



## WSM convenes in Bali

**B**ali played host to the 53rd Workshop Meeting of Heads of NPOs (WSM), 23–25 October. Thirty-seven NPO and agriculture delegates and 19 advisers representing APO member economies gathered to discuss specific activities to advance the productivity movement in the region. The meeting was also attended by three observers from the Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), and Botswana National Productivity Centre (BNPC).



*At the WSM (L–R): Bali Deputy Governor I. Wayan Suasta, Minister of Manpower and Transmigration Muhaimin Iskandar, Secretary-General Yamazaki, and APO Director for Indonesia and Director General of Training and Productivity Abdul Wahab Bangkona.*

Representing the Government of Indonesia, Minister of Manpower and Transmigration Muhaimin Iskandar delivered the inaugural address. He stated that according to the World Economic Forum, Indonesia ranked 50th out of 144 countries in the competitiveness index. This would be a good opportunity for Indonesia to be innovative and creative to improve productivity and competitiveness in a significant way, he noted. He added that, “The cooperation between the APO and the Ministry of Manpower and Transmigration of the Republic of Indonesia is expected to increase Indonesia’s competitiveness index in order to participate in the global free market.”

Bali Deputy Governor I. Wayan Suasta, who represented Governor of Bali Province I. Made Mangku Pastika, delivered the welcome remarks. He said, “This meeting surely will have a good impact on Bali to enhance Balinese productivity since Bali is a world tourist destination and provides many occupations for job seekers. The Bali Provincial Government is very concerned about increasing the productivity of local human resources.”

APO Director for Indonesia and Director General of Training and Productivity Development Abdul Wahab Bangkona delivered the opening address and welcomed all delegates. He noted that the event had “observers coming from several countries and organizations outside the APO. It will create a better atmosphere to expand our cooperation not only among APO members but also with other countries and organizations outside the APO.”

Dr. Bessie Burgos of SEARCA remarked that it was of “the utmost importance to SEARCA and the APO to understand each other’s priorities and work programs for the purpose of identifying specific areas for collaboration intended to benefit the countries and region we commonly serve.”

Executive Director Baeti Molake Molake of the BNPC added that he hoped to learn from NPOs on methods and approaches that would enable the BNPC to move in the direction of becoming an independent body that will serve and facilitate the productivity movement of his country.

The main agenda items of this WSM were to reconfirm the APO Program Plan for the 2013–2014 biennium, prioritize the policy statements from APO Directors at the 2012 GBM, review the current center of excellence and proposals for a new one, and review the proposed new public-sector productivity framework.

The meeting also elected NPO Delegate from Indonesia Kunjung Masehat and NPO Delegate from Fiji Kamlesh Shashi Prakash as Chair and Vice Chair, respectively. On assuming his position, the Chair stated that the WSM had several important tasks to accomplish and mentioned the list of important agenda items. (See page 2 for a summary of the Secretary-General’s statement to the WSM.)

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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](mailto:apo@apo-tokyo.org)

## Summary of the Secretary-General's statement

After thanking the Government of Indonesia for its generosity in hosting this year's Workshop Meeting of Heads of NPOs (WSM) in Bali, APO Secretary-General Ryuichiro Yamazaki expressed gratitude for the presence of Minister of Manpower and Transmigration Muhaimin Iskandar, who delivered the inaugural address; the Governor of Bali Province I. Made Mangku Pastika for his welcome remarks; and APO Director for Indonesia Abdul Wahab Bankona and his staff for their hard work that made the meeting possible.

The Secretary-General then updated the delegates on actions after the 2012 Governing Body Meeting (GBM). He reported that an alternative office space had been found and preparations were underway to move the Secretariat to the new office toward the end of November during a three-day weekend, with full operations to resume from the first week of December. Pointing out that while the last GBM had approved the total 2013–2014 budget, it had not reached a consensus on the apportionment of membership contributions. A second task force meeting in July had narrowed the options for a formula, which were sent to member governments for feedback. "We hope that a consensus can be reached by members on the apportionment amount for the next biennium at the earliest possible date to facilitate each member's process of obtaining the necessary approval from its government for the disbursement of its membership contribution," noted the Secretary-General.

