefore held in Nepal, 25–29 May 2009. “There is a need to educate various stakeholders on the real meaning of ecotourism, as the term has been attached loosely to any nature-oriented activities regardless of their impacts on the environment and the culture of local communities,” explained Secretariat Agriculture Senior Program Officer Joselito Bernardo.

Expert Dr. Mina Gabor, former Secretary of Tourism and currently Chair of the Ecotourism Society of the Philippines, emphasized that if ecotourism is properly managed, developing countries in Asia can generate substantial, sustainable income, particularly in rural areas. She cited the case of Donsol, where municipal revenues increased substantially five years after the community was educated on how to manage its coastal area, now a whale shark-watching venue. Director of EcoSustainAbility of Australia Guy Chester, described case studies in Asia, Latin America, Africa, Australia, and New Zealand of successful ecotourism programs and enterprises and pointed out tremendous opportunities for Asian countries to develop ecotourism.



Observing a food-cooling cache developed for upland villages

Nepal, although economically less developed, has abundant experience in managing famed national parks and wildlife areas including Mt. Everest. According to Vice President of the KGH Group of Hotels and Resorts Rajendra Narsingh Suwal, the government in partnership with NGOs and local communities collects users’ fees for visits to these sites. The revenues are used to strengthen regulatory and other support services to the area including waste collection. Some of the revenues go to communities for development and welfare.

The participants agreed that ecotourism could be a catalyst for job creation and the conservation of endangered biological resources. It could also stimulate development of satellite activities such as handicrafts, transportation, and food services, increasing benefits to communities. Thus, participants recommended that the APO continue supporting ecotourism development by training consultants in this area in member countries. When managed appropriately, ecotourism can contribute substantially to environmental preservation, local communities, national economies, and transborder understanding. 🌐

Creating productivity synergies

(Continued from page 1)

rea and Japan, but also in the other countries in the Asia and Pacific region,” said Dr. Choi in a press release.

One important function of the BCBN Program is facilitating the exchange of NPO professionals and those from relevant organizations. Two such BCBN missions occurred in May, one from Fiji to Malaysia, and the other from Japan to Thailand. “The three days were packed with insightful presentations, useful discussions and eye-opening experiences,” said Productivity Promotion Manager Viliame Waqalaivi, Training and Productivity Authority of Fiji (TPAF), who was one of three who traveled to Malaysia, 19–21 May, to study benchmarking and productivity measurement. APO Liaison Officer for Malaysia Josffa Ismail listed some difficulties associated with hosting a BCBN delegation: contacting the appropriate people and resource persons and arranging site visits. However, he said, “From the perspective of the host country, a BCBN mission strengthens networks and partnerships with other NPOs. We can also learn and share information on current initiatives.”

Commenting on his recent BCBN trip to Thailand, 28–29 May, JPC Deputy Director of the International Cooperation Department Takeshi Fujita also cited discussions on further bilateral cooperation and mutual learning as strong points of the BCBN Program. Fujita attended the program with Director Naoyuki Yanagimoto, Japan Quality Award Promotion Department of the



(L-R) Yanagimoto, FTPI Executive-Director Dr. Phanit Laosirirat, Fujita

JPC. The BCBN mission was a follow-up to the APO regional collaborative platform for Advancing National Quality Awards, which was held in Tokyo, 1–3 October 2008. During the mission, the JPC and Thailand Productivity Institute (FTPI) drafted a roadmap for developing an internal assessors’ training program on Management Excellence for Thai companies and Japanese-Thai Companies. They also agreed to collaborate on a study mission from Japan to Thailand on Management Excellence Programs in the Healthcare Sector.

