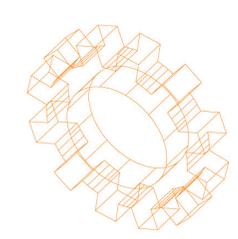
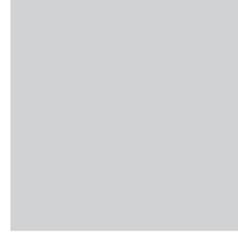
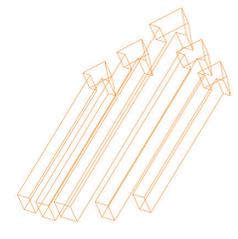




ANNUAL REPORT APO 2008



ASIAN PRODUCTIVITY ORGANIZATION



APO ANNUAL REPORT **2008**

ASIAN PRODUCTIVITY ORGANIZATION

APO Directors, Alternate Directors, Liaison Officers, and NPO Heads

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



●APO First Vice Chair

Mr. Tadao Chino (until July 2008)
APO Director for Japan



●APO Second Vice Chair

Dr. Dong Kyu Choi
APO Director for Republic of Korea



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Mr. Sheikh Enayetullah
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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Dr. Ith Praing
Secretary of State, Ministry of Industry, Mines and Energy



●**Alternate Director & NPO Head**
Mr. Yea Bunna
Director, National Productivity Centre of Cambodia, Ministry of Industry, Mines and Energy



●**Liaison Officer**
Ms. Tey Dany
Deputy Director, National Productivity Centre of Cambodia, Ministry of Industry, Mines and Energy



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Chairman, China Productivity Center



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Director General, Department of Industrial Technology, Ministry of Economic Affairs



●**Liaison Officer**
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Senior Engineer, International Cooperation Department, China Productivity Center



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



FIJI

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Permanent Secretary for Labour, Industrial Relations & Employment, Ministry for Labour, Industrial Relations, Employment, Local Government & Housing



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



●**Acting Liaison Officer**
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Labour Inspector (APO), Ministry of Labour, Industrial Relations, Employment, Local Government, Urban Development & Housing



HONG KONG

●**Director** Not designated

●**Alternate Director** Not designated

●**Liaison Officer** Not designated

●**NPO Head** Not designated

INDIA

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Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



●**Alternate Director**
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Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



●**Liaison Officer**
Mr. Chandraker Bharti
Deputy Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry



●**NPO Head**
Mr. N.C. Vasudevan
Director General, National Productivity Council



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



●**Alternate Director**
Mr. Mulyanto
Secretary, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration R. I.



●**Liaison Officer & NPO Head**
Mrs. Yunani Roaidah
Director of Productivity, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration R. I.



ISLAMIC REPUBLIC OF IRAN

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Head, National Iranian Productivity Center



●**Alternate Director**
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International Affairs Director, National Iranian Productivity Center



●**Liaison Officer** Not designated

JAPAN

●**Director**
Mr. Tadao Chino (until July 2008)
Senior Advisor, Nomura Research Institute, Ltd.



●**Alternate Director**
Mr. Masato Watanabe
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●**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

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Dr. Dong Kyu Choi
Chairman & CEO, Korea Productivity Center



●**Alternate Director**
Mr. Seok Cho
Director-General, Industry Policy Bureau, Ministry of Knowledge and Economy



●**Liaison Officer**
Mr. Su-Hwan Kang
Director, International Cooperation Department, Korea Productivity Center



LAO PDR

●**Director**
Mr. Somdy Inmyxai
Director General, Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization

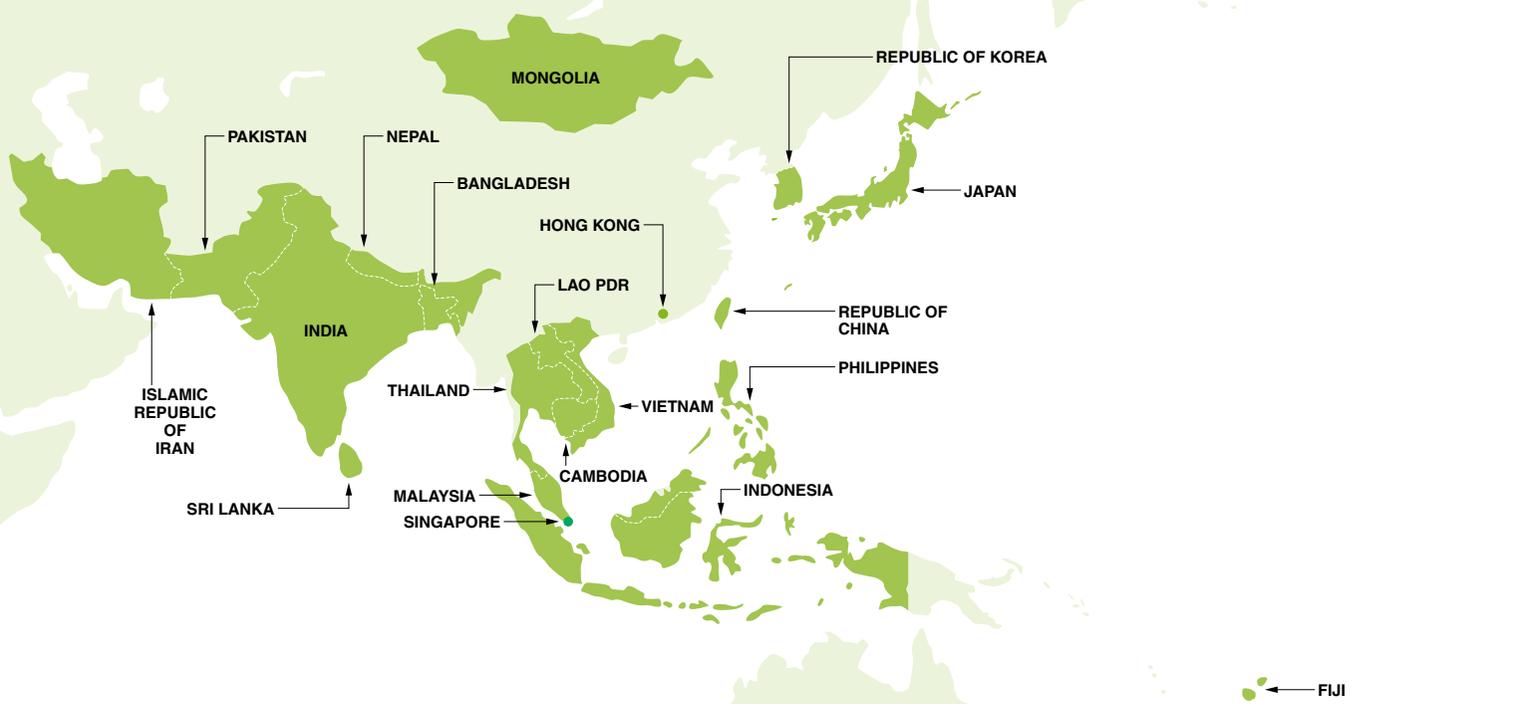


●**Alternate Director**
Mr. Berlinh Phetchantharath
Deputy Director General, Small and Medium Enterprise Promotion and Development Office, Ministry of Industry and Commerce