The 2012 GBM assigned this WSM to prioritize the excellent suggestions made by APO Directors on expanding activities and membership, which were compiled by the Secretariat, and develop follow-up action plans. The Secretariat had proposed plans for consideration by the WSM, said Secretary-General Yamazaki, including new project proposals funded by surpluses from 2011. "I have taken note of these suggestions, and the Secretariat is in the midst of reviewing our organizational structure to meet new challenges. To strengthen our capacity, the Secretariat will be hiring professional staff to fill three vacant posts for which recruitment had been on hold due to the office relocation issue," reported the Secretary-General.

He continued, "One of my primary objectives as the Secretary-General is to ensure that the Secretariat remains cost-effective. The Secretariat is continuing efforts to minimize costs in every aspect of our operations."

Secretary-General Yamazaki also reported that two months ago the Secretariat's computer servers had been moved to a secure data center located in Yokohama: "This will not only help the APO recover quickly and maintain our critical business processes in the event of a disaster but also allow Secretariat staff to be more mobile while remaining fully connected." Other ICT initiatives to improve productivity would be implemented in consultation with member countries starting from 2013, he pledged.

"The primary task of this WSM is to reconfirm the projects for 2013 and the preliminary lineup for 2014. Last year was the first time that the projects were presented as a two-year plan under the three new strategic directions," noted the Secretary-General. He explained that a pre-WSM meeting involving APO Liaison Officers would be held at the start of every biennial planning cycle to improve planning. He also explained that a new center of excellence (COE) would be started next year after the one on business excellence (BE) hosted by Singapore had produced notable achievements including BE manuals for training and dispatching BE experts to help other NPOs develop BE programs. The directions for a new COE would be discussed later, he explained.

The Secretary-General went on to describe several notable project themes the delegates would see in the project lineups for 2013 and 2014. He cited the *APO Productivity Databook*, as "a major undertaking for the Secretariat." The 2013 edition would expand the number of economies covered by total factor productivity growth analysis and deepen the analysis of the



Secretary-General Yamazaki delivering his statement to the WSM.

industry origins of economic growth and labor productivity. He looked forward to support from member countries for a survey to improve the utility of the databook.

"The role of public-sector organizations has been recognized as key to the development and competitiveness of a country. Thus, time-tested private-sector productivity and quality concepts, approaches, tools, and techniques have been introduced into APO public-sector projects," noted the Secretary-General, and explained that a draft APO Public-sector Productivity Program Framework had been developed. He also spoke on material flow cost accounting (MFCA) as an environmental management tool for the efficient use of materials and waste reduction in line with the Green Productivity (GP) concept. A 2010 with a demonstration project on MFCA had been followed by a multicountry project as well as basic and advanced training courses. A course to train MFCA trainers as well as a conference on the topic were scheduled for 2013 and 2014, respectively.

On a GP-related theme, Secretary-General Yamazaki reported that preparations for the 8th EPIF scheduled for 14–16 March 2013 in Singapore had begun early this year. After a review conducted by the Secretariat and Green

Productivity Advisory Committee, the 8th EPIF would be more host country driven and expected to result in a milestone similar to the last EPIF held in Singapore in 2006 which inspired the well-known eco-city project, he stated. He also said that another GP project, the Eco-products Database and the 8th edition of the *Eco-products Directory*, had been launched in May, and would be reviewed this year to ensure that its directions were in line with the needs of member countries.

The Secretary-General mentioned that the Individual Observational Study Mission (I-OSM) Program had been in high demand in recent years, with five of 13 I-OSM requests accommodated in 2011 and nine out of 20 expected this year. He expressed deep appreciation for members who had hosted I-OSMs.