The needs and requirements of NPOs are continuously evolving in a rapidly changing socioeconomic situation. Given this, there is ample scope for NPOs to learn from each other. Therefore, the APO will continue efforts to facilitate mutually beneficial collaboration in productivity-related areas. 🌐

Press conference on Eco-products International Fair 2010

As the largest international environmental fair in Asia, the Eco-products International Fair (EPIF) showcases the most advanced technologies and promotes public awareness of eco-products and -services. The APO began promoting the 2010 fair in Jakarta, Indonesia, at a press conference on 15 June 2009 at the Hotel Nikko Jakarta, where it was announced that it would be held at the Jakarta Convention Center, 4–7 March 2010. The press conference was attended by representatives of all involved including APO Secretary-General Shigeo Takenaka; Indonesian Chamber of Commerce and Industry (KADIN) President Mohamad S. Hidayat; Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama, Chairperson of the EPIF Preparatory Committee in Japan; and Acting Secretary General Harry Heriawan Saleh and Director-General Masri Hasyar, Ministry of Manpower and Transmigration (MOMT). Members of the international press and over 40 local media organizations covered the event.

The press conference opened with remarks from KADIN President Hidayat, who stressed the need to adopt eco-friendly production processes and technology and KADIN's commitment to sustainable development. Promising a collective effort to make the EPIF 2010 a success, President Hidayat stated that, "The EPIF 2010 will also serve as a historic milestone for Indonesia in building a brighter, more sustainable future."

APO Secretary-General Takenaka briefly introduced the APO and EPIFs. Acting Secretary General Harry Heriawan Saleh then spoke on the importance of environmental issues to Indonesian industry and promised the support of his ministry in the hosting of the EPIF 2010. Chairperson Kitayama applauded Indonesia for hosting the next fair at a very challenging time. Citing environmental issues as "a pressing problem facing us all," Mr. Kitayama described



Press conference in progress (L-R)Takenaka, Kitayama, Hidayat, Harry Heriawan, Masri

Japanese industry's support for the EPIFs via the Green Productivity Advisory Committee and the implications of the fairs for the business community. "The EPIF epitomizes cutting-edge competitiveness and productivity, showcasing how companies may survive and outpace competitors through eco-products, eco-services, and eco-initiatives."

Masri Hasyar, APO Director for Indonesia and Director General, Training and Productivity Development, MOMT, expressed the commitment of the country's national productivity organization to holding the EPIF 2010. Before the group took questions, Dr. Handito Joewono of KADIN gave a briefing on the EPIF 2010 and disclosed that the local organizers were planning for 100,000 visitors, given the increased interest in environmental issues nationwide.

Indonesia, which hosted the UNFCCC Conference in Bali in 2007 and is a G20 member, is perfectly placed to receive the EPIF torch for eco-commitment from the Philippines and take it to new heights. 🌱

Two new officers at the Secretariat

Two officers started their employment at the APO Secretariat on 1 June. Although with different backgrounds and working in different departments, both are music lovers and already in harmony with other staff in working for the productivity movement.



Yoshihide Endo, new program officer in the Agriculture Department, is a native of Kofu, Japan, and received Bachelor's and Master's degrees in Agricultural Economics from Kyoto University, followed by a Master of Arts (Economics) from the University of Toronto. He has been a staff member of the Japanese Ministry of Agriculture, Forestry and Fisheries since 1984 and worked as a food standard officer for the UN FAO in Rome (Codex Alimentarius Commission). He also served as a diplomat in the

Embassy of Japan in Rome as Alternate Permanent Representative of Japan to the FAO. His professional focus has been on food security, food safety/quality standards, and research on how international food standards affect trade in agricultural products.

Endo's personal interests including cooking and eating with his wife, singing, and "traveling to enjoy exotic cultures in foreign countries." At the Secretariat, his goal is to do his best to contribute to the development of the Asian region as whole.



The Administration and Finance Department welcomed Atsuo Kishimoto as a new officer in charge of finance. Born in Kobe, Kishimoto majored in Regional Studies for a Bachelor's of Arts degree at Hitotsubashi University in Tokyo. He then received a Master of Arts degree in International Relations from Lancaster University, UK, and passed the US Certified Public Accountant examination. His previous employment included positions as financial manager for a variety of companies in Japan

with international tie-ups and as an economist at the Japan Center for Economic Research where he was responsible for forecasting trends in the Japanese chemical industry and the EU economy.

