



APO NEWS

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p. 5, Demonstration project, Thailand



p. 6, Study mission, France



p. 6, Workshop, Singapore

Cambodia hosts 49th WSM

Siem Reap, the second-largest city in Cambodia, played host to the 49th Workshop Meeting (WSM) of Heads of National Productivity Organization (NPOs), 21–23 October 2008. The workshop meeting brought together 54 delegates and advisers from 19 member countries. Two observers, from the United Nation's International Labor Organization Subregional Office and Embassy of the Union of Myanmar in Cambodia, also attended.

The WSM is the forum to discuss APO program planning, and this year's had ample time to deliberate on emerging needs of member countries stemming from country reports by the NPO and agriculture delegates as well as other inputs at the meeting. One such input was presentations by the Secretariat. As part of efforts to keep member countries informed of program initiatives undertaken to maximize both the benefits and impact of APO projects, Secretariat officers made four presentations covering the self-e-learning Balanced Scorecard course, in-country projects under DON Strategy and DON Implementation, APO productivity data and database project, and the APO food safety program.

The Strategic Planning Session, a highlight of every WSM, was another important venue where national representatives exchanged views on the program plans. This was divided into two concurrent sessions, one for the industry and service sector and one for agriculture. The meeting benefited from ideas and suggestions given during these sessions, and the lineup of projects for 2009 and 2010 was confirmed.



Dr. Praing (R) welcoming delegates



Industry and Service Committee session in progress

Pakistan's Agriculture Delegate Dr. Munir Ahmad as rapporteur. Each session began with an overview of the background and direction of projects by Secretariat departmental directors.

The delegates were cordially received by the Cambodian hosts, beginning with a welcome address delivered by Director Yea Bunna of the National Productivity Center of Cambodia (NPCC). Bunna warmly welcomed the guests before describing how Cambodia had achieved steady economic growth thanks to the Royal Government's effective policies. These policies were expected to enhance national competitiveness by adopting the best practices of APO member countries. Explaining the NPCC's role in promoting the productivity movement, Bunna said, "With the support of the APO as well as other international organizations, critical knowledge and information have been disseminated, especially among SMEs and local businesses."

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Summary of Secretary-General's statement

After welcoming all delegates, advisers, and observers to the 49th Workshop Meeting of Heads of NPOs in Siem Reap, the site of the magnificent Angkor Wat, APO Secretary-General Shigeo Takenaka expressed sincere gratitude to the Government of the Kingdom of Cambodia for its generous support and cooperation in hosting this meeting; Dr. Ith Praing, APO Director for Cambodia, for his strong leadership and support; and NPO Head Yea Bunna and his able staff for the excellent arrangements made.

The Secretary-General pointed out that the amount of total membership contributions for 2009–2010 had been decided unanimously at the last Governing Body Meeting (GBM) in Tehran and that the 2009 and 2010 program plans submitted to this WSM took into account suggestions made there, along with revisions by the Secretariat, which would be reviewed in detail at the strategic planning sessions. He therefore confined his statement to issues of particular importance to the APO membership, specifically new initiatives and innovations in program management: e-learning initiatives; in-country programs to strengthen NPOs; and research activities.

e-Learning was by far the most cost-effective way to deliver knowledge to a wide audience in the APO region, said Takenaka. World Bank platform-based e-learning courses conducted by the APO are usually in three stages, with each stage covering about five countries represented by an average 20 participants each. Each course thus covers 15 member countries, training a total of 300 participants. Last year, the APO organized three courses, training over 900 people. This year, three courses had already been completed and two more were ongoing, thus training more than 1,500 participants, Takenaka said. e-Learning courses also reach more participants from the private sector. In 2007, among the more than 900 e-learning participants, close to 40% were from the private sector. In the three completed so far in 2008, about 60% of the participants represented the private sector.

Every World Bank platform-based e-learning course was designed to be followed by one face-to-face project, attended by those who performed well in the e-learning course, explained the Secretary-General. But he acknowledged that as the number of good performers increased, it became more difficult to select only 20, the usual number of participants in regular face-to-face projects. Therefore, Takenaka reported that the APO was contemplating the possibility of adding more face-



Secretary-General Shigeo Takenaka

to-face follow-up projects or devising other means to address this issue.

