



55th GBM in Tokyo

The 55th Governing Body Meeting (GBM) of the APO was held in Tokyo, 21–23 May. Approximately 50 delegates comprising APO directors and their advisers from 19 members, along with observers from various national agencies and international organizations such as the ASEAN-Japan Centre, ILO, Southeast Asian Regional Center for Graduate Study and Research in Agriculture, Statistical Institute for Asia and the Pacific, and Ministry of Science, Industry and Technology of Turkey attended.

Parliamentary Senior Vice-Minister Masaji Matsuyama, Ministry of Foreign Affairs, Government of Japan, was the guest of honor at the event. In his keynote speech, he commented that it was imperative to create an environment for SMEs to enrich and demonstrate their strength. He added, “This is why I feel empathy for the APO’s activity as it aims to improve the productivity of member SMEs and societies.” He also expressed hope for the APO’s programs to continue helping Japanese companies manufacture better products and for Japan’s technologies and experience to be utilized by APO members for their development.



Parliamentary Senior Vice-Minister Masaji Matsuyama, Ministry of Foreign Affairs, Government of Japan, delivering inaugural remarks.

APO Alternate Director for Japan Mitsuhiro Wada delivered the welcome remarks on behalf of APO Director for Japan Kunio Umeda. He said, “Compared to the time of the APO’s establishment, members’ needs and interests vis-à-vis productivity have become diversified, reflecting recent dynamic changes in the economies in Asia and over the world. In this context, it is essential for the APO to add value and gain significance by addressing new challenges and requests from its members in a timely manner.”

APO Chair Azman Hashim expressed similar sentiments. He added, “Increasing the number of members will help greatly in not only improving the funding situation of APO but enabling it to maximize its capabilities and expertise in helping more economies to benefit from its services. The APO should target increasing its membership from the current 20 to 30 or 40 countries within five to 10 years.”

During the plenary session, APO Director for Mongolia Yamaaranz Erkhembayar was elected APO Chair for 2013–2014, with APO Director for Nepal Krishna Gyawali and APO Director for Pakistan Shahid Rashid assuming the position of First and Second Vice Chairs, respectively. Important GBM agenda items included the annual report of the Secretary-General, the APO revised budget for 2014, a report on the review of the APO membership contribution formula, and selection of a new Secretary-General.

In his annual report, Secretary-General Ryuichiro Yamazaki reported the successful Secretariat office relocation to Bunkyo ward in Tokyo. He expressed gratitude to the Government of Japan for assisting in the smooth relocation of the office and for continuing to bear the total cost of the new office rent.

APO members gave in-principle approval of the revised APO budget for 2014. The 2014 budget will be further revised after this year’s WSM discussions and factoring in other financial considerations, including the prevailing dollar-yen exchange rate.

With regard to the issue of the new membership contribution formula, the GBM decided that if members were not able to reach a consensus on the special one-time measure, packaged together with the new, long-term six-year average GNI formula, after the agreed deadline, then the current three-year average GNI formula would be applied.

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Annual report of the Secretary-General

APO Secretary-General Yamazaki welcomed APO directors, advisers, and observers to the 55th Session of the GBM and thanked the Government of Japan and the JPC for being gracious hosts. Reflecting on his three-year term, he reviewed the four major challenges faced by the Secretariat when he assumed the office: the lack of budget due to yen appreciation; withdrawal of the cash grant for the Secretariat office; the need to find an alternative office space; and the Great East Japan earthquake that affected the 2011 GBM. He thanked member countries, in particular the Government of Japan, who bore the cost of the rent, for its support for the Secretariat to relocate to a new location in Bunkyo ward, in spite of in the very tight timeline. He reported that the office relocation had a 20% lower rental rate by reducing space by approximately 50%, while the total relocation cost was almost 10% less than the original estimates.