In his free time, Kishimoto enjoys swimming and playing classical music on the flute and is currently growing tomatoes, cucumbers, and peas in his garden, a task he refers to as "challenging." Married with two children, Kishimoto describes himself as "very family oriented."

Program calendar

September

Japan

Training course on Strategic Management Consultancy for Productivity Improvement of SMEs, 31 August–11 September.

▶ Objective: To train participants to undertake integrated strategic management consultancy services especially for SMEs, encompassing the functional areas of management strategy, marketing, and production.

▶ Participants: Consultants/trainers of NPOs or similar institutions involved in consulting on productivity and quality improvement and SME entrepreneurs/top managers.

Workshop on the 3Rs (Reduce, Reuse, and Recycle), 28 September–2 October.

▶ Objective: To impart knowledge of 3R approaches and their applications; study Japanese business practices, management, and technology of the 3Rs; identify obstacles in promoting and adopting the 3Rs; explore effective ways of introducing the 3Rs to increase the competitiveness of businesses; and develop individual action plans for widespread practice of the 3Rs.

▶ Participants: Industry managers, CEOs of SMEs, consultants, environmental professionals practicing the 3Rs, or environmental managers from industries who wish to practice the 3Rs.

Republic of China

Seminar on Technology Innovation for Renewable Energy, 14–18 September.

▶ Objective: To discuss the latest issues and developments in renewable energy and observe how the host country successfully applies advanced technology to use abundant renewable resources.

▶ Participants: Renewable industry professionals, energy experts, renewable energy consultants, government organizations dealing in renewable energy, and NGO staff promoting renewable energy.

Republic of Korea

Coordination meeting for research on Aging Society, 16–18 September.

▶ Research objective: To identify the key issues and challenges facing aging societies in APO member countries, examine labor market issues in relation to an aging workforce, study public policies and their impact on the employment of the aged, and analyze productivity in the context of aging societies.

▶ National experts: Professionals with substantial involvement, direct experience, and abundant professional knowledge in the area of aging and productivity.

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.

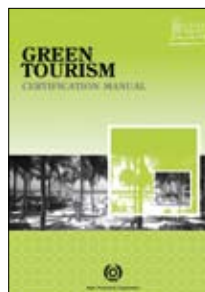
APO/NPO update

New APO Liaison Officer for Pakistan

Mr. Muhammad Javed Malik, Additional Secretary-II/Chief NPO, was appointed new APO Liaison Officer for Pakistan, w.e.f. 26 June 2009.



New APO publications



GREEN TOURISM CERTIFICATION MANUAL

APO 48 pp. June 2009

ISBN: 92-833-2397-1 (print edition)

ISBN: 92-833-7076-7 (e-edition)



FOOD SAFETY MANAGEMENT MANUAL

APO 101 pp. June 2009

ISBN: 92-833-2391-2 (print edition)

ISBN: 92-833-7075-9 (e-edition)

Mongolian NSO Chairman confirms research collaboration



Secretary-General Takenaka (R) welcoming Chairman Sonomtseren (L)

Chairman of the National Statistical Office (NSO) of Mongolia Sonomtseren visited the APO Secretariat and met Secretary-General Shigeo Takenaka on 2 June 2009. During the visit, Chairman Sonomtseren reaffirmed commitment to the collaboration between the APO and the NSO of Mongolia on productivity statistics. The research is part of the APO survey initiative of the Research and Planning Department to assist member countries in establishing cardinal economic statistics to enable accurate productivity measurement, including TFP. This will in turn enable member governments to chart more effective pro-growth economic policies. Under this initiative, Mongolia with assistance from the APO is conducting a national wealth survey to establish data on capital expenditure. Important productivity indicators will be collected, compiled, and computed to assess economic development appropriately. Chairman Sonomtseren and Secretary-General Takenaka jointly emphasized the importance of successful research outcomes.

Coordinating Minister for the Economy of Indonesia promises support for the EPIF 2010



(L-R) Mr. Kitayama, Dr. Sri Mulyani, Secretary-General Takenaka

APO Secretary-General Shigeo Takenaka and Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama, who is also the Chairperson of the EPIF Preparatory Committee in Japan, met with Indonesian Coordinating Minister for the Economy Dr. Sri Mulyani Indrawati on 15 June, prior to the EPIF 2010 press conference in Jakarta. The importance of the EPIF 2010 and promoting it using an interministerial approach were underscored at the meeting. Dr. Sri Mulyani, in promising the full support of the Government of Indonesia for the upcoming EPIF, suggested that other relevant organizations become involved in the preparations. That suggestion and others were discussed thoroughly. Secretary-General Takenaka presented the *APO Productivity Databook 2009* to Dr. Sri Mulyani and she noted her appreciation.

APO Secretary-General visits Republic of Korea



Secretary-General introducing APO activities to Dr. Yoon (L-R) Dr. Choi, Dr. Yoon, Takenaka

APO Secretary-General Shigeo Takenaka paid an official visit to the Republic of Korea (ROK), 18–19 June. He made a courtesy call on Chairman and CEO of the Korea Productivity Center Dr. Dong Kyu Choi, who is also APO Director for the ROK, on 18 June to discuss current activities and issues of the APO. In the evening, he hosted a farewell dinner for the participants in the multicountry observational study mission on Waste Management in the Agroprocessing Industry held in Seoul 16–19 June. Secretary-General Takenaka also visited Economy Adviser to the President Dr. Jin-Shik Yoon on 19 June, accompanied by Dr. Choi, at the Office of the President, where he introduced APO activities and sought the continued support of the Korean government. Dr. Yoon expressed interest in the APO's Green Productivity concept and productivity databook project.

People behind the scenes:


Jayani Lasanthi Mendis Jayasekara, Sri Lanka

The recent Governing Body meeting (GBM) held in Sri Lanka in April received high praise, not only for its contents but also for its "grand and colorful manner," the presence of high-profile VIPs, and widespread publicity. This was only possible because the people behind the scenes had pulled out all the stops to make it so. This month's person behind the scenes, Productivity Development Assistant Jayani Lasanthi Mendis Jayasekara, National Productivity Secretariat (NPS), Sri Lanka, was one of the outstanding NPS team members who made the event such a memorable success.

The usual scene at such times in the GBM Secretariat room involves Secretariat staff staying up until all hours preparing the proceedings of the day, and NPO staff members waiting in the corners for their turn with the material so that they can collate and copy it. It is a tiring process with no time for laughter. "The atmosphere was totally different this time," said one officer, thanks to the infectious laughter of Jayani. "Jayani proved how one person can lift the spirits of others with cheerful laughter."

On the second day of the meeting, she worked until a little past 03:00 and was at the venue again at 07:00, refreshed, immaculately coiffed, and radiantly garbed in traditional Sri Lankan dress, making sure that the seats

and name plates were in order. Her smiling demeanor showed no sign of stress as she strolled around the cavernous basement hallway of the Hilton Hotel checking one thing after another. According to Director Upali Marasinghe, APO Liaison Officer for Sri Lanka, "Jayani is an incredibly dedicated worker who does her best to finish the assigned work on time even at the expense of not having much time to go out with other colleagues. Punctuality and commitment to her work are her hallmarks." One of her colleagues attested that, "Jayani is a very capable lady who manages her time at work and at home very well." Jayani, who has worked for the NPS for four years, also enjoys spending time with her husband and daughter.

Jayani said that the APO officers and support staff she worked with during the GBM were "very cordial, supportive, and energetic" without acknowledging that much of their energy radiated from her. Studies have shown that laughter improves of brain function and reduces stress. Laughter seems to be effective for Jayani. 



Jayani