Turning to agriculture, Secretary-General Yamazaki listed food safety management; food security issues; four food company demonstration projects in Lao PDR under a grant from the Ministry of Agriculture, Forestry and Fisheries of Japan and three similar ones scheduled in Cambodia; and cooperation with the Asian Development Bank (ADB) in projects to promote

climate adaptation technologies and practices in agriculture. “We will also continue our program on community-based rural enterprise development,” he said, continuing, “National efforts to improve productivity and income in rural communities need to be intensified, as recent ADB studies highlighted rising income inequalities in Asia despite the remarkable economic growth achieved in the region as a whole in recent years.”

He stressed the importance of project follow-up, saying, “I often mention to APO project participants that the completion of the project is not the end but just the beginning. The importance of visible outputs has been emphasized not only by me but also by APO Directors.” He also requested support from NPOs and APO Liaison Officers to encourage their participants to submit reports on how they were utilizing knowledge acquired from APO projects.

Secretary-General Yamazaki asked delegates to review and reconfirm the revised 2013 Program Plan and the Preliminary Program Plan for 2014. He concluded his statement by thanking the Government of Indonesia for hosting the 53rd session of the WSM and hoping that all could take some time from their busy schedules to relax on “this fabulous island of Bali.” ☺

## ■ Study meeting on Talent Management for Globalizing SMEs ■

**S**ixteen human resources specialists, management researchers, and SME managers along with two APO resource persons gathered at the study meeting on Talent Management for Globalizing SMEs in Bangkok, 10 September, organized by the APO and Thailand Productivity Institute (FTPI). SMEs contribute significantly to national economic performance as they usually constitute the most numerous enterprises. However, human resources development/management (HRD) in SMEs must become more innovative to attract and retain top performers. In the knowledge-based economy, effective talent management can maximize human resources capacity for enhanced productivity and business performance.

Chief Resource Person Hiroshi Ishikawa, education consultant and president of SmartVision Inc., highlighted recent trends in talent management, human resources issues in SMEs, and best practices of talent management by global companies. A topic of special interest was know-how for utilizing talent management tools by Asian SMEs. Dr. Phanit Laosirirat, FTPI Executive Director and APO Alternate Director for Thailand, commented that, “Talent management is quite often misunderstood among SMEs of Thailand as many think that it is about hiring those with high education. However, it is a management tool to motivate and promote employees to develop their individual talents.”

Resource Person Ishikawa said that this program would benefit companies by minimizing the risk of restructuring, effectively managing potential talent on a global scale, recruiting high-quality talent, and developing talent for future needs. He pointed out that strengthening talent management capacities in global businesses would provide governments with increased corporate tax revenues, attract investment for future business expansion, and create new employment.

Participant Seung-Hyun Moon, Deputy Director of Human Resources Development Service of Korea, said that the Korean government was actively



*Chief Expert Ishikawa inviting opinions on what obstacles Asian SMEs face in applying talent management.*

supporting SMEs under its HRD policies because it realized that the best resources available are human, adding that, “Many SMEs still have little understanding of the importance of HRD and talent management, and this creates a big barrier to the success of HRD policies.” Guest Resource Person Peter Earnshaw from the Singapore office of Silkroad, a leading provider of cloud-based social talent management solutions, led a demonstration session to expose participants to an innovative talent management solutions system, which was specifically designed to enable enterprises to attract and retain top talent to achieve higher productivity. At the end of the study meeting, participants conducted virtual group discussions on the plans, actions, and support needed to achieve effective talent management in SMEs. ☺



## Office design and employee productivity

**M**ost urban-dwelling people spend approximately 50% of their lives within an indoor environment today, which greatly influences their mental status, actions, abilities, and performance. Keeping this in mind, office design must be a perfect blend of good air quality, adequate light, comfortable temperature and noise level, and exotic/refreshing color schemes to reduce stress and enhance job performance.

Office design is basically the arrangement of workspaces in order to let employees perform their jobs the most efficiently, as a better workplace environment produces better results. The office should be designed with due importance given to the specific nature of jobs and the individuals who work there. An office with a pleasant physical environment boosts employees' performance and ultimately their productivity. Many surveys of multiple offices and office buildings indicate that dissatisfaction, cluttered workplaces, and the overall physical environment play dominant roles in the loss of employee productivity, and the majority of dissatisfied employees mention the working environment as the main cause of their unhappiness.

