APO NEWS
Information to Make a Difference in Productivity

Training women entrepreneurs in rural Asia

Skill building and a supportive policy environment are essential for women in rural areas to become successful entrepreneurs and contribute to a dynamic rural economy. This was the conclusion of the 25 participants from 10 countries who successfully completed the recent training course on Entrepreneurship Development for Rural Women, 20–28 May 2012, organized by the APO in cooperation with the Ministry of Agriculture and Ministry of Manpower and Transmigration in Bogor, Indonesia. The participants noted that harnessing the entrepreneurial talents of women was an effective strategy to fight unemployment and poverty in rural areas. With training in production/processing technologies and marketing tools, they can take advantage of abundant local agricultural raw materials to create value-added products, possibly creating new consumer demand.

Saima Amjad receiving a reward as outstanding participant in this course from Dr. Edi Abdurachman, Executive Secretary, Ministry of Agriculture, Indonesia. Chief Resource Person Reuel Virtucio looks on.

Dr. Edi Abdurachman, Executive Secretary of the Agency for Agricultural Extension and Human Resources Development, Ministry of Agriculture of Indonesia, explained that, "People in rural areas, especially women, need to learn about tools and techniques for starting and running a business, and training like this organized by the APO is very important." Program Development Manager Stephanie D.Y. Tiapco of the Philippines Center for Entrepreneurship Foundation, Inc., one of the resource persons, agreed with that view and believed that, "Without the necessary skills to manage an enterprise, rural women resort to 'feminized' microbusinesses using manual work, and since they have no legal recognition as owners of resources, they cannot have access to credit and institutional support of government."

APO Agriculture Department Director J. Bernardo noted that, "At a time when we hear of retrenchment of workers in factories due to economic downturns in markets in Europe and the USA, the first to go are women casual workers. A World Bank study noted that 50–70% of temporary workers are women, whereas permanent workers are mostly men. It is therefore crucial that we find a way to draw more women into entrepreneurship so we can reduce the number of women wage workers who are highly vulnerable to retrenchments."

Participants were inspired by their visits to two companies: PT. Mustika Ratu in Taman Sari, and P.O. Diana Hermawati in Gunung Sindur, Bogor. Both were started by women entrepreneurs following two different business models. PT. Mustika Ratu started as a small home-based enterprise producing herbal products and traditional cosmetics from indigenous herbs and natural ingredients and eventually expanded into a national brand and the leader in the industry in Indonesia. The company is now exporting and opening franchises for its products in other countries. On the other hand, P.O. Diana, which started only in 2007, produces various health food and wellness products using wild horse milk and organic honey as basic raw ingredients. After barely four years of inhouse research and product development, the home-based enterprise now has 15 product lines, engages 10 employees, and provides a steady market for 100 farmers in a cooperative in West Nusa Tenggara province.

Participants recommended that the APO continue this type of training for women, especially for trainers. Trained women in Asia can establish networks to learn from each other and pass the knowledge along to colleagues and clients through counseling and mentoring sessions. This kind of project, they said, would help a lot in creating a critical mass of trainers and facilitators who work with women, especially in rural areas.

July–August 2012
Volume 42 Number 4
ISSN:1728-0834

CONTENTS

The *APO News* is published bimonthly by the APO Secretariat. The online edition is available at: www.apo-tokyo.org.

Asian Productivity Organization (APO)
Hirakawa-cho Dai-ichi Seimei Building
1-2-10 Hirakawa-cho, Chiyoda-ku,
Tokyo 102-0093, Japan
Tel: (81-3) 5226-3920
Fax: (81-3) 5226-3950
e-Mail: apo@apo-tokyo.org

Energy management: boosting productivity and performance

Optimizing energy use in industry is essential to improve competitiveness and achieve wider societal goals such as energy security, economic recovery and development, climate change mitigation, and environmental protection. Importantly, energy management in industry enables businesses to achieve corporate productivity goals as well as meet governmental targets and improve environmental performance.