After the successful launch of the first self-learning e-course on the APO Web site in 2006, self-learning activities expanded. Currently, six are offered online. But the Secretary-General found that a shortcoming of this method is that participants cannot be monitored or certificates issued upon successful course completion. "I am happy to inform you that from August this year we started a completely new type of self-learning course that will go a long way to minimize this drawback," he announced. "Moreover, it can accommodate as many as 2,000 participants within two years. It is hoped that this new modality will be exploited fully with the cooperation of NPOs." A presentation on e-learning initiatives was given later by the Secretariat's officer in charge.

The second area was DON Implementation based on the findings of the need assessment survey carried out last year under DON Strategy. In-country training courses had started for productivity and quality practitioners, the Secretary-General reported, as a novel way to strengthen NPO capacity. Three two-week programs had trained 75 practitioners in Pakistan, IR Iran, and India, of whom 50% were NPO staff. The Secretariat was now analyzing the results of the three programs to decide which countries should be covered next, whether to focus on specific topics such as Six Sigma or knowledge management (KM), and whether a two-week duration is sufficient, Takenaka noted, adding that there would be a separate presentation on DON later.

"In terms of research, the APO has been exploring new methods to strengthen its think tank role for the past two years," said Takenaka, mentioning collaboration with renowned academic institutions

or reputable international organizations to deliver high-quality research outcomes, as in the productivity databook project with Keio University, Japan. "One result of that research, for example, revealed that the purchasing power parity-based GNP of APO member countries had recently surpassed that of either the USA or the EU15," he revealed. A presentation on that topic was also given later.

Another example the Secretary-General cited was research on agricultural policies in selected member countries. Based on the recommendations of a working party meeting, a training course was organized in collaboration with the OECD to equip member country participants with knowledge of and skills in agricultural policy analysis. Cooperation with the OECD is continuing, with the aim of producing an accurate picture of the region's agricultural policies by the end of March 2009. "These research projects have some common features," Takenaka pointed out, citing that they are conducted over two years or longer to produce solid results; cooperation is sought from other organizations for complementarity; and they are supported by professionals in the field from member countries.

The Secretary-General then updated the WSM on recent measures to improve training courses, such as the introduction of a test at the final session, not only to check the performance of participants but also to determine the appropriateness of the curriculum, selection of resource persons, and overall effectiveness. "Contrary to the general perception that participants do not like tests, most seem to welcome opportunities to find out how much progress they have made," Takenaka pointed out. He also touched on courses that resulted in internationally recognized certification in collaboration with International Register of Certified Auditors-approved agencies.

Takenaka reiterated that the Secretariat's biggest challenge in ensuring the quality of projects is selecting qualified, willing participants. During the last Liaison Officers' Meeting in Tokyo, this issue was discussed at length. The Secretariat again stressed the need for NPO cooperation in nominating only qualified, suitable participants for APO projects.

The Secretary-General then brought up four significant subjects. After a gestation period of two years, during which several KM-related projects were undertaken, the APO KM framework had

been established and a training manual finalized, he reported. The manual was field-tested in September at a workshop in Fiji, and two demonstration projects on KM were held, one in India and the other in the Philippines. The objective was to show that KM is useful not only for big companies but also for the region's SMEs. The Secretary-General was confident that the demonstration projects would confirm that "the APO was on the right track in its KM efforts."

The next subject was productivity and safety. In increasing productivity, workers and consumers must be protected. Unfortunately, an increasing number of news items report violations of food and other safety regulations. "The APO therefore plans to devote substantial resources to promoting safety in the Asia-Pacific region," the Secretary-General promised, including projects on the GLOBAL-GAP Standard, ISO22000 food safety management system, and ecofarming and organic farming. An Asian Food and Agribusiness Conference was planned for 2010, he stated, to stimulate strategic thinking on regional food supply chains and food safety. A separate presentation on food safety was given later.

