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p. 6, Press conference, India



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Green procurement and green purchasing: SME focus

In recent years, the importance of green purchasing by the public and private sector to reduce environmental damage has been a focal point throughout the globe. Consumers are becoming more aware of the earth's fragility and the need to preserve its resources. In light of the negative impact inflicted on the environment to date, consumer preference is for environmentally friendly goods and services. Governments are under pressure to take a firmer stand to reduce environmental hazards, and many have enacted new laws, prompting enterprises to take responsibility for the entire life cycle of their products and services.

The initiatives popularly termed “green procurement” and/or “green purchasing” mean that buyers require suppliers and manufacturers to meet certain environmental standards and requirements. The Japanese government introduced green purchasing legislation, i.e., the Law Concerning the Promotion of Eco-Friendly Goods and Services by the State and Other Entities, in May 2000. To achieve a sustainable society, Japan has sought to promote greener purchasing and to disseminate information. The Republic of Korea has also been a leader in the promotion of green procurement, introducing an array of government policies. As of 1992, the Republic of China called for at least 88% of products procured by government agencies to be certified with a Green Mark ecolabel.



Workshop participants visit Ohkawa Printing Co. Ltd. in Totsuka, west of Tokyo 15 July 2010. APO/Eriko Sugita



Participants inspect the green purchasing printing process at Ohkawa Printing 15 July 2010. APO/ES

Many multinational corporations have launched innovative environmental programs for both their own operations and for their suppliers to ensure their market stakes. These suppliers are typically SMEs, located primarily in APO member countries. To investigate the current issues in green procurement and green purchasing among APO member countries, the APO first organized a study meeting on Green Procurement in 2007. The *Green Productivity and Green Supply Chain Manual* was published in 2008 to disseminate this concept.

As a part of these initiatives, a workshop was hosted jointly with Japan's Ministry of Economy, Trade and Industry and the Japan Productivity Center in Tokyo, 11–17 July 2010. Eighteen participants from 10 member countries attended, and their interactions were so enthusiastic that country paper presentations extended two hours past the scheduled hour. When they stepped out of the JPC's Conference Room, the skies had already turned dark.

“The lectures were really good. They put the concepts into perspective for actual practice,” said Thai participant Dr. Chayo Trang-Adisaikul, Deputy Secretary General of the Federation of Thai Industries. “The concepts of green procurement and green purchasing are slightly abstract, but here they were categorized into something digestible.”

(Continued on page 5)



Overview of the NPC

Shri N.C. Vasudevan, IAS, Director General, National Productivity Council

The productivity movement in India is spearheaded by the National Productivity Council (NPC), which is a national-level organization under the Ministry of Commerce and Industry. The NPC was established as a registered society by the Government of India. It is an autonomous, tripartite, nonprofit organization with equal representation from government, employers, and workers' organizations, apart from the technical and professional institutions on its Governing Council. The NPC was set up in 1958 with the mandate to promote a productivity culture in India. Its mission is to develop, disseminate, and apply the knowledge and experience in productivity for promoting consciousness of and improvement in productivity, with the objective of strengthening the performance and competitiveness of the economy as well as of improving working conditions and quality of life.

The NPC provides consultancy and training and undertakes research in productivity, in addition to implementing the productivity promotion programs of the APO, of which the Government of India is a founding member. Over the years, the productivity



Photo courtesy of NPC

movement has taken a number of focus themes as major areas of activities. A diagrammatic presentation of various services and activities undertaken by the NPC along with the APO since 1958 is given chronologically in Figure 1.

Major activities of the NPC include about 250 revenue-earning consultancy and research projects

and about 300 training courses (general and customized) annually. Apart from facilitating Indian participation in over 100 APO projects abroad held each year, the NPC also publishes *Productivity Journal* (quarterly) and *Productivity News* (bi-monthly) and has tie-ups with a number of international organizations such as the APO, United Nations International Development Organization (UNIDO), UN Environment Programme (UNEP), International Management Development (IMD) Business School of Switzerland, etc. in the area of productivity and competitiveness.