The desire for increased personal control and the comfort requirements of employees were the initial concerns prompting organizations to provide an environment and office design that fulfill those needs while helping to increase productivity. Office design should incorporate both ergonomics and workflow, which means that the ways in which work is performed must be examined in order to optimize the layout. After the work is analyzed and how it is accomplished is determined, then the overall setup of the office is arranged according to the workflow to ensure smooth operations without hindrances.

### Common office design elements

Studies show that comfort and productivity are interrelated, and almost every office could benefit from a few changes in layout and organization. For better office design, greater focus should be on employees' effectiveness, creativity, and productivity. Experts agree that factors that affect productivity, according to their relative importance, include furniture, noise, flexibility, comfort, communication, lighting, temperature, air quality, and spatial arrangements. It has been pointed out that the best ergonomic furniture available today improves performance by 10–15%. Poor air quality leads to discomfort and potentially a variety of illnesses, which trigger additional stress among employees. If the ventilation rates of indoor air are increased to twice the minimum ventilation required, it increases employees' productivity to a significant extent. Temperature is a factor that affects all in the workplace. Too little or too much light affects individual performance and can also increase stress. It is not only the quantity of light which affects people but also its quality can be a problem. Because different types of lighting have different properties, accomplishing daily tasks in workplaces

with less-than-optimum or dim lighting leads to eyestrain, thus causing headaches, irritability, and depression.

The noise in offices is produced by coworkers, machines, computers, and other mobile devices. Office noise contributes to job dissatisfaction through stress and distraction. Effective use of office space aids employees during their day-to-day work, and employers should ensure that both private and open-plan offices must utilize space effectively. Apart from productivity, congested spaces can also give rise to incidences of rudeness among coworkers.

Studies also reveal that women employees are more concerned about their workplace environment than their male counterparts. In similar surroundings, women employees are more concerned about furnishings and spatial arrangements, whereas men are affected more by noise, light, and temperature.

### Tips to improve office design

A few simple, relatively inexpensive measures can be taken to improve office design for higher productivity and morale. For example, comfortable, ergonomically structured furniture can change the attitudes and overall productivity of employees. To enhance the effect, seating arrangements can be changed, and adjustable and movable furniture can be provided. Employees should be able to adjust their chairs to the proper height and angle so that feet are on a footrest or firmly on the floor. Similarly, monitors and other equipment should be adjustable according to employees' needs to avoid stress, eyestrain, and back pain.

It is recommended that sound levels be kept under control for the smooth performance of daily office activities. For this purpose, separate areas for noisy equipment, like fax machines and copiers, can be allocated, and work teams can be seated together in shared areas away from the employees who require quiet workplaces. Panel systems, carpeting, and acoustic ceiling tiles can also help to control sound levels.

Natural light can be increased by building angled ceilings that reflect light coming from windows. Overall improvement in lighting conditions in the office can be a cost-effective way of increasing productivity. Apart from natural light and windows, offices can be made more pleasant with tasteful nature photos; live plants add both beauty and fresh air to the workplace. Special attention should be given to the thermal environment of the office. Studies show that warm environments promote productivity more than cold ones.

Employees can be encouraged to customize their workplaces with acces-

sories that help them work comfortably such as footrests, screens, etc. To relieve stress, employees can incorporate some of their own touches and style to express themselves. They can be allowed to use small plants, pencil holders, family photos, rugs, and other items to decorate their desks and workplaces. However, employees should also be advised to ensure that such items are put in their proper places so that workspaces are clutter-free.

The office space can be so creatively and intelligently utilized that it balances the organizational requirements of communication, concentration, and the basic process of social interaction at work. Ultimately, an environment can be created that conveys a sense of warmth, comfort, and professionalism while being conducive to uninterrupted workflows.

Office design elements are equally important and relevant for home and nonoffice work environments. Home offices must create a space where work can be conducted in peace and quiet. At home, locating an office in a space with windows, if possible, helps maximize the benefit of natural light. To make home offices healthy, comfortable workplaces, the use of ergonomic furniture, proper lighting, natural plants, and a functional design can minimize discomfort and distractions and help people work more productively.

Most organizations do not give sufficient importance to office design, although there are ample reasons to consider it as an important factor to increase their employees' productivity. The spatial arrangements, noise, lighting, and thermal environment have tremendous influence on productivity. To gain a better understanding of these relationships, research that combines human resources management, workplace layout, and performance management needs to be developed. It will help to evaluate office design in terms of comfort and loss of productivity. For organizations, creating a professional, functional, comfortable office space will project the right image to business associates and potential clients and simultaneously boost employees' motivation, creativity, and productivity. ☺



*Professor Shehla Amjad is Chairperson of the Department of Development Studies, COMSATS Institute of Information Technology, Abbottabad, Pakistan. Before joining COMSATS, she served as a lecturer at the University of Peshawar. She holds a PhD from the University of Bradford and an MA from the University of Sussex, UK. She has authored several publications in refereed international conference proceedings and journals and continues to supervise research dissertations.*

## Nanotechnology to revolutionize agricultural productivity

**N**anotechnology (nanotech) has the potential to revolutionize agriculture and food systems, changing the way food is produced, processed, stored, packaged, transported, and consumed. Nanoagriculture incorporates the basic principles of nanotech into agricultural sciences to evolve processes and products, deliver inputs, and promote crop productivity without associated environmental impacts. Nanoagriculture encompasses inputs (seeds, fertilizers, herbicides, insecticides) for enhanced use efficiency, nanopheromones for pest control, nanofood systems (packaging and encapsulation of functional foods), and nano-based diagnostic kits for early detection of diseases, pests, and nutrient deficiencies. Nanotech can result in breakthroughs in livestock productivity, agricultural waste management, and soil and water contaminant removal. In most APO countries, nanotech applications in agriculture are an emerging area.

To create greater awareness of nanotech applications in agriculture and review actual examples, the APO in collaboration with the Council of Agriculture Executive Yuan, National Ilan University (NIU), and China Productivity Center organized a workshop on Nanotechnology Applications for Boosting Agricultural Productivity at the NIU, Yilan, ROC, 3–7 September. NIU President Dr. Han-Chieh Chao inaugurated the program, which was attended by 23 participants from nine member economies.

The workshop comprised interactive lead presentations by resource persons, sharing of experiences by participants, group exercises, and observational visits. Participants identified problems in promoting nanotech applications in the agriculture and livestock sectors and formulated action plans for the government, organization, and individual levels. They also made voluntary commitments to

follow-up actions. To observe nanotech applications in the host country, participants visited the NIU's Center for Nanotechnology; King Car Biotechnology Industrial Co., Ltd.; Nanotechnology Research Center of the Industrial Technology Research Institute; and Research Institute of Kuang Chuan Dairy Co., Ltd.



*Participants at Kuang Chuan Dairy examining fresh milk with nano-scale calcium carbonate, which speeds up calcium absorption to make milk more nutritional.*

The workshop received wide local media coverage. “The workshop had a very good selection of participants with reasonably diverse backgrounds, which was essential to draw interesting conclusions on multidisciplinary applications,” commented APO Expert Dr. Joydeep Dutta, Chair in Nanotechnology at the Water Research Center, Sultan Qaboos University, Oman. Dr. Lucille V. Abad from the Philippines pledged, “I will conduct echo seminars for nanotech groups and my NPO.” Dr. Maryam Hashemi from IR Iran stated, “I will utilize my learning by reporting to the Iranian Nanotech Initiative Council as well as my institute, and... develop nanotech-based products in agriculture.” Indian participant Dr. Kizhaeral S. Subramanian said, “I learned a lot about nanotech commercialization and nanofood systems and will translate every aspect of that knowledge into action.” ☺

## Greenhouse gas emission reduction

Climate change experts, scientists, engineers, and policymakers from 12 countries gathered in Taipei for the multicountry observational study mission on Greenhouse Gas Emission Reduction, 1–5 October, organized by the APO in association with the Taiwan Environment Management Association and China Productivity Center. They discussed the impact of greenhouse gases (GHGs) on the global climate, identified methods for the reduction of GHG emissions, and examined policy instruments to promote GHG emission reductions among industries and municipalities.

The generation of GHGs is responsible for climate change. The earth's average temperature is expected to rise by as much as 6.4°C by the end of this century. Sea levels are predicted to rise by 59 cm due to steady melting of ice in the Arctic and Antarctic. The situation appears grim. Recognizing the urgent need to raise awareness of this issue among member countries, the APO has organized several events and taken follow-up actions based on the outcomes of previous projects. It also published the manual *Greenhouse Gas Emissions: Estimation and Reduction*, available for downloading at [www.apo-tokyo.org](http://www.apo-tokyo.org).

Dhirendra Kumar, the UN Framework Convention on Climate Change expert who facilitated the discussions, said that, “The countries of the world have recognized the need for concerted and increased action to combat climate change. That is the challenge. There are hopeful signs in the ongoing international negotiations, in the tools that countries have developed, such as the clean development mechanism and joint implementation, and in the great deal of work

being done at the international, regional, and local levels.” Deputy Executive Director Heinrich W. Wyes of the Central Asia Regional Environment Centre, Kazakhstan, stressed the need for immediate action emphasizing that, “Climate change needs to be tackled in an intersectoral matter, encompassing all sectors of society. Beyond being a challenge, addressing climate change provides also opportunities, in particular for the private sector, to transform economies toward a green growth development path.”



Mission participants engrossed in developing GHG emission reduction action plans and recommendations for governments.

The mission members made technical field visits to the Industrial Technology Research Institute, Central Taiwan Science Park, AU Optronics Corporation, Taiwan Power Company Taichung Power Plant, and Taipei 101, the world's tallest green, energy-efficient building, to observe and acquire firsthand information on GHG emission reduction measures taken and best practices by the government and companies in the ROC. Participant Deepak Lal from Fiji acknowledged that, “This mission exposed the participants to so many advanced technologies to reduce GHGs that all of us were overwhelmed.”

## Promotion of green public procurement

Sustainable development and growth based on green products and services is now a central planning concept for APO member economies. As in many efforts, governments are leading the way by promoting green public procurement (GPP), eco-labeling schemes, etc. An APO workshop-cum-expert meeting on GPP for Green Growth and Trade Competitiveness was held in Kuala Lumpur, 10–12 October, in conjunction with the Malaysia Productivity Corporation (MPC) and Green Purchasing Network of Malaysia (GPNM) and supported by the Ministry of Energy, Green Technology & Water. The 23 participants from 10 member countries had extensive experience in the field and were joined by four APO resource persons from the Asia-Pacific and four speakers from Sweden, Japan, Malaysia, and the UN Environment Programme-Division of Technology, Industry, and Economics invited by the local organizers, who also invited a Hong Kong Green Council representative as an observer.

The workshop kicked off with the signing of a memorandum of understanding between the MPC and GPNM pledging to expand their collaborative GPP efforts. Participants then started wide-ranging debate on specific ways to promote GPP in three stages: implementation, e.g., legal enforcement, financial incentives, and knowledge transfer; establishment, e.g., prioritization, green certification, eco-directories/databases; and discovery/expansion, e.g., legal, financial, and market analyses of GPP in practice. Participants made several novel suggestions on spreading GPP, such as Lee-Kuo Hsiao of the ROC who believed that more countries could follow ROK and “motivate general consumers via a credit

card system.” A list of findings detailing the results of discussions was presented to Malaysian Minister of Energy, Green Technology & Water Peter Chin Fah Kui by the GPNM president. The findings will be finalized in consultation with participants and resource persons as an outcome document by the GPNM to serve as a road map for the region in developing GPP policy initiatives.



MOU signing ceremony (L-R): APO Secretariat Industry Department Director Setsuko Miyakawa; MPC Director General Datuk Razali, Secretary-General of the Ministry of Energy, Green Technology & Water of Malaysia Loo Took Gee; APO Resource Person, GPAC Vice President, and IGPN Chair Prof. Ryoichi Yamamoto; and GPNM President Dr. Izme Che Ismail.

Participants also attended the 3rd International Greentech & Eco Products Exhibition & Conference Malaysia (IGEM 2012) held simultaneously with the workshop. Malaysia was the host of the first APO Eco-products International Fair (EPIF) in 2004, and both the GPNM and IGEM were inspired by its message. The multiplier effects of the EPIFs thus continue to be felt, both in the hosts and throughout the Asia-Pacific. As Resource Speaker and Director of the Swedish Environmental Council Peter Nohrstedt noted, however, “The challenge is how to follow up and walk the talk. There will be a need for a focal point, like the APO/IGPN, to keep things going with GPP.”

## APO/NPO Update

### *APO Secretariat*

#### **New address:**

Leaf Square Hongo Building, 2F  
1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033, Japan  
Effective date: 26 November 2012

### *Bangladesh*

#### **New APO Director**

Name: Mr. Mohammad Moinuddin Abdullah  
Designation: Secretary-in-Charge, Ministry of Industries  
Effective date: 17 October 2012

### *Indonesia*

#### **e-Mail address of NPO Indonesia**

protek@centrin.net.id is no longer in use. Instead, suhanda@binaproductivity.org has been added.

### *Islamic Republic of Iran*

#### **New NPO Head**

Name: Dr. Mahmood Ghanizadeh  
Designation: Head, National Iranian Productivity Organization  
Effective date: 10 September 2012

#### **New designation of APO Director for Islamic Republic of Iran**

Name: Dr. Ali Rezaeian  
Designation: Dean, Faculty of Management and Accounting, Shahid Beheshti University

### *Japan*

#### **New APO Director**

Name: Mr. Kunio Umeda  
Designation: Director-General, International Cooperation Bureau, Ministry of Foreign Affairs  
Effective date: 27 September 2012

### *Republic of Korea*

#### **New APO Alternate Director**

Name: Mr. Sung Wook Moon  
Designation: Director General, High Potential Enterprise Policy Bureau, Ministry of Knowledge and Economy  
Effective date: 2 July 2012

### *Mongolia*

#### **New e-Mail address of APO Liaison Officer for Mongolia**

e-Mail: pbyagal@mpo.mn

### *Pakistan*

#### **New APO Director**

Name: Mr. Shafqat Hussain Naghmi  
Designation: Federal Secretary, Ministry of Industries  
Effective date: 23 August 2012

## Photo news



*APO Industry Director Setsuko Miyakawa (front row 3rd L) and other experts at the International Conference on Strategies and Approaches to Promote an International Green Society, 5–6 September, Taipei.*



*Chief Expert Matao Ishii (front row center) and APO Industry Program Officer Muhammad Idham (back row L) accompanied by 17 participants from 11 member countries attended the workshop on SME Best Practices in the Service Sector, 2–5 October, Tokyo.*



*Visitors to the Global Festa Japan 2012 in Hibiya Park, Tokyo, learning about APO activities, 6–7 October.*



## Bangladesh celebrates first National Productivity Day

**T**he First National Productivity Day was celebrated throughout Bangladesh on 2 October 2012, with colorful posters on main streets, an early-morning awareness rally led by Minister of Industries Dilip Barua, a seminar, and special supplements published by daily newspapers. All mobile phone operators posted the message “Improve Productivity for Efficient Production” following the productivity theme to their millions of customers. The press and electronic media covered related events, with a widely watched talk show on Bangladesh Television. The NPO offered a colorful souvenir publication containing congratulatory messages from the President and Prime Minister of the People’s Republic of Bangladesh and APO Secretary-General Ryuichiro Yamazaki.

Three hundred participants representing different sectors of society attended a seminar held at the Ruposhi Bangla Hotel. In his inaugural address, the Chief Guest Minister of Industries Barua stressed research on productivity, recalling the multilateral conference held on 2 October last year where Prime Minister Sheikh Hasina declared Productivity Day would be held a year later and advised on the need for sectoral research to provide information to entrepreneurs. The inaugural session was also addressed by President A.K. Azad of the Federation of Bangladesh Chambers of Commerce & Industry (FBCCI), President Mohammad Jawaid Yahya of the APO Society for Bangladesh, and NPO Director Dr. Md. Nazrul Islam and chaired by Secretary-in-Charge Mohammad Moinuddin Abdullah, Ministry of Industries.

In the working session, a paper on the theme was presented by Professor Shafique uz Zaman, Department of Economics, University of Dhaka. He stressed creating a budget for R&D. It



*Productivity awareness rally during National Productivity Day. Minister Barua, Secretary in Charge of the Ministry of Industries Mainuddin Abdullah, and representatives of trade bodies and labor unions lead the way. Photo courtesy of NPO Bangladesh.*

was estimated that by 2014 the GDP growth rate in Bangladesh could be increased by 1% if appropriate investment were made in R&D. The participants discussed skill development, infrastructure problems, corruption, political instability, the environment for foreign direct investment, labor-management cooperation, educational human resources, reduction of wastage, and resource conservation and protection of the environment. Recommendations were also made on energy efficiency, waste reduction, upgrading management capability, and the need for trained manpower for productivity improvement. The seminar ended with a vote of thanks given by NPO Joint Director and APO Liaison Officer for Bangladesh Abdul Baqui Chowdhury. The first-ever National Productivity Day created a great sensation in every corner of society all over the country. *Contributed by Abdul Baqui Chowdhury, APO Liaison Officer for Bangladesh and Joint Director, NPO, Bangladesh.*



## NPC India-SR Asia cohost conference

**T**he National Productivity Council (NPC), India, and SR Asia jointly organized an international conference on Socially Responsible Products and Services for Sustainable Asia and Beyond, 18–19 October, in New Delhi. The conference was supported by the Federation of Indian Chambers of Commerce and Industry-Aditya Birla CSR Centre for Excellence; Center for Promotion of Imports from Developing Countries (CBI), the Netherlands; CSR Europe; Global Compact Network India; and Indian Institute of Corporate Affairs.

Minister of State, Agriculture, Food Processing Industries and Parliamentary Affairs of India Harish Rawat inaugurated the conference. He commented that society and the business community were at a crossroads between pursuing sustainable, inclusive growth and an unsustainable future. The former required innovative business models that nurtured the inclusion of communities. He added, “There is a big gap between intellect and labor in rural professions. It is essential that we capitalize on the emerging market based entrepreneurial initiative in the agricultural sector, even more so for poor farmers and farmers in disadvantaged areas.” Minister Rawat hoped that corporate social responsibility (CSR) initiatives would act as “a much-needed catalyst for development, diffusion, and use of new and economically useful knowledge, with enhanced innovation processes.”

The participants and eminent speakers represented government, policymakers, industry, and voluntary organizations. The speakers included Additional Director General, Ministry of Finance, Manoj Arora; Senior Adviser to the United Nations Global Compact Dr. Uddesh Kohli; NPC

Deputy Director General Dr. S.K. Chakravorty; and Bart Slob of the CBI. A message from APO Secretary-General Ryuichiro Yamazaki was read by NPC Deputy Director Sunil Kumar.



*Minister Rawat (3rd R) unveiling the SR Asia Journal during the conference. Photo courtesy of SR Asia.*

The Chief Guest also released the *SR Asia Magazine* and a booklet titled CBI Capacity Building Programme on CSR. The booklet is based on a CBI pilot project and contains information on the companies and CBI consultants involved in CSR implementation in Indian SMEs in various sectors. The study provides interesting insights into the workings of some of the most successful SMEs in India and their business practices.

The conference concluded that social responsibility (SR) is a key factor in the long-term success and sustainability of any enterprise, an awareness that is growing especially among those interested in exporting to developed markets. It will be imperative to consolidate SR measures by introducing guidelines. Positive responses by enterprises will create widespread awareness that SR initiatives can result in immense, sustainable benefits for society.