The third subject Takenaka mentioned was the Eco-products International Fairs, now recognized as major environmental events in the region. The next fair will be held in Manila, the Philippines, in March 2009, and the *Eco-products Directory 2009* will feature a more reader-friendly format and contain more entries to cover most of the best examples in the region.

Finally, the Secretary-General spoke on the APO African Program funded by a special cash grant from the Government of Japan. To follow up on the basic course for African productivity practitioners held in 2007, the APO organized a three-week advanced course in South Africa this year. In November this year, the second basic course will again be held in South Africa to meet growing demand. The APO also participated in TICAD IV last May in Yokohama, hosted by the Government of Japan. The documents issued after the meeting officially recognized the APO as an organization contributing to the productivity movement in Africa. "The Secretariat is exploring ways to establish partnerships among NPOs and the productivity organizations of some African countries," Takenaka said.

The Secretary-General concluded by saying that, "In the face of unprecedented global challenges the APO must remain committed, relevant, and focused and work in sync with NPOs to raise productivity in member countries. We need to look for more innovative ways to help member countries address ever-present challenges. We should explore expertise beyond the APO network and collaborate with organizations and agencies in other parts of the world to accelerate productivity improvement in the Asia-Pacific region. In other words, we should not be afraid of making changes when changes are needed." 🌀



Comment board



Consultant **Koichi Hiratsuka**, Japan Productivity Center for Socio-Economic Development.

Resource speaker, workshop on Management Assessment Criteria for SMEs, 20–23 October, Vietnam.

"The performance assessment or diagnosis of a client is the first step in conducting a consulting service. It is the most important and difficult process since an inaccurate diagnosis, as in medical practice,

can put the patient or the client in critical condition due to wrong medication or treatment. This workshop was organized to introduce a simple but very effective tool for performance assessment to APO member countries. The tools were developed a couple of years ago in an APO project and subsequently applied in more than 10 model companies. It consists of two parts: management assessment criteria for SMEs and the executive guidelines for self-improvement (kaizen). All the participants worked hard to master how to use them in a very short period of time. I am sure that these tools will help many consultants provide better services, especially to SMEs. I hope that NPOs will make information on the criteria and guidelines available in their local languages so that they can be used by consultants and SMEs more easily and widely."

Associate Professor **Dr. Zahiruddin Khan**, Institute of Environment Science & Engineering, National University of Science & Technology, Pakistan.

Participant, seminar on The 3Rs (Reduce, Reuse, and Recycle), 6–10 October, Japan.

"The seminar was attended by consultants, NPO officers, leading waste managers, and academics from all around Asia. My objective, which was to strength-

en my knowledge of resource recovery and environmental regulations in Asian countries, was fulfilled. Professional presentations delineated the historical development of 3R regulations and their successful implementation in Japan, Malaysia, and Singapore. Incineration, as carried out in Japan, seems a viable environmental solution. A highlight of the program was the well-selected site visits. Visits to the Sai-no-Kuni Resource Recycling Factory and the Food-to-Energy Plant, in particular, exhibited great examples of zero-waste technologies. All the information obtained through the seminar has been incorporated into my courses on cleaner production and industrial and solid waste management. Currently, I am preparing a short course on the 3Rs and developing a proposal to promote 3Rs among local SMEs."

Executive Director **Sovathara Heng**, Beman Champion Co., Ltd., Cambodia.

Participant, Web-based e-learning course on Customer Relationship Management for SMEs, 6–17 October.

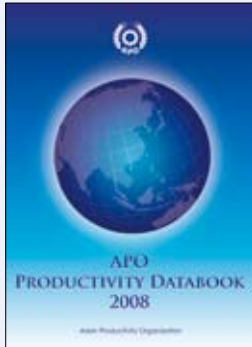
"Before attending the course, I thought that customer relationship management (CRM) was simply a method to keep track of customers according to their segmentation, classification, spending power, and contribution. However, my whole perception of CRM has changed. The course broadened my ideas on how to classify and identify customers and how to track the performance and contribution of customers to the entire organization. Furthermore, I learned how to utilize IT in monitoring customer performance and about incentive programs to keep them loyal to the company as well as attracting new customers. I am planning to start practicing CRM within my company. In addition, I would like to keep in touch with the resource speakers and the APO to obtain continuous advice and guidelines in utilizing this material in real-life situations."



Reading productivity and economic trends

Part 7: Think sustainable development

Eunice Y.M. Lau, visiting research fellow at Keio Economic Observatory, Keio University, and Koji Nomura, Associate Professor at Keio Economic Observatory, Keio University

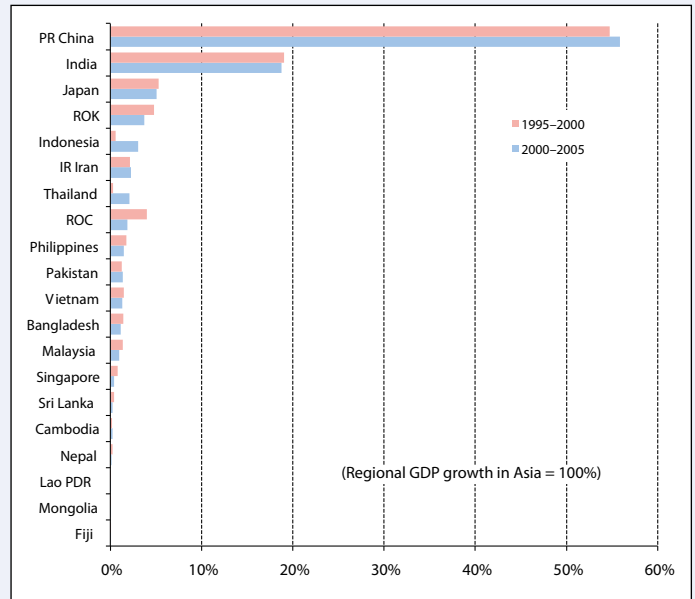


Asia has been a fast-growing region. During 2000–2005, the Asian economy (including PR China) grew at 6.0% on average per year, compared with 2.5% in the USA and 1.6% in the EU15. Within the region, the performance was dominated by PR China, which achieved spectacular growth of 8.3% and 9.1% on average per annum in the periods of 1995–2000 and 2000–2005, respectively. Together with its size, it contributed to over 50% of the region’s growth in both periods (see the accompanying chart). The pressure that the

region’s fast growth has put on the world’s resources and the environment is well documented. Is this fast pace of growth sustainable?

Sustainability is the question of our ability to maintain the current level of well-being in the future. Currently, conventional economic statistics are simply inadequate to illuminate the issue, and GDP as a welfare measure is questionable. GDP is fundamentally an aggregate measure of production within a country. Key factors that have significant bearing on individual well-being, such as income inequality, household disposable income, environmental degradation, and changes in wealth, are omitted. The gap between our welfare concerns today and what we are measuring is so sizable that GDP measures alone are deemed inappropriate when sustainable development is considered. Currently, the Commission on the Measurement of Economic Performance and Social Progress, set up by the French President, attempts to find how the inadequacies of GDP measures can be feasibly addressed (see <http://www.stiglitz-senfitoussi.fr/>).

Among others, GDP net of depreciation has been put forward as a better welfare measure than GDP because allowances set aside for replenishing the capital stock are not available for consumption and in turn do not contribute to the current level of well-being. The same concept is useful in thinking sustainability, with capital stock extended to include natural resources, physical capital, and human and social capital. The World Bank operationalizes the concept of “net adjusted savings” (NAS) as net savings (i.e., GDP minus consumption minus depreciation) plus education expenditures minus the consumption of natural resources and the monetary evaluations of damages resulting from CO₂ emissions. Based on International Energy Agency (IEA) estimates in *CO₂ Emissions from Fuel Combustion* (2007), CO₂ emissions in Asia (including PR China) grew at an average 7.8% annually during 2000–2005, compared



with an economic growth rate of 6.0%. Part of the environmental cost of PR China’s fast growth is reflected in the staggering acceleration in its CO₂ emissions from an average increase of 0.3% per annum during 1995–2000 to 10.2% a year during 2000–2005.

In gauging sustainability, the NAS approach has two major limitations. First, it is not equipped to analyze the impact of any irreversible events in the natural world. Second, any meaningful sustainability measures need to balance future risks against the uncertainty of future advancements, resource discoveries, and preferences of future generations.

Given our current knowledge, it is high time that sustainability concerns were more explicitly incorporated into national economic policy frameworks. Building a workable, coherent intellectual and statistical framework is an important step toward this goal. 🌱

We regret to announce that this Reading Productivity and Economic Trends column will end with part 7. The APO News thanks Dr. Nomura and Ms. Lau for sharing their insightful analyses over the past seven months.

Common sense talk

“A man’s real belief is that which he lives by. What a man believes is the thing he does, not the thing he thinks.”

George MacDonald

“The majority of us are for free speech only when it deals with those subjects concerning which we have no intense convictions.”

Edmund B. Chafee

“Hard work spotlights the character of people: some turn up their sleeves, some turn up their noses, and some don’t turn up at all.”

Sam Ewing

“Don’t worry that children never listen to you. Worry that they are always watching you.”

Robert Fulghum

“In a president, character is everything. A president doesn’t have to be brilliant. He doesn’t have to be clever; you can hire clever. You can hire pragmatic, and you can buy and bring in policy wonks. But you can’t buy courage and decency, you can’t rent a strong moral sense.”

Peggy Noonan

A lean revolution in healthcare productivity

Responding to the demand for improved productivity in the healthcare sector, the APO is conducting a demonstration project on Lean Applications in the Healthcare Industry in collaboration with the Thailand Productivity Institute (FTPI) and Institute of Hospital Quality Improvement and Accreditation (THA). Launched at Suratthani Hospital in southern Thailand on 1 September 2008, the demonstration project utilizes lean methodology to address the current key challenge of healthcare providers: the lack of quality standards for service, safety, and cost-efficiency.

Lean methodology is based on three key concepts: waste reduction; just-in-time (taking-time) operations; and process leveling (eliminating batch processing for one-piece flow). Lean design facilitates waste elimination from processes, allowing them the flexibility to satisfy customer requirements. The project was first envisioned by THA Director Dr. Anuwat Supachutikul, who approached the FTPI to develop a program to assist local hospitals in reengineering their operations to increase productivity and thus the quality of the entire sector. As a measure of its support, the APO deputed Lead Expert Dr. Kelvin Loh, National University Hospital, Singapore. Dr. Loh undertook the task with the support of 10 core trainees assigned by the FTPI and THA. Eighty healthcare providers comprise lean teams in the five demonstration hospitals. These lean teams will become future trainers over the nine to 15 months of the project.

The project itself is a series of exercises involving diagnosis, mission and goal setting, training in lean thinking, project planning and implementation, and concluding with a forum for national and regional healthcare providers. The diagnostic exercises, as the first step, were completed from 1 to 5 September. The first training workshop on lean implementation took place in Bangkok, 23–26 September. The lean teams are currently in the implementation stage with the lead expert, FTPI, and APO continuously monitoring progress and communicating with the teams.



The core lean team demonstrating the “L for lean” sign

“The APO demonstration project modality provides a comprehensive, sustainable springboard for embedding productivity tools in various sites,” said Dr. Loh. According to him, the primary benefits of lean applications in healthcare include more patient-centered care, customized service, improved quality of patients’ time and experience, and error control, resulting in better service and safety for patients. Dr. Supachutikul mentioned that the THA chose this exercise as a long-term strategy to ensure that healthcare standards remain high and that the productivity movement within the healthcare industry takes off.

The FTPI and THA hope to conduct the national forum in the first half of 2009 and a regional one later. Sharing the valuable experience and know-how with the Asia-Pacific region as a whole would provide multiplier effects beyond the scope of a single demonstration project. ☺

Cambodia hosts 49th WSM.....

(Continued from page 1)

APO Director for Cambodia and Secretary of State of the Ministry of Industry, Mines and Energy Dr. Ith Praing gave the Inaugural Address. He outlined the APO’s role in the Asia-Pacific region, explaining that concerted efforts would facilitate sustainable productivity improvements in each member country. After expressing optimism for Cambodia’s productivity development under the leadership of Prime Minister Hun Sen, Dr. Praing added that the NPCC would work hand in hand with the APO to steer the productivity and quality movement to achieve the common goals of poverty alleviation and improved quality of life. The meeting then elected Bunna and Kalaw as Chair and Vice Chair, respectively, to lead the discussions at the plenary sessions.

In addition to the regular program, delegates had the opportunity to visit the Angkor National Museum, a cultural landmark in Siem Reap, and attend a presentation by Museum Executive Director Chhan Chamroeun. A visit to the famed Angkor Wat was also arranged on the morning of the third day.

In his closing statement, Secretary-General Shigeo Takenaka applauded the NPCC’s hospitality and expressed his heartfelt appreciation for its success-

ful hosting of the WSM. He stated that, “We had ample opportunity to promote cross-fertilization of ideas and discuss program-related issues.” Chair Bunna agreed that the meeting had been efficient and fruitful, with a number of excellent suggestions and ideas pertaining to program planning, and attributed this to the active cooperation and contributions from delegates. ☺



Secretariat officers presenting program initiatives

Promoting Asian tastes in Europe

SMEs in developing countries in Asia produce a range of processed agrifood products with great potential in global markets. However, that potential is not fully exploited by SMEs due to their limited capacity to promote their products in major markets. The APO, in line with its goal of enhancing the competitiveness of SMEs, dispatched a study mission on Export Promotion and Market Access for Processed Agrifood Products to France, 20–24 October. The five-day mission provided SME representatives in the agrifood sector in member countries the opportunity to explore the EU market and investigate export promotion.

“There are very few Asian food products, other than Chinese, known to many French and European consumers because of the lack of promotion,” said Antoine Bonnel, Director of AGOR-GL Events, the organizer of the Ethnic Food Show in France. However, the market for Asian food is growing in Europe, as evidenced by the increasing import and distribution by the Paris Store in both France and other EU members, according to CEO Kevin Leang, whose family emigrated from Cambodia to France and started the business in Paris.

The group visited the world’s largest food industry show, le Salon International de l’Agroalimentaire (SIAL) Food Expo in Paris. More than 140,000 visitors and 5,300 exhibitors attend and/or participate in this biennial event for food industry professionals. “As a food scientist and professor, attending SIAL 2008 was a great experience. I obtained extensive information about the latest food products in the EU including ingredients and packing and labeling trends,” said Associate Professor Dr. Puntarika Ratanatriwong, Naresuan University, Thailand.

Rungis International Market has turnover of more than €733 billion and is the biggest fresh produce market in the world. Mission participants visited it from 02:00 to 06:00 to see how wholesale transactions are conducted. They also met Stephanie Monnet, an official of the Federation of Enterprises and Distribu-



Touring Rungis International Market

tors, who explained the requirements of its 26,850 member stores, which must be certified for International Food Safety standards.

During the final session at the ARFOI Cultural Center in an Asian neighborhood, participants agreed that they had better knowledge of the food market structure, import procedures, and regulatory standards in France. “This mission has been very informative and beneficial for my company. The various visits were an eye opener for me since I was able to identify market entry opportunities for the products of my company,” stated Bryan Tan, Philippine entrepreneur of BMI Management Inc., which promotes food products. Participants recommended that the APO organize similar study missions on same subject to the USA, UK, and/or Germany, which are among the largest markets for ethnic food items. 🌀

Sustainability in the process industry

The process industry, also known as the process manufacturing industry, refers to the treatment or preparation of raw materials in which a chemical change(s) occurs, as in oil refining, petrochemicals, water and sewage treatment, food processing, and pharmaceuticals. However, according to Industry Department Manager Peter Lee of Singapore’s Association of Process Industry (ASPRI), the term process industry applies to only four subsectors: petroleum; petrochemicals; pharmaceuticals; and specialty chemicals. While delivering his presentation at the APO workshop on Innovation and Sustainability Strategies for Growth in the Process Industry held in Singapore, 21–24 October, Lee outlined the emergence of Jurong Island as an integrated chemical hub along with the major performance indicators of those four subsectors in Singapore. The workshop was jointly organized by the APO, SPRING Singapore, and ASPRI, in coordination with ProcessCEM Asia 2008, an international exhibition and conference on plant construction, engineering, and maintenance for the process industry hosted by ASPRI, 22–24 October.

Nineteen private-sector and government agency participants from 14 member countries attended the workshop. They examined the global and regional development of the process industry; learned about its management and safety standards in Singapore; discussed safety, health, and environmental (SHE) measures in the industry in general; and touched upon principles for improving plant

safety and reliability. The APO deputed three international resource speakers, including Senior Consultant J. David Morgan from Baker O’Brien, USA, who introduced SHE in the US process industry from the late 1980s to the present and explained the key elements in world-class reliability and maintenance.



Minister Shanmugaratnam (L) visiting the APO booth at ProcessCEM Asia 2008

Participants also attended ProcessCEM Asia 2008, which showcased the latest products, services, trends, and best practices in the process industry. At the opening ceremony Singapore Minister for Finance Tharman Shanmugaratnam described the island nation’s growth as the regional process industry hub. The event attracted more than 100 exhibitors from 14 countries. One highlight was an exhibit on local SMEs’ capabilities in the process industry organized by SPRING Singapore. As a supporting organization, the APO occupied a booth jointly with SPRING Singapore to promote its activities along with the productivity concept and practices. 🌀

Program calendar

March

Japan

Top Management Forum: Management Innovation for Productivity Improvement in the Service Sector, 2-4 March 2009.

▶ Objective: To study the significant features of management innovation utilized by leading Japanese companies to improve service performance and productivity; understand how the leadership of top executives can encourage a culture of management innovation; and discuss how service enterprises in APO member countries can improve corporate management for better service in different settings.

▶ Participants: Top managers of business corporations, high-ranking officials in charge of policymaking on innovative organizational strategy in public/private enterprises, and NPO heads/executive officers involved in developing corporate strategy for global competitiveness.

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.



that the productivity spirit can be conveyed in all APO member countries.

In an effort to promote the productivity concept and its ultimate goals of socio-economic progress and prosperity, the APO produced a productivity poster. The bright orange letter P in the center stands for the productivity, progress, and prosperity that the APO strives to deliver through its various programs in collaboration with the national productivity organizations (NPOs) of member countries. It made its debut at the Global Festa in Tokyo in October. The poster will be distributed to NPOs so

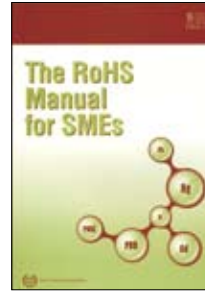
The APO News is soliciting contributed articles on productivity endeavors, rewarding experiences during and after APO projects, and/or encouraging and inspiring examples of the productivity mindset



in action, which will provide new ideas and energy to the dissemination of the productivity movement in member countries. Those whose articles are accepted for publication will receive an APO T-shirt. If you would like to share your valuable experiences, please contact Information Officer Sunju Lee at the APO Secretariat (slee@apo-tokyo.org).



New APO publication



THE RoHS MANUAL FOR SMEs

Outcome of the workshop on Compliance with RoHS Regulations and Impact on International Exports held in Singapore, 1-3 August 2007

APO 78 pp. November 2008
ISBN: 92-833-2389-0 (print edition)
ISBN: 92-833-7073-2 (e-edition)

Photo report



*Visiting Lasereck Corporation, a Japanese SME producing CAD/CAM and die-making systems
Observational study mission on Venture Business, Osaka, Japan, 5-7 November 2008.*



*Observing tea processing at the Gunung Mas Tea Plantation and Agrotourism Estate, Bogor, Indonesia
Workshop on Agrotourism Development for the Creation of Rural Jobs and Diversified Income, Indonesia, 4-8 November 2008.*

APO/NPO update

New Acting APO Director and NPO Head for Republic of Korea

Mr. Woo Keon Park, Executive Managing Director, Korea Productivity Center, was appointed Acting APO Director and NPO Head for the Republic of Korea, w.e.f. 1 November 2008.