Not managing energy: missed opportunities

The term "value for money" means that businesses should receive maximum benefits for resource expenditures. However, this concept is not widely extended to the use of energy. Most industries use far more energy to produce goods than required. This not only results in unnecessary costs but also in missed benefits associated with energy-saving measures. Managing energy can contribute to key corporate goals such as improved competitiveness, more productive use of plant assets and resources, reduced risk, and additional shareholder value.

Despite this, energy-efficiency projects are still not widely viewed as strategic investments in future profitability and often seen as a luxury. There are several reasons for this. There are numerous barriers to the implementation of cost-effective energy efficiency measures, e.g., low priority and lack of interest from top management, lack of information and know-how, inadequate methods to calculate costs and benefits, and perceived risks including the perception that focus on energy will distract from core business processes. Furthermore, improving energy efficiency is frequently seen as an add-on or technical activity rather than an integrated part of business operations leading to sustained additional annual earnings.

Energy management: a business improvement process

Energy management is a business improvement process that enables businesses to identify and address energy losses in production. It is as much about technical solutions as changing how things are done. While energy savings of about 5% can be achieved by replacing individual machines with energy-efficient units, savings of up

to 40% are possible by taking a system-oriented approach. This means considering components, equipment, processes, and systems and optimizing how these interact within the business. Not all measures require large investments, as relatively simple no- or low-cost measures such as good housekeeping and process optimization can reduce energy use significantly.

Energy efficiency potentials are constantly increasing in line with technological developments, scientific progress, changes in political signals, and price fluctuations. Improving energy efficiency is a continuous process; it is not a one-off activity or end state. A framework for continuous improvement is needed to ensure constant tracking, analysis, planning, and redirecting energy use so that the least energy is used to receive the greatest benefit. Company experiences show that, notwithstanding previous efforts in the area of energy efficiency, by implementing energy management systems they are able to identify and exploit new opportunities.

Energy management systems provide a framework to establish practices and procedures for continuous improvement. Energy management systems and standards do not dictate solutions; instead they provide a framework to optimize how energy is used in specific operations. Since energy management is about understanding energy use, eliminating unnecessary losses, and finding solutions to ensure that energy is used productively, it is compatible with and can complement business improvement systems such as lean manufacturing, total productive maintenance, and Six Sigma.

Role of government

The rate of uptake of energy management systems in industry is correlated with government-led programs that provide incentives and drivers. Such programs play an instrumental role in addressing the numerous barriers that inhibit the application of energy management in industry, as well as fostering the development and growth of a sustainable energy service subsector including energy auditing and energy performance contracting. Furthermore, energy management programs can accelerate market transformation and the development and deployment of energy-efficient technologies. Elements of effective government-led energy management programs include continuous consultation with industry, establishment of linkages with wider policies, reporting requirements, provision of support and training, establishment of networks, and development of methodologies and tools. Energy management programs are flexible instruments that can be adapted to evolving policy needs and changes in industry, thereby ensuring continued effectiveness and relevance.

To support the establishment of policies in this area, the International Energy Agency (IEA) collaborated with the Institute for Industrial Productivity to develop a new *Policy Pathway on Energy Management Programmes for Industry* (released in February 2012). The publication provides practical guidance for policymakers at all levels of government, managers in industry, and other relevant stakeholders on how to develop, support, monitor, or modify programs aimed to accelerate the adoption of energy management systems in industry. Furthermore, to promote energy management by interconnecting policymakers and industry, the Energy Management Action Network has been established. This network is managed by the IEA and Institute of Energy Economics, Japan, on behalf of the International Partnership of Energy Efficiency Cooperation and the Government of Japan.

Value of being proactive

While governments play an important role in establishing enabling conditions and providing incentives to stimulate energy management in industries, there are benefits for proactive businesses. Businesses are under increasing pressure to become more sustainable in every sense, and implementing energy management systems is an effective way to respond to that demand. Furthermore, and especially in times of crisis, it is crucial to bring all costs under control, including energy costs. Energy management is a viable strategy for decreasing exposure to risks related to increasing energy prices and possible future supply constraints. It is also an effective preemptive approach to ensure compliance with increasingly stringent regulations, as well as resilience against carbon pricing. The systematic analysis of energy use also triggers innovation since it makes businesses question how things are done and how they can be improved.

Adopting energy management systems is not about redirecting the focus from core businesses toward environmental or climate considerations. Rather, it is a sound business decision that provides enterprises with the added bonus of improved environmental performance. The question for businesses is not "can we afford to prioritize environmental and climate issues?" Instead, it is "can we afford to miss business opportunities by using energy unproductively?"

Vida Rozite is an energy analyst in the IEA Energy Efficiency Unit. She has a degree in Environmental Management and Policy from the International Institute of Industrial Environmental Economics. Prior to joining the IEA, she was a consultant on cleaner and sustainable production for the United Nations Industrial Development Organization. Her other positions include senior advisor for Nordic Energy Research, secretary of the Nordic Working Group on Renewable Energy, and advisor for the Nordic Council of Ministers' Office in Riga, Latvia.

Innovation and competitiveness in SMEs

Innovation involves deliberate application of information, imagination, and initiative in deriving greater or different value from resources and encompasses all processes that generate ideas and convert them into useful products or services. It must be replicable economically and satisfy a specific need. In business, innovation often results from the application of a scientific or technical idea to decrease the gap between the expectations of customers and the performance of a company. Today, increasing technological complexity, short product life cycles, and unceasing competition force SMEs to move beyond the change philosophy of continuous improvement to more innovative, radical ideas that will enhance their competitiveness. Innovative power is becoming one of the strongest deciding factors in the commercial success or failure of SMEs, which often confront barriers to innovation.

The APO in coordination with the Korea Productivity Center organized a multicountry observational study mission on Innovation and Competitiveness in SMEs in Seoul, 12–15 June 2012, to enable SME owners and those involved in SME assistance, research, or policy to witness current mechanisms for promoting innovation in SMEs to enhance their competitiveness. It was attended by 17 participants from 12 APO member countries. The mission gave the participants new ideas for promoting and creating innovation in their products services, processes, and policies. Chief Resource Person Ab. Rahim Yusoff summarized the innovation concept as, "Innovation is not only about inventions. It is also improvement in the way we do business, improved business processes, and better products and service offerings. It is about giving more meaning and value to outputs and providing solutions for higher customer satisfaction." APO Secretariat Industry Department Program Officer Muhammad Idham reiterated that, "It is also a platform for SMEs to exchange views and concerns related to innovation to help enhance their competitiveness in the market."

A presentation by Sidiz Inc. during the site visit on day 2.

Participants had the opportunity to learn firsthand from various innovation activities in three excellent companies during site visits. SAC Co., Ltd. produces iron and steel plants, rolling plants, and industrial furnaces under the slogan "environment-friendly, energy-saving technology for green development." Its industrial furnace operations rely on environmental and thermal energy. SAC also believes in contributing to its community. Red dot design 2012 award-winning Sidiz Inc. utilizes "innovative ergonomics" to supply a range of high-performance office chairs to the world. Laser-based aesthetic and medical systems are the specialty of Lutronic Inc. Its design innovations make the devices both intuitive and versatile, benefiting physicians and patients alike.

Information security for SMEs: challenges, constraints, and remedies

Organizations depend on information for operations, and protection of information has become a prime need for business continuity and gaining customer confidence and trust. The information security management system (ISMS) of the ISO is an internationally accepted standard that details the preparation/executions required by an organization to protect information assets from internal and external threats. The prime focus is on preserving the confidentiality, integrity, and availability of information deployed by the organization for its business operations. Internal threats refer to error, sabotage, incompetence, etc., while external threats can include natural disasters, terrorism, legal action, network intrusion, etc.

SMEs need to interpret the applicability of the best practices in ISMS vis-à-vis their operations. Factors influencing the interpretation are based upon geoterrain; expectations of customers, potential customers, or interested parties; and core business activities to be sustained. Although standard risks are similar for large organizations and SMEs, handling the risks differs.

Major challenges

1) Insider attack, for example, when the monitoring mechanism is insufficient, operations depend on individual trust, and curiosity could create information breaches.
2) Inability of top personnel to understand the nuances of ICT or falling for the latest jargon.
3) Adherence to legal norms, when monitoring compliance is not systematic.
4) Control of outsourced activity, since dependency on large vendors means that SMEs do not have the last word on security issues.
5) Attrition of trained personnel who then go to multinational/large corporations.

Major constraints

1) Mindset of top management who do not recognize risk.
2) Dependency on ICT, be it a web portal or e-commerce registration for international bidding or tender.
3) Investment in training and competency building. Since SMEs are very sensitive to price, "some" training given might not yield the desired effect. Unfortunately, the fees for training are deemed an expense instead of an investment.
4) Financial inability to protect all entry points (physical or logical), e.g., infrastructure is not available to verify everything coming into the organization like visitors, intrusions, COTS products, repaired equipment, mail, malicious code, and attacks on gateways.
5) Succession planning, when lack of an effective planned dialogue and career mapping leads to an inherent threat of brain drain. The absence of systematic documentation of operations and top management participation in operational functions with less time for strategic thinking also take their toll on developing leaders for key roles.

Remedies

So, what does the ISMS offer? It offers a framework to align best practices, keeping in view the management's commitment to and direction for the organization. Based on the plan, do, check, act (PDCA) cycle, management systems attempts to induce rigor and institutionalize working practices. This in turn helps to create a culture of learning and implementing new methods to ensure information security for improved organizational sustainability. Managing risk can then be aligned with business growth. The controls put in place provide a shock absorber effect to avoid major negative impacts on the business. The figure shows the conceptual process of continual improvement utilizing the PDCA cycle and an ISMS.

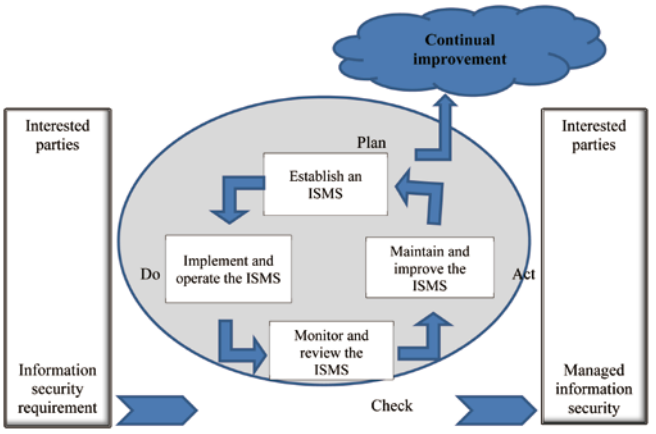


Figure. The PDCA cycle and ISMS activities. *Source:* ISO 27001:2005

Duggirala S. Prakash received a Bachelor's in Engineering (Electronics and Telecommunications), along with a Master's in Business Administration (Marketing). He has more than two decades of experience in quality, manufacturing, maintenance, marketing, safety and security, and management. Prakash is currently employed by M/s. Det Norske Veritas AS, a multinational certification body.

Green Productivity and material flow cost accounting

Material flow cost accounting (MFCA), developed in Germany in the late 1990s and since adopted widely in Japan, focuses on tracing waste, emissions, and nonproducts and can help boost an organization's economic and environmental performance. It is one of the major tools of environmental management accounting (EMA). EMA is a set of procedures used within corporations and other organizations for linking environmental considerations with economic objectives. Today, organizations cannot ignore the environmental aspects of their activities. Consequently, they seek management tools to link concern for the environment with economic considerations. MFCA is a management tool that promotes the efficient use of materials more effectively, contributing to reductions in waste, emissions, and nonproducts. MFCA increases the transparency of material flow, which is a key to successful problem solving and improvement. By solving problems, organizations can increase their resource productivity and reduce costs at the same time. This is in line with the Green Productivity (GP) concept and can be used to implement GP in organizations and factories. MFCA has already been adopted in more than 300 Japanese companies.

Diligent note taking during the e-learning course on GP and MFCA.

The APO in collaboration with the Japan Productivity Center and with support from the Ministry of Economy, Trade and Industry of Japan has been promoting MFCA since 2010 through projects such as the Member Country Support Program. Recently, the APO, NPOs, and the Tokyo Development Learning Center jointly organized a two-phase e-learning course, which was a follow-up to a workshop on MFCA held in Japan in 2011. The e-learning modality was used to introduce MFCA to a large audience using the World Bank's Global Development Learning Network platform. Two hundred thirty participants from 10 member countries (Bangladesh, India, Indonesia, Nepal, and Pakistan, 23–26 April; and IR Iran, Malaysia, the Philippines, Vietnam, and Thailand, 28–31 May 2012) attended the course. Four Japanese resource speakers made interactive presentations involving group exercises and case studies while allowing participants to raise questions on day 1. On day 2, participants carried out group work as advised by the online resource speakers; on day 3, they made site visits in each country to gain practical insights. Day 4 was devoted to country presentations reviewed by the experts.

"It was a wonderful opportunity to attend the maiden course in Bangladesh on MFCA-ISO 14051: 2011 through videoconferencing under very efficient coordination. I was very impressed with your concern about capacity building of the participants," remarked Brigadier General M. Mofizur Rahman after attending the course. Pakistani Usman Hafeez commented, "The MFCA course was very informative and knowledgeable, and hopefully the APO will arrange more such courses in the future."

A face-to-face advanced training course on the same topic is scheduled to be held in Taipei, Republic of China, 20–24 August this year for those who performed well in the e-learning course.

Strengthening organic certification for greater market access

To promote organic certification, which is required for exports of organic agrifood products from developing Asian countries to developed markets, the APO in collaboration with the Sri Lankan Ministry of Agriculture and Ministry of Productivity Promotion conducted a training course on Organic Product Certification and Auditing in Negombo, Sri Lanka, 18–23 June 2012. The course included a one-day public seminar on 18 June attended by more than 70 delegates from 12 countries; the five subsequent days of training had 23 participants from 10 APO member countries and two resource persons from Germany and PR China who attended both. Minister of Agriculture Mahinda Yapa Abeywardane inaugurated the program, and Dr. D.B.T. Wijeratne, Additional Secretary, Ministry of Agriculture, Government of Sri Lanka, gave the keynote speech.

The course covered key concepts in organic certification and inspection; International Federation of Organic Agriculture Movements (IFOAM) certification standard requirements; Common Objectives and Requirements of Organic Standards; Asian Regional Standard requirements; national organic standards and regulations; and organic inspection, certification, and integrity. The more than 100 different standards to certify organic products reflect the growth and diversity of the organic sector but also act as increasing trade barriers, concluded the participants. Differing government regulations further complicate compliance with standards and regulations.

Acknowledging challenges in promoting organic exports by developing Asian countries to advanced markets, resource person and IFOAM representative to Asia Zejiang Zhou of PR China emphasized that, "The products must be in compliance with different standards to be exported to different countries or regions, which is costly in both time and money." Resource person Gerald A. Herrmann, Director, Organic Services GmbH, Germany, noted, "In Asian organic farming the focus is still on exporting produce. Domestic markets as well as South-South trade to the region or neighboring countries should also be brought into focus, which is in many ways more economical and, with the available means and levels of technology and expertise, easier to implement." Course participants traveled to Maho to practice organic inspection at a certified organic farm and to view the operations of the certified cashew-processing factory of Lanka Organic (Pvt.) Ltd.

German expert Herrmann (L) explaining the organic certification inspection protocol.

Attendees appreciated the program and local arrangements. Tehsin S. Bhambal of Pakistan stated, "Our concepts regarding organic certification, which were quite vague, cleared as we obtained a better understanding through the course." They also offered suggestions. Indonesian participant Dr. Agung Prawoto commented, "There is a need to include more case studies based on Asian conditions." "We should keep in contact to update one another on developments in organic standards and regulations in our countries," recommended Supakij Sornprajak of Thailand.

Controlled-environment agriculture

With the challenges of limited land available for food production, growing scarcity of irrigation water supplies, unpredictable weather, and changing climate patterns, more attention has recently been paid to controlled-environment agriculture (CEA), a production system able to manipulate the crop environment to the desired conditions using precise technologies and equipment to improve the efficiency of operations even in areas with poor and/or degraded soil conditions.

In view of the interest in CEA and its potential for application in areas devastated by natural disasters, the APO organized a workshop on Controlled-environment Agriculture, 19–23 March 2012, with financial support from the Japanese Ministry of Foreign Affairs. The workshop started with a two-day seminar in Sendai, the capital of Miyagi prefecture where the March 2011 earthquake and tsunami heavily damaged areas along the coast. The seminar focused on the future development of enclosed plant factories using artificial lights. Seven prominent experts, Professor Toyoki Kozai and Associate Professor Toru Maruo (Chiba University), Professor Haruhiko Murase (Osaka Prefectural University), Tsuneo Abe (consultant to a plant factory in Sumita, Iwate prefecture), Tamotsu Ito (Mitsubishi Research Institute), Masatoshi Miyaki (Panasonic Co., Ltd.), and Ishinomaki Mayor Hiroshi Kameyama, made presentations from their own perspectives. Eighteen participants from APO member countries with backgrounds mainly in horticulture and agronomy attended, with 73 local individuals in the audience.

APO participants learned that many plant factory facilities are in commercial operations in Japan including the completely enclosed type where vegetables are grown under artificial light and those utilizing temperature- and moisture-controlled hydroponics technology. It was demonstrated that plant factories can achieve higher yields per hectare due to multilayered growing shelves and relatively shorter crop production periods compared with open-field production. It was also suggested that enclosed types of plant factories could achieve higher hygienic levels. Future development patterns were also demonstrated including small-scale devices for home use or retail displays and large-scale commercial facilities for herbs and seedlings. While some plant factories are profitable, cost reduction remains a major challenge. Another challenge is the lack of specific plant varieties for growing in plant factories. The experts then revealed their expectations for further technological improvements to address these issues.

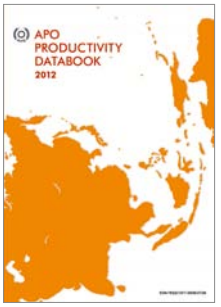
Leafy vegetables growing in an artificially controlled environment in Sumita Vegetable Factory in Iwate, Japan.

After the two-day seminar, APO participants visited plant factories operated by Kyushuya Co., Ltd. and Chiba University.

New APO publication

Features of the *APO Productivity Databook 2012*

ISBN: 978-92-833-2432-4 (print edition)
ISBN: 978-92-833-2433-1 (e-edition)
Available at the end of July 2012



The *APO Productivity Databook 2012* provides a long-term view of comparable data on economic growth and productivity levels of Asian economies in relation to global and regional economies, 1970–2010. Baseline indicators are calculated for 29 Asian economies, representing the 20 APO member economies and nine nonmembers in Asia. The USA, EU, and Australia are also included.

Productivity measures are based on national data collected by APO experts which are adjusted and harmonized by the Productivity Database project conducted since September 2007 as joint research with Keio Economic Observatory, Keio University. The concepts of the estimates are mainly based on the System of National Accounts in 1993. Significant revisions in national accounts were incorporated, reflecting the upgrading of statistics systems in APO member economies, including Thailand, Japan, and the Philippines. The databook project tried to reconcile the national accounts variations based on different concepts and definitions to allow international comparisons.

The research estimated the sources of economic growth in each economy and decomposed them into factor inputs of labor and capital and productivity growth. Notably, total factor productivity (TFP) was computed for 14 APO economies, with PR China and the USA as references. The biggest change in the 2012 databook is new TFP computations for India and IR Iran. Another new feature is the inclusion of data up to 2010, in response to readers' requests for the latest data. It was concluded that: "Over the medium term, the challenge faced by the fast-growing emerging Asian economies is how to bridge the middle-income trap. After two decades of breakneck growth, emerging Asia, especially China and India, is catching up with the advanced economies. The scant growth of the heavily debt-laden rich countries since the financial crisis is hastening the pace of convergence. As growth in the rich world is faltering, the emerging world has accounted for the majority of growth in the world economy in recent years, and the economic balance has been shifting."

International comparisons of economic performance are never an exact science and fraught with measurement and data comparability issues. To address this, conclusions drawn are cross-referenced against similar studies. Bearing in mind the caveats, the *APO Productivity Databook 2012* reports the main findings from extensive APO productivity measurement research.

APO/NPO Update

India
New APO Director
Name: Mr. Saurabh Chandra
Designation: Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce and Industry
Effective date: 25 April 2012

Mongolia
New NPO Head
Name: Mr. D. Amarsaikhan
Designation: Acting Executive Director, Mongolian Productivity Organization
Phone: 976-9191-8009
e-Mail: d_amarsaihan@yahoo.com
Effective date: 18 February 2012

New contact phone & fax numbers of APO Liaison Officer
Phone: 976-9911-8414
Fax: 976-11-681709

Nepal
New NPO Head and APO Liaison Officer
Name: Mr. Durgesh Kumar Shrestha
Designation: General Manager, National Productivity and Economic Development Centre
Effective date: 3 May 2012 and 23 May 2012, respectively
e-Mail: npo.nepal@gmail.com

New Alternate Director
Name: Mr. Lila Ram Sharma
Designation: Chairman, National Productivity and Economic Development Centre
Effective date: 23 May 2012

New officer at the Secretariat

Atsuoki Hoshiyama joined the Administration and Finance Department of the APO Secretariat as administration and finance officer effective from 18 June. After receiving a bachelor's degree in economics and business, he started his career as accountant in a major US audit firm, where he learned the basics of accounting and finance. Later he moved to an international banking firm and built up experience in cross-border, cross-cultural finance. His previous position was in the finance section of the BMW Group. Hoshiyama is married with two children and a member of a local chorus group since he enjoys singing in his spare time. While at the Secretariat, he hopes to gain more knowledge and experience to contribute to smooth implementation of various international projects, as well as help other countries achieve greater socioeconomic development.

53rd WSM to convene in Bali

The 53rd Workshop Meeting of Heads of National Productivity Organizations (WSM), the APO's annual program planning exercise, will be held in Bali, Indonesia, 23–25 October 2012. This is the fifth WSM to be hosted by Indonesia.

The agenda for the meeting will include the adoption of the report on the evaluation of 2011 projects; a presentation on the impact evaluation of 2011 projects; reconfirmation of the APO Program Plan for 2013–2014; and prioritization of the policy statements by APO Directors at the 2012 Governing Body Meeting.

Photo news

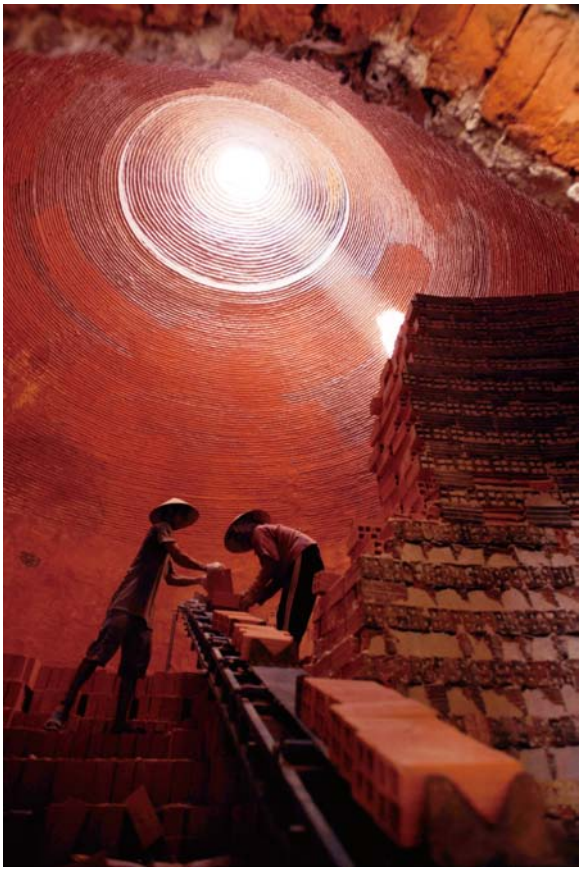
(L–R): SPRING Singapore Programme Office Senior Officer Philicia Lim, SPRING Singapore Programme Office Senior Officer Loo Ya Lee, SPRING Singapore Programme Office & Corporate Services Executive Director Dr. Woon Kin Chung, APO Secretary-General Ryuichiro Yamazaki, APO Administration and Finance Department Director Sherman Loo, and APO Industry Department Director Setsuko Miyakawa at the Secretariat during a Bilateral Cooperation Between NPOs mission on SME Development, 30 May.

Training of Trainers in Green Productivity, Malaysia, 14 May–8 June. Group discussion with resource speaker Koh Niak Wu (R) from Singapore.

APO Photo Contest 2012 Winners!

Thank you to all who sent in their best shots to the APO Photo Contest 2012.

This year's entrants did not disappoint—more than 700 photographs were submitted to the contest from APO member countries. Judging of the 2012 contest took place at the Secretariat on 18 May. This year, the judging was done by photography experts Yukako Hiramatsu and Gaku Yamaya, Ambassador Extraordinary and Plenipotentiary H.E. Datuk Shaharuddin Md. Som of the Embassy of Malaysia in Japan, Counsellor (Commercial and Economic) Erdenetsogt Sarantogos of the Embassy of Mongolia in Japan, and APO Secretary-General Ryuichiro Yamazaki. Congratulations to all winners!



Grand Prize and Gold Prize ***(Industry Category)***

"In the Brick Kiln" by Minh Vu Tuan (Vietnam)

Industry Category

Silver Prize

"Clean Power" by Liem Do Hieu (Vietnam)

Bronze Prize

"Women at Work" by Joydeep Mukherjee (India)

Agriculture Category

Silver Prize

"Life on the Sea Coast" by Nguyen Tam Hao (Vietnam)

Bronze Prize

"Earthen Pot Makers" by Vivarta Lokre (India)

Merit Prizes

"Going Home" by Tran Anh Khoi (Vietnam)
"Production of Paper Fans" by Thach Hoang Ngoc (Vietnam)
"Dried Fish" by Ngo Quang Phuc (Vietnam)
"Igorot Family Rice Harvest" by Jaime Singlador (Philippines)
"Drying Shrimp" by Ly Thi Kieu Loan (Vietnam)

The Merit Prize photos can be viewed on the APO website: http://www.apo-tokyo.org/wp/news/apo-photo-contest-2012-winners.html.