●**Liaison Officer**
Mr. Sayasith Khamphasith
Director, Productivity Division, Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization





MALAYSIA

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Tan Sri Dato' Azman Hashim
Chairman, Malaysia Productivity Corporation
- **Alternate Director & NPO Head**
Dato' Nik Zainiah Nik Abd. Rahman
Director General, Malaysia Productivity Corporation
- **Liaison Officer**
Mr. Josffa Ismail
Consultant, Business Development Unit, Malaysia Productivity Corporation



PAKISTAN

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Secretary, Ministry of Industries, Production & Special Initiatives
- **Alternate Director**
Mr. Zafar Iqbal
Senior Joint Secretary (Administration & Finance), Ministry of Industries, Production & Special Initiatives
- **Liaison Officer** Not designated
- **NPO Head**
Mr. Muhammad Javed Malik
Chief, National Productivity Organisation



SRI LANKA

- **Director**
Mr. Mahinda Madihahewa
Secretary, Ministry of Labour Relations & Manpower
- **Alternate Director & NPO Head**
Mr. D.L. Kumaradasa
Additional Secretary, Ministry of Labour Relations & Manpower
- **Liaison Officer**
Mr. Upali Marasinghe
Director, National Productivity Secretariat



MONGOLIA

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Chairman & CEO, National Productivity and Development Center
- **Alternate Director**
Mr. Yamaranzyn Erkhembayar
National Productivity and Development Center
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Ms. Budragchaa Ganchimeg
Senior Expert, National Productivity and Development Center



PHILIPPINES

- **Director**
Ms. Margarita R. Songco
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- **Alternate Director & NPO Head**
Mr. Antonio D. Kalaw, Jr.
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- **Liaison Officer**
Mr. Carlos A. Sayco, Jr.
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THAILAND

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Permanent-Secretary, Ministry of Industry
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NEPAL

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- **Alternate Director & NPO Head**
Mr. Yuddha Bahadur Pant Chhetri
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Mr. Mahesh Nath Gongal
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SINGAPORE

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Mr. Png Cheong Boon
Chief Executive, SPRING Singapore
- **Alternate Director**
Ms. Leung Wai Ling
Director, Planning & International Partnership Office (Asia Pacific), SPRING Singapore
- **Liaison Officer**
Mr. Wong Wai Meng
Head, Board & Legal Affairs and International Partnership Office (Asia-Pacific), SPRING Singapore



VIETNAM

- **Director**
Dr. Ngo Quy Viet
Director-General, Directorate for Standards and Quality
- **Alternate Director & NPO Head**
Mr. Nguyen Anh Tuan
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- **Liaison Officer**
Ms. Nguyen Thu Hien
Head, International Cooperation Division, Vietnam Productivity Centre



APO Secretariat

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Ms. Tomoko Goto

Secretary-General
Assistant

Administration & Finance Department

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Mr. Hidemi Akita
Ms. Yoshimi Sasaki
Ms. Sunju Lee
Ms. Yumiko Nishio
Mr. Kazuo Ohira
Ms. Emiko Kurayoshi
Mr. Kaoru Negishi
Ms. Chihiro Sakaguchi
Mr. Masashi Hashimoto
Ms. Yoko Fujimoto

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Administration & Finance Officer
Administration & Finance Officer
Information Officer
Project Coordinator
Finance Assistant/Accountant
Accountant
Accountant
Administration Assistant
Administration Assistant
Administration Assistant

Research & Planning Department

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Mr. Kamlesh Prakash
Ms. Yasuko Asano
Mr. Masaya Amau
Ms. Sumie Horiuchi
Ms. Mitsuko Eshita
Ms. Akiko Ohara
Ms. Naoko Tsuruta

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Program Officer
Program Officer
Program Officer
Project Coordinator
Project Assistant
Project Assistant
Project Assistant

Industry Department

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Ms. Setsuko Miyakawa
Mr. Yoshikazu Kihira
Mr. K.D. Bhardwaj
Ms. Duangthip Chomprang
Mr. Md. Zainuri Juri
Ms. Akemi Oikawa
Ms. Noriko Kasai
Ms. Noriko Goto
Ms. Sayuri Watanabe
Ms. Asako Tomizawa
Ms. Mayumi Nakagawa

Director
Program Officer
Program Officer
Program Officer
Program Officer
Program Officer
Project Coordinator
Project Assistant
Project Assistant
Project Assistant
Project Assistant
Project Assistant

Agriculture Department

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Mr. Joselito Cruz Bernardo
Dr. Muhammad Saeed
Mr. Fumihiro Kabuta
Ms. Mutsumi Nojima
Ms. Emiko Iwasaki
Ms. Satomi Kozuka

Director
Senior Program Officer
Program Officer
Program Officer
Project Coordinator
Project Assistant
Project Assistant

APO

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2008

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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

Governments around the world are striving to boost their economies that have been badly affected by the unprecedented economic crisis. The rapid spread of the financial meltdown demonstrated the precariousness of globalization. At the same time, the crisis showed that increased productivity can play a key role in recovery and sustainability. This is how the APO, as an international organization charged with leading the productivity movement in Asia and the Pacific, can contribute to stabilizing the global economy.

In 2008, the APO spared no effort in enhancing its organizational capacity through reform and restructuring. These were undertaken in parallel with a series of new initiatives and program innovations aimed at providing greater assistance to the productivity improvement efforts of member countries. The reforms included the introduction of a new budgeting system and procedures for determining the total membership contributions. The new procedures now directly link membership contributions to the content of programs.

Our program innovations also made major strides. The success of the e-learning courses enabled productivity knowledge and information to be widely disseminated in a cost-effective manner. The findings of an NPO need assessment survey conducted in 2007 were translated into three pilot in-country training programs in 2008. The overwhelmingly positive feedback from the host countries encouraged us to include such national-level training courses among our regular projects this year. Along with new initiatives and innovations, the APO has, with continuous support from member countries, improved project quality and added value by following up e-learning courses with face-to-face projects and

giving examinations at the end of training courses to gauge the knowledge gained by participants.

It was also a banner year for the Eco-products International Fair (EPIF) in Vietnam. The EPIF 2008, the fourth of its kind, marked a milestone in APO history with more than 98,000 visitors. That success was repeated at the EPIF 2009 held in the Philippines in March this year with strong support from the host government and the private sector under the umbrella of the Green Productivity Advisory Committee. It was also a watermark year for the APO in its role as a productivity think tank, with publication of the 2008 edition of the *APO Productivity Databook*. The databook series provides policymakers and researchers worldwide with productivity data on APO member countries and contains fresh perspectives on regional growth, development, and future directions.

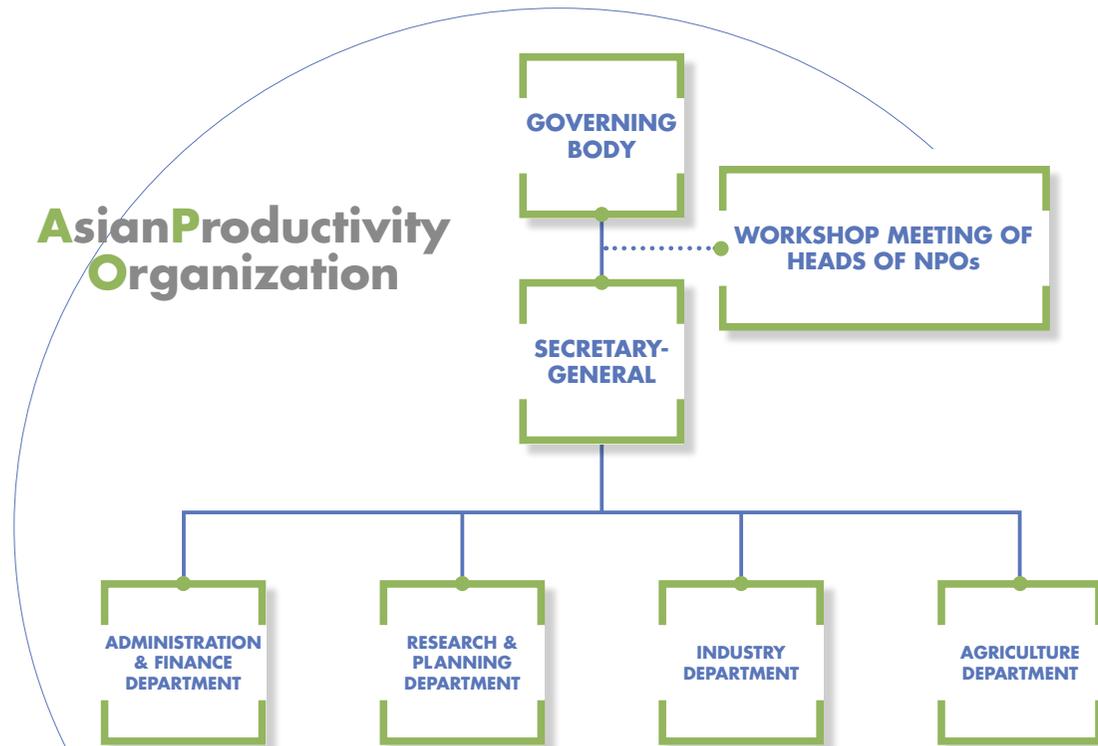
This *APO Annual Report* details each project held in 2008. They are presented by sector: Industry and Service, Interface, and Agriculture. The report also includes excerpts from major speeches given at the 50th session of the Governing Body Meeting held in IR Iran in June as well as the 49th Workshop Meeting of Heads of NPOs held in Cambodia in October.

The achievements of 2008 were only possible thanks to the generous support and cooperation of member countries and their NPOs. I wish to express my gratitude to them. I would also like to thank all the representatives of international organizations and national agencies and productivity experts, practitioners, and stakeholders who shared their knowledge and experience with the APO in its projects and activities.

Tokyo, July 2009

Shigeo Takenaka
Secretary-General

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, Republic of China, Fiji, Hong Kong, India, Indonesia, Islamic Republic of Iran, Japan, Republic of Korea, 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; determine the APO budget, 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. The WSM assumes the role of program planning for two years and presents the plans to the GBM for the decision on budget size. It 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.

50TH SESSION OF THE APO GOVERNING BODY



50th GBM in progress

The 50th Session of the APO Governing Body took place in Tehran, IR Iran, 21–23 April 2008. Forty-five delegates comprising directors and their advisers attended the meeting. In addition, there were two observers representing the United Nations Development Program and the Iranian Confederation of Employers' Associations. APO Director for IR Iran Mohsen Haji Mirzaie delivered the welcome address, and APO Chair and APO Director for Indonesia Besar Setyoko presented the opening address. Vice President of IR Iran for Management Development and Human Capital Dr. Ebrahim Azizi gave the inaugural 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 50th Session of the Governing Body elected APO Director for IR Iran Mohsen Haji Mirzaie as APO Chair for 2008–2009 and APO Alternate Director for Japan Masato Watanabe and APO Director for the ROK Sung-Ki Bae as the First and Second Vice Chairs, respectively.

Welcome Address

APO Director for the Islamic Republic of Iran Mohsen Haji Mirzaie expressed pleasure in welcoming the delegates. He said that from its inception the APO had played an important role in bringing convergence



APO Director for IR Iran Mohsen Haji Mirzaie delivering the Welcome Address

on productivity approaches in member countries. He further stated that the Islamic Republic of Iran had always taken opportunities to exchange experiences and gather knowledge through APO activities for more than 40 years. This had led to the creation of country-level development programs with productivity approaches in mind. The gains through the adoption of a productivity approach, when quantified, amounted to a 2.5% share in the 8% economic growth of the fourth fiscal development planning program of the country. Encouraged by this, the Islamic Republic of Iran was considering its fifth fiscal development program with the focus on productivity. In achieving higher productivity, Mr. Mirzaie identified two issues. The first one was understanding economic, cultural, and social grounds for implementation of productivity approaches, and the second was elevating the produc-

tivity movement through appropriate tools, techniques, and processes for productivity promotion. He stated that the APO's DON Strategy was crucial to facilitate comprehensive development and extension of the productivity movement in the member countries. To make it successful, he recommended engaging member countries in more methodical studies. Finally, he wished all delegates a pleasant stay in Tehran.

Opening Address

APO Chair and APO Director for Indonesia Besar Setyoko expressed gratitude to Vice President of the Islamic Republic of Iran for Management Development and Human Capital Dr. Ebrahim Azizi for attending the inaugural session and to the Government of the Islamic Republic of Iran for hosting this important meeting in Tehran, the largest city and dynamic capital of the nation. He recorded his appreciation to the APO Secretary-General and Secretariat staff members for the tremendous efforts and speedy responses to follow the decisions of the Governing Body regarding the implementation of the new membership contribution formula and budgeting system as well as the Secretariat Reform Plan.

Mr. Setyoko commented that since its founding in 1961, the APO had committed itself to leading the productivity movement in Asia and the Pacific and added that productivity had become multidimensional, embracing social, community, and environmental aspects over the decades. He emphasized that the fundamentals of productivity would remain important and the APO should continue to stay relevant and focused to raise productivity for higher competitiveness and ultimately a better quality of life. With the growing apprehension over the future of APO member economies resulting from many factors, he suggested that the APO with its vast experience and resources should explore new

ways to help member countries address the challenges faced. He expressed confidence that the APO with its vibrant network of member countries would emerge from this challenging phase to become stronger and more effective.

He urged all delegates to provide the fullest support to the new Chair and the Secretary-General in dealing with the many challenges that lay ahead and wished all a fruitful meeting and memorable stay in Tehran.

Inaugural Address

Extending a warm welcome to the delegates, Vice President of the Islamic Republic of Iran for Management Development and Human Capital Dr. Ebrahim Azizi said that the APO had played an important role in strengthening productivity among its member countries during the nearly 50 years of its existence. He expressed his hope that the APO would be even more successful in performing its mandate.

Dr. Azizi explained that productivity had immense importance in Islamic culture and Quranic teachings. It is seen as a profound approach for humanity to achieve excellence through perseverance. In line with the principles of productivity, Islamic teachings emphasize reductions in cost, contentment, and proper use of natural resources. Mankind must take all opportunities to promote productivity. Citing the significance of the concept of productivity, Dr. Azizi said that Iran had been able to rebuild its infrastructure and reshape itself in the areas of higher education, healthcare, development of large and small industries and manufacturing enterprises, public welfare, social justice, and science and technology after the initial war-torn period soon after the foundation of the Islamic Republic.



APO Director for Indonesia Besar Setyoko giving the Opening Address



Vice President of the IR Iran for Management Development and Human Capital Dr. Ebrahim Azizi delivering the Inaugural Address

Dr. Azizi further stated that productivity had been made one of the main necessities in achieving Iran's 1401 Perspective under the fourth development program. This would include proclaiming productivity and quality goals in economics, culture, and society to transform the development of the country, create the basis for rapid economic growth, and achieve proactive exchanges with the world economy, financial competitiveness, development of the knowledge base, preservation of the environment, reclamation of land, social justice, and improvement of the quality of life. He said that the fifth development program would also involve the same concepts.

In concluding, Dr. Azizi recommended that a reference on the theoretical and scientific aspects of productivity be published and that a meeting of the highest-ranking officials of all member countries be convened to consider productivity for a united regional understanding, unified perspective of governmental authorities, and balanced performance of all member countries with the full cooperation of the APO.

Statements by New APO Chair and Vice Chairs

Newly elected APO Chair Mohsen Haji Mirzaie stated that it was a great honor for IR Iran to be elected as Chair of the APO. He pledged his fullest support and commitment to make the proceedings successful so that the APO would be empowered to fulfill its mission and vision. He sought the cooperation and support of fellow Directors to make this possible. Both Acting First Vice Chair Masato Watanabe and Second Vice Chair Sung-Ki Bae also expressed gratitude for the honor of their election and pledged to do their best for the GBM and the organization.



APO Chair and Vice Chairs (L-R) Bae, Watanabe, Mirzaie

Secretary-General's Annual Report

APO Secretary-General Shigeo Takenaka extended a warm welcome to all the delegates and expressed sincere appreciation to the Government of the Islamic Republic of Iran for hosting the meeting. He also expressed his gratitude to Vice President for Management Development and Human Capital Dr. Ebrahim Azizi, Islamic Republic of Iran, for gracing the inaugural session. He thanked the APO Director for IR Iran and Head of the National Iranian Productivity Center and his able staff for the warm hospitality and excellent arrangements made for the meeting. Secretary-General Takenaka pointed out that this GBM was a historic one as it was the first time the Governing Body had been called upon to decide the amount of total membership contributions for 2009 and 2010.

He explained that the Secretariat, in consultation with the WSM held in Hanoi, had designated a number of priority projects that might be undertaken with total membership contributions ranging from 0% to 20% above the current 2008 level. He expressed hope that the GBM would support some increase in total membership contributions, bearing in mind the fact that they had been frozen for four years since 2005, and that sharp rises in oil prices, which had been hovering at around US\$100 per barrel, had triggered a series of increases in airfares. He also pointed out that the rapid weakening of the US dollar against the Japanese yen was a matter of particular concern as all the personnel expenses of the Secretariat were disbursed in yen and a weak dollar would affect the organization's financial position adversely.

Secretary-General Takenaka then touched upon the Secretariat Reform Plan. He explained that the reform efforts had produced very positive results in many areas, particularly in restoring the balance between administrative and project costs. He mentioned that in 2003, administrative costs stood at 58% against 42% for project costs. In 2007, however, the ratio of administrative costs dropped sharply to 41%. Moreover, thanks to more disciplined financial management of projects, the average disbursement rate for projects improved from 63% to 77% in 2007.

Secretary-General Takenaka then turned to the content and delivery of APO projects. He described new projects aimed at capturing emerging concepts and issues, thus enabling member countries to keep



Secretary-General Takenaka presenting his annual report

up with global developments in the industry, service, and agriculture sectors. In terms of projects utilizing new methods, he reported that the Secretariat had organized four e-learning projects last year, which attracted well over 1,000 participants. Contrary to the perception that e-learning courses were less popular primarily because of a lack of face-to-face contact with resource persons, roughly 90% of the participants rated these courses as “more than expected” or “as expected” and recommended the continued offering of such projects.

The Secretary-General then outlined the new approach that the Secretariat had taken last year by organizing follow-up face-to-face projects on the same topic for the outstanding participants in the e-learning courses. Encouraged by the positive feedback of participants, the Secretariat was planning to increase the number of e-learning projects in 2008 to six. Reporting on projects with new outreach contents, which were primarily missions beyond the APO region to Australia, the USA, and Europe, he informed delegates that in 2008 the APO would increase the number of such missions to five, covering new topics such as advanced manufacturing technologies and safe, green supply chain management and introducing the new destinations of Germany and the Netherlands.

Secretary-General Takenaka then covered the 4th EPIF organized with the Vietnam Productivity Centre and Vietnamese government. The event marked a milestone in APO history with 91 companies and organizations participating as exhibitors. More than 98,000 people attended, breaking the previous attendance record in 2006. It was extensively covered by the local media, spreading the message of Green Productivity to people throughout Vietnam. The organization of the EPIF also helped the APO to reach out to numerous private-sector businesses and enhance the organization’s visibility. The Secretariat

intended to continue annual EPIFs, Secretary-General Takenaka said, and hoped that the Asia-Pacific would one day be the most environmentally conscious region in the world.

Secretary-General Takenaka explained that in 2007, the APO had conducted a series of meetings under the DON Strategy initiative which brought together 15 NPOs from two clusters of development. These meetings produced in-depth analyses of the institutional development needs and priorities of NPOs and he hoped that the APO would be able to make more concrete contributions by creating a greater impact on the institutional development of NPOs.

On the APO’s Africa Program, which is funded by a special cash grant from the Government of Japan, Secretary-General Takenaka noted that the Secretariat had developed a three-week advanced course as a follow-up to the basic training course conducted last year. The advanced course was scheduled to commence at the end of April in South Africa and involve experts from APO member countries.

Concluding his report, Secretary-General Takenaka acknowledged that the mission of the APO of creating a better tomorrow through productivity improvement today would not be possible without the full cooperation and determination of member countries to evolve the productivity movement in the changing environment. He expressed hope that with the fullest support of member countries, the APO could be relentless in the pursuit of higher productivity, which was fundamental to economic progress, prosperity, and the well-being of the people in the region.

The Chair invited comments from the delegates and advisers. In the absence of any comments, the Chair declared the adoption the Annual Report of the Secretary-General.

49TH WORKSHOP MEETING OF HEADS OF NPOs



49th Workshop Meeting in progress

The 49th WSM was held in Siem Reap, Cambodia, 21–23 October 2008. It was attended by 54 NPO and agriculture delegates from 19 member countries. Two observers from the United Nations International Labour Organization Subregional Office and Embassy of the Union of Myanmar in Cambodia also attended. APO Alternate Director for Cambodia Yea Bunna delivered the welcome address, which was followed by the inaugural address by APO Director for Cambodia Dr. Ith Praing. APO Secretary-General Shigeo Takenaka then presented his statement to the meeting.

Welcome Remarks

APO Alternate Director for Cambodia Yea Bunna delivered the welcome address and expressed his



APO Alternate Director for Cambodia Yea Bunna giving the Welcome Remarks

gratitude to the Chief Guest H.E. Dr. Ith Praing for his support for the National Productivity Center of Cambodia (NPCC) in hosting the 49th Workshop Meeting of Heads of NPOs and for gracing the opening ceremony with his presence and inspiring inaugural address. He then extended a warm welcome to the distinguished delegates, advisers, and guests and mentioned that it was a great honor and privilege for Cambodia to host the 49th WSM for the first time since the country had joined the APO family in 2004.

Mr. Bunna stated that Cambodia had achieved steady economic growth due to the effective policies of the Royal Government in all sectors of the economy including manufacturing, agriculture, agroindustry, SMEs, tourism, and infrastructure development. He said that Cambodia was expected to improve its local production competitiveness by learning from the successful experience and best practices of other APO member countries.

In explaining the role of the NPCC in promoting the productivity movement in Cambodia, Mr. Bunna emphasized that it was playing a critical role in promoting productivity and quality development awareness among people and linking the private sector to the Royal Government and APO activities. He commended the support of the APO and other international organizations in disseminating critical knowledge and experience, especially among SMEs and local enterprises.

In closing, Mr. Bunna expressed appreciation and

thanks to the Secretariat and APO member countries for their generous support and encouragement to the NPCC in promoting the national productivity movement. He hoped that the delegates would have fruitful deliberations and a pleasant stay in Siem Reap, the main cultural tourism city of Cambodia.

Inaugural Address

APO Director for Cambodia Dr. Ith Praing welcomed all delegates, advisers, observers, guests, and APO Secretariat staff to the 49th WSM. He stated that productivity improvement was crucial for national development, especially in Asia. In this connection, he appreciated the role of the APO in spearheading the productivity movement in the Asia-Pacific and making invaluable contributions to the socioeconomic development of the region.

Dr. Praing said that the concerted efforts of all would facilitate productivity improvement efforts in the various economic sectors of each member country. In his view, national productivity movements varied from country to country based on the individual situation and priorities dictated by the country's specific needs. Citing the example of Cambodia, he explained that the agricultural policy of the Royal Government focused on the improvement of agricultural productivity, agricultural diversification, and the transformation of the agriculture sector into a leading sector to promote economic growth.

Under the leadership of Cambodian Prime Minister Samdech Akkak Moha Sena Batei Techo Hun Sen, Dr. Praing expressed optimism that the country would be in a better position to promote productivity development in its manufacturing, service, and agriculture sectors. The NPCC would work closely with the APO to steer the productivity and quality movement in the



APO Director for Cambodia Dr. Ith Praing delivering the Inaugural Address

right direction to achieve the common goal of poverty alleviation and a better quality of life, he asserted.

Dr. Praing stated that Cambodia was honored to host this WSM and hoped to gain knowledge and experience from all member countries. He expressed sincere appreciation to the APO Secretariat for its fullest support and continuous guidance to the NPCC in organizing this meeting and expressed gratitude to all delegates, observers, and guests for attending. He declared the meeting open and wished all delegates an enjoyable stay in Siem Reap.

Secretary-General's Statement

The APO Secretary-General first thanked the Royal Government of Cambodia for hosting the 49th WSM. He proceeded to report that at the last Governing Body Meeting the amount of the total membership contributions had been decided unanimously based on the program suggestions made at the Hanoi WSM. The Secretary-General then covered three areas of APO involvement: e-learning initiatives; in-country programs to strengthen NPOs; and research. Secretary-General Takenaka pointed out that the e-learning modality allowed the APO to have a wider outreach for knowledge sharing in a very cost-effective manner. He stated that the APO would utilize e-learning to complement face-to-face projects. In addition, self-learning e-courses had been initiated to add value and flexibility.

Touching upon DON Implementation, the Secretary-General mentioned that based on the findings of the need assessment survey carried out last year under DON Strategy, the Secretariat had initiated in-country training for productivity and quality practitioners to strengthen the capacity of NPOs. He welcomed advice on how to formulate more in-country programs.