Secretary-General Ryuichiro Yamazaki

The Secretary-General stated that the issue of the membership contribution formula had remained unresolved despite the best efforts of APO directors and himself. He hoped that member countries would finally agree to a long-term solution to ensure the smooth, stable operations of the APO. Without an agreement, the cash flow situation would be affected and surplus and working capital would have to be utilized to implement the ongoing 2013 programs. The Secretary-General urged members to disburse their individual contributions immediately after this GBM had made its decision.

Secretary-General Yamazaki pledged that the Secretariat would adopt a holistic approach to review the organizational structure, staff regulations and rules, remuneration packages, programs, and projects in consultation with experts to align APO policies with those of the international community and improve operational effectiveness. The Secretariat had implemented severe salary cuts since 2010, which allowed administrative cost-cutting by 30% compared with five years ago. Meanwhile, he stated that the Secretariat would also redouble efforts to hire appropriate professionals to serve its members better. He reported that the APO had managed to fill the vacant posts of finance officer and accounting staff member, as well as one professional officer, while two more vacancies for professional staff had still to be filled. The Secretariat would introduce a cost-effective training program to build and enhance the skills and competence of professional staff, he noted. Furthermore, the Secretary-General said that ICT had been leveraged to improve workflow and communication and that the main computer servers had been relocated into a secure data center

in Yokohama in August 2012 to protect the APO's information assets and ensure business continuity management even in case of a natural or man-made disaster.

The Secretary-General thanked the APO directors for approving the Program and Financial Estimates for 2013 as circulated at the beginning of March. With the revision of the yen-dollar exchange rate from ¥75 to ¥79, more multicountry projects could be implemented. The 2013 Program Plan included 68 multicountry projects, an increase of 10 from 2012. Six of these additional projects resulted from suggestions made by APO directors at last year's 54th GBM.

The Secretary-General reported on the progress of efforts to attract new membership. The Secretariat held discussions with officials from Turkey, and its government was conducting domestic approval procedures. The Secretariat had also made efforts to involve Myanmar in APO programs through cash grants from the Government of Japan as well as jointly funded projects with the ADB. The Secretary-General had also communicated with the governments of Brunei and Australia on possible APO membership. There had been an excellent exchange with the government of the UAE and Dubai Chamber of Commerce and Industry, which expressed interest in APO membership as well as in collaborative productivity-related initiatives. Among efforts to enhance the APO's visibility, he reported that the Secretariat had collaborated with NPOs and international organizations, which led to APO activities being profiled in more than 80 English-language news articles, online news sites, e-newsletters, and TV broadcasts. The APO had also dispatched Secretariat staff to speak at international forums and circulated its publications widely among government organizations, NPOs, international organizations, and research institutes.

The Secretary-General emphasized the importance of generating tangible outcomes of APO programs, while noting the daunting task of measuring their real impact. He reiterated, "The completion of a project is not the end. It is not even the beginning of the end but merely the beginning of a lifetime of applying and disseminating the new knowledge you have acquired." With this mindset, the APO now requires follow-up action reports three to six months after the end of projects.

The Secretary-General reported that one of the key areas where the APO had made its international mark was in productivity research. The productivity data and analyses obtained through the *APO Productivity Databook* project were highly sought after by international industry associations, governments, financial and research institutions, as well as the international media. This had been very apparent on his recent mission to the UAE, where government officials and journalists repeatedly asked for the APO's views on comparative productivity performance based on its data and analysis. Another example of concrete outcomes was the APO Public-sector Productivity Program Framework. He added that the Center of Excellence on Business Excellence (COE on BE) had conducted research on the impact of BE on enterprises and developed training manuals and practical self-help toolkits for SMEs. An expert panel had recommended a new COE on Green Productivity to be hosted by the ROC, said Secretary-

General Yamazaki. Moreover, the Secretariat had implemented programs funded by special grants, including a special program funded by the Government of Japan to help revitalize the agriculture and food industries in the Tohoku region of Japan. Through a grant from the Government of the ROC, the International Conference on Productivity and Sustainable, Inclusive Development in the Asia-Pacific was held in Taipei.