New APO Liaison Officer for Sri Lanka

Mr. Upali Marasinghe, Director, National Productivity Secretariat, was appointed new APO Liaison Officer for Sri Lanka, w.e.f. 20 October 2008. His e-mail address is nposl@nps.lk.

APO News quiz

Dear Readers:

This year we again feature a year-end quiz for a bit of fun while refreshing your memory of APO activities in 2008. Answers to the quiz questions can be found in 2008 issues of the *APO News*. Thirty winners will be decided in a lucky draw from among the entries with 100% correct answers. You must also complete the opinion survey to be eligible for the first group of 10 prizes of a diary set, the second group of 10 consolation prizes of three APO publications, and the final group of 10 of an APO T-shirt. The quiz is open to all *APO News* readers, excluding APO Secretariat staff and family members. Only one entry per person is permitted, and all entries must reach the *APO News* by 10 February.



Mail your entries to: The APO News, Administration and Finance Department, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093; or fax +81-3-5226-3950; or e-mail as a scanned attachment to pr@apo-tokyo.org.

▶ Please circle (○) the letter in front of the correct answer.

- | | |
|--|---|
| <p>1. The Development of NPOs (DON) Program is being undertaken at two levels, comprised of:</p> <p>a) DON Strategy and DON Practice
b) DON Planning and DON Practice
c) DON Strategy and DON Implementation</p> <p>2. Which year was the Green Productivity Advisory Committee (GPAC) established?</p> <p>a) 1997
b) 2000
c) 2003</p> <p>3. How many people visited the 4th Eco-products International Fair held in Hanoi?</p> <p>a) About 25,000
b) About 34,000
c) About 100,000</p> <p>4. The 50th Governing Body Meeting was held in:</p> <p>a) Ulaanbaatar, Mongolia
b) Tehran, IR Iran
c) Siem Reap, Cambodia</p> <p>5. What was the main theme of the 24th Top Management Forum held in Kyoto?</p> <p>a) Innovative Corporate Strategy
b) Knowledge Management
c) Green Supply Chains</p> | <p>6. How many demonstration projects have been organized in enterprises since 2003?</p> <p>a) 9
b) 11
c) 39</p> <p>7. Currently how many member counties have APO alumni bodies?</p> <p>a) 5
b) 6
c) 7</p> <p>8. The APO organized three in-country training courses under:</p> <p>a) Bilateral Cooperation Between NPOs (BCBN)
b) Development of NPOs (DON)
c) Technical Expert Service (TES)</p> <p>9. Good Agricultural Practices (GAP) are associated with:</p> <p>a) Food safety
b) Environmental preservation
c) Agribusiness development</p> <p>10. The total participants in three GDLN-based e-learning courses in 2008 are expected to number</p> <p>a) 900
b) 930
c) 1,500</p> |
|--|---|

▶ Please express your opinion on individual features regularly appearing in the *APO News* and give general comments for improvement. Your ideas to make the *APO News* more useful and interesting to readers will be very much appreciated. Please check (✓) the relevant boxes in the table below.

Feature	Always read	Sometimes read	Never read
p-Leaders			
p-Watch			
Reading productivity and economic trends			
Comment board			
Common sense talk			
Program calendar			
Photo report			
Articles on APO projects			

Suggestions for improvement:

Productivity message or catchphrase:

The *APO News* invites your ideas for an original, creative productivity message or catchphrase to be used in productivity promotion activities in the coming year. Selected messages or phrases will be used with the acknowledgment of the contributors.

Name: (Dr./ Mr./ Mrs./ Ms.) Country:

Address:

Phone: Fax: e-Mail: