

APO

ANNUAL REPORT

2007

ASIAN PRODUCTIVITY
ORGANIZATION



APO

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ORGANIZATION**





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Mr. Besar Setyoko
APO Director for Indonesia

● APO First Vice Chair



Mr. Mohsen Haji Mirzaie
APO Director for the Islamic Republic of Iran

● APO Second Vice Chair



Mr. Tadao Chino
APO Director for Japan

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Secretary, Ministry of Industries



● Alternate Director & NPO Head
Dr. Md. Nazrul Islam
Director, National Productivity Organisation, Ministry of Industries



● Liaison Officer
Mr. Abdul Baqui Chowdhury
Senior Research Officer, National Productivity Organisation, Ministry of Industries

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Secretary of State, Ministry of Industry, Mines and Energy



● Alternate Director & NPO Head
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● Liaison Officer
Ms. Tey Dany
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Chairman, China Productivity Center



● Alternate Director
Dr. Tyzz-Jiun Duh
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● Liaison Officer
Mr. Frank J.S. Pai
Director, International Cooperation Department, China Productivity Center



● NPO Head
Dr. Pao-Cheng Chang
President, China Productivity Center

FIJI



● Director
Mr. Subhas Chandra
Permanent Secretary, Ministry of Youth, Sports, Employment Opportunities and Productivity



● Alternate Director & NPO Head
Mr. Jone Usamate
Director General, Training and Productivity Authority of Fiji



● Liaison Officer
Mr. Vilimone Baledrokadroka
Manager, Productivity, Ministry of Youth, Sports, Employment Opportunities and Productivity

HONG KONG

● Director
Not designated

● Alternate Director
Not designated

● Liaison Officer
Not designated

● NPO Head
Not designated

INDIA



● Director
Mr. Ajay Shankar
Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



● Alternate Director
Mr. N.N. Prasad
Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



● Liaison Officer
Mr. M.S. Dhakad
Director, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



● NPO Head
Mr. Pradeep Singh, IAS
Director General, National Productivity Council

INDONESIA



●Director

Mr. Besar Setyoko

Secretary-General, Ministry of Manpower and Transmigration R. I.

●Alternate Director

Not designated



●Liaison Officer & NPO Head

Mr. Afdaluddin

Director of Productivity, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration R. I.

ISLAMIC REPUBLIC OF IRAN



●Director & NPO Head

Mr. Mohsen Haji Mirzaie

Head, National Iranian Productivity Center



●Alternate Director

Dr. Mahmood Ghanizadeh

Director, International Affairs, National Iranian Productivity Center

●Liaison Officer

Not designated

JAPAN



●Director

Mr. Tadao Chino

Senior Advisor, Nomura Research Institute, Ltd.



●Alternate Director

Mr. Masato Watanabe

Deputy Director General, Ministry of Foreign Affairs



●Liaison Officer

Mr. Yoji Osaki

Director, International Department, Japan Productivity Center for Socio-Economic Development



●NPO Head

Mr. Tsuneaki Taniguchi

President, Japan Productivity Center for Socio-Economic Development

REPUBLIC OF KOREA



●Director & NPO Head

Mr. Sung-Ki Bae

Chairman & CEO, Korea Productivity Center



●Alternate Director

Mr. Hyunho Ahn

Director-General, Industrial Policy Bureau, Ministry of Commerce, Industry & Energy



●Liaison Officer

Mr. Su-Hwan Kang

Director, International Cooperation Department, Korea Productivity Center

LAO PDR



●Director

Mr. Somdy Inmyxai

Director General, Small and Medium Enterprise Promotion and Development Office



●Alternate Director

Mr. Berlinh Phetchantharath

Ministry of Industry and Commerce



●Liaison Officer

Mr. Sayasith Khamphasith

Director, Productivity, Quality and Standard Division, Small and Medium Enterprise Promotion and Development Office

MALAYSIA



●Director

Tan Sri Dato' Azman Hashim

Chairman, National Productivity Corporation



●Alternate Director & NPO Head

Dato' Nik Zainiah Nik Abd Rahman

Director General, National Productivity Corporation



●Liaison Officer

Ms. Safniwati Jasri

Consultant, Business Development Unit, National Productivity Corporation

PHILIPPINES



●Director

Ms. Margarita R. Songco

Assistant Director-General, National Economic and Development Authority



●Alternate Director & NPO Head

Mr. Antonio D. Kalaw, Jr.

President, Development Academy of the Philippines



●Liaison Officer

Mr. Carlos A. Sayco, Jr.

Vice President/Managing Director, Development Academy of the Philippines

SINGAPORE



●Director & NPO Head

Mr. Loh Khum Yean

Chief Executive, SPRING Singapore



●Alternate Director

Mr. Png Cheong Boon

Deputy Chief Executive, SPRING Singapore



●Liaison Officer

Mr. Wong Wai Meng

Head, Board & Legal Affairs and International Partnership Office (Asia-Pacific), SPRING Singapore

SRI LANKA



●Director

Mr. Mahinda Madihahewa

Secretary, Ministry of Labour Relations & Foreign Employment



●Alternate Director & NPO Head

Mr. D.L. Kumaradasa

Additional Secretary, Ministry of Labour Relations & Foreign Employment



●Liaison Officer

Mr. Upali Marasinghe

Director, National Productivity Secretariat

THAILAND



●Director

Mr. Chakramon Phasukavanich

Permanent-Secretary, Ministry of Industry



●Alternate Director & NPO Head

Dr. Phanit Laosiriat

Executive-Director, Thailand Productivity Institute



●Liaison Officer

Mrs. Tassaneeya Attanon

International Relations Department Manager, Thailand Productivity Institute

VIETNAM



●Director

Dr. Ngo Quy Viet

Director-General, Directorate for Standards and Quality



●Alternate Director & NPO Head

Mr. Nguyen Anh Tuan

Managing Director, Vietnam Productivity Centre



●Liaison Officer

Ms. Nguyen Thu Hien

Head, International Cooperation Division, Vietnam Productivity Centre

MONGOLIA



●Director & NPO Head

Dr. Pagvajav-Un Shurchuluu

Chairman & CEO, National Productivity and Development Center



●Alternate Director

Mr. Yamaranzyn Erkhembayar

National Productivity and Development Center



●Liaison Officer

Ms. Batchimeg Chimeddorj

Expert, National Productivity and Development Center

NEPAL

●Director

Not designated



●Alternate Director, Liaison Officer & NPO Head

Dr. Ram Deo Singh

General Manager, National Productivity and Economic Development Centre

PAKISTAN



●Director

Mr. Shahab A. Khawaja

Secretary, Ministry of Industries, Production & Special Initiatives



●Alternate Director

Mr. Zafar Iqbal

Joint Secretary (Administration & Finance), Ministry of Industries, Production & Special Initiatives

●Liaison Officer

Not designated



●NPO Head

Mr. Tariq Bajwa

Chief, National Productivity Organisation

APO Secretariat

Office of the Secretary-General

Secretary-General
Mr. Shigeo Takenaka

Assistant
Ms. Tomoko Goto

Administration & Finance Department

Acting Director
Dr. A.K.P. Mochtan

Administration & Finance Officer
Mr. Naoto Yamamoto

Administration & Finance Officer
Mr. Hidemi Akita

Information Officer
Ms. Sunju Lee

Project Coordinator
Ms. Mutsumi Nojima

Accountant
Ms. Emiko Kurayoshi

Accountant
Mr. Hironori Kawashima

Accountant
Mr. Kaoru Negishi

Administration Assistant
Ms. Chihiro Sakaguchi

Administration Assistant
Mr. Masashi Hashimoto

Administration Assistant
Ms. Yoko Fujimoto

Research & Planning Department

Director
Mr. Mukesh Dev Bhattarai

Senior Program Officer
Mr. Lee Kia Yoke

Program Officer
Mr. Kamlesh Prakash

Program Officer
Ms. Yasuko Asano

Project Coordinator
Ms. Sumie Horiuchi

Project Assistant
Ms. Mitsuko Eshita

Project Assistant
Ms. Akiko Ohara

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Ms. Naoko Tsuruta

Industry Department

Director
Mr. Takuki Murayama

Program Officer
Ms. Setsuko Miyakawa

Program Officer
Mr. Yoshikazu Kihira

Program Officer
Mr. K.D. Bhardwaj

Program Officer
Ms. Duangthip Chomprang

Program Officer
Mr. Md. Zainuri Juri

Program Officer
Ms. Eriko Katashiro

Project Coordinator
Ms. Akemi Oikawa

Project Assistant
Ms. Tomoko Ono

Project Assistant
Ms. Noriko Kasai

Project Assistant
Ms. Noriko Goto

Project Assistant
Ms. Sayuri Watanabe

Project Assistant
Ms. Asako Tomizawa

Agriculture Department

Director
Mr. Song Hyun Choi

Program Officer
Mr. Joselito Cruz Bernardo

Program Officer
Dr. Muhammad Saeed

Program Officer
Mr. Fumihiko Kabuta

Project Coordinator
Ms. Yumiko Nishio

Project Assistant
Ms. Emiko Iwasaki

Project Assistant
Ms. Satomi Kozuka

(As of 31 December 2007)

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Stamariaara APO



At the International Productivity Conference 2001 held in Singapore in October 2001, the Singapore Government honored the APO on its 40th Anniversary by naming a new hybrid orchid after the organization—the Stamariaara APO. It was specially selected for its resilience and flowering ability, much like the organization it was named after. An orange-red hybrid, a close shade of the APO's corporate color, the Stamariaara APO is a short bloomer, hardy, free-flowering all year round, easy to grow, and with uniform flowers each measuring 5.6 cm across. The name "Stamariaara APO" has been registered with the International Registration Authority for Orchid Hybrids of the Royal Horticultural Society in England.



Foreword

for the development of NPO programs markedly increased our capability to assist the national productivity movements in member countries.

As the challenges to its mission become more demanding with increasingly intense globalization, trade liberalization, and technological advances, the APO has redoubled its efforts to raise productivity and enhance the competitiveness of its member countries. In 2007, this entailed further improvement in the quality of projects as well as restructuring and reforming the Secretariat. The reform streamlined the organizational structure from six departments to four. Although that was a major change for all staff members, it injected renewed dynamism into the organization, allowing the Secretariat to make great strides in improving its current services. In the new mode, the Secretariat innovated its program contents, methodologies, and overall direction by developing projects with new topics, employing new methods, and with expanded outreach.

Fact-finding missions to regions beyond Asia were dispatched in early 2007, underlining the APO's determination to be at the forefront of productivity trends. These missions paved the way for closer cooperation with other world-renowned institutions, and strengthening the APO's think-tank role by bringing together expertise and knowledge from every corner of the globe to address the challenges facing enterprises here in the Asia-Pacific. For the rest of the year, the introduction of a new two-tiered approach, extensive application of e-learning methods, and new modalities

This *APO Annual Report 2007* presents a comprehensive account of the organization's activities in the service, manufacturing, and agriculture sectors and in the intersectoral interfaces. To underscore the dynamic of changes and developments that the APO experienced during 2007, the report starts by presenting the highlights of the Governing Body Meeting (GBM) and two Workshop Meetings of the Heads of NPOs (WSMs). One landmark decision by the GBM was the endorsement of a new membership contribution formula and a new biennial budgeting system.

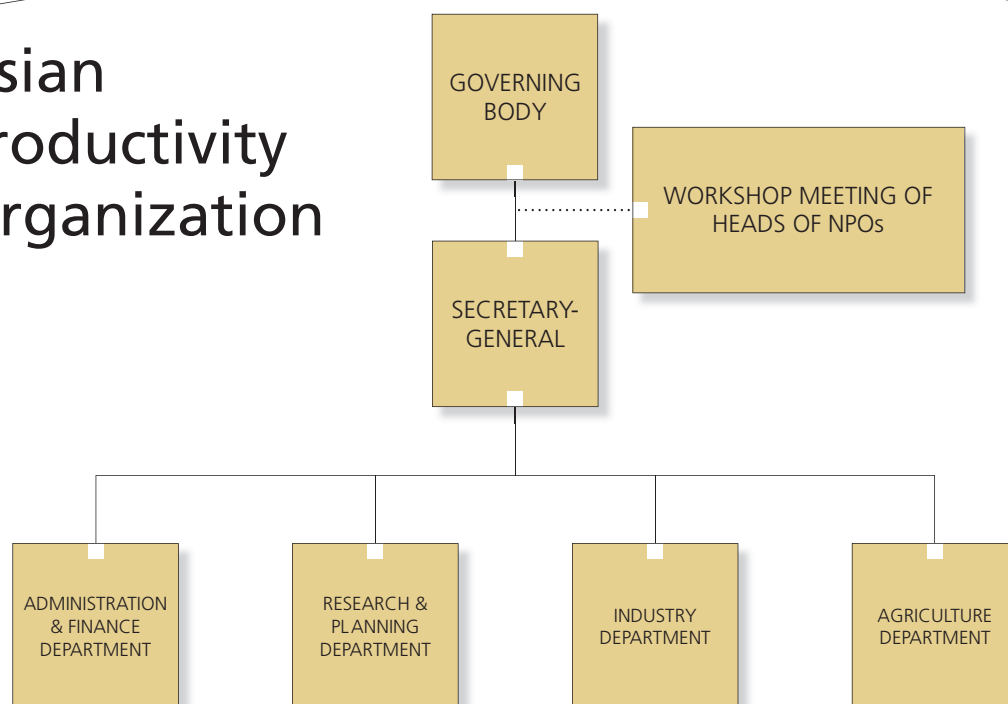
The APO's activities in 2007 were made possible thanks to the generous support and cooperation of member countries and their national productivity organizations. The active participation and commitment of productivity experts, practitioners, and stakeholders within and beyond its member countries allowed the APO to carry out its activities successfully during 2007. I wish to express my deep gratitude to all of them and to the various international organizations and national agencies with values and shared know-how that made our projects more resourceful and useful. I am very grateful to all for the important contributions made to the work of the APO.

Tokyo July 2008

A handwritten signature in black ink, reading "Shigeo Takenaka".

Shigeo Takenaka
Secretary-General

Asian Productivity Organization



MISSION

The Asian Productivity Organization (APO) was established on 11 May 1961 as a regional intergovernmental organization. Its mission is to contribute to the socioeconomic development of Asia and the Pacific through enhancing productivity. The APO is nonpolitical, nonprofit, and nondiscriminatory.

MEMBERSHIP

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership comprises Bangladesh, Cambodia, ROC, Fiji, Hong Kong, India, Indonesia, I.R. Iran, Japan, ROK, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. These countries pledge to assist each other in their productivity drives in a spirit of mutual cooperation by sharing knowledge, information, and experience.

KEY ROLES

In serving its member countries, the APO performs five key roles: Think Tank, Catalyst, Regional Adviser, Institution Builder, and Clearinghouse for Productivity Information.

1. As a **think tank**, the APO conducts research on emerging needs of member countries for their follow-up and for determining appropriate assistance to them.
2. As a **catalyst**, the APO promotes bilateral and multilateral alliances among member countries and between them and others outside the APO region for collaboration in productivity-related activities for mutual benefit.
3. As a **regional adviser**, the APO surveys the economic and development policies and performance of each member country and assists in formulating strategic changes for enhanced productivity and competitiveness.

4. As an **institution builder**, the APO strengthens the capability of the national productivity organizations (NPOs) and other institutions to provide productivity promotion, training, and consultancy services to the public and private sectors.

5. As a **clearinghouse for productivity information**, the APO facilitates the dissemination and exchange of information on productivity among its members.

GOVERNING BODY

The Governing Body is the supreme organ of the APO. It comprises one government-appointed Director from each member country. The Governing Body meets annually to receive the Secretary-General's annual report and the auditor's financial report; decide on APO policies, strategies, directions, and membership; approve the two-year plan and annual programs; lay down guidelines for the ensuing fiscal year's program; and approve the budget and financial guidelines.

NPOs & WORKSHOP MEETING OF HEADS OF NPOs

Each member government designates a national body to be its NPO. NPOs are usually entrusted with spearheading the productivity movement in each country. They also serve as the official liaison bodies with the Secretariat and coordinate APO projects hosted by their governments. Each year, the APO organizes a Workshop Meeting of Heads of NPOs (WSM) to evaluate the previous year's projects, undertake strategic planning, and formulate the two-year plan and detailed program for the next year. As the 49th session of the Governing Body Meeting (GBM) held in Mongolia in 2007 approved the adoption of a biennial budget from 2009 using the new membership contribution formula, the WSM assumes the new role of program planning for two years and presenting them to the GBM for the decision on budget size. The WSM also deliberates on productivity issues, guidelines for future programs, and emerging needs of member countries.

SECRETARIAT

The Secretariat is the executive arm of the APO.

It is headed by the Secretary-General and carries out the decisions and policy directives of the Governing Body. In January 2007, its structure was reorganized from six to four departments: Administration and Finance; Research and Planning; Industry; and Agriculture. In collaboration with the NPOs, it plans the biennial program and implements projects. The Secretariat also undertakes joint programs with other international organizations, governments, and private institutions for the benefit of its members.

TYPES OF ACTIVITIES

The general feature of APO activities is to provide practical training through a combination of: 1) lectures by experts; 2) field visits to factories, farms, and facilities for observation of actual applications; and 3) country reports by participants for the sharing of experiences. APO projects are intended to be as immediately useful and applicable to participants as possible. The participants are expected to create multiplier effects by disseminating their newly acquired knowledge and understanding to others in their home countries.

APO activities target a diverse group of productivity stakeholders in member countries. The various types of approaches or methodologies employed in organizing them are:

Research

Research projects are organized to collect and analyze data and information on productivity-related topics using a predetermined methodology

Study Meetings

These are meant to impart knowledge on emerging issues and challenges for policy, planning, and decisionmaking, primarily through resource paper presentations and discussions among expert participants. Only qualified experts and professionals knowledgeable about the subject area are expected to attend study meetings.

Forums

These are held to provide a platform for discussions, dialogues, and networking for specific stakeholders. Senior and top-level managers, officials, consultants, and academic personnel are expected to attend.

Conferences

Conferences aim to help promote productivity and build consensus among stakeholders on the directions (or redirection) of the productivity movement in a member country. Diverse stakeholders including top/senior representatives from government, business, and unions as well as representatives of NPOs, academia, and the media attend conferences. They can be in the form of a roundtable conference, international productivity conference, or simply an international conference.

Observational Study Missions

These provide opportunities for firsthand observation of/exposure to actual applications of specific subjects by firms and industries. Some lectures and discussions may be included in an observational study mission. Middle- to top-level managers, officials, consultants, and academic personnel comprise participants in observational study missions.

Seminars

These are organized to learn about a specific topic or field through lectures and presentations by resource persons and through discussions among participants and resource persons. Relevant site visits may be included in a seminar. Participants are expected to present country papers for sharing experiences and practices. The target groups for seminars are senior-level managers, officials, consultants, and academic personnel.

Workshops

Learning takes place primarily through discussions and case studies undertaken in an interactive manner, emphasizing problem solving. Some lectures and/or presentations and relevant site visits may be included, while the main part of the workshop focuses on small group activities or exercises. The target groups for workshops are middle-level managers, officials, consultants, and academics.

Training courses

Training courses are designed to learn practical, result-oriented knowledge or skills primarily through lectures, presentations, and instruction by experts. In a training course, case studies and exercises as well as relevant site visits may be included. The target groups are middle-level managers, officials, consultants, and academic personnel.

e-Learning Programs

These are distance-learning programs designed

either to reach as many people as possible at one specific time or for self-study by anyone interested. A combination of both approaches has been used in some programs. e-Learning can be either Web-based or via videoconferencing or both.

49TH SESSION OF THE GOVERNING BODY

The 49th Session of the APO Governing Body was held in Ulaanbaatar, Mongolia, 26–28 June 2007. Forty-six delegates comprising directors and their advisers attended the meeting. In addition, there were six observers representing the Ministry of Industry and Commerce of Mongolia, Ministry of Finance of Mongolia, Cabinet Secretariat of the Government of Mongolia, Ministry for Foreign Affairs of Mongolia, and National Productivity Institute. Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj delivered the inaugural address, and APO Director for Mongolia Dr. Pagvajav-Un Shurchuluu presented the welcome address. The heads of delegations to the meeting were introduced by APO Secretary-General Shigeo Takenaka.

The APO chair is assigned on rotational basis by country in alphabetical order as decided by the GBM in 2002 and implemented since 2003, beginning with Bangladesh. Thus, under this system, the 49th Session of the Governing Body elected APO Director for Indonesia Besar Setyoko as APO Chair for 2007–2008 and Acting APO Director for I.R. Iran Dr. Mahmood Ghanizadeh and APO Director for Japan Tadao Chino as the First and Second Vice Chairs, respectively.

Opening Address

Acting APO Director for India N.A. Viswanathan, in his opening address, reported that owing to a sudden, pressing official engagement in India, Dr. Ajay Dua was unable to attend the 49th Session of the Governing Body and that he would read a statement on behalf of Dr. Dua in his capacity as Chair of the APO. He said that it gave him great pleasure to welcome delegates to the inaugural session of the 49th of the Governing Body and added that they were deeply honored to have His Excellency Minister of Industry and Commerce Dr. Tseren Davaadorj, Government of Mongolia.

Viswanathan stated that the world was moving inexorably toward becoming a global village. Trade boundaries were blurring, bringing threats and opportunities to local enterprises and SMEs. In this regard, increasing productivity must be one of the strategic thrust areas because member countries did not have the luxury of time. Viswanathan added that productivity as a concept and in practice was constantly influenced by emerging factors and the most current was knowledge-driven innovation and growth, not forgetting the impact of ICT, which continued to advance. He said that we must not be content with just keeping in step with progress but we must aspire to be change leaders ourselves to take the lead with fresh ideas to do things better or to break new ground. In his view, the APO could be an important catalyst for member countries in this process by making available expertise and programs to support the productivity endeavor. Viswanathan further added that it had been a pleasure for Dr. Dua to serve as APO Chair over the past year and thanked delegates for the honor and support given to him.



Acting APO Director for India N.A. Viswanathan delivering the Opening Address on behalf of APO Chairman Dr. Ajay Dua

Inaugural Address

Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj stated that the economic development path of Mongolia followed the world economic development trend as mandated by its Constitution. He mentioned that Mongolia was developing dynamically and improvement in productivity was key to this development. He said that since Mongolia had joined the APO in 1992, it had actively participated in its programs and cooperated with other member countries. He believed that Mongolia's cooperation with the APO



Minister of Industry and Commerce Dr. Tseren Davaadorj delivering the Inaugural Address

and other international organizations was very important to enhance national competitiveness. He also believed that Mongolia had great potential not only in mining but also in other industries. However, to realize that potential, the productivity of enterprises and the basic production sectors needed to be improved. He expressed his appreciation to the APO for giving support to Mongolia and all its member countries and for holding the meeting in Mongolia.

Welcome Address

APO Director for Mongolia Dr. Pagvajav-Un Shurchuluu welcomed all Directors, guests, advisers, and observers to the 49th session of the APO Governing Body in Mongolia and said that the GBM was the most prestigious meeting to be hosted by Mongolia. He appreciated the trust and confidence placed in the NPDC to organize the GBM together with the APO Secretariat. He highlighted the celebration of the NPDC's 15th anniversary this year and listed significant milestones since the 1990s in its efforts to improve quality and productivity nationwide. He added that the NPDC's aim was to contribute to accelerating economic growth by spearheading the productivity movement throughout the country.

Dr. Shurchuluu also noted that despite the short span of 15 years, the NPDC had last year successfully carried out a change management project at the Baganuur Mining Company, and that the project had become a role model in productivity management techniques for other Mongolian enterprises. He added that the NPDC had also initiated the preparation of a National Productivity



APO Director for Mongolia Dr. Pagvajav-Un Shurchuluu delivering the Welcome Address

Policy for 2020 and delivered it to the President of Mongolia. He mentioned that the NPDC continued to evolve and the aim was to become a center of excellence. He thanked the APO and its member countries for the continued support and commitment to Mongolia and was hopeful that the 49th session of the APO Governing Body would further widen and deepen the APO's role and contribution to all member countries. Finally, he hoped that all delegates would have fruitful deliberations and an enjoyable stay in Ulaanbaatar.

Statements by New APO Chair and Vice Chairs

Newly elected APO Chair Besar Setyoko thanked all APO Directors for electing him as APO Chair for 2007/2008, stating that it was a great honor to be given the opportunity to serve member countries in this important position. He added that with their support and cooperation, he would do his very best to perform his duties according to their expectations and for the success of the APO.



APO Chair Setyoko (2nd from right) thanking all APO directors

Both Acting First Vice Chair Dr. Mahmood Ghannizadeh and Second Vice Chair Tadao Chino also expressed gratitude for the honor of their election and pledged to do their best for the GBM and the organization.

Secretary-General's Annual Report

APO Secretary-General Shigeo Takenaka extended a warm welcome to all the delegates attending the 49th Session of the APO Governing Body and expressed his sincere appreciation to the Government of Mongolia for hosting the meeting. He also conveyed gratitude to Mongolian President Nambaryan Enkhbayar for his encouraging message and to Minister of Industry and Commerce Dr. Tseren Davaadorj for gracing the inaugural session. He thanked APO Director for Mongolia and Chairman and CEO of the NPDC Dr. Pagvajav-Un Shurchuluu and his able staff for the warm hospitality extended and the excellent arrangements made for the meeting. Secretary-General Takenaka also extended his heartiest congratulations to the NPDC on its 15th anniversary. In his report, the Secretary-General updated the delegates on three major areas: the Secretariat Reform Plan; efforts to balance administrative costs and project costs; and continuing efforts to improve APO programs.

Related to the reform plan, Secretary-General reported that several significant changes had been initiated by the Secretariat, the most important of which was reorganization from six to four departments. In parallel with the reorganization, the layout of the office was rearranged to accommodate the newly structured departments, which also helped to avoid a rent increase and facilitate greater interactions among staff.

The Secretary-General then touched upon the performance appraisal system as a part of the reform plan. He reported to the directors that the Secretariat was in the process of introducing a performance appraisal system based on management by objectives, which was scheduled to become operational from July 2007 on a trial basis. The system would link staff salary adjustments with work performance, and it was expected that the system

would also encourage teamwork among staff to generate synergistic outcomes for the benefit of member countries. Takenaka then mentioned that the Secretariat had submitted a proposal to make some revisions in the Staff Regulations and Rules including the Table of Salary Scales to facilitate the new performance appraisal system and he expressed hope that the proposal would receive full endorsement from the meeting.

Continuing with the updating on the reform plan, the Secretary-General summarized the efforts that the Secretariat had initiated for better financial discipline and management. He reported that for greater clarity, efficiency, and accountability, the Secretariat had standardized the financial procedures in several key areas. He mentioned the recent introduction of quarterly closing of accounts within three months after project implementation, with the expectation that this change would help the Secretariat to monitor the disbursement of project funds in a timely manner and allow the utilization of available financial resources within the same fiscal year.

On the issue of restoring balance between administrative and project costs, the Secretary-General pointed out that the reform measures that he had described had brought immediate results in bringing down administrative costs. He also mentioned that in line with the new structure and size of the departments, the Secretariat had made corresponding changes in its personnel, which not only made the organization more vibrant but also helped reduce salary payments considerably. The Secretary-General then described how the Secretariat had avoided additional increases in administrative costs related to office rent.

Touching upon the introduction of the performance-based salary system, Secretary-General Takenaka stated that after an initial adjustment period, the results of the new appraisal system would be reflected in staff pay scales from 2009, effectively stopping automatic pay increases for the first time in many years. He expressed confidence that this system would improve the balance between administrative and operational costs.

Among continuing efforts to improve APO programs, Secretary-General Takenaka referred to a few initiatives that included a new two-tiered approach in the Development of NPOs Program, now divided into DON Strategy and DON Implementa-



Secretary-General Takenaka presenting his annual report

tion; the Eco-products International Fair to be held in March 2008 in Vietnam; renewed emphasis on safety in the food sector; and shifting emphasis from Category A projects to Categories B and C. He then mentioned efforts to revitalize the APO's research and planning function to deliver better think tank and advisory services. In this connection, he informed the meeting that the APO had already begun examining emerging concepts, ideas, and experiences related to productivity including the latest tools and strategies, while exploring new networks for expertise not only within but also beyond the APO region.

The Secretary-General said that the APO continued to explore every possibility to build and strengthen external relations with countries and organizations within and beyond the APO region. The APO had cooperated with international agencies such as the ASEAN Foundation, Colombo Plan, ILO, World Bank, and OECD. He also reported that in 2006 four more projects had been added with a fresh grant of one-half million dollars from the ASEAN Foundation for the joint initiative. That was a significant increase over the previous year and he believed that such mutually beneficial partnerships could continue, expand, and have a greater impact on the APO region. Mr. Takenaka stated that the African Program initiated last year with the approval of the GBM had positioned the APO as an initiator of and contributor to the global productivity drive and cited a number of projects that had already been conducted under this program with the cooperation of member countries.

The Secretary-General concluded his report by pointing out that the most important task now was to find creative and innovative responses to

new challenges to the productivity movement so that the APO could continue to play a key role in shaping the remarkable progress and development in the region.

The Chair then invited comments from the floor. In the absence of any comments, the Chair declared the adoption of the Annual Report of the Secretary-General.

47TH WORKSHOP MEETING OF HEADS OF NPOs

The 47th WSM was held in Bali, Indonesia, 6–8 March 2007. It was attended by 37 NPO and Agriculture delegates from 19 member countries, 14 advisers from eight member countries, and 14 observers representing Botswana, Indonesia, the ASEAN Foundation, Colombo Plan Secretariat, and ILO.



WSM delegates

First Welcome Address

APO Director for Indonesia Besar Setyoko, who is also the Director-General of Training and Productivity Development, Ministry of Manpower and Transmigration, delivered the first welcome address at the Inaugural Session of the WSM. He extended a very warm welcome to all delegates, advisers, and observers who had left their busy work schedules behind to attend the meeting. He said that this was an indication of the importance of the meeting as well as of the critical role of productivity in economic development. He further said that the WSM was to facilitate the sharing



APO Director for Indonesia Besar Setyoko

of views and ideas to develop strategies and approaches on productivity promotion and improvement that would be appropriate to the current global economic situation. He was confident that the meeting would bring about results beneficial to future economic growth. In noting that there were observers from several countries and organizations attending the meeting, he said that this would enable member countries to expand their cooperation outside the APO region.

Second Welcome Address

On behalf of the Governor of the Bali Province, Vice-Governor Kusuma Kalakan extended a warm welcome to all the delegates attending the 47th WSM. He appreciated the APO's selection of Bali as the venue, which reflected the trust and

confidence of the international community. He hoped that Bali's fame as an international tourist destination, its natural charm and beauty, and its rich cultures would inspire all the delegates to have fruitful deliberations.

In a world of intense global competition, Vice-Governor Kalakan said that productivity determined the survival of the economy and also the welfare of the people. He therefore expected that the APO would continue to increase the productivity of its member countries through appropriate programs and activities. He hoped that the APO would be successful in reviewing and evaluating



Bali Province Vice-Governor Kusuma Kalakan delivering the second Welcome Address

the programs and activities at the WSM and also in developing new plans and identifying new opportunities for member countries.

Inaugural Address

The WSM was graced by Indonesian Minister for Manpower and Transmigration Erman Suparno, who also initiated the meeting by striking a Balinese ceremonial gong three times. In his inaugural address, in bidding the delegates, advisers, and observers a warm welcome to the most popular tourist destination in Indonesia, Minister Erman said that the APO had played a significant role in enhancing the economic growth and welfare of Asian-Pacific countries and that since its establishment much valuable information on productivity promotion, improvement, and maintenance had been made available to its member countries for achieving greater competitiveness and higher economic growth. That it was extending its services



APO Secretary-General Takenaka presenting his statement

to Africa was an indication of its progressiveness, the Minister added. In expressing his appreciation to the APO, he also said that it was the best productivity organization in the world. He further said that the WSM allowed Heads of NPOs to align and integrate their views while facing greater economic challenges in the future.

Secretary-General's Statement

After welcoming the attendees and thanking the Government of Indonesia for hosting the 47th WSM, APO Secretary-General Shigeo Takenaka's statement focused on three main topics: reorganization of the APO Secretariat and its impact on the activities of the organization; measures taken or being planned to improve the performance of APO projects not directly linked to the restructuring of the Secretariat; and building relations with countries and organizations outside the APO region.



Indonesian Minister for Manpower and Transmigration Suparno giving the Inaugural Address

The Secretariat had been reorganized into four departments, Administration and Finance, Research and Planning, Industry, and Agriculture, from the beginning of January, the Secretary-General explained. Most functions of the previous Environment Department were taken over by the Industry Department, and those of the former Information and Public Relations Department were completely absorbed into the Administration and Finance Department. "I am sure that the synergy derived from the

pooling of resources and capabilities within the Secretariat will lead to greater cost-effectiveness of our operations,” Takenaka stated. He also disclosed that the Internet and World Wide Web will become the principal tools to disseminate information on APO activities and therefore the Secretariat will invest more resources in its Web site to make it more attractive and useful.

The Secretary-General reported that the think tank role of the Research and Planning Department would be expanded. Due to increasing globalization and competitiveness in markets, he noted that the department was responsible for identifying the latest productivity-related concepts and trends, not only within but also beyond the APO membership. If necessary, he added that the Secretariat could organize fact-finding missions to advanced countries to collect information that would lead to enhanced productivity and competitiveness in member countries.

The DON Program is now divided into two parts, DON Strategy and DON Implementation, administered by the Research and Planning Department and Industry Department, respectively. DON Implementation refers to all individual-country services, such as TES, BCBN, and DMP. In addition, the Industry Department now handles most environment-related projects, including the Eco-products International Fair in Vietnam in early 2008, the Secretary-General said. Recalling that at the 2006 WSM in Kuala Lumpur he had emphasized “the need for enterprises to be aware of consumers’ preference for safe and environment-friendly food products if they were to remain competitive,” Secretary-General Takenaka said that the Agriculture Department had organized numerous projects with this objective in 2006, including those on ISO22000 and disease prevention in the poultry sector, and that “this objective will be pursued even more vigorously this year.”

Turning to measures to improve APO project performance, the Secretary-General reported that 65% of projects planned for 2007 were Categories B and C, compared with 45% in 2005 and 46% in 2006. He noted that this continuing shift away from Category A projects would allow more participants from each country, thus facilitating follow-up activities. He said that experience in 2006 had shown that using a two-tiered approach in which a multicountry project is followed by initiatives in participating countries for greater

multiplier effects was feasible and more such projects were planned for 2007 and 2008.

In response to the WSM’s suggestion in 2006 to waive airfares to encourage greater participation from the private sector, the Secretariat submitted a proposal to the GBM to amend the project regulations governing airfares. The following was approved and implemented immediately: the APO would provide airfares to all private-sector participants from less developed countries (LDCs) and to private-sector participants from SMEs to those from non-LDCs. The Secretary-General said that progress was already evident in the eight months after amending the regulations. However, the results on ensuring that all participants in APO projects have the requisite qualifications specified in the project notifications were not encouraging, he added. He urged the delegates to help ensure that only the appropriate candidates are nominated and to nominate more than one person for each project.

He pointed out that IT-based modalities, like e-learning, were cost-effective, could reach a large audience, and their combination with more traditional project methods was a new approach initiated by the Secretariat. For this reason, an e-Learning Portal was created on its Web site. In 2006, the APO launched its first self-learning e-course on total quality management. More will follow. A special IT support and e-learning budget was made available for continuity in IT-based initiatives.

“The APO must constantly look beyond its boundaries to network and connect with other international organizations in fulfilling its missions and goal,” Secretary-General Takenaka declared. In this regard, he made special mention of the APO’s alliance with the ASEAN Foundation. In August 2006, the APO sponsored the Roundtable Conference for the Promotion of the Productivity Movement in Africa, attended by more than 80 persons and followed up with a series of visits to the Secretariat by African delegates for discussions. The Secretary-General, in thanking the Government of Japan for its financial support for the African Program and the resource persons from member countries, also expressed the hope that further grants would be received from member countries to continue this program in 2007 and to expand its scope.

Finally, the Secretary-General mentioned that the 2006 GBM had proposed the introduction of a biennial budget to replace the annual one, along with a change in the timing of both the GBM and WSM. If approved by the GBM this year, Vietnam graciously offered to host a second 2007 WSM in October. After thanking all NPOs for promoting the APO, sourcing participants and experts, and hosting projects, the Secretary-General concluded, "That we have achieved so much over all the years of the APO's existence is a tribute to the vision and commitment of our member countries. We can all be justifiably proud, while moving forward to achieve more."

48TH WORKSHOP MEETING OF HEADS OF NPOs

The 48th WSM was held in Hanoi, Vietnam, 16–18 October 2007. It was attended by 38 NPO and agriculture delegates from 19 member countries, 13 advisers from 10 member countries, and three observers representing the Colombo Plan Secretariat, Food and Agriculture Organization, and United Nations Industrial Development Organization. The 48th WSM was the second one held in 2007, as part of the transition to a new budgeting system that will take effect starting from 2009 as decided by the GBM at its 49th session in Ulaanbaatar, Mongolia, in June 2007.

Welcome Remarks

APO Director for Vietnam Dr. Ngo Quy Viet welcomed and thanked Minister of Science and Technology Hoang Van Phong, Government of the Socialist Republic of Vietnam, for delivering the



APO Director for Vietnam Dr. Viet delivering the Welcoming Remarks

inaugural address to the WSM. He also extended a warm welcome to the NPO and agriculture delegates, advisers, observers, APO Secretariat staff, and all guests at the 48th WSM.

Dr. Viet noted that the APO had contributed significantly to the socioeconomic development of the Asia-Pacific nations through its activities in promoting productivity and quality enhancement, environmental protection, and community development. He added that the APO was also an important bridge connecting regional and international organizations and expanding opportunities for cooperation and socioeconomic development of the countries in the region. He stated that the APO Secretariat under the leadership of the Secretary-General had made great efforts to fulfill its role and mission effectively for the joint development of all nations in the region.

Dr. Viet commended the APO for the innovations in its operations and methodology to optimize



WSM delegates

the benefits of projects for member countries. He believed that with the full participation of all the delegates, a specific direction and mission could be generated through this workshop meeting to help member countries to achieve further economic development and maintain the APO's position in the region and the world.

Dr. Viet said that Vietnam was honored to host such an important event and conveyed his appreciation to the APO Secretariat for support for the NPO of Vietnam in organizing this meeting. He also expressed his sincere thanks to Minister Phong and all functional agencies of the Ministry of Science and Technology for their facilitation and cooperation, as well as representatives of international and local organizations and press agencies for their participation.

Inaugural Address

Minister of Science and Technology Hoang Van Phong, Government of the Socialist Republic of Vietnam, graced the opening of the WSM by delivering the inaugural address. He welcomed all delegates from APO member countries and the Secretariat and expressed thanks for the cooperation of the APO in the productivity and quality movement of Vietnam. Minister Phong said that despite the dynamic economic growth of many Asian nations, including Vietnam, there was still a big gap in terms of economic development between developing and developed member countries. However, the APO could play a contributory role to the socioeconomic development of member countries. He said that the VPC under STAMEQ would continue to contribute to APO activities. At the same time, it would pursue the long-term goal of productivity and quality enhancement by 2015 with APO support.



Minister of Science and Technology Phong giving the Inaugural Address

In closing, he hoped that the delegates could find time to discover Vietnam while discussing APO program strategy at this WSM and declared the official opening of the 48th WSM. He sincerely hoped that all delegates would have an enjoyable time in Vietnam and most of all a successful meeting.

Secretary-General's Statement

The APO Secretary-General first thanked the Government of the Socialist Republic of Vietnam for hosting the 48th WSM. He proceeded to inform the meeting that the 49th GBM had endorsed a new biennial budgeting system that required the total membership contributions to be first determined by the GBM based on the Secretariat's program proposal for two years prepared in consultation with the WSM. This was a major departure from past practice, in which the amount of the total membership contributions was automatically decided based on member countries' GDP, and the program proposals were discussed within the budget already known by the WSM and later by the GBM.

The Secretary-General added that an imminent issue was to finalize the APO 2008 Program with slight modifications for acceptance by this WSM. Once information on provisions for surplus, miscellaneous income, and special cash grants was known, the full picture of the APO 2008 Program and Financial Estimates would be submitted later for endorsement by all APO Directors, by the end of February next year at the earliest. He pointed out that the Secretariat had submitted two APO Program Plans for 2009 and 2010 for review. The 2009 document was a detailed one, whereas the 2010 one was only an outline. Both plans consisted of projects to be financed by the total membership contributions. Projects to be funded by special cash grants and other sources were excluded.

The Secretary-General also explained the budget process for the 2009 Program. He said that the 2009 Program Plan contained a list of projects requiring a 20% increase in the amount of the total membership contributions above the current level. The plan also indicated which projects could be deferred to the future if the GBM wanted only a 10% increase or no increase in the total membership contributions. The WSM should consider this program plan for adoption with or without modi-



APO Secretary-General Takenaka presenting his statement

fications for submission to the GBM to be held in April 2008, with the expectation of a significant increase in the total membership contributions since there had not been any increase for the past three years and would be none next year. This WSM should deliberate on whether the program contents and their priorities were appropriate to facilitate the decision at the GBM next year on the size of the total membership contributions for 2009 and 2010, which would be equal amounts. He added that a separate presentation would be made by the Secretariat to explain the details of the overall planning procedures for the 2009 and 2010 Programs in the ensuing strategic planning exercise session the next day.

In terms of future program contents, in addition to the detailed presentations to be made by the directors of the three operational departments of the Secretariat, the Secretary-General said that three different types of projects had been undertaken recently: projects on new topics, projects using new methods, and projects with new outreach contents.

He reported on the progress made in the adoption of the two-tiered approach for the DON Program through DON Strategy and DON Implementation, as mentioned at the previous WSM in Indonesia. Through the need assessment survey covering 15 member countries, the Secretariat will formulate a roadmap for the long-term capacity building of NPOs in their core competency areas by the end of this year. This roadmap will be shared at the Forum for the Development of NPOs to be hosted by I.R. Iran early next year.

Under the area called “projects with outreach contents,” he explained recent activities beyond the APO region which included three fact-finding missions to the USA and Europe on knowledge

management, innovation, and developing a productivity database, and an observational study mission (OSM) on Business Excellence to Australia. Two more OSMs will be organized within this year: one to Switzerland and the other to Canada. More OSMs will be planned next year including one to Germany on advanced manufacturing technology and another to France on the development of safe, reliable food supply chains. He pointed out that organizing such missions was challenging and not as easily done as projects within the region where cooperation from NPOs could be relied upon. But the Secretariat was determined to continue with the policy of learning and benefiting more from other regions.

Turning to the African Program, which started in 2006 under a special cash grant from the Japanese government, Secretary-General Takenaka reported that with the cooperation and inputs of productivity experts from member countries, the APO had successfully organized the Basic Training Course for Productivity Practitioners in South Africa last July, attended by 30 participants from six African countries. This was to be followed by the Advanced Training Course for Productivity Practitioners to be held in the first quarter of 2008. He urged continued support from member countries and sought suggestions on how to expand the scope of collaboration between the two regions for mutual progress and development.

Before concluding his statement, the Secretary-General expressed deep appreciation to NPOs for hosting this year’s additional projects. He explained that the new initiative on financial discipline introduced by the Secretariat enabled quarterly settlements and closing of project accounts within three months of implementation. The Secretariat was able to monitor the disbursement of project funds in a timely manner, and financial resources found underutilized at the end of each quarter were used by developing additional new projects. He thanked all the NPOs that readily took up the burden of hosting extra projects on top of those originally slated for hosting by them and looked forward to receiving the same support from all in the future to ensure continued optimal utilization of APO resources.

He conveyed special thanks to the VPC for hosting this WSM in addition to hosting the next Eco-products International Fair (EPIF). He concluded by stating that the APO was a network of member

countries and a network of NPOs in particular and would remain alive only with the active par-

ticipation and support rendered by all NPOs and member countries.

ORGANIZATION

IPC 2007 ON KNOWLEDGE MANAGEMENT

APO
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2007

IPC 2007 ON KNOWLEDGE MANAGEMENT



Panel discussion at the IPC 2007

The APO organizes special events to commemorate key milestones in its history. These special events are intended to provide greater appreciation of emerging productivity paradigms, deeper insights into strategic plans and policies for productivity improvement, and opportunities to formulate new productivity action agendas for the APO and NPOs. Some examples of special events organized in the recent past are the APO World Conference on Green Productivity held in Manila in conjunction with the 35th anniversary of the APO and the International Productivity Conference 2001 held in Singapore to commemorate its 40th anniversary.

To commemorate the 45th anniversary of the APO and 12th of the FTPI, the APO organized the International Productivity Conference 2007 (IPC 2007) in collaboration with the FTPI in Bangkok, Thailand, 18–19 January. The event was attended by over 300 individuals from 19 member countries, with more than 120 from overseas sponsored by the APO. The theme of the IPC 2007

was Knowledge Management—From Brain to Business, reflecting the APO's recognition of the importance of knowledge management (KM) as a driver-cum-determinant of productivity.

APO Alternative Director for Thailand and FTPI Executive Director Dr. Phanit Laosirirat gave the welcome address at the opening ceremony. He said that the IPC 2007 would showcase the newest



Dr. Phanit Laosirirat

techniques and latest developments and bring the best and the brightest in the world of KM together in one place. Dr. Phanit stressed the importance of the conference as a platform for learning and networking.

APO Secretary-General Shigeo Takenaka delivered remarks emphasizing the increasing importance of innovation as a means to achieve sustained economic growth. He also mentioned that for achieving innovation, the most relevant tool was no longer quality management but KM in its broadest sense, which included value creation or knowledge creation.



APO Secretary-General Shigeo Takenaka

Deputy Minister of Industry Piyabutr Cholvijarn inaugurated the conference on behalf of the Deputy Prime Minister of Thailand. He stated that Thailand was on a journey to become an intelligent, knowledge-based society and that KM must be integrated into government, business, and academic institutions because it was the leading engine to sustainable growth and the health of the economy.



Mr. Piyabutr Cholvijarn

The keynote speaker was Prof. Ikujiro Nonaka, Hitotsubashi University Graduate School of International Corporate Strategy, Japan, whose

research on knowledge-creating processes and their applications have had a worldwide impact. Prof. Nonaka spoke on the concept of “phronesis” as the basis for leadership in knowledge-creating companies. Phronesis may be translated as “practical wisdom,” “prudence,” or “practical reasoning.” The idea of phronesis is rooted in Aristotle’s typology of knowledge, as differentiated from *episteme* (scientific knowledge) and *techne* (skills and craft knowledge). Prof. Nonaka classifies phronesis as high-quality, tacit knowledge that can only be acquired through direct experience. He explained that six abilities constitute phronetic leadership, i.e., the ability to: 1) make a judgment on goodness/what is good; 2) share contexts with others to create *ba* (workplaces); 3) grasp the essence of a specific situation; 4) reconstruct particulars into universals using language, concepts, and narratives; 5) use any necessary means well to actualize concepts for the common good; and 6) foster phronesis in others to build resilient organizations. For enterprises to be resilient in the knowledge-based economy, Prof. Nonaka stressed the need to make phronesis a distributed phenomenon and to share phronetic capability collectively across the organization. He added that the creation of *ba* would contribute effectively to distributing phronesis.



Prof. Ikujiro Nonaka

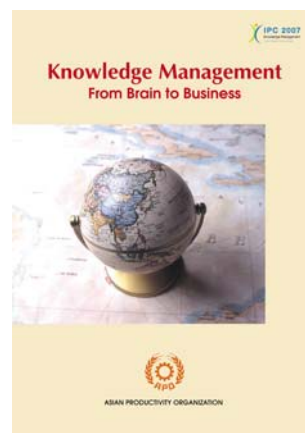
The other speakers were selected for the exemplary KM practices in their organizations, which had won the prestigious Most Admired Knowledge Enterprises (MAKE) award. Knowledge Transfer Manager Martha Seng, Buckman Laboratories (Asia) Pte. Ltd., Singapore, spoke on collaborative knowledge sharing and how establishing trust is essential for knowledge sharing that creates value. She underlined that the focus must be on individuals because it is they who hoard knowledge or share it. She also emphasized that creating value ultimately means closing the gap between individuals within an organization and its customers.

Head, RFID Solutions, and Principal Consultant T.S. Rangarajan, Tata Consultancy Services, India, highlighted connecting strategy and operations through KM in Tata Group companies. First initiated in 1999 in Tata Steel, KM has found strategic support in the groupwide Tata Business Excellence Model. He explained that KM had enabled business transformation within the group as it leveraged people, processes, and technology, thereby creating a fertile environment for innovation. IT tools provide the “muscle and vigor” to initiate and sustain Tata’s KM initiatives.