The Secretary-General then touched upon the planning of the 2015 and 2016 programs, while mentioning that he would look forward to the policy statements and feedback of APO directors during the GBM to identify emerging productivity issues and provide directions for the program planning cycle for the new biennium. He said that the Secretariat would hold a strategic planning workshop for all APO liaison officers in June in Tokyo to discuss new APO initiatives and member countries' priorities, review the results of a survey on the 2015/2016 Program Plan, and coordinate follow-up activities with NPOs to maximize the impact of programs. He mentioned that all APO programs, including some major ones such as the *APO Productivity Databook* and EPIF, were being reviewed to weigh their costs versus benefits.

In conclusion, Secretary-General Yamazaki stated that the APO had managed to persevere in the face of a gauntlet of challenges posed by the changing environment and economic circumstances of member countries. He added that the office relocation had marked a new beginning for the

APO Chair and Vice Chairs for 2013-2014



(L-R): APO Chair Yamaaranz Erkhembayar, 1st Vice Chair Krishna Gyawali, and 2nd Vice Chair Shahid Rashid.

APO. He thanked all APO directors for their strong support during his tenure and reaffirmed the importance of the job of the Secretary-General in the quest to raise the standard of living for the citizens of member countries. 🌀

Training in TQM for SMEs in the service sector

Organizations are facing growing challenges from global competition and the needs of increasingly sophisticated customers. Needing to improve product or service quality, organizations are applying total quality management (TQM) to achieve growth as well as sustainable profit. TQM is viewed as a comprehensive, structured approach to organizational management. It encompasses many aspects of operations beginning at the lowest level focusing on customer requirements and ensuring quality in all steps in the process. TQM has shown great success in manufacturing companies and is now being rapidly adapted in the service sector. TQM looks at an organization as a “system” and incorporates improvement efforts to enhance the structure so that customer needs are met and streamlined for cost-effective and service-oriented approaches.

A training course on TQM for SMEs in the Service Sector, held in Dhaka, Bangladesh, 24–28 February, was a collaboration between the APO and the National Productivity Organisation of Bangladesh. Twenty-two individuals from 13 APO member countries attended. It was tailored to train participants to understand the concept, tools, and practices of TQM in the service sector. The three resource speakers assigned by the APO provided participants with both concepts and practices of TQM in the service sector. A local speaker shared experiences of implementing TQM in Bangladesh.

Malaysia Productivity Corporation Senior Director Abdul Rahim introduced the background and overview of TQM. “Customers” were identified as both internal and external, and internal customers mean the owners of the next processes. It is necessary to manage quality in every process by every member of an organization, which is the philosophy of “total” in TQM.

“Service quality is defined by the gap between ‘service expectation’ (what a customer feels a service firm should offer) and ‘perceived service’ (what the service firm actually offers),” explained Dr. Satya Narayan Nandi, former director general of the National Productivity



Pakistani participant presenting group work on the “service blueprint” for hotels analyzing problems and proposing improvements.

Council, India. It is clear that this gap leads to customer dissatisfaction. Best practices of service quality in Singapore were presented by Managing Director George Wong of Hoalink System and Services Pte. Ltd. A discussion was also conducted on promoting business excellence for SMEs in the service sector of Singapore.

A site visit to the Bangladesh Public Administration Training Centre (BPATC), provided an opportunity to observe national training for public officers. The BPATC is implementing project called Improving Public Services through TQM. The training course concluded with participants presenting action plans for applying their own versions of service-sector TQM, on which they will submit individual progress reports after six months. 🌀



Innovative thermography and energy efficiency opportunities in textile SMEs

Most energy efficiency programs do not focus on innovation, but analyze existing practices looking for marginal improvements. Both these approaches are inadequate. The reality is that innovation and major energy efficiency improvements are inextricably interwoven. Especially in times of high energy price volatility, improving energy efficiency should be a primary concern for industries, especially textile plants. There are various energy efficiency opportunities that exist in every textile plant, many of which are cost-effective. However, even cost-effective options often are not implemented in textile plants, mostly because of limited information on how to implement energy efficiency measures.