The NPC also undertakes a number of international initiatives such as providing partner institute services in the preparation of the *IMD World Competitiveness Yearbook* and through the National Cleaner Production Centre India, which was among the first five centers set up by the UNIDO/UNEP Cleaner Production Network and the first in Asia to host promotion of Green Productivity (GP) and cleaner production. The NPC has also established the UNEP-India Local Desk for Transfer and Dissemination of Sustainable Alternatives Network related to energy efficiency. The NPC implements APO Demonstration Projects on GP and Cleaner Production Circles for SMEs along with the Department of Science, Technology & Environment, Vietnam, and has established cleaner production centers with the assistance of state governments in India.

Activities and programs of the NPC are implemented by 150 full-time, highly qualified productivity specialists drawn from areas such as economic services, environmental management, energy management, technology management, process management, productivity awareness, agribusiness, human resources management, and information technology (Figure 2). Apart from the NPC's headquarters in Delhi, these productivity specialists work from 13 regional professional management groups spread across the length and breadth of the country. To provide training on various productivity concepts and applications, the NPC conducts specialized courses on productivity at its Ambedkar Institute of Productivity located in Chennai.

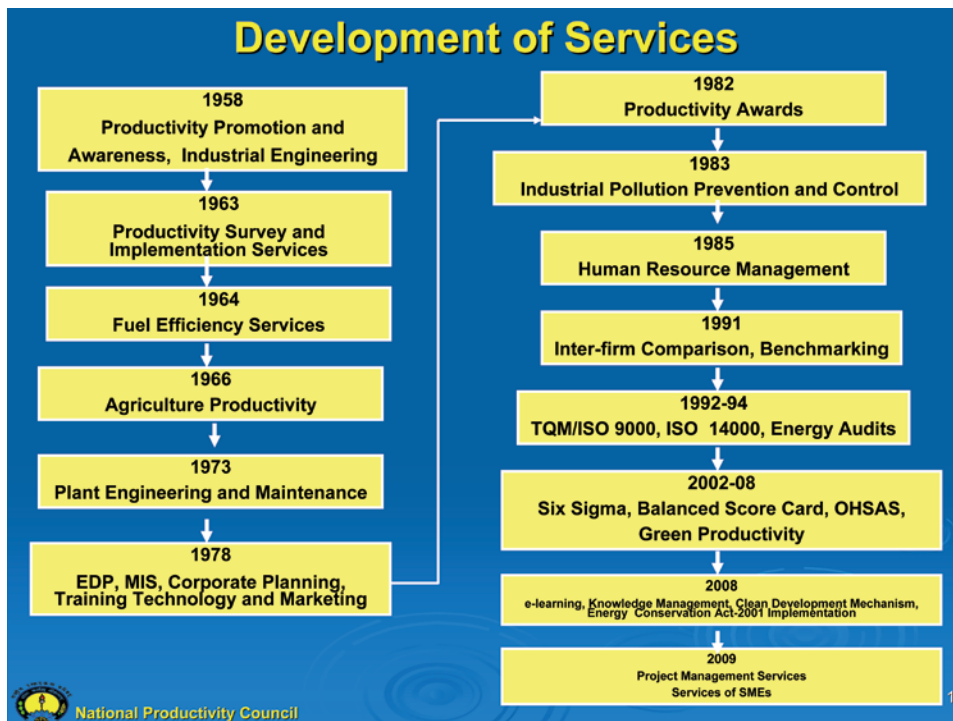


Figure 1. Services provided by the NPC in chronological order.

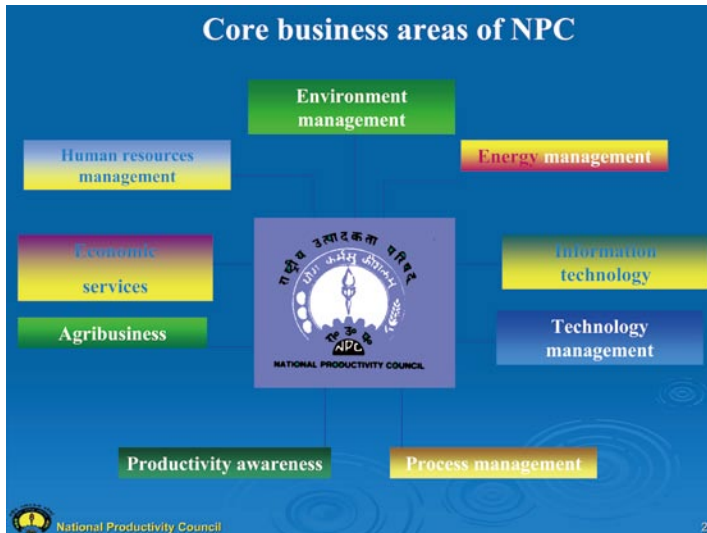


Figure 2. Core business areas of the NPC.