Managing Director Rory L. Chase of Teleos, which administers the MAKE award, reported how Asian corporations in India, Japan, and the Republic of Korea had caught up with European counterparts in the global MAKE awards, especially in innovation. He pointed out that the average total return to stakeholders from 1995 to 2005 by MAKE-winning enterprises was more than double that of the median of all Fortune 500 companies. Senior Managing Director Atsushi Niimi, Toyota Motor Corporation, Japan, described the famed Toyota Production System, which is driven by kaizen, elimination of waste, and visualization of abnormalities. Globalization and rapid increases in the number of personnel in overseas plants led Toyota to innovate the system by reducing training time through standardization, visualization of the best methodology through manuals, and digitizing knowledge. Vice President Operations Dirk Ramhorst, Siemens IT Services and Solu-

tions, Germany, explained how to elicit and reuse knowledge, make KM part of business strategy, and facilitate the sharing of knowledge throughout various internal communities of practice. President Chaovalit Ekabut, Siam Pulp & Paper Public Co. Ltd., Thailand, detailed the company’s journey in adopting KM. He said that the company had managed organizational culture to lead to innovation by organizing teams and awards for innovation, setting up an intellectual property management center, and encouraging managers and supervisors to broaden their horizons.

The IPC 2007 featured a knowledge-sharing session at the end of each day structured like an informal television talk show. With the guidance of skillful moderators, lively exchanges among the presenters and audience yielded insights into the tacit knowledge of speakers beyond their prepared presentations. The IPC 2007 thus represented another milestone in the APO’s journey to become an innovative learning organization representing Asia and the Pacific.



INDUSTRY AND SERVICE SECTORS



JAL's aircraft manufacturing site, Japan

The rate of development of the industry and service sectors greatly affects the economic growth and competitiveness of a country. Rapid globalization has presented great challenges to these sectors and transformed the structure and culture of society. Fierce open-market competition increasingly dictates that governments, public and private companies, and other organizations develop innovative ideas and management measures to remain competitive. In most APO member countries, the service sector continues to expand at a rapid pace and therefore the APO continues to focus on this sector in formulating projects, training courses, seminars, observational study missions, demonstration projects, and the Technical Expert Service Program.

The objectives of research and study meetings are to identify the specific needs of the industry and service sectors in member countries against the background of the changes and challenges they face. Training courses, seminars, workshops, and observational study missions are then organized to focus on those needs. A hands-on, application-

oriented approach is taken, allowing participants to practice techniques and apply know-how during projects. This makes it easier for them to adopt, adapt, and apply the skills acquired in their own work situations and subsequently train others. While most projects in the Industry and Service Sector Program are meant to meet the common needs of member countries with multicountry participation, others are designed with specific groups of countries with similar needs in mind.

Among various areas and fields, APO activities for the industry and service sectors focus on the following six major categories:

- Socioeconomic Progress
- Strengthening of SMEs
- Knowledge Management
- General Management
- Total Quality Management
- Technology, IT, and Innovation

Socioeconomic Progress

Strategic Management for Civil Society Organizations

Strategic management helps an organization to understand, define, and commit to a strategic direction that has meaning in terms of why the organization exists, where the organization wants to be positioned, where the organization wants to go, and how success or results is defined and measured. Such strategic management must be relevant to civil society organizations (CSOs), which have increased their role in development in APO member countries in recent years. Given the increasing importance of CSOs, improvement of their organizational performance and quality of service is essential to respond better to challenges and opportunities. All CSOs must undertake strategic management and recognize that success is based on the achievement of a strategic mission. Moreover, CSOs need to develop a framework of measures and reporting mechanisms to evaluate organizational performance. It must help CSOs to increase their importance, credibility, accountability, and contribution to the public. The APO seminar on Strategic Management for Civil Society Organizations was therefore organized in Nepal, 15–19 January, in collaboration with the NPEDC. Fifteen participants from nine member countries attended. The objective of the seminar was to enable participants from CSOs to understand the latest management principles, concepts, and methods relevant to strategic management and to improve their own management and organizational skills.

Program coverage: Overview of historical trends and current situation of CSOs in Nepal and their general management style; Relevance of CSOs/volunteer sector in socioeconomic development; Approach to strategic positioning of CSOs; and Financial, human resources development, and stakeholders' participation aspects of strategic management. Site visits were made to three local NGOs: New Life Center; South Asian Partnership Nepal; and Child Workers in Nepal.

International Tourism Promotion

The tourism industry is expected to be one of the leading industries in this century. According to a survey by the World Travel and Tourism Council, travel and tourism contributed 10.3% of world GDP. It was responsible for 234 million jobs in 2006, accounting for 8.7% of total employment or one in every 11.5 jobs. Recognizing the impor-



Visiting Ueno Park, Tokyo

tance of the tourism industry in regional economic development, a multicountry study mission on Regional Development: International Tourism Promotion was organized to examine Japan's regional development initiatives, particularly its experiences in building up the tourism industry at regional level so that it has become a prime driver and core strength of regional and local development activities. Eighteen participants from 16 APO member countries attended the study mission held in Japan, 5–9 February. The program consisted of lectures by resource speakers, site visits, and interactions with key Japanese players.

Program coverage: The mission members heard presentations by Executive Vice President Akira Yasuda, Japan National Tourist Organization, on “The Visit Japan Campaign—Inbound Tourism Promotion in Japan,” and by Chief Executive Producer Akira Chono, JPC-SED, on “Approaching International Tourism-oriented Regional Development.” After visiting the Asakusa area of Tokyo, participants visited Sapporo and Otaru in Hokkaido and investigated regional approaches for tourism promotion in local government offices in the region.

Productivity Practitioners

The pursuit of higher productivity requires a cadre of productivity practitioners fully equipped with the skills and knowledge to identify productivity problems and develop and implement productivity improvement plans. The need for developing productivity practitioners has been suggested by many NPOs of the Pan African Productivity Association (PAPA). It was therefore proposed to organize a program with special funding from the Government of Japan aimed at providing multi-

disciplinary skills to participants who will become facilitators for productivity and performance improvement efforts.

The first special training course targeting NPO officials of PAPA member countries, the Basic Training Course for Productivity Practitioners (BCPP) was jointly organized with the National Productivity Institute (NPI), South Africa, as well as the Secretariat of PAPA, 2–27 July, in Johannesburg, South Africa. The APO mobilized four resource speakers from the region, and 30 participants from PAPA member countries attended.

The objective of the BCPP was to develop the competencies of participants in the promotion and application of basic productivity and quality techniques in enterprises. At the end of the course, participants were expected to be able to explain productivity concepts in relation to national competitiveness, inculcate a productivity mindset among the workforce, conduct basic productivity and quality training programs, provide consultancy services, and develop and carry out action plans for the application of productivity and quality techniques. Successful graduates of the basic course are expected to apply for the advanced one.

Program coverage: Module I covered Business organizations and productivity; Productivity concepts; The productivity movement and productivity and quality improvement; Organizational culture and key business processes; Roles of productivity practitioners; and Productivity promotion at national and organizational levels. Module II covered Organizational culture and development: Productivity awareness survey; Training needs analysis and plan; On-the-job training; Managing change; Teambuilding, communication, and motivation; and Labor-management cooperation. Module III covered Productivity and quality improvement techniques: Good housekeeping practices (5S); Suggestion schemes; Quality improvement; Service quality; Quality control circles; Value-added productivity measurement; Quick management analysis; Basic industrial engineering techniques; Green Productivity; and Introduction to advanced productivity and quality techniques. Module IV covered Process skills; Management consulting; Report writing/making presentations; and Effective training skills. Module V covered Application of learning: In-plant diagnosis/company visits; and Action planning.

Social Accountability 8000

There has been growing interest in the codes of conduct and social responsibilities of business enterprises worldwide. Although many codes of conduct have been developed, SA8000 appears to be the most comprehensive, with a well-developed system for independently verifying the compliance of businesses. SA8000 certification is beneficial to enterprises in APO member countries. Audits are a major part of the SA8000 system and are undertaken periodically to ensure that the system operates as planned and to identify any noncompliance. Thus it is imperative that a country have a trained pool of internal and external SA8000 auditors. Yet one of the major drawbacks in many countries is the absence of adequate numbers of trained auditors to conduct internal audits, as well as second- and third-party audits. The APO therefore organized a training course on Social Accountability 8000: Lead Auditors' Course, 21–24 May, in Dhaka, Bangladesh. Seventeen participants from nine member countries attended.

Program coverage: This course was a follow-up to the Web-based training course in 2006, and the participants were familiar with the content. Chief Expert Yong Kok Seng therefore used accelerated learning techniques. Participants visited SF Sweater Ltd., one of the four industrial units of the SQ Group. A 2.5-hour written examination was conducted at the end of the course.

Social Dimensions of Productivity

Although traditionally the productivity debate has focused on input-oriented economic and technological aspects, this view is increasingly challenged in today's rapidly changing economic, technological, and social milieu. Productivity and social development share a complex and interactive relationship, which should reorient the productivity movement. The drive for change stems from the increasing concern of civil society with the quality of life, environmental preservation, deprivation and unemployment, health, education, and social fairness. It demands reinterpretation of the basic concepts of productivity. It is therefore important to go beyond the economic dimensions of productivity and pay renewed attention to both the social impacts and the social determinants.

Recognizing that trend, a four-day APO study meeting on Social Dimensions of Productivity was held 28–31 May in Kuala Lumpur, Malaysia. It was implemented by the NPC, Malaysia. The main

objectives were to examine the social dimensions of productivity in the context of the APO region; identify the critical factors that enable positive socioeconomic outcomes from efforts to increase productivity by member countries; analyze the appropriate policy measures to facilitate the dual goals of business sustainability and social agenda; and recommend a multifaceted framework of policies and measures that could be adopted by NPOs and other key stakeholders. Twenty participants from 14 member countries attended the study meeting including one local participant from the NPC, Malaysia. They included senior managers of businesses, senior representatives from trade bodies and unions, academics, senior government officials, and productivity practitioners. Four APO resource persons from within and beyond the APO region and one ILO representative (financed by the ILO) were invited to provide resource inputs.

Program coverage: The productivity journey—new imperatives and areas of applications for the emerging economy; New strategies for the productivity movement and equitable socioeconomic development; Productivity and corporate social responsibility and the role of business in society from an educational perspective; Social enterprises and social productivity; Socioeconomic implications of social capital; and New strategy for the productivity movement and equitable socioeconomic development. The findings of the joint APO-ILO survey on socially sensitive enterprise restructuring in Asia were also reported at the meeting.



Defining the relationship between productivity and CSR

SME Productivity for International Trade and Competitiveness

International trade has become complex and

highly demanding. First, continuous improvement and innovation in quality, price, and services have pushed competition in products and services to an unprecedented level. Second, through the vista of international trade, new pockets of space have been created that address the challenges of competitiveness, increased productivity, the formation of industrial clusters and value chains, and technological innovation. Third, exacerbating the situation is an ever-expanding list of regulations and sector- and product-specific clauses added to the global and regional trade regimes. Therefore, success and survival in international trade demand more comprehensive preparations and business strategies than ever before.

Against this background, a four-day APO study meeting on SME Productivity for International Trade and Competitiveness was held 12–15 June in Jakarta, Indonesia. The meeting was jointly implemented by the Department of Business Development and Restructuring, Ministry of Cooperatives and SMEs and the Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration. The main objectives of the study meeting were to examine the key determinants of productivity and competitiveness in international trade and suggest appropriate strategies and best practices for productivity enhancement in member countries to maximize benefits from international trade and sustain business competitiveness. It was attended by 27 participants from 17 member countries,

comprising senior managers of business corporations, senior representatives from trade bodies and unions, academics, senior government officials in charge of trade and industry, and consultants. In addition, three APO resource persons from Japan, Singapore, and the ROK and one local Indonesian speaker provided inputs.

Program coverage: Review of the changing landscape and challenges of international trade; Key determinants for success in the complex world trade regime; Regional trade agreements

and impact on local enterprises; Impact of trade liberalization on productivity and SMEs; Review of the contribution of productivity, i.e., impact of

total productivity, quality, and competitiveness on international trade in APO member countries; Role of government in infrastructural support such as port facilities, telecommunications, and logistics centers in member countries for enhancing international trade and competitiveness; Case studies of successful international trade practices and innovation; and the Role of public–private partnerships in trade facilitation. The program also included an observational visit to a local SME with international trade experience.

Productivity in Aging Societies

Asia occupies roughly one-third of the earth's land area and is home to more than 60% of the world's population. It is also the home of the largest number of elderly in the world and is witnessing a marked increase in the absolute and relative numbers of elderly persons. Japan, with a total population of 127.7 million and an elderly population (aged 65 years or older) of 26.6 million (20.8% of the total) is the first super aging society in Asia. Japan also faces a declining population, which is expected to dip below 100 million in 2046. This is a predicament that other countries are facing, while the challenges, especially those to the productivity movement are increasing.

All countries, developed and developing, are experiencing an explosive growth in the numbers of older people. It is estimated that about 60% of the elderly live in the developing world, and this figure is expected to rise to 70% by 2010. While people are living longer and healthier lives, the numbers of the younger generation, who will be their support group, is decreasing dramatically due to declines in the fertility rate.

The APO organized a study meeting on Productivity in Aging Societies in Taipei, ROC, 17–20 July. Twenty-one participants from 13 member countries discussed the general trend toward late marriages or remaining unwed, low fertility, increased longevity, and migration, which all affect the “graying” of society. Their impact is already beginning to be felt in individual, social, and economic areas. Among the most pressing issues faced by many countries are financial security, employment, and provision of healthcare for the elderly. The meeting also noted that the reemployment of people aged 60 to 65 years has worked well in Japan but would not in other Asian countries.

Program coverage: Aging society: Global trends and issues; Challenges of aging in APO member countries—the experiences from Japan and the ROC; Aging society: Emerging issues and perspectives from Singapore; Strategies for enhancing productivity and quality of life of the elderly: Case study of Japan; and Public policy response to aging in America: Lessons for Asia.

Strengthening of SMEs

SME Development in the Mekong Region

Support for developing the Mekong region will center on narrowing the gaps between new member countries such as Cambodia and Lao PDR and other APO member countries, thus reinforcing regional integration and allowing self-sustaining economic growth through economic activities in the private sector, especially SMEs. However, there are few consultants available who can advise those SMEs. In this context, the criteria for evaluation and diagnosis of SMEs by consultants in NPOs should be devised. The APO and JPC-SED organized a previous forum in February 2006, where version 1 of the criteria and guidelines was developed. Since then, the APO and JPC-SED have engaged in activities to confirm the applicability of the criteria and guidelines in each country.

The second forum on SME Development in the Mekong Region was organized 22–26 January in Japan. The forum was attended by 24 participants



Eliciting the trends and issues in Asia's aging societies

from Cambodia (three), Lao PDR (four), Thailand (two), Vietnam (four), and nonmember Myanmar (11) including three self-financed participants from Myanmar. The objectives of the forum were to: 1) finalize the “Criteria for Management Assessment of SMEs in the Mekong Region” and “Executive Guidelines for Self-improvement and Guidelines for Consultancy Diagnosis” as a common yardstick for evaluating the management capacity of SMEs in the Mekong region; and 2) devise a plan to utilize the criteria and guidelines for productivity improvement in each country.

Program coverage: Development of criteria for evaluation and diagnosis for SMEs in the Mekong region; Characteristics of SME management and roles of consultants in Japan; and Workshops for revision of the criteria. Site visits were made to Kanagawa Science Park, Nissan Motors, Sanwa Electric Co., and Panasonic Center Tokyo.

Enhancing Market Access for SMEs in the Food Sector

Rapid economic growth in the Asian region and world trade liberalization trends provide both opportunities and challenges for the food sector in the region. There are tremendous opportunities for trade in high-value food products due to the increased demand for diet diversification, processed and semi-processed food, and greater convenience in food preparation. The development of the food industry in the region has also been closely associated with an individual country's participation in international trade. Food exports have increased significantly, especially in the Asian region including APO member countries. Producers and processors inexperienced in mass production and marketing must gather more technical know-how such as improving quality to meet importers' requirements. To achieve reliable food-exporting status, a country must produce items both sought after and acceptable to consumers in other countries. Compliance with the statutory or compulsory requirements is an essential prerequisite for successful and profitable food exporting. Rejection of food shipments by importing countries can result in unnecessary business costs, transaction times, and resource waste, as well as lost potential revenue for the exporting companies.

The APO therefore held a study meeting on Enhancing Market Access for SMEs in the Food Sector to update food companies with knowledge of different countries' import regulations. The

study meeting was held in Singapore, 20–22 March, to enable participants to understand issues related to accessing markets for food products in different countries; discuss trends related to those issues; identify possible solutions to resolve the issues; and encourage business collaborations through business-matching activities. Thirty-nine participants from 14 member countries, including four from the host country, attended the study meeting. They included senior officials from national agencies and regulatory bodies dealing with food imports and exports, and senior executives of associations/chambers of commerce and private companies dealing with food manufacturing, trading, distribution, and other food-related activities. Four APO resource persons and one local keynote speaker gave presentations, led by a local chief facilitator appointed by SPRING Singapore.

Program coverage: The role of national agencies in balancing market access for food and food safety; Market entry considerations for processed food products into the USA/EU; System of labeling regulations for nutraceutical or functional claims for food products; Emerging changes to the regulations for the inspection of food imports to the ROC; and Current market trends in Korean food markets and opportunities for foreign food exporters.

Financing for SMEs

The strengthening and development of SMEs is a key thrust area of the APO. SME development involves creating an enabling environment that fosters new start-ups and enables the growth and development of existing businesses. A critical aspect of all such endeavors is providing finance and access to financing. This is a topic of considerable interest to businesses and policymakers in government alike. Many businesses fail because they lack the necessary funding or access to it. All SMEs need varying amounts of funds at different stages of their growth, and better access to finance, especially in the formative and innovative stages, is critical. It remains a huge challenge to find the needed finances, for both asset and debt financing at the right moment and price. It is widely known that SMEs face greater growth obstacles than larger firms, and limited access to financing is an important factor impeding their development and growth in all member countries.

The above issues are vital, and yet there is a lack of data or research on SME financing in APO

member countries. This was also pointed out during various projects on the development of SMEs and entrepreneurship in the past. Given this background, and the significant role and implications financing or its lack has for SMEs, this research was initiated 19–21 June in Yogyakarta, Indonesia, attended by 12 national experts from APO member countries to assess the government policy framework for assisting SME financing; take stock of the institutional, traditional, and nontraditional sources of funding available to SMEs; identify factors that help or hinder credit availability to SMEs; and highlight any innovative solutions, tools, or practices for SME financing which can be utilized. The research will also attempt to make practical policy recommendations for strengthening SME financing in APO member countries to assist them in business and encourage entrepreneurship and productivity for the benefit of all member countries.

Income-generating Activities for Women: Costume Jewelry

Over the past few decades, women have emerged as active participants in economic growth and development. In many cases, women in Asian countries are involved in self-employment, particularly in small trades and services, and in microindustries. The APO sought the assistance of the Productivity and Development Center of the DAP to develop a course specifically for women entrepreneurs in 2000, and this course started in two venues including the Philippines and Malaysia in 2002 to provide greater cross-cultural experiences and exposure to the institutional support/infrastructure available for the development of women entrepreneurs in the two countries. In view of the desire of the participants expressed in

their recent program evaluations to learn specific skills such as costume jewelry making, this training course was developed. The ROK was selected as the venue because of its international reputation in the costume jewelry industry.

This course was the only APO training course for women that focused on the practical techniques and skills for costume jewelry, with 25 participants from 12 countries. The objectives were to equip the participants with the business concepts and relevant practical skills for costume jewelry design and production; share the actual techniques, skills, and know-how for making marketable costume jewelry; and disseminate experiences and information on various programs for the development of women in the costume jewelry industry in the ROK.

Program coverage: Eleven sessions of practical work; two lecture sessions; one session for status report presentation; and one session for a site visit to Dongdaemoon Accessories Shops. In addition, a market for materials for making costume jewelry was visited.

Seminar on SME Development in the Mekong Region

The Mekong region, in which all the new member countries of the APO as well as ASEAN are located, is pivotal for furthering ASEAN's integration. The region possesses potential for economic growth and is essential for the stability and prosperity of the whole of Asia, as it is adjacent to other ASEAN countries and India. Support and cooperation in developing the Mekong region are necessary to narrow the gaps between new member countries, such as Lao PDR and Cambodia, and the other APO member countries and will contribute to regional integration and self-sustaining economic growth through economic cooperation for the private sector, especially SMEs. SMEs and venture businesses play a major role in all countries in the region.

The APO seminar on SME Development in the Mekong Region was held in Tokyo and Aichi, Japan, 15–19 October, in collaboration with the Ministry of Economy, Trade and Industry of Japan and the JPC-SED. It was attended by 11 participants from the four countries of Cambodia, Lao PDR, nonmember Myanmar, and Vietnam. Participants came from different backgrounds including NPO staff, company management, and government of-



Participants practice making costume jewelry



Learning methods for productivity improvement in SMEs at Hayashi Soji

ficers handling SME policy. The objectives were to identify success factors in SME development in Japan and their implication for SME development in the Mekong region.

Program coverage: Salient features of SMEs and the role of SMEs in the national economy of Japan; SME development as a national policy and its framework; SME development measures by government, role of consultants and NPOs, and self-improvement by enterprises; Management philosophy and strategies of SME top managers who seek to increase productivity and competitiveness; and Practical methods for productivity improvement in SMEs (5S, kaizen, visual control, autonomous maintenance, etc.). Site visits were made to the Organization for SMEs and Regional Innovation, JAPAN (SMRJ); Tokyo SME University of SMRJ; Hayashi Soji, an SME in Ota ward, Tokyo; Dowa Forging, an SME in Ota ward, Tokyo; Toyota Motor Tsutsumi Plant in Toyota City; and Denso Takatana Plant in Anjo.

Venture Business Support

Venture businesses are increasing rapidly in APO member countries, generating a wide range of innovative, creative firms. These venture businesses are considered to be one of the important factors for revitalizing national economies. There are abundant possibilities for APO member countries to utilize and mobilize such human capital as talents, skills, and creativity by supporting venture business opportunities. To promote venture businesses, it is important for the government to provide an appropriate environment and necessary support for business starters to grow and succeed.

To share the experiences of each participating

member country in strengthening national support for venture businesses and review the governmental support systems such businesses require, the APO held a study meeting on Venture Business Support in Osaka, Japan, 13–16 November, with support from the Japanese Ministry of Economy, Trade and Industry. It was jointly implemented by the JPC-SED. Moreover, to achieve maximum results, the study meeting was held concurrently with the Asian Forum on Venture Business,

a major annual event organized by the APO in cooperation with several partners in Osaka and the Kansai region. Eighteen participants from 14 member countries attended.



Venture products displayed at Creation Core Higashi

Program coverage: Present status and issues of venture business and the public support system in Japan; Examples of government policies and regulations for supporting venture businesses from Japan, Germany, the USA, and ROK; Cluster development in Japan; Venture business support in Latin America by a multilateral investment fund of the Inter-American Development Bank; and Example of financial support system for venture and SMEs by the Osaka Industrial Promotion Organization. Participants attended the Venture 2007 Kansai conference and then visited one of the most successful incubation facilities in Japan, Creation Core Higashi-Osaka; Entrepreneurial Museum of Challenge and Innovation; and Osaka Chamber of Commerce and Industry.

Venture Business

One of the important measures for the revitalization of national economies is the creation of new businesses. It is better that small venture businesses with dynamic, creative, and risk-taking entrepreneurship undertake that task. The global trend is not for large corporations but rather SMEs and venture businesses to play a major role in revitalizing national economies. The proliferation of venture businesses has been widely observed in those APO member countries that have generated a wide range of innovative and creative businesses. Many member governments have also started to pay increasing attention to the role of venture businesses, for which various support measures have been offered. The need to nurture venture businesses is acknowledged worldwide.

The 8th Asian Forum on Venture Business was organized by the APO in Osaka, Japan, 14–16 November. The forum was attended by 36 participants from 17 member countries. The objectives were to share experience among small entrepreneurs in how they have successfully established new and venture businesses in the changing business environment; discuss methods to nurture businesses through various assistance and policy measures; and explore possibilities of business matchmaking through demonstrations of products, presentations of business plans, and dialogues among entrepreneurs.

Program coverage: The forum had four major programs: 1) symposium; 2) exhibition; 3) business plan presentations; and 4) business matching. Site visits were made to the Entrepreneurial Museum of Challenge and Innovation; Osaka Chamber of Commerce and Industry; and Creation Core Higashi Osaka, a business incubation center.



Symposium in progress at Venture Kansai

Executives and Managers

The APO has been promoting demonstration company projects as a practical approach to showcase productivity and performance improvement initiatives at the firm level. A demonstration company is expected to have a highly visible impact, hence convincing and mobilizing the support of stakeholders in member countries. Although a demonstration company usually progresses well while APO experts are on hand, concerns have been raised about the sustainability of the initiative once the experts have completed their assignments.

Therefore, based on the recommendation of the 47th WSM, this workshop aimed to bring together the CEOs/executives of demonstration companies to share their experiences in sustaining the initiatives once APO assistance is completed. The workshop was organized in association with NPC, of Cambodia, 10–13 December, in Phnom Penh and was attended by 23 participants from 11 countries.

Program coverage: Demonstration company project methodology; Sustainability and replication of demonstration company projects; and Success stories and obstacles faced during implementation of such projects. During the workshop, participants made a visit to the demonstration company Eurotech in Phnom Penh to assess its success.

Knowledge Management

International Productivity Conference on Knowledge Management

The International Productivity Conference (IPC) is one of the public forums of the APO to celebrate crucial milestones. The IPC 2007 was convened in Bangkok, Thailand, 18–19 January, to mark the 12th anniversary of the FTPI and the 45th anniversary of the APO. The theme of the conference was “Knowledge Management: From Brain to Business.” The eminent conference speakers included Prof. Ikujiro Nonaka of Hitotsubashi University, Japan; Dr. Rory Chase of Teleos, UK; Ms. Martha Seng of Buckman Laboratories, Singapore; Mr. T.S. Rangarajan of Tata Consultancy Services, India; Mr. Dirk Ramhorst of Siemens, Germany; and Mr. Chaovalit Ekabut of the Siam Cement Group, Thailand. The event was

attended by over 300 individuals from 19 member countries, with more than 120 from overseas sponsored by the APO.

In line with the FTPI's aim of promoting knowledge management (KM) nationwide as an emerging tool for enhancing competitiveness in the new, knowledge-based economy, the IPC focused on latest developments in the KM concept and practices. Specifically, the conference examined current thinking, applications, and practices of the KM concept, from which the participants could identify and emulate appropriate KM strategies and practices for wider applications in APO member countries.

Program coverage: Overview of latest developments in the KM concept and analyses of its strengths and contributions to organizational development; Case studies of KM applications and practices in enterprises and analyses of how KM empowers enterprises to gain and retain global competitiveness; and KM strategies and practices in Asia.

Knowledge Management Implementation

Many KM enthusiasts and practitioners are investigating what KM can do for their businesses and its people. What is less explored is the reason why the path of KM is chosen. Is there a specific methodology or successful roadmap that can be used to ensure the sustainability not only of the KM model but also of the business model? As more questions are posed on such issues, it becomes clear that KM is not about people, ideas, information, and creativity as single components but about bringing them together. Despite the increasing sophistication of KM technologies, more failures in implementation are being seen.

The APO workshop on Knowledge Management Implementation was developed under the "Journey to Knowledge Productivity-based Operation module." The program was conducted in Bangkok, Thailand, 20–24 August, in collaboration with the FTPI. Twenty-four participants from 14 member countries attended, representing mainly the private sector (20). The workshop began by revisiting the enterprise business model, which included redefining and/or refining the value proposition of current business/enterprise growth strategies. As a practitioner's workshop, it was designed around a strategic framework of "thinking and doing" in a real business context.

Program coverage: Building blocks of various current business models; Defining enterprise value propositions and core business processes; Understanding the strategic framework of growth in enterprises, i.e., profit or not-for-profit; How strategic execution drives technology utilization, determines primary enablers, and is deployed within organization; The top-down versus bottom-up approach to business transformation; Implications of KM deployment for key successes, core competencies of organizations, technology strategy, and people strategy including roles of CKOs versus CIOs in the knowledge-based economy; Developing a new business model; The KM economy: The myth and truth of KM; Strategies to implement KM; and Integrating business models with KM strategies.

Methodologies for Knowledge Management Measurement

The KM concept is slowly gaining acceptance in APO member countries. The number of companies and organizations that adopt and integrate KM practices into their existing management and operations systems has continued to increase. NPOs in a number of APO member countries have also embraced the KM concept and are striving to make it a part of their core competence. In line with the growing acceptance of KM, the APO has increased its efforts to promote the KM concept, particularly its relevance and contributions to enhancing productivity and socioeconomic development. A KM Expert Group Meeting was held in September 2007 in Manila to start the development of the KM framework and model. This will contribute to the process of future APO planning and project formulation in the area of KM, including the development of training content.

Well-designed performance measures yield direct indications of the efficiency and effectiveness of KM programs. A framework and methodology for the measurement of KM results is therefore needed. The APO held a study meeting on Methodologies for KM Measurement in Manila, the Philippines, 23–26 October, with 16 participants representing 12 member countries. The study meeting focused on compiling and comparing case studies of KM implementation in enterprises in member countries. Based on comparative analyses of these case studies, the meeting identified and developed appropriate indicators for the measurement of KM results in the Asian setting.



Developing a common approach to KM measurement

Program coverage: Review of global Most Admired Knowledge Enterprise (MAKE) best practices; MAKE KM measurement case studies; KM measurements in Australia; Overview of KM measurements in APO member countries (based on the APO KM survey); and Presentation on draft APO KM framework and implementation approach. A field visit was made to the Asian Development Bank in Manila.

Knowledge Management

KM as the platform for future competitiveness represents the next challenge for member countries as economies of assets are gradually replaced by economies of knowledge. Social capital, as it is sometimes called, is an emerging area that remains untapped and misunderstood. KM for organizational growth and development emphasizes team-based performance, current core competencies of the enterprise, and defining core competencies of knowledge workers in knowledge-based enterprises. KM represents a social dimension of capitalism in the productivity realm. How people choose to make KM work for their organization will depend upon the ability to lay the right foundation, allowing long-term, sustainable benefits through their most valuable resource: creativity and the energy of talent.

In its first attempt to address KM in the public sector, the APO held a seminar on Knowledge Management, 10–14 December, in Hanoi in collaboration with the VPC. Twenty-one public-sector officials and decisionmakers involved in spearheading KM and/or e-government including public reforms in their organizations attended, representing 12 member countries. Three resource persons led discussions on the knowledge-based

economy, theory and practice of knowledge governance, knowledge gaps, good governance and KM, and the need for life-long learning.

Program coverage: Introduction to concepts of the knowledge-based economy; KM for learning and development at enterprise and individual level; Relevance of KM to productivity and quality through team-based performance in a public-sector context; critical success factors in knowledge-based enterprises; System thinking approach and core competencies; Understanding the knowledge economy and its implications for public administration; Understanding the nature of work (present and future) as it relates to the knowledge-based economy; Understanding the profile of knowledge workers; Case studies from Singapore's experience (Jurong Town Corporation, Inland Revenue Authority of Singapore) and from Germany's (Siemens AG); Deploying KM in a bureaucratic system; Understanding good governance through knowledge governance; and Introduction to the ROK's life-long learning strategy and its social and economic contribution to knowledge workers.

General Management

Strategic Management of Technology and Innovation

In the global economy, companies must enhance their capacity for technology development and innovation as core competences, enabling the continuous creation of customer value through innovation. That capacity is essential for the sustainable development of businesses, for which the full use of internal and external management resources is necessary. Many Japanese enterprises have introduced the "management of technology" to utilize the results of technology development for competitive products/services effectively. The management of technology aims to maximize the cost-effectiveness of investments in technology development and ultimately contribute to enterprise value.

To discuss how the leadership of top executives in APO member countries can create a company culture that promotes the development of technology and R&D by referring to Japanese best practices in the management of technology and innovation, the APO organized the 23rd Top Management Forum in Kyoto, 26–28 February, in collaboration with

the JPC-SED and Ministry of Economy, Trade and Industry, Japan. The 35 overseas participants from 18 APO member countries and 20 local participants heard presentations by leading Japanese executives from such corporations as Zeon, Omron, Denso, and Matsushita Electric Industrial, as well as from scholars and government policymakers.

Program coverage: Best practices of the management of technology in Japanese corporations to promote innovation, achieve sustainable growth, maximize the cost-effectiveness of investments in technology development, and ultimately contribute to enterprise value; Capturing the value from innovation—introduction to our discussion at TiM-Japan; and The management of technology as the core of corporate practice in line with human resources development strategy for promoting managerial leadership to facilitate R&D innovation. The participants also had an opportunity to pay a factory visit to Horiba, Ltd.

Productivity Measurement in the Service Sector

The service sector in APO member countries has expanded rapidly and now makes significant contributions to GDP and employment. Understanding and measuring productivity in this sector will become increasingly vital for member countries in their endeavors to raise productivity and living standards in the future. However, in many countries including APO members, parts of the service sector are not as productive as they could be and fall short of the best international standards. The key is to understand the productivity gaps in priority service subsectors versus others. However, measurement in this sector can be difficult. The difficulties are associated with the design and use

of measures appropriate for the sector at both the macro and enterprise levels. Those difficulties are compounded by a lack of consistent definitions of the service sector, vague terminology, and poor quality of data

Recognizing this historical disadvantage in competitive markets, the APO has strengthened its efforts to focus on programs relating to service-sector productivity. As part of its efforts, the APO organized a workshop on Productivity Measurement in the Service Sector in Colombo, Sri Lanka, 12–16 March. The objectives were to identify priority sectors in participating member countries; clarify concepts of outputs and inputs such as capital, labor, and the intermediate for measurement in priority sectors; define problems facing measurement; propose recommendations to address problems in measurement; and ensure that, at the enterprise level, measurement supports productivity improvement. Twenty-four participants from 15 member countries including six from the host country attended the workshop, along with four APO resource persons from Japan, the ROK, ROC, and Australia.

Program coverage: Review of productivity measurement and an overview of the Japanese experience in productivity in the service sector; Adequacy of statistical data for productivity measurement in the service sector and how to measure; Innovation in services under the knowledge-based economy in the ROC; and Importance of using productivity and performance measurement to support improvement in the service sector at the enterprise level. The program also included measuring performance within a local company and analyzing the challenges encountered and a site visit to a

local bank to observe improvements made in institutionalizing productivity measures.

Occupational Health and Safety Management Systems (OHSAS 18001)

OHSAS 18001 is an assessment specification standard for occupational health and safety management published in 1999. The aim of OHSAS 18001 is to provide specifications for the development of a model occupational health and management system and it maintains consis-



Workshop in session



Inspecting shock absorbers at Pt. Showa Indonesia Manufacturing

tency with ISO14001. It is a result of concerted efforts by leading certification bodies, standards agencies, and consultancy organizations. It can be adopted by organizations wishing to reduce health and safety risks by meeting related obligations in a systematic, efficient manner. A safe, healthy working environment is important for productivity and reductions in lost work hours due to injury and illness. This is important for SMEs in APO member countries which need to be competitive, cost-effective, and productive to continue to do business in the era of globalization. Government inspection and monitoring agencies are also required to ensure implementation of occupational health and safety management systems in compliance with national/international stipulations.

The APO therefore held a practice-oriented training course focusing on OHSAS 18001 organized in association with the Indonesian Directorate of Productivity, Ministry of Manpower and Transmigration, 23–27 April, in Jakarta. The course was attended by 24 delegates representing industries, government, and academia from 15 member countries. The course aimed to enable participants to comprehend occupational health and safety principles and aspects and apply them in practice. The training was conducted by two certified OHSAS lead auditors and a senior consultant.

Program coverage: OHSAS 18001 including formulating organizational policy, hazard identification, risk assessment, and risk control; Deriving objectives; Development of occupational health and safety management programs and implementation plans; Emergency preparedness; and Developing performance measurement and monitoring criteria. The participants were also encouraged to

engage in auditing role plays. A site visit was made to Pt. Showa Indonesia Manufacturing, which produces automotive shock absorbers.

Corporate Brand Management

The importance of corporate branding has been recognized by numerous companies worldwide. The era when companies could differentiate themselves solely through their products and/or services has ended. The greatly improved skills of workers coupled with advances in technology mean that there is hardly any product or service that

is unique or not duplicable. Under such circumstances, branding and brand recognition have emerged as a powerful tool to differentiate one company from its competitors. In the present age of intense competition, corporate branding has gained such recognition that it is now considered as a vital asset of companies and organizations.

If Asian firms are successful in managing their brands, they will be able to gain market share and improve the productivity of their countries. The future of global competition lies in either new products and services or perceived value in products, services, and organizations. Corporate brand management allows firms to build up an image that the public can trust. In that fortunate state, firms will be able to attract customers, suppliers, partners, and supporters.

In line with the growing importance of corporate branding and brand management worldwide, the APO launched a research study to examine how corporate branding and brand management have contributed to greater recognition and improved global standing of enterprises and organizations in APO member countries. In addition, through case studies, the research hoped to detect distinct features and unique strengths of brand management as they have evolved in the Asian context. The research commenced with the first coordination meeting held 8–10 May in Taipei, ROC, and will be completed within one year. Eight national experts from selected member countries led by the chief-cum-national expert from the ROC formed the research team. The participating countries are the ROC, India, Indonesia, Japan, ROK, Malaysia, Singapore, Thailand, and Vietnam. These countries are among those that have promoted

corporate brand management as a strategic tool for competitiveness and where that tool is widely used by both corporate and public organizations.

Program coverage: Overview of the trends in and observations of corporate brand management; Presentations and discussions on the proposed framework for corporate brand management research, including methodologies and output forms for the case studies; and Country presentations on the status of corporate brand management by national experts. The research will cover: Selected firms in member countries known for excellent corporate brand management and the resources they devote to it; Extent to which firms engage in brand management; Common brand management practices prevalent in Asia and whether companies engage brand experts or manage the brands internally; Assessment of problems in extending brands into the global marketplace; and Analysis of the contribution of corporate brand management to the bottom line of enterprises and its impact on productivity.

Fact-finding Mission on Knowledge Management

Under the Research Fund for Productivity Enhancement in member countries for 2007, the Research and Planning Department of the APO dispatched a five-member team on a fact-finding mission on Knowledge Management (KM) to the USA and UK, 10–15 May. The primary objectives were to deepen understanding of KM; identify the emerging trends, challenges, and opportunities; and capture new methodologies, tools, and techniques appropriate for member countries. The team comprised KM experts from India, the Philippines, Singapore, Thailand, and an APO Secretariat representative, who attended the American Productivity and Quality Center's 12th Conference on Knowledge Management in Houston, Texas, as well as visited two of the Most Admired Knowledge Enterprises (MAKE) winners of 2006 in London. They also held discussions with Teleos, the originator of the MAKE awards in London.

Program coverage: Increasing importance of collaboration in KM; Interconnectedness of KM and innovation (USA); Understanding and creating "learning organizations" through KM and innovation efforts; Community-based KM and knowledge sharing rather than centrally controlled KM; Usage of appropriate terminology to refer

to KM; KM maturity model; KM assessment and auditing; Automated archiving of documents; Finding the next practice and scenario planning; and Knowledge sharing as a part of performance evaluation.

Fact-finding Mission on Innovation and Competitiveness

As part of its efforts to enhance its think tank and regional advisory roles, the Research and Planning Department of the Secretariat sent a series of fact-finding missions beyond the APO region as a key component of its research activities. Two emerging areas identified were innovation and competitiveness and knowledge management. A five-member team was assembled with the twin objectives of attending the OECD Forum 2007 on Innovation, Growth, and Equity, 14–18 May, in Paris, and visiting the Global Competitiveness Network (GCN) of the World Economic Forum (WEF) and IMD in Geneva. Mission members comprised Dato' Nik Zainiah Nik Abdul Rahman, Director-General of the NPC, Malaysia; Prof. Sang Chan Park, from the Korean Advanced Institute of Science and Technology, ROK; Prof. Benjamin Yuan, National Chiao Tung University, ROC; Yasuhiro Kiuchi, JPC-SED, Japan; and Senior Program Officer Lee Kia Yoke, APO Secretariat.

The objectives of the fact-finding mission were to deepen understanding of innovation and competitiveness; identify the emerging trends, challenges, and opportunities in both areas; and investigate new methodologies, tools, and techniques that will be relevant to member countries. The mission also sought to identify new collaborative partners and networks for future APO programs and provide inputs to an APO blueprint on innovation.

Program coverage: Participation in the two-day OECD Forum on Innovation, Growth, and Equity



Meeting with IMD expert (R)

in France. Site visits were made to the WEF, GCN, and IMD in Geneva.

Establishment of a Productivity Database

In the past, a few attempts were made to produce data and analyses involving APO member countries. However, it was felt that those attempts were insufficient to have a regional and international impact, and the productivity databooks published in the past found very few practical uses. Therefore, the previous APO databook publication was discontinued after 2004. The challenge remained for the APO to devise a solid system of productivity measurement and to publish a user-friendly, authoritative productivity databook covering member countries. In line with the renewed emphasis on strengthening its think-tank role, the APO productivity databook project covers the prioritized areas of organizational objectives, such as DON Strategy. To that end, it is important for all NPOs to have strong capability in the field of productivity measurement, statistics, and data analyses. It is also envisioned that strong partnerships and cooperation can be built between NPOs and their national counterpart statistics offices through this project, thus improving lacunae in productivity-related data in APO member countries. The coordination meeting for the project Establishment of a Productivity Database took place in Nepal, 16–17 May, and was implemented by the NPEDC with 17 national experts from 15 member countries in attendance.

Program coverage: Productivity indicators, definitions, and collection; Labor productivity computation methodology; Review of the problems in cross-country labor productivity comparisons; and Discussion on procedures for follow-up data collection assignments for national experts.



Coordination meeting in progress

Corporate Social Responsibility

Corporate social responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. Business and society are interdependent. In this context, CSR is about how companies manage their business processes to produce an overall positive impact on society. Thus, it is vital that businesses consider the economic, social, and environmental impacts of their activities wherever they operate. CSR cannot be ignored by businesses in APO member countries. Therefore a seminar on Corporate Social Responsibility was organized in collaboration with the Ministry of Economy, Trade and Industry of Japan and JPC-SED to discuss CSR issues such as legal compliance, ethical practices, environmental management, and social contributions and share Japan's experiences and best practices in this area with other members. The seminar was held 11–15 June and attended by 19 individuals from 12 member countries.



Participants at Panasonic Center, Tokyo

Program coverage: Problems and prospects in CSR; Social responsibility investment and corporate value; Practices of CSR (case of Ito-Yokado Co., Ltd.); and Issues and challenges of CSR implementation in the region. Site visits were made to Japan Airlines Airframe Maintenance Factory, Kikkoman Corporation Noda Head Office and Monoshiri Soy Sauce Museum, Amare Towa Corporation, and Matsushita Electric Industrial Co., Ltd. to observe various factors in CSR programs in those organizations.

Balanced Scorecard

The balanced scorecard (BSC) was originally developed by Dr. Robert Kaplan and Dr. David Norton to assist in budgets and planning. The BSC has now become a systematic framework to foster strategic thinking while balancing the four key dimensions of growth: learning; business processes; customers; and finances. It is a survival tool for any forward-thinking enterprise including public organizations and not-for-profit enterprises. The APO has continued to develop projects to deepen understanding of the BSC and for its practical application, especially for continuous improvement in SMEs. The first APO seminar on the BSC was held in 2004, followed by a training program in the ROC the following year.

The 2007 training course on The Balanced Scorecard was conducted as an abridged course from basic to intermediate BSC application covering practical aspects. The training course was held 25–29 June in Nadi, Fiji, in collaboration with the TPAF. Twenty-one participants from 10 member countries attended.

Program coverage: Implementing and operationalizing the BSC in an organization; Designing and implementing the strategy-aligned BSC; Developing a practical communication strategy for implementing scorecards for change management (i.e., choosing the right tools for the right target group and objectives); and Overview of advanced budget management and performance evaluation systems.

Toyota Production System (e-Learning)

“Lean production” or the Toyota Production System (TPS) is widely adopted today and cited as the production system of the 21st century. The TPS was originally a tool for reducing waste and saving costs during Toyota’s scarcity days. Since then, it has encompassed a host of other elements, the most salient of which is its value stream focus. The purpose of the TPS, according to developer Taiichi Ohno, is to get the right things to the right place at the right time (the first time) while minimizing waste and staying flexible. Factors like cost, quality, delivery, safety, and employee morale drive lean production systems. It has been amply demonstrated that, in addition to eliminating waste, this methodology leads to improved product flow and better quality and thus has been widely adopted in various industries.

Recognizing the interest in the TPS and its importance for sustainable production systems in member countries, the APO held a TPS e-learning program for the first time in 2004. However, because not all member countries are familiar with the system, a special e-learning course on the TPS was developed using the World Bank’s distance-learning platform, the Global Development Learning Network (GDLN) to provide general knowledge to production engineers, service managers, and academics. In 2007, a follow-up project was conducted for participants who took the e-learning course in Nagoya, Japan, which attracted 100% of participants from the e-learning course.

After its third installment, and over 300 participants across 14 member countries had taken the course, the 2007 course was conducted in three phases: 23–25 July for Indonesia, I.R. Iran, Malaysia, the Philippines, and Thailand; 29–31 August for Cambodia, Lao PDR, Mongolia, and Vietnam; and 11–13 September for Bangladesh, India, Nepal, Pakistan, and Sri Lanka. The three-phased approach eases logistical coordination among countries in similar time zones, in geographic proximity, and with the same level of knowledge on this topic. This year, 241 participants from among 300 applicants completed the three-day course.

Program coverage: Philosophies of lean production systems based on the Toyota model; Concept of sustainable enterprise systems; Accounting systems for lean production management; Human resources development; Just-in-time production; Production-leveling approaches; and Designing production strategies using “take time” approaches.



e-Learning on the TPS

Mergers and Acquisitions for Higher Corporate Value

Globally, 2006 recorded the highest merger and acquisition (M&A) activities accounting for over US\$3.8 trillion. M&A activity increased in the USA, Europe, and Asia following the trend of international industry consolidation in the 1990s. There has also been significant M&A activity in many APO member countries, including the ROK, Singapore, India, Malaysia, Thailand, the Philippines, Pakistan, and Vietnam which have all appealed as emerging growth markets. It is predicted that cross-border M&A activities in Asia will continue to gain momentum and hence it is necessary to understand M&As to reduce their negative effects and maximize the positive on APO member countries.

The APO study meeting on Mergers and Acquisitions for Higher Corporate Value was held in Kuala Lumpur, Malaysia, 31 July–3 August, and attended by 20 participants from 15 member countries. The meeting aimed to examine the current trends and practices in M&As in the global market; identify the issues and opportunities in M&As, and appreciate the potential of M&As for increasing the productivity and corporate value of businesses in APO member countries. Often M&As are undertaken by companies for eliminating inefficiencies, expanding operations into new geographic areas, increasing productivity and profitability, and increasing market share. Although not all M&As are successful, in theory it is believed that mergers create synergies and economies of scale by expanding operations, cutting costs, and raising productivity.

The study meeting noted that the corporate landscape is evolving in response to the many opportunities driven by globalization, economic growth, and market integration. Companies have benefited from M&As in a number of ways. With greater economy of scale, a combined company can often reduce duplicated departments or operations, lowering costs relative to the revenue stream and thus increasing productivity and profit. By buying other companies with unique technologies, a large company can maintain or develop a competitive edge. Often companies have bought other companies to reach new markets and grow revenues and earnings, and a merger has often expanded two companies' marketing and distribution reach, giving them new sales, growth opportunities, and market power. A merger can also improve a

company's standing in the investment community as bigger firms often fare better in raising capital than smaller ones.

Program coverage: M&As: The concepts, trends, and practices in the global market; Creating value through M&As: Experience from the airline industry in Singapore; Current trends and practices in M&As in Malaysia; Perspectives on M&As; A case study of Malaysian best practices for cross-border acquisitions; and Postmerger integration and success.

Training Evaluation: Review Meeting

The workshop on Training Evaluation: Review Meeting was another APO initiative to identify practical new ideas to improve productivity training approaches and implementation strategies, particularly project evaluation measures. It was held in Singapore, 13–15 August, since the needs to strengthen postproject evaluation and gauge the effectiveness and impact of training courses were highlighted by the Heads of the NPOs at the 47th WSM held in Bali, Indonesia, in March 2007. Based on the inputs and suggestions from the Bali WSM, the present workshop aimed to provide fresh ideas and perspectives to enable the Secretariat and NPOs to conduct postproject evaluation exercises efficiently and more accurately. At present, the evaluation report prepared by the Secretariat focuses on the efficiency of the training or project implementation. Project participants are required to fill out an evaluation sheet asking about their level of satisfaction, which is measured in terms of logistical arrangements, time management, selection of topics, quality of resource persons, and arrangements for site visits, among others. This meeting, attended by 13 participants from nine countries, was specially convened to review the present practices and methodology of APO evaluations and develop a practical, workable framework for monitoring and measuring the impact of projects.

Expert Roundtable Meeting Series on Innovation and Competitiveness

Innovation is about doing new things and drawing on knowledge or creativity to find better ways to add value to products, services, and processes. APO member countries' capacity to innovate is gaining importance for sustaining economic growth, capitalizing on future economic opportunities, and meeting the challenges of developing a knowledge-based workforce, intelligent markets,



Experts at the innovation and competitiveness meeting

and increasingly connected, competitive global economy.

In addition to a fact-finding mission on innovation and competitiveness, the APO established an expert roundtable series on innovation. Two meetings were held in 2007: the first was held in Langkawi, Malaysia, 27–29 August; and the second in Singapore, 20–22 November. The first meeting sought to analyze the findings of the fact-finding mission on innovation and competitiveness; build an APO innovation framework based on country clusters; identify the discriminating factors and recommend innovation strategies for different country clusters based on stage of development; and formulate a blueprint on innovation and competitiveness for the APO. The Singapore meeting followed through on the action plans to refine the proposed framework, reconfigure the matrix of strategies, and formulate future plans. Modalities included brainstorming sessions and discussions using the Delphi method among the country experts led by the chief expert.

Program coverage: Discussions on the dimensions of innovation, models, assessment, gaps, action plans, and desired outcomes (first meeting); Follow-up actions by chief and country experts; Presentations on country-specific innovation roadmaps based on the APO innovation framework with discussions focusing on gaps and recommendations on innovation strategies by country clusters; and Preparation of an APO white paper on innovation (second meeting).

Strategic Management Consultancy for Productivity Improvement

In APO member countries, NPOs are in the fore-

front of providing productivity consultancy services to enterprises. To provide effective and comprehensive service in this area, it is essential that NPOs take an integrated approach that addresses all the functional management areas. To help develop the consultancy skills of NPO professionals, the APO organized several projects in the past, mostly focusing on the quality, cost, and delivery of production management. However, to ensure sustained business growth and allow

market repositioning, a comprehensive approach to productivity and innovation is necessary. Such an approach will provide a long-term direction as well as a cohesive interface with functional management for tackling issues related to R&D, innovation, technology, skills, cost, quality, and marketing and sales. Therefore, NPOs need to be capable of providing integrated and strategic management consultancy services to client enterprises.

The training course on Strategic Management Consultancy for Productivity Improvement was organized in Tokyo, 3–14 September, in collaboration with the Ministry of Economy, Trade and Industry of Japan and JPC-SED. The course was attended by 23 participants from 17 countries. The objectives were to enable participants to acquire the knowledge and skills to provide integrated strategic management consultancy services for productivity improvement, innovation, and sustained business growth, with a cohesive interface with the functional areas of marketing, production, and human resources development.



Visiting the factory of Sanko Seiki

Program coverage: Orientation on the strategic management process and framework; Consulting skills to design a management strategy for higher productivity and competitiveness, sustained growth, and support management innovation; Integrated and analytical consulting techniques in the management of the major functional areas of marketing, production, and human resources development; and Role of NPOs in strategic management consultancy. Site visits were made to Sanko Seiki's Honjo Head Office and Main Factory; and the Saitama Factory of Honda Motor.

Management of Technology

In the globalized economy, enterprises must constantly innovate to create customer value and ensure the viability and sustainability of their businesses. To do so, enterprises must enhance their capability for technology development and innovation as one type of core competency. The full use of internal and external management resources is therefore necessary. Leading enterprises worldwide have introduced the management of technology as a strategic tool for competitiveness. The management of technology aims to maximize the cost-effectiveness of investments in technology development and ultimately contribute to enterprise value and profitability. This research is part of the APO's continuing efforts to investigate how the management of technology can contribute to enterprise growth and innovation in member countries. In addition, through case studies, the research will identify leading examples and best practices in Asia in the management of technology to be emulated by others.

Eleven experts from selected member countries attended the first coordination meeting of the research project on Management of Technology. The meeting was hosted by the FTPI in Bangkok, 18–20 September. The national experts were from the ROC, India, Indonesia, Japan, ROK, Malaysia, Philippines, Singapore, Thailand, and Vietnam. The research project is led by Emeritus professor Kunio Yoshida, Japan. The first coordination meeting finalized the research framework, methodology, and time frame for completion of the project.

Program coverage: At the coordination meeting the national experts gave presentations on the management of technology and discussed the methodology and desired outcome of the research. The research will cover: Significance of the management of technology in enterprises, particularly

SMEs; Critical factors for establishing a positive organizational culture and effective human resources development that promote technology development and innovation; Approaches to and practices in the management of technology and innovation through case studies of selected leading enterprises in member countries; Problems confronting Asian enterprises and future scope for developing systems to manage technology and innovation in member countries, particularly the critical roles of top executives and government; and Role of government and supporting infrastructure for technology management in enterprises.

Expert Group Meeting Series on Knowledge Management

After the fact-finding mission on Knowledge Management (KM) dispatched to the USA and UK, an expert working group on KM was organized in the Philippines, 25–28 September, with the aim of developing an APO KM framework and an approach for assisting enterprises in APO member countries in KM implementation. The expert group deliberated during two meetings to formulate a definition of KM for the APO and a generic KM model and roadmap for training, promotion, and implementation in member countries. Upon its approval by the APO, it is intended that the KM model and training and promotional strategy will be used to promote KM in member countries, as well as to guide future program planning and KM interventions in individual countries.

Seven experts from India, Malaysia, the ROC, Philippines, Singapore, Thailand, Vietnam, and the Secretariat attended the meeting. They produced the first draft of the APO KM framework and definition. Developing something of this nature is always challenging as it must be sufficiently easy to be understood by all, especially SMEs, involved in the APO mission and applicable to all member countries regardless of their economic development or level of KM maturity. At the same time, the framework and definition had to be unique to the APO and productivity. The expert group received feedback on the proposed KM framework and incorporated the necessary revisions at the second meeting in Malaysia (January 2008) before presenting it to the Second International Conference on KM in India in February 2008.

Productivity Improvement in the Service Sector: Retail Industry

The service sector is becoming one of the major

contributors to the overall GDP of many APO member countries, and even countries where the contribution of the sector is not large, it is rising sharply. However, the overall productivity level of the service sector in all APO member countries is not very high compared with that in the USA. The retail industry is one of the important service subsectors, in terms of value and number of employees, and which has recently experienced dramatic technological changes and substantial growth. However, several studies pointed out that marketing channels in Asian countries are somewhat different from those in the USA and Europe. Many small, family-owned retailers are in operation, and therefore hypermarket density is comparatively low. In addition, in terms of investment in IT, Asian retail sectors have lagged behind those in the USA and EU.

This research project intends to analyze the factors hindering productivity growth in the retail sector in selected member countries by examining demographic or social factors, as well as the impact of various domestic policies and regulations that affect the performance of the sector. The APO selected nine national experts from the ROC, India, Indonesia, the ROK, Malaysia, the Philippines, and Thailand (two from Thailand) for the coordination meeting. Professor Jonathan Haskel, Head of the Economics Department, Queen Mary and Westfield College, University of London, UK, was also invited to the coordination meeting held in Japan, 29–30 November, as a guest resource person to introduce his comparative study of retail industry productivity in the UK, USA, and Japan.

Program coverage: Comparative study of a) share of the retail sector in total GDP, b) number of retail outlets, retail density, and retail employment, c)

employment per various retail formats, d) large retail establishment share, density, and employment, e-commerce, and transportation margin ratio, f) foreign retail capital ratio, g) trends in retail business operation hours, and h) demographic variables in relation to retail business; Enumeration of pertinent government regulations (e.g., limitations on large stores, regulations on store opening hours, and zoning and city planning policies); Examples comparing the UK, USA, and Japan in terms of basic retail-sector characteristics, categories of establishment, retail density and volume of employment, establishment birth and death rate dynamics, and policies affecting business dynamics; Problems with comparative analysis and methodology; and 7-11 case studies.

Labor-Management Cooperation

A harmonious labor-management relationship is fundamental to lasting stability and sustained business growth. In a competitive business world, the dynamic between productivity and labor-management relations is thus critical for business survival. Cooperative labor-management relationships can contribute to increased productivity, profitability, and competitiveness. The APO organized the forum on Labor-Management Cooperation in Colombo, Sri Lanka, 4–7 December, to identify the latest trends and challenges pertaining to industrial relations and productivity-based wage systems and develop practical strategies to enhance labor-management relationships, thus contributing to increased productivity and competitiveness in member countries. The forum was attended by 25 participants from 15 countries, representing labor, management, and government.

One of the highlights of the forum was the discussion on how to establish a productivity-based wage system to achieve a win-win outcome in labor-management negotiations. Participants agreed that in Asia, especially in economies based on manufacturing, exports, and labor-intensive industries, labor-management relations based on productivity are essential for enterprise success and employee morale.



Opening session in progress



Discussing productivity-based wage systems

Program coverage: Emerging trends, issues, and challenges in labor-management relations and productivity-based wage systems; The unions' role, responsibility, and contributions to higher productivity; Productivity bargaining in Sri Lanka—case presentations and discussion; Productivity-based wage system in Sri Lanka—perspectives of tripartite partners; Rethinking rewards—innovative approaches to boost skills and foster creativity and innovation for enhancing competition; and Panel discussion on constructive labor-management relations in the context of the new economy, new employment practices, and new unionism.

Global Leadership Development

The business environment has become increasingly more complex and uncertain in the era of globalization and rapid technological changes. Managers and corporate leaders are required to have higher skills and qualifications. However, the fostering of qualified leaders cannot be accomplished in a short time. Would-be leaders need to learn specific knowledge and skills related to management. They also have to undergo various experiences. The rapidly changing times require the establishment of a system to foster the next generation of business leaders who can perform on the global stage. Some innovative corporations are trying to establish new ways to train business leaders and executives as part of their talent development strategy.

In line with these emerging trends, the APO organized a four-day study meeting on Global Leadership Development in Tokyo, Japan, 17–20 December. The main objectives were to study the recent global trends in programs focusing on next-generation business leadership; develop a framework for a new program initiative for next-

generation business leaders in the Asian context; and examine the possible applications to private-sector corporations in Asia and the Pacific and the possibility of NPOs adopting new development approaches and training methods. The study meeting attracted 22 participants from 10 Asian countries, representing academia, officials from NPOs, and the private sector with human resources responsibilities. Three resource persons from the USA, Japan,

and Singapore gave presentations and guided the meeting.

Program coverage: Examining the existing programs for educating next-generation business leaders implemented by NPOs; New ways of developing global leadership; Best practices by corporations in Europe, the USA, and Asia; Research projects such as Global Leadership Competency and Asian values; and Search for partners outside the region and the possibility of establishing partnerships with NPOs.



Prof. Nagai emphasizing diversity in global leadership

APO Productivity Database (Phase I)

The APO is the sole international organization focusing on productivity in the context of economic growth and development in the Asia-Pacific region. The APO, under the direction of the Research and Planning Department, officially recognizes the productivity database (PDB) project as one of its major thrust projects in serving its think tank role for member countries. The productivity database

will be a key information source that can provide directions and guidelines. The PDB should be durable and sustainable, with continuous efforts and organizational commitment to cater to the changing needs of comparative productivity measurement. Moreover, the end results of this project will not be limited to the development of the database per se but will be translated into new research projects, study meetings, workshops, and conferences, as well as into other productivity measurement-related projects in line with DON Strategy.

Reflecting the necessity for an internationally harmonized PDB for Asian countries, the APO will play a leading role in the field of productivity measurement and database development. In response to the interest in productivity growth in APO member countries, as well as demand from national policymakers and international bodies within and outside the region, the APO embarked on developing a comprehensive, harmonized PDB comparable with the OECD Productivity Database to guarantee consistent quality for regional and international analyses. An exchange of letters between the APO and OECD took place prior to the start of the project to agree on mutual collaboration in this endeavor.

Program coverage: In the project, thorough research is conducted by a team of highly qualified specialists and advisers to construct the APO PDB, covering labor productivity, capital productivity, and total factor productivity at an aggregate level for the market/total economy in APO member countries. In so doing, in Phase I of the PDB project, productivity data availability and definitional variations in the member countries were examined to devise an appropriate productivity measurement methodology ensuring consistent and comparable measurement. The methodological framework is carefully tested and is to be finalized. For this phase, some selected developed member countries, for which data availability entails relatively few problems, are covered, and the following phases will gradually cover the remaining countries.

Total Quality Management

Customer Satisfaction for Improving Corporate Competitiveness

The increasing pace of globalization and advances in technology have resulted in ever-increasing



Preparing a group discussion presentation

market competition. A key requirement for success in this environment is to achieve and maintain high levels of customer satisfaction (CS) with the products and services an enterprise provides. CS in customer-oriented management is not a new concept. However, it is becoming more difficult to achieve when customers are presented with wider choices in the market and becoming more sophisticated and demanding as a result. Therefore, companies should seek to understand not merely the trends of increasing sophistication in terms of customer needs but also the market as a whole and competition they face.

To review the CS concept, examine various CS strategies, and study approaches to measuring CS, the APO organized a training course on Customer Satisfaction for Improving Corporate Competitiveness in Seoul, ROK, 15–18 May, in collaboration with the KPC. Fifteen participants from 11 countries attended the project, along with three overseas speakers and one local resource speaker. The training group focused on the importance of the CS concept in enhancing the competitiveness of private corporations in APO member countries.

Program coverage: Review of the CS concept; CS and corporate competitiveness; History of CS management; Perspectives on CS and its practice in Japan; American Customer Satisfaction Index; Cases and best practices of CS in the USA; and National Customer Satisfaction Index (NCSI) of the ROK. Two site visits were made to Samsung Corporation and Samsung Electronics Co., Ltd., which have been ranked first for nine consecutive years in their areas of business, construction and telecommunications, respectively, on the NCSI compiled by the KPC.

Business Excellence

The Australian Business Excellence Award, like

many other national quality award systems, is based on the concept that performance excellence cannot be achieved without superior management practices. It was launched by the government of Australia in 1988 and is regarded as one of the most enduring, successful models, along with the US Malcolm Baldrige National Quality Award. Its framework has been widely adopted to drive the improvement of enterprises in key sectors including education, healthcare, and government.

The APO study mission to the nonmember country of Australia on Business Excellence was conducted 18–22 June in Sydney and Brisbane to learn about the system and benchmark against the practices of award winners both nationally and regionally. The 15 participants from 11 APO member countries had the opportunity to participate in a customized networking workshop to meet representatives from leading Australian enterprises. The mission was divided into two parts: the benchmarking study, 18–20 June, in Brisbane and Sydney; and the Better Business (award winners') Conference, 21–22 June, in Sydney.

Program coverage: Understanding the Aussie experience and perspective of management excellence systems of the National Quality Award System and the Regional Award System; Current issues and changes in the industry encompassing Australia's own experiences and observations on the development of the global quality movement; The art of benchmarking; and Appreciating trends and future models of business excellence citing the mature organization context and beyond. Ten local speakers were enlisted from Benchmarking Partners, SAI Global, Queensland Department of Emergency Service, Hewlett Packard, Wollongong

University, Campbell Page, Boeing Australia, and AMP (financial institution). Benchmarking Partners and SAI Global (the apex body for the Australian Business Excellence Award) were the implementing organizations during the mission. Three site visits were included to: the Queensland Department of Emergency Services (Business Excellence Award winner in 2005); Queens Rail Rollingstock and Component Services Redbank (State Award winner in 2006); and Catholic Education Office (Australian Business Excellence award winner in 2007 and Leadership Category Award winner in 2004).

Management Quality Improvement Programs in APO Member Countries

In the past decade, many APO member countries have implemented management excellence programs (MEPs), modeled against either the US Malcolm Baldrige National Quality Award (MBNQA, established in 1987), Japan Quality Award (JQA), or the European Quality Award (EFQM). The JQA was established in 1995 by the JPC-SED. Although modeled after the MBNQA, it was modified to accommodate Japanese-style management and practices. The JQA and its regional award system have experienced tremendous success.

The JPC-SED and APO began conducting a series of workshops on Management Quality Improvement Program for APO Member Countries in 2002. This year, the workshop was held 9–13 July in Tokyo. In addition to the primary objectives of examining the best practices under the JQA system, the workshop adopted a new approach by focusing on countries with national award systems in operation for five years or longer. It was hoped that the ensuing discussions among the 13 participants

from five APO member countries, who were directly involved in national award systems as administrators or assessors, would lead to the development of a formal working model of cooperation on MEPs for dissemination throughout the membership.

Program coverage: The Japanese experience in the management quality improvement journey: Observational studies of winners at national and regional levels such as Panasonic Center



Participants visiting the Queensland Combined Emergency Services Academy

in Tokyo, Harima Sangyo (SME), and Chiba Quality Council; Global trends in award systems; The Japanese quality journey; and Brainstorming on regional need assessment for advanced quality award systems. Three site visits were conducted to Panasonic Center in Tokyo which was a winner of the National Award in 2005, Harima Sangyo in Chiba which won the Chiba Regional Award in 2005, and Chiba Prefecture Quality Council.

Quality Award Systems

In 1987, a law was enacted by the US government to create an integrated management approach to improve quality in enterprises, giving birth to the Malcolm Baldrige National Quality Award (MBNQA) and its business excellence framework a year later. That framework has changed the way businesses operate, with profound, far-reaching impact. Today, some 80 countries have their own national award frameworks. All are based on the concept of continual improvement.

Sixteen APO member countries have a version of the MBNQA framework in place, although the initial momentum is sometimes lost. In a handful of countries, the number of enterprises adopting the framework is declining. The APO therefore held a seminar on Quality Award Systems, focusing on the next milestones. The seminar was jointly conducted with the NPDC in Ulaan Baatar, Mongolia, 4–7 September. The aim was to identify issues in advancing award systems in the region while developing concrete plans and supporting activities. It was also hoped that the seminar would facilitate cross-fertilization of ideas and initiatives common to member countries and act as a community of practice on national quality award systems. The seminar therefore targeted award system adminis-

trators and their sponsors (government agencies), of whom 26 from 15 member countries attended.

Program coverage: Malcolm Baldrige: 20 Years' Experience in the USA; Sharing best practices of Quality Texas: A regional award perspective; Best practices in private–public-sector engagement in India; Best practices of the SQA quality assurance system in Singapore; Best practices in tools and techniques for self-assessment in the ROC; Best practices in strategy and research in the ROK; and Best practices in cross-adoption of quality frameworks in Thailand. A regional vision-mapping activity was carried out to identify common concerns, sources of growth, and common objectives/themes in the region.

Leadership and Innovation Balanced Scorecard

According to Dr. Robert S. Kaplan and Dr. Venkat Ramaswamy, the highest imperative of any successful enterprise of the future is the ability to foresee the needs of customers and deliver what is needed in the way required. Three key drivers of effective organizational performance are leaders and the leadership system, development of human resources, and ability to innovate. Since the balanced scorecard (BSC) was introduced in the early 1990s by Drs. Kaplan and David P. Norton, it has been widely adopted in enterprises at various levels. The BSC has evolved from a management control and planning tool into an innovation tool to engage customers strategically.

The first APO project involving new aspects of the BSC was the seminar/workshop on the Leadership and Innovation Balanced Scorecard, jointly organized with Palladium: Balanced Scorecard, the leading organization in this area. It was held 29 October–2 November in Tokyo to allow participants to be informed of new applications of the BSC including the “value cocreation tool.” The project comprised a two-day international seminar and a three-day workshop and was attended by 35 participants from 19 member countries.

Program coverage: Value creation through cocreation strategies and processes; Developing an executive scorecard and leadership assessment; Managing and measuring human capital in organizations to accelerate desired results of innovation; Live simulation of the value cocreation tool; Managing human and organizational capital through the executive leadership scorecard; Introduction to



A regional vision-mapping activity



Dr. Kaplan speaking at the Asia-Pacific Summit

the human capital readiness roadmap; Measuring and assessing strategic human capital readiness in an organization with formulation of strategic job families; Leadership scorecard and aligning the scorecard with the overall organization scorecard; Leadership style and characteristic of innovative leaders using the Hershey-Blanchard situational leadership model and Peter Senge's model for leader self-assessment; Leadership: Leading for results using the Belbin assessment; Jim Collin's "built to last"; and Steve Covey's time management quadrant model. A discussion session was held to provide guidelines on developing a roadmap to success for BSC adoption. During the international seminar, BSC developer Dr. Robert S. Kaplan, Harvard Business School, led sessions covering: Closing the strategy execution gap; A new way of managing; and The innovator's dilemma: Will it make money? A panel discussion with two Japanese BSC proponents, Dr. Michiharu Sakurai from Josai International University and Prof. Takeo Yoshikawa from Yokohama National University, was also held.

Business Excellence: Best Practices of Singapore Quality Award Winners

The Singapore Quality Award (SQA), established in 1994, is based on universally accepted standards found in the US Malcolm Baldrige National Quality Award, European Quality Award, Australian Business Excellence Award, and Japan Quality Award. It encourages organizations to strengthen their management systems to enhance competitiveness. The SQA has remained relevant over the years partly due to the foresight of the administrators who revised its criteria in 2002 to reflect changes in the business environment, and in 1997 launched the Singapore Quality Class (SQC) as a new approach to attract more enterprises

to adopt the framework and its self-assessment element. More recently, the SQA has developed a business excellence niche framework including the People Developer (2001), Innovation Class (2001), and Service Class (2006). Under this new scheme, enterprises are certified for attaining a commendable level of performance meeting specific standards. Certified organizations are provided with development opportunities to learn from the best practices of leading organizations.

In appreciation of the evolution of the SQA, the APO held a multicountry study mission on Business Excellence: Best Practices of Singapore Quality Award Winners, 20–22 November, in collaboration with SPRING and the SQA Secretariat. The objectives included investigating how the SQA promotes SME and public-sector excellence in the Singaporean business environment and observing the practices of the award framework in action. Twenty-four participants from 15 APO member countries attended.

Program coverage (presentations made by SQA award-winning organizations): Leadership: An inspirational edge (Singapore Police Force); Leadership system for business excellence (ST Engineering); Business excellence journey and leadership (Conrad Centennial Singapore); The art of seeing and seizing opportunities (Singapore Police Force); Strategic planning (Conrad Centennial Singapore); Innovation system (Philips); ST Engineering's journey to process excellence (ST Kinetics); Of mice, portals and ERPS: An ST engineering perspective (ST Aerospace); and Harnessing information to fight crime (Singapore Police Force). A site visit was made to the Singapore Civil Defence Force headquarters. Participants were also invited to attend two days of the SQA



Site visit to the Singapore Civil Defence Force headquarters

Winner's Conference, which showcased the best practices of world-class enterprises in Singapore.

Quality and Innovation

Over the years, there have been many requests from member countries to learn from the productivity developments of advanced countries outside the APO region like the USA, Australia, and EU members. In response to those requests, a 16-member study mission to Sweden was organized in 2005 for the first time and proved to be very popular and successful.

Following this, the study mission on Quality and Innovation was held in Switzerland, 3–7 December. It was organized by the APO with support from the JETRO Geneva Office. Sixteen participants from 11 member countries participated. Chief Resource Person Prof. Thomas Lin, Tokyo University of Agriculture and Technology, prepared and coordinated the program. Although a very small country, Switzerland has traditionally been ranked high globally in terms of its competitiveness, quality of life, and innovation. The mission participants were given the opportunity to visit several world-class companies based in the country like Nestlé, Merck Serono, and Franck Muller to learn about key strategies for enhancing customer value, innovation, the deployment of quality and productivity measures, and sustaining market competitiveness in the global market.

Program coverage: Leading the innovation process for effective value creation: Examples of Swiss companies; Strategies and characteristics of global enterprises in Geneva; and Doing business with Swiss companies. The mission visited Nestlé headquarters, Nestlé Research Center, Centre Suisse d'Electronique et de Microtechnique, Ecole Polytechnique Federale de Lausanne, Bluebotics S.A., Merck Serono, Geo Technology, Del West, and Franck Muller Watchland.

Toyota Production System

After successful completion of the distance-learning courses on the Toyota Production System (TPS) in 2006 and 2007, in which approximately 400 professionals from APO member countries



Visiting the Swiss Center for Electronics and Microtechnology, Inc.

enrolled, this course was specially planned in collaboration with the Association for Overseas Technical Scholarship to provide a “follow-up advanced program” on the same topic for the 28 qualified participants basically selected from among those who took the distance-learning courses in 14 countries. The TPS, also known as the lean manufacturing or lean production system, requires the systematic elimination of all types of waste, such as overproduction, waiting time, transportation, too much inventory, unnecessary movement, overprocessing, and defective units. It also includes the concepts of continuous flow and customer satisfaction.

This course was held in Toyota City, the birthplace of Toyota Motor Corporation, 3–14 December, and the objectives of the training course were to understand and observe the TPS and examine the critical success factors to enable participants to set up flexible production systems for small-quantity production in their own production processes. Five



Presenting a TPS action plan

experts gave presentations on the Toyota Motor Corporation, key points to note during the plant visits, elimination of waste and kaizen activities, characteristics of the Japanese manufacturing industry, human resources development the “Toyota way,” workflow and multiprocess handling, and work standards.

Program coverage: An appropriate supplemental review of the distance-learning course contents, followed by more relevant and advanced lectures, discussions, and presentations for pretraining reports and action plans, and first-hand observations including Toyota Motor Corporation, Murata Machinery, Ltd., Makita Corporation, Okazaki Plant, and Kanto Auto Works, Ltd.

Technology, IT, and Innovation

Strategic Industries in Member Countries: Nanotechnology

Nanotechnology is the application of nanoscience, or the study of particles one-billionth of a meter in size, to exploit novel changes either in the physical, biological, or chemical characteristics considered to be superior attributes. Cited as the next Industrial Revolution, nanotechnology has received an enormous amount of attention in the last few years. The development of nanoscience and its increasing applications are due mainly to the natural obsolescence of existing technologies, increasing population, ecological concerns, and progress in such fields as aerospace and biotechnology.

Recognizing the profound implications that nanotechnology may have in the near future for

member countries, the APO organized the first multicountry observational study mission on Strategic Industries: Nanotechnology, 10–13 April, in Seoul, ROK, in collaboration with the KPC. The mission had 14 participants from six member countries. The primary objectives included addressing key issues in sector formation and establishing a common framework for future collaboration in the region. The initial success of the ROK in its nanotechnology efforts was due to the government’s investment and leadership strategy. The country envisions becoming one of the world’s top three nanotechnology leaders by 2010.

Program coverage: Introduction to nanotechnologies and significant global trends in the region and internationally; Appreciating best practices in managing high-tech clusters: Veneto (Italy) Nano Cluster Management (one of the most successful models worldwide); The Korean experience: From envisioning to final commercialization; and Emerging issues and concerns in the nanotechnology field. Site visits were made to Nano Fab Center in Daejeon, Korean Advanced Institute of Science and Technology, and Park Systems in Seoul.

Monozukuri (Art of Manufacturing)

Monozukuri is the foundation of the high productivity and competitiveness of the Japanese manufacturing sector. It is more than simply a process of producing goods or operating machinery; it is a time-honored tradition. The term also denotes long-honed skills and a passion for the subject. *Monozukuri* is the art, philosophy, and backbone of Japan’s manufacturing excellence.

The training course on *Monozukuri* (Art of Manufacturing) held in Japan, 4–15 June, aimed to provide insights and impart the knowledge and skills of Japanese *monozukuri* to CEOs and top managers of private SMEs. The goal was to enable them to achieve similar manufacturing excellence in their respective countries. To maximize the project’s effectiveness, the APO organized the project jointly with the Association for Overseas Technical Scholarship, a well-known training institution under the Japanese Ministry of Economy, Trade and Industry. Twenty-two participants com-



Participants at an IT lab of the Korean Advanced Institute of Science and Technology



Apollo Electric Co., Ltd. demonstrates SME-style *monozukuri*

prising mainly SME entrepreneurs and senior managers, with one consultant and one academic, from 16 member countries attended along with six Japanese resource speakers.

Program coverage: Features of competent Japanese manufacturers and *monozukuri*; Competitive strategies of Japanese manufacturing companies in the automotive industry; Management strategy for *monozukuri* from the perspective of industrial geopolitics; Quality control and kaizen management; and Case studies of Japanese companies' production and operation management practices. There followed four company visits to the Singa Plant of Daikin Industries Ltd., the Suzuka Factory of Honda Motor Co., Ltd., Apollo Electric Co., Ltd., and the Ebina Factory of Jidosha Buhin Kogyo Co., Ltd.

Entrepreneurship and Technology/Business Incubation

The concept of business incubation started in the USA in the 1960s and later expanded in Canada and Europe in various forms like innovation centers, technology parks, science parks, business support centers, etc. in the 1980s. This rapid increase in incubation activity can be attributed to a number of factors. Business incubation has been identified as a means of meeting a variety of economic and socioeconomic policy needs including employment and wealth creation; support for small firms with high growth potential; transfer of technology; promoting innovation; enhancing links between universities, research institutions, and the business community; and industry cluster development. Worldwide, the USA, Canada, and Australia have taken the lead in setting up such incubators. About 40–50% of all incubators are technology

incubators in the USA. Australia embarked upon its Building on Information Technology Strengths program in 2000 and set up about 10 technology incubators. In 2005, there were 83 business incubators in Canada, and the demand for their services exceeded their capacity. The high survival rate of new start-ups in Canada is largely due to the efficient support from state-owned, private, and university-affiliated technology incubators.

A study mission was organized to Canada in association with SENES consultants, 26–30 November, participated in by 20 professionals from business and scientific organizations, government, and incubation centers and emerging entrepreneurs from 10 Asian countries. The objective of the mission was to learn from the best examples of technology/business incubation in Canada; investigate how to set up incubators; and learn to operate them to serve small business start-ups.

Program coverage: The mission visited the Canada Ontario Business Service Centre, Industrial Research Assistance Programme and Innovation Synergy Center, Ontario Centres of Excellence, and MaRS Centre in Toronto; Communication Research Canada in Ottawa; Réseau Incubation Centre in Montreal; and Centre for Business, Entrepreneurship and Technology at the University of Waterloo.

Advanced Production Systems

The use of advanced knowledge, technology, and lean production systems is imperative to ensure higher productivity and better performance. Given the intense competition in manufacturing coupled with the diversity of customer needs, mass production systems can no longer flexibly meet changing customer demand. Thus there is a need for exposure



CRC Innovation Center presentation

to and investigation of alternative production systems. Lean production systems play a significant role in advanced production management, and many companies are introducing them.

The multicountry observational study mission on Advanced Production Systems was held in Tokyo, 26 November–7 December 2007, in collaboration with the Ministry of Economy, Trade and Industry of Japan and JPC-SED. The study mission was attended by 18 participants from 11 countries. The objectives of the seminar were to learn from Japanese manufacturing companies, with the focus on their state-of-the-art production systems that contribute to the competitiveness of Japanese industrial goods in international markets; and examine the applicability of Japanese technologies within respective Asian countries.

Program coverage: The historical development of the manufacturing industry in Japan; The concept of advanced production systems in the context

of technology innovation, customer satisfaction, globalization, and environmental preservation; Technology and optimum production in Asia; and Introduction to various high value-adding manufacturing systems. Site visits were made to the Gunma Plant of Fuji Heavy Industries Ltd., Musashi Co., Ltd., and US Engineering Co., Ltd.



Plant observation at US Engineering Co., Ltd.

INDUSTRY AND SERVICE SECTORS

Socioeconomic Progress

Name of Project	Seminar on Strategic Management for Civil Society Organizations	<ul style="list-style-type: none"> ● Venue Nepal ● Duration 15–19 January 	<ul style="list-style-type: none"> ● Participants 15 ● External Experts 2 ● Local Experts 4
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Resource Person	Designation	Organization
Mr. Dipal Chandra Barua	Deputy Managing Director	Grameen Bank, Bangladesh
Mr. S.A. Khader	Consultant	SAK Consultants & Associates, India
Mr. Gauri Pradhan	National President	Human Rights Alliance, Nepal
Dr. Ritu Prasad Fartoulla	Member Secretary	Social Welfare Council, Nepal
Dr. Prachada Pradhan		Nepal
Mr. Binod Bahadur Rajbhandari, FCA	President	Institute of Chartered Accountants of Nepal

Name of Project	Multicountry Study Mission on Regional Development: International Tourism Promotion	<ul style="list-style-type: none"> ● Venue Japan ● Duration 5–9 February 	<ul style="list-style-type: none"> ● Participants 18 ● External Experts 0 ● Local Experts 6
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Resource Person	Designation	Organization
Mr. Akira Yasuda	Executive Vice President	Japan National Tourist Organization
Mr. Akira Chouno	Chief Executive Producer	JPC-SED, Japan
Mr. Takao Sugaya	Director, Tourism Section	Taito City Office, Japan
Mr. Yoshihiro Tanaka	Chairman	Tokyo Sudare Industrial Cooperative Association, Japan
Mr. Keiji Abe	Director, Tourism Promotion Office, Department of Economic Affairs	Hokkaido Government, Japan
Mr. Kouichi Kotaka	Manager, Tourism Promotion Office, Economic Affairs Department	City of Otaru, Japan

Name of Project	Dissemination of the Productivity Movement in Africa	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 28 February–1 March 	<ul style="list-style-type: none"> ● Participants – ● External Experts 2 ● Local Experts 3
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Resource Person	Designation	Organization
Ms. Nina Maria B. Estudillo	Director, Graduate School of Public and Development Management, Institute of Productivity and Quality	DAP, Philippines
Mr. Mahmud Ahmad Fadzil	Director, Corporate Services & Finance Division	NPC, Malaysia
Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd., Singapore
Mr. Lee Kok Seong	Principal Consultant	Eunison Network Pte. Ltd., Singapore
Mr. Low Choo Tuck	Principal Consultant	Eunison Network Pte. Ltd., Singapore

Name of Project	Preparatory Meeting on APO's Programs for Dissemination of the Productivity Movement in Africa	<ul style="list-style-type: none"> ● Venue South Africa ● Duration 2–4 May 	<ul style="list-style-type: none"> ● Participants – ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd., Singapore
Mr. Low Choo Tuck	Managing Consultant	Eunison Network Pte. Ltd., Singapore

Socioeconomic Progress

Name of Project	Basic Training Course for Productivity Practitioners	<ul style="list-style-type: none"> ● Venue South Africa ● Duration 2–27 July 	<ul style="list-style-type: none"> ● Participants 30 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd., Singapore
Mr. Lee Kok Seong	Consultant	Singapore
Mr. Arnel D. Abanto	Consultant	Philippines
Mrs. Shahuren Binti Ismail	Director, Industry Research Division	NPC, Malaysia

Name of Project	Training Course on Social Accountability 8000	<ul style="list-style-type: none"> ● Venue Bangladesh ● Duration 21–24 May 	<ul style="list-style-type: none"> ● Participants 17 ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia

Name of Project	Study Meeting on the Social Dimensions of Productivity	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 28–31 May 	<ul style="list-style-type: none"> ● Participants 20 ● External Experts 5 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Peter Rehnstrom	President, EANPC and Managing Director	Finnish Work Environment Fund
Prof. Tan Wee Liang	Associate Professor	Singapore Management University Lee Kong Chian School of Business
Prof. Yoji Inaba	Professor, College of Law	Nihon University, Japan
Dr. Nikolai Rogovsky	Senior Specialist	International Labour Office, Switzerland
Dr. Sandra L. Gill	Dean, College of Business	Benedictine University, USA

Name of Project	Study Meeting on SMEs' Productivity for International Trade and Competitiveness	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 12–15 June 	<ul style="list-style-type: none"> ● Participants 27 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Prof. Mark Goh	Director, Logistics Institute-Asia Pacific	National University of Singapore Business School
Prof. Sang Chan Park	Professor, Department of Industrial Engineering	Korea Advanced Institute of Science and Technology
Mr. Naoki Ito	Professional Counselor	Organization for Small & Medium Enterprises and Regional Innovation, Japan

Name of Project	Study Meeting on Productivity in Aging Societies	<ul style="list-style-type: none"> ● Venue ROC ● Duration 17–20 July 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Ms. Sumiko Ebisuno	Associate Professor, Department of Management and Economics	Kaetsu University, Japan
Dr. Priscilla Dawn Lilly Allen	Associate Professor	Louisiana State University School of Social Work, USA
Dr. Angelique Wei Ming Chan	Associate Professor, Department of Sociology	National University of Singapore

Strengthening of SMEs

Name of Project	Forum on SME Development in the Mekong Region	<ul style="list-style-type: none"> ● Venue Japan ● Duration 22–26 January 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 0 ● Local Experts 5
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Resource Person	Designation	Organization
Mr. Akihiko Mitsufuji	Senior Management Consultant, Consulting Department	JPC-SED, Japan
Mr. Shigetsugu Namiki	President	Namiki Management Consulting Co., Ltd., Japan
Mr. Kouichi Hiratsuka	Management Consultant	Global Development Solutions, LLC, Japan
Mr. Yasuhiko Inoue	Director for International Department	JPC-SED, Japan
Ms. Mariko Kamiuchi	Project Manager, International Department	JPC-SED, Japan

Name of Project	Study Meeting on Enhancing Market Access for SMEs in the Food Sector	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 20–22 March 	<ul style="list-style-type: none"> ● Participants 39 ● External Experts 3 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. Hiroaki Hamano	Executive Director	International Life Sciences Institute Japan
Dr. Seung-Ho Ahn	Professor, College of Business and Economics	Soongsil University School of Business Administration, ROK
Dr. David Hui-Wen Cheng	Director, Bureau of Food Safety	Department of Health, Executive Yuan, ROC
Ms. Chitra Anada	Compliance Specialist	FDA Registrar Corp. (USA), Singapore

Name of Project	Research on Financing for SMEs	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 19–21 June 	<ul style="list-style-type: none"> ● Participants – ● External Experts 12 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Moon-Kyum Kim	Professor, Department of Entrepreneurship & Small Business	Soongsil University, ROK
Mr. Azlan Bin Kassim	Senior Consultant	NPC, Malaysia
Mr. Achyut Raj Sharma	General Manager	Ministry of Industry, Commerce and Supplies, Nepal
Ms. Chiungfeng Ko	Associate Professor, Department of Accounting	Soochow University, ROC
Ms. Thi Hong Thuy Nguyen	Vice Chairman, Auditing Department, Accounting and Auditing Faculty	National Economics University, Vietnam
Mr. Hassan Zibae Farimani	Senior Expert, Macroeconomic Bureau	Management and Planning Organisation, I.R. Iran
Mr. Benel Dela Paz Laguna	President & Chief Operating Officer	Small Business Guarantee & Finance Corporation, Philippines
Mr. Raja Hassanien Javed	Manager, Financial Services	Small & Medium Enterprise Development Authority, Pakistan
Mr. Hidayat	Senior Research Consultant	Lembaga Produktivitas Nasional, Indonesia
Ms. Kusum Dassanayake	Secretary to the Governor	Central Bank of Sri Lanka
Ms. Buarat Srinil	Associate Professor, Faculty of Commerce	Thammasat University, Thailand
Mr. Uday Raj Sen	General Manager - Business Development & Lending	Credit Corporation (Fiji) Limited

Strengthening of SMEs

Name of Project	Training Course on Income-generating Activities for Women: Costume Jewelry	● Venue ROK ● Duration 11–14 September	● Participants 25 ● External Experts 0 ● Local Experts 2
Resource Person	Designation	Organization	
Ms. Su Yeoun Lee	Principal	Beadslook Academy, ROK	
Mr. Hong Il Seo	Director	Beadslook Academy, ROK	

Name of Project	Seminar on SME Development in the Mekong Region: Learning from Excellent SMEs in Japan	● Venue Japan ● Duration 15–19 October	● Participants 11 ● External Experts 0 ● Local Experts 1
Resource Person	Designation	Organization	
Mr. Kenichi Tanaka	Executive Adviser, Consulting Business Center	Sony Human Capital Corporation, Japan	

Name of Project	Study Meeting on Venture Business Support	● Venue Japan ● Duration 13–16 November	● Participants 18 ● External Experts 1 ● Local Experts 4
Resource Person	Designation	Organization	
Ms. Susana Garcia-Robles	Senior Investment Officer	Multilateral Investment Fund, Argentina	
Prof. Noboru Maeda	Professor	Aoyama Gakuin University Graduate School of International Management, Japan	
Mr. Masanori Shimoda	Senior Executive Staff	Creation Core Higashi Osaka, Japan	
Mr. Yutaka Tamatani	Deputy Director, Finance Support Department	Osaka Industrial Promotion Organization, Japan	
Mr. Takayoshi Nakaniwa	Manager, Administration Planning Section, Administration Department	Osaka Industrial Promotion Organization, Japan	

Name of Project	Asian Forum on Venture Business	● Venue Japan ● Duration 14–16 November	● Participants 36 ● External Experts 2 ● Local Experts 2
Resource Person	Designation	Organization	
Dr. Jannie Tay (Chan Siew Lee)	Executive Vice Chairman	The Hour Glass Limited, Singapore	
Dr. Naline Paiboon	President	Giffarine Skyline Unity Company Ltd., Thailand	
Mr. Hirofumi Kubota	Director Partner, CPA	Azsa & Co. Osaka Office, Japan	
Mr. Masanori Shimoda	Senior Executive, Manufacturing Support Department	Osaka Industrial Promotion Organization, Japan	

Name of Project	Demonstration Company Project: Follow-up Workshop for Executives and Managers	● Venue Cambodia ● Duration 10–13 December	● Participants 23 ● External Experts 3 ● Local Experts 0
Resource Person	Designation	Organization	
Mr. Toshiyuki Yamana	Expert	Japan	
Mr. Yasuhiko Iwaoka	Senior Consultant	Iwaoka R&C, Japan	
Dr. Permod Kumar Gupta	Chief Technical Advisor, UNIDO	Ministry of Industry, Mines & Energy, Cambodia	

Knowledge Management

Name of Project	International Productivity Conference on Knowledge Management	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 18–19 January 	<ul style="list-style-type: none"> ● Participants 121 ● External Experts 7 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. T.S. Rangarajan	Head, RFID Solutions	Tata Consultancy Services, India
Prof. Ikujiro Nonaka	Professor emeritus	Hitotsubashi University Graduate School of International Corporate Strategy, Japan
Mr. Atsushi Niimi	Senior Managing Director, Member of the Board	Toyota Motor Corporation, Japan
Mr. Rory L. Chase	Managing Director	Teleos, UK
Mr. Dirk Ramhorst	Vice President (Operations)	Siemens Business Services GmbH & Co. OHG, Germany
Ms. Martha Seng	Knowledge Transfer Manager	Buckman Laboratories (Asia) Pte. Ltd., Singapore
Dr. Serafin D. Talisayon	Professor, Asia Center	University of the Philippines
Mr. Ekabut Chaovalit	President	Siam Pulp and Paper Public Company Limited, Thailand

Name of Project	Workshop on Knowledge Management Implementation	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 20–24 August 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Martin Koser	Consultant	Germany
Mr. Fredrick Simon	Consultant	Fredrick Simon & Associates, Inc., USA

Name of Project	Study Meeting on Methodologies for Knowledge Management Measurement	<ul style="list-style-type: none"> ● Venue Philippines ● Duration 23–26 October 	<ul style="list-style-type: none"> ● Participants 16 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Rory L. Chase	Managing Director	Teleos, UK
Mr. Praba Nair	Director	KDiAsia, Singapore
Mr. John Robert Vucko	Principal, Consultant	John Vucko Partners in Excellence, Australia

Name of Project	Seminar on Knowledge Management	<ul style="list-style-type: none"> ● Venue Vietnam ● Duration 10–14 December 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Thomas Menkhoff	Practice Associate Professor of Organizational Behavior	Singapore Management University Lee Kong Chian School of Business
Dr. Chay Yue Wah	Professor	SIM University School of Science & Technology, Singapore
Prof. Don Min Choi	Professor, Department of Education	Sangji University, ROK

General Management

Name of Project	Top Management Forum: Strategic Management of Technology and Innovation	<ul style="list-style-type: none"> ● Venue Japan ● Duration 26–28 February 	<ul style="list-style-type: none"> ● Participants 35 ● External Experts 0 ● Local Experts 10
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Resource Person	Designation	Organization
Dr. Kiyonori Sakakibara	Faculty of Policy Management	Keio University, Japan
Mr. Katsuhiko Nakano	Chairman	Zeon Corporation, Japan
Mr. Hidehiko Yamachika	Director, Technical Cooperation Division, Trade and Economic Cooperation Bureau	Ministry of Economy, Trade and Industry, Japan
Mr. Yoshito Goto	Senior Officer on Human Resource Development Planning for Industrial Technology, Academia-Industry Cooperation Promotion Division	Ministry of Economy, Trade and Industry, Japan
Mr. Tsukasa Yamashita	Senior Managing Director	Omron Corporation, Japan
Dr. Noboru Maeda	Professor	Osaka City University Graduate School for Creative Cities, Japan
Dr. Atsushi Abe	Dean	Ritsumeikan University Graduate School of Technology Management, Japan
Mr. Yoshifumi Kato	Director, Technology Planning Department	Denso Corporation, Japan
Dr. Atsushi Sunami	Associate Professor and Director of Science and Technology Program	National Graduate Institute for Policy Studies, Japan
Mr. Yoshikuni Hirayama	Director, Overseas R&D Promotion Center	Matsushita Electric Industrial Co., Ltd., Japan

Name of Project	Workshop on Productivity Measurement in the Service Sector	<ul style="list-style-type: none"> ● Venue Sri Lanka ● Duration 12–16 March 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 3 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Sung Hyun Park	Professor, Department of Statistics, College of Natural Sciences	Seoul National University, ROK
Mr. John Parsons	Consultant	Resource Alternatives Australia
Prof. Alfred Li-Ping Cheng	Research Fellow	Chung-Hua Institution for Economic Research, ROC
Dr. Noriyoshi Oguchi	Professor, Faculty of Commerce	Senshu University, Japan

Name of Project	Training Course on Occupational Health and Safety Management Systems (OHSAS 18001)	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 23–27 April 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. A.K. Dhar	Director, Technology Management	NPC, India
Mr. Ng Ha Wai, Howie	Director	i-VAC Certification Limited, Hong Kong
Mr. Wan Hisham Balkiah Bin Wan Hassan	Consultant	BVQi (Malaysia) Sdn. Bhd.

Name of Project	Coordination Meeting of Research on Corporate Brand Management		● Venue ROC ● Duration 8–10 May	● Participants – ● External Experts 8 ● Local Experts 1
Resource Person	Designation	Organization		
Dr. Roslina Md. Isa	Manager	NPC, Malaysia		
Dr. Karamjeet Singh	Associate Professor	Panjab University Business School, India		
Mr. Daniel Surya Wirjatmo	Country Director	Enterprise IG, Global Brand Agency, Indonesia		
Dr. Kei Kuriki	Associate Professor	Kobe University, Japan		
Dr. Jinyong Lee	Professor, Business Administration	Seoul National University of Technology, ROK		
Mr. Andrew Ng	Chief Executive Officer	Greater China Consult Private Limited, Singapore		
Ms. Sasiwemon Sukhabot	Assistant Professor	Prince of Songkla University, Thailand		
Mr. Tran Anh Khoi	Best Practice Manager	VPC, Vietnam		
Dr. Yung-Chien Lou	Professor and Secretary General, Department of Business Administration	National Chengchi University, ROC		

Name of Project	Research Fund for Productivity Enhancement in Member Countries: Fact-finding Mission on KM		● Venue USA & UK ● Duration 10–15 May	● Participants – ● External Experts 4 ● Local Experts 0
Resource Person	Designation	Organization		
Mr. N.A. Viswanathan	Director General	NPC, India		
Mr. Antonio D. Kalaw	President	DAP, Philippines		
Mr. Praba Nair	Director	KDiAsia Pte. Ltd., Singapore		
Dr. Boondee Bunyagidj	Advisor to Executive Director	FTPI, Thailand		

Name of Project	Research Fund for Productivity Enhancement in Member Countries: Fact-finding Mission on Innovation and Competitiveness		● Venue France & Switzerland ● Duration 14–18 May	● Participants – ● External Experts 4 ● Local Experts 0
Resource Person	Designation	Organization		
Mr. Yasuhiro Kiuchi	Senior Researcher, Central Planning Department	JPC-SED, Japan		
Prof. Sang Chan Park	Professor, Department of Industrial Engineering	Korea Advanced Institute of Science and Technology		
Mrs. Nik Zainiah Nik Abd Rahman	Director General	NPC, Malaysia		
Dr. Benjamin J.C. Yuan	Professor and Director, Institute of Management of Technology	National Chiao-Tung University, ROC		

General Management

Name of Project	Establishment of a Productivity Database	<ul style="list-style-type: none"> ● Venue Nepal ● Duration 16–17 May 	<ul style="list-style-type: none"> ● Participants – ● External Experts 17 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Gee San	Professor of Economics, Graduate Institute of Industrial Economics	National Central University, ROC
Mr. Masahiko Honma	Visiting Research Fellow, Productivity Research Center	JPC-SED, Japan
Mr. Sophanna Chor	Advisor to Director	NPCC, Ministry of Industry, Mines and Energy, Cambodia
Ms. Budragchaa Ganchimeg	Expert	NPDC, Mongolia
Mr. Candido J. Astrologo, Jr.	OIC-Director	National Statistical Coordination Board, Philippines
Ms. Zahra Barzegari	Senior Economist	Central Bank of Iran
Mr. Ritesh Chand Gosai	Quality Services Officer-Productivity Measurement	TPAF, Fiji
Mr. Muhammad Hanif Shakir	Director	Federal Bureau of Statistics, Pakistan
Mrs. Harmawanti Marhaeni	Senior Statistician	Directorate of Statistical Analysis, Statistics Indonesia
Ms. Ruamporn Sirirattrakul	Chief, Economic Statistics Analyzing and Forecasting Group, Statistical Forecasting Bureau	National Statistical Office, Thailand
Mr. Izani Bin Ishak	Consultant	NPC, Malaysia
Mr. Tran Kim Hao	Director of Department	Central Institute for Economic Management, Vietnam
Mr. Patabendige Gunasena Jayasooriya	Deputy Director, Statistics Department	Central Bank of Sri Lanka
Mr. Subawickrama Pannala Appuhamilage	Statistician	Department of Census and Statistics, Sri Lanka
Ms. Nuntaporn Aungathchart	Manager, Research and Development Division	FTPI, Thailand
Dr. Kolathupadavil Philipose Sunny	Deputy Director (Economic Services)	NPC, India
Ms. Aziza Parvin	Deputy Director (Officer in Charge), Demography and Health Wing	Bangladesh Bureau of Statistics
Mr. Mahesh Nath Gongal	Chief, Productivity Research & Programme Division	NPEDC, Nepal

Name of Project	Seminar on Corporate Social Responsibility	<ul style="list-style-type: none"> ● Venue Japan ● Duration 11–15 June 	<ul style="list-style-type: none"> ● Participants 19 ● External Experts 1 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. Thomas Thomas	Executive Director	Singapore Compact
Prof. Scott Trevor Davis	Professor, College of Business	Rikkyo University, Japan

Name of Project	Training Course on the Balanced Scorecard	<ul style="list-style-type: none"> ● Venue Fiji ● Duration 25–29 June 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Ivan K. Choi	Manager, Balanced Scorecard Collaborative Asia-Pacific	Palladium Consulting Ptd. Ltd., Australia

Name of Project	e-Learning Course on the Toyota Production System (Phase I)	● Venue Indonesia, I.R. Iran, Malaysia, Philippines & Thailand ● Duration 23–25 July	● Participants 103 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd., Japan
Mr. Hisazumi Matsuzaki	Management Consultant, JMS Department	ChuSanRen, Japan

Name of Project	e-Learning Course on the Toyota Production System (Phase II)	● Venue Cambodia, Lao PDR, Mongolia & Vietnam ● Duration 29–31 August	● Participants 84 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd., Japan
Mr. Hisazumi Matsuzaki	Management Consultant, JMS Department	ChuSanRen, Japan

Name of Project	e-Learning Course on the Toyota Production System (Phase III)	● Venue Bangladesh, India, Nepal, Pakistan & Sri Lanka ● Duration 11–13 September	● Participants 113 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd., Japan
Mr. Hisazumi Matsuzaki	Management Consultant, JMS Department	ChuSanRen, Japan

Name of Project	Study Meeting on Mergers and Acquisitions for Higher Corporate Value	● Venue Malaysia ● Duration 31 July – 3 August	● Participants 20 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Moon-Kyum Kim	Professor, Department of Entrepreneurship & Small Business	Soongsil University, ROK
Dr. Ganesh Chand	Director	Fiji Institute of Applied Studies
Dr. Han-Kyun Rho	Assistant Professor, College of Business Administration	Kookmin University, ROK
Dr. Ping Ching Terence Fan	Assistant Professor	Singapore Management University

General Management

Name of Project	Workshop on Training Evaluation: Review Meeting	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 13–15 August 	<ul style="list-style-type: none"> ● Participants 13 ● External Experts 4 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Jagdishwar Singh	National Manager	Confederation of Postgraduate Medical Education Councils, Australia
Mr. Shoji Kusuda	Managing Director	Association for Overseas Technical Scholarship, Japan
Mr. Hamdi Othman	Consultant	WNA Innovations (M) Sdn. Bhd., Malaysia
Mr. Antonio D. Kalaw, Jr.	President	DAP, Philippines
Mr. Sabapathy Naraynan (aka Paul Chandran)	Associate Consultant	PSB Academy, Singapore
Mr. Praba Nair	Director	KDiAsia Pte Ltd, Singapore

Name of Project	Expert Roundtable Meeting Series on Innovation and Competitiveness (First Meeting)	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 27–29 August 	<ul style="list-style-type: none"> ● Participants – ● External Experts 7 ● Local Experts 0
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Resource Person	Designation	Organization
Prof. Sang Chan Park	Professor, Department of Industrial Engineering	Korea Advanced Institute of Science and Technology
Dr. Loke Chong Lee	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology
Ms. Nik Zainiah Nik Abdul Rahman	Director General	NPC, Malaysia
Dr. James K.C. Chen	Assistant Professor, Department of Business Administration	Asia University, ROC
Dr. Chihiro Watanabe	Professor, Department of Industrial Engineering & Management	Tokyo Institute of Technology, Japan
Dr. Wantanee Chongkum	Department Director	National Innovation Agency, Thailand
Dr. Antonio J. Pineda	Associate Director/General Manager	Ayala Corporation/Isuzu Cebu, Inc., Philippines

Name of Project	Expert Roundtable Meeting Series on Innovation and Competitiveness (Second Meeting)	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 20–22 November 	<ul style="list-style-type: none"> ● Participants – ● External Experts 9 ● Local Experts 1
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Resource Person	Designation	Organization
Prof. Sang Chan Park	Professor, Department of Industrial Engineering	Korea Advanced Institute of Science and Technology
Dr. Chihiro Watanabe	Professor, Department of Industrial Engineering & Management	Tokyo Institute of Technology, Japan
Dr. Preeda Youngsuksathaporn	Department Manager	National Innovation Agency, Thailand
Dr. Antonio J. Pineda	Associate Director/General Manager	Ayala Corporation/Isuzu Cebu, Inc., Philippines
Dr. Roslina Md. Isa	Manager	NPC, Malaysia
Ms. Shahuren Ismail	Director	NPC, Malaysia
Dato' Nik Zainiah Nik Abdul Rahman	Director General	NPC, Malaysia
Ms. Lok Lee Lee	Manager	NPC, Malaysia
Dr. Benjamin Yuan	Director, Institute of Management of Technology	National Chiao Tung University, ROC
Dr. Loke Chong Lee	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology

Name of Project	Training Course on Strategic Management Consultancy for Productivity Improvement	● Venue Japan ● Duration 3–14 September	● Participants 23 ● External Experts 0 ● Local Experts 5
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Resource Person	Designation	Organization
Mr. Yasushi Horiuchi	President	Horiuchi Engineering Institute, Japan
Mr. Katsushi Honda	Executive Consultant	Sony Human Capital Corporation, Japan
Mr. Motohi Kase	Senior Management Consultant, Consulting Department	JPC-SED, Japan
Mr. Takashi Yamazaki	Senior Management Consultant, Consulting Department	JPC-SED, Japan
Mr. Kohji Kinoshita	Senior Management Consultant, Consulting Department	JPC-SED, Japan

Name of Project	1st Coordination Meeting of Research on Management of Technology	● Venue Thailand ● Duration 18–20 September	● Participants – ● External Experts 10 ● Local Experts 1
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Resource Person	Designation	Organization
Prof. Benjamin Yuan	Director	National Chiao Tung University, ROC
Dr. Kunio Yoshida	President	International Association of Project & Program Management, Japan
Dr. S.K. Chakravorty	Director & Group Head, Technology Management	NPC, India
Dr. Kadersah Suryadi	Researcher and Lecturer, Department of Industrial Engineering	Bandung Institute of Technology, Indonesia
Prof. Shigenobu Ohara	President	Project Research Corporation, Japan
Dr. Yun Bae Kim	Professor, Department of Management of Technology	Sungkyunkwan University, ROK
Mr. Tengku Azmi Tengku Majid	Manager, Policy Research (Technology) Unit	NPC, Malaysia
Dr. Elvira A. Zamora	Professor, College of Business Administration	University of the Philippines
Dr. Lee Loke Chong	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology
Mr. Thac Binh Cuong	Senior Lecturer, Faculty of Information Technology	Hanoi University of Technology, Vietnam
Mr. Preeda Youngsuksathaporn	Department Manager	National Innovation Agency, Thailand

Name of Project	Expert Group Meeting Series on Knowledge Management: First Meeting	● Venue Philippines ● Duration 25–28 September	● Participants – ● External Experts 7 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Phasakyud Prapon	Director, Communication and Learning Networks	Knowledge Management Institute, Thailand
Dr. Chia Shen Chen	Professor, Department and Graduate Institute of Business Administration, College of Management	National Taiwan University, ROC
Mr. Praba Nair	Director	Knowledge Drivers International (Asia) Pte. Ltd., Singapore
Mrs. Vu Hong Dan	Head of Productivity Research Division	VPC, Vietnam
Mrs. Rokiah Aziz	Manager, Management Information Systems	NPC, Malaysia
Dr. Nangia Vinay Kumar	Professor & Head, Department of Management Studies	Indian Institute of Technology
Dr. Elizabeth Y. Manugue	Fellow 3	DAP, Philippines

General Management

Name of Project	Research on Productivity Improvement in the Service Sector: Retail Industry	● Venue Japan ● Duration 29–30 November	● Participants – ● External Experts 9 ● Local Experts 1
Resource Person	Designation	Organization	
Dr. Jaw Yi-Long	Professor of International Business	National Taiwan University, ROC	
Dr. Keun Hee Rhee	Senior Researcher	KPC, ROK	
Mr. Handito Hadi Joewono	Chairman of Task Force on Marketing	Indonesian Chamber of Commerce and Industry	
Mr. Ramli Idris	Associate Consultant	Quest Consulting Group, Malaysia	
Ms. Suchira Simma	Marketing Research Assistant Department Manager	CP. Seven Eleven Public Co., Ltd., Thailand	
Prof. Jonathan Haskel	Head of Economics Department, Queen Mary and Westfield College	University of London, UK	
Ms. Brenda Abellana Orosco	Consultant, Department of Foreign Affairs	Philippine Services Coalition Secretariat	
Mr. Kitiveshphokavate Pheeraphong	Director	International Retail and Franchise R&D Center (IRF), Thailand	
Prof. Uniyal Dwarika Prasad	Assistant Professor (Retailing)	Mudra Institute of Communications, India	
Prof. Toshiyuki Matsuura	Assistant Professor, Institute of Economic Research	Hitotsubashi University, Japan	

Name of Project	Forum on Labor-Management Cooperation	● Venue Sri Lanka ● Duration 4–7 December	● Participants 25 ● External Experts 4 ● Local Experts 0
Resource Person	Designation	Organization	
Dr. Shihwei Pan	Assistant Professor, Institute of Labor Study, Department of Labor and Human Resource	Chinese Culture University, ROC	
Dr. C.S. Venkata Ratnam	Director	International Management Institute, India	
Mr. Seigo Kojima	Senior Advisor	Japan Council of Metalworkers Unions	
Dr. Bomer Pasaribu	Member of Indonesian Parliament	House of Representatives of Indonesia	

Name of Project	Study Meeting on Global Leadership Development	● Venue Japan ● Duration 17–20 December	● Participants 22 ● External Experts 2 ● Local Experts 2
Resource Person	Designation	Organization	
Dr. Ahmad Bin Mohamed Magad	Group Managing Director	II-VI Singapore Pte. Ltd.	
Dr. Michael J. Marquardt	Professor	George Washington University, USA	
Ms. Fumiyo Seimiya	President	Japan Institute for Action Learning	
Dr. Hirohisa Nagai	Professor of Organizational Behavior	University of Tsukuba Tokyo Graduate School of Business Sciences, Japan	

Name of Project	The APO Productivity Database (Phase I)	● Venue Japan ● Duration Year-long	● Participants – ● External Experts 1 ● Local Experts 2
Resource Person	Designation	Organization	
Prof. Erwin Diewert	Professor of Economics, Department of Economics	University of British Columbia, Canada	
Prof. Koji Nomura	Associate Professor, Keio Economic Observatory	Keio University, Japan	
Mr. Hideyuki Mizobuchi	Lecturer, Keio Economic Observatory	Keio University, Japan	

Total Quality Management

External Expert ■
Local Expert ■

Name of Project	Training Course on Customer Satisfaction for Improving Corporate Competitiveness	<ul style="list-style-type: none"> ● Venue ROK ● Duration 15–18 May 	<ul style="list-style-type: none"> ● Participants 15 ● External Experts 3 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Enrique V. Abadesco	Principal Consultant	Effectiveness Advisors, Philippines
Mr. Hitoshi Seki	President	SEK Consulting, Japan
Mr. David VanAmburg	Managing Director, ACSI, National Quality Research Center	Stephen M. Ross School of Business, USA
Mr. Hyun Seok Lee	Consultant, CS Consulting Division	KPC, ROK
Dr. Youngchan Kim	Professor	Yonsei University School of Business, ROK

Name of Project	Study Mission to Nonmember Countries on Business Excellence	<ul style="list-style-type: none"> ● Venue Australia ● Duration 18–22 June 	<ul style="list-style-type: none"> ● Participants 15 ● External Experts 0 ● Local Experts 4
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Resource Person	Designation	Organization
Mr. Bruce Searles	Managing Partner	Benchmarking Partnerships, Australia
Mr. Anton J. Benc	Managing Partner	Benchmarking Partnerships, Australia
Mr. Richard Barton	General Manager	Business Improvement Advisory Services, Australia
Mr. Alan Skinner	Asia Pacific Lead Consultant	Hewlett Packard Six Sigma, Australia

Name of Project	Workshop on Management Quality Improvement Programs in APO Member Countries	<ul style="list-style-type: none"> ● Venue Japan ● Duration 9–13 July 	<ul style="list-style-type: none"> ● Participants 13 ● External Experts 0 ● Local Experts 4
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Resource Person	Designation	Organization
Mr. Masataka Yoshizawa	Senior QC Consultant	Fuji Xerox Co., Ltd., Japan
Mr. Hiroyuki Yaguchi	General Manager, JQA Promotion Group	Panasonic Automotive Systems Company, Japan
Mr. Hiroshi Yamashita	Secretary General	Chiba Quality Award Council, Japan
Mr. Keiichi Sakamoto	Deputy Director, JQA Promotion Department	JPC-SED, Japan

Name of Project	Seminar on Quality Award Systems	<ul style="list-style-type: none"> ● Venue Mongolia ● Duration 4–7 September 	<ul style="list-style-type: none"> ● Participants 26 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Luis Ma. R. Calingo	Consultant	USA
Mr. David C. Branch	Chairman and President	Branch-Smith Printing, USA
Dr. Bill Denney	Chief Executive Officer	Quality Texas Foundation, USA
Mr. Villame Waqalaivi	Manager Productivity Promotion	TPAF, Fiji

Name of Project	Workshop on the Leadership and Innovation Balanced Scorecard	<ul style="list-style-type: none"> ● Venue Japan ● Duration 29 October–2 November 	<ul style="list-style-type: none"> ● Participants 35 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Marcus J. Pitt	Senior Consultant, Balanced Scorecard Collaborative Asia-Pacific	Palladium Consulting, Pty Ltd., Australia
Mr. Ivan K. Choi	Consultant, Balanced Scorecard Collaborative Asia-Pacific	Palladium Consulting, Pty Ltd., Australia

Total Quality Management

Name of Project	Multicountry Study Mission on Business Excellence: Best Practices of Singapore Quality Award Winners	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 20–22 November 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 0 ● Local Experts 9
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Resource Person	Designation	Organization
Mr. Khoo Boon Hui	Commissioner	Singapore Police Force
Mr. Ang Hak Seng	Director, Planning & Organisation	Singapore Police Force
Mr. Tan Pheng Hock	President & CEO	ST Engineering, Singapore
Mr. Heinrich Grafe	General Manager	Conrad Centennial Singapore
Mr. Koh Moh Tuan	Director of Finance	Conrad Centennial Singapore
Prof. Goh Thong Ngee	Department of Industrial & Engineering	National University of Singapore
Mr. Sew Choe Jhuen	President	ST Kinetics, Singapore
Mr. Loke Chee Meng	Director IT	ST Aerospace, Singapore
Mr. Tan Chye Hee	Deputy Director, Police Intelligence	Singapore Police Force

Name of Project	Study Mission to Nonmember Countries on Quality and Innovation	<ul style="list-style-type: none"> ● Venue Switzerland ● Duration 3–7 December 	<ul style="list-style-type: none"> ● Participants 16 ● External Experts 1 ● Local Experts 4
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Resource Person	Designation	Organization
Prof. Thomas Lin	Visiting Professor	Tokyo University of Agriculture and Technology, Japan
Dr. Georges Haour	Professor, Technology and Innovation Management	International Institute of Management Development, Switzerland
Mr. Michel Hirsig	Economic Promotion Officer	Republic and State of Geneva, Switzerland
Dr. Jacques Giovanola	Professor	Ecole Polytechnique Federale de Lausanne, Switzerland
Dr. Hannes Blueier	Professor, Laboratory for Robotics and Micromechatronics	Ecole Polytechnique Federale de Lausanne, Switzerland

Name of Project	Multicountry Observational Study Mission on the Toyota Production System (TPS)	<ul style="list-style-type: none"> ● Venue Japan ● Duration 3–14 December 	<ul style="list-style-type: none"> ● Participants 28 ● External Experts 0 ● Local Experts 5
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Resource Person	Designation	Organization
Dr. Makoto Kawada	Professor, Graduate School of Business	Meijo University, Japan
Mr. Hisazumi Matsuzaki	Management Consultant	Central Japan Industries Association
Mr. Norio Suzuki	CEO	Consulting Bell Office, Japan
Mr. Haruo Fujii	CEO	Management Techniques Research Institute, Japan
Mr. Mikio Kawasaki	Director, Research Institute for International Management	ChuSanRen, Japan

Technology, IT, and Innovation

External Expert ■
Local Expert ■

Name of Project	Multicountry Observational Study Mission on Strategic Industries in Member Countries: Nanotechnology	<ul style="list-style-type: none"> ● Venue ROK ● Duration 10–13 April 	<ul style="list-style-type: none"> ● Participants 14 ● External Experts 2 ● Local Experts 4
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Resource Person	Designation	Organization
Prof. Pietro Busnardo	IMN Scientific Director	CIVEN, Italy
Dr. Lerson Tanasugarn	Department of Biochemistry, Faculty of Science	Chulalongkorn University, Thailand
Dr. Hanjo Lim	Director General, Bureau of Basic Research	Korea Science & Engineering Foundation
Dr. Kwang Ho Lee	Associate Research Fellow, Center for Techno-Management Research	Science and Technology Policy Institute, ROK
Dr. Jong-Ku Park	Director, Nano-Science Research Division	Korea Institute of Science and Technology
Dr. Sang-il Park	CEO	Park Systems Corp., ROK

Name of Project	Training Course on Monozukuri (Art of Manufacturing)	<ul style="list-style-type: none"> ● Venue Japan ● Duration 4–15 June 	<ul style="list-style-type: none"> ● Participants 22 ● External Experts 0 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Takahiro Fujimoto	Professor, Faculty of Economics	University of Tokyo, Japan
Mr. Hiroshi Ito	Specially Appointed Researcher, Faculty of Economics	University of Tokyo, Japan

Name of Project	Study Mission to Nonmember Countries on Entrepreneurship and Technology/Business Incubation	<ul style="list-style-type: none"> ● Venue Canada ● Duration 26–30 November 	<ul style="list-style-type: none"> ● Participants 20 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Rajib Khettry	President	ECO-SENSE Advisory Services, Canada
Dr. Rashdi Shah Bin Ahmad	Deputy Dean of Entrepreneurship, Bureau of Innovation & Consultancy, Industry Centre, Technovation Park	Universiti Teknologi Malaysia

Name of Project	Multicountry Study Mission on Advanced Production Systems	<ul style="list-style-type: none"> ● Venue Japan ● Duration 26 November–7 December 	<ul style="list-style-type: none"> ● Participants 18 ● External Experts 1 ● Local Experts 3
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Resource Person	Designation	Organization
Mr. Lee Gan Kai, William	Research Engineer	Singapore Institute of Manufacturing Technology
Mr. Yasuo Horiuchi	President	Horiuchi Engineering Office, Japan
Mr. Ryuji Ban	Senior Management Consultant	JPC-SED, Japan
Mr. Yuzo Sakamoto	President	US Engineering Co., Ltd., Japan

INTERFACE SECTOR



APO booth at Eco-Products 2007, Tokyo Big Sight, Japan

The interface sector involves linkages between two or more of the following: industry, agriculture, environmental protection, and community development. The programs undertaken are under the Green Productivity (GP), Integrated Community Development (ICD), and Development of NPOs (DON) categories.

Green Productivity

The GP concept is a strategy for enhancing productivity and protecting the environment. It follows a twin-pronged approach of capacity building and the development of trainers so that member countries can continue to promote and implement the concept on their own. For this reason, efforts are being made to institutionalize GP promotion and dissemination involving NPOs and other stakeholder institutions in member countries. The topics covered under the GP Program include eco-products, green supply chains, and eco-design, among others. Some projects covered under this program included:

- Eco-products International Fairs
- Practicum Workshop on GP
- Green Service in the Tourism Industry
- The 3Rs: Reduce, Reuse, and Recycle
- Development of an Eco-products Database

Integrated Community Development

The ICD Program attempts to promote balanced economic development through rural and social development activities in member countries. Its mandate includes poverty alleviation, local resource mobilization, and improving the quality of life of the socially disadvantaged, including women, in the developmental process. The ICD Program is meant to enhance individual and collective initiatives at the local community level through socioeconomic activities geared toward sustainable development.

Development of NPOs

The DON Program seeks to contribute to the overall productivity movement in member countries through capacity building at the NPO level. From January 2007, the DON Program has had two mutually dependent components: DON Strategy and DON Implementation. DON Strategy involves determining the needs of member countries as the basis for formulating productivity enhancement strategies. The enhancement strategies are geared toward the capacity building of NPOs and other stakeholders. DON Implementation, the other arm of the DON Program, both follows on from DON Strategy and provides feedback for its improvement.

Green Productivity

On-demand e-Courses on Green Productivity

This project was envisaged to disseminate GP-related knowledge and information using the APO's e-Learning Portal. It was planned to develop on-demand e-training courses based on past projects. These on-demand courses can also act as precursor courses for participants in face-to-face projects. The following four on-demand courses have been uploaded on the APO Web site using different methodologies:

1) On-demand e-course on GP and the Environmental Management System (ISO14001)

This is based on the Distance-learning Program on GP and the Environmental Management System implemented in 2006 through the World Bank's GDLN system. The entire project proceedings were videotaped and edited, creating a compact self-learning course.

2) On-demand e-course on GP and Medical Waste Management

This evolved from the Web-based course on GP and Medical Waste Management held in 2006. Participants found that course particularly interesting, and there is insufficient information available on this topic. Therefore, based on the feedback received from participants, the course contents were reviewed to create a self-learning program.

3) On-demand e-course on Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001)

The integration of ISO9001, ISO14001, and OHSAS 18001 systems is becoming essential to

avoid cost and save time for industries in member countries. The APO implemented a workshop on Integrated Sustainable Management Systems in Vietnam in 2006, and feedback was received that more such programs were required. This self-learning course was developed to enable participants to study how to integrate the systems on their own. A dedicated Web-based portal was developed and an Internet-based advanced distance-learning platform was used.

4) On-demand e-course on Reusing Biomass Waste in Industrial Boilers for Energy Recovery

This e-course was developed as part of the ASEAN Foundation-sponsored project on Energy Efficiency and Renewable Energy for Small and Medium Enterprises in the Greater Mekong Subregion of ASEAN: Reusing Biomass Waste in Industrial Boilers for Energy Recovery. The project was implemented in 2006 and all findings of the projects including a manual on biomass boilers were covered in this on-demand course.

Practicum Workshop on Green Productivity

The APO has been organizing the Practicum Workshop on Green Productivity for the last six years in collaboration with the NPC, Malaysia, and National Institute for Public Administration, Malaysia, to develop a pool of lead GP trainers/consultants. The workshop provides participants with practical hands-on experience through group case studies and allows them to master GP techniques, technologies, and management systems. The participants are expected to create multiplier effects by acting as lead trainers and providing in-country training. The workshop in 2007 was held in Malaysia, 26 February–23 March, with 22 participants from 16 countries.

Program coverage: GP concept and methodology; GP tools and techniques; Option generation and evaluation; and GP implementation plans. Based on the recommendations made in the external impact evaluation, new case studies for this project were developed based on Hadsuki Sdn. Bhd. (TV and automotive component manufacturer) and Zamria Sdn. Bhd. (metal stamping factory), and a previously developed case study on Singgahsana Hotel was also used.

Green Productivity and Energy Efficiency

The unprecedented rate of industrial development in Asia in the past decade increased global energy demand, which is estimated to double by 2030.



Workshop on GP and Energy Efficiency

High energy demand means high consumption of fossil fuels, resulting in increased generation of the greenhouse gas CO₂. This is forcing member countries to look for alternative energy sources. However, energy efficiency holds great potential and can help reduce economic and environmental pressures.

The APO held a workshop on Green Productivity and Energy Efficiency in association with the NPC, India, in New Delhi, 12–16 March. The workshop was attended by 23 energy professionals from 15 member countries. The objective was to introduce the energy management concept and practices; assess opportunities for incorporating energy management in the APO's GP concept; and provide in-depth technical knowledge on energy auditing, energy conservation, and renewable energy to improve the resource productivity of enterprises. It was shown that even moderate energy efficiency measures could result in significant cost savings as well as reductions in greenhouse gas emissions.

Program coverage: Energy efficiency applications in thermal, compressed air, and chilled water systems; Energy-efficient technology for small-scale industries; Biomass energy; Calculation of greenhouse gases from the burning of fossil fuels; and Energy efficiency labels: Endorsement and comparative types. A site visit was made to the Deepak Metal foundry, which changed from coke to natural gas as a fuel source and improved both overall energy efficiency and environmental performance.

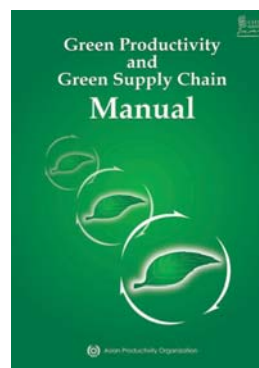
Manual on Green Productivity and Green Supply Chains

The APO has introduced various GP tools such as

pollution prevention, environmental management systems, eco-design, green procurement, etc. to assist SMEs in improving their productivity in a green, sustainable manner. “Greening supply chains” (GSC) refers to industries and enterprises requiring that suppliers and vendors take responsibility for meeting specific environmental requirements. GSC is part of the green procurement process, which is especially important for large, multinational enterprises that rely on many links in their

supply chains for products and services. GSC not only strengthens customer–supplier relationships, but also reduces costs, leads to sustainable production and consumption, and provides potential opportunities to add value to businesses.

A manual to provide guidelines on GSC was considered necessary to translate the concepts, practices, and tools involved into easily understood steps that



GP and GSC Manual

enterprises can take to incorporate GSC into their procurement systems. This manual was prepared by the Environment and Development Foundation of the ROC and is now due for publication. This manual is a stand-alone document covering all aspects related to GSC in a lucid, stepwise manner.

Capacity Building for Creating an Ecocirculation Society through Biomass Utilization in the BIMP-EAGA Region

The APO regional policy dialogue workshop on Capacity Building for Creating an Eco-circulation Society through Biomass Utilization in the BIMP-EAGA Region was held in three phases, with the most recent in Kota Kinabalu, Malaysia. It was implemented by the Sabah branch of the NPC, Malaysia. This workshop was the final in the series in the joint APO-ASEAN Foundation project, preceded by the first regional workshop, also in Kota Kinabalu, 5–9 December 2005; national workshop in Makassar, Indonesia, 13–17

March 2006; national workshop in Davao City, the Philippines, 14–21 April 2006; and national workshop in Kota Kinabalu, 10–14 July 2006.

The main objectives of the entire APO-ASEAN Foundation project were training in the use of local resources focusing on biomass waste, building capacity in employment and income generation using available local resources leading to poverty alleviation, facilitating waste-to-energy projects for rural areas to improve living standards, and facilitating the transfer of appropriate technology. It also aimed to create a regional policy dialogue for developing an eco-circulation society in the BIMP-EAGA region for key agencies. Fourteen individuals representing Brunei (three participants), Indonesia (five), Malaysia (three), and the Philippines (three) participated in the 2007 workshop held in Malaysia, 7–11 May. Most had attended the previous projects in the series except for those from Brunei.

Program coverage: Issues and findings from national workshops on Capacity Building for Creating an Eco-circulation Society through Biomass Utilization in the BIMP-EAGA Region; Identifying common areas of findings and issues; Examples of biomass utilization in Miyakojima, Japan; Proposal and revision of demonstration projects on biomass utilization projects and appropriate technology transfer; Policy of the Eco-circulation (Junkan) Society of Japan with special focus on effective utilization of biomass; and Recommended policy formulation and institutional arrangements for an eco-circulation society through the effective utilization of biomass in the BIMP-EAGA region.

Energy Efficiency

Energy is the key to economic development and its usage has grown more quickly than many countries' economies. The percentage of fossil fuels among total energy consumption is also increasing. Energy is a major cost component for organizations in all sectors of the economy. Substantial savings in energy bills can be achieved by adopting energy-efficient techniques, systems, and technologies in plants, processes, and facilities. Moreover, due to rapid industrialization and urbanization, the energy supply-and-demand gap is widening in APO member countries, leading to increased costs of production and imports of energy. The major sources of energy are still fossil fuels, mainly coal and oil, which cause emis-

sions of greenhouse gases resulting in long-term environmental problems like global warming and climate change, which are against the principles of sustainable development. The adoption of energy-efficient practices and procedures is thus essential. The first step in energy efficiency involves understanding how energy is used in installations and operations.

The APO organized a 15-day Web-based training course on Energy Efficiency to reach a large target audience of industry professionals and energy users in a timely, cost-effective, convenient manner. The course was divided in two phases: phase I from 8–17 May and phase II from 29 May–2 June. The main objective was to provide basic training in elements of energy efficiency focusing on industries and buildings. The course was enrolled in by 45 professionals from 14 member countries and conducted through the APO Web site on the Interwise platform, which allows log-in with a specific event identification. The participants hear presentations by energy experts supported by PowerPoint slides and interact by sending messages. This mode of distance learning is an eco-friendly and eco-efficient method for knowledge sharing and management.

Program coverage: Measures of energy efficiency; Energy management; Energy audit; and Energy conservation in industrial applications like pumps, furnaces, electrical systems, lighting, refrigeration systems, and large buildings including heating and cooling.

Green Service in the Tourism Industry

According to estimates of the World Tourism Organization, international arrivals are expected to reach nearly 1.6 billion by 2020. Of these worldwide arrivals in 2020, 1.2 billion will be intraregional and 378 million will be long-haul travelers. It is apparent that the tourism industry is going to have a significant impact on the global environment. The tourism industry worldwide is now focusing on the development of ecotourism sites. As the demand from tourists to visit scenic natural areas has increased, developers have exploited this segment of the market by developing attractions in and around mountains and hills, forests, and beaches, and cultural and historical areas. However, the tourism industry involves many activities such as construction of infrastructure, air travel, hotels, restaurants, resorts, shops, etc. that can affect the environment adversely. Thus greening of



Observing solid waste storage at the Beachcomber Resort

the tourism industry not only depends on natural sites but also on service facilities such as hotels, restaurants, transport services, other logistic facilities, entertainment centers, shopping areas, etc. The development of a sustainable tourism industry requires heightened awareness of the environment among service providers. To promote the concept of green services, the APO organized a seminar on Green Service in the Tourism Industry, in Nadi, Fiji, 21–25 May, in association with the TPAF. The seminar was attended by 24 participants from 14 member countries and inaugurated by Fiji's Minister for Labour, Tourism and Environment Bernadette Rounds Ganilau. The objective of the seminar was to create awareness that the proper planning, management, and promotion of green service are essential to develop a sustainable tourism industry.

Program coverage: Green Leaf standard for hotels; Hotel environmental assessment systems; Multiple-stage audits for hotel assessment of environmental performance; Concept of recycling, pollution reduction, and resource conservation; and Ecotourism practices. The seminar participants also visited Beachcomber Resort on another island which treats its wastewater using techniques like biological degradation, ultrafiltration, and UV rays. Solid waste generated at the resort is segregated into recyclable and disposable and stored separately.

Clean Development Mechanism

As we all know, the world is facing the complex challenge of climate change. The growth of emissions of greenhouse gases (GHGs), the main culprit in global warming, continues unabated. Addressing the problem of climate change is becoming one of the major agenda items in most development efforts. Unless the policy framework

changes and appropriate instruments are in place to facilitate investments in new technologies, developing countries are expected to follow a carbon-intensive development path, similar to that of industrialized nations, which will only intensify climate problems. Even if environmentally friendly technologies are transferred to developing countries, their productive use is not guaranteed. Management practices that lead to the productive use of technology, investment, and operations are thus crucial to address this complex challenge.

The Clean Development Mechanism (CDM) is a project-based, flexible mechanism under the Kyoto Protocol. The Kyoto Protocol requires 36 countries (Annex 1 countries) to reduce their GHG emissions below the level of 1990 by 2012. Among APO member countries, only Japan is in the Annex 1 list. The CDM is designed to assist developing countries in achieving sustainable development and to make it easier and cheaper for industrialized countries to meet their GHG emission reduction targets under the protocol. The APO organized a study meeting on the Clean Development Mechanism to examine the critical success factors and technicalities of the CDM with professionals from APO member countries. The meeting also produced a set of recommendations on how the APO and other stakeholders could contribute to the success of the CDM and how developing countries could utilize the CDM as a policy tool for sustainable development. Twenty-four professionals from 14 member countries attended the meeting in Taipei, ROC, 29 May–1 June.



Participants at China Petroleum Corporation

Program coverage: Green Productivity and the CDM; Implementation of the CDM; Carbon market: Current situation and challenges; CDM issues and perspectives in the ROC; and Rec-

ommendations for APO member countries in relation to CDM implementation. A field trip was organized to an underground methane capture and storage facility of China Petroleum Corporation. The technology is also used to capture and store carbon dioxide.

Outsourcing Energy and Environmental Management Services

Current economic growth in Asia is resulting in poverty reduction and improved quality of life. However, it is also causing a tremendous strain on the environment and having negative impacts on health, undermining development. With technological development in the areas of energy and environmental management and monitoring, it has become difficult for organizations to keep pace and acquire all the skills and infrastructure required for such tasks. Thus, it is essential to outsource some or all energy and environmental management functions to achieve better results, particularly when an organization does not have adequate resources and highly skilled manpower to undertake such duties. Outsourcing is not a new concept but its globalization is increasing geometrically. Essentially, it is a business strategy to lower the cost of labor. Various agencies can provide comprehensive packages of services including energy management; energy and environmental policy development; environmental, health, and safety audits; compliance management; performance monitoring; developing environmental management plans; training and capacity building; etc. Outsourcing can allow a company to focus on adding value and core activities while other services can be assumed by a service provider. Outsourcing is considered a management tool for redefining the organization, although its application in APO member countries is limited mainly to environmental monitoring, etc., and the real benefits for strategic environmental and energy management have not been reaped. Although cost is still central, strategic needs for outsourcing are reliability, just-in-time performance, consistency, and high quality.

The APO in association with the VPC organized the workshop on Outsourcing Energy and Environmental Management Services in Hanoi, Vietnam, 3–6 July. The objectives were introducing the concept of objective-oriented outsourcing and assessing the opportunities for outsourcing activities pertaining to energy and environmental management. The workshop was attended by 25



M/s Hanel Plastics Joint Stock Company outsourcing waste management service

participants from 15 member countries.

Program coverage: Pros and cons of outsourcing for energy and environmental management; Methodologies for the selection of firms; Preparation of terms of reference, types of contracting, and selection of consultants; and Basic principles and techniques for outsourcing in the context of energy and environmental management for any organization. A field visit was made to M/s Hanel Plastics Joint Stock Company, Hanoi, which outsourced its waste management services.

Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001)

The business challenge today is to manage activities more holistically rather than the traditional approach of having ISO9001, ISO14001, OHSAS 18001, and other management systems as peripheral arrangements. In the past, this was problematic because of the structure of management system standards and in-house barriers to such an approach. Revisions of standards and their structure enabled many of these obstacles to be overcome and allowed organizations to create effective integrated systems. The goal of setting up an integrated management system (IMS) is to address the quality, health, environmental, and safety requirements of an organization more effectively by combining systems and practices into a single system. Customers, regulatory bodies, and the community are increasingly demanding that organizations demonstrate responsible environmental performance, provide a safe working environment, offer quality products and services, and where relevant effective food safety practices. An IMS allows businesses to manage their quality, safety, food, and environmental issues while avoiding unnecessary duplication.

The APO and Tokyo Development Learning Center have worked together over the last few years to organize a number of projects utilizing the Global Development Learning Network. Based on past success, the same modality was followed to train numerous participants from 15 member countries in IMS in this three-phase course in association with NPOs. Phase I was 9–12 July for Fiji, Indonesia, Malaysia, the Philippines, and Thailand; phase II 30 July–2 August for Cambodia, Lao PDR, and Vietnam; and phase III 20–23 August for Bangladesh, India, I.R. Iran, Mongolia, Nepal, Pakistan, and Sri Lanka. A total of 352 participants from 15 countries enrolled in this course. The objectives were to enable participants to learn about IMS and understand how it could be adopted by organizations utilizing the GP approach. In each participating country, site visits were made to industries that had implemented these systems.

Program coverage: Quality management systems, environment management systems, and occupational health and safety management systems; GP concept, methodology, and practices; and Integration of management systems.

The 3Rs (Reduce, Reuse, and Recycle)

The APO has been promoting GP in the region since 1994. One major aspect of productivity and environmental improvement efforts under GP is resource conservation/waste minimization through the 3Rs (reduce, reuse, and recycle). The concept of the 3Rs is an effective technique to help protect our environment and can easily be amalgamated with the GP concept in a structured, systematic way. The APO seminar on The 3Rs focused on understanding how they fit into GP and evolving compatible methodology for reducing, recycling, and reusing solid waste, a major source of environmental problems in almost all APO member countries, leading to overall environmental protection and resource management within the framework of GP. The seminar was held 23–27 July 2007 in Phitsanulok, Thailand, in collaboration with the FTPI, Naresuan University, and Wongpanit Garbage Recycle Separation Plant and attended by 29 participants from 18 countries.

Program coverage: The major part of this seminar was allocated to presentations on the GP concept and 3R techniques, including success stories in Phitsanulok; the Rainbow Plan project in Yamagata prefecture, Japan, a well-known community-based waste management project; and solid waste management in a municipality in Norway. During group work on the final day, the participants read a mock case study on the development of strategies of a small municipality prepared by the APO expert, identified solid waste problems, and then used SWOT analysis to develop strategies to solve them. Field visits were organized to a waste bank, vermin composting plant, Wangthong Welfare Center, and Mechanical Biological Waste Treatment in Phitsanulok.

Compliance with RoHS Regulations and Impact on International Exports

In recent years, many countries have introduced regulations similar to the EU's Directive on the Restriction on the Use of Hazardous Substances, commonly referred to as the EU RoHS Directive. The purpose of the RoHS is to protect human health and the environment from increasing exposure to toxic substances. The RoHS regulations of the EU and China for electrical and electronic equipment came into force on 1 July 2006 and 1 March 2007, respectively. These restrictions apply to cadmium, lead, mercury, hexavalent chromium, polybrominated biphenyls, and polybrominated diphenyl ether flame retardants in electrical and electronic products. This means that any electrical or electronic equipment containing these six materials beyond specified levels will not be acceptable in the EU market. This directive has directly and indirectly affected huge numbers of enterprises in



Discussing RoHS requirements

Asia. Products that come under the purview of the RoHS are batteries, color TVs, automotive electronics, computer systems and components, peripherals, electronic security, light-emitting diodes (LEDs) and LED displays, media players and recorders, networking products, personal electronic devices, printed circuit boards, passive components, etc. Other countries such as Japan, the ROK, and USA are following the global trend and developing their own versions of the RoHS regulations. These regulations have a serious impact not only on manufacturers and exporters of products and equipment but also on their entire supply chains.

Recently, several RoHS compliance issues have surfaced. These include verification, detection, or analysis of hazardous substances; certification and process changes; and alternative or replacement substances for banned materials. The APO held its first workshop on this topic, 1–3 August, in Singapore to provide an overview of and update on RoHS regulations worldwide. The workshop was attended by 21 participants from 10 member countries. It provided a unique platform for companies to meet and determine possible working strategies to meet the various RoHS requirements for international exports.

Program coverage: Overview of the EU's Restriction on the Use of Hazardous Substances in Electrical and Electronic Equipment (RoHS) regulations; Assessment of the impact of compliance to meet international export requirements; Experiences and technologies for RoHS compliance; and Case studies from Europe and Asia.

Eco-innovation

Alarmed by the negative impacts of human activities on the environment, both governments and consumers are now demanding environmentally friendly goods and services. Companies are under increased pressure to adopt technologies and practices that protect the environment, which in many cases lead to additional costs, while pursuing competitiveness, profitability, and productivity. To achieve this, the APO developed the GP concept. Eco-innovation can be supported by GP, and there is a



Sweden's environment-conscious ABB hosts meeting participants

need for innovation strategies that can contribute to more sustainable economic development. It is a daunting challenge for technology innovation to cater for sustainable economic development, and eco-innovation is one solution.

In April 2007, an APO fact-finding mission visited the Swedish Industry Association (SINF) in Stockholm and discussed ways of working together to create synergy in eco-innovation. It was agreed that a study meeting on Eco-Innovation would be organized in collaboration with the SINF's Conference on Sustainability of the Planet (SOP). To expose the APO participants to activities and initiatives for eco-innovation in Europe, particularly in Sweden, and share views with their Swedish counterparts, the study meeting was held in Stockholm, 3–7 September, incorporated into the SINF's second annual Conference on SOP. Thirteen participants from 13 member countries attended.

Program coverage: Urgent environmental issues, such as the rapidly increasing rate of CO₂ in the atmosphere spurred by global warming; Results of rapid industrialization; Sustaining the planet to allow healthy human society; Avoiding climate risks and material risks imposed on human beings; Importance of policies promoting material efficiency and high resource productivity to fight against pollution, environmental degradation, and resource depletion; Eco-innovation as an optimal way to minimize environmental risks through technological innovation; Eco-design initiatives; and Swedish experience in product-related supply chain information, eco-innovation, and green purchasing. Site visits were made to the leading Swedish engineering company ABB in Vasteras

and the SME Frohe in the suburbs of Stockholm. The factory of the ABB produces power and automation technologies that lower environmental impact by helping utility and industry customers to use electrical power effectively and improve industrial productivity sustainably.

Eco-towns

The development of eco-towns means working together for better social, economic, and environmental outcomes for ourselves, our children, and our grandchildren. Eco-towns are thus essential for the creation of a livable society. This concept has become more important in view of increasing migration to urban settlements and the development of urban centers. It is necessary to plan new urban areas and urban habitation from the perspective of eco-cities, which would be helpful in building a green economy, creating attractive town centers, protecting ground and surface water, conserving resources, reducing and reusing waste, and promoting the overall well-being and health of residents. According to the UN, about 50% of the world population lives in urban areas. Urban areas are at the center of nearly all economic activity and all are connected to cities in some way; a city is connected to its region like the brain is connected to the body. Therefore, it is imperative to develop cities that not only preserve but also repair and maintain the ecological systems on which all life depends. This has triggered the concept of the eco-city or eco-town.

The APO workshop on Eco-towns, organized in association with the Indonesian Ministry of Manpower and Transmigration and Bandung Municipal Government, 23–27 October, deliberated on various aspects of the development of eco-

towns and their requirements. In the workshop, 22 participants from 12 member countries shared experience pertaining to initiatives undertaken for developing eco-towns.

Program coverage: Concept of eco-towns; Urban planning and environmental management tools; GP approach for eco-towns; Economic and environmental criteria for assessment of eco-towns; and Barriers in the development of eco-towns. Participants visited the Bandung Central Market and then prepared an action plan to improve it in line with the eco-town concept.

Green Procurement and Green Supply Chains

Consumers have started demanding that the business community produce environmentally friendly goods and services to minimize negative impacts of production and business activities on the environment. At the same time, governments are enacting tougher laws and regulations to reduce environmental hazards and force enterprises to take responsibility for the entire life cycle of their products and services, including after-use disposal by consumers. Hence, enterprises now have no choice other than to green their entire supply chains. As these factors play an important role in making purchasing decisions, manufacturers need to take urgent action and make the necessary adjustments in their products to ensure continued market access and share. SME suppliers/manufacturers in APO member countries strive for comprehensive and innovative environmental initiatives, popularly termed “green procurement.” Green procurement plays an important role in green supply chains.

To discuss the current mechanisms of green procurement in the context of APO member countries, while paying attention to the impact of various EU directives, the APO study meeting on Eco-innovation was held in Taipei, ROC, 30 October–2 November, cosponsored by the Industrial Development Bureau of the Ministry of Economic Affairs of the ROC and with assistance from the CPC, Taiwan Environmental Management Association, and Foundation of Taiwan Industry Service. Thirteen international participants from eight member countries as well as five local participants attended.



Resource speaker Prof. Fujita explaining composting



Group discussion of green supply chains

Program coverage: Eco-labeling and green consumption; Eco-design requirements linked with supply chains; Government regulations on green procurement and green supply chains; Issues related to the promotion of green procurement and green supply chains in APO member countries; and Waste Electrical and Electronic Equipment directives and the Registration, Evaluation, Authorisation, and Restriction of Chemicals regulations and their impact on manufacturing and supply chains in APO member countries. Participants visited Ling Haw Technology Co., Ltd., located outside Taipei, which specializes in polyethylene foam manufacturing and is a winner of many national environmental awards.

Eco-labeling

The availability of and access to eco-friendly products and services are very important for sustainable development. The practice of eco-labeling is therefore becoming essential in today's industrial environment and emerging as one of the key elements in the GP concept, as major firms recognize the importance of the environmental impact of product life cycles. The experiences from Japan, Europe, and North America reveal that eco-labels provide a competitive advantage to products. In applying the eco-label concept, we must consider the environmental impact of products throughout their entire life cycle. A number of systematic methodologies and management tools such as life cycle assessment (LCA) have been developed in this regard.

The concept of LCA covers not only the selection of materials and components, production process, packaging, distribution, and consumption but also the decomposition, recycling, and ultimate disposal of the used products.

The APO in association with the VPC organized a seminar on Eco-labeling, 5–9 November, in Hanoi. Attended by 24 participants from 13 member countries, the objectives were to discuss and deliberate on the latest developments in eco-labeling systems and share best practices.