The analysis of energy efficiency improvement opportunities in the textile industry includes both opportunities for retrofitting/process optimization as well as the complete replacement of the current machinery with state-of-the-art innovative technology. However, special attention is paid to retrofitting since new technologies have high upfront capital costs, and therefore the energy savings resulting from the replacement of current equipment alone in many cases may not justify the cost. However, if all the benefits received from the installation of the new technologies, such as water saving, material saving, less waste, less wastewater, less redoing, higher product quality, etc. are taken into account, the new technologies are more justifiable economically.

Thermal imaging for energy analysis

The requirement for an energy audit such as identification and quantification of energy necessitates measurements; these measurements require the use of instruments. The instruments must be portable, durable, easy to operate, and relatively inexpensive. Monitoring equipment can be useful to measure the actual operating parameters of different energy equipment and compare them with the design parameters to determine whether energy efficiency could be improved. The operating instructions for all instruments must be understood, and staff should familiarize themselves with the instruments and their operation prior to actual audit use. Instruments like thermal imagers (Figure 1) and ultrasonic fluid flow meters are still considered to be innovative in most developing countries because of their initial high capital cost.

Innovative techniques like thermography have provided breakthroughs in our ability to determine energy losses through heat. Thermal imaging, also known as thermography, uses an infrared (IR) camera to show a temperature map of an object differentiated by color. Because heat radiation, and



Figure 1. A typical IR thermograph available on the market.

therefore energy consumption, is directly related to temperature, it is possible to determine the points of high energy loss in objects or buildings.

Unfortunately, IR thermal imaging cameras are too expensive to be owned domestically. Although prices have fallen substantially over recent years, the price is still measured in thousands of dollars rather than hundreds. Thermal imaging devices are widely used by professionals in a variety of industries for both energy and safety monitoring. The ability to detect hot spots in, for example, rotating machines enables faults to be detected and future failures predicted. By knowing the dimensions and apparent temperatures of the areas causing a loss and taking into consideration the environmental factors affecting those areas, the approximate heat loss through the system can be quantified. The savings in energy which can be achieved by preventing such losses can be considerable.

While conducting energy audits, especially in the textile sector, thermal imaging helps significantly in easily identifying losses in electrical as well as thermal utilities. One should have the knowledge of emissivity settings of the imager being used to obtain accurate surface temperature readings. Three of the most common applications of IR thermography are electrical, mechanical, and refractory/insulation.

Electrical terminal points of components such as fuse blocks, control circuits, circuit breakers, transformer bushings, and main disconnects can all develop faulty connections. IR thermography allows a technician to test and detect faulty connections in the early stages, so that repairs may prevent possible future breakdowns that would be very costly. A list of possible connection problems in transformers and their results are given in Table 1; Figure 2 is an illustration.



Figure 2. IR thermographic identification of a loose transformer connection. The inset is a view of the entire device.

Table 1. Potential effects of loose electrical connections in transformers.

Key equipment	Conditions	Potential impact
Transformers	Loose connections, overheated bushings, poor contacts, overloading, blocked/restricted cooling passages	Arcing, turn-to-turn faults, fire. Repair or rewind (5,000 kVA) = US\$40,000–60,000. Replacement = US\$60,000–80,000. Time lost = several months.

Mechanical equipment can face an inherent problem with excessive fric-

tion if not lubricated properly. As one example, a motor spinning at nearly 3,600 rpm and its rotor are in close contact with a bearing surface, and there is only a thin film of lubricant separating the two surfaces. But if the lubrication breaks down, or misalignment occurs, or excessive loads are applied, there will be elevations in the amount of heat generated. IR thermography can be used to help detect these conditions. Thermography is not limited to just motor bearings, however. It can also detect problems in gears, couplings, pulleys, conveyors, and chain drive systems.

Refractory/insulation is an application that is considered as a cost savings. It addresses a problem that is often hidden from the daily view of predictive and preventive maintenance, although it can result in an expensive drain on plant performance. The refractory and/or insulation of boilers, heat treatment ovens, refrigerated spaces, driers, ovens, and buildings all represent places where the slow and undetected loss of a desired control to the atmosphere can increase operational costs.

Examples of IR thermography use

Steam trap analysis

Steam systems virtually all rely on steam traps for their control and, when working properly, efficient operation. Steam trap failure can be hard to spot, but often leads to significant energy wastage and operational problems. A single steam trap passing steam can waste hundreds or even thousands of dollars each year. Thermal imaging is an excellent tool for determining the condition of steam traps (Figure 3), and an extremely useful part of an effective maintenance program.



Figure 3. IR thermographic image of an operating steam trap.

End panel insulation in cylinder driers

The insulation of end sections can reduce heat waste, thereby saving fuel and money. Figure 4a and b shows examples of an insulated and uninsulated cylinder dryer, respectively.

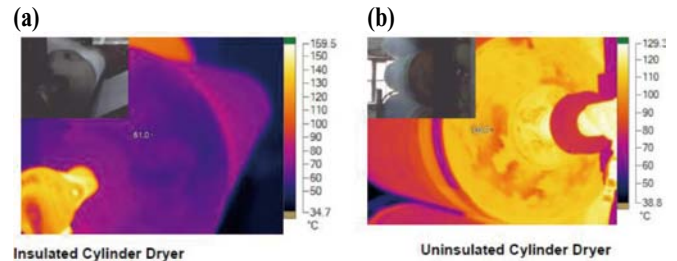


Figure 4. IR thermographic image of an insulated (a) and uninsulated (b) cylinder dryer. The heat loss is apparent in (b).



As Pakistan's first APO-certified trainer on GP and energy efficiency, Asad Mahmood has vast experience in the field of energy, along with excellent analytical, communication, and presentation skills. He is also knowledgeable on renewable energy technologies. Mahmood is currently working with ENERCON and is a member of the Technical Committee of the World Energy Council. He has conducted more than 200 energy audits and initial energy assessments in various sectors. His energy efficiency activities resulted in reductions of about 10–15 MW of connected load.

55th GBM in Tokyo

(Continued from page 1)

The current Secretary-General Ryuichiro Yamazaki will end his term in September this year. With the support of all member countries, the GBM agreed unanimously to appoint Mr. Mari Amano to be the next Secretary-General of the APO.

APO directors made presentations on the theme New Focus Areas and Approaches to Implement APO Programs. APO directors recommended re-focusing on developing cross-industry productivity programs, customizing more programs for NPOs, increasing efforts to improve service-sector productivity, facilitating information sharing among NPOs, and embarking on regional benchmarking initiatives. Directors also reaffirmed the importance of public-sector productivity and the role of governments in modernizing and reducing regulations that impede the growth of business. Many directors also strongly encouraged the APO to reinvent itself by developing alternative revenue streams to boost revenue and expand its activities aggressively.

Presenting the vote of thanks, APO Alternate Director for Bangladesh Dr. Md. Nazrul Islam expressed appreciation to the Government of Japan for

hosting the meeting as well as APO Director for Japan Kunio Umeda and President of the Japan Productivity Center Masayoshi Matsukawa for their leadership and guidance in making this meeting successful.

In his closing statement, Secretary-General Yamazaki also expressed gratitude toward the Government of Japan. He thanked Parliamentary Senior Vice-Minister Masaji Matsuyama, Ministry of Foreign Affairs, for gracing the GBM and supporting APO activities that improve the productivity of member country SMEs and societies; outgoing Chair Azman Hashim, the APO Director for Malaysia, for his strong leadership; and APO member governments and their respective NPOs for the support rendered to him as the Secretary-General. Secretary-General Yamazaki pledged to continue fulfilling his responsibilities until mid-September and conduct a smooth handover to new Secretary-General Amano.

GBM delegates also visited the Sumida SME Center, SMEs in the Sumida ward area, and Industrial Tourism Plaza to observe the technology and culture of successful Japanese SMEs.

Protecting geographic indications for promoting sustainable local development of rural areas

Geographic indication (GI), a form of collective intellectual property rights as opposed to a trademark that is a private right, identifies a product as originating in a locale with quality, reputation, or other characteristics attributable to its geographic origin due to unique soil, climate, production method, culture, etc. GIs are increasingly recognized as valuable branding and marketing tools in global markets. Regulation of GIs protects both producers and consumers alike from false claims and misleading labeling. It could also protect traditional knowledge, local culture, and traditions, and promote fair trade.

Developing Asian countries perceive GIs as an opportunity to expand exports of agrifood items to developed markets because their unique physical and cultural attributes and diverse climates are conducive to product differentiation. The GI tool, however, is not easy to apply in developing countries. In some countries, branding of locally produced agrifood products is difficult due to the lack of skills, knowledge, and strategy on the local producers' side. In other cases, marketing of such products may face challenges due to the lack of branding and absence of/insufficient legal system to protect brands. A certain level of legal protection is necessary to recognize the creators of brands as owners of intellectual property rights.

To enhance knowledge and skills of key stakeholders involved in the development and branding of local-specific products with GIs in their countries, the APO in collaboration with the Ministry of Agriculture and National Productivity Secretariat organized the workshop on Branding of Local-specific Agricultural

Products through the Use of Geographic Indications, in Colombo, Sri Lanka, 3–7 June. Twenty-one participants from 11 member countries along with four resource persons from India, Switzerland, and Sri Lanka attended.



Briefing at Dassanayake Walauwa Cinnamon Plantation in Kosgoda.

After intensive discussions, participants identified challenges in promoting

GIs in developing Asian countries and formulated recommendations and action plans to address them. They noted that formal protection and development of GIs are new in most Asian countries. Unlike other intellectual property rights such as trademarks, patents, and copyrights, there are several issues inherent in the protection of GIs. Economic, political, and social circumstances add to these. Strategic protection of GIs is essential for increasing producers' income, utilizing natural resources sustainably, and ensuring local development in rural areas. To observe local-specific agricultural products, participants visited the Dassanayake Walauwa Cinnamon Plantation and ISO 22000-certified cinnamon-processing factory in Kosgoda. 🌀

Energy management system (ISO 50001)

Organizations that waste energy are not only losing money but also causing avoidable pollution through increased carbon emissions, with adverse environmental impacts. In addition, energy security and rapid depletion of fossil fuels are global concerns. Therefore, proper energy management through energy efficiency/conservation measures is of paramount importance and can be achieved by adopting an energy management system. ISO 50001: Energy Management System was published in 2011 to help organizations use energy efficiently, save money, conserve resources, and tackle climate change. This system is based on the plan-do-check-act model like ISO 9001 and ISO 14001 and therefore opens possibilities for integration.

To provide an opportunity for senior executives and environmental officers to understand the methodology and major components of ISO 50001 and then improve energy performance in their organizations, the APO organized a training course on The Energy Management System (ISO 50001), 10–14 June, in association with the Productivity Improvement Center and Directorate of Productivity and Entrepreneurship, Ministry of Manpower and Transmigration, Indonesia. It was attended by 24 individuals, comprising seven from the private sector, seven from government, and 10 from NGOs and NPOs from 15 member economies. The course covered ISO 50001 requirements, fundamentals of ISO 50001, how to implement the standard, tools and documents needed, and benefits to businesses.

The course utilized the accelerated learning technique in which all participants were divided into six working groups on day 1. Each was assigned tasks after every

session delivered by the resource speakers, and then two or three groups made presentations in rotation. This ensured that all participants were fully engaged and interactive. Pre- and postcourse exams assessed the knowledge acquired. On day 3, the participants visited Indonesia Power Company, which planned to implement an energy management system based on ISO 50001. Capitalizing on the theoretical and practical inputs, the six groups developed energy management systems for a hypothetical case presented on the final day.



Participants intent on a presentation by Indonesia Power Company on its energy management system.

At the dinner reception hosted by APO Director and Director General of Training and Productivity Development, Ministry of Manpower and Transmigration, Abdul Wahab Bangkona noted that this course was of special significance as Indonesia faced energy management challenges. One participant said, "The high level of interaction and interesting sessions did not let anyone sleep even after hearty, delicious lunches served by the gracious hosts." The course will contribute to improved energy performance in participants' organizations and others through multiplier effects. 🌀

APO/NPO update

Republic of Korea

New APO Alternate Director

Name: Dr. Wonjoo Park

Designation: Director General for Industry Policy

Effective date: 1 April 2013

Pakistan

New APO Director

Name: Shahid Rashid

Designation: Federal Secretary, Ministry of Industries, Government of Pakistan

Effective date: 3 May 2013

New APO Alternate Director

Name: Khizar Hayat Khan

Designation: Additional Secretary, Ministry of Industries

Effective date: 22 March 2013

Singapore

New APO Director and NPO Head

Name: Tan Kai Hoe

Designation: Chief Executive of SPRING Singapore

Effective date: 1 May 2013

Sri Lanka

New NPO Head

Name: J.M. Thilaka Jayasundara

Designation: Director, National Productivity Secretariat

Effective date: 3 June 2013

Recruitment of program officers

The APO Secretariat is seeking highly qualified program officers in its Research and Planning and Industry Departments. Candidates must have demonstrated competency in a similar role or field, have a strong sense of responsibility as well as a comprehensive strategic viewpoint, and be enthusiastic about improving productivity in the Asia-Pacific region. 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.

Interested candidates are invited to visit the APO website at <http://www.apo-tokyo.org/wp/news/opening-for-program-officer-positions-in-the-asian-productivity-organization.html> for detailed information on the positions open, as well as instructions on how to apply. Applications must reach the APO Secretariat **by 29 July 2013** via postal mail or e-mail. Only those who are shortlisted will be contacted. Application documents will not be returned.

For general inquiries, please contact:
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Photo news



Visitors to the Secretariat (L-R): Kazuno Shikami, Director-General Getahun Dadesse, Ethiopia Kaizen Institute, and Tsuyoshi Kikuchi, Japan Development Services Co., Ltd., 6 June.



Visitors to the Secretariat: Members from Malaysia attending the Individual-country Observational Study Mission on Productivity Specialist on 10 June.



27th meeting of the Preparatory Committee for the Eco-products International Fair on 8 May.



CPC opens the Center of Excellence on Green Productivity

The China Productivity Center (CPC) launched the APO Center of Excellence on Green Productivity (COE on GP) in Taipei on 17 June, paving the way for the ROC to showcase its green capabilities on the international stage. Seven governmental agencies are collaborating to ensure its success. Today many governments, nongovernmental organizations (NGOs), and industries are looking for green solutions to current problems, and it is hoped that they will soon consult the COE on GP for possible answers, which will draw attention not only to the COE on GP but also the APO and ROC.

The launch was attended by Director General Jong Director General Jong-Chin Shen, Industrial Development Bureau, on behalf of the Ministry of Economic Affairs; Vice-Minister Vanessa Yea-Ping Shih, Ministry of Foreign Affairs; Deputy Minister Shin-Cheng Yeh, Environmental Protection Administration, Executive Yuan; top executives from the Council of Agriculture, Bureau of Foreign Trade, Bureau of Energy, and Department of Industrial Technology; and 60 other leaders from industry, government, and academia. Director General Shen said, “We hope to encourage international exchanges, disseminate knowledge on green concepts to strengthen environmental protection, and bridge business opportunities for green equipment and technologies.”

“We expect the center to assist with establishing a regional green business value chain and expanding Taiwan’s advantages in technology transfer, further boosting our GP,” stated Vice-Minister Shih. Echoing her remarks, APO Secretary-General Ryuichiro Yamazaki in a video message said that the launch of the center was a milestone because many governments, NGOs,

and industries were seeking green solutions to global issues. APO Director for the ROC and CPC Chairman Sheng-Hsiung Hsu commented that economic aspects of climate change affected industrial development and represented “the pulse of the society.” He added that the need to achieve a balance between environmental protection and economic development had become a recognized issue.



Director General Jong-chin Shen of the Industrial Development Bureau, Ministry of Economic Affairs (3rd L, upper row), APO Director for the ROC and CPC Chairman Sheng-hsiung Hsu (4th L, upper row), Vice-Minister of Ministry of Foreign Affairs, Vanessa Yea-Ping Shih (3rd R, upper row), and other VIPs at the grand opening, 17 June.

According to CPC President Dr. Pao Cheng Chang, the goal of the COE on GP is “to reinforce both domestic and regional green industrial productivity with the ultimate goal of achieving the shared APO vision of boosting sustainable, inclusive development of the Asia-Pacific region. The COE will publish a handbook on agriculture, business, and service industries, enabling readers to understand supply and management procedures easily. A host of activities are planned by the new COE on GP, to be reported by the *APO News* as they occur. *Contributed by CPC.*



Energy measures: NPC initiatives

PAT Project

The major initiatives of the National Productivity Council (NPC), India, in the area of energy management are establishing baseline energy consumption for 10 energy-intensive sectors and their designated consumers, as notified under the Energy Conservation Act, 2001, comprising about 100 units nationwide. The task is performed under the National Mission for Enhanced Energy Efficiency to improve energy efficiency in energy-intensive industries and facilitate more cost-effective energy saving through Perform, Achieve, and Trade (PAT), a market-based mechanism to certify energy savings that could be traded. Those designated consumers account for 25% of national GDP and about 45% of commercial energy use in India. Energy savings of 6.686 million tons/year are expected at the end of the first phase of the PAT cycle (2012–2015).

Restructured Accelerated Power Development and Reforms Program

During the past year, the NPC has also continued an energy accounting project with a third-party independent evaluation agency under the Restructured Accelerated Power Development and Reforms Program of the Government of India in three states. The objective is to document the baseline aggregate technical and commercial losses of state power distribution companies and reduce the losses to 15%.

Productivity promotion and demonstration through training and consultancy in energy management

The Energy Management Group (EMG) of the NPC has carried out numerous national- and unit-level interventions in energy-intensive sectors. For example, the EMG performs technology

assessments of boilers to develop minimum energy performance standards under the Collaborative Labeling and Appliance Standards Program. It also conducted an energy efficiency and environmental impact assessment study on behalf of the Institute for Industrial Productivity which will facilitate greening of the supply chain of furniture giant Ikea after vendors adopt a low-carbon growth path. Under the sponsorship of the Shri Shakti Energy Foundation, the EMG created the Assessment to Action toolkit for the Indian ammonia-based fertilizer industry for energy-efficiency assessment. Numerous regional and national workshops and training programs in energy efficiency were conducted by the EMG, including training of executives in the power generation and distribution sector to improve station heat rates, reduce auxiliary power consumption, and decrease power distribution sector aggregate technical and commercial loss.

New initiatives through a collaborative approach

The EMG of the NPC has entered into strategic alliances and partnerships, formed a consortium for bid submissions, and signed memoranda of understanding (MOU) to strengthen its services to the public and private sectors for mutual benefit. Key collaborative initiatives are: 1) an MOU for implementing the Asian Development Bank’s energy efficiency projects in Bangladesh to reduce the carbon footprint of five target sectors; 2) partnership with the UNDP on energy-efficiency audits and technologies for steel rolling mills; 3) strategic alliance with the Consortium of International Consultants for an energy-efficiency improvement program in Nepal supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit; and 4) agreements with public-sector undertakings in India for energy audits and performance evaluation studies. *Contributed by NPC.*