



APO NEWS

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p. 5, Study mission, Germany



p. 6, BCBN, Japan



p. 8, Training course, South Africa

50th WSM convened in Manila

The 50th Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs), the annual program planning meeting of the APO, was held at the Edsa Shangri-la Hotel in Manila, the Philippines, 20–22 October 2009. The WSM brought together 56 NPO and Agriculture delegates and their advisers. It was also attended by two observers, from the Colombo Plan Secretariat, Sri Lanka, and Productivity SA, South Africa.

The WSM was assigned to undertake two major tasks: finalizing the APO program plan for 2010 and reviewing the proposed priority projects for 2011–2012. The WSM's role in project prioritization started with the new budgeting system that came into effect in 2009. After review at the WSM, the list of the priority projects will be revised and submitted to the Governing Body Meeting (GBM) to assist the APO Directors in considering the total membership contributions for the coming biennium. The prioritization exercise was conducted at the two concurrent Strategic Planning Sessions, by the Industry and Service Committee and the Agriculture Committee, respectively.

The Industry and Service Committee was chaired by NPO Delegate from Thailand Dr. Phanit Laosirirat with Sri Lanka's NPO Delegate D.L. Kumaradasa assisting him as rapporteur. Philippine Agriculture Delegate Salvador S. Salacup chaired the Agriculture Committee session, with Bangladesh Agriculture Delegate Md. Jamsher Ahmed Khandker as rapporteur. Both committees confirmed the hosting of the projects for 2010 and endorsed the proposed priority of projects for the 2011–2012 biennium. They also agreed that the necessary modifications to be presented to the GBM would be entrusted to the Secretariat, taking into consideration the comments and suggestions made at the meeting. Other major items on the agenda included a statement by the Secretary-General (*see page 2*) and country presentations by NPO and Agriculture delegates to provide suggestions on the roles of the APO in relation to its coming golden jubilee and possible directions over the next decade.



Secretary-General Takenaka (R) thanking Executive Secretary Ermita (L) for his keynote address



Plenary Session Chair Kalaw (L) and Vice Chair Dr. Phanit (R)

The WSM delegates were welcomed by President Antonio D. Kalaw, Jr., Development Academy of the Philippines (DAP), the host of the meeting. Kalaw, speaking on the two tropical storms that struck Metro Manila and Luzon Island two weeks ago, stated that, "Calamities like this bring out the best in everyone as the *bayanihan* spirit or volunteerism surfaced through the outpouring of help not just from fellow Filipinos but from people in other countries around the globe." APO Director for the Philippines Margarita Songco, Deputy Director-General, National Economic and Development Authority, delivered the opening address. She recognized the APO's contributions to productivity and praised its current efforts to "address the particular needs of member countries." The meeting was graced by Executive Secretary to the Office of the President Eduardo

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Summary of Secretary-General's statement

Secretary-General Shigeo Takenaka began his statement to the 50th Workshop Meeting of Heads of NPOs (WSM) by conveying sincere gratitude to the Government of the Philippines for its generous support and cooperation in hosting the meeting, singling out Executive Secretary Eduardo Ermita for gracing the inaugural session and delivering the keynote address, APO Director for the Philippines Margarita Songco, and Development Academy of the Philippines (DAP) President Antonio D. Kalaw, Jr., for particular appreciation. The Secretary-General remarked that it had been a “hectic year” for the Philippine NPO, since the DAP had also hosted the Eco-products International Fair (EPIF) in March.

Takenaka pointed out that the 50th WSM was expected to finalize the APO Program Plan for 2010, reconfirm the hosting of projects, and report the schedules to enable the Secretariat to start preparations. He warned, however, that “given the persistent yen appreciation, more adjustments, probably by taking a few projects off the list” may be needed. The Secretary-General pledged that the priority would still be to maximize benefits to member countries.

Another important task was reviewing the proposed priority list of 2011 and 2012 projects to assist Directors in determining total membership contributions for the next biennial budget at the Governing Body Meeting (GBM) in Kuala Lumpur. The same procedure was to be followed as at the Hanoi WSM in 2007, when prioritization criteria were new topics, contents, or outreach; proposed at the GBM/WSM; proposed by resource persons and participants; and supported by the survey results received from member countries. The Secretariat had added two additional criteria this year: projects that member countries are committed to hosting; and training courses, explained the Secretary-General. “APO resources are limited, especially with the constraints resulting from the global financial crisis continuing to affect member countries. Therefore, it is gratifying to see member countries volunteer to host APO projects and bear all local implementation costs in a genuine spirit of mutual cooperation. Under the current circumstances, we believe that we should make the most of their generosity,” he added.

The Secretariat emphasizes training courses because of their tangible, measurable contributions to member countries. Takenaka recalled that, “In



Secretary-General Shigeo Takenaka

2004, we had a combined total of 64 seminars, symposiums, and workshops on various topics but only 12 training projects. While I do not deny the usefulness of the former three, they were simply too numerous.” He gradually made training courses the main vehicle for imparting skills and knowledge and by 2008, seminars, symposiums, and workshops totaled 24 and training courses, including e-learning, also totaled 24. In quality terms, training courses now include examinations to gauge learning, courses leading to certification are offered, and manuals, which are available on the Web site, are published to accompany many.

“..we must think ahead and explore new actions to make our organization more effective and relevant in the next half-century.”

Secretary-General Takenaka then summarized achievements since joining the APO in 2004, focusing on efforts to: 1) enhance the capacity building of NPOs; 2) take advantage of new opportunities provided by IT; and 3) undertake more projects that generate visible, measurable impacts. To enhance the capacity building of NPOs, the emphasis had shifted from Category A to Category B projects, he said. “Delays in achieving this had been criticized either directly or indirectly at both GBMs and WSMs until just a few years ago. I am very glad that the issue has been settled in a way that satisfies the needs of member countries,” Takenaka stated.

Two new initiatives bolster Category C projects: in-country programs for developing productiv-

ity professionals; and two-tiered projects. Three pilot in-country projects were held in IR Iran, India, and Pakistan in 2008, similar ones in Fiji, Indonesia, and Cambodia this year, and others are scheduled toward the end of 2009 for Thailand, Lao PDR, and Bangladesh. Thus, by the end of this year, more than 200 productivity practitioners, 60% from NPOs, will have been trained.

Two-tiered projects combine a multicountry project with follow-up national programs in member countries. The APO first experimented with this in 2006 in a project on energy efficiency and renewable energy for SMEs organized jointly with the ASEAN Foundation, when a regional training workshop was followed by national seminars in five ASEAN members. In 2007, the idea was tested with a One Village, One Product movement project in the Mekong region financed with a special cash grant from the Government of Japan. After those successful experiences, the two-tiered scheme was officially launched in mid-2008 with three multicountry projects followed by nine national-level follow-up programs in 2009, attended by 464 participants. Nine to 12 national-level training courses as follow-ups are planned for 2010, noted the Secretary-General.

“The second area I would like to report on is our initiative to make full use of IT. Our star performer here is e-learning courses,” said Takenaka. While acknowledging that some member countries had been “caught off-guard” at first as they were unfamiliar with the new mode, acceptance quickly followed because e-learning attracts numerous participants impossible to reach otherwise. In 2008, the APO organized five e-learning courses, each in three phases involving five countries in the same or neighboring time zones. Theoretically 1,500 participants can be trained annually; the figure for 2008 was around 1,450.

Expressing his pride in the contents and delivery of e-learning courses, Secretary-General Takenaka credited APO officers for developing “a successful recipe for interactive, lively e-sessions” blending lectures by experts with observational visits to local facilities, group discussions, and country presentations, followed by face-to-face courses on advanced versions of the topics. A total of 331 participants from 14 member countries enrolled in the e-learning course on energy auditing conducted earlier this year, of whom some 60% were from the private sector. Almost 95% rated the course as

either “as expected” or “more than expected,” despite occasional technological glitches.

The third area addressed by the Secretary-General was efforts to generate visible, measurable impacts. He believed that the EPIFs had contributed more to the visibility of the APO and host NPOs than any other project, with the latest in Manila attracting more than 80,000 visitors. Takenaka cited the *APO Productivity Databook* series as an important breakthrough in providing comparable productivity data on member countries. “We are continuing to make improvements in its methodology and coverage and will soon release the Asian Growth Map on the APO Web site which will give the most updated quarterly growth statistics on member countries’ GDP. We are hoping that the data will provide useful information for analyzing regional growth and identifying potential investment opportunities,” he reported. To strengthen the institutional capacities to compute total factor productivity, the Secretariat is now assisting the Mongolian Statistics Office, with previous such missions sent to Indonesia and Fiji. “When all these efforts bear fruit, their impact on member countries will be significant,” predicted Takenaka.

The Secretary-General was pleased to note that since 2004, the number of projects on food safety and number of participants had increased substantially in response to member countries’ concerns. He expected that participants attending the 50 related projects from 2004 would surpass 1,600 by the end of 2009. After hiring an expert on food safety with five years of experience at the Codex Alimentarius Commission as a Secretariat Agriculture Department program officer this year, he was confident that the APO’s impact on member countries in this area would increase.

Project impact evaluation and the pilot center of excellence (COE) were still very new and the results had not been confirmed, Takenaka granted. However, the evaluation team’s tentative findings show that APO projects generally benefited participants, their departments, and their organizations, as presented in another session. A two-year plan for a pilot COE on business excellence in SPRING Singapore was in place, a database of experts on business excellence

and quality awards was being compiled, and the Secretariat was conducting a survey on the impact of quality awards on business. “With the cooperation of all interested parties, I am sure that we will see good results soon,” the Secretary-General anticipated.

“In my first appearance as Secretary-General at the GBM in Tokyo back in 2005, I emphasized the need to strengthen ties with other international or productivity-related organizations. In line with this thinking and in search of new knowledge and insights, we have increased the number of study missions to North America and selected countries in Europe,” commented Takenaka. He pointed to good working relationships with the OECD and ADB and the new relationship with PAPA and other organizations in Africa, but added that, “Looking back at our record, I cannot help feeling that we could have done more.” He hoped to explore that possibility during the rest of his second term.

Many of the initiatives the Secretary-General described were only two or three years old, partly because under the two-year rotating budget system many new initiatives could not be introduced until projects proposed two years earlier were completed and partly because organizational and administrative reforms took precedence earlier. Takenaka allowed that there was room for improvement in the initiatives and therefore hoped that for another two years or so, the main features of program composition would not change. Those initiatives originated from ideas expressed at WSMs and GBMs, including shifting emphasis from Category A to Category B and C projects and making more use of IT. “The point I want to make,” emphasized the Secretary-General, “is that WSMs as well as GBMs have been a source of good ideas and inspiration for all of us in the APO and particularly for the Secretariat.”

Secretary-General Takenaka concluded his report by reminding all delegates of the 50th anniversary of the APO in 2011: “That means that we must think ahead and explore new actions to make our organization more effective and relevant in the next half-century. I am sure that this WSM will provide a good opportunity to share views among yourselves and with the Secretariat on this issue.”

Asian Quarterly Growth Map available on Web site

The Research and Planning Department has been conducting a major productivity measurement research project, the Productivity Database, since 2007. Over the past three years, the APO in collaboration with Keio Economic Observatory of Keio University has accumulated substantive data on important economic indicators of productivity and growth for its member countries.

The APO is happy to announce that the Asian Quarterly Growth Map (AQGM) has been launched on the APO Web site to share the APO Productivity Database research results with the public. The AQGM provides useful economic growth information on APO member countries



in comparison with other countries in Asia and beyond through updates on the latest real quarterly GDP growth. The information reflects growth opportunities in the constantly changing global economic context. The AQGM also includes macroeconomic indicators extracted from data collected for the *APO Productivity Databook*, including labor productivity growth, annual GDP growth, annual consumer price index changes, and real income. Graphics allow viewers to understand short-term quarterly growth trends of the selected economies quickly, easily, and clearly.

Enjoy analyzing the growth trends in your country and elsewhere on the AQGM at <http://www.apo-tokyo.org/AQGM.html>.



Productivity methodologies, tools, and techniques

Work sampling—Kok Seong Lee

Work sampling is a widely used basic industrial engineering technique designed to determine the rate of occurrence of a certain activity through random or fixed-interval observations. It can be applied in manufacturing, service, and office operations to a group of workers and/or machines. Analysis of the data collected will show how well the workers and machines are utilized and help to identify areas for improvement.

Work sampling is used to:

1. Determine the time spent by each worker or machine on productive or nonproductive activities such as delays or interruptions during working hours; and
2. Establish a standard time for each manual task or operation. The standard time can be used for manpower planning, work distribution, production planning, and costing, among others.

When carrying out a work sampling study, a sufficient number of observations must be made to ensure that the results accurately reflect the work performed. The following statistical formula is used to help determine how many observations should be made:

$$N = \frac{4 p (100-p)}{A^2}$$

where p is the estimated percentage of time spent on the activity, A is the limit of error expressed as a percentage, and N is the number of observations to be made. For A in most situations, a 95% confidence limit with a $\pm 3-5\%$ limit of error is required. Observations should be recorded over a period of days or weeks so as to reduce work variations during the period of study.

General steps for conducting work sampling are:

1. Define the purpose.
2. Define the activities.
3. Conduct a pilot study.
4. Determine the number of observations.
5. Establish a time period for the study.
6. Determine random observation times.

7. Conduct observations.
8. Perform analysis and evaluation.
9. Take corrective actions and follow up.

Case study

Work sampling was used to determine the productivity of a fruit juice production line of a beverage manufacturing company. The activities of 24 workers and technicians were observed for five continuous workdays over two shifts. The results, based on 2,200 observations, showed that on average, the workers spent only 50.2% of their working time on productive activities. They spent a large proportion of their time on unproductive activities such as waiting for materials or performing tasks that were not related to their work. The average overall equipment effectiveness (OEE) of the production line was only 32%.

The study revealed that the low worker utilization rate and OEE were mainly due to the long setup time for the production line and stoppages such as machine downtime and other delays due to poor planning. After a detailed analysis of all the contributing factors, an action program including rearrangement of the work sequence, elimination of all unnecessary activities, and standardization of work procedures was drawn up and implemented. As a result, the OEE of the production line was increased by 24% to 56% and the total crew size was reduced from 24 to 15 workers for the two shifts.



Contributed by Managing Director Kok Seong Lee, QMC Resources Center Sdn. Bhd., Malayisa, resource speaker for the APO training course on the Development of Productivity Practitioners: Basic Program.



available on its Web site (www.apo-tokyo.org).

To provide easy reference to productivity-related terms including methodologies, tools, and techniques, the APO developed the p-Glossary,

Common sense talk

“They may forget what you said, but they will never forget how you made them feel.”

Carl W. Buechner

“I try to get them [employees] to think beyond addressing the immediate task to how we may help this client be more competitive in a globalized world. They see I love thinking about the issue, they start thinking creatively, they imagine their work having a big impact—and they see the link between this future and what’s right in front of them.”

Kris Gopalakrishnan

“Stressing output is the key to improving productivity, while looking to increase activity can result in just the opposite.”

Paul Gauguin

“We in South Asia are custodians of an ancient civilization and a rich heritage. The South Asian tapestry is a wonderfully vibrant and colorful weave of races, religions, ethnic communities that bear testimony to the great variations of history which the region has experienced.”

Shaikat Aziz

Private-public partnership in the 3Rs

As a part of its Green Productivity (GP) initiatives, the APO, in collaboration with the Japan Productivity Center, organized a workshop on *The 3Rs in Japan*, 28 September–2 October. It was the fourth of its kind to impart knowledge of 3R approaches and their applications in Japan and the region. The following article was contributed by one of the 18 workshop participants from 14 member countries, Chief Strategist of Kairos Management Technologies Reylito A.H. Elbo, the Philippines.



Reylito A.H. Elbo

The fundamental relationship between the 3Rs (reduce, reuse, and recycle) and sustainability deserves special attention. If the 3Rs are the “trees,” sustainability is the “forest.” The United Nations defines the 3Rs as a strategy to “meet the needs of the present without compromising the ability of future generations to meet their own needs.” The recent APO workshop in Japan demonstrated strategies for

implementing the 3Rs not only as a profitable business undertaking but also as a crucial tool to protect the environment, which is a clear case of ensuring corporate profit with honor. Workshop participants learned the following.

First, Japan has many specific, focus-oriented national regulations designed for easy implementation of the 3Rs, unlike the watered-down versions in many countries. These include the Promotion of Recycling of Containers and Packaging Law, Home Appliance Recycling Law, Food Recycling Law, Construction Waste Recycling Law, End-of-Life Vehicle Recycling Law, and Green Purchasing Law.

Second, a 3R program is best implemented through a comprehensive “resource recycling model plant” comprising a private recycling plant, privately financed thermal recycling plant, landfill sites, and research facilities. These are clustered to achieve both economy of scale and efficient recycling. This was evident at the Sai-no-Kuni Resource Recycling Factory, where thermal recycling by Orix, food waste recycling by I’ll Clean Tech, and recycling of fluorescent tubes by Um-Welt Japan are integrated.

Third, another good business model is the integrated operation of recycling facilities at Re-Tem Corporation, which performs “urban mining” of used metal and electronic/electrical equipment. Used products are disassembled to recover materials. Re-Tem is known as the cost-effective operator of the Japan Recycle Improvement Committee established in 1998.

Fourth, many Japanese organizations practice “design for the environment,” and Mitsubishi Electric collaborates with those efforts to reduce toxic elements and waste. Mitsubishi Electric also established 48 Hyper Cycle Systems plants nationwide for end-of-life home appliances and office equipment. These plants, including the one in Chiba prefecture visited by participants, show the 3Rs in action with maximum recovery and reuse coupled with safe disposal.

In all these examples, it was easy to identify the formula for success: strong private-public partnership. Without this, 3R initiatives cannot contribute to the ultimate goal of sustainability. ☺

50th WSM convened in Manila

(Continued from page 1)

R. Ermita, who delivered the keynote address. Executive Secretary Ermita greeted the delegates by saying, “Let me welcome our foreign delegates to our beautiful country, which typhoons, floods, or landslides can never deter from asserting itself as a strong and productive nation and people.” In his speech, Executive Secretary Ermita stressed the importance of public-sector productivity and introduced efforts and accomplishments of the Philippines in this field. The meeting elected Kalaw and Dr. Phanit as Chair and Vice Chair, respectively, to lead the discussion at the plenary sessions.

Along with a report on the evaluation of 2008 projects, the Secretariat made special presentations on four topics: the newly revised prioritization criteria for the 2011–2012 projects; knowledge management initiatives; the individual observational study mission program; and the two-tiered project approach. The concurrent strategic planning sessions were conducted on the second day.

On the final day, before the closing session, delegates visited Philippines Cut Flower Corporation (PCFC), the largest single grower, wholesaler, and supplier of premium roses in the Philippines, located in Tagaytay City, 55 km from Manila. After touring one of the PCFC greenhouses, the delegates heard a presentation on PCFC’s business strategy, focusing on its successful e-commerce activities. On the return to Manila, the delegates took the opportunity to view Mt. Taal, at 400 m the smallest active volcano in the world, and visited the nearby DAP Conference Center and Hostel, which sits on a 4.8-ha site ideal for live-in training courses, seminars, and workshops.



Industry and Service Committee at the Strategic Planning Session

In his closing statement, Secretary-General Shigeo Takenaka listed the major achievements of the WSM and confirmed the follow-up to be conducted by the Secretariat. Regarding the 2010 projects, he stated that, “There was no mistake that member countries demonstrated their preparedness and firm commitment to host the projects assigned to them, for which I am truly grateful and much encouraged.” Discussing 2011 and 2012 projects, he mentioned that “our prioritization exercise at the present WSM has helped to stabilize the biennial budgeting system.” He cited it as an important achievement and attributed it to delegates’ active participation and unfailing support and cooperation. Secretary-General Takenaka concluded his statement by conveying sincere appreciation to DAP President Kalaw and his “ever cheerful staff members,” who made the meeting a great success. ☺

Energy efficiency in Germany

Energy efficiency is the key to sustainable development and national energy security. Awareness of this and increasing energy demand in the Asia-Pacific region led the APO to organize several projects on energy management and energy efficiency. The most recent was an observational study mission to Germany on Energy Efficiency, 27 September–1 October, in collaboration with Adelphi Consult GmbH. Twenty-five energy professionals from 13 member countries attended along with APO expert Arvind K. Asthana. Twelve presentations and nine site visits were packed into the five-day mission. Each demonstrated energy efficiency initiatives in Germany and dealt with the introduction of governmental policy and support, best practices of energy efficiency in industries and buildings, and renewable energy applications by public and industrial facilities and institutions.

The importance of governmental intervention and support for improving energy efficiency was underscored by a presentation from Energy Efficiency Policy Division Deputy Head Michael Schütz, who explained Germany's short- and long-term energy policy with various laws, directives, regulations, and incentive programs. The visit to the Federal Environmental Agency showed the German government setting an example in energy efficiency. The agency's headquarters were designed to maximize energy conservation and air hygiene. The construction materials and design reduce electrical consumption with the use of natural light, energy-efficient work and cooling systems, and waste heat.

Other site visits provided concrete examples of best practices in energy systems and infrastructure. At the Berlinbiotechpark industrial complex, the utility system is centralized around a common cogeneration plant, wastewater treatment, and security system. The utility cost reductions benefit every company in the park. At UFA Fabrik, an 18,000-m² international cultural center, an innovative ecology system includes rainwater collection for water and toilet use, a solar system producing 53 kW, wind turbines producing 700 kW, a combined heat and power plant, and green rooftops. Evangelic Hubertus Hospital is a Friends of the Earth's Energy Efficiency Award winner for its outstanding contribution to energy savings and climate protection in the medical sector.



Examining a model of the energy system of Berlinbiotechpark

Reward requirements include a 25% CO₂ reduction in the past five years, continuing reduction in energy consumption, and energy management.

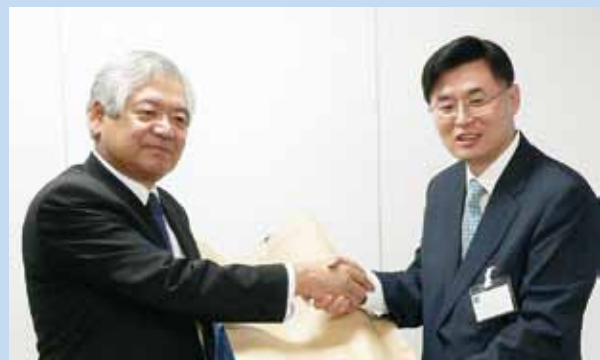
The mission also provided an introduction to new ideas and technologies. At Puls Energy House, participants toured an energy-efficient demonstration house equipped with vacuum insulation, fresh air circulation, and passive cooling from the rooftop. Martin Pool of Pool Architekten gave a presentation on design and technology, and the need for zero-energy buildings was appreciated by all participants. At Humboldt University's Physics Institute, Project Coordinator Marco Schmidt explained the technical details behind rainwater management and adiabatic cooling systems.

"What touched me most was the basic fundamental success factors in all these practices and activities. This embodies the German people's passion for living in a sustainable environment," commented Chairman Luk Chau Beng, Institution of Engineers, Malaysia. Participants were advised to establish future strategies and action plans for applying these best practices in the Asia-Pacific context. ☺

Korean observational study mission to Japan

Six middle and senior managers and consultants from the Korea Productivity Center (KPC) visited Japan to study recent developments and best practices in industrial training and educational organizations, 5–7 October. The visit was conducted as part of the Individual-country Observational Study Mission initiative, in which the APO assists NPOs in capacity building and competitiveness enhancement by learning best practices from other member countries. The mission, led by Executive Director for Human Capitalism Management Sang Chul Yeo, learned about Japanese practices and recent trends in management training and education programs from the Japan Productivity Center (JPC). The JPC also arranged visits to the Japan Management Association, Price Waterhouse Coopers HRS Co., Ltd., and NEC Learning, Ltd.

The mission members also paid a courtesy call on APO Secretary-General Shigeo Takenaka on 7 October. During their visit, the Secretary-General explained the APO's efforts to improve its training courses along with their key features and implementation procedure. "It was a great opportunity for us to learn the current trends and practices of Japan in the area



JPC President Tsuneaki Taniguchi (L) and Yeo (R)

of industrial and management education. It also helped me have a better understanding of the roles and functions of the APO. I think that this program was possible thanks to the close network of the KPC and JPC under the umbrella of the APO, which makes extra efforts to promote close alliances and cooperation among member countries," commented Yeo. ☺

Program calendar

January

Japan

APO Forum for Promoting Entrepreneurship in Asia, 13–15 January 2010.

► Objective: To examine the concept of entrepreneurship and keys to successful entrepreneurial activities and identify the needs of young entrepreneurs wishing to start new businesses to promote economic development and productivity growth in Asia.

► Participants: Young people involved in entrepreneurial activities and potential young entrepreneurs with concrete business plans for start-ups.

Malaysia

Workshop on Public-sector Performance Management, 19–28 January 2010.

► Objective: To train trainers in the practical adoption of the integrated result-based management system for public organizations.

► Participants: Management-level public-sector professionals and those involved in budget and performance management systems including good governance and NPO consultants for the public sector.

IR Iran

Workshop on the Participatory Approach to Water Resources Management in Agriculture: Participatory Irrigation Management, 23–28 January 2010.

► Objective: To enhance understanding of current trends in participatory irrigation management (PIM), assess recent developments in PIM in member countries, and identify impediments to the wider adoption of PIM and ways to overcome them.

► Participants: Those with a reasonable knowledge of PIM and irrigation-related issues.

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 Alternate Director for India

Ms. Anjali Prasad, Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India, was appointed new APO Alternate Director for India, w.e.f. 8 October 2009.

New Director and Alternate Director for Mongolia

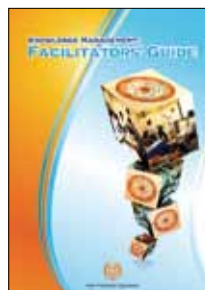
Mr. Yamaaranz Erkhembayar, Chairman of the Board of Directors, National Productivity and Development Centre of Mongolia, and Dr. Sharav Munkhtseren, Director, Public Administration and Management Department, Ministry of Social Welfare and Labour, were appointed new APO Director and Alternate Director for Mongolia, respectively, w.e.f. 14 September 2009.

New Director for Pakistan

Mr. Abdul Ghaffar Soomro, Secretary, Ministry of Industries and Production, was appointed new APO Director for Pakistan, w.e.f. 7 September 2009.



New APO publications

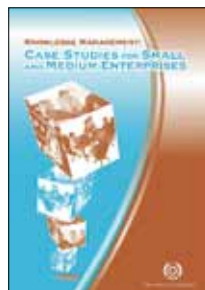


KNOWLEDGE MANAGEMENT: FACILITATORS' GUIDE

APO 238 pp. September 2009

ISBN: 92-833-2402-1 (print edition)

ISBN: 92-833-7087-2 (e-edition)



KNOWLEDGE MANAGEMENT: CASE STUDIES FOR SMALL AND MEDIUM ENTERPRISES

APO 72 pp. September 2009

ISBN: 92-833-2403-X (print edition)

ISBN: 92-833-7088-0 (e-edition)

Recruitment announcement

The APO is seeking a highly qualified Program Officer in the Industry Department of its Secretariat. Candidates must have demonstrated competency in a similar position, be enthusiastic about improving productivity in the Asia-Pacific region, take a comprehensive strategic viewpoint, and have a strong sense of responsibility. We welcome those with experience in the productivity movement who enjoy working with various nationalities from different cultural backgrounds.

Candidates must be citizens of APO member countries, in excellent health, and preferably between 30 and 40 years of age. Salary will be commensurate with qualifications and experience, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on fixed-term basis for two years and renewable thereafter upon mutual consent.

Please send your curriculum vitae together with a recent photo (4 cm × 5 cm) and a short statement in English explaining why you are applying and how you are qualified for the post. Applications must reach the APO Secretariat by **20 November 2009** via postal mail or e-mail. Only those who are short-listed will be contacted.

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

Phone: 03-5226-3923

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e-Mail: job-2009A@apo-tokyo.org

Please visit the APO Web site at www.apo-tokyo.org for information on the mission and work of the organization.

Nurturing productivity practitioners in Africa

The Roundtable Conference for the Promotion of the Productivity Movement in Africa held in Sandton, South Africa, in August 2006 set the stage for the productivity partnership between the APO and the Pan African Productivity Association (PAPA). Since then, the APO, with financial support from the Japanese government, has supported productivity movement activities in Africa by sharing and transferring its knowledge and expertise through various means. One important program is the training course on Development of Productivity Practitioners: Basic and Advanced.

“The course’s main objective is to equip NPO consultants and trainers with productivity improvement techniques and tools to develop their competencies in the promotion and application of these techniques in organizations and industries,” explained Secretariat Industry Program Officer Md. Zainuri Juri. Zainuri recently conducted the basic training course in Johannesburg, South Africa, 7 September–2 October. “With the completion of this course, we have conducted four in total, three basic and one advanced, for around 130 participants. The second advanced course is scheduled for early next year,” he noted.

Acting Chief Executive Officer Bongani Coka of Productivity SA, the host organization, described it as “an initiative that brings Africa and the Asia-Pacific together.” Coka also mentioned that the successful strategic partnership had greatly contributed to capacity building and the successful revival of the productivity movement in Africa, something desperately needed for the socio-economic development of the continent.

The APO deputed five resource speakers from India, Malaysia, the Philippines, and Singapore to impart fundamental productivity knowledge to the 28 participants from the six PAPA member countries Botswana, South Africa, Kenya, Nigeria, Zambia, and Mauritius. The four-week course was designed to teach numerous basic productivity tools and techniques as well as concepts



Participants displaying the results of a team-building exercise

and activities. The highlight of the course was a four-day in-plant diagnostic practice that included an onsite survey, observation, and problem analysis, with recommendations provided at the end of the course. Participants divided into two groups to conduct productivity diagnosis at two selected companies: Ogilvy’s Conference and Lodge; and Sheltered Employment Factories, a garment factory that employs people with disabilities. The managers of those companies were invited to the presentations of the analysis and appreciated the suggestions and recommendations made.

“The in-plant diagnostic exercise was a culmination of all that had been taught in the course. It was a very interesting part of the course in that I was also able to apply what I had learned in a real-life situation,” commented Senior Occupational Assessment Officer Katembu Nkanza Kaumba, National Productivity Development, Zambia. “I would like to play a major role in raising awareness on the basic concept of productivity starting with my department and ministry,” she added in describing her plans after the course. ☺

People behind the scenes:

JPC team of the APO workshop on The 3Rs

When asked the most impressive thing they had learned from APO projects held in Japan, nine of 10 participants spoke of the unique Japanese work culture and attitude. “Ownership, artisanship, and a strong sense of responsibility” are some descriptions participants use when identifying the key factors underlying successful companies and practices. One of the best places to witness these virtues in action is at the NPO of Japan, the Japan Productivity Center (JPC).

Participants in a recent APO workshop on The 3Rs (Reduce, Reuse, and Recycle) held in Japan, 28 September–2 October, witnessed firsthand the Japanese pursuit of excellence combined with strong teamwork from staff members of the JPC, the implementing organization of the workshop. Thus, this month’s heroes described in People Behind the Scenes are the JPC team who successfully completed the workshop with more than 70% of participants evaluating it as “exceeding expectations.” The team members are Sayaka Harada, Toshifumi Arimori, and Yoshimi Izumi, all of whom belong to the JPC’s International Cooperation Department.

“A key objective of the workshop was to provide participants with the opportunity to learn the best practices of the 3Rs in Japan. Therefore, we had many Japanese speakers and site visits. The excellent coordination and physical arrangements of the JPC team ensured that the project was

successful,” commented the APO officer in charge of the workshop.

The workshop also demonstrated the strong teamwork of JPC staff. The planning and preparations for the workshop were conducted by Arimori, Harada was responsible for implementation and evaluation, and Izumi provided overall assistance. The sharing of information, roles, and responsibilities during the entire process was achieved in a highly professional manner. “The job has been completed flawlessly,” commented an APO Secretariat staff member.

Harada humbly attributed the success of the seminar to its active participants. “The seminar participants were very enthusiastic and always asked a lot of questions. Most of the companies we visited were very pleased with their enthusiasm and passion and offered to host another visit next year.” Harada, mentioning “a sense of humor” as the strength and special feature of the JPC team, added that, “We feel rewarded when we hear about the tangible actions taken and achievements made by participants after returning to their countries.” If you saw their sincerity and passion at work, you would realize that she meant it. ☺



(L-R) Harada, Arimori, and Izumi