Core competencies of the NPC cover total quality management, ISO9000, lean manufacturing, benchmarking, process management, restructuring and reorganizing enterprises, human resources management, total environmental management, solid and hazardous waste management, hazard analysis and critical control point, total productive maintenance, information technology-enabled services, knowledge management, energy management, and project management. The productivity movement spearheaded by the NPC along

with the APO is aligned to offer multidisciplinary services for productivity improvement through interventions such as consultancy, training, promotion, and research.

As a result of consistent efforts by the NPC and the APO during the last five decades, the Indian economy has benefited enormously and has emerged from the stranglehold of poverty and underdevelopment to become a rapidly growing economy. India was primarily an agrarian economy in the 1950s. Over the years, however, it emerged as an industry- and service-oriented one. Currently, the share of agriculture in GDP is about 20% while that of the industry and service sectors is 26% and 54%, respectively. The contribution of the NPC and the APO to this turnaround of the Indian economy was substantial. Various rating agencies have ranked India as one of the most promising countries in the world in terms of economic development and growth. Even during the recent global financial crisis, the Indian economy exhibited substantial resilience and recorded GDP growth of 7.2%, second only to the People's Republic of China.

To give a further fillip to the national productivity movement, the NPC and APO, along with the Ministry of Commerce and Industry, will hold the Eco-products International Fair in Delhi, 3–6 March 2011. This fair will both promote eco-friendly products among Indian consumers and provide a platform to create awareness of eco-products and eco-technology while sharing ideas among a wide cross section of manufacturers, governments, international organizations, and the general public. 🌐



Common sense talk



“Books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers.”

Charles W. Eliot

“Good design keeps the user happy, the manufacturer in the black and the aesthete unoffended.”

Raymond Loewy

“There is no escaping the fact that, even in a great career, sometimes the best advances happen through luck, chance and accident.”

Edmond Fischer

“We all grow up with the weight of history on us. Our ancestors dwell in the attics of our brains as they do in the spiraling chains of knowledge hidden in every cell of our bodies.”

Shirley Abbott

“The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.”

John P. Kotter

“I think there should be something in science called the ‘reindeer effect.’ I don’t know what it would be, but I think it’d be good to hear someone say, ‘Gentlemen, what we have here is a terrifying example of the reindeer effect.’”

Jack Handy





Productivity methodologies, tools, and techniques

Business excellence framework

Introduction

Business excellence (BE) frameworks are widely used around the world to enhance the productivity and quality of organizations, share best practices, and recognize achievements. It is estimated that some 80 countries have national awards based on these frameworks. The most well known are the BE frameworks adopted for the US Malcolm Baldrige National Quality Award, and European Foundation for Quality Management Excellence Award. The BE frameworks used in Singapore and other APO member economies are closely aligned with or based on these models.

Research has found that organizations that have adopted BE frameworks enjoy better financial performance, customer satisfaction, and productivity compared with their competitors. In the USA, BE award winners have generally outperformed their peers by a factor of 6.5 to 1 in terms of stock market performance. They also experienced increased sales, income, and total assets. In Europe, a study of 120 BE award winners found that the winners outperformed companies that were similar in size and operating in the same industries over an 11-year period.

Structure of the BE framework

The BE framework touches every key element of managing the productivity and quality of organizations, such as leadership, planning, information, people, processes, customers, and results (Figure 1). For each of these elements, the framework helps organizations improve their ability to analyze existing performance, set priorities, implement initiatives, and evaluate accomplishments.

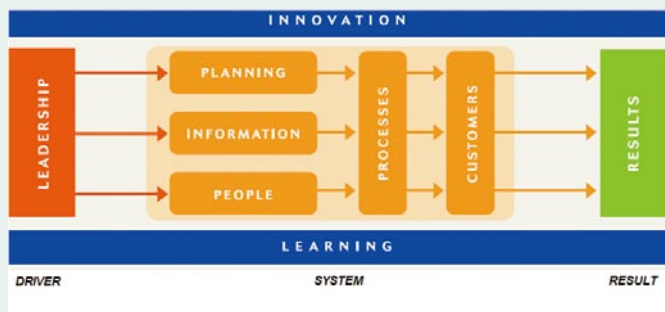


Figure 1. BE framework adopted in Singapore.

The framework also helps an organization adopt a holistic view in addressing its needs. For example, an organization might not have a human resources plan to support its strategic directions, or even if it has one, it might not be aligned with the organization's strategic plan. The framework will force strategic alignment and direction because its elements form an integrated set. Hence, it is important for managers to know how elements of the organization interact and how these interactions affect the performance of the organization as a whole.

The requirements of the BE framework are built on a set of interrelated key attributes that define the characteristics of well-managed, high-

performing organizations in a challenging environment. These attributes include visionary leadership, customer-centric excellence, innovation focus, organizational and personal learning, valuing people and partners, agility, knowledge-driven systems, corporate social responsibility, result orientation, and systems perspective. In addressing the framework requirements, managers should note that the emphasis on the various attributes may vary from organization to organization depending on the operating environment and challenges.

The BE framework also has a scoring system that helps organizations know where they are on the excellence journey. The system evaluates the approaches adopted by the organization to improve performance, the deployment of these approaches, and the results achieved by the organization.

Benefits of adopting the BE framework

The BE framework enables organizations to excel by providing:

- A robust framework, benchmarked against world-class standards;
- A clear view of what needs to be done to improve continuously;
- An approach to rally and energize everyone in the organization to move in the same direction to create customer value; and
- A roadmap for sustainable development

The profiles of BE-certified organizations and BE award winners range from government agencies to home-grown small businesses like Tru-Marine and Teckwah Industrial Corporation to international giants like Philips and the ST Engineering Group. This demonstrates that any organization can adopt the framework to improve performance.

Case study summary: BE in Tru-Marine

Tru-Marine Pte Ltd, a Singapore SME, is the second-largest global player in the marine turbocharger repair industry. Using the BE framework, the company addressed the key challenges of maintaining its competitive edge, retaining its talent, optimizing resources, and continuously innovating. The framework enabled the company to align its productivity improvement initiatives such as kaizen and Six Sigma with its business objectives.

As a result, Tru-Marine achieved double-digit revenue growth from 2004 to 2008. Its labor productivity, averaged over the period from 2007 to 2009, was double the industry average.



Contributed by Darshan Singh (L) and Steven Phua from the APO Center of Excellence (COE) for BE in SPRING Singapore. The COE's role is to help APO member countries develop and enhance their BE initiatives and promote the sharing of BE best practices.

Innovations in food products: Mission to the Big Apple

For an enterprise to survive in today's competitive business environment, product innovations are vital. Product innovations in the food industry can involve value added to an existing product to enhance its appeal; reformulation of ingredients for new flavor, textures, shapes, and scents; and expansions of product ranges to meet consumer demand and cultivate new markets.

Innovative food products deliver combined functional, nutritional, economic, and sustainable benefits to customers. Product innovations also lead to reductions in labor costs, materials, waste, environmental impact, and energy consumption. In the current state of the global economy, food companies, especially in developing countries, need to continue to invest in innovation to become or remain competitive.

The USA has established food innovation centers to support enterprises, particularly SMEs, in product and package development, food safety and quality testing, novel processing technologies, custom equipment design, and training. Because most developing countries do not offer such services for small businesses, an APO study mission on Innovations in Food Products visited New York City (known as the Big Apple) and environs, 27 June–1 July. Fourteen participants from nine member countries heard presentations on the US customs clearance process for food products, challenges in food exporting to the USA, markets for specialty/ethnic/organic foods, and restaurant networks.

As in any study mission, the highlights were the observational visits. The first was to the Summer Fancy Food Show in the heart of New York City, exhibiting 260,000 innovative specialty foods from 80 countries. The renowned Dean & DeLuca, a multichannel retailer of fine food, wine, and kitchenware, spent a morning explaining its food-handling technologies and marketing strategies. Participants then traveled to a branch of Trader Joe's, a grocery chain with customer value as its core philosophy and a history of community involvement, followed by a discussion with local importers in Chinatown.

Rutgers Food Innovation Center (FIC) in New Jersey allowed mission members to observe its unique business incubation and economic accelerator program for new and established food-related companies. The FIC's mentoring program assesses need, proposes plans, and provides ongoing assistance to clients in the food sector who need to innovate products and services. Similar incubators and mentoring systems could be adapted to the food sector in APO member countries with fine-tuning for local markets and distribution networks, suggested Secretariat Agriculture Department Director Joselito Bernardo, who led the mission. Bernardo also noted that participants were given plenty of food for thought on other areas for innovations in their food-processing sectors. 🌀

Green procurement and green purchasing: SME focus

(Continued from page 1)

"I am convinced that there is great demand for eco-products and it will contribute to long-term sustainability of business," commented Angelisa Cabalda Calalo, General Manager of clothing manufacturer Naduma Enterprises.

The workshop involved lively exchanges of information and opinions. The principle concepts, roles, and actual practices of GP were examined, as well as legislation and initiatives in Japan, the ROC, and ROK. Participants discussed how similar practices and initiatives could be implemented by SMEs in other member countries.



Plant-derived printing ink containing soybean oil is examined at Ohkawa Printing 15 July 2010. APO/ES

One of the field visits took participants to Ohkawa Printing Co. Ltd, a 30-employee SME that utilizes an eco-friendly printing service system, "Eco Line," which covers the entire printing process from sales to paper selection, printing, binding, and product delivery. The company has been recognized for its initiatives with the 2005 Green Purchasing Award, hosted by Japan's Green Purchasing Network, and the 2010 Yokohama Environmental Activity Award. In spite of today's tough business environment, Ohkawa is a bullish market player. Company President Tetsuo Ohkawa led participants on an inspection tour of the factory in Totsuka, west of Tokyo, answering questions about company management and operations.

"Seeing 'green' ideas in actual practice was great," said Thailand Productivity Institute ISO & KM Consultant Kunchuda Disyabutra. "Inspection of actual implementation at a successful SME is something that's adaptable for us. I'd like to see more companies in different industries," noted compatriot Dr. Chayo Trang-Adisaikul. "It's been an eye-opener," stated Koh Jyh Eng, Executive Director of furniture maker Koda Ltd in Singapore.



Ohkawa Printing Co. Ltd. President Tetsuo Ohkawa (R) is all smiles as he takes workshop participants around his factory 15 July 2010. APO/ES

Each Eco-products International Fair (EPIF, *see page 6*) host country has established a green purchasing network. Dr. Handito Hadi Joewono, Indonesia Green Purchasing Network Preparatory Committee Chairman, and Mr. Supramaniam Sinnasamy, Green Purchasing Network Malaysia, also attended the workshop. "Both Dr. Handito and Mr. Supramaniam were eager participants," said APO Industry Department Director Setsuko Miyakawa. "Throughout the sessions, they devoured information on advanced case studies. The EPIF is more than a one-off event and triggered green procurement and green purchasing movements in each of the host countries, prompting a positive change in society. The GP workshop is part of the APO's strategic efforts to ensure that these movements keep their momentum, with firm roots in each of our member countries." 🌀

Initial press conference on the EPIF 2011

Preparations by the APO Secretariat, Department of Industrial Policy and Promotion (DIPP) of the Indian Ministry of Commerce and Industry, and National Productivity Council (NPC) of India, in addition to those by the Green Productivity Advisory Committee (GPAC) and GPAC's Preparatory Committee for the Eco-products International Fair (EPIF), are underway for the seventh fair in the series scheduled for 3–6 March 2011 in Delhi. Those preparations were officially launched at a press conference on 14 July at the India Habitat Centre in Delhi, which was festooned with EPIF banners.

In addition to APO Secretary-General Shigeo Takenaka; GPAC Preparatory Committee Chairperson Takashi Yamagishi, who is also Senior Executive Advisor to Teijin Ltd.; DIPP Secretary R. P. Singh; DIPP Joint Secretary Anjali Prasad; and NPC Director General N.C. Vasudevan, the press conference was attended by approximately 120 representatives of the Government of India, domestic and international media, and special guests. Secretary Singh reported that the Government of India's new National Manufacturing Policy was meant to “decouple economic growth from environmental degradation” and encourage green purchasing, which would be promoted by the EPIF.



APO Secretary-General Takenaka explains the impact of the EPIF 2011 to reporters at the India Habitat Centre, Delhi 14 July 2010. Seated (L-R): DIPP Joint Secretary Prasad; Takenaka; DIPP Secretary Singh; Senior Executive Advisor to Teijin Ltd. Yamagishi; and NPC Director General Vasudevan APO/Sayuri Watanabe

Yamagishi said the fair was “the perfect opportunity for both the GPAC and the Indian business community to work together for a better environment for future generations.” When Secretary-General Takenaka spoke from the podium decorated with APO-orange roses, he noted that India was already the second-largest economy in the APO region and predicted that the 2011 EPIF would have a greater impact than previous fairs. In concluding, he thanked all involved in working for its success, including the DIPP, other Indian ministries and agencies, NPC, and GPAC.

While in India Secretary-General Takenaka made a round of courtesy calls on ministries and other stakeholders, including one to HE Anand Sharma, Minister of Commerce and Industry, and HE Dr. Farooq Abdullah, Minister for New and Renewable Energy, to ensure the widest possible cooperation in the EPIF 2011. ☺

Finance goes green

Traditionally, financial institutions were reluctant to seek business opportunities in the environmental field. But times are changing. Amid heightened global awareness of environmental issues, banks, asset management funds, and insurance companies are adjusting their approaches. There is stronger demand for institutions to devise products that address concerns about the environment. Japan attracted considerable international attention in 2009 when former Prime Minister Yukio Hatoyama announced a target greenhouse gas emission reduction of 25%, in comparison to 1990 levels, by 2020.

Increasing numbers of private companies have become proactive in the area of corporate social responsibility (CSR), and CSR has become a standard practice for the business community. On the receiving end, investors from advanced nations are more conscious of the need to contribute to funds with social benefits. Both organizations and individuals are beginning to think about reducing their environmental footprints. Amid these trends, various ecofinance products have been introduced on the market, such as ecocar loans, ecohousing loans, and ecoventure capital. Toyota Asset Management Company, Korea Investment Trust Management Company, and Mayban Unit Trust Berhad, Malaysia, are some of the numerous institutions that have created eco-specific funds. Ecofinance is related closely to social issues. It can be described as socially responsible investment integrating environmental, social, and governance factors with investment processes.

Studies have shown that Asia falls behind Europe and North America in ecofinance. In an attempt to develop potential ecofinance models applicable in the region to promote Green Productivity, a four-day study meeting was held in Taipei, 8–11 June 2010. The sessions focused on the status of ecofinance and its latest trends among APO member countries. The foundations of discussions were the APO's Jakarta Recommendations at the APO International Conference on Green Productivity to Enhance Competitiveness held in March this year in conjunction with the Eco-products International Fair 2010. The Jakarta Recommendations encourage: 1) financial institutions to devise strategic



Participants discuss the development of a potential ecofinance model during a group discussion session at China Productivity Center, Taipei 10 June 2010. Photo courtesy of CPC

responses and solutions to stimulate green growth and accelerate the creation of a low-carbon society; 2) prompt, full disclosure including global sustainability reporting for the evaluation of ecofinance projects; and 3) the APO to continue to call on its stakeholders to contribute to Green Productivity practices to achieve ecocompetitiveness and green growth in the Asia-Pacific region.

After intense discussions among the participants and resource persons, several potential ecofinance models were presented at the end of the meeting. These frameworks will be further refined for feasible adoption by member countries. ☺

Program calendar

October

Indonesia

Workshop on Approaches and Tools for Improving the Performance of Agribusiness SMEs, 4–8 October 2010.

▶ Objective: To enhance knowledge and skills in the management and operation of agribusiness SMEs and provide learning tools for consultants and extension officers.

▶ Participants: Managers of agribusiness/food-processing SMEs or agricultural cooperatives, NPO consultants, representatives of academia, or officers providing training and advisory services to agribusiness SMEs.

France

Study Mission to a Nonmember Country on Quality Management for Processed Food and Beverage Products, 18–22 October 2010.

▶ Objective: To study the quality management tools and techniques used by SMEs in the food industry in the EU, observe innovations in processed food and beverage products by visiting retail chain outlets and the Le Salon International de l'Agroalimentaire 2010 Food Exposition in France, and explore opportunities for exports of processed agrifood products.

▶ Participants: Executives and managers from agrifood-processing SMEs, senior officials of export promotion boards, relevant NPO staff, and officials involved in promoting exports of agrifood products.

USA

Study Mission to a Nonmember Country on Energy Efficiency and Renewable Energy, 25–29 October 2010.

▶ Objective: To learn the latest policies on energy efficiency and clean technology (clean tech) in California and obtain information on the best practices of venture capitalists and their investments in energy efficiency and the clean tech sector.

▶ Participants: Energy professionals, energy efficiency managers, energy specialists, and consultants.

Please contact your NPO for details of future APO 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.



New officer at Secretariat

As of 4 July, Sherman Loo began work as a senior program officer in the Secretariat Research and Planning Department. After receiving a Bachelor's degree in Engineering (Electrical) and Master of Science in Management of Technology from the National University of Singapore, Sherman utilized his engineering skills in the private sector for about eight years, developing TV products for the Asian market. That period included one year of research on digital TVs based in Strasbourg, France. He then moved to



APO/YF

SPRING Singapore, where he spent nearly 13 years specializing in SME and industry development, focusing on the retail, fashion, and furniture sectors. He was responsible for the development of an international furniture hub in Singapore and was involved in SPRING's pioneering business-matching program that helps local SMEs find international partners for expansion. Married with two children, Loo enjoys reading, running, golf, tennis, and other sporting activities in his free time. His favorite quotation, which he applies in both work and family life, is, "If you haven't tried, you haven't lived" from the movie *Meet Joe Black*. He aims to excel in his new role and launch high-impact productivity improvement programs that will make a difference for APO member countries. He looks forward to making new friends and assimilating quickly into the Japanese way of life.

APO/NPO Update

New APO Liaison Officer for Cambodia

Ms. Khun Rummyol, Chief, Research and Planning, National Productivity Center, was appointed new APO Liaison Officer for Cambodia, w.e.f. 5 July 2010.

New APO Director and Alternate Director for Indonesia

Mr. Abdul Wahab Bangkona, Acting Director General of Training and Productivity Development, Ministry of Manpower and Transmigration, and Dr. Reyna Usman, Secretary, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, were appointed new APO Director and APO Alternate Director, respectively, w.e.f. 30 June 2010.

New APO Director & NPO Head for Islamic Republic of Iran

The Secretariat was informed on 6 July 2010 that Dr. Ali Rezaian, Head, National Iranian Productivity Center, was appointed new APO Director and NPO Head for the Islamic Republic of Iran.

New Directors of Industry and Agriculture Departments in APO Secretariat

Ms. Setsuko Miyakawa, Acting Director, Industry Department, was appointed Director of the Industry Department, and Mr. Joselito Cruz Bernardo, Acting Director, Agriculture Department, was appointed Director of the Agriculture Department, w.e.f. 1 July 2010.

Administration & Finance Officer, and Senior Program Officer in APO Secretariat

Mr. Yoshikazu Kihira, Program Officer (Industry) was appointed Administration & Finance Officer, and Dr. Muhammad Saeed, Program Officer (Agriculture), was appointed Senior Program Officer (Agriculture), w.e.f. 1 July 2010.

Alumni bodies enhance knowledge sharing

The Productivity Association of Pakistan (PAP), the APO alumni body established by the National Productivity Organization, organized a training session for its members on Productivity Enhancement through Knowledge Sharing, 28 May 2010, to commemorate its first anniversary. The venue was the Islamabad Chamber of Commerce and Industry (ICCI), and the objective was to strengthen alumni networks and utilize the expertise gained by Pakistani participants in APO training projects. It was attended by ICCI Vice President Karim Aziz Malik, PAP President/NPO CEO Khawaja M. Yousaf, and PAP Secretary General Hasan Haider, along with more than 40 alumni members from various public and private institutions.

He stressed that for wider dissemination, knowledge sharing and the adoption of effective tools and techniques were needed to cultivate a culture of change for the improvement of all organizations.

Director Fatima Alvi, Alvi Corporation, while speaking on her experience as a participant in the APO project on Promotion of the Local Agrifood Industry Using the Industry Cluster Concept in Japan, presented a synopsis of the overall training course and highlighted the techniques and methodology introduced. She remarked, "Pakistan as an agro-oriented country has tremendous potential for devising tools for KM applications in agriculture at vital points." Dr. Mati-Ur-Rehman, Director of Quality Management Systems at Shifa International Hospital Islamabad-Pakistan, who had enrolled in the e-learning course on KM Concepts and Practices, discussed the KM framework, analysis of existing methodologies of KM implementation, and

their strengths and weaknesses through practical examples.

NPO of Pakistan staff member Noshaba Iftikhar, an alumna of the APO training course on Knowledge Management for NPO Trainers/Facilitators held in Bangladesh,

gave a presentation on advanced KM tools and introduced productivity techniques utilized by Asian leaders for increased industrial competitiveness.



PAP President Yousaf (R), flanked by ICCI Vice President Malik (2nd/R), speaks at a training session on Productivity Enhancement through Knowledge Sharing in Islamabad 28 May 2010. Photo courtesy of PAP

ICCI Vice President Malik appreciated the NPO and PAP for organizing such an informative session and hoped that they would both continue efforts to promote a productivity and quality culture in Pakistan. In concluding the first anniversary session, PAP President/NPO CEO Yousaf congratulated the PAP team on successfully completing one year of operations. He added that the NPO endeavored to provide opportunities to attend APO training courses and hoped that replication programs under the PAP would broaden the productivity and quality movement in Pakistan. 🌀

Contributed by PAP Coordinators Ms. Nadia Masood and Mr. Iftikhar Ali, NPO Pakistan



NPS of Sri Lanka introduces productivity concepts at household level

Strengthening of the National Productivity Secretariat (NPS) of Sri Lanka in 2002 under the Ministry of Labour Relations and Manpower (now the Ministry of Labour Relations and Productivity Promotion) was a turning point in the productivity promotion campaign in the country. By 2001, the main focus was on the manufacturing and service sector, and most productivity concepts were introduced for the private sector. From 2002, productivity concepts were to be disseminated in four streams as mentioned in the Productivity Policy, the private sector, public sector, school sector, and community (household) level, which covers all facets of society. However, it was a challenging task for the NPS as it had to struggle with very limited resources.



An NPS staff member provides training on Household Productivity Development to the villagers of Dambulla May 2010. Photo courtesy of NPS

However, during the last seven years, the NPS has been able to make substantial changes in the public, private, and school sectors. Many private and public organizations and schools have made noteworthy achievements by introducing productivity concepts such as 5S, kaizen, quality

circles, Green Productivity (GP), etc. 2010 is another milestone for the NPS as it has initiated a program to introduce productivity practices at the household level based on the positive interest shown by the public after the introduction of a few pilot projects in 2009. The latest program was initiated in the Dambulla division of Sri Lanka last May.

Under this project, villagers are educated, guided, and supervised in easy productivity concepts such as good housekeeping (5S) and kaizen. GP practices are also introduced to encourage green gardens and to apply the 3Rs, which will make a substantial contribution to minimizing resource waste and in turn lead to lower costs for family units. In addition, good ethical practices are introduced and encouraged to improve the values of family members. Home gardening is another main component of this project, and organic fertilizers are expected to be used.

The ultimate long-term objective of this project is to form productive family units. The participation of all family members will make this project successful. In particular, with the participation of children in families, an excellent workforce will be developed who can contribute to the economic, social, and cultural development of Sri Lanka. The NPS plans to select the best household units to receive appreciation rewards, as is already practiced for the private, public, and school sectors. 🌀

Contributed by Director Upali Marasinghe, National Productivity Secretariat, Sri Lanka