Secretary-General Takenaka presenting his statement

The Secretary-General then highlighted recent APO research activities. He informed the meeting of the Productivity Database Project undertaken in collaboration with Keio University, Japan. Secretary-General Takenaka also briefly described the research project on agricultural productivity in collaboration with the OECD. He noted that those research projects had some common features, such as being conducted for two years or longer, undertaken in collaboration with other academically or internationally renowned organizations, and supported by professionals in the field from member countries.

The Secretary-General stated that to improve existing training projects, the APO had initiated an examination system to be taken by participants at the final session of every course. He added that another measure for the improvement of project quality was organizing courses in collaboration with the International Register of Certificated Auditors. The Secretary-General pointed out that the Secretariat's biggest challenge in ensuring the quality of projects was selecting qualified, suitable participants. He expressed hope that NPOs would take the necessary steps to nominate only such participants for APO projects.

He then briefed the meeting on four specific topics of special significance to the APO: 1) projects related to knowledge management; 2) projects on productivity and safety; 3) the flagship Eco-products International Fairs in tandem with publication of the *Eco-products Directory*; and 4) the African Program.

In conclusion, the Secretary-General mentioned that in the face of unprecedented global challenges, the APO must remain committed, relevant, and focused while working in sync with NPOs to

raise productivity in member countries and needed to look for more innovative ways to help member countries address ever-present challenges.

APO LIAISON OFFICERS' MEETING

NPOs assume a central role in the preparation and implementation of APO projects. Communication, coordination, and overall cooperation with NPOs are vital to ensure smooth, successful APO projects and activities. In this context, APO Liaison Officers, or Senior Project Coordinators in charge of APO affairs in NPOs, serve as the focal points for the day-to-day communication and cooperation with the Secretariat. Recognizing the importance of this role, the APO organizes a Liaison Officers' Meeting once every two or three years. This year's meeting took place at the Secretariat in Tokyo, 27–29 August, which brought together 22 Liaison Officers and Senior Project Coordinators from 18 member countries.

The meeting was aimed at fostering closer relations between NPOs and the Secretariat through face-to-face interactions and communication with the entire Secretariat staff and strengthening coordination between NPOs and the Secretariat in the preparation, implementation, and evaluation of multicountry and in-country projects in member countries through exchanges of views and experiences.

Program coverage: Nomination of project participants: quality of participants, timely nominations, attendance, and insurance; The Secretariat's new program initiatives such as e-learning and the Development of NPOs Program; Project-related issues: logistics and site visits; APO alumni bodies and public relations activities; and Questions and suggestions. Participants visited the International

Productivity Center, the training center of the JPC-SED in Hayama, around 35 km from Tokyo.



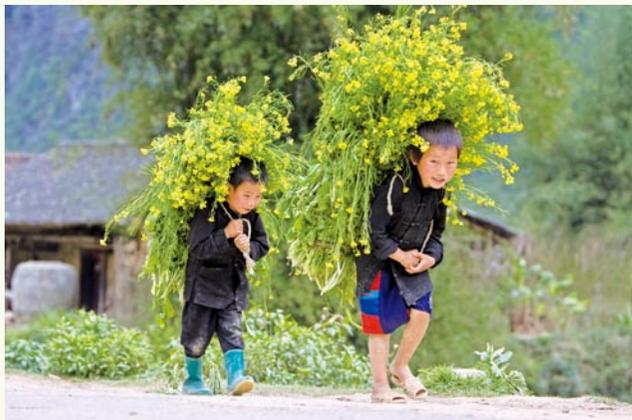
Liaison Officers' Meeting in progress

APO PHOTO CONTEST 2008

WINNERS' GALLERY



Gold Prize My friends
Subin Pumsom/
Thailand



Silver Prize Helping mother
Ta Quang Bao/Vietnam



Silver Prize Working for tomorrow
Tran Ngoc Tuan/Vietnam



Bronze Prize

Happiness in the banana plantation

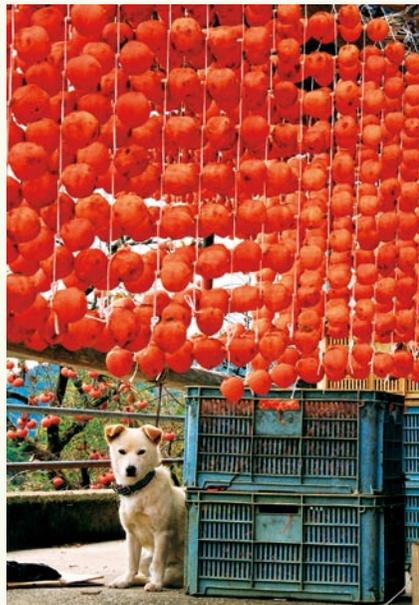
Preecha Charoenyossa/Thailand



Bronze Prize

New green

Tran Vinh Nghia/Vietnam



Bronze Prize

Autumn

Osamu Okada/Japan



Special Prize

Collective effort

Indranil Sengupta/India



Special Prize

We can do it together

Bong Chee We/Malaysia



Special Prize

Flying dreams

Hoang Quoc Tuan/Vietnam



Special Prize

Happy harvest

Nguyen Phi Hai/Vietnam



Special Prize

My responsibilities

Huynh Thien Anh/Vietnam



Special Prize

Using sunlight

Duong Ngoc Thu/Vietnam



My responsibilities
Huynh Thien Anh/Vietnam

INDUSTRY AND SERVICE SECTORS

The development of the industry and service sectors of a country affects its economic growth and competitiveness. Rapid globalization has presented great challenges to these sectors. Fierce open market competition increasingly dictates that governments, public and private companies, and other organizations develop innovative ideas and management measures to remain competitive. Therefore, the APO continues to focus on these sectors through its training courses, seminars, observational study missions, demonstration projects, and the Technical Expert Service Program.

To identify the specific needs of the industry and service sectors in member countries against the background of the changes and challenges they face, the APO conducts research and study meetings. 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, APO activities for the industry and service sectors focus on the following six major categories:

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

Socioeconomic Progress

Regional Development: International Tourism Promotion

The tourism industry is an engine of economic growth because it provides employment opportunities, foreign currency, and income to local people. For example, tourism had a ripple effect of ¥54 trillion in the Japanese economy in 2005 and ignited regional revitalization. Therefore, many member countries regard it as a promising sector.



Site visit to a local brewer of traditional Japanese saké

To observe Japan's regional development experiences, the APO organized a multicountry study mission on *Regional Development: International Tourism Promotion*, 4–8 February, in Tokyo and Kagoshima, in association with the JPC-SED and Kagoshima prefectural government. The mission was attended by 18 participants from 13 member countries. The objectives were to observe the promotion and management of the tourism industry at the local and regional levels in Japan and identify practical lessons that should be reflected in the enhancement of regional development and the tourism industry in other APO member countries.

Program coverage: Tourism promotion policies initiated by the government and local associations in Japan; Internationally competitive tourism; Organizations and programs for tourism promotion; Establishment of tourism brands; and Developing tourism human resources. Two field visits were made: one to the Imperial Hotel in Tokyo; and the other to attractive tourist facilities including prefectural government offices in Kagoshima.

New Global Perspective on Human Capital Development Based on the Sufficiency Economy Model and Philosophy for Achieving Sustainable Development of Enterprises

To meet the challenges of globalization and achieve sustainable development, Thailand has been promoting an innovative human-centered approach referred to as the “sufficiency economy” proposed by His Majesty King Bhumibol Adulyadej.

The APO organized a seminar on *New Global Perspective on Human Capital Development Based on the Sufficiency Economy Model and Philosophy for Achieving Sustainable Development of Enterprises*, 12–16 February, in Bangkok in collaboration with the FTPI. The objectives were of understand the philosophy, concepts, and practical strategies of the sufficiency economy model and review the global sustainable development movement. Twenty-two participants, mainly representing the public sector, from 11 member countries attended.

Program coverage: Field visits to were made to sufficiency economy and philosophy model organizations: Siam Cement headquarters, a recipient of the H.M. Sufficiency Award; Khaohinsorn Royal Development Study Center, the first large-scale spinoff of the sufficiency economy and philosophy in action outside His Majesty's incubation center which serves as a training and development center for farmers and communities in central and northeastern Thailand; and the Royal Chitrlada Project at the Royal Palace.



Siam Cement Group executives (R) explaining production facilities

Bilateral/ Regional Economic Partnership Agreements

Economic partnership agreements (EPAs) for services, especially among SMEs, are important because the service sector in Asia is expanding rapidly. However, how service-oriented economies can benefit from

EPAs, the policy implications and economic value of EPAs, and how they can shape or guide national competition remain unclear.

A study meeting on Bilateral/Regional Economic Partnership Agreements was convened from 17–20 June in Bangkok, Thailand, to examine service-sector EPAs within APO member countries, especially involving SMEs. It was implemented by the FTPI and attended by 22 participants from 14 APO member countries. The main objectives were to examine the implications of bilateral and regional EPAs for national productivity movements, particularly for enhancing competitiveness at the firm level; and identify new issues relevant to productivity involving current and future EPAs.

Program coverage: New directions for the productivity movement in Asia: Influence of trade facilitation, logistics, and EPAs; Current trends and their implications in regional trade arrangements in Asia; Dealing with the proliferation of bilateral trade arrangements: Innovation issues, impact, and remedies; Practical FTA and EPA issues faced by a Japanese electric company; EPAs and the productivity and competitiveness of firms, industries, and countries; Understanding EPAs: Agreements and clauses within an EPA and their impact on trade logistics and business practices; and Impact of tariff reductions and removal of trade barriers on the revenue of the firm and industry, especially of SMEs.

Social Accountability Management System: SA 8000

There is growing interest in the codes of conduct and social responsibilities of business corporations worldwide. Among issues under international scrutiny are workplace safety, child labor, labor rights, workplace conditions, and social accountability. Although several codes of conduct have been developed, the Social Accountability SA 8000 standards of 1997 appear to be the most comprehensive, with a system for independent verification of compliance.

An e-learning course was developed by the APO to provide first-hand information on and explanations of social accountability to policymakers, business executives, and trade union leaders. The course was organized in three phases between September and December 2008: phase I, 23–25 September, for Fiji, Lao PDR, Philippines, Thailand, and Vietnam; phase II, 14–16 October, for Bangladesh, Indonesia, IR Iran, Malaysia, and Pakistan;

and phase III, 2–4 December, for Cambodia, Mongolia, Nepal, and Sri Lanka. The objective was to train participants in SA 8000 standards, requirements, and application, and prepare them to be certified SA 8000 auditors to enhance corporate social responsibility and productivity in member countries. A total of 212 participants from 14 member countries attended the course, which was conducted through the Global Development Learning Network platform facilitated by the World Bank.

Program coverage: Concept of corporate social responsibility and its relation to productivity; Codes of conduct and social responsibilities in business; SA 8000 as a social accountability management system; Intent and interpretation of the requirements of the SA 8000 standard; Implementation of SA 8000; and Certification for SA 8000. No field visits were conducted during the course.

Productivity Improvement in the Informal Sector

The informal sector occupies a considerable portion of the total economy and has expanded in many Asian countries over the last three decades. During financial crises, millions who lost formal jobs tried to find or create jobs informally, leading to an expansion of the sector. However, there is contradictory evidence suggesting that the informal sector can even expand during economic booms, where people may be prompted to launch businesses in the informal sector to take advantage of opportunities more quickly than in the formal sector. Depending on different socioeconomic situations, the informal sector evolves distinctively in different countries. The APO research project on Productivity Improvement in the Informal Sector performed cross-country comparative analysis of the nature, functions, and contributions and/or repercussions of the informal sector, using statistical measurement methodology, to understand what causes the informal sector to expand and contract.

The coordination meeting was held 1–3 December in



Coordination meeting in progress

Colombo, Sri Lanka, attended by the chief expert and 10 national experts representing 10 member countries. During the coordination meeting, the chief expert provided explanations on the scope of the research and methodology to measure the impact of the informal sector on national productivity using statistical data to achieve agreement among national experts. Based on the discussions during the coordination meeting, informal sector data questionnaires were developed for subsequent in-depth research.

Program coverage: Evolution and current status of the informal sector; Socioeconomic analyses of the informal sector with policy implications; Issues in measurement of the informal sector and its estimates; and Effects of the informal sector on employment creation, production, and income generation.

Strengthening of SMEs

SME Development in the Mekong Region

One of the challenges to the productivity movement in the Mekong region is to narrow the gaps between new APO member countries and others to reinforce regional integration and lead to sustained economic growth in the private sector, especially among SMEs. However, there are insufficient consultants to advise SMEs and develop textbooks for them in the new APO members in the Mekong region.

To train trainers and consultants in Lao PDR and Cambodia and identify success factors in SME development in Vietnam and Thailand, the APO organized a workshop on SME Development in the Mekong Region, 19–22 February, in Tokyo, in association with the JPC-SED. The workshop was attended by total of 15 participants from those four countries who discussed practical methods for NPOs to offer further services to SMEs.