Program coverage: Eco-labeling concept and approach; Eco-design and eco-labeling; Green productivity approach for eco-labeling; Eco-labeling schemes from the Philippines, ROC, and India; and Action plan for the development of eco-labeling schemes. The participants visited the Dae-woo Hotel, which obtained ISO14001 certification by providing eco-services.

Eco-innovation

Eco-innovation refers to innovative products and processes that provide customer and business value yet contribute to sustainable development and significantly decrease environmental costs and impacts. It is hoped that eco-innovation will result in widespread benefits such as the emergence of viable new economic activities, sustainable development, greater acceptance of environmentally friendly products and services, and appropriate supporting governance systems. The APO workshop on Eco-innovation was organized in Singapore, 27–30 November, to examine methods to promote innovation for better environmental performance



Inspecting the texture of organically dyed silk

by enterprises. The workshop was attended by 15 participants from 10 member countries.

Program coverage: Solid waste management including recycling in the construction industry; Sustainable construction; Sustainable energy; and Sustainable water management. Since the workshop was held in conjunction with EnviroAsia 2007, the participants had also the opportunity to visit that exhibition and investigate eco-innovations in the areas covered in the workshop. They attended sessions of the Sustainable Waste Management and Technology Forum, International Environmental and Water Conference 2007, Conference on Recycling for Sustainable Construction, and Energex 2007, all held in the same venue concurrently with EnviroAsia 2007.

Energy Conservation and Energy Efficiency

Energy is a major cost component for organizations in all sectors of the economy. Industries, commercial establishments, large building complexes, and public utilities can accrue substantial savings in energy bills by adopting energy-efficient techniques, systems, and technologies in their plants, processes, and facilities. Moreover, due to rapid industrialization and urbanization, the energy supply-and-demand gap is widening in APO member countries, leading to increased costs of production and imports of energy. The major sources of energy are still fossil fuels, mainly coal and oil, which cause emissions of greenhouse gases resulting in long-term environmental problems like global warming and climate change, which are against the principles of sustainable development. Therefore, adopting energy-efficient practices and procedures is essential.

Energy efficiency involves understanding how energy is used in installations and operations. Apart from understanding general measures of energy efficiency, the focus is on industrial applications like boilers, furnaces, industrial lighting, and large buildings including their heating and cooling systems. The APO organized a tiered project on energy efficiency, and the participants in the workshop on Energy Conservation and Energy Efficiency, 4–14 December, in Yokkaichi, Japan, were expected to have completed the APO Web-based training course on Energy Efficiency. The workshop was attended by 18 energy professionals from nine countries. The objective was to provide in-depth, advanced training in energy conservation, energy efficiency, and energy management in industries

and buildings and examine the best practices of energy efficiency in Japan. The workshop was jointly prepared and organized by the International Center for Environmental Technology Transfer (ICETT), the first time that the ICETT and APO jointly held a multicountry project in Japan.

Program coverage: Trends in energy consumption; Japanese legislation on energy conservation; Energy conservation policy and its implementation; Energy conservation activities by enterprises; Supportive system for energy conservation by the Japanese government; Energy conservation audit; and Energy conservation technologies in selected industries. Site visits were made to the Eco-car Pavilion of Toyota, Meijyo Substation of Chubu Electric Co., Cosmo Oil Yokkaichi Refinery, and Nagoya Ironworks of Nihon Steel.

Global Environmental Issues for NGOs in the Region

The role of NGOs has become increasingly important both for the educational value of international grassroots cooperative volunteer activities and for the conduct of such activities for social, economic, and environmental improvement. With the recent increase in fears that global warming may cause a crisis in society, many NGOs are placing more importance on environmental protection activities and playing a major role in pushing for sustainable development at the international level.

To address such emerging issues involving NGOs, the APO held a workshop on Global Environmental Issues for NGOs in the Region, 11–13 December 2007, in Tokyo. The objectives were to discuss environmental management and sustainable development; discuss country-specific issues and challenges in the creation of sustainable communities; examine the roles of NGOs in global



Participants at the Eco-products Exhibition 2007 in Tokyo

responsibility in the region; provide participants with opportunities to observe promotional and awareness activities of NGOs in Japan by attending the Eco-products Exhibition in Tokyo; and prepare an action plan for a network among NGOs in the regions for sustainable development. The workshop received technical support from the Japan Environmental Management Association for Industry and Nihon Keizai Shimbun, Inc. and was attended by 19 participants from 12 countries.

Program coverage: Critical environmental issues of the new millennium; Role of NGOs in environmental protection and sustainable development; Role of NGOs for sustainable consumption and production; Environmental policy and NGO activities in Japan; and Development of NGO action plan. A visit was made to the Eco-products Exhibition 2007, held at Tokyo's Big Sight exhibition space.

Integrated Community Development

Training of Trainers in Participatory Project Cycle Management

Planning for local community development is important not only for infrastructure development but also for social capital development in rural areas. However, the planning for such development efforts in communities is not an easy task, due mainly to the relatively weak capacity of public administration, complexity of villagers' interests, and lack of skills for effective collective planning. In particular, it is extremely difficult for outsiders like development field workers to be facilitators/catalysts instead of dominators. For training development field workers, who act as good facilitators/catalysts, it is necessary to promote community development planning initiated and implemented by community people themselves.

To equip the participants with the knowledge and techniques of the participatory project cycle management (PPCM) as a means of resource management and development planning so that they can become national PPCM trainers, the APO organized the course on Training of Trainers in Participatory Project Cycle Management, 24 February–2 March, in Tehran, I.R. Iran. The Ministry of Jihad-e-Agriculture in collaboration with the NIPC implemented the program. Twenty-nine participants from 14 member countries attended.



Learning the activities of one agricultural cooperative in Karaj

Program coverage: ICD framework; Community capacity building through strengthening planning skills of communities; Key steps of PPCM—six-D approach; Tools of PPCM; Institutionalizing the process of community capacity building/PPCM into national policy; Integrated community development in Iran: Challenges, achievements, and lessons; Experiences with strengthening community capacities in the area of development planning; and Successful implementation of PPCM in Fiji and lessons learned. Site visits were made to one women's microfinance project and one agricultural cooperative in Karaj, both involved in capacity building/facilitation of the rural communities.

Rural Community Development: Experience of the Republic of Korea Focusing on the *Saemaul Undong*

The *Saemaul Undong* of the ROK has been widely recognized as a model of successful rural community development initiated by the political will of the top leadership of the country to reduce the imbalance between urban and rural areas. The movement at the outset was mainly to escape from poverty and improve household living conditions. Then the movement aimed at entire villages and included the construction of roads and bridges, irrigation projects, livestock production, forestation, etc. in its spectrum of activities.

The underlying essence of the movement is to promote self-reliance and cooperative development efforts by villagers, guided by competent and highly motivated village leaders (called *Saemaul* leaders) with the strong support of the government through technical and financial assistance and training. All these were major success factors in the movement over the past three decades. A number of countries including the Philippines, Cambodia, Nepal, and Lao PDR, have imported

Saemaul Undong methodologies for poverty alleviation in their rural areas.

Encouraged by the success in replicating the movement in different settings, the APO organized a study mission for wider dissemination of the *Saemaul Undong* for community development among member countries. It was held in Seoul, 26–30 March, in collaboration with the Saemaul Undong Central Training Institute. Twenty participants from 13 member countries attended.

Program coverage: *Saemaul Undong* and community development; Community development based on the *Saemaul Undong*; Case studies of community development in Mongolia; and Principles of the *Saemaul Undong* and implementation methods. In addition, three workshop sessions were conducted on Development of *Saemaul* leaders and leadership and Establishment of rural community development plans and implementation strategies. Site visits were made to the Wonju Agricultural Technology Center, Kangwon-do prefecture; Rural Development Administration; and the village of Maewha, a *Saemaul Undong* demonstration site.

Community-based Rural Tourism

Rural areas are increasingly becoming popular destinations for tourists. This trend provides good opportunities for rural communities to develop products and services and generate employment opportunities and income for the rural population. Many rural communities have indigenous or unique food items, handicrafts, community heirlooms, unique cultural practices, and natural landscapes that are potential tourist draws. However, to make these attractive to visitors, some need to be enhanced and combined with other elements to constitute a rural tourism package. To develop viable tourism packages, the whole community should be involved and the benefits should be well distributed among all stakeholders to ensure sustained participation and cooperation. This is the essence of community-based rural tourism which can be promoted as a strategy for increasing economic opportunities and rural community productivity in many member countries.

To enhance appreciation of the concept of community-based rural tourism as a strategy for enhancing and/or creating economic opportunities in rural areas and to promote the development of community-based rural tourism-oriented enter-

prises in member countries as a way of increasing productivity and optimizing the use of available resources in rural areas, the APO organized the seminar on Community-based Rural Tourism, 4–8 June, in Malaysia, which was implemented by the NPC, Malaysia. Twenty-two participants from 13 countries attended this seminar.

Program coverage: Development of rural areas as prime tourist destinations: Trends, challenges, and opportunities for rural tourism development in the Asia-Pacific region; The role of stakeholders in developing and promoting sustainable rural tourism: Insights from Thailand's experience; Sustainable development and management of natural resource endowments in rural areas for recreational and adventure tourism; Development and management of home stays for rural tourism: Malaysian experience; The role of the Rural Development Ministry in developing rural tourism—home stay program of Malaysia; The Green Key: Ecolabels in tourism; Sustainable tourism and labeling systems: The visit model in the EU; and Marketing places and events: Essential requisites and strategies for marketing rural tourism packages. Participants visited the home stay program of Malaysia which is the key feature of the country's community-based rural tourism and the most successful home stay model in Asia.

Rural Life Improvement for Community Development: Application of Kaizen for Community Development

In many APO member countries, numerous efforts have been made to raise agricultural productivity through the dissemination of better technologies and increased inputs. The Green Revolution in the 1960s and 1970s is a successful example of those efforts. This approach, however, was not sufficient to raise the living standards of the poor in rural areas, who are disadvantaged in terms of assets, education, and other productivity resources. To address this problem, some APO member countries have developed unique programs to raise the quality of life in rural villages. The Rural Life Improvement Program (RLIP) of Japan launched after the Second World War was a typical example. It has contributed to creating healthy rural communities and empowering rural people to respond to the changing economic environment. The RLIP has many features in common with the productivity movement in the industrial sector, such as the use of kaizen and 5S. They do not directly affect production processes but contribute greatly to in-

creased productivity by improving people's attitudes and ways of thinking. Similar results have been achieved in the *Saemaul Undong* movement in the ROK and worldwide 4H Clubs.

The APO organized a training course on Rural Life Improvement for Community Development: Application of Kaizen for Community Development that was implemented by the NPCC in Phnom Penh, 14–21 August. The objectives were to equip participants with knowledge of kaizen and different approaches and models for rural development, identify key factors for successful RLIPs, and develop strategies and implementation plans for such programs for each participating country. Twenty participants from 11 member countries and four APO resource persons attended.

Program coverage: Women empowerment (with its multiplier and catalytic effect in catalyzing rural livelihood); Education and capacity building; Sanitation and health; Availability of microcredit as an essential ingredient to self-help activities; Promotion of income generation activities; Strengthening rural infrastructure; Modern methods of farming and agriculture; Enabling government policies and strategies; and Disaster management approaches to protect the development accomplished. Site visits were made to Eurotech Co., Ltd.; and Ta Kao Training Center, which illustrated the usefulness of the concepts and practices of kaizen in industry and also how these can be translated into action in rural development and village community development.

Trainers in Participatory Village Development Planning

Planning is an essential element of any development activity. Planning for local community development, in particular, is important not only in infrastructure development but also in social capital formation in local communities in rural areas. For development plans to be effective, and for development interventions to be successful and sustainable, the various stakeholders must be involved in a participatory planning process. However, owing to differing interests of stakeholders in rural communities due to disparities in education



Participants and resource speakers at the training course on Participatory Village Development Planning

and economic, social, and political interests, the job of facilitators in participatory planning exercises is rendered difficult in harmonizing the varied interests. Poor knowledge and skills of development facilitators in participatory tools and techniques often lead to poor mobilization and participation of the various stakeholders in rural communities.

Recognizing the importance of building capacities of facilitators and local communities in development planning, the APO organized a training course for trainers in Participatory Village Development Planning, 26 November–3 December, in Nepal. The training course was attended 23 participants from 10 countries. The project was implemented by the NPEDC.

Program coverage: Concepts and approaches to development planning and capacity development; 6-D approach in participatory planning; Perspectives of rural community development in Nepal; Development planning process in Nepal; and The 14 steps in community development as adopted in Nepal. Site visits were made to the village association of Bageshwari in Baktapur district.

Integrated Community Development for the Mekong Region: Regional Development through Rural Industrialization and Networking among Stakeholders

The APO has been implementing its Integrated Community Development (ICD) Program since 1996 with financial support from the Japanese government. Based on the experience of the ICD Program, ICD for the Mekong region was initiated in 2005 as the first rural community development effort there. In 2005 and 2006, the program focused



Improved chrysanthemum breeds in bloom at the Fukuoka Agricultural Research Center

on the promotion of the One Village, One Product (OVOP) movement in Cambodia, Lao PDR, Myanmar, and Vietnam. In the third year of the program, the APO organized a workshop on ICD for the Mekong Region: Regional Development through Rural Industrialization and Networking among Stakeholders to provide local leaders in Mekong countries with broader views on how to revitalize economies in an age of globalization, in addition to the OVOP movement initiative. Because Fukuoka prefecture, Japan, is one of the most active areas in developing and applying various regional development models linking agriculture, industry, and consumers and networking among development players including industry, academia, and the public sector under a cluster approach, the workshop was held there, 11–14 December, in collaboration with the Kyushu University Asia Center and Fukuoka prefectural government. Twenty participants from the four Mekong region member countries attended.

Program coverage: Balanced regional development through promoting the partnership between agriculture and industry sectors; Stimulating the development of Fukuoka prefecture; Toward highly competitive agriculture in Fukuoka prefecture in the 21st century; Regional industry revitalization through industry–academia–government collaboration—Fukuoka BioValley Project; and Roles of universities in industry–academia–government collaboration for vigorous regional development. Site visits were made to Kitakyushu Eco-Town Center; Kitakyushu Innovation Gallery and Studio, of the Kitakyushu Industrial Technology Aggregation and Preservation Center; Fukuoka Agricultural Research Center; Kurume Research

Park, of the Fukuoka BioValley Project; and Biotechnology and Food Research Institute, Fukuoka Industrial Technology Center.

Promotion of Community Productivity: One Village, One Product Movement

Various approaches to productivity improvement at rural community level have been pursued by various countries. Some of these approaches were successful while others were not. Japan developed the One Village, One Product (OVOP) movement in Oita prefecture as an innovative program

to promote the development of regional and local economies in the late 1970s. The program was so successful that it became a model for local community development in Japan, and other countries followed similar schemes. The One Tambon, One Product (OTOP) movement in Thailand is among the most successful initiatives following the OVOP model. Recognizing the potential of the OVOP and OTOP models for improving productivity and the rural economy of member countries, the APO has been actively promoting this model through workshops, seminars, and study missions over the last three years.

To assess the extent of adoption of the OVOP/OTOP models in member countries and to develop strategies for wider dissemination and more sustainable adoption of the models in other member countries, a workshop on the Promotion of Community Productivity through the One Village, One Product Movement was organized in Bangkok, 17–21 December. Twenty-eight participants from 13 countries attended.

Program coverage: Selected models of rural and community development and productivity improvement programs; Comparative study of OVOP in Japan and OTOP in Thailand: Salient features and key elements of success; Credit and financing programs for OTOP; Promotion and marketing of OTOP products in domestic and international markets; Institutional arrangements for OTOP in Thailand and the role of GOs, NGOs, LGUs, and other stakeholders; and Preparation of action plans, monitoring, and evaluation of rural development programs. Site visits were made to OTOP villages in Angthon province and OTOP City in Bangkok.

Development of NPOs

Member Country Support Program

The Member Country Support Program (MCSP) is a two-year project to support individual NPOs in strengthening the productivity movement through capacity development. The MCSP is implemented with the JPC-SED and supported by the Government of Japan. The 2007 MCSP was continuously undertaken in Cambodia and Lao PDR and extended from April 2006 to March 2008. After preparatory and programming work in 2006, four expert missions to Cambodia and five to Lao PDR were dispatched to organize training courses and review the progress in each in 2007. The training capacity development of NPOs in the productivity movement was identified as the core content in both. The APO and JPC-SED helped the NPOs to develop two training courses: Trainers' Training on Productivity Awareness and Understanding and Trainers' Training on Production Management and Quality Control. The APO and JPC-SED provided on-the-job-training to NPO staff in management consultancy for SMEs through regular expert dispatches. Training textbooks and manuals were also prepared and translated into local languages.

DON Research Fund

With effect from January 2007, the APO decided to create a special fund to support its research activities. This will strengthen the APO Research and Planning functions within the Secretariat which will focus on three strategic areas: think tank and regional advisory role of the APO; strengthening of NPOs, in particular, DON Strategy; and planning of APO projects. The fund will be used not only to mobilize the expertise available within the region but also seek to gather information and resources available globally. This will enable the APO to facilitate the transfer of the latest trends and developments in productivity know-how and technology to enhance the competitiveness of member countries.

In addition to the usual research study meetings and surveys, the Secretariat will conduct its own fact-finding missions to advanced countries to investigate the latest ideas and know-how on productivity. It is expected that the knowledge gained will help to sharpen the process of APO program planning of projects, provide useful inputs for DON Strategy, and allow the APO to be effective in its think tank and advisory roles.

Under the newly allocated Research Fund, the APO Secretariat will also convene strategic roundtable conferences and expert meetings to identify strategic roadmaps and plans for new productivity initiatives addressing the needs of advanced member countries primarily which could ultimately be customized for all other member countries.

Under the Research Fund, the APO dispatched three fact-finding missions in 2007, focusing on knowledge management, innovation, and competitiveness. The first two-member mission visited OECD headquarters in France, met Managing Director of Teleos Dr. Rory Chase in the UK, and visited the Svensk Industriforening (Swedish Industrial Association) in Stockholm. The second mission, comprising five members, attended the annual conference on KM organized by the American Productivity and Quality Center (APQC) in Houston, Texas. Following the APQC Conference, that mission went on to the UK for discussions with the Teleos Managing Director and to observe the two Most Admired Knowledge Enterprise award winners of 2006, Ernest & Young and IBM, London. The third five-member mission visited France to attend the OECD Forum 2007 on Innovation, Growth, and Equity and then met representatives of the Global Competitiveness Network of the World Economic Forum and IMD in Switzerland. Additionally, the APO also established two expert roundtable meeting series on the topics of innovation and KM, respectively. Both expert roundtable meeting series were follow-up programs to the fact-finding missions.

Designing Competence-based Training Programs

Eighteen participants from 13 APO member countries attended the APO Workshop on Enhancing NPOs' Core Competence: Designing Competence-based Training Programs, 3–6 April 2007, in Kathmandu, Nepal, hosted by the NPEDC. The workshop was a postponed project from 2006 aimed at strengthening NPOs' capacity in conducting productivity training programs by introducing a competence-based approach to training design. Since training is one of the key roles of NPOs, the workshop focused on this core competency to enhance their effectiveness and introduced a competence-based approach to training design and methodology. Previous NPO workshops focused on the promotion of productivity and consultancy capacity development.



Designing a competence-based training program

Program coverage: Competency-based training methodology and the Australian experiences in implementing competence-based training; Indonesian experience and applicability to NPOs; Competence-based training applications and experiences in the Philippines; Competence-based training and APO-wide certification scheme on productivity: Prospects and challenges; and Productivity system standard and certification. Participants visited the Khajurico Company in Kathmandu on a field visit.

DON Strategy

With effect from January 2007, the DON Program is being undertaken at two levels, DON Strategy and DON Implementation. DON Strategy involves capturing the new and emerging topics, issues, and challenges and proactively planning to meet the needs of APO member countries. It aims to align APO services and facilities with individual member countries' needs and directions based on a thorough understanding of long-term member country development strategies and needs. Projects undertaken, often referred to as "upstream projects," include focused surveys, meetings, roundtable conferences, study missions, workshops, and deputation of experts and Secretariat staff to member countries and outside the region. DON Strategy is administered by the Research and Planning Department.

DON Implementation, on the other hand, includes "downstream projects" like training courses, seminars, workshops on productivity specialists, demonstration projects, observational study missions, TES, BCBN, etc. that are derived from the upstream projects or DON Strategy. DON Implementation will complement and implement DON

Strategy, and effort is made to ensure maximum effectiveness in project delivery and resource utilization. DON Implementation is administered by the Industry Department. The outputs from DON Strategy guide DON Implementation. In 2007, a comprehensive survey to identify NPO and member country needs was initiated, based on which roadmaps for the development of NPOs evolved.

Knowledge Management Consultancy

The APO has conducted a series of workshops aimed at upgrading the core competencies of NPOs, focusing especially on consultancy, training, and productivity promotion, the key areas of engagement of NPOs. By upgrading and strengthening their core competencies in these areas, it is expected that NPOs will gain a competitive advantage vis-à-vis similar institutions in the country, thereby gaining further recognition of their mission to promote nationwide productivity movements.

Enhancing NPOs' Core Competence: Workshop on Knowledge Management (KM) Consultancy, held in Malaysia, 3–6 September, in collaboration with the NPC, Malaysia, was intended to examine strategies and practical way to strengthen NPOs' consultancy capability in KM, which the APO has been actively promoting. Seventeen participants from 10 member countries attended.



Developing research methodologies at Fiji coordination meeting

Program coverage: Overview of the overall consultancy services offered by NPOs; KM and organizational effectiveness; Implementing the practice of KM; Competencies and success factors in KM consultancy; Issues and challenges in conducting KM consultancy; and four workshop sessions on Marketing and project development, R&D of KM products, Implementation of KM initiatives, and Measurement of impacts or benefits. Site visits were made to Sunway Shared Services, a consulting firm preparing for KM consulting services; and JT Frank Academy, which has been in KM training and consulting for the last 12 years.

Curriculum Development for PETALS

The workshop on Curriculum Development for Productivity Education, Training, and Accredited Learning Systems (PETALS) was held in Indonesia, 3–6 September. Fifteen participants from nine member countries attended the workshop. They reexamined the outputs from the previous PETALS project held in Fiji in 2006 and agreed on a framework for PETALS. The workshop discussed the formulation of an action plan to be implemented for taking this project forward. It was felt that after discussing various key issues such as core competencies, framework, key focus areas, modules, and other details in the previous three workshops, and with the presentations and discussions during this workshop, the PETALS project had reached the takeoff stage.

After reviewing the various terminologies assigned to productivity practitioners at different levels, participants agreed that “productivity specialist” had different connotations to different people, and that it may be a misnomer to refer to new recruits in NPOs as “specialists” after the two-week basic course. Thus it was suggested that the current APO course for the Development of Productivity Specialists (both Basic and Advanced Programs) needed to be renamed because the basic program was too simple to produce “specialists.” The workshop suggested that the APO rationalize the titles and in future rename the basic course the “Basic Course on Productivity,” which was to be followed by the “Advanced Course on Productivity.” The workshop also suggested the creation of another course in the future titled “Development of Productivity Consultants” which would give more detailed treatment of a specific topic and focus on only one subject like the balanced scorecard, productivity measurement, knowledge management, Six Sigma, etc. to provide actual consul-

tancy training to trainers and consultants in NPOs and other institutions. Participants and resource persons made suggestions and listed actions to be taken both in the short and long terms under the broad headings of technical content, administrative arrangements, and marketing strategy to move the project forward.

Program coverage: The competence-based framework; Reconfirming competence-based training under PETALS; PETALS modules for development of productivity specialist course; Group work on PETALS modules for the development of productivity specialists; Design of the *PETALS Manual on the Development of Productivity Specialists Course*; Group work on design of the *PETALS Manual*, Strategy for promoting competence-based training for the Development of Productivity Specialists course by NPOs; and Future agenda: Time frame for completing the *PETALS Manual*.

Development of Productivity Specialists: Basic Program

In the era of globalization, market-oriented economies, and increasing need for organizations to be competitive, it is urgent to improve productivity and quality. Increased competitiveness is the only way to benefit from globalization. The biggest challenge ahead is to improve competitiveness, achieve higher economies of scale, and reduce the time in which an idea is converted into action. NPOs should be strengthened so that they can lead national productivity drives, which necessitates the development of productivity specialists within NPOs. The APO formulated a training course on Development of Productivity Specialists: Basic Program to develop a pool of productivity specialists who can become facilitators for training others. The course was offered for the twelfth time in 2007, 10–28 September, for two weeks in Manila and one week in Tagaytay in association with the DAP. It was attended by 25 participants from 14 member countries.

Program coverage: Business organizations and productivity; Approaches and tools for productivity; Developing competencies in productivity and quality consulting; Productivity and quality training; and Productivity and quality promotion activities. The participants had the opportunity to practice methods for improving productivity practices in the local government units of Carmona and Indang.

Development of Productivity Specialists: Advanced Program

The Development of Productivity Specialists (DPS): Advanced Course was launched in 1998 to meet the needs of NPO staff in the changing context of productivity and increasingly complex roles of productivity professionals. The advanced program was implemented by the NPC, India, from 1998 to 2000 before the change of venue to Malaysia after 2002, implemented by the NPC, Malaysia. The advanced course is a two-week project designed as a follow-up to the basic course currently conducted by the DAP. The objectives are to conduct in-depth diagnosis and develop strategies for organizational excellence, implement productivity improvement programs integrated with business strategies, deliver advanced productivity training and consulting services, and integrate productivity in national development plans. The advanced course, unlike the basic one, allows non-NPO participants to attend. To date, the DPS advanced course has more 186 graduates. This year, the DPS: Advanced Course was conducted 12–23 November in Kuala Lumpur. Twenty-five participants from 15 member countries attended. Fifteen resource persons, 13 local experts, and two international experts were deputed by the APO.

Program coverage (in five modules): Business organization and productivity; Productivity measurement and assessment; Strategy and productivity initiatives; Tools and approaches; and Promoting productivity experiences. Site visits were made to the NPC, Malaysia, headquarters, Subang Jaya Medical Center, Putrajaya Building, and Denso Plant.



Productivity improvement strategies under discussion

INTERFACE SECTOR

Green Productivity

Name of Project	On-demand e-Learning Courses on Green Productivity	<ul style="list-style-type: none"> ● Venue Distance Learning ● Duration Year-long 	<ul style="list-style-type: none"> ● Participants – ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Prasad Modak	Head, Mumbai Office	Environmental Management Centre, India
Dr. A.K. Saxena	Vice President	Ramky Environ Engineers Ltd., India

Name of Project	Practicum Workshop on Green Productivity	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 26 February–23 March 	<ul style="list-style-type: none"> ● Participants 22 ● External Experts 3 ● Local Experts 14
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Resource Person	Designation	Organization
Dr. Suporn Koottatep	Environmental Consultant	Norway
Mr. Kiyoshi Komatsu	Manager, Advisory Unit	Natsource Japan Co., Ltd.
Dr. Lee Siew Eang	Associate Professor, Department of Building	National University of Singapore School of Design and Environment
Dr. Ahmad Jailani Muhamed Yunus	Senior Programme Coordinator	National Institute of Public Administration, Malaysia
Mr. Afzai Nizam Bin Sandiman	Programme Coordinator	National Institute of Public Administration, Malaysia
Ms. Aifaa Huda Binti Asha'ri	Programme Coordinator	National Institute of Public Administration, Malaysia
Mr. Lee Kiyau Loo	Secretary-General	Green Productivity Association, Malaysia
Mr. Paul Chan		Malaysia
Ms. Hiswani Harun	Director, Bilateral and Regional Relations	Ministry of International Trade and Industry, Malaysia
Mr. Augustine Koh	Secretary-General	Green Purchasing Net, Malaysia
Mr. Aroni Mat Isa	Manager	NPC, Malaysia
Mr. Marzuki Zainal Abidin	Consultant, Joint Venture Program	NPC, Malaysia
Mr. Kamaruzzaman Kassim	Senior Consultant, Convention, Seminar and Workshop Unit	NPC, Malaysia
Mr. Md. Zainuri bin Juri	Consultant, Joint Venture Program	NPC, Malaysia
Mr. Sivasena	Consultant	NPC, Malaysia
Mrs. Saliza Saari	Consultant, SMT Unit	NPC, Malaysia
Mr. Abd. Razak Omar	Consultant, BPA Unit	NPC, Malaysia

Name of Project	Workshop on Green Productivity and Energy Efficiency	<ul style="list-style-type: none"> ● Venue India ● Duration 12–16 March 	<ul style="list-style-type: none"> ● Participants 23 ● External Experts 1 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Dennis W.B. Wang	Director, Energy Conservation Center	Taiwan Green Productivity Foundation, ROC
Dr. Albrecht Kaupp	Director, Indo-German Energy Programme	Deutsche Gesellschaft Fur Technische Zusammenarbeit GmbH, Germany

Name of Project	Development of the Manual on Green Productivity and Greening Supply Chains	<ul style="list-style-type: none"> ● Venue – ● Duration 24 April–30 September 	<ul style="list-style-type: none"> ● Participants – ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Ning Yu	President	Environment & Development Foundation, ROC
Dr. Kun-Mo Lee	Professor	Ajou University, ROK

Green Productivity

Name of Project	Regional Policy Dialogue Workshop on Capacity Building for Creating an Ecocirculation Society through Biomass Utilization in the BIMP-EAGA Region	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 7–11 May 	<ul style="list-style-type: none"> ● Participants 14 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Prof. Khong Poh Wah	Associate Professor	Nanyang Technological University, Singapore
Mr. Yoshihiko Kaneda	Director of Planning Division	Technosoft Co., Ltd., Japan
Dr. Yoshiyuki Shinogi	Laboratory Head	National Agricultural Research Organization, Japan

Name of Project	Web-based Training Course on Energy Efficiency	<ul style="list-style-type: none"> ● Venue Japan ● Duration 8–17 May and 29 May–2 June 	<ul style="list-style-type: none"> ● Participants 45 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center, Japan
Mr. Arvind Kumar Asthana	Group Head & Director	NPC, India
Mr. N.A. Viswanathan, IAS	Director General	NPC, India

Name of Project	Seminar on Green Service in the Tourism Industry	<ul style="list-style-type: none"> ● Venue Fiji ● Duration 21–25 May 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Ms. Judy Karwacki	President	Small Planet Consulting Inc., Canada
Mr. Tzung-Cheng Huan	Professor, Graduate Institute of Leisure Industry Management	National Chia-yi University, ROC
Mr. V.S.S. Bhaskara Murty	Director (Environment), National Productivity Council	Ambedkar Institute of Productivity, India

Name of Project	Study Meeting on the Clean Development Mechanism	<ul style="list-style-type: none"> ● Venue ROC ● Duration 29 May–1 June 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Ayse Frey	Consultant	TUV SUD Industries Service GmbH, Carbon Management Service, Germany
Mr. Hiroshi Tokuda	Executive Officer-Planning, Unit Manager	Natsource Japan Co., Ltd.

Name of Project	Workshop on Outsourcing Energy and Environmental Management Services	<ul style="list-style-type: none"> ● Venue Vietnam ● Duration 3–6 July 	<ul style="list-style-type: none"> ● Participants 25 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Joachim Tibor Vida	Consultant	German Technical Cooperation, Sino-German Technical Cooperation Program, People's Republic of China
Mr. Prasad Modak	Head, Mumbai office	Environmental Management Centre, India
Dr. Dennis Wang	Director, Energy Conservation Center	Taiwan Green Productivity Foundation, ROC

Name of Project	e-Learning on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001) (Phase I)	<ul style="list-style-type: none"> ● Venue Fiji, Indonesia, Malaysia, Philippines & Thailand ● Duration 9–12 July 	<ul style="list-style-type: none"> ● Participants 137 ● External Experts 2 ● Local Experts 5
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Resource Person	Designation	Organization
Dr. Prasad Modak	Head, Mumbai Office	Environment Management Centre, India
Mr. Rahul Datar	Head, Mumbai SBU	Environmental Management Centre, India
Mr. Nilesh Roneel Kumar	Consultant	TPAF, Fiji
Mr. Saroli Halawa	Head of Sub Directorate, Management and Institution	Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, Indonesia
Mr. Marzuki Zainal Abidin	Consultant, Accreditation and Joint Venture Unit	NPC, Malaysia
Mr. Arnel Abanto	Managing Director, Center for Quality & Competitiveness	DAP, Philippines
Ms. Kunchuda Chieowanit	ISO Consultant	FTPI, Thailand

Name of Project	e-Learning on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001) (Phase II)	<ul style="list-style-type: none"> ● Venue Cambodia, Lao PDR & Vietnam ● Duration 30 July–2 August 	<ul style="list-style-type: none"> ● Participants 114 ● External Experts 2 ● Local Experts 3
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Resource Person	Designation	Organization
Dr. Prasad Modak	Head, Mumbai Office	Environment Management Centre, India
Mr. Rahul Datar	Head, Mumbai SBU	Environmental Management Centre, India
Mr. Chor Sophanna		NPCC, Cambodia
Mr. Bountheung Duangsavanh	Director, Policy Division	SMEPDO, Lao PDR
Mr. Pham Truong Son	Head, Office for Environment and Community Development	VPC, Vietnam

Name of Project	e-Learning on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001) (Phase III)	<ul style="list-style-type: none"> ● Venue Bangladesh, India, Iran, Mongolia, Nepal, Pakistan & Sri Lanka ● Duration 20–23 August 	<ul style="list-style-type: none"> ● Participants 101 ● External Experts 2 ● Local Experts 7
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Resource Person	Designation	Organization
Dr. Prasad Modak	Head, Mumbai Office	Environment Management Centre, India
Mr. Rahul Datar	Head, Mumbai SBU	Environmental Management Centre, India
Mr. A.M.M. Khairul Bashar	Management Specialist	Centre for Management Development, Bangladesh
Mr. O.P. Joshi	Head & Director	NPC, India
Mr. Ashkan Shahmir	Managing Director	Pars Business Improvement Consultants, I.R. Iran
Ms. Baatarkhuu Enkhzul	Expert	NPDC, Mongolia
Mr. Devendra Bahadur Pradhan		NPEDC, Nepal
Mr. Ishfaq Sheikh	Program Manager	NPO, Pakistan
Dr. Lalith Nimal Senaweera	Deputy Director General	Sri Lanka Standards Institution

Green Productivity

Name of Project	Seminar on the 3Rs (Reduce, Reuse, and Recycle)	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 23–27 July 	<ul style="list-style-type: none"> ● Participants 29 ● External Experts 2 ● Local Experts 8
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Resource Person	Designation	Organization
Dr. Suporn Koottatep	Environmental Consultant	Norway
Mr. Kousuke Ueda	President	TransScope Laboratory, Inc., Japan
Dr. Phonthep Phimolsathien	Director	Naresuan Institute for Community Empowerment, Thailand
Ms. Jintana Satjang	Director	Wangthong Welfare Center, Thailand
Mr. Chawarat Klaisorn	President	Borromtri21 Community, Thailand
Ms. Pornnapa Sutawong	Environmental Engineer, AEI R&D Unit	Naresuan University, Thailand
Prof. Det Wattanachaiyingcharoen	Manager, AEI R&D Unit	Naresuan University, Thailand
Dr. Somthai Wongcharoen	Managing Director	Wongpanit Garbage Recycle Separation Plant, Thailand
Mr. Bhoj Raj Khanal	Research Manager	Mekong Institute, Thailand
Dr. Ksemsan Suwannarat	Chairman of the Board of Directors	EEAT, Thailand

Name of Project	Workshop on Compliance with RoHS Regulations and Impact on International Exports	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 1–3 August 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 4 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Chris Agius	Secretary IECQ	Australia
Dr. Kun-Mo Lee	Professor, Department of Environmental Engineering	Ajou University, ROK
Mr. Angus M. Robinson	Chief Executive and Executive Director	Australian Electrical & Electronic Manufacturers' Association
Mr. Mitsuo Matsumoto	Consultant	Ministry of Economy, Trade and Industry, Japan
Dr. John Lau		Institute of Microelectronics, Singapore
Dr. Tom Chung		HK Applied Science and Technology Research Institute, Singapore

Name of Project	Study Meeting on Eco-innovation	<ul style="list-style-type: none"> ● Venue Sweden ● Duration 3–7 September 	<ul style="list-style-type: none"> ● Participants 13 ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Prof. Ryouichi Yamamoto	Professor, Institute of Industrial Science	University of Tokyo, Japan

Name of Project	Workshop on Eco-towns	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 23–27 October 	<ul style="list-style-type: none"> ● Participants 22 ● External Experts 3 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Ravinder N. Batta	Consultant	India
Dr. Tsuyoshi Fujita	Professor and Director, Center for Regional Industrial Symbolic Research	Toyo University, Japan
Ms. Marlyana Azyyati Marzukhi	Assitant Director, Planning Development Department	Municipal Council of Penang Island, Malaysia
Mr. Tjetje Soebrata	Head	City Development Planning Board of Bandung City, Indonesia

Name of Project	Study Meeting on Green Procurement and Green Supply Chains	● Venue ROC ● Duration 30 October – 2 November	● Participants 18 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Prof. Hideki Nakahara	Professor, Faculty of Environmental and Information Studies	Musashi Institute of Technology, Japan
Dr. Kun-Mo Lee	Professor, Department of Environmental Engineering	Ajou University, ROK
Mr. Rakesh Baweja	Assistant General Manager	Hero Honda Motors Limited, India

Name of Project	Seminar on Eco-labeling	● Venue Vietnam ● Duration 5–9 November	● Participants 24 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. June Manuel Alvarez	Licensed Forester	Philippines
Mr. Chin Yuan Chen	Manager	Environment and Development Foundation, ROC
Mr. M.J. Pervez	Director, Environment Group	NPC, India

Name of Project	Workshop on Eco-innovation	● Venue Singapore ● Duration 27–30 November	● Participants 15 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Robert Christopher Strange	Director	Resource Recovery Forum, UK
Dr. Joachim Luther	Professor Emeritus	Fraunhofer-Institut für Solare Energiesysteme, Germany
Dr. Habil Werner Bidlingmaier	Faculty of Civil Engineering	Bauhaus University Weimar, Germany

Name of Project	Workshop on Energy Conservation and Energy Efficiency	● Venue Japan ● Duration 4–14 December	● Participants 18 ● External Experts 1 ● Local Experts 8
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Resource Person	Designation	Organization
Mr. Rajiv Garg	Deputy Director	Energy Management Division, NPC, India
Mr. Akimichi Miki	Consultant	Japan
Mr. Kazuki Tanabe	International Training Department Manager	Energy Conservation Center of Japan
Mr. Jiro Konishi		Enetec Yokohama, Japan
Dr. Masahito Shimizu	Electric R&D	Chubu Electric Co. Meijyo Substation, Japan
Mr. Hideaki Katagiri	Technical Section	Cosmo Oil Yokkaichi Refinery, Japan
Mr. Hiromasa Kusatogu	Technical Section	Cosmo Oil Yokkaichi Refinery, Japan
Mr. Takamasa Kodera	Manager, General Affairs Department, Environment & Safety Group	Nihon Steel Nagoya Ironworks, Japan
Mr. Saburo Nakata	Executive Director	Japan Chemical Industry Association

Green Productivity

Name of Project	Workshop on Global Environmental Issues for NGOs in the Region		<ul style="list-style-type: none"> ● Venue Japan ● Duration 11–13 December 	<ul style="list-style-type: none"> ● Participants 19 ● External Experts 1 ● Local Experts 3
Resource Person	Designation	Organization		
Dr. Yueh Kwong Leong	Chief Executive Director	SERI, Malaysia		
Prof. Ryoichi Yamamoto	Professor	University of Tokyo, Institute of Industrial Science, Japan		
Mr. Saburo Kato	President	University of Tokyo, Institute of Industrial Science, Japan		
Prof. Hideki Nakahara	Professor, Faculty of Environmental & Information Studies	Musashi Institute of Technology, Japan		

Integrated Community Development

Name of Project	Training of Trainers in Participatory Project Cycle Management	<ul style="list-style-type: none"> ● Venue Iran ● Duration 24 February–2 March 	<ul style="list-style-type: none"> ● Participants 29 ● External Experts 3 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Mohan Dhamotharan	Consultant	Germany
Dr. Ulrich Gaertner	Managing Director	Management Institute, Switzerland
Dr. Savenaca Kaunisela	Commissioner Western Division	Ministry of Fijian Affairs and Provincial Development
Dr. Gholamali Najafi	Deputy Minister of Extension and Farming System	Ministry of Jihad and Agriculture, I.R. Iran
Dr. Peyman Falsafi	Deputy Minister of Extension and Farming System	Ministry of Jihad and Agriculture, I.R. Iran

Name of Project	Multicountry Observational Study Mission on Rural Community Development: Experience of the Republic of Korea Focusing on the Saemaul Undong (New Community Movement)	<ul style="list-style-type: none"> ● Venue Republic of Korea ● Duration 26–30 March 	<ul style="list-style-type: none"> ● Participants 20 ● External Experts 0 ● Local Experts 4
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Resource Person	Designation	Organization
Prof. Lee Jil Hyun	Former Professor	Seoul National University, ROK
Prof. Kim Nam Sun	Professor	Daegu University, ROK
Prof. Kim Hae Kyung	Secretary General	Global Civic Sharing, ROK
Mr. Jeong Gap Jin	Vice President	Saemaul Undong Central Training Institute, ROK

Name of Project	Seminar on Community-based Rural Tourism	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 4–8 June 	<ul style="list-style-type: none"> ● Participants 22 ● External Experts 4 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Mina T. Gabor	President	Philippine Small and Medium Business Development Foundation
Mr. Enver Loke	Project Leader	CONTOUR Projects b.v., The Netherlands
Mr. Rajendra Narsingh Suwal	Vice President	KGH Group of Hotels, Resorts and Travels, Nepal
Dr. Therdchai Choibamroong	Area-Based Tourism Research Manager, Area-Based Research Center	Thailand Research Fund
Mr. Tuan Hj. Sahariman Bin Hamdan	President	Home Stay Malaysia
Mr. Kamaruzaman Umar	Chief Assistant Secretary, Rural Economy Division	Ministry of Rural Development, Malaysia

Name of Project	Training Course on Rural Life Improvement for Community Development: Application of Kaizen for Community Development	<ul style="list-style-type: none"> ● Venue Cambodia ● Duration 14–21 August 	<ul style="list-style-type: none"> ● Participants 20 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Rashmi Singh	Senior Scientist	Indian Agricultural Research Institute
Mr. Shaik Abdul Khader	Principal Consultant	SAK Consultants & Associates, India
Dr. Masami Mizuno	Professor, College of Bioresources Sciences	Nihon University, Japan
Dr. Jil Hyun Lee	Professor emeritus of SNU and Dean, Kyongki Senior Leaders' Academy	Kyongki Senior Association, ROK

Integrated Community Development

Name of Project	Training Course for Trainers in Participatory Village Development Planning	<ul style="list-style-type: none"> ● Venue Nepal ● Duration 26 November – 3 December 	<ul style="list-style-type: none"> ● Participants 23 ● External Experts 2 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Mohan Dhamotharan	Consultant	Germany
Mr. Savenaca Kaunisela	Commissioner Western Division, Department of Provincial Development	Ministry of Fijian Affairs, Lands and Provincial Development
Dr. Sharad Sharma	Professor, Department of Economics and Coordinator, MPhil Program	Tribhuvan University, Nepal
Dr. Ram Deo Singh	General Manager	NPEDC, Nepal

Name of Project	Workshop on Integrated Community Development for the Mekong Region: Regional Development through Rural Industrialization and Networking among Stakeholders	<ul style="list-style-type: none"> ● Venue Japan ● Duration 11 – 14 December 	<ul style="list-style-type: none"> ● Participants 20 ● External Experts 3 ● Local Experts 4
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Resource Person	Designation	Organization
Mr. Kunio Tsubota	Professor	Kyushu University Asia Center, Japan
Dr. Katsuya Fukami	Professor, Intellectual Property Management Center	Kyushu University, Japan
Dr. Hiroshi Gushima	Producer of Bioindustry Promotion, Fukuoka Prefectural Bio Industry Center Promotion Conference	Fukuoka Prefectural Government, Japan
Mr. Hiroyuki Tao	Deputy Director General, Policy and Planning Department	Fukuoka Prefectural Government, Japan
Mr. Toshihiko Nagai	Deputy Director General, Department of Agriculture	Fukuoka Prefectural Government, Japan
Dr. Yoshifumi Ikeda	Science & Technology Coordinator	Kurume City Area Promotion Program of Ministry of Education, Culture, Sports, Science & Technology, Japan
Mr. Keiichi Hagi	Project Director	Kurume City Area Program of Ministry of Education, Culture, Sports, Science & Technology, Japan

Name of Project	Workshop on the Promotion of Community Productivity: One Village, One Product Movement	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 17–21 December 	<ul style="list-style-type: none"> ● Participants 28 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Ms. Rika Fujioka	Technical Officer in Poverty Reduction and Employment	ILO Regional Office for Asia and the Pacific, Thailand
Dr. Sharad K. Sharma	Professor, Department of Economics	Tribhuvan University, Nepal
Ms. Doreen Carla E. Erfe	Senior Microfinance Specialist and Public Information Expert	Microfinance Development Program - Technical Assistance, Philippines

Development of NPOs

Name of Project	Workshop on Enhancing NPOs' Core Competence: Designing Competence-based Training Programs	<ul style="list-style-type: none"> ● Venue Nepal ● Duration 3–6 April 	<ul style="list-style-type: none"> ● Participants 18 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. M. Moedjiman	Chairman	Indonesian Professional Certification Authority
Ms. Susan Young	Director, Education Services and Programs, Department of Further Education, Employment, Science and Technology	Government of South Australia
Mr. Ajit Singh Balhotra	Deputy Director General	NPC, India
Dr. Segundo Joaquin E. Romero, Jr.	Senior Fellow and Technical Consultant	DAP, Graduate School of Public and Development Management, Philippines

Name of Project	DON Strategy: NPO Need Assessment Survey (Cluster A: First Meeting)	<ul style="list-style-type: none"> ● Venue Cambodia ● Duration 26–27 April 	<ul style="list-style-type: none"> ● Participants – ● External Experts 9 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. S.A. Khader	Principal Consultant	SAK Consultants & Associates, India
Mr. Mah Lok	Principal Consultant	Railer Management Services, Malaysia
Dr. Md. Nazrul Islam	Director	NPO, Bangladesh
Mr. Hidayat	Senior Research Consultant	Lembaga Produktivitas Nasional, Indonesia
Dr. Mahmood Ghanizadeh	Director, International Affairs	NIPC, I.R. Iran
Mr. Berlinh Phetchantharat	Deputy Director General	SMEPDO, Lao PDR
Mr. Ranajeet Amatya	Expert	Nepal
Mr. Saroli Halawa	Senior Consultant	Directorate of Productivity, Gedung Departemen Tenaga Kerja dan Transmigrasi, Indonesia
Mr. Upali Marasinghe	Director	NPS, Sri Lanka
Mr. Yea Bunna	Director	NPCC, Cambodia

Name of Project	DON Strategy: NPO Need Assessment Survey (Cluster B: First Meeting)	<ul style="list-style-type: none"> ● Venue Fiji ● Duration 8–9 August 	<ul style="list-style-type: none"> ● Participants – ● External Experts 8 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Jisoo Yu	Professor, College of Economics and Business Administration	Kookmin University, ROK
Mr. Choo Tuck Low	Principal Consultant	Eunison Network Pte. Ltd., Singapore
Mr. Jone Usamate	Director General	TPAF, Fiji
Dr. Huu Thien Nguyen	Special Advisor	Vietnam
Mr. Mustapha Bin Sufaat	Director of Productivity and Quality Promotion Division	NPC, Malaysia
Mr. Tariq Bajwa	Chief	NPO, Pakistan
Dr. Ketmanee Ausadamongkol	Senior Research Fellow	Knowledge Network Institute of Thailand
Mr. N.A. Viswanathan	Director General	NPC, India

Development of NPOs

Name of Project	DON Strategy: NPO Need Assessment Survey: 2nd Coordination Meeting (Cluster A: Second Meeting)	<ul style="list-style-type: none"> ● Venue Bangladesh ● Duration 12–15 November 	<ul style="list-style-type: none"> ● Participants – ● External Experts 9 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. S.A. Khader	Principal Consultant	SAK Consultants & Associates, India
Mr. Mah Lok	Principal Consultant	Railer Management Services, Malaysia
Mr. Hidayat	Senior Research Consultant	Lembaga Produktivitas Nasional, Indonesia
Dr. Mahmood Ghanizadeh	Director, International Affairs	NIPC, I.R. Iran
Mr. Berlinh Phetchantharat	Deputy Director General	Small and Medium Enterprise Promotion and Development Office, Lao PDR
Dr. Shurchuluu Pagvajav	Chairman & CEO	NPDC, Mongolia
Mr. Ranajeet Amatyia	Expert	Nepal
Mr. Sunil Wijesinha	Chairman	Dankotuwa Porcelain PLC, Sri Lanka
Mr. Chanthol Hay	Independent Researcher	Cambodia
Dr. Md. Nazrul Islam	Director	NPO, Bangladesh

Name of Project	DON Strategy: NPO Need Assessment Survey (Cluster B: Second Meeting)	<ul style="list-style-type: none"> ● Venue India ● Duration 17–20 December 	<ul style="list-style-type: none"> ● Participants – ● External Experts 8 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Viliame Waqalaivi	Manager, Productivity Promotion	TPAF, Fiji
Mr. N.A. Viswanathan	Former Director General	NPC, India
Mr. Mustapha Bin Sufaat	Director of Productivity and Quality Promotion Division	NPC, Malaysia
Mr. Tariq Bajwa	Chief	NPO, Pakistan
Dr. Ketmanee Ausadamongkol	Director, Research Division	FTPI, Thailand
Dr. Huu Thien Nguyen	Special Advisor	Vietnam
Dr. Jisoo Yu	Professor, College of Economics and Business Administration	Kookmin University, ROK
Mr. Choo Tuck Low	Principal Consultant	Eunison Network Pte. Ltd., Singapore

Name of Project	Enhancing NPOs' Core Competence: Workshop on Knowledge Management Consultancy	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 3–6 September 	<ul style="list-style-type: none"> ● Participants 17 ● External Experts 5 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Serafin Talisayon	Professor, Technology Management Center	University of the Philippines
Mr. Patrick Lambe	President	Information and Knowledge Management Society, Singapore
Mr. Ronald Young	CEO	Young International Group, UK
Ms. Elena Cruz	Assistant Vice-President and Managing Director, Center for Knowledge Management	DAP, Philippines
Mr. Alwin S.Sta. Rosa	Vice President	First Philippine Holdings Corporation
Dr. Frankei Ow		JT Frank Academy, Malaysia

Name of Project	Workshop on Curriculum Development for PETALS	● Venue Indonesia ● Duration 3–6 September	● Participants 15 ● External Experts 4 ● Local Experts 1
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Resource Person	Designation	Organization
Mr. Anand Kuver	General Manager	TPAF, Fiji
Mr. R.C. Monga	Principal Productivity and Management Consultant	India
Dr. Segundo J.E. Romero, Jr.	Consultant	Philippines
Ms. Margaret Cook	Manager, Business and International Development	Victoria University, Australia
Mr. Moedjiman		Indonesia

Name of Project	Training Course on Development of Productivity Specialists: Basic Program	● Venue Philippines ● Duration 10–28 September	● Participants 25 ● External Experts 1 ● Local Experts 10
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Resource Person	Designation	Organization
Mr. Keng Chuen Kelvin Chan	Director and Principal	Teian Consulting International Pte Ltd., Singapore
Mr. Carlos A. Sayco, Jr.	Managing Director	DAP, Philippines
Ms. Marilou M. Calzado	Productivity and Quality Consultant	Philippines
Ms. Nina Estudillo	Director, Institute of Productivity and Quality	DAP, Graduate School of Public and Development Management, Philippines
Mr. Nestor O. Raneses	Senior Director-Quality Asia	AMI Semiconductors Philippines, Inc.
Dr. Jose C. Gatchalian	Professorial Lecturer	University of the Philippines-SOLAIR
Ms. Elena Avedillo-Cruz	Managing Director, Center for Knowledge Management	DAP, Philippines
Ms. Ma. Theresa Agustin	Project Officer, Center for Quality and Competitiveness	DAP, Philippines
Ms. Ramonesa R. Ricardo	Organizational Development Consultant	Philippines
Mr. Jesus A.A. San Mateo	Regional Director	Johnson and Johnson (Philippines), Inc.
Ms. Teresita S. Brazil	Department Manager and Chief of Staff, Office of the General Manager	Philippines Charity Sweepstakes Office

Development of NPOs

Name of Project	Training Course on Development of Productivity Specialists: Advanced Program		<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 12–23 November 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 2 ● Local Experts 13
Resource Person	Designation	Organization		
Mr. Low Choo Tuck	Principal Consultant	Eunison Network Pte Ltd., Singapore		
Mr. Koh Kasuga	Productivity Consultant	Japan		
Mr. Rozano Saad	CEO	Huntsman Tioxide Berhad, Malaysia		
Mr. Goh Swee Seang	Deputy Director General 1	NPC, Malaysia		
Mr. Mohd Razali Hussain	Deputy Director General 2	NPC, Malaysia		
Mr. Kamaruddin Mohamad	Senior Manager	NPC, Malaysia		
Mr. Ab. Razak Omar	Director	NPC, Malaysia		
Ms. Rauzah Zainal Abidin	Manager	NPC, Malaysia		
Mr. Burhanuddin Saidin	Director	NPC, Malaysia		
Mr. Abd Rahim Yusof	Director	NPC, Malaysia		
Ms. Lee Saw Hoon	Director	NPC, Malaysia		
Mr. Hj. Abdullah Kassim	Manager	NPC, Malaysia		
Ms. Yow Sau Khong	Senior Manager	NPC, Malaysia		
Mr. Kabir Ahmad	Senior Manager	NPC, Malaysia		
Mr. Dzulkifli Sipon	Senior Manager	NPC, Malaysia		



Training course participants visiting a local farm, Indonesia

Agriculture, including fisheries, forestry, and related subsectors, plays an important role in socioeconomic development, contributing 10–30% of GDP and 20–60% of employment in many APO member countries. An uninterrupted supply of safe food is a main concern of any nation. Environmental degradation and animal diseases are emerging challenges that underline the importance of agricultural development.

Considering the global trends and emerging regional needs and using its accumulated knowledge and experience, the Agriculture Program of the APO focuses on two priority areas: agricultural marketing/processing; and sustainable agriculture. The Integrated Community Development (ICD) Program is also part of agriculture-related activities.

Agricultural Marketing/Processing

In the era of globalization, major challenges faced by the agriculture sector are increased competition

and changing consumer needs. Appropriate post-harvest handling and processing technologies are essential to reduce waste, ensure safe preservation, and add value. Efforts should be made to enhance production as well as to expand the market simultaneously to achieve optimum results. Therefore, the APO organizes various projects related to the processing and marketing of agricultural products.

Sustainable Development in Agriculture

Agriculture must be sustainable to meet the challenges of providing food for the growing human population and contributing to the national economy. Most APO member countries are seriously concerned about meeting their national food requirements and the need to pay attention to the conservation and careful utilization of natural resources to ensure sustainability. The agriculture sector should grow in harmony with industrial development, societal values, environmental pro-

tection, and sustainable resource utilization. The APO places priority on sustainable agriculture and organizes various projects to address related issues.

Agricultural Marketing/Processing

Managerial Efficiency of Small and Medium Agroenterprises

SMEs in agribusiness promote greater economic activities, increase rural employment opportunities, and serve as catalysts for expanding agricultural production. However, many SMEs are unable to scale up their operations, and their efficiency and productivity remain low due to various management problems ranging from financing and investment issues, poor quality of products, unstable production, and labor and staffing concerns to environmental and waste management issues. Modernization of operations requiring new investments in modern equipment and processing technologies is delayed or not pursued due to the limited capacity of management to undertake in-depth financial, investment, and cost-benefit analyses. Improvement in the managerial skills of officers and managers of SMEs could lead to higher productivity, profitability, and sustainability of business operations, which can further translate into the creation of more employment opportunities, especially in the countryside.

To enhance the knowledge and skills of managers and officers of agrofood-processing enterprises in the operation of their business and to provide learning tools for consultants and extension

officers to be used in their work related to the provision of training and technical advisory services to agribusiness SMEs in member countries, the APO in cooperation with the Colombo Plan Secretariat organized a training course on Improving Managerial Efficiency of Small and Medium Agroenterprises in Bangkok, 8–17 May, attended by 21 participants from 14 member countries. The FTPI implemented the course.

Program coverage: Basic concepts in the management of agribusiness; Production planning and management; Product quality and safety management; Investment and financial management; and Productivity and quality improvement tools and techniques.

Good Management Practices for Enhancing the Value Addition of Fishery Products

Value addition through postcatch processing, handling, and storage has immense potential for fishery development and economic growth and hence increasing incomes and generating off-farm employment in rural areas in developing countries. Associated economic benefits will, however, only be maximized with increased productivity at the fisher level. Improving linkages between production and postcatch processing and handling to foster economies of scale at the production and processing levels could offer opportunities for increasing productivity and competitiveness with value addition. Appropriate R&D geared toward improving managerial and operational efficiency along the entire seafood value chain will be needed.

To improve participants' knowledge of good management practices for value addition to fishery products and identify strategic approaches and action plans for adopting and improving on best management practices, the APO organized a seminar on Good Management Practices for Enhancing the Value Addition of Fishery Products, 14–18 May, in Karachi, Pakistan. The Pakistan Agricultural Research Council and NPO, Pakistan, implemented the program. Seventeen participants from nine member countries attended.



Quality and safety management in tuna processing



Preparing fish for packing at M/s Kanpa Sales International

Program coverage: Developing safe and reliable fisheries value chains: An overview; Innovative approaches and strategies for developing value-added fishery products; Simple and cost-effective technologies for adding value to fish and fishery products; ASEAN-SEAFDEC experience on value addition of fishery products; Successful examples of value addition to fish and fishery products by SMEs for the export market; Quality management by SMEs for better value addition and export of fishery products; and Productivity management tools and techniques for enhancing the performance of fishery SMEs. The participants visited the Food and Marine Resources Research Centre of PCSIR Labs Complex (a prestigious food and fishery research center in Pakistan); and M/s Kanpa Sales International, Fish Harbor, Karachi (an HACCP-certified private company specialized in processing and value addition of fish and fishery products).

Supply Chains in Agribusiness

Globalization and liberalization in the trade of agriculture and food products provide new opportunities as well as greater challenges to agribusiness in developing countries. However, to be able to benefit from potential opportunities created by the changes in the global market, agribusiness firms need to be prepared for stiffer competition not only from regional companies but more importantly from the multinational agribusiness and retail giants that are now strategically linked with various partners in their supply chains. Thus, competition is no longer between firms but between

supply chains. This trend has serious implications for agribusiness SMEs and small farm producers in APO member countries which are not linked to these supply chains. For domestic agribusiness firms to survive in the face of stiffer competition, they must develop and manage their own supply chains or be linked in the chains of global players.

The APO initiated this research project on Supply Chains in Agribusiness to: review existing agribusiness supply chain models in member countries and identify major issues, challenges, and opportunities they face in light of globalization and trade liberalization; formulate appropriate strategies to enhance the competitiveness of existing agribusiness supply chains in member countries; and identify strategic interventions for the APO Secretariat to support member countries' efforts in developing and/or strengthening their agribusiness supply chains.

The project consists of two phases: Phase I (Working Party Meeting of Experts in 2007) and Phase II (research/survey in member countries to be completed within 2008). To review and finalize the research framework, methodology, and time frame for completion of the project, the Working Party Meeting of National Experts was held in Tokyo, 5–7 June. The APO Secretariat hosted the meeting attended by 10 national experts representing Bangladesh, Fiji, India, Indonesia, I.R. Iran, the Philippines, Sri Lanka, Thailand, and Vietnam.

Program coverage: Key concepts in supply chains in agribusiness; Issues and challenges faced by agribusiness in member countries; and Review and finalization of research methodology and framework along with the survey questionnaire and modules to be used in undertaking the country case studies.



Opening ceremony in progress

ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point

Different food safety standards and management systems are practiced by various food organizations depending upon their convenience and destination of their food products. ISO22000 is the latest food safety management system. It is an internationally harmonized standard designed to allow all types of organization within the food chain to implement a food safety management system. The standard ensures that the food safety management system uses a “continual improvement” and “system approach.” Typical benefits for SMEs include reduced cost of sales, lower risk of liability, and improved overall performance. The challenge for food industry SMEs is to regard ISO22000 as a tool for improvement that will enable them to provide consistently safe food for customers and consumers.

To enhance participants’ knowledge of food safety standards and management systems and orient them on the features and requirements for ISO22000 accreditation, the APO organized a training course on ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point (HACCP), 9–13 July, in Seoul, Republic of Korea. It was attended by 24 individuals from 11 member countries.

Program coverage: Key concepts in food safety and food quality; Overview of the food safety management system; ISO22000 and its role in food safety management; Food safety hazards; Understanding ISO22000 requirements; Principles of HACCP/CCP; Prerequisite Program (PRP) requirements; Reference to Codex Alimentarius; ISO9001 QMS and ISO22000 food safety management system;

and Certification in ISO22000. Participants visited Sahmyook Food Ltd. in Cheonan (an ISO22000-certified SME producing numerous kinds of soy drinks, baby formula, etc.) and Ottogi Corporation’s Daepoong Plant. Ottogi produces hundreds of foodstuffs, is famous for instant noodles, curry, ketchup, mayonnaise, etc., and has won several high-profile awards for excellence.

Good Management Practices in Agro-based Rural SMEs

Agro-based SMEs are important in sustaining rural economies as they constitute a large portion of overall rural industries. In most cases, however, the productivity and hence the profitability of such SMEs remain low. The main impediments in enhancing SME productivity are low level of production technology as well as production planning and control skills and insufficient entrepreneurial skills relating to financial management, investment management, etc.

The seminar on Good Management Practices in Agro-based Rural SMEs was organized to address issues related to the application of IT in various functional areas of agro-based rural SMEs. It was implemented by the Ministry of Manpower and Transmigration, and the Ministry of Agriculture, Indonesia, 30 July–3 August, in Bali. The objective was to help enhance the managerial efficiency and competitiveness of SMEs by explaining how to establish good practices in various business management functional areas and how to integrate and streamline business through the application of IT, with special reference to agro-based rural SMEs. Twenty-four participants including six local and 18 overseas individuals were in attendance, along with two local and three APO resource persons from Japan, India, and Malaysia.



Factory tour at Sahmyook Food Ltd, an ISO2000-certified SME

Program coverage: IT application in agro-based rural SMEs; IT marketing strategies for agro-based rural SMEs; and Managerial diagnostic tools. Observational study visits were made to PT. Paradise Horticulture Plantation and Processing (vanilla processing) in Seminjak, Kuta; the meat-processing Aroma Factory; and Hatten Wine Factory and Store.

Food Safety Management System: ISO22000

International trade in food has expanded rapidly. Consumers are increasingly concerned about the safety of food. Food safety is the most critical issue in developing well-integrated, more reliable global food supply chains. To facilitate international trade in food, the standard was published for the certification of food safety management systems. ISO22000 is a generic, internationally recognized food safety management standard. However, overseeing modern food safety management systems is not an easy task. Lack of awareness and proper understanding of the requirements of modern food safety management systems is one of the most important impediments to compliance with standards such as ISO22000.

Recognizing the expanding training needs of member countries and the effectiveness of IT in reaching more stakeholders, the APO has been developing and exploring different IT-based platforms to implement its projects. One such platform is the Global Development Learning Network (GDLN) of the World Bank with GDLN centers in member countries. Based on past success, the APO and GDLN jointly held an e-learning course on ISO22000 in three phases using GDLN centers in member countries: phase 1, 6–9 August for Indonesia, I.R. Iran, Malaysia, Nepal, and Pakistan; phase 2, 25–28 September, for Cambodia, Fiji, Lao PDR, Thailand, and Vietnam; and phase 3, 1–4 October, for Bangladesh, India, Mongolia, the Philippines, and Sri Lanka. A total of 258 participants from 14 countries enrolled.

Program coverage: Introduction to modern food safety management systems; Understanding the ISO22000 standard, its certification requirements,



e-Learning course on ISO22000 in progress

and application; and Critical success factors in the food industry. To observe food safety management in action, participants visited relevant food facilities in each member country.

Biofuel Production and Utilization for Green Development

Demand for energy is growing fast, driven by the rapid industrialization of many developing countries in the Asia-Pacific region and elsewhere. Conventional energy sources may not meet such growing energy needs of the region in the long term. Thus, there is a need to look for alternative sources of energy such as biofuels, which are renewable in nature and many countries have the potential to produce them. Biofuels offer a unique opportunity simultaneously to enhance exports from developing countries, promote rural development, diversify sources of energy supply, meet Kyoto Protocol reduction targets, and promote real investment through the Clean Development Mechanism. Biofuels can be produced either directly from plants or indirectly from agricultural/animal, industrial, commercial, and domestic waste. If properly developed and utilized, biofuels can contribute immensely to sustainable green development.

However, the development of biofuels in the region is impeded by many constraints such as inconsistency in the supply of adequate volumes of raw materials, inefficient technologies for biofuel production, unorganized production-marketing-consumption chains, and poor R&D. Adequate policy strategies and a sound institutional framework coupled with strong private–public partnerships are needed for promoting biofuel use in the region. To acquaint participants with the present situation and trends in biofuel production and consumption and identify and analyze emerging issues and challenges in the production, marketing, and utilization of biofuel, the APO organized a study meeting on Biofuel Production and Utilization for Green Development, 21–25 August 2007, in Indonesia. The Directorate of Productivity, Ministry of Manpower and Transmigration, implemented the program. Nineteen participants from 10 member countries attended.

Program coverage: Development and utilization of biomass energy in Asia and Pacific; Optimal biomass use systems/technologies—Japan's experience; Enhancing the productivity of dedicated energy crops; Issues, challenges, and strategies



Discussing biofuel production at PT. Swar Group

in promoting biofuel use; Biodiesel technology: Environmental and economic implications; Strengthening supply chains of raw materials for biofuel production; and The Clean Development Mechanism and the biofuel industry. Participants visited the biofuel production plant of the PT. Swar Group in Jakarta. The group endeavors to excel in developing alternative sources of energy.

Cold Chain Management of Vegetables

Many countries in Asia today still have no comprehensive cold chain and logistics system for vegetables. Postharvest losses reach as high as 30–40% in those countries, largely due to spoilage and shrinkage. This may be attributed to the lack of knowledge of existing technologies, poor appreciation of the players in the supply chain of the economic benefits of the system, and the absence of an appropriate policy environment conducive to the development and wider adoption of the cold chain system in the vegetable industry.

To assess the opportunities and challenges in cold chain systems for vegetables, promote best practices and state-of-the-art technologies, and identify appropriate policy measures to encourage more investments in and facilitate wider application of cold chain systems in the vegetable industry, the APO organized the study meeting on Cold Chain Management of Vegetables, 21–24 August, in Singapore. The program was implemented by SPRING and the Agriculture and Veterinary Authority of Singapore. Twenty-six participants from nine member countries attended.

Program coverage: Challenges in cold chain management for vegetables; Development of cold chain management standards for vegetables; Inte-

grating cold chain management logistics with safety, security, and sustainability for a competitive edge in the export market; Cold chain systems in Japan; and Cold chain management of vegetables in Taiwan—factors and best practices for increased profits and sustainable operations. Site visits were made to Kok Fah Technology Farm, Sungei Tengah Agrotech Park, Pasir Panjang Wholesale Centre, NTUC Fresh Food Distribution Centre, and SATS Kitchen.

Successful Export Promotion by Food-manufacturing SMEs

Food-manufacturing SMEs in the Asia-Pacific region are under increasing pressure to enhance their own capacities to meet the challenges of globalization. These SMEs, specifically those in the export business, face tremendous challenges coming from competitors from within and outside the region and those arising from regulatory measures of importing countries. The changing consumer preferences due to improved income, changing lifestyles, and health consciousness also add to these challenges. To survive and remain competitive in such markets, SMEs need to find ways to create awareness and convince buyers and consumers in importing countries of the high quality of their products. This may be achieved through export promotion activities.

To support member countries in their export objectives, provide them with information on successful export promotion strategies and activities undertaken by food-manufacturing SMEs in different countries, and learn from other countries' experience, the APO organized the multicountry study mission on Successful Export Promotion by Food-manufacturing SMEs, 10–14 September, in the ROC. The project was implemented by the CPC, Council of Agriculture, Executive Yuan, and National Taiwan University. Twenty-two participants from 11 countries and nine local observers attended the study mission.

Program coverage: Trends and drivers in the Japanese food market; Exporting processed food products to Japan: Issues and challenges; Exporting to the USA: Market entry considerations and implications for food exporters from Asian

countries; Developing export promotion strategies focusing on the specialty and organic food markets in the USA; Food regulations in the EU and their implications for processed food exporters from Asia; Developing export promotion strategies for processed food products to penetrate the EU market; Approaches in export promotion of processed food products focusing on the Japanese market; Successful export promotion strategies: Case studies of SMEs in Taiwan; and From farm to export: Supply chain management in food-manufacturing SMEs in Taiwan.

Effective Traceability Systems for Processed and Internationally Traded Food Products

Traceability is an important element of agricultural and food trade. It gives manufacturers, retailers, regulators, and consumers fast access to information describing the complete history of a product. Manufacturers and retailers need to have immediate access to this information, whether for internal quality assurance or to reinforce brand values and assure product quality and safety to consumers. Traceability is also a way of improving customer confidence in the brand name and specific products.

To support the efforts of member countries to enhance the knowledge of managers and entrepreneurs in the food-processing sector on the concepts and current state-of-the-art tools and techniques in traceability systems, the APO organized the seminar on Effective Traceability Systems for Processed and Internationally Traded Food Products, 1–5 October, in the Philippines. Twenty-four participants from 15 countries attended.

Program coverage: Concept, principles, and application of traceability systems in the food industry; Promoting application of agro-food product traceability information systems: Key issues, challenges, and opportunities; Traceability rules and requirements in the EU and the USA for processed food products; Traceability and cold chain management systems for food products for the export market; Traceability of meat and meat products: Systems and techniques; Fresh produce traceability systems: Fruit and vegetables; and Traceability of fish and other marine products. Participants visited a mango-processing plant, an ice cream and fruit juice company, and a seafood-processing plant that demonstrated how traceability systems are being applied and benefiting those companies.

Agricultural Insurance Systems for Small Farmers

Natural calamities and subsequent havoc wreaked on agricultural production cause immense losses to farmers in most countries in the Asia-Pacific region. Farmers are not only deprived of their livelihood but are also saddled with the problem of settling their financial obligations for farm operations. In this situation, appropriate measures are needed to reduce losses or relieve farmers and to maintain their productive capacity. Agricultural insurance has been proven to be an effective mechanism for this purpose. Through agricultural insurance schemes, governments are also relieved from administering expensive disaster relief operations for the farming sector in times of calamities. Agricultural insurance schemes are thus essential for farm risk management and can contribute to stable production and farm income and increased farm investments leading to increased productivity, profitability, and competitiveness of farm enterprises as well as upstream and downstream enterprises.

To enhance the knowledge of selected officials and insurance practitioners in member countries on the principles, mechanisms, and management of agricultural insurance as a risk minimization scheme for small farmers, share experiences in the implementation and management of agricultural insurance schemes, and identify best practices and new approaches that can be disseminated,



Participants at Nestlé Ice Cream



Seminar participant exchanging views with villagers during site visit

nated and promoted in member countries, the APO organized the seminar on Agricultural Insurance Systems for Small Farmers, 24–30 October, in India. The program was implemented by the NPC, India, in cooperation with the Agriculture Insurance Company of India, Ltd., and the Ministry of Agriculture. Twenty participants from 11 countries attended.

Program coverage: Role of agricultural insurance in managing risks and in improving productivity on small farms; Principles and practices in the management of selected agricultural insurance models; Comparative analysis of performance of government-sponsored and private-sector agricultural insurance schemes; The role of index-based agricultural insurance in developing agricultural insurance for small-scale farmers; Crop insurance based on area yield: Experience of India; Managing production risks in agriculture in India; Agriculture Insurance Company of India: Its role in protecting farmers from financial losses due to natural calamities; The index-based livestock insurance program in Mongolia: Lessons learned and applications for other countries; and Application of remote-sensing technology in crop insurance.

Quality and Safety Standards for Fruit and Vegetables

Producers and traders of fruit and vegetables, especially those aiming for the export market, should be familiar with standards mandated by national statutes in terms of sanitary and phytosanitary measures, physical and chemical standards, system standards, and gen-

eral standards before exporting. Furthermore, they should meet additional requirements of importers and retailers in terms of compliance with certain voluntary standards. The compulsory standards are based on the Codex Alimentarius, while the voluntary ones are based on those developed by the International Standards Organization, British Retailers' Consortium, European Food Inspection Services, Euro-Retailer Produce Working Group-Good Agriculture Practices, and Japan Agricultural Standards, among others. Other countries are also in the process of developing their own national standards. Understanding these various standards is crucial in enabling parties in the supply chain to be responsive to demands of consumers and compliant with mandatory requirements in major importing countries.

To enhance understanding of the quality and safety standards for fruit and vegetables in major importing countries, identify issues and constraints faced by exporters from member countries in meeting such standards, and identify the best approaches to improving the quality and safety standards for fruit and vegetables in developing member countries, the APO organized a study meeting on Quality and Safety Standards for Fruit and Vegetables, 12–16 November, in the ROC. The project was implemented by the CPC, Council of Agriculture, Executive Yuan, and National Pingtung University of Science and Technology. Twenty-four participants from 10 countries attended.

Program coverage: Quality and safety standards for fruit and vegetables in the USA; Quality and safety standards for fruit and vegetables in France and in other EU markets; Traceability system for fruit and vegetables in Taiwan; Accreditation and certification of premium agricultural produce in Taiwan; Development of organic agriculture in Taiwan; Quality and safety standards for organic



Site visit at Han-Kuan Vegetables and Fruit Cooperative

fruit and vegetables: Issues and challenges in meeting the US market requirements; and Developing a framework for improving the safety and quality assurance of fresh fruit and vegetables. Site visits were made to the Taiwan Agricultural Chemicals and Toxic Substances Research Institute in Taichung which has state-of-the-art facilities for research and inspection; Han-Kuan Vegetable and Fruit Cooperative; and Kaoshu Fruit Production Unit #65 in Pingtung which demonstrated how regulatory food safety standards and voluntary standards are followed by SMEs.

ISO22000:2005 for Auditors/Lead Auditors

The number of food enterprises certified for modern food safety management systems such as ISO22000:2005 is increasing in the region. However, the implementation of modern food safety management systems is not an easy task. The verification and auditing of food safety management systems are even more difficult. The food safety management system auditor's task is a complex one, with audit activity taking into account many different levels of practices and procedures that support food safety, compliance with food safety legislation, and other requirements throughout the food chain. No matter which type of system is in place within an organization, there is a need to recognize that food safety priorities must form the focus of the audit process. For many this will mean a transition from inspection-focused practice which will require the development of new protocols for food safety management system audits, taking into consideration the auditing standard (ISO19011) outlining a staged audit process.

To enable participants to acquire the knowledge and skills to interpret and audit according to the ISO22000:2005 food safety management system and satisfy the requirements for registration as a food safety management system auditor, the



Group discussion in progress

APO organized an IRCA-certified Training Course on the Food Safety Management System (ISO22000:2005) for Auditors/Lead Auditors, 4–10 December, in Malaysia. The NPC, Malaysia, implemented the program, and the training provider was i-VAC Certification Ltd., Hong Kong. Twenty-one participants from 13 countries successfully passed this IRCA-accredited course to become certified auditors.

Program coverage: The training course was prepared following the IRCA/2019 Food Safety Management Systems Auditor/Lead Auditor Training Course and the most recent version of ISO19011 and covered: Evaluating the effectiveness of food safety management systems through implementation of ISO22000:2005 in the context of an organization's management arrangements; Applicable legislative framework; and Significant hazards in operational processes. Participants visited two ISO22000-certified facilities, the bread plant of Silver Bird Bhd. and the kitchen of the Kuala Lumpur Convention Center.

Agricultural Value Chain Financing

Finance is critical to increasing efficiency, improving product quality, and raising the productivity and income of agricultural value chain actors. Without access to finance, small farmers will continue to make little investment, have low-return production systems, and be unable to use their farm resources optimally. Similarly, financial constraints may prevent small and medium-scale traders and processors from expanding their capacities, thus limiting the amount of produce they can buy from small farmers and other local raw material suppliers. Finance is therefore critical in the various stages of the value chain. Different models of value chain financing are being tested. Some have been successful, while others have been hindered by various factors. Understanding the conditions under which some models of value chain finance work or do not work is useful for governments, financing institutions, agribusinesses, producer organizations, and other actors in fostering more sustainable, profitable, and competitive value chains.

The APO organized the Southeast Asian Regional Conference on Agricultural Value Chain Financing, 12–14 December, in Malaysia. The program was implemented by the NPC, Malaysia. The Food and Agriculture Organization of the United Nations and Asia Pacific Rural and Agricultural Credit

Association Center for Training and Research in Agricultural Banking cosponsored the project. The regional conference brought together international and regional experts, decision makers of financing institutions, processors, exporters, marketers, input suppliers, and logistics service providers to share experiences and best practices and examine current practices in credit delivery and financing of activities in the value chain. The conference also tried to identify the appropriate roles of relevant international/regional organizations and government institutions in the promotion of value chain financing and the profitable integration of small producers, processors, and traders in the value chain. Thirty-three participants from nine countries attended.

Program coverage: Value chain financing framework and models; Enabling environments for value chain development; Linking small farmers to high-value markets; Role of financial institutions in value chain financing; Role of financial institutions in the supply chains of agricultural commodities; Context of agriculture value chain finance: A view from Latin America; Effective way to integrate small farmers in the value chain—experience of BRAC in Bangladesh; Value chain financing in the shrimp industry in Thailand: The BAAC experience; Successful cases of value chain finance support in Latin America; Contract farming success case; DrumNet success case; Value chain financing in the coffee industry in Vietnam; Value chain financing in soybean and oil palm in Myanmar; and Fair trade and value chain financing in Vietnam.

Modern Quality Control and Inspection Systems for Food Products

Effective national food control systems are essential to protect the health and safety of domestic consumers. They are also critical in enabling countries to assure the safety and quality of their foods entering international trade and to ensure that imported foods conform to national requirements. The globalization of food supply chains places considerable obligations on both importing and exporting countries to strengthen their food control systems and to implement and enforce



Observing food quality inspection process at Mishima Food Co. Ltd.

risk-based food control strategies. The performance of food control and inspection systems in many developing countries is, however, far from satisfactory. The main impediments to improving food control systems are fragmented legislation, multiple jurisdictions, lack of coordination, and poor infrastructure. The performance of food control systems is also challenged by weaknesses in surveillance, monitoring, and enforcement.

To acquaint participants with recent developments in food quality control and inspection systems and study advanced systems, the APO organized a seminar on Modern Quality Control and Inspection Systems for Food Products, 13–20 December, in Japan. The Japan Association for International Collaboration of Agriculture and Forestry with financial assistance from the Ministry of Agriculture, Forestry and Fisheries implemented the seminar. Twenty-one participants from 11 countries attended.

Program coverage: Food inspection and quality control systems in Asia and the Pacific; Inspection, surveillance, and traceability as risk management tools; Food quality control systems in Japan; Quality control and inspection in Nippon Suisan Kaisha, Ltd. (Nissui), a seafood-oriented food company; and Development of efficient and effective national food control infrastructure for ensuring the quality and safety of food products. To observe state-of-the-art food quality control and inspection systems in Japan, participants made site visits to the Kanto Plant of Mishima Food Co. Ltd., Sayama Plant of Lotte Co. Ltd., Fukaya Plant of Daitoh Shokken Co., Ltd., and Food and Agricultural Materials Inspection Center, all in Saitama prefecture.

Sustainable Development in Agriculture

ISO22000 for Improving Food Safety

Overall, the global level of food safety has risen in recent years, but food-borne diseases such as bovine spongiform encephalitis (mad cow disease) and avian influenza are continuing concerns of governments, consumers, and the media. Before the issuance of the ISO22000 series of standards, food industry enterprises had to follow various local standards, such as hazard analysis and critical control point (HACCP), British Retail Consortium guidelines, International Food Standard, etc. The need for harmonization was one of the reasons for the development of ISO22000.

To review recent developments in safety management in food chains; examine issues related to modern food safety management systems, especially ISO22000, in SMEs; and recommend actions to address problematic areas in maintaining food safety, the APO organized a seminar on ISO22000 for Improving Food Safety, 18–25 January, in Tokyo. The Japan Association for International Collaboration of Agriculture and Forestry with financial assistance from the Ministry of Agriculture, Forestry and Fisheries implemented the program. Twenty-two participants from eight member countries attended.

Program coverage: Modern food safety management systems; Food safety standards and HACCP in Japan; ISO22000 and present situation of the Japanese food industry; ISO22000 for development of reliable, safe food supply chains; Requirements and process of implementation of ISO22000; and Auditing and certification for ISO22000. To observe advanced food safety management tools, techniques, and systems in the Japanese food industry, participants visited Coco's Japan, a chain restaurant operator in Ibaraki prefecture; the Goka Factory of Q.P., a food processing company, also in Ibaraki; the Fukaya Factory of Daitoh Shokken, a producer of seasonings and food additives in Saitama prefecture; and Kamaichi, another Saitama-based food processor.

Socioeconomic Roles of Agriculture in Asia with Emphasis on Agri-environmental Services

Farmers across the world are facing enormous challenges adjusting to the pressures and opportunities in a trade-liberalizing global economy, seeking ways to diversify sources of income and

capture more of the value added in the food chain, contributing to rural employment and viability, and responding to the needs and desires of societies that increasingly want agriculture not only to produce sufficient, safe, and reliable amounts of food but also to protect and enhance the environment. Governments have a role to play, especially in providing environmental services or levying penalties for causing environmental damage.

These were among the issues discussed at the APO seminar on Socioeconomic Roles of Agriculture in Asia with Emphasis on Agri-environmental Services in Manila, the Philippines, 5–9 February. The program was implemented by the DAP. Nineteen participants from eight member countries and one local and three international resource persons from France (OECD), Italy (FAO), and Japan also attended.



Discussing how to ensure environment-friendly agriculture

Program coverage: Overview of the multifunctional roles of agriculture; Roles of agriculture in developing countries; Concept, findings, and lessons from the FAO; Roles of agriculture projects; Lessons learned from OECD work on agriculture and the environment; Multifunctionality of agriculture in the Philippines: Policy tool for measuring sustainability and impacts of agricultural development; Challenges in valuing environmental services from agriculture for the design of policy measures; and Environmental service incentives in conformity with poverty alleviation. A field visit was made to Herbana Farms, an agro-ecological organic demonstration farm that specializes in the production of various organic agricultural products and serves as a training venue to teach different organic and natural farming technologies. The final stage of the seminar involved a

mini-workshop to: 1) identify the lessons learned from the seminar, especially from the resource and country paper presentations through comparative analysis; 2) discuss how such lessons could be useful in designing incentive measures for ensuring environmentally friendly agriculture in member countries and the region as a whole; and 3) discuss future strategies and challenges in the application of such incentive measures and suggest future possible APO interventions to address them.

Monitoring Basic Agricultural Policies

National policies, together with geoclimatic endowments, shape the agriculture sector in a country. They have a major impact on the productivity, overall performance, and directions of the sector. Changes in macroeconomic policies, investment policies, price support systems, and agricultural policies have significant implications for the profitability, competitiveness, and sustainability of specific agricultural enterprises and the sector as a whole. In line with its mission of contributing to the economic development of member countries and its think tank function, the APO organized a survey on basic agricultural policies to provide member countries with useful analytical insights. The results showed that Asian countries are at different stages of structural transformation and have different concerns regarding the development of agriculture and the rural economy. However, except for the more developed countries, the capability of other countries to undertake agricultural policy analysis is relatively weak.

The APO therefore organized an expert meeting on Monitoring Basic Agricultural Policies in Tokyo, 20–22 February. Ten experts and senior policymakers from 10 member countries attended. The meeting examined the agricultural policy monitoring and evaluation system in the OECD and assessed its applicability in APO member countries, reviewed current agricultural policy monitoring and evaluation practices in APO member countries, and identified appropriate strategies and follow-up action for the APO Secretariat in line with its think tank function.

Program coverage: Monitoring and evaluation of agricultural policies in OECD countries;

The producer support estimate concept and methodology; Monitoring and evaluation of agricultural policies in the ROC, India, I.R. Iran, ROK, Malaysia, Pakistan, the Philippines, and Thailand; Major findings of the survey on basic agriculture policies in selected countries; and Framework for a monitoring and evaluation system of agricultural policies in APO member countries.

Implications of Trade Liberalization under the WTO-Doha Development Agenda for Small Farmers and Agricultural Trade

Agricultural concerns are among the most sensitive and politically charged issues in the Doha Round of the WTO's multilateral trade negotiations. The outcome of the negotiations may likely have considerable impact on the structure, composition, and type of agricultural production in the future and consequently on the livelihoods of farmers and agricultural trade in member countries. In this regard, productivity concerns will become a critical element in national agricultural development plans as well as in farm-level decision making.

To assess recent developments in the negotiations on agriculture and their implications for APO member countries and identify strategies and measures to enhance the productivity and competitiveness of agriculture in member countries to enable them to maximize benefits from agricultural trade liberalization, the APO organized a study meeting on Implications of Trade Liberalization under the WTO-Doha Development Agenda (DDA) for Small Farmers and Agricultural Trade in New Delhi, 21–26 March. Eighteen participants from 13 member countries attended.

Program coverage: State of play in the WTO-DDA agriculture negotiations; Key features of the main



Participants and resource speakers at the study meeting

proposals and their implications for developing countries in Asia; Preferential trade agreements and agricultural trade liberalization in Asia; Rules of origin and nontariff barriers in agricultural trade: Perspectives from developing and less developed countries; Agricultural trade liberalization and agricultural development in India: An examination of the successful transition of India from net food importer to net food exporter; Agricultural trade protection: A perspective from India; Making agricultural trade liberalization work for small farmers: Strategies and measures for enhancing the productivity and competitiveness of small farmers in the Asia-Pacific region; and Government strategies and interventions to support small and marginal farmers in India to enhance their productivity and competitiveness.

Special Program for Agricultural Productivity Enhancement in Asian Least Developed Countries

The Special Program for Agricultural Productivity Enhancement in Asian Least Developed Countries (APE-LDC) was launched in 2004 with financial support from the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan. The target countries of the APE-LDC are Bangladesh, Cambodia, Lao PDR, and Nepal. The initial preparations were completed in 2004/2005, and national action plans (NAPs) were developed. The NAPs of the four participating countries all identified the agroindustry and food-processing sector as the main target. Based on the NAPs, the following specific projects were implemented in 2006: 1) national training courses (Cambodia and Lao PDR); 2) demonstration company projects (Bangladesh, Cambodia, Lao PDR, and Nepal); 3) productivity promotional material development (Bangladesh, Cambodia, and Lao PDR); and 4)



Sharing experiences in implementing NAPs

awareness seminars including roundtable conferences (Cambodia and Lao PDR).

As the first project for 2007, an APE-LDC multi-country workshop on Agroindustry Promotion was organized by the APO and sponsored by MAFF, which was held in Tokyo, 9–13 July. The Japan Association for International Collaboration of Agriculture and Forestry (JAICAF) implemented the program. Twenty-three participants from the targeted four member countries and four resource persons attended the workshop. The objectives were to share experiences in implementing the NAPs for APE-LDC, particularly the demonstration projects; study the development process of the agroindustry sector and productivity enhancement efforts of SMEs and the public sector in the host country; discuss the fine-tuning of the NAPs in small country groups and draft follow-up national projects to be implemented in 2007 and 2008; and identify common challenges in promoting food-processing industries in the participating countries in preparation for the subsequent training course to be held in Bangkok.

As the second project, a multicountry training course on Improving Food Safety and Quality Management was organized by the APO and implemented by the FTPI, 20–29 November, in Bangkok. There were total of 16 participants from Bangladesh, Cambodia, and Lao PDR, and three local Thai observers. The specific objectives of the training course were to review the recent developments in safety and quality management in food-processing SMEs in the participating countries; enhance the knowledge and skills of participants in food safety and quality management such as total quality management, the Hazard Analysis and Critical Control Point system, and effective reliable certification and traceability systems; and discuss in small country groups the formulation of concrete national follow-up project plans to be implemented later.

As a national project of the APE-LDC, a Training of Trainers on Organic Agriculture Products was implemented in Cambodia, 30 April–4 May, with 45 local participants, to which President Cho Han Kyu, Janong Natural Farming Institute, ROK, was invited. Participants practiced how to utilize organic farming methods using indigenous materials for agricultural productivity enhancement.

In the third phase, national follow-up seminars

and/or training courses in Cambodia and Lao PDR will be organized in early 2008 to improve food safety and quality management which will be supported by the APO.

Organic Agriculture for Promoting Green Productivity and Agribusiness Exports

Organic agriculture is expanding in the Asia-Pacific region. The demand for organically grown products has risen significantly in recent years, driven by higher incomes and the desire for healthier lifestyles. Organic agrifood products, however, remain niche products, although they command premium prices. Marketability at a premium depends on consumer confidence in the reliability and integrity of the products. To promote organic agriculture, a credible system of standards, certification, and traceability should be established. At the international level, the harmonization of organic standards and certification procedures is important to facilitate international trade in organic agrifood products. Organic agriculture is important for both affluent and less developed countries due to different reasons.

To identify and analyze emerging issues and challenges in promoting organic agriculture and formulate strategic recommendations and action plans for follow-up to tackle the issues identified by member countries, the APO organized a study meeting on Organic Agriculture for Promoting Green Productivity and Agribusiness Exports, 23–27 July, in India. The NPC, India, implemented the program. Twenty-three participants from 10 member countries attended.

Program coverage: Organic agriculture in Asia and the Pacific: An overview; Organic agriculture as a tool for promoting Green Productivity; Tools,

technologies, and approaches for the production of authentic organic crops by small farmers; Food quality and safety of organic foods; Branding, labeling, and packaging of organic products for successful marketing and exports; and Capacity building of SMEs for successful business in organic food products. Participants visited an organic farm run by the Bharat Bhushan Tyagi Family Trust in the village of Behta, and the organic outlet *Organic AaharaM* in the city of Meerut. Both have demonstrated success in organic agribusiness.

Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems

Research and extension play important roles in the enhancement of agricultural productivity to ensure food security. Research, on one hand, generates the improved technologies and practices that help raise yields and incomes, particularly of small farmers. Extension, on the other hand, provides the mechanism by which these technologies and practices are disseminated for adoption by farmers. For the technology transfer process to be successful, however, these two vital support services need to be effectively linked. Also, new technologies and ideas can only be fully exploited if the right information is given to the right people at the right time. Better knowledge management (KM) systems should therefore be incorporated into agriculture research and extension (ARE) systems.

The APO study meeting on Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems was organized in Tehran, I.R. Iran, 4–9 August. It was implemented jointly by the Ministry of Jihad-e-Agriculture and NIPC. There were a total of 27 participants from 11 member countries.

Program coverage: Overview of KM in ARE; Iranian experiences in strengthening the strategic linkage between ARE systems; Capacity building of key actors for better KM in ARE; The farmers' field school (FFS) model as an effective tool for integrating the knowledge and experience of researchers, extension workers, and rural communities; KM process and tools; Effective networking of research and extension through ICT; and FAO's experience in strengthening research–extension linkages through the Virtual Extension and Research Communication Network. At the final stage of the meeting, a participatory writing workshop



Facilities for organic compost production in Behta



Ostrich eggs at the Laleh Behesht Production Cooperative

was organized to produce a resource book for the integration of inputs from resource papers, country papers, and experiences from the field visits, covering the KM concept and perspectives; application of KM in ARE systems; ICT as KM platform in ARE; problems, challenges, and lessons learned; and Recommendations for strengthening ARE systems through KM. Site visits were made to the Laleh Behesht Production Cooperative for combating desertification; the integrated pest management/FFS project site in Tarand, which aims to promote sustainable agricultural practices in arid and semiarid areas; and the Industrial Flower Farm owned by Mr. Hajibabaie, which serves as an extension model for the dissemination of modern technologies and know-how in the production of diverse types of flowers.

Green Technologies and Practices in Paddy Farming

Rice is the staple food for more than half of the world's population. Paddy farming not only contributes to food security, but also maintains rural amenities and preserves the natural environment including soil, water, and biodiversity. Paddy fields offer an ideal habitat for numerous flora and fauna, including aquatic ones, while contributing to flood control. However, paddy farming can have negative effects on the environment too. High inputs of chemical fertilizers in paddy fields pollute water and soil. Paddy fields emit greenhouse gases such as methane. There is thus a growing need for the development and application of green technologies for paddy farming in the region.

To examine advanced green technologies for paddy farming applied in Japan, the APO multicountry observational study mission on Green Technologies

and Practices in Paddy Farming was implemented by the Japan Association for International Collaboration of Agriculture and Forestry, 24–31 August, in Japan. It was attended by 20 participants from nine member countries.

Program coverage: Overview of green technologies for paddy farming management; Development and extension of green technologies for paddy farming in the Asia-Pacific region; Role of government and policies in development of green technologies for paddy farming; and

Practice of green technologies for paddy farming management. A one-day participatory writing workshop was organized to synthesize and document the results and learning from the various steps of the study mission. A resource book to be utilized as a reference in follow-up activities was produced with the following three chapters: 1) Successful cases of green paddy farming technologies and practices; 2) Current policy measures to support green paddy farming; and 3) Issues, challenges, and recommendations for further promotion. Field visits were made to the Research Institute for Paddy Farming of Saitama Prefectural Agriculture and Forestry Research Center, Misato Town Paddy Farming Promotion Council, Usuda Organic Rice Committee, Saku Central Hospital including the Japan Institute of Rural Medicine, Experimental Organic Farm of the National Training Center for Rural Health, Saku City Compost Center, and Obasute Terraced Paddy Fields and Meigetsu-kai (Terraced Paddy Field Preservation Group).



Q&A session at Saitama Prefectural Agriculture and Forestry Research Center

Production and Distribution of Improved Seeds for Increasing Agricultural Productivity

Given the critical role that improved varieties play in increasing agricultural productivity, there is a need to develop a cost-effective seed system that is capable of generating, producing, and distributing new seed varieties that meet the needs of all farmers. However, this is challenged by the slow rate of adoption of new and improved seeds by small farmers, inadequate seed laws and regulations, poor policy and institutional settings, weak R&D on seed production, poor linkages between actors outside the seed sector and seed industry, etc. These and other constraints must be alleviated to ensure the supply of improved seeds to all farmers for increasing agricultural productivity in the region.

The APO therefore organized a seminar on Production and Distribution of Improved Seeds for Increasing Agricultural Productivity implemented by the NPC, India, at the India International Center of New Delhi, 5–11 September. The objectives were to review the latest developments in seed production and distribution systems in developing member countries; acquaint participants with new approaches and strategies to improve the performance of the seed production and distribution systems for better supply of improved seeds; and formulate strategic measures for developing efficient seed production and distribution systems. Twenty-one participants including four local and 17 from overseas from 11 member countries and three local and three international resource persons from Japan, the ROC, and ROK attended.

Program coverage: The seed industry in Asia and the Pacific: An overview; Developing reliable, effective seed supply chains: Issues, challenges, and opportunities; Green revolution in Korea; New approaches and strategies for increasing the use of

improved seeds by small farmers: Experiences of Taiwan; Indian seed industry under the intellectual property rights regime; Policy and institutional settings for developing efficient, effective seed production and distribution systems; Recent developments and trends in seed production and distribution system—Experience of Korea; and Productivity assessment and recognition in the seed industry. Site visits were made to National Seeds Corporation and National Bureau of Plant Genetic Resources, both in New Delhi.

Management of Agrochemical Residues in Food

In some Asian countries where the population increases more rapidly than food production, food security remains as important as food safety. High levels of agrochemicals are still used, aimed at improving crop yields. As a consequence, persistent residues of these chemicals contaminate food and disperse in the environment, jeopardizing the health and well-being of the consuming public. Recently, standards for agrochemical residues in foods in many Asian countries have become more stringent as a way of coping with both food safety and trading concerns alike. Hence, inspection systems and development of analytical methods for agrochemical residues have become necessary as enforcement mechanisms to remove unsafe products from the market. At the same time, several Asian countries are now moving toward a food chain approach by applying regulatory controls at the point where they are most effective, such as the Good Agricultural Practice (GAP) model, to reduce levels of agrochemicals and other contaminants at the production stage.

The APO seminar on the Management of Agrochemical Residues in Food, attended by 21 international participants from nine countries, six local participants, seven resource persons, and approximately 20 guests and local observers, was organized in the ROC, 1–5 October, to develop and promote the adoption of a common protocol for agrochemical-residue analysis and GAP system for small- and medium-scale farmers in the region. The seminar was implemented by the Food and Fertilizer Technology Center for the Asian and Pacific Region and CPC, in collaboration with the Taiwan Agricultural Chemicals and Toxic Substances Research Institute and Bureau of Animal and Plant Health Inspection and Quarantine, sponsored by the Council of Agriculture, Executive Yuan.



National Seeds Corporation conducts stringent seed quality control



Observing GAP of tea production at Nantou tea plantation

Program coverage: Analytical technology for determining agrochemical residues in food products; GAP for minimizing agrochemical use during primary food production; Development of effective agrochemical inspection systems for safe food production; Harmonizing regulations, standards, and analytical technologies of agrochemical residues in foods; and Issues and challenges in setting up a common GAP system for small- and medium-scale Asian farmers. The participants visited an organic mushroom farm at Wufeng; Nantou tea plantation and Han-Kuan Fruit and Vegetable Production Cooperative in Yunlin County; and Kim-Joun Leisure Vegetable Farm in Xinchu County.

Animal Health Management for Improving Productivity, Food Safety, and Market Access

The outbreak of diseases like foot and mouth disease, classical swine fever, bovine spongiform encephalopathy, and avian influenza (bird flu) have caused devastating economic losses to the livestock and poultry industries in the past. The spread of bird flu to various countries and continents has raised serious alarm at the global level. Affected countries in the Asian region in particular have incurred losses of human life and markets for poultry products and cessation of the business operations of poultry businesses. These translate into tremendous losses to national economies. Thus, tackling animal disease more effectively has become a major concern both of governments and the private sector. While new vaccines and diagnostic and management tools have been developed, further understanding of the pattern of outbreak and disseminating such information will be decisive in containing new epidemics and helping to eradicate these diseases.

The APO therefore held a seminar on Animal Health Management for Improving Productivity, Food Safety, and Market Access in collaboration with the FTPI in Bangkok, 22–26 October. Twenty-four participants from nine member countries, along with two local and two international resource persons, attended. The main objectives were to review current livestock and poultry diseases and control measures in member countries; discuss recent technologies and best management practices in the

control of virulent livestock and poultry diseases; and set useful guidelines for animal health management and hygienic practices in farm operations to improve farm productivity, the safety of meat products, and access to export markets.

Program coverage: Good livestock health management and hygiene practices in farm operations to improve farm productivity and food safety; Developing an effective livestock health monitoring surveillance and control system: Challenges and opportunities; Developing and maintaining reliable supply chains of livestock food products for better market access; Livestock identification and traceability systems for better food safety and consumer satisfaction; and Simple, cost-effective approaches, tools, and techniques for improving livestock health: Experiences of Thailand. Site visits were made to the poultry-processing plant of Bangkok Produce Co., Ltd. in Saraburi province and Laboratory of the Bureau of Livestock Produce Quality Control, Department of Livestock Development.



Participants at the Bureau of Livestock Product and Quality Control Laboratory

Biological Control of Insect Pests of Tropical Crops

Globally, approximately half of all food and fiber produced is lost to field and storage pests. Thus effective control of pests is critical to enhance agricultural productivity. Several methods have been adopted for this purpose. The most common is the use of chemicals because of their effectiveness. That effectiveness, however, has masked the negative side effects associated with their use. There is an increasing interest among stakeholders in addressing concerns associated with the use of chemical pesticides through the application of alternative pest management strategies such as biological control. Biological control of insect pests is the use of a specifically chosen living organism that keeps populations of a particular pest in check. Biological control performs multiple functions. It can be a more economical alternative to some chemical pesticides and helps produce safe food free of chemical residues. It not only protects the environment but also contributes to rehabilitation of degraded environments.

To enhance participants' knowledge and skills of the application of various biological tools, techniques, and approaches for managing insect pests of tropical horticultural crops, the APO organized a training course on Biological Control of Insect Pests of Tropical Crops, 30 October–7 November in Indonesia. The Directorate General of Horticulture in collaboration with the Directorate General of Training and Productivity Development implemented the program. Twenty-seven participants from 10 countries attended.

Program coverage: Training modules on different aspects of the principles and practices of biological control of insect pests of tropical crops were



Collecting predators and insects from vegetable fields

administered through an efficient mix of knowledgeable lectures, hands-on field and laboratory experiments, thought-provoking discussions of successful examples, and documentation of action plans. To observe successful application of biological control in fruit and vegetables, the participants visited the Capung Farmers' Group in Kampung Geger Bentang village, and Pest Field Laboratory in Cihea, both in West Java province.

Best Practices in Agricultural Technology Transfer

The agriculture sector in many countries in the Asia-Pacific region is undergoing a transformation to stay competitive and grow in the face of increasing trade liberalization, competitive pressure, and the changing structure of world demand for food and agricultural products. Small and medium-sized farms and agribusinesses, which constitute a major portion of Asian agriculture, are especially facing increased competition in domestic and international markets. They need to infuse input-efficient and environment-friendly advanced technologies in their operational practices and production processes to streamline operations, enhance productivity, and achieve sustainable development. Advanced technologies could also be used by such SMEs to develop new products, expand business opportunities, and create niche markets. However, a critical bottleneck for the needed transformation is the slow transfer, adoption, and commercialization rate of modern science, technology, and knowledge-intensive agricultural practices.

The APO organized a seminar on Best Practices in Agricultural Technology Transfer to acquaint participants with various techniques in agricultural technology management, review best practices, and identify appropriate strategies for effective agricultural technology transfer. The seminar was held in Colombo, Sri Lanka, 5–9 November, implemented by the Ministry of Agriculture Development and Agrarian Service, in collaboration with the NPS, Sri Lanka. Twenty-one participants from 13 member countries, and one local and four international resource persons from the USA, India, ROC, and ROK attended.

Program coverage: Agricultural technology management, transfer, and commercialization—An overview with focus on the Asia-Pacific region; Best practices of agricultural technology management, transfer, and commercialization; Policy and institutional settings for successful



A Kadhaththa resident presenting the Special Program for Food Security

agricultural technology transfer and commercialization—Korean case; Creating a conducive environment for agricultural technology transfer and commercialization in Asian developing countries: Issues, challenges, and strategies; Innovative approaches for effective agricultural technology commercialization and dissemination for small farmers—Experiences of Taiwan, ROC; and Understanding intellectual property rights associated with agriculture technology transfer and commercialization. A site visit was made to the village of Kadhaththa in Kurunegala district to observe the Special Program for Food Security (alternatively called the Dry Zone Livelihood Support and Partnership Program, which has been implemented with the technical support of the UN FAO and funded by the International Fund for Agricultural Development).

Green Productivity and Sustainable Community Development: Case of Natural Farming

The Green Productivity (GP) concept is a strategy for productivity enhancement in tandem with environmental protection. Well accepted in all sectors, it is increasingly being applied to community development. Environmentally friendly farming, the practical application of the GP concept to farming models, has become an important growth sector in agriculture in Asia and the Pacific. There is enormous potential in promoting GP to contribute simultaneously to farm productivity and sustainable rural community development. Natural farming relies on organic materials instead of chemicals as inputs; in other words, it utilizes

the ability of nature itself to achieve maximum agricultural performance as opposed to human intervention. Organic materials are locally available and inexpensive, with many inputs being produced and applied by farmers instead of being purchased from the market, thus lowering costs and converting waste into resources.

The APO workshop on GP and Sustainable Community Development was held in Jeju, ROK, 5–9 November. The workshop was jointly organized by the APO and KPC with the support of the Janong Natural Farming Institute, an initiator and practitioner of natural farming in Korea. The Natural Farming Global Village Festival 2007 took place alongside the workshop. Twenty-nine participants from 14 member countries met with various guests as well as local farmers who took part in the festival.

Program coverage: Natural farming principles and practices in Korea; and Practice in creating natural farming resources such as with indigenous microorganisms, Oriental herbal nutrients, fermented plant juice, fish amino acid, water-soluble calcium phosphate, and lactic acid bacteria. A site visit was made to the 10th Seogwipo Agricultural Exhibition, which displayed indigenous agricultural products of Jeju, an island with a temperate oceanic climate, and field visits to local farms effectively demonstrated the practical usages of natural farming resources.



A natural-farming tangerine orchard

Agricultural Marketing/Processing

Name of Project	Training Course on Improving Managerial Efficiency of Small and Medium Agroenterprises	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 8–17 May 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 3 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Niranjan Krishnan	Assistant Professor	Malaysia University of Science and Technology
Prof. Reuel K. Virtucio	Vice President for Business Development	STI Education Services Group, Philippines
Mr. Mohd. Zaki Ibrahim	Manager	NPC, Malaysia
Dr. Athapol Noomhorm		Asian Institute of Technology, Thailand
Dr. Suwimon Keeratipibul	Assistant Professor	Chulalongkorn University, Thailand

Name of Project	Seminar on Good Management Practices for Enhancing the Value Addition of Fishery Products	<ul style="list-style-type: none"> ● Venue Pakistan ● Duration 14–18 May 	<ul style="list-style-type: none"> ● Participants 17 ● External Experts 4 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd., CAI-Oxbridge (M) Sdn. Bhd., Malaysia
Mr. Yeap Soon Eong	Head, Fish Processing Technology Branch	Agri-Food & Veterinary Authority, Singapore
Dr. Flordeliza Alvarez Lantican	Professor, Department of Agricultural Economics, College of Economics and Management	University of the Philippines
Dr. Saipin Maneepun	Director, Institute of Food Research and Product Development	Kasetsart University, Thailand
Dr. Nasim Akhtar	Deputy Director General	Animal Sciences Institute, Pakistan
Dr. Razia Sultana	Senior Scientific Officer	Pakistan Council for Scientific and Industrial Research

Name of Project	Working Party Meeting on Research on Supply Chains in Agribusiness	<ul style="list-style-type: none"> ● Venue Japan ● Duration 5–7 June 	<ul style="list-style-type: none"> ● Participants – ● External Experts 10 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Grant Vinning	Consultant	Fiji
Prof. Reuel K. Virtucio	Vice President for Business Development	STI Education Services Group, Philippines
Dr. Yeameen Akbory	Deputy Secretary	Ministry of Industries, Bangladesh
Dr. Pratap Singh Bithal	National Fellow	National Centre for Agricultural Economics and Policy Research, India
Dr. Marimin	Professor, Department of Agro-industrial Technology, Faculty of Agriculture Technology	Bogor Agricultural University, Indonesia
Dr. Saeed Yazdani	Associate Professor and Associate Dean for Research and Technology, Faculty of Agriculture	University of Tehran, I.R. Iran
Mr. H.S. Dharmawardena	Acting Director, Natural Resources Management	Ministry of Agriculture Development and Agrarian Services, Sri Lanka
Dr. Athapol Noomhorm	Professor and Coordinator	Asian Institute of Technology School of Environment, Resource and Development, Thailand
Mr. Luu Tien Thuan	Vice Chairman, School of Economics and Business Administration	Cantho University, Vietnam
Mr. Salvador S. Salacup	Assistant Secretary, Agribusiness and Marketing and Goal 2 Focal Person	Department of Agriculture, Philippines

Name of Project	Training Course on ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point (HACCP)	● Venue ROK ● Duration 9–13 July	● Participants 24 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Victor M. Cintron	Managing Director	BRS, USA
Mr. Geok Boon (Jimmy) Chua	Lead Auditor	Independent European Certification (M) Sdn. Bhd., Malaysia
Mr. Ying Chien Lee	Lead Auditor, Senior Trainer, and Senior Consultant	Independent European Certification (M) Sdn. Bhd./CAI-Oxbridge (M) Sdn. Bhd., Malaysia

Name of Project	Seminar on Good Management Practices in Agro-based Rural SMEs	● Venue Indonesia ● Duration 30 July–3 August	● Participants 24 ● External Experts 3 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Soichiro Nagashima	Management Consultant	Japan
Ms. Fione Tan	President and CEO	eOneNet.com Sdn. Bhd., Malaysia
Dr. Subhash Wadhwa	Professor	Indian Institute of Technology
Dr. Edy Abdurachman	Director, Central of Agricultural Data and Information	Ministry of Agriculture, Indonesia
Mr. Thomas Dharmawan	Director	Indonesian Food and Beverages Association

Name of Project	e-Learning Course on ISO22000 (Phase I)	● Venue Indonesia, I.R. Iran, Malaysia, Nepal & Pakistan ● Duration 6–9 August	● Participants 67 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd., Malaysia
Mr. Shigeru Yoshida	Food Safety Auditor, NFS HACCP Coordinator and Managing Director	Kamaichi, Japan

Name of Project	e-Learning Course on ISO22000 (Phase II)	● Venue Cambodia, Fiji, Lao PDR, Thailand & Vietnam ● Duration 25–28 September	● Participants 99 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd., Malaysia
Mr. Shigeru Yoshida	Food Safety Auditor, NFS HACCP Coordinator and Managong Director	Kamaichi, Japan

Agricultural Marketing/Processing

Name of Project	e-Learning Course on ISO22000 (Phase III)	<ul style="list-style-type: none"> ● Venue Bangladesh, India, Mongolia, Philippines & Sri Lanka ● Duration 1–4 October 	<ul style="list-style-type: none"> ● Participants 92 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd., Malaysia
Mr. Shigeru Yoshida	Food Safety Auditor, NFS HACCP Coordinator and Managing Director	Kamaichi, Japan

Name of Project	Study Meeting on Biofuel Production and Utilization for Green Development	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 21–25 August 	<ul style="list-style-type: none"> ● Participants 19 ● External Experts 3 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Bankim Bhatt	Chief Executive Officer	Bisman Fintech Pvt. Ltd., India
Dr. Why-Kong Hoi	Senior Director of Products Development	Forest Research Institute, Malaysia
Dr. Yoshiyuki Shinogi	Laboratory Head	National Institute for Rural Engineering, Japan

Name of Project	Study Meeting on Cold Chain Management of Vegetables	<ul style="list-style-type: none"> ● Venue Singapore ● Duration 21–24 August 	<ul style="list-style-type: none"> ● Participants 26 ● External Experts 3 ● Local Experts 3
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Resource Person	Designation	Organization
Dr. Takeo Shiina	Head, Distribution Engineering Laboratory, National Food Research Institute	National Agriculture and Food Research Organization, Japan
Dr. Marita Cantwell	Faculty, Postharvest Specialist, Department of Plant Sciences	University of California Davis, USA
Dr. Chao Chia Huang	Associate Researcher	Agricultural Research Institute, ROC
Ms. Lynnette Loh	Quality Control Executive (Standards)	SATS Catering Pte. Ltd., Singapore
Dr. Youn Moon Park	Professor	Andong National University, ROK
Dr. Rodney Wee	Chief Executive and Principal Consultant, Asia Cold Chain Centre	EDU-Pacific International, Singapore

Name of Project	Multicountry Observational Study Mission on Successful Export Promotion by Food-manufacturing SMEs	<ul style="list-style-type: none"> ● Venue ROC ● Duration 10–14 September 	<ul style="list-style-type: none"> ● Participants 22 ● External Experts 4 ● Local Experts 0
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Resource Person	Designation	Organization
Ms. Beatrice Moreau	Director	FDAR Europe & FDA Registrar Corp EU, France
Mr. David Lennarz	Vice President	FDA Registrar Corp., USA
Mr. Yoshihiro Tanaka	President	Primex Chemicals, Japan
Mr. Junn John Chanoki	Vice President	Rabobank Nederland Tokyo Branch, Japan

Name of Project	Seminar on Effective Traceability Systems for Processed and Internationally Traded Food Products	● Venue Philippines ● Duration 1–5 October	● Participants 24 ● External Experts 4 ● Local Experts 3
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Resource Person	Designation	Organization
Mr. Hector Mateo Lupin	International Consultant	Italy
Ms. Chitra Ananda	Representative	FDA Registrar Corp., Singapore
Ms. Chen Lin	Director, Information Management Center	Council of Agriculture, ROC
Dr. Kheng Soon Rodney Wee	Chief Executive and Principal Consultant, Asia Cold Chain Centre	EDU-Pacific International, Singapore
Ms. Elaine C. Nantes		San Miguel Pure Foods Co., Inc., Philippines
Dr. Edralina Serrano		University of the Philippines
Mr. Cesar N. Orila		Century Pacific Group, Philippines

Name of Project	Seminar on Agricultural Insurance Systems for Small Farmers	● Venue India ● Duration 24–30 October	● Participants 20 ● External Experts 3 ● Local Experts 4
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Resource Person	Designation	Organization
Dr. Charles Stutley	Consultant	UK
Dr. Jerry Skees	Professor	University of Kentucky, USA
Mr. Ake Olofsson	Rural Finance Officer	FAO, Italy
Mr. Shri Satish Chander	Joint Secretary	Ministry of Agriculture, India
Mr. Shri M. Parshad	Chairman-cum-Managing Director	Agriculture Insurance Company of India Ltd.
Mr. Shri B.M. Sharma	Deputy General Manager	Agriculture Insurance Company of India Ltd.
Mr. Shri K.N. Rao	Chief Manager	Agriculture Insurance Company of India Ltd.

Name of Project	Study Meeting on Quality and Safety Standards for Fruit and Vegetables	● Venue ROC ● Duration 12–16 November	● Participants 24 ● External Experts 3 ● Local Experts 3
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Resource Person	Designation	Organization
Mr. Jean-Michel Gressard	Consultant	Gressard Consultants, France
Dr. Christopher S. Walsh	Professor, Department of Plant Sciences and Landscape Architecture	University of Maryland, USA
Dr. Hector R. Valenzuela	Professor and Vegetable Crops Extension Specialist, Department of Tropical Plant and Soil Science	University of Hawaii at Manoa, USA
Ms. Wen-Sam Tsai	Retired Senior Specialist	Council of Agriculture, ROC
Dr. Shih-Shiung Chen	Professor, Department of Post Modern Agriculture	Ming Dao University, ROC
Dr. Fuu Sheu	Associate Professor, Department of Horticulture	National Taiwan University, ROC

Name of Project	Training Course on the Food Safety Management System (ISO22000:2005) for Auditors/Lead Auditors	● Venue Malaysia ● Duration 4–10 December	● Participants 21 ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Dr. Ng. Ha Wai Howie	Director	i-VAC Certification Limited, Hong Kong

Agricultural Marketing/Processing

Name of Project	Southeast Asian Regional Conference on Agricultural Value Chain Financing	<ul style="list-style-type: none"> ● Venue Malaysia ● Duration 12–14 December 	<ul style="list-style-type: none"> ● Participants 33 ● External Experts 7 ● Local Experts 0
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Resource Person	Designation	Organization
Dr. Md. A. Saleque	Program Head	BRAC, Bangladesh
Mr. Alejandro Escobar	Projects Officer, Multilateral Investment Fund	Inter-American Development Bank, USA
Dr. Larry N. Digal	Associate Professor	University of the Philippines
Mr. Calvin Miller	Senior Officer, Rural Finance	FAO, Italy
Dr. Le Quang Thong	Head, Department of Rural Development, Faculty of Economics	Nong Lam University, Vietnam
Dr. Minda C. Mangabat	Statistician V, Department of Agriculture	Bureau of Agriculture Statistics, Philippines
Dr. Carlos A.B. da Silva	Agribusiness Economist	FAO, Italy

Name of Project	Seminar on Modern Quality Control and Inspection Systems for Food Products	<ul style="list-style-type: none"> ● Venue Japan ● Duration 13–20 December 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 3 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Peter Hoejskov	Food Quality and Safety Officer	FAO Regional Office for Asia and the Pacific, Thailand
Mr. Hector Mateo Lupin	International Consultant	Italy
Dr. Lu-Hung Chen	Deputy Director	Food Industry Research and Development Institute, ROC
Mr. Hiroyuki Maeda	QA Manager	Nippon Suisan Kaisya, Ltd., Japan
Mr. Tadashi Okayama	Director, Food and Agricultural Materials Counsel Division	Food and Agricultural Materials Inspection Center, Japan

Sustainable Development in Agriculture

External Expert ■
Local Expert ■

Name of Project: **Seminar on ISO22000 for Improving Food Safety** ● Venue Japan ● Duration 18–25 January ● Participants 22 ● External Experts 3 ● Local Experts 2

Resource Person	Designation	Organization
Mr. Patrick Bele	Food Portfolio Manager	Bureau Veritas Certification Holding SAS, France
Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Mr. Cornelis Sonneveld	Consultant	Alesun Food Technology, Canada
Dr. Yoshihisa Onishi	Director, Japan FSMS Assessment and Registration Body	Japan Food Industries Center
Dr. Shoji Miyagawa	Deputy Director, Inspection and Safety Division, Department of Food Safety	Ministry of Health, Labor and Welfare, Japan

Name of Project: **Seminar on Socioeconomic Roles of Agriculture in Asia with Emphasis on Agri-environmental Services** ● Venue Philippines ● Duration 5–9 February ● Participants 19 ● External Experts 3 ● Local Experts 1

Resource Person	Designation	Organization
Mr. Kunio Tsubota	Professor	Kyushu University Asia Center, Japan
Mr. Wilfrid Legg	Head, Agricultural Policies and Environment	OECD, France
Mr. Takumi Sakuyama	Economist, Comparative Agricultural Development Service	FAO, Italy
Dr. Rogelio Concepcion	Director, Bureau of Soils and Water Management	Department of Agriculture, Philippines

Name of Project: **Working Party Meeting of Experts on Monitoring Basic Agricultural Policies** ● Venue Japan ● Duration 20–22 February ● Participants 10 ● External Experts 4 ● Local Experts 0

Resource Person	Designation	Organization
Mr. Kunio Tsubota	Professor	Kyushu University Asia Center, Japan
Dr. Manuel S.J. de Leon	Consultant	Philippines
Dr. Titapiwatanakun Boonjit	Assistant Professor, Department of Agricultural and Resource Economics, Faculty of Economics	Kasetsart University, Thailand
Dr. Andrzej Kwiecinski	Senior Analyst, TAD/AD	OECD, France

Sustainable Development in Agriculture

Name of Project	Study Meeting on Implications of Trade Liberalization under WTO-Doha Development Agenda for Small Farmers and Agricultural Trade	<ul style="list-style-type: none"> ● Venue India ● Duration 21–26 March 	<ul style="list-style-type: none"> ● Participants 18 ● External Experts 4 ● Local Experts 3
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Resource Person	Designation	Organization
Dr. Leonardo A. Gonzales	President and Chairman of the Board	Samahang Itinataguyod ang Kakayahang Angkin sa Pag-unlad/ STRIVE Foundation, Philippines
Dr. Mia Mikic	Economic Affairs Officer	ESCAP, Thailand
Dr. Uttam Kumar Deb	Senior Research Fellow	Centre for Policy Dialogue, Bangladesh
Mr. Diwakar Dixit	Economic Affairs Officer, Agriculture and Commodities Division	WTO, Switzerland
Dr. Ramesh Chand	National Professor	National Centre for Agricultural Economics and Policy Research, India
Dr. R.K. Sharma	Professor, Centre for Studies on Rural Development of Social Sciences	Jawahar Lal Nehru University, India
Dr. Biswajit Dhar	Professor and Head, Centre for WTO Studies	Indian Institute of Foreign Trade

Name of Project	Training of Trainers on Organic Agricultural Products	<ul style="list-style-type: none"> ● Venue Cambodia ● Duration 30 April–4 May 	<ul style="list-style-type: none"> ● Participants ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Han Kyu Cho	President	Janong Natural Farming Research Institute, ROK

Name of Project	Multicountry Workshop on Agroindustry Promotion under the APE-LDC Special Program	<ul style="list-style-type: none"> ● Venue Japan ● Duration 9–13 July 	<ul style="list-style-type: none"> ● Participants 23 ● External Experts 1 ● Local Experts 3
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Resource Person	Designation	Organization
Dr. Manuel S.J. de Leon	Consultant	Philippines
Ms. Saeko Noda	Registered Management Consultant	Hitonomori Co. Ltd., Japan
Mr. Takeshi Fujita	Deputy Director, International Department	JPC-SED, Japan
Mr. Kentaro Uono	Representative	Uono Consulting Office, Japan

Name of Project	Multicountry Training Course on Improving Food Safety and Quality Management under the APE-LDC Special Program	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 20–29 November 	<ul style="list-style-type: none"> ● Participants 16 ● External Experts 5 ● Local Experts 2
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Resource Person	Designation	Organization
Mr. Koichi Hiratsuka	Consultant	Japan
Mr. Yutaka Maruyama	Chairman	Japan Organic Inspectors Association
Dr. Manuel S.J. de Leon	Consultant	Philippines
Dr. Ng Ha Wai Howie	Director	i-VAC Certification Limited, Hong Kong
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd., Malaysia
Mr. Suwimon Keeratipibul	Associate Professor	Chulalongkorn University, Thailand
Ms. Suwimon Suktayart	Vice President	Charaen Pokphand Food, Thailand

External Expert ■
Local Expert ■

Name of Project	Study Meeting on Organic Agriculture for Promoting Green Productivity and Agribusiness Exports	● Venue India ● Duration 23–27 July	● Participants 23 ● External Experts 4 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Tej Partap	Executive Director	International Competence Centre for Organic Agriculture, India
Mr. Gerald A. Herrmann	Director	Organic Services GmbH, Germany
Dr. Alberta Velimirov	Senior Researcher	Research Institute of Organic Farming, Austria
Dr. D.B.T. Wijeratne	Director, Enterprise Development	Ministry of Agriculture Development and Agrarian Services, Sri Lanka
Dr. P.V.S.M. Gauri	Advisor	Agricultural & Processed Food Products, Export Development Authority, India
Dr. A.K. Yadav	Director, National Centre of Organic Farming	Ministry of Agriculture, India

Name of Project	Study Meeting on Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems	● Venue I.R. Iran ● Duration 4–9 August	● Participants 27 ● External Experts 2 ● Local Experts 1
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Resource Person	Designation	Organization
Dr. Cely S. Binoya	Director, Gender and Development and Special Projects	Camarines Sur State Agricultural College, Philippines
Dr. Rita Sharma	Additional Secretary and Financial Advisor, Department of Agricultural Research & Education	Ministry of Agriculture, India
Mr. Hossein Heidari	Head, Laboratory Predators at Biological Control Department	Plant Pests and Diseases Research Institute, I.R. Iran

Name of Project	Multicountry Observational Study Mission on Green Technologies and Practices in Paddy Farming	● Venue Japan ● Duration 24–31 August	● Participants 20 ● External Experts 2 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Kong-luen Heong	Senior Scientist	International Rice Research Institute, Philippines
Dr. Motoyuki Goda	Professor, Department of Environment Policy and Management	Tottori University of Environmental Studies, Japan
Mr. Choju Age	Cooperative President	Miyagitome Agricultural Cooperative, Japan
Dr. Hisashi Nemoto	Vice Director	Saitama Prefectural Agriculture and Forestry Research Center, Japan

Sustainable Development in Agriculture

Name of Project	Seminar on Production and Distribution of Improved Seeds for Increasing Agricultural Productivity	<ul style="list-style-type: none"> ● Venue India ● Duration 5–11 September 	<ul style="list-style-type: none"> ● Participants 21 ● External Experts 3 ● Local Experts 3
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Resource Person	Designation	Organization
Dr. Katsumi Katayama	JICA Expert on System Management and District System Improvement Project, Rice Seed Multiplication & District System Improvement Project	National Agriculture & Forestry Extension Service, Lao PDR
Dr. Tso-Chi Yang	Chief of Plant Breeding Section, Taiwan Seed Improvement and Propagation Station	Council of Agriculture, Executive Yuan, ROC
Dr. Moon-Hee Lee	Guest Professor	Chungbuk National University, ROK
Mr. S.L. Bhat	Additional Secretary, Department of Agriculture & Cooperation	Ministry of Agriculture, India
Dr. Suresh Pal	Principal Scientist	National Center for Agricultural Economics and Policy Research, India
Mr. K.V.R. Raju	Director (Agriculture & International Service)	NPC, India

Name of Project	Seminar on the Management of Agrochemical Residues in Food	<ul style="list-style-type: none"> ● Venue ROC ● Duration 1–5 October 	<ul style="list-style-type: none"> ● Participants 27 ● External Experts 3 ● Local Experts 4
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Resource Person	Designation	Organization
Dr. Su-Myeong Hong	Deputy Director, International Technical Cooperative Center	Rural Development Administration, ROK
Mr. Yasuhiro Yogo	Director, Organochemicals Division	National Institute for Agro-Environmental Sciences, Japan
Mr. Shoji Miyagawa	Deputy Director, Inspection and Safety Division, Department of Food Safety	Ministry of Health, Labor and Welfare, Japan
Dr. David Hui-Wen Cheng	Director, Bureau of Food Safety	Department of Health, ROC
Dr. Hong-Ping Li	Chief of Pesticide Control Division, Taiwan Agricultural Chemicals and Toxic Substances Research Institute	Council of Agriculture, ROC
Dr. Jong-I Hu	Chief/Planning and Programming Division, Economics and Planning Department	Council of Agriculture, ROC
Ms. Sue-Sun Wong	Pesticide Consultant	ROC

Name of Project	Seminar on Animal Health Management for Improving Productivity, Food Safety, and Market Access	<ul style="list-style-type: none"> ● Venue Thailand ● Duration 22–26 October 	<ul style="list-style-type: none"> ● Participants 24 ● External Experts 2 ● Local Experts 2
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Resource Person	Designation	Organization
Dr. Young Soo Lyoo	Professor, College of Veterinary Medicine	Konkuk University, ROK
Mr. Shu-Wen Cheng	Specialist, Bureau of Animal and Plant Health Inspection and Quarantine	Council of Agriculture, ROC
Dr. Laddawalaya Ratanakorn	Senior Veterinary Expert, Bureau of Senior Expert	Department of Livestock Development, Thailand
Dr. Chaisiri Mahantachaisakul	Director, National Bureau of Agricultural Commodity and Food Standards	Ministry of Agriculture and Cooperatives, Thailand

External Expert ■
Local Expert ■

Name of Project | **Training Course on Biological Control of Insect Pests of Tropical Crops** | ● Venue Indonesia
● Duration 30 October–7 November | ● Participants 27
● External Experts 4
● Local Experts 0

Resource Person	Designation	Organization
Mr. Gertrudo S. Arida	Entomologist and Supervising Science Research Specialist	Philippine Rice Research Institute
Ms. Patcharee Menakanit	Consultant	Asian Institute of Technology, Thailand
Dr. Peter Aun-Chuan Ooi	Regional Director, Asian Regional Center	World Vegetable Center, Thailand
Dr. Amporn Winotai	Senior Entomologist, Department of Agriculture	Plant Protection R&D Office, Thailand

Name of Project | **Seminar on Best Practices in Agricultural Technology Transfer** | ● Venue Sri Lanka
● Duration 5–9 November | ● Participants 21
● External Experts 4
● Local Experts 1

Resource Person	Designation	Organization
Dr. Chin-I Chang	Associate Researcher, Fisheries Research Institute	Council of Agriculture, ROC
Dr. Kalim Qamar	Consultant	USA
Dr. Moon-Hee Lee	Guest professor	Chungbuk National University, ROK
Dr. Harvinder Singh Chawla	Professor, Plant Biotechnology	G.B. Pant University of Agriculture and Technology, India
Prof. R. Rajapakshe	Executive Director	Sri Lanka Council for Agricultural Research Policy

Name of Project | **Workshop on Green Productivity and Sustainable Community Development: Case of Natural Farming** | ● Venue ROK
● Duration 5–9 November | ● Participants 29
● External Experts 2
● Local Experts 0

Resource Person	Designation	Organization
Mr. Roel Revilla Ravanera	Dean, College of Agriculture	Xavier University, Philippines
Dr. Rohini Reddy	Executive Director	South Asia Rural Reconstruction Association, India

INDIVIDUAL- COUNTRY PROGRAMS



Expert Yamana (center) examining specifications at Akpitarian

The needs and demands of each member country vary due to the different stages of development, maturity of the productivity movement, and economic profile. Individual-country Programs are designed to meet the identified needs of individual APO member countries which cannot be fully covered by multicountry programs.

OSM

Under the OSM Program, a group of participants from one member country visits another more experienced one to investigate productivity improvement practices. The firsthand observations are then adapted and transferred to the participants' home country.

TES

Upon request, the APO can dispatch one or more experts in a specific field to a member country under the TES Program. The experts can be asked to conduct training programs, offer consultancy services, or support the NPO, including institutional capacity building. The TES Program is meant for the industry, service, and agriculture sectors and can include community building efforts. The maximum period of assignment of the experts is six months, and they are selected from among APO member countries or from other countries outside the Asia-Pacific region, including Australia, Canada, Europe, and the USA. When an expert is dispatched, the recipient NPO usually appoints one or more of its staff to play an understudy role for human resources development and institutional capacity building.

DEVELOPMENT OF DEMONSTRATION COMPANIES/ORGANIZATIONS

Under the Development of Demonstration Companies/Organizations, a few model companies and/or organizations are selected as models each year. They receive management advice from APO experts who visit four times per year or stay in the country for six months in the case of APO/United Nations Volunteer experts. At the end of the project, a local dissemination seminar is organized, and a manual and video CD are produced and distributed to other companies and organizations to share the achievements of the model companies/organizations.

BCBN

The APO sponsors NPO participants who wish to become involved in training programs, conferences, and other special programs organized by other NPOs through the BCBN Program. Opportunities are also provided for high-level officials, policymakers, and opinion leaders in APO member countries to visit one or more other developed member countries to gain knowledge from their experiences and transfer such knowledge to participants' home countries.

OSM

The Individual-country OSM Program provides opportunities for managers/leaders of an individual member country to study, discuss, and observe recent developments in specific areas of interest by visiting another member country. In 2007, five missions were held which were attended by 54 participants. Among the missions implemented included Capacity Improvement for Testing the Quality of Products from Vietnam to Singapore, Development of SMEs on Essential Oil Extraction Technology from Nepal to India, High Quality in Service through Service Excellence Company Practice from Mongolia to Singapore, Best Practices Sharing and Benchmarking from Mongolia to Malaysia and Singapore, and Best Practices Learning on Supporting Functions and Processes from Thailand to the ROC. The interest in sending study missions was as high as in previous years. The APO solicited member countries to host more missions to accommodate the large number of applications.

TES

In 2007, 123 experts were deputed to conduct 95 programs under TES. The largest number of experts came from Japan, with 27, while 19 experts were from Singapore, 12 each from Australia and India, nine from Malaysia, seven each from the Philippines and USA, five each from Germany and the UK, four each from the ROK, the Netherlands, and Thailand, two from Canada, and one each from Belgium, Finland, France, the ROC, Slovenia, and Sri Lanka. Some of the subject areas for which expert services were requested were: knowledge management, quality improvement, total factor productivity, SME development, productivity measurement, community development, quality awards, food safety, and human resources development.



TES expert Mohan Dhamotharan at a local conference-cum-training event held in the Philippines

Development of Demonstration Companies/Organizations

The Development of Demonstration Companies/Organizations Program assists less developed member countries in establishing model projects to improve productivity in factories, companies, or organizations and then disseminate the results to promote the productivity movement in those countries. In 2007, four demonstration projects were completed or ongoing in Sri Lanka, India, Indonesia, and Mongolia. The Sri Lankan project, started in 2006 by APO/UNV expert Toshiyuki Yamana, was completed in May 2007. Eight SMEs received expert guidance from Yamana in adapting and implementing productivity improvement tools. Their experiences and achievements were shared with other NPOs as well as local companies through a booklet and DVD. Three demonstration projects were started in 2007 and five experts, three



Local workshop to share achievements of a demonstration project in Sri Lanka

from Singapore and two from Japan, were deputed to provide expert assistance and guidance.

BCBN

The APO sponsored eight BCBN projects involving 29 participants from 15 member countries. The participating countries were Bangladesh, Cambodia, the ROC, Fiji, India, I.R. Iran, Mongolia, Malaysia, Nepal, Pakistan, the Philippines,

Sri Lanka, Singapore, and Vietnam. The hosting countries were India (two), Vietnam (one), Singapore (two), Japan (two), and the ROK (one). Thirteen participants from 11 member countries took part in the First International Conference on Knowledge Management for Productivity and Competitiveness held in India, 11–12 January, under the BCBN Program.



Indonesian delegates visiting the Secretariat under BCBN

INDIVIDUAL-COUNTRY PROGRAMS

Individual-country Observational Study Missions

Subject	From	To	Duration	Participants
Capacity Improvement for Testing the Quality of Products	Vietnam	Singapore	30 Jan.–1 Feb.	8
Development of SMEs in Essential Oil Extraction Technology	Nepal	India	7–9 Mar.	12
High Quality in Service through "Service Excellence Company" Practices	Mongolia	Singapore	8–10 May	10
Best Practices Sharing and Benchmarking	Mongolia	Malaysia/ Singapore	19–23 Nov.	10
Best Practices Learning on Supporting Functions and Processes	Thailand	ROC	28 Oct.–3 Nov.	14

Technical Expert Services

No.	Expert	Subject	Recipient Country	Period
1	Prof. Arie Pier Nagel	Knowledge Management for Productivity & Competitiveness	India	11–12 Jan.
2	Prof. Ravinder Zutishi	Knowledge Management for Productivity & Competitiveness	India	11–12 Jan.
3	Mr. Tan Wee Liang	Knowledge Management for Productivity & Competitiveness	India	11–12 Jan.
4	Dr. Mina Gabor	2007 International Small Business Congress Enlarged Steering Committee Meeting in Tokyo	Japan	15–16 Jan.
5	Mr. Hiroshi Iwayama	Japanese-style Management	Sri Lanka	15–27 Jan.
6	Mr. Venkata Ratnam	Opening of the Institute of International Management and Productivity	Mongolia	5–19 Feb.
7	Dr. Bharat Chhapparwal	Application of GP to the Faculty of Engineering, University of Peradeniya	Sri Lanka	5–9 Feb.
8	Dr. Sunil Abrol	Organizational Development Approach in Promoting Productivity	Thailand	13–15 Feb.
9	Mr. Hunseok Lee	Development of National Customer Satisfaction Index (Phase 1)	Thailand	26–27 Feb.
10	Dr. Rajesh Bheda	Achieving High Productivity in the Apparel Industry	Fiji	5–9 Mar.
11	Mr. Abraham Yusoff	Establishing New Benchmarking Communities and Developing the Benchmark Database for "Change Management"	Mongolia	12–16 Mar.
12	Prof. Pasu Decharin	Balanced Scorecard	Fiji	17–23 Mar.
13	Ms. Isobel Kidd	Developing and Implementing an HACCP Program	Fiji	19–23 Mar.
14	Mr. Tsuneaki Taniguchi	2nd Productivity Congress	Mongolia	21–22 Mar.
15	Mr. Ong Chu Poh	Management Quality Improvement in the Healthcare Business	Japan	22–23 Mar.
16	Mr. Chua Song Khim	Management Quality Improvement in the Healthcare Business	Japan	22–23 Mar.
17	Mr. Roger Thomas	Industrial Engineering for the Garment Industry	Singapore	23–29 Mar.
18	Ms. Shezlina Zakaria	Consultancy on Developing Best Practice Networking in Vietnam	Vietnam	26–29 Mar.
19	Mr. John Parsons	Balanced Scorecard	Mongolia	26 Mar–6 Apr.
20	Prof. Kazuhiko Yokota	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 1)	Malaysia	2–6 Apr.
21	Prof. Sangho Kim	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 1)	Malaysia	2–6 Apr.
22	Mr. Vincent Akue	SME Credit Bureau Conference: Navigating Globalisation — The Challenges, Risks, and Opportunities	Singapore	9–17 Apr.
23	Mr. Masato Kuroda	National Seminar on Developing One Village, One Product (OVOP)	Vietnam	10–11 Apr.
24	Ms. Sarimah Misman	Consultancy on Development of an Audit Scheme on 5S Practice for NPO of Vietnam	Vietnam	16–20 Apr.
25	Mrs. Zulaifah Omar	Productivity Measurement and Benchmarking (Part 1)	Fiji	30 Apr.–4 May
26	Ms. Nor Aini Talib	Productivity Measurement and Benchmarking (Part 2)	Fiji	7–11 May
27	Mr. John Man	International Convention on QC: Competition Assessment	Malaysia	8–11 May
28	Ms. Carol Liew	Dispute Management Skills/Mediation Training	Fiji	15–17 May
29	Mr. Faizal s/o Mohamed Abdul Kadir	Dispute Management Skills/Mediation Training	Fiji	15–17 May
30	Mr. Paul Chandran	Human Resources Development Certification	Mongolia	21–25 May
31	Dr. Yeo Peng Khoo	ISO9000 QMS Lead Auditor Course	Vietnam	21–23 May
32	Mr. Ong Teck Pieng	ISO9000 QMS Lead Auditor Course	Vietnam	21–25 May
33	Dr. Ab. Wahab Muhamad	Measuring TFP	I.R. Iran	21–23 May
34	Mr. Hiroshi Iwayama	Genba, Kaizen, and 5S	I.R. Iran	21–29 May
35	Mr. M.L. Suryaprakash	Productivity Improvement in the Context of Economic, Social, and Cultural Development Plans	I.R. Iran	26–29 May
36	Dr. Yoshihisa Ohnishi	Improvement of Productivity and Sanitation in PT Nirmas Utama (Food Manufacturer)	Indonesia	27 May–4 Jun.

No.	Expert	Subject	Recipient Country	Period
37	Mr. Yasuhiko Inoue	National Seminar on Performance Assessment for SMEs and Consultancy on Development of NPO Vietnam	Vietnam	28 May–1 Jun.
38	Ms. Judy Karwacki	Workshop on Going Green—Eco Tourism and Community Development	Fiji	28–29 May
39	Prof. Tzung-Cheng Huan	Workshop on Sustainable Management of Natural Resources	Fiji	28–29 May
40	Mr. Mitsuo Takegasa	Conference on Marketing and Retailing 2007	Malaysia	29–30 May
41	Dr. Luis Ma. R. Calingo	Calibration of PQA Assessors and Judges in 2007, Malcolm Baldrige National Quality Award Criteria	Philippines	3–8 Jun.
42	Mr. Richard Dowse	Apply Organization Development Knowledge to TQA Consultation Approach	Thailand	4–8 Jun.
43	Mr. Tadashi Ando	National Roundtable Conference on “One Village, One Product” Movement in Cambodia	Cambodia	5–6 Jun.
44	Ms. Rika Fujioka	National Roundtable Conference on “One Village, One Product” Movement in Cambodia	Cambodia	5–6 Jun.
45	Dr. Morihiko Hiramatsu	National Roundtable Conference on “One Village, One Product” Movement in Cambodia	Cambodia	5–6 Jun.
46	Ms. Aucharawan Maneeket	National Roundtable Conference on “One Village, One Product” Movement in Cambodia	Cambodia	5–6 Jun.
47	Mr. Mohan Dhamotharan	Improving Participation through Rural Women Facilitators	I.R. Iran	10–16 Jun.
48	Dr. Luis Ma. R. Calingo	2007 TQA Asessor Training Program	Thailand	11–22 Jun.
49	Dr. Gerd Walter-Echols	Farmer-oriented and Participatory Extension Approach with Emphasis on Safe Crop Production through IPM/FFS	I.R. Iran	20–25 Jun.
50	Dr. Peter Ooi	Farmer-oriented and Participatory Extension Approach with Emphasis on Safe Crop Production through IPM/FFS	I.R. Iran	20–28 Jun.
51	Mr. G.S. Krishnan	Developing Emergency Response Plans	Fiji	20–27 Jun.
52	Prof. Tan Khée Giap	Skill Mapping	Pakistan	24–28 Jun.
53	Mr. Lou Magritzer	Integrated Food Safety Program for Small and Medium Enterprises in the Philippines	Philippines	25–30 Jun.
54	Hon. Justice C. Wheeler	Framework for Court Excellence	Singapore	27–30 Jun.
55	Dr. Pim Albers	Framework for Court Excellence	Singapore	27–30 Jun.
56	Mr. Hans Van Beek	Singapore Quality Award for Business Excellence Program	Singapore	2–6 Jul.
57	Mr. D. Pawan Kumar	Renewable Energy and Energy Efficiency	Pakistan	2–13 Jul.
58	Mr. Charles Dagher	Industrial Engineering for the Garment Industry	Singapore	7–13 Jul.
59	Ms. Sarah Elizabeth B. Francis	Singapore Quality Award for Business Excellence Program	Singapore	9–13 Jul.
60	Mr. Paul Chandran	Training and Consulting on Human Resources Management	Vietnam	16–20 Jul.
61	Mr. Masato Kuroda	Comprehensive Development Plan for Ulaankhus sum Bayan-Ulgii Province (Phase 1)	Mongolia	18–31 Jul.
62	Prof. Kazuhiko Yokota	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 2)	Malaysia	30 Jul–3 Aug.
63	Prof. Sangho Kim	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 2)	Malaysia	30 Jul–3 Aug.
64	Mr. Roly Chase	2007 Indonesian KM Conference	Indonesia	31 Jul–2 Aug.
65	Dr. Serafin Talisayon	2007 Indonesian KM Conference	Indonesia	2 Aug.
66	Mr. Kenji Kohga	Conference on Creativity and Innovativeness	Malaysia	6–8 Aug.
67	Prof. Katsutoshi Ayano	International Symposium on Quality Management	Malaysia	7–9 Aug.
68	Mr. Makoto Sato	2007 International Conference on Tourism Innovation for SMEs	ROC	14–15 Aug.
69	Dr. Takeo Shiina	Cold Chain Management of Vegetables	Singapore	16–20 Aug.
70	Mr. Hisazumi Matsuzaki	Lean Manufacturing for Industry Competitiveness	Philippines	20–24 Aug.
71	Mr. Harnek Singh	TQA Seminar 2007: Thailand Quality Award for Performance (Service)	Thailand	29 Aug.
72	Mr. Lim Francis	Job Analysis and Job Evaluation for Salary Structure	Thailand	3–7 Sept.

Technical Expert Services

No.	Expert	Subject	Recipient Country	Period
73	Ms. Margie Jantti	TQA Seminar 2007: Thailand Quality Award for Performance (Education)	Thailand	6 Sept.
74	Dr. M.R. Ramsay	The RAPMOD System (Ramsay Productivity Models System) for Pragmatic Corporate Management	Mongolia	10–28 Sept.
75	Mr. Masaji Tajiri	Developing Consulting Schemes on Lean Production	Vietnam	10–14 Sept.
76	Ms. Isobel Kidd	Lead Food Safety Auditor Training Program	Fiji	10–14 Sept.
77	Mr. Hitoshi Seki	Seminar on Business Efficiency	Malaysia	10–11 Sept.
78	Mr. Samauddin Radiman	Analysis of National, Sectoral, and Industry Productivity and Publishing the Mongolian Productivity Report (Follow-up 2006)	Mongolia	17–21 Sept.
79	Mr. Mohan Dhamotharan	13th Biennial Conference of the Philippine Association of Agri-environment Educators and Entrepreneurs	Philippines	18–21 Sept.
80	Mr. Kelvin Loh	TQA Seminar 2007: Thailand Quality Award for Performance (Health Care)	Thailand	20 Sept.
81	Mr. Bill Webb	Singapore Retail Industry Conference 2007	Singapore	26–28 Sept.
82	Mr. John Torella	Singapore Retail Industry Conference 2007	Singapore	26–28 Sept.
83	Mr. Masaji Tajiri	Lean Six Sigma	ROC	2–4 Oct.
84	Mr. K.V.R. Raju	Modern Productivity Measurement and Assessment Tools and Application of ISO22000	Mongolia	15–29 Oct.
85	Mr. Andrew Ng	12th Productivity and Quality Forum and Training Course on Brand Management	Vietnam	16–19 Oct.
86	Mr. John Parsons	12th Productivity and Quality Forum and Development Consulting Scheme on Balanced Scorecard	Vietnam	19–23 Oct.
87	Mr. Burhanuddin Saidin	12th Productivity and Quality Forum on Benchmarking and Best Practices	Vietnam	19–24 Oct.
88	Dato' Nik Zainiah Nik Abdul Rahman	12th Productivity and Quality Forum	Vietnam	19 Oct.
89	Mr. Sompong Tanchaenphol	12th Productivity and Quality Forum	Vietnam	19–20 Oct.
90	Mr. Kiyoshi Ueno	SME International Leader Forum	ROC	20–22 Oct.
91	Prof. Noriyuki Takahashi	SME International Leader Forum	ROC	21 Oct.
92	Dr. Rory L. Chase	Measuring the Effectiveness of Knowledge Management through the MAKE Criteria	Philippines	22 Oct.
93	Mr. Tetsuo Furuta	International Forum on Agro-product Traceability Systems in 2007	ROC	23–25 Oct.
94	Mr. Takashi Owada	International Forum on Agro-product Traceability Systems in 2007	ROC	23–25 Oct.
95	Ms. Nina Maria Estudillo	Development of Productivity Specialists	Sri Lanka	29 Oct.–10 Nov.
96	Mr. Carlos A. Sayco, Jr.	Development of Productivity Specialists	Sri Lanka	29–30 Oct.
97	Ms. Elena Cruz	Development of Productivity Specialists	Sri Lanka	31 Oct.–2 Nov.
98	Mr. Richard Barton	Driving Performance through Organizational Excellence	India	1–2 Nov.
99	Mr. Lee Kok Seong	Development of Productivity Specialists	Sri Lanka	3–6 Nov.
100	Mr. Kelvin Chan	Workshop for Quality Circle Steering Committee, QC Managers, Facilitators, and Team Leaders and 13th National Convention on Quality	Fiji	5–16 Nov.
101	Dr. Martin Mulder	International Conference on Agriculture and the Environment	Philippines	5–7 Nov.
102	Dr. Charles Maguire	International Conference on Agriculture and the Environment	Philippines	5–7 Nov.
103	Prof. Dr. Ronald S.J. Tuninga	Toward Global Competitiveness through Enhancing Infrastructure Support	Malaysia	5–6 Nov.
104	Dr. Petri Rouvinen	Toward Global Competitiveness through Enhancing Infrastructure Support	Malaysia	5–7 Nov.
105	Mr. Mohan Dhamotharan	Expert Meeting on Developing an Integrated Community Development Training Manual	Indonesia	5–11 Nov.
106	Ms. Theresa Agustin	Development of Productivity Specialists	Sri Lanka	6–7 Nov.
107	Ms. Ramonesa Ricardo	Development of Productivity Specialists	Sri Lanka	8–10 Nov.

No.	Expert	Subject	Recipient Country	Period
108	Dr. Antonio J. Pineda	Methodology of Productivity Improvement in Research Institutes	I.R. Iran	10–14 Nov.
109	Mr. Praba Nair	Knowledge Management	Fiji	12–21 Nov.
110	Mr. Edgar J. Ridley	Seminar on Creating Value through Service Innovation	Malaysia	20–23 Nov.
111	Mr. C.R. Sundaramurti	Reform Process toward Performance-based Budgeting Systems	I.R. Iran	24–28 Nov.
112	Mr. Masahisa Mizumoto	National Quality and Productivity Convention and International Quality & Productivity Forum	India	26–29 Nov.
113	Mr. Julian Carroll	Asian Packaging Federation Congress	Singapore	28–30 Nov.
114	Mr. Paul Clegg	Asian Packaging Federation Congress	Singapore	28–30 Nov.
115	Mr. Satoshi Kuroiwa	Sixth International Seminar on Management Innovation	ROK	28 Nov.
116	Dr. Jerald S. Fifield	International Environment and Water Conference 2007	Singapore	28–30 Nov.
117	Ms. Stefanie Bechert	Conference on Enhancing Market Access for Small and Medium Enterprises to International Markets	Singapore	3–6 Dec.
118	Prof. Lester Lloyd-Reason	Conference on Enhancing Market Access for Small and Medium Enterprises to International Markets	Singapore	3–6 Dec.
119	Prof. Kazuhiko Yokota	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 3)	Malaysia	3–7 Dec.
120	Prof. Sangho Kim	Analysis of TFP Sources of Growth to Enhance Competitiveness (Phase 3)	Malaysia	3–7 Dec.
121	Mr. Kevin Wheeler	Seminar/Workshop on Launching and Managing a 21st Century Corporate University in Malaysia	Malaysia	10–12 Dec.
122	Mr. Stefan Klaver	Training and Developing Consulting Schemes on Good Agricultural Practices for NPOs	Vietnam	17–20 Dec.
123	Mr. Harnek Singh	Training of Examiners for Sri Lanka National Quality Award	Sri Lanka	18–20 Dec.

Development of Demonstration Companies/ Organizations

Name of Project	Development of Demonstration Companies/ Organizations in Mongolia - First Visit	<ul style="list-style-type: none"> ● Venue Mongolia ● Duration 6–17 August 	<ul style="list-style-type: none"> ● Participants – ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Eddy P. Edward	Managing Consultant	KBE Consulting Private Limited, Singapore

Name of Project	Development of Demonstration Companies/ Organizations in Mongolia - Second Visit	<ul style="list-style-type: none"> ● Venue Mongolia ● Duration 5–16 November 	<ul style="list-style-type: none"> ● Participants – ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Eddy P. Edward	Managing Consultant	KBE Consulting Private Limited, Singapore

Name of Project	Development of Demonstration Companies/ Organizations in Indonesia - First Visit	<ul style="list-style-type: none"> ● Venue Indonesia ● Duration 27 August–1 September 	<ul style="list-style-type: none"> ● Participants – ● External Experts 1 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Toshiyuki Yamana	Consultant	Japan

Name of Project	Development of Demonstration Companies/ Organizations in India - First Visit	<ul style="list-style-type: none"> ● Venue India ● Duration 15–23 October 	<ul style="list-style-type: none"> ● Participants – ● External Experts 2 ● Local Experts 0
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Resource Person	Designation	Organization
Mr. Eddy P. Edward	Managing Consultant	KBE Consulting Private Limited, Singapore
Mr. J.S. Bhar	Associate Senior Consultant	KBE Consulting Private Limited, Singapore

Participation under BCBN Projects

Project Title	Deputing Country	Host Country	Duration	Participants
First International Conference on Knowledge Management for Productivity and Competitiveness	Vietnam Cambodia ROC Fiji I.R. Iran Japan Mongolia Nepal Philippines Sri Lanka Vietnam	India	11–12 Jan.	13
Study Visit to Vietnam	Nepal	Vietnam	22–25 Jan.	2
Latest Trends in the Productivity Movement	India	Singapore & Japan	28 May–1 Jun.	1
International Conference on Knowledge, Culture and Change in Organizations	Malaysia	Singapore	24–27 Jul.	1
Strengthening of NPOs	Pakistan	Malaysia	14–16 Aug.	3
Best Practices of ICT Application in India	Malaysia	India	26–30 Nov.	3
Food Safety Mechanisms and Systems	Singapore	ROK	29–30 Nov.	3
Eco-products Promotion Mechanism in Japan	Vietnam	Japan	13–15 Dec.	3

EVALUATION OF APO PROJECTS



Group discussion in progress

The APO is continually improving projects by acting on feedback received from people and organizations who have taken part in them. However, the source of feedback varies according to the type of project being undertaken. For symposia, study meetings, training courses, seminars, multi-country study missions, and workshops feedback is received from participants, resource speakers, and implementing organizations. For individual-country projects, feedback comes mostly from participants and the recipient countries.

Onsite Evaluation

In 2007, the APO conducted evaluations of 40 multicountry projects. These projects comprised eight workshops, nine seminars, eight study meetings, 10 training courses, three multicountry study missions, one study mission to a nonmember country, and one forum. Overall, participants were impressed with the quality of projects, with those expressing satisfaction accounting for 98% of respondents. Participants expressed the greatest satisfaction with the program content (99%), followed by resource speakers/persons (97%),

methodology used (96%), and program schedule (95%). Field/observational/company visits recorded the lowest satisfaction level of 88%. From the feedback received, many participants rated the site visits as relevant, but felt that the time spent on the visits was sometimes too limited to gain deep insights, or in certain cases the sites were sometimes not sufficiently relevant to the subject.

Evaluation of individual-country projects in Category C, implemented as Individual-country Study Missions (OSMs), Technical Expert Services (TES), DON Strategy, Member Country Support Program, Industry Demonstration Project, and Bilateral Cooperation Between NPOs (BCBN), was also conducted. A total of 4,607 participants and three model companies received human resources development and capacity building assistance. Category C contributed largely to the successful accommodation of individual member countries' needs and demands. However, some issues and concerns remained to be addressed such as the disparity between the large number of OSM and BCBN applications and the limited number of

member countries to host those projects, as well as the difficulties experienced in collecting reports from NPOs involved in TES and BCBN.

Impact Evaluation

In 2007, the APO conducted impact evaluation of 10 training course-type projects through an online survey. The APO took this step to determine the effectiveness of the training courses and to measure how much knowledge the participants had acquired and then incorporated into their daily work. The respondents were those participants who attended the 10 projects surveyed. Of the 216 participants, 102 responded, yielding a response rate of 47%, which is high when compared with a

previous online survey response rate of 20%. The majority of participants surveyed responded that participation in the APO project had energized and motivated them. Respondents listed other impacts of participation as being becoming more productive at work, gaining recognition in the workplace, improved opportunities to undertake more challenging tasks, and accelerated career progression. The information and skills acquired from the projects spread through organizations by means of discussions, workshops, on-the-job training, seminars, and conferences. Ninety-three percent of the respondents mentioned that the project they had attended should be continued, and 94% suggested that the APO organize follow-up activities.

EVALUATION OF APO PROJECTS

INFORMATION PROGRAM



APO publications

The APO Information Program is conducted for:

- 1) promoting the mission of the APO, broadening the scope of its cooperation with organizations both within and outside the APO membership, and increasing its network of collaboration;
- 2) disseminating information helpful to productivity promotion and improvement through the print media and Internet; and
- 3) managing and intensifying the application of IT within the Secretariat, in course administration, and in training delivery systems.

The modalities used to accomplish these objectives are publications, including e-books; multimedia, especially IT; seminars and workshops; and promotional activities.

PUBLICATIONS

The APO has an extensive publishing program. There are four main types of publications: report format titles, priced publications, e-books, and general publications. All are in English.

Report Format Titles

The report format titles are reports of proceedings of selected basic research projects, surveys, symposia, study meetings, and seminars. More than 400 volumes in this format have been published since the APO's founding in 1961. They are distributed to NPOs, university libraries, research institutes, government agencies, private-sector corporations, university faculty members, researchers, APO resource persons, and senior corporate executives.

The APO selects several projects on current issues that are important and relevant to member countries. The participants in these projects are senior officials and professionals from both the private and public sectors who present status reports on the current situation or practices prevailing in their countries on the project topic. These papers together with the integrated report, presentations made by resource persons, project program, and list of participants are included in the report format titles. Academicians, researchers, and private-sector organizations find that these report format titles give new insights into their own fields of

endeavor for further investigation. The new titles published in 2007 were:

Best Practices in Asian Corporate Governance
Business Potential for Agricultural Biotechnology Products

Compendium of Best Practice Case Studies in Asia (Volume II)

Compendium of Best Practice Case Studies in Asia (Volume III)

Corporate Brand Management

Entrepreneurship Development for Competitive Small and Medium Enterprises

Socially Sensitive Enterprise Restructuring in Asia: Country Context and Examples

Solid-Waste Management: Issues and Challenges in Asia

Strategic Management of Technology and Innovation

Special Publications

Special publications are titles published from time to time to cater to specific purposes such as to assist NPOs and consultants in their training efforts or related to special events organized by the APO. Two came out in 2007:

Knowledge Management: From Brain to Business
International Comparison of Labor Productivity 2006

Productivity Series

A new title under the Productivity Series, the 33rd, was also released in 2007, entitled *Niche Marketing: 60 Success Stories* by Dr. Soichiro Nagashima, President, Central Productivity Institute, Japan. This title was also made available as an e-book on the APO Web site.

Priced Publications

Priced publications are mainly translations of Japanese titles on subjects related to productivity. No new titles were published as priced publications in 2007.

e-Books on the APO Web site

As the use of ICT is becoming more widespread, the APO has started to publish e-books. This is effective in terms of both accessibility and cost. The e-books are available on the APO Web site at www.apo-tokyo.org. After taking into consideration the Internet bandwidth constraints in many of its member countries, the e-books are available in PDF and HTML formats, which readers can easily

download on a chapter-by-chapter basis. The APO is permitting readers to copy and reproduce its e-books for personal use only. For all other purposes, prior permission must be obtained. The following e-books were published in 2007:

Best Practices in Asian Corporate Governance
Business Potential for Agricultural Biotechnology Products

Compendium of Best Practice Case Studies in Asia (Volume II)

Compendium of Best Practice Case Studies in Asia (Volume III)

Corporate Brand Management

Entrepreneurship Development for Competitive Small and Medium Enterprises

Knowledge Management: From Brain to Business
Niche Marketing: 60 Success Stories

Socially Sensitive Enterprise Restructuring in Asia: Country Context and Examples

Solid-Waste Management: Issues and Challenges in Asia

General Publications

The *APO News*, published monthly in English (some 5,000 copies are distributed worldwide), offers reports on APO activities, synopses of productivity issues, regular columns by international productivity experts, and coverage of NPO activities and other special events. The newsletter is distributed to NPOs, APO project participants, other international organizations, government agencies, NGOs, educational institutions, and individuals.

MULTIMEDIA

With the growing impact of IT on knowledge sharing and dissemination, the APO is committed to optimizing the use of IT for furthering the cause of the productivity movement in Asia and the Pacific. The IT Program of the Secretariat currently has five components: the APO Web site, APO intranet, APOnet, APOe-Forum, and APO e-learning activities.

APO Web site

The APO maintains a Web site at <http://www.apo-tokyo.org>. The site provides comprehensive information on the APO and its activities, including a section in the Japanese language, important statements of the Secretary-General, current and past issues of the *APO News*, e-publications including e-books and e-reports, and linkages



APO Web site

with relevant Web sites of other organizations. The long-term objective is to develop it into a major Internet portal on productivity. Apart from information dissemination, the site is also increasingly being used by the APO Secretariat for communication with its partners, NPOs, and project participants, as well as for implementing Web-based learning programs. In 2007, the APO changed the Web site design to make it more user-friendly and allow easier access to the major data and information. Two new features, What's New and Resource/Research Papers, were added to the site to enable visitors to become acquainted with current activities of the APO and major issues and concerns in productivity and competitiveness.

APO Intranet

To harness IT to improve its work productivity, facilitate knowledge sharing among staff members, and convert itself into a learning organization, a local network-based intranet system was established within the APO Secretariat in 2001. It consists of a knowledge center with three basic components: 1) an information database hub on past APO projects, participants, and experts; 2) information on member countries and their NPOs; and 3) information on APO administrative guidelines and activities.

APONet

In May 2002, the APONet was set up as an exclusive Web site to foster closer communications between the APO Secretariat, NPOs, and participants in ongoing APO projects for better program planning, preparation, and implementation. It enables NPOs to access all APO project sites through which they can view or download resource papers, participants' papers, and reports of proceedings. Similarly, APO resource persons and participants can use the site to view or download resource/

country papers and other documents related to the project they are attending, upload their own papers for access by others, and download the course materials after the program. The APONet is now a virtual depository of the reports, documents, and papers of almost all APO projects.

APO e-Learning Activities

In 2005, the APO expedited integrating e-learning sessions in its regular APO projects to reach a large pool of productivity practitioners in a very cost-effective manner. The APO has expanded its efforts to utilize this new method since then. In general, the APO organizes e-learning projects on two platforms: APO e-Learning Portal; and e-learning facilities of other organizations, e.g., World Bank, JICA-Net, etc.

APO e-Learning Portal

The APO has set up an e-Learning Portal on its Web site to host a variety of e-learning projects. The types of project that could be organized using this portal include projects entirely based on the APO e-Learning Portal without any face-to-face component. Participants attend the course from their home or workplace in their respective countries over the Internet, while resource speakers deliver their presentations using the e-Learning Portal from their respective places of work. In e-learning sessions in face-to-face regular projects, resource persons make presentations from their places of work using the e-Learning Portal over the Internet to project venues where regular face-to-face APO projects are being implemented. When e-learning elements are added to regular face-to-face projects as predeparture courses, participants learn the initial, basic portion of the course over the Internet in their respective countries before departing to attend a face-to-face APO course organized in another APO member country. Finally, self-learning e-courses are open to all, allowing users to attend the course at their own pace and on their own time using personal computers.

e-Learning Facilities of Other Organizations

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have e-learning hosting facilities. The APO is collaborating with the Tokyo Development Learning Center of the World Bank, JICA-Net, Association for Overseas Training Scholarship (AOTS), etc. to deliver e-learning courses utilizing their distance-learning/videoconferencing facilities. The APO also collaborates with academic/training institutes

that develop and provide e-learning courses. Eleven APO member countries have World Bank centers. By combining the use of those facilities with JICA-net and AOTS hosting centers, the majority of member countries could be linked in a virtual network. In 2007, the APO organized 17 e-learning activities.

PUBLIC PROMOTIONAL ACTIVITY

Since 1998, the APO has been participating in the Japan International Cooperation Festival, held annually at Tokyo's Hibiya Park. In 2006, this festival was renamed the Global Festa. In 2007 it was held 6–7 October. Approximately 79,000 people from all walks of life visited this colorful event. Each year, the APO has taken a booth at this huge festival to showcase its services and to create awareness of its activities among the Japanese public, along with more than 200 other international, governmental, and nongovernmen-

tal organizations. The APO booth was decorated with three new panels, framed project photos, and souvenirs received from its member countries on various occasions. The national flag-matching game, introducing the APO's member countries, attracted a great deal of attention. The APO booth also gave away selected free publications and a set of postcards.



APO booth at Global Festa, Hibiya Park, Tokyo, Japan

INFORMATION PROGRAM

INTERNATIONAL COOPERATION



Visitors from Andean countries at the APO Secretariat

The APO has been making various efforts to maintain close links with other international organizations and national agencies and institutions of countries outside the APO membership. The International Cooperation Program is important for the APO to enlarge the knowledge bases on subject areas critical to member countries through the exchange of information and the opportunity to study firsthand the application of the latest practices in management techniques, environmental protection, and technology in non-APO member countries. Member countries benefit from this by establishing bilateral business ties and networks with their counterparts in countries other than APO members. As the network expands, so do the pools of experts and resources for deputation to member countries under the TES Program and various APO projects. The synergy derived from this collaboration program has created value and benefits for the APO and its partners.

Joint Projects

The APO collaborated with the Colombo Plan Secretariat (CPS) and National Productivity

Institute (NPI) of South Africa in organizing joint projects in 2007. The project cosponsored with the CPS was the workshop on Green Productivity and Energy Efficiency. That jointly organized with the NPI of South Africa was the Basic Course for Productivity Practitioners.

Services of Experts Received

In 2007, the services of nine experts were received from the following organizations: three from the United Nations Food and Agriculture Organization (FAO), one each from the United Nations Economic and Social Commission for Asia and the Pacific, and International Labour Organization (ILO), and two each from the Organization for Economic Cooperation and Development (OECD), and Inter-American Development Bank.

Guest Observers Received

The 49th Session of the Governing Body was honored by observers representing the Ministry of Industry and Commerce of Mongolia, Ministry of Finance of Mongolia, Cabinet Secretariat of the

Government of Mongolia, Ministry of Foreign Affairs of Mongolia, and NPI of South Africa.

The 47th and 48th Workshop Meetings of Heads of NPOs were graced by observers representing the Botswana National Productivity Centre, Ministry of Agriculture of Indonesia, Ministry of Foreign Affairs of Indonesia, Ministry of Manpower and Transmigration of Indonesia, Ministry of Cooperatives and SMEs of Indonesia, Ministry of Communication and Information Technology of Indonesia, Ministry of Finance of Indonesia, Coordinating Ministry for Economics of Indonesia, Ministry of Industry of Indonesia, Ministry of Environment of Indonesia, ASEAN Foundation, CPS, ILO Office in Indonesia, Vietnam Country Office of the FAO, and United Nations International Development Organization Country Office.

Meetings Attended

APO Secretary-General Shigeo Takenaka attended the 40th Annual Meeting of the Board of Governors of the Asian Development Bank, Kyoto, Japan; ILO's Asian Regional Forum on Growth, Employment and Decent Work, Beijing, PRC, along with Agriculture Program Officer Fumihiro Kabuta and Research Planning Program Officer Yasuko Asano; and National Productivity Award Ceremony of the NPS, Colombo, Sri Lanka, along with Administration and Finance Accountant Kaoru Negishi. Agriculture Program Officer Dr. M. Saeed attended the EU Food Law 16th Annual Conference, Brussels, Belgium.

Participants from Nonmember Countries

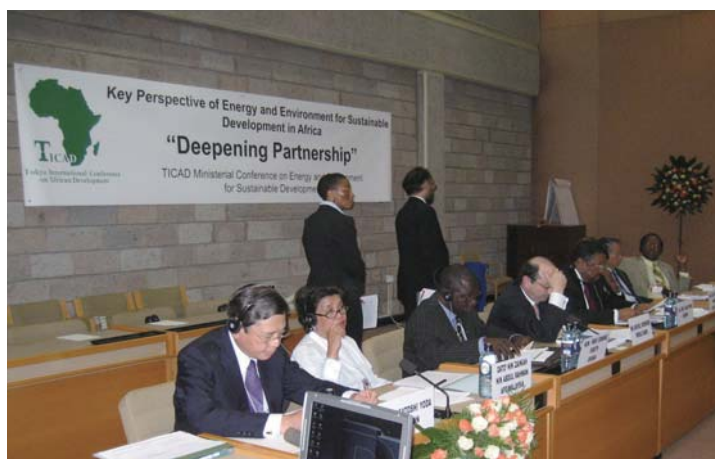
Depending on the relevancy of topics, the APO invites participants from countries in Asia and the Pacific which are not yet APO members to attend selected projects. From 2006, invitations were also extended to African countries under its African Program. Forty-six participants from the following seven countries attended six APO projects in 2007: Brunei Darussalam, Myanmar, South Africa, Kenya, Mauritius, Nigeria, and Botswana.

African Program

In an effort to make a contribution

to the global productivity movement, the APO launched its African Program with special funding from the Government of Japan in 2006. Since its first event, the Roundtable Conference for Promotion of the Productivity Movement in Africa held in Sandton, South Africa, in August 2006, various activities have been undertaken to disseminate the productivity movement in Africa in collaboration with the Pan African Productivity Association (PAPA).

The APO deputed two experts to share Asian experiences at the Tokyo International Conference on African Development (TICAD) Ministerial Conference on Energy and Environment for Sustainable Development held in Nairobi in March. The APO's GP Program, particularly collaboration and partnership with the private sector through the GP Advisory Committee and Eco-products International Fairs, attracted the attention of conference participants. After organizing two preparatory meetings in Singapore and Johannesburg, South Africa, respectively, the first special training course targeting NPO officials in PAPA members, the Basic Training Course for Productivity Practitioners, was held in South Africa in July. The APO deputed four resource speakers from the region to speak on the necessary knowledge and skills for productivity and quality increases for tangible, realistic results. Discussion and preparation for the Advanced Course for Productivity Practitioners to be held in 2008 were also undertaken. The Secretariat also received visits from two multicountry study missions from Africa to Japan sponsored by the JPC-SED.



Two APO delegates (on left) attending a subcommittee meeting, TICAD Ministerial Conference

Joint Projects

Project	Collaborating Organization
Workshop on Green Productivity and Energy Efficiency	Colombo Plan Secretariat
Basic Training Course for Productivity Practitioners	National Productivity Institute, South Africa

Services of Experts Received

Project	Collaborating Organization
Seminar on Agricultural Insurance Systems for Small Farmers	FAO
Southeast Asian Regional Conference on Agricultural Value Chain Financing	FAO, Inter-American Development Bank
Seminar on Modern Quality Control and Inspection Systems for Food Products	FAO
Study Meeting on Implications of Trade Liberalization under WTO-Doha Development Agenda for Small Farmers and Agricultural Trade	ESCAP
Seminar on Socioeconomic Roles of Agriculture in Asia with Emphasis on Agri-environmental Services	OECD
Working Party Meeting of Experts on Monitoring Basic Agricultural Policies	OECD
Study Meeting on the Social Dimensions of Productivity	ILO
Workshop on the Promotion of Community Productivity: One Village, One Product Movement	Inter-American Development Bank

Observers

Project	Collaborating Organization
49th Session of Governing Body	Ministry of Industry and Commerce, Mongolia
	Ministry of Finance, Mongolia
	Cabinet Secretariat of the Government of Mongolia
	Ministry of Foreign Affairs, Mongolia
	National Productivity Institute, South Africa
47th Workshop Meeting of Heads of NPOs	Botswana National Productivity Centre
	Ministry of Agriculture, Indonesia
	Ministry of Foreign Affairs, Indonesia
	Ministry of Manpower and Transmigration, Indonesia
	Ministry of Cooperatives and SMEs, Indonesia
	Ministry of Communication and Information Technology, Indonesia
	Ministry of Finance, Indonesia
	Coordinating Ministry for Economic Affairs, Indonesia
	Ministry of Industry, Indonesia
	Ministry of Environment, Indonesia
	ASEAN Foundation
	Colombo Plan Secretariat
48th Workshop Meeting of Heads of NPOs	ILO Office in Indonesia
	Colombo Plan Secretariat
	FAO, Vietnam Country Office
	UNIDO Country Office

Participants from Nonmember Countries in APO Projects

Project	Collaborating Organization
Regional Policy Dialogue Workshop on Capacity Building for Creating an Ecocirculation Society through Biomass Utilization in the BIMP-EAGA Region	Brunei Darussalam (3)
Forum on SME Development in the Mekong Region	Myanmar (11)
International Productivity Conference on Knowledge Management	South Africa (1)
Southeast Asian Regional Conference on Agricultural Value Chain Financing	Myanmar (3)
Basic Training Course for Productivity Practitioners	South Africa (6), Kenya (5), Mauritius (5), Nigeria (5), Botswana (4)
Seminar on SME Development in the Mekong Region: Learning from Excellent SMEs in Japan	Myanmar (3)

International/Regional Meetings Attended by the APO

Host organization	Title of meeting	Duration	Venue	Staff member involved
IIST	Institute for International Studies and Training (IIST) Industrial Mission to Kyushu, Japan, on New Energy Initiatives	8–10 Feb.	Kitakyushu & Kagoshima, Japan	Mr. K.D. Bhardwaj
ADB	40th Annual Meeting of the Board of Governors of the Asian Development Bank	4–7 May	Kyoto, Japan	Mr. Shigeo Takenaka
EU	Food Law's 16th Annual Conference	12–13 June	Brussels, Belgium	Dr. Muhammad Saeed
ILO	Asian Regional Forum on Growth, Employment, and Decent Work	13–15 Aug.	Beijing, P.R. China	Mr. Shigeo Takenaka, Mr. Fumihiko Kabuta, and Ms. Yasuko Asano
NPS	National Productivity Award Ceremony 2006	23 Oct.	Colombo, Sri Lanka	Mr. Shigeo Takenaka and Mr. Kaoru Negishi

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Financial Report

INDEPENDENT AUDITOR'S REPORT

Deloitte

Deloitte Touche Tohmatsu
MS Shibaura Building
4-13-23, Shibaura
Minato-ku, Tokyo 108-8530
Japan
Tel: +81 (3) 3457 7321
Fax: +81 (3) 3457 1694
www.deloitte.com/jp

INDEPENDENT AUDITORS' REPORT

To the Governing Body of
Asian Productivity Organization:

We have audited the accompanying financial statements of Asian Productivity Organization (the "Organization"), which comprise the balance sheet as at 31 December 2007, and the related statements of revenues and expenses, changes in surplus, and cash flows for the year then ended (all expressed in US dollar), and a summary of significant accounting policies and other explanatory notes. The financial statements of the Organization as at and for the year ended 31 December 2006, were audited by other auditors whose report, dated 19 April 2007, expressed a qualified opinion on those statements and included the same scope qualification as we have for the financial statements as at and for the year ended 31 December 2007 as discussed in the sixth paragraph.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. Except as discussed below, we conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Qualified Opinion

Project implementation grants and corresponding project costs are recorded based on information furnished by member governments and others as explained in Note 10 to the financial statements. Our audit did not extend beyond inspection of certain reports submitted by the member governments and others.

The Organization has accounted for the liability for defined benefit type post-retirement benefits on vested benefit obligation basis as discussed in Note 2 to the financial statements; in our opinion, International Financial Reporting Standards require that actuarial assumptions are required to measure the obligation and the expense and that the obligation should be measured on a discounted basis. Effects on the financial statements are not available.

Qualified Opinion

In our opinion, except for the effects of such adjustment, if any, as might have been determined to be necessary had we been able to extend our audit beyond those procedures performed for project implementation grants and corresponding project costs and had we been able to obtain sufficient audit evidence regarding the defined benefit type post-retirement benefits using an actuarial calculation as discussed above, the financial statements present fairly, in all material respects, the financial position of the Organization as of 31 December 2007, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.



29 February 2008

ASIAN PRODUCTIVITY ORGANIZATION
BALANCE SHEETS
31 DECEMBER 2007 AND 2006

(US dollars)

	2007	2006
ASSETS		
Cash and cash equivalents (Note 3)	\$12,116,623	\$13,505,227
Receivables (Note 4):		
Member countries	1,143,595	1,559,566
Others	75,937	102,359
Allowance for long-outstanding debts	(474,306)	(1,117,241)
Prepaid expenses	634,511	609,676
Deposits and other advance payments	174,725	283,752
Fund for severance payments (Note 8)	2,949,820	2,456,875
Total assets	<u><u>\$16,620,905</u></u>	<u><u>\$17,400,214</u></u>
LIABILITIES AND SURPLUS		
Accounts payable	\$1,918,075	\$2,447,150
Withholding tax and social insurance	113,800	95,404
Other current liabilities	27,315	44,329
Accrued annual leave	497,912	475,741
Liability for severance payments	2,506,451	2,456,875
Total liabilities	<u><u>5,063,553</u></u>	<u><u>5,519,499</u></u>
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Continuing projects	3,253,839	3,955,126
Unappropriated surplus	2,303,513	1,925,589
Total surplus	<u><u>11,557,352</u></u>	<u><u>11,880,715</u></u>
Total liabilities and surplus	<u><u>\$16,620,905</u></u>	<u><u>\$17,400,214</u></u>

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF REVENUES AND EXPENSES
YEARS ENDED 31 DECEMBER 2007 AND 2006

	(US dollars)	
	2007	2006
Revenues:		
Membership contributions (Note 4)	\$11,614,375	\$11,614,375
Special cash grants (Note 5)	1,176,907	1,216,600
External assistance (Note 6)		345,157
Project implementation grants (Note 10)	2,130,829	1,817,622
Participation by member countries	15,789	12,095
Miscellaneous	657,286	391,219
Total revenues	<u>15,595,186</u>	<u>15,397,068</u>
Expenses:		
Projects		
Current year's project costs:		
APO share	6,818,420	5,412,123
Implementation project costs (Note 10)	1,854,504	1,688,581
Subtotal	<u>8,672,924</u>	<u>7,100,704</u>
Prior years' continuing project costs:		
APO share	1,855,864	1,115,245
Implementation project costs (Note 10)	276,325	129,041
Subtotal	<u>2,132,189</u>	<u>1,244,286</u>
Allocation to project costs from administration expenses (Note 7)	2,093,672	2,009,978
Total	<u>12,898,785</u>	<u>10,354,968</u>
Administration		
Staff expenses	5,215,247	5,635,000
Allocation to project costs (Note 7)	(2,093,672)	(2,009,978)
Office maintenance (Note 9)	482,198	650,401
Operations	61,706	67,743
Miscellaneous	170,351	324,118
Total	<u>3,835,830</u>	<u>4,667,284</u>
Exchange (gain)/loss	(173,131)	3,501
Reversal of allowance for long-outstanding debts (Note 4)	(642,935)	(349,593)
Total	<u>(816,066)</u>	<u>(346,092)</u>
Total expenses	15,918,549	14,676,160
(Excess of expenses over revenues)		
Excess of revenues over expenses	<u>(\$323,363)</u>	<u>\$720,908</u>

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CHANGES IN SURPLUS
YEARS ENDED 31 DECEMBER 2007 AND 2006**

(US dollars)

	<u>Appropriated for</u>			
	<u>Working capital fund</u>	<u>Continuing projects</u>	<u>Unappropriated</u>	<u>Total</u>
2006				
Surplus as of 1 January 2006	\$5,000,000	\$3,665,818	\$2,493,989	\$11,159,807
Excess of revenues over expenses			720,908	720,908
Transfer to continuing projects		289,308	(289,308)	
Transfer to working capital fund	1,000,000		(1,000,000)	
Surplus as of 31 December 2006	<u>\$6,000,000</u>	<u>\$3,955,126</u>	<u>\$1,925,589</u>	<u>\$11,880,715</u>
2007				
Excess of expenses over revenues			(323,363)	(323,363)
Transfer from continuing projects		(701,287)	701,287	
Surplus as of 31 December 2007	<u>\$6,000,000</u>	<u>\$3,253,839</u>	<u>\$2,303,513</u>	<u>\$11,557,352</u>

ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CASH FLOWS
YEARS ENDED 31 DECEMBER 2007 AND 2006

	(US dollars)	
	2007	2006
Operating activities		
Cash provided by:		
Membership contributions	\$11,614,375	\$11,614,375
Special cash grants	1,176,907	1,216,600
External assistance		345,157
Project implementation grants	2,130,829	1,817,622
Participation by member countries	15,789	12,095
Decrease in receivables from member countries	415,971	393,429
Miscellaneous income - interest	442,806	266,121
Miscellaneous income - others	214,480	125,098
	<u>16,011,157</u>	<u>15,790,497</u>
Cash used in:		
Projects expenses		
APO share	8,674,284	6,527,368
Implementation project costs	2,130,829	1,817,622
Allocation to project costs	2,093,672	2,009,978
Administration expenses	3,835,830	4,667,284
Exchange variance	70,213	(46,547)
(Decrease) increase in prepaid expenses and other	(1,587)	46,906
Decrease in deposits and other advance payments	(109,027)	(39,810)
Increase (decrease) in fund for severance payments	492,945	(257,204)
Decrease (increase) in accounts payable and other	527,693	(801,098)
(Increase) decrease in accrued annual leave	(22,171)	69,606
(Increase) decrease in liability for severance payments	(49,576)	257,204
	<u>17,643,105</u>	<u>14,251,309</u>
Net cash from operating activities	<u>(1,631,948)</u>	<u>1,539,188</u>
Effect of exchange rate changes on cash and cash equivalents	<u>243,344</u>	<u>(50,048)</u>
Net (decrease) increase in cash and cash equivalents	(1,388,604)	1,489,140
Cash and cash equivalents at beginning of year	<u>13,505,227</u>	<u>12,016,087</u>
Cash and cash equivalents at end of year	<u><u>\$12,116,623</u></u>	<u><u>\$13,505,227</u></u>

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. Organization, business, and source of funding

The Asian Productivity Organization (the “Organization” or “APO”) is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in Tokyo, Japan, and continues to operate from this location. The Organization is nonpolitical, nonprofit making, and nondiscriminatory.

The objective of the Organization is to increase productivity and thereby accelerate economic development in Asia through mutual cooperation among member countries. To fulfill its objective, the Organization institutes programs for the adequate development of productivity, provides information and advice for productivity improvement, and promotes and disseminates modern productivity skills and techniques in the agriculture, industry, and service sectors.

The Organization membership is open to all Asian and Pacific governments that are members of the Economic and Social Commission for Asia and the Pacific of the United Nations. From 1 July 1997, the Hong Kong Productivity Council was instructed to cease all APO activities when sovereignty was transferred to the People’s Republic of China.

The Organization performs activities in cooperation with national productivity organizations (NPOs) and other international organizations. NPOs in member countries that deal with productivity activities at each country level act as implementing agencies for the Organizations’ projects and nominate participants from their countries to attend the Organizations’ projects.

The budget of the Organization is composed of the budget covering the program of action of the Organization and staff, administrative, and nonproject expenses. The Governing Body, which is the supreme organ of the Organization, meets once a year to decide on policy matters concerning program and budget, finances, and membership. The sources of revenue for the budget are:

- (a) Annual membership contributions based on gross national income/gross domestic product,
- (b) Special cash grants given by member governments and external assistance from cooperating agencies and institutions,
- (c) Project implementation grants given by member governments that host projects and other governments and organizations that organize projects jointly with the Organization, and
- (d) Miscellaneous income such as proceeds from sale of publications and interest income.

2. Significant accounting policies

(1) Basis of preparation of accompanying financial statements

The financial statements of the Organization are prepared based on the Convention and the Financial Regulations established by the APO, which is in line with International Financial Reporting Standards.

(2) Allowance for long-outstanding debts

The Organization uses the “Aging the accounts” method as the estimation technique of the net realizable value of the receivables. Although the Organization believes the allowance is adequate to provide for losses that are inherent in the year-end accounts receivable balance, actual results could differ from those estimates.

(3) Fixed assets

Fixed assets purchased by the Organization are principally automobiles, furniture, and equipment. It is the Organization policy that such assets are charged to expenses when acquired. Had such assets been capitalized and had depreciation been provided based on their estimated useful lives, the effect on the result of operations and the financial position of the Organization would not be material.

(4) Accrued annual leave

Based on Rule 5.01 of APO Staff Regulation V, annual leave may be accumulated not more than 90 days, which can be carried forward to the next fiscal year. In 2007, the Organization recorded the accrued annual leave up to 71.5 days (71 days in 2006) for the respective staff members as a liability, since the unused accrued annual leave up to 60 days is paid in lieu thereof a sum of money equivalent to their salary for the period of the accrued annual leave upon separation from the Organization, and in consideration of the possible utilization of unused accrued annual leave in excess of 60 days upon separation.

(5) Severance payments

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon rates of pay at the time of termination of employment and years of service. The liability for severance payments is stated on the vested benefit obligation basis, which is the amount required to be paid if all staff members voluntarily terminated their services as of the balance sheet date. The amounts charged to expense for severance payments totaled \$307,242 and \$295,952 for the years ended 31 December 2007 and 2006, respectively.

(6) Revenue recognition

Major sources of revenues of the Organization are membership contributions, special cash grants, and project implementation grants, among others. Membership contributions, which are approved by the Governing Body, are recognized as revenues on 1 January of each fiscal year. Special cash grants are recognized as revenues upon the receipt of actual amounts by the Organization. The Organization recognizes project implementation grants based on the actual amounts granted for project implementation by the hosting countries, according to the information furnished by them.

(7) Appropriation for working capital fund

Based on Regulation 7 of the Financial Regulations, a working capital fund is established from which advances may be made to finance budgetary appropriations to the extent that this is necessary in anticipation of pledged but unpaid contributions.

(8) Appropriation for continuing projects

The outstanding balance of commitments for continuing projects at year-end, which has been funded mainly from membership contributions and special cash grants, is appropriated for continuing projects. The balance for continuing projects funded from special cash grants includes unspent balances of special cash grants, which are balances generated from completion of some projects prior to the year end being reallocated for the following year's projects in the same programs.

(9) Translation of foreign currencies

For the purpose of the financial statements, the results and financial position of the Organization are expressed in United States dollars, which is the functional currency of the Organization and presentation currency for the financial statements. The Organization's certain books of account are maintained both in Japanese yen and United States dollars. Assets and liabilities denominated in Japanese yen are translated into United States dollars at the appropriate rate of exchange on the balance sheet date, and revenue and expense accounts are translated at the average rate during the year. Revenue and expense accounts of other currencies except Japanese yen are

translated into United States dollars at rates that approximate those rates prevailing at the time of the transactions. The resulting unrealized gain/loss from translation are included in exchange gain/loss in the statement of revenues and expenses.

(10) Taxes

The Organization is exempt from direct taxes on assets or income and from customs duties.

(11) Use of estimates

The Organization makes estimates and assumptions to prepare the financial statements. Such estimates and assumptions affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

3. Cash and cash equivalents

Cash and cash equivalents include all highly liquid investments, generally with original maturities of three months or less, that are readily convertible to known amounts of cash and are so near maturity that they present insignificant risk of changes in value because of changes in interest rates. Money Market Funds, which are treated as cash and cash equivalents except for specific use in the funds for severance payments, are carried at cost plus accrued interest, which approximates market value.

4. Receivables for membership contributions, participating country expenses, and others

The allowance for receivables overdue for 1 year and longer includes the allowance for long-outstanding debt for the receivable of the membership contribution from Hong Kong since 31 December 1999 amounting to \$248,125, since there has been no communication with Hong Kong after the transfer of the sovereignty. In 2007, the Organization also recorded allowance for the outstanding debt for receivables for participating country expenses and others from member countries amounting to \$8,014 and \$15,416, respectively.

Allowance for the outstanding debts as of 31 December 2007 and 2006 is as follows:

(US dollars)				
Receivables overdue for 1 year and longer	2007		2006	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$450,876	100	\$1,117,241
Participating country expenses	100	8,014		
Others	100	15,416		
		<u>\$474,306</u>		<u>\$ 1,117,241</u>

Movement in the allowance for the outstanding debts for the year ended 31 December 2007 is as follows:

	<u>Membership contributions</u>	<u>Participating country expenses</u>	<u>Others</u>	<u>Total</u>
Balance at beginning of the year	\$1,117,241			\$1,117,241
Amounts recovered during the year	(669,115)			(669,115)
Loss recognized on receivables	2,750	8,014	15,416	26,180
Balance at end of the year	<u>\$450,876</u>	<u>\$8,014</u>	<u>\$15,416</u>	<u>\$474,306</u>

5. Special cash grants

Special cash grants are used for its specified programs and other administration expenses for which member governments are encouraged to cooperate with the APO in addition to their membership contributions. The detailed amounts of the special cash grants received for the years ended 31 December 2007 and 2006 were as follows:

(US dollars)

<u>Purpose of grants</u>	<u>2007</u>	<u>2006</u>
Project costs	\$567,754	\$596,945
Office rent	609,153	619,655
	<u>\$1,176,907</u>	<u>\$1,216,600</u>

6. External assistance

External assistance is provided to the APO by third parties to utilize for specified programs, which the parties are willing to organize jointly with the APO.

7. Allocation to project costs

The APO mainly allocated salary expenses of staff, who directly address project activities, from administration expenses to project costs.

8. Fund for severance payments

The balances of the fund for severance payments represent the amounts for the severance payments resulting from employees' termination of employment and comprise the following:

(US dollars)

	<u>2007</u>	<u>2006</u>
Insurance endowment fund	\$1,772,053	\$1,752,479
Money Market Fund	1,177,767	704,396
	<u>\$2,949,820</u>	<u>\$2,456,875</u>

In 2001, the APO purchased three types of insurance for each employee, of which the beneficiary

is the APO. The purpose of this insurance is to pay for the severance payments, and approximately 70% of the liability for severance payments is insured as of the balance sheet date. In addition, the Organization manages a Money Market Fund in Japanese yen for the purpose of severance payments.

9. Office maintenance

Under office maintenance, the Organization charges office rent, purchase of office furniture and fixtures, office services, and others. The Organization leases office space under a cancelable lease agreement. The lease was extended for another two years on the expiration date of 31 December 2007, and it can be terminated at any time by either party with a six-month advance notice in writing. No rental deposit for the lease has been paid to the building owner. In 2007, the Organization reduced office space by a quarter of the original size to cope with increased office rent in the market and went through renovation. As the reduction of office space was completed before the office rent was actually raised, the Organization received the amount of \$137,728 from the building owner as a partial refund of office rent and the amount received was allocated for office renovation.

10. Reports of member countries' projects and other projects

Various projects of the Organization are fully or partially implemented by member governments and others. Costs incurred by such member governments and others are reported to the Organization, and these amounts are recorded as project implementation grants and corresponding implementation project costs.

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Appendixes

National Productivity Organizations (NPOs)

Bangladesh

National Productivity Organisation (NPO)
Ministry of Industries
Shilpa Bhaban (1st Floor)
91, Motijheel Commercial Area, Dhaka-1000
Phone: 880-2-9562883
Fax: 880-2-9563553 (Attn. NPO)
Telex: 67283 0 MOIND BJ
e-Mail: dir.npo@btb.net.bd

Cambodia

National Productivity Center of Cambodia (NPCC)
No. 45 Norodom Blvd., Phnom Penh
Phone: 855-12-814150
Fax: 855-23-222243
e-Mail: bunnayea@yahoo.com
012814150@everyday.com.kh

Republic of China

China Productivity Center (CPC)
2nd Fl., No. 79, Section 1
Hsin-Tai-Wu Road, Hsichih 221 Taipei Hsien
Phone: 886-2-2698-2989
Fax: 886-2-2698-2976
Telex: 22954 CPTC
e-Mail: 1391@cpc.org.tw
Web site: www.cpc.org.tw

Fiji

Training & Productivity Authority of Fiji (TPAF)
Beaumont Road, 8 Miles, Nasinu
P.O.Box 6890, Nasinu
Phone: 679-3392000
Fax: 679-3340184, 3398973
e-Mail: info@tpaf.ac.fj
jone_u@tpaf.ac.fj
Web site: www.tpaaf.fj

Hong Kong

Hong Kong Productivity Council (HKPC)
HKPC Building
78, Tat Chee Avenue, Yau Yat Chuen,
Kowloon, Hong Kong
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Guide to Abbreviations and Acronyms Used

AOTS	Association for Overseas Technical Scholarship	JETRO	Japan External Trade Organization
APE-LDC	Agricultural Productivity Enhancement in Asian Least Developed Countries	JICA	Japan International Cooperation Agency
APQC	American Productivity and Quality Center	JQA	Japan Quality Award
ARE	Agriculture research and extension	KM	Knowledge management
ASEAN-SEAFDEC	Association of Southeast Asian Nations-Southeast Asian Fisheries Development Center	LCA	Life cycle assessment
BAAC	Bank for Agriculture and Agricultural Cooperatives	LDCs	Less developed countries
BCBN	Bilateral Cooperation Between NPOs	M&As	Mergers and acquisitions
BCPP	Basic Training Course for Productivity Practitioners	MAFF	Ministry of Agriculture, Forestry and Fisheries
BIMP-EAGA	Brunei, Indonesia, Malaysia, and Philippines-East ASEAN Economic Growth Area	MAKE	Most Admired Knowledge Enterprise
BITS	Building on Information Technology Strengths	MBNQA	Malcolm Baldrige National Quality Award
BRAC	Bangladesh Rural Advancement Committee	MEPs	Management excellence programs
BSC	Balanced scorecard	NAPs	National action plans
CCP	Critical control point	NCSI	National Customer Satisfaction Index
CDM	Clean Development Mechanism	NPO	National Productivity Organization
CEO	Chief executive officer	NTUC	National Trades Union Congress
CIO	Chief information officer	OECD	Organization for Economic Cooperation and Development
CKO	Chief knowledge officer	OHSAS	Occupational Health and Safety Assessment Series
CPS	Colombo Plan Secretariat	OSMs	Individual-country Study Missions
CS	Customer satisfaction	OTOP	One Tambon, One Product
CSOs	Civil society organizations	OVOP	One Village, One Product
CSR	Corporate social responsibility	PAPA	Pan African Productivity Association
DDA	Doha Development Agenda	PCSIR	Pakistan Council of Scientific and Industrial Research
DMP	Demonstration/model projects	PDB	Productivity database
DON	Development of NPOs	PETALS	Productivity Education, Training, and Accredited Learning Systems
EFQM	European Quality Award	PPCM	Participatory project cycle management
EPIF	Eco-products International Fair	PRP	Prerequisite Program
FFS	Farmers' field school	QMS	Quality Management System
GAP	Good agricultural practice	RLIP	Rural Life Improvement Program
GBM	Governing Body Meeting	RoHS Directive	Restriction of the use of certain hazardous substances in electrical and electronic equipment
GCN	Global Competitiveness Network	SINF	Swedish Industry Association
GDLN	Global Development Learning Network	SME	Small and medium enterprise
GIAL	Global Institute for Action Learning	SMRJ	Organization for SMEs and Regional Innovation, Japan
GSC	Greening supply chains	SOP	Sustainability of the Planet
HACCP	Hazard Analysis-Critical Control Point	SQA	Singapore Quality Award
ICETT	International Center for Environmental Technology Transfer	SQC	Singapore Quality Class
IMD	International Institute for Management Development	SWOT	Strength, weakness, opportunity, threat
IMPM	International Master's Program in Practicing Management	TES	Technical Expert Service
IMS	Integrated management system	TPS	Toyota Production System
IPC	International Productivity Conference	WEF	World Economic Forum
IRCA	International Register of Certified Auditors	WSM	Workshop Meeting of Heads of NPOs
ISO	International Standards Organization	WTO	World Trade Organization



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