Participants and resource speakers visiting Honda headquarters

Program coverage: NPO activities in training and consulting for SMEs using the outputs and materials produced in previous projects on Criteria for Management Assessment for SMEs in the Mekong Region and Executive Guidelines for Self-improvement as common criteria for evaluating the management capacity of SMEs in the Mekong region; NPO consulting strategy differentiated from that of competitors; Use of practical methods/techniques/tools for productivity improvement in SMEs (5S, kaizen, visual control, autonomous maintenance, etc.) and the role of consultants; and Most frequently used consulting techniques/tools. Field visits were made to Honda Motor headquarters and Seiyu and Sanpei supermarkets in Tokyo.

Improving Managerial Skills of Women Entrepreneurs in Agribusiness SMEs

Many agribusiness enterprises are predominantly staffed by women, but management continues to be dominated by men. Although women in managerial positions have increased and many have started their own enterprises, they have yet to make significant progress in agribusiness. To harness the entrepreneurial spirit of women and develop their managerial skills, member countries should establish human resources development programs to address their needs.

The APO held a workshop on Improving Managerial Skills of Women Entrepreneurs in Agribusiness SMEs in Jogjakarta, Indonesia, 10–14 June, to enhance knowledge of current global trends in agribusiness, identify the training needs of women entrepreneurs and managers of agribusinesses, and develop learning modules in agribusiness management. Twenty-six participants from 13 countries attended, along with three international experts from the Philippines and India deputized by the APO.

Program coverage: Management functions in business organizations; Women's participation in entrepreneurship development in agribusiness; Opportunities and challenges for women managers in agribusiness enterprises under a highly competitive global environment; Best practices in addressing gender biases and successful inclusion of women in the management of agribusiness enterprises; Basic management tools and techniques for agribusiness managers; Approaches and techniques in undertaking training need assessments of women in agribusiness in Asia; and Designing learning tools for women entrepreneurs and managers in agribusiness. Site visits were made to CV. Merapi Farma, a company producing herbal products; and CV. Volva Indonesia, an enterprise involved in the production, processing, and marketing of mushrooms.

Financing of SMEs

SME financing is a key element for growth. To SMEs in the formative stages, access to financing is critical. SMEs face greater growth obstacles than larger firms, with limited access to financing being a leading impediment to their development and growth in all member countries.

Given the significant role of financing, or the lack thereof, for SMEs, the APO initiated a research project on Financing for SMEs in 2007 to analyze the government policy framework for SME financing; institutional, traditional, and nontraditional sources of funding available to SMEs; factors that help or hinder credit availability to SMEs; and innovative solutions, tools, or practices for SME financing. A study meeting was organized in Jakarta, Indonesia, 5–8 August, to share the preliminary findings of the research with professionals dealing with SME financing and to suggest practical, innovative policy recommendations for strengthening SME financing in APO member countries. The meeting was jointly implemented by the State Ministry of Cooperatives and SMEs and Ministry of Manpower and Transmigration of Indonesia. There were 24 participants from 13 member countries representing organizations involved in SME financing. Seven observers also attended, including a JICA expert posted in Jakarta. The APO deputed three experts, who were assisted by two local resource persons.

Program coverage: SME financing in Indonesia: Issues, challenges, and approaches; SME financing: Japanese experience; and Innovative ways to finance SMEs. Site visits were made to PT Mermodalan Nasionhal Madani, a government-owned financing organization; and Perum Pegadaian, a government-owned microfinancing organization.



Discussing innovative financing methods

Management Assessment Criteria for SMEs

Management assessment criteria for SMEs were

developed through an APO project jointly carried out with financial support from the Ministry of Economy, Trade and Industry of Japan through the JPC-SED in 2005 and 2006. The 43 criteria were designed to assess the management performance of SMEs in overall management, human resources management, sales and marketing, production management, quality control, and financial management.



Workshop in progress

The criteria were applied in more than 10 model companies in Cambodia, Lao PDR, and Vietnam during 2005 and 2006. To share the experience in utilizing the criteria, workshops on SME Development in the Mekong Region were organized for those three countries in 2007 and 2008. The 2008 workshop was organized in Ho Chi Minh City to introduce the criteria to other APO member countries, 20–23 October, in association with the VPC. The 31 participants from 13 member countries, including six from the host country, were drawn from SME representatives and NPO consultants. The specific objective of the workshop was to discuss how to utilize the criteria to enhance SME competitiveness in member countries.

Program coverage: Background of the criteria and their development process; Outline of the criteria (six major aspects, 43 items, radar chart, improvement plan, training, etc.); Strength and weakness analysis of the criteria in practice; Strategy for promoting the criteria as a productivity improvement measure in the SME sector; and Future challenges in utilizing the criteria. There was a field visit to Kinh Do Corporation, which is known for its kaizen practices and ISO compliance.

Venture Business

One important measure for the revitalization of national economies is the creation of new businesses. It is preferable that small venture businesses with dynamic, creative, risk-taking, entrepreneurial leadership undertake that task. Many member governments are paying increasing attention to the role of venture businesses, for which various support measures have been offered.



Visiting Laserck Corporation, a Japanese SME producing CAD/CAM and die-making systems

The APO organized a multicountry observational study mission on Venture Business, 5–7 November, in Osaka. The mission was attended by 20 participants from 15 member countries. The objectives were to develop and strengthen new and venture businesses through the sharing and exchange of experience and information among stakeholders. Until last year, this study mission was referred to as the Asian Forum on Venture Business. However, the Secretariat reviewed the content to reduce costs and increase the benefits. The study mission now focuses on site visits to learn how venture businesses in Osaka have grown. The 2008 mission attended one session of Venture 2008 Kansai.

Program coverage: Attendance at Venture 2008 Kansai; and Site visits to the Entrepreneurial Museum, Osaka Chamber of Commerce and Industry, Organization for Small and Medium Enterprises and Regional Innovation, and well-known SMEs such as Aoki Co., Ltd. and Laserck Corporation, in addition to group discussions.

APO-Honda Foundation Joint Conference on Entrepreneurship in Asia

Entrepreneurship entails starting new businesses in response to identified opportunities. Entrepreneurial activities stimulate and revitalize national economies by embracing innovation, technology, and creativity. Asian economies have great potential to absorb and assimilate technologies for faster economic growth. Entrepreneurship, however, is often difficult and requires individuals with a special spirit.

Taking advantage of the momentum of the Global Entrepreneurship Week initiated by the Ewing Marion Kauffman Foundation of the USA, the APO jointly with the Honda Foundation initiated Global Entrepreneurship Week in Japan and held a one-week conference, 17–23 November, in Tokyo and Kyoto. The conference attracted 18 potential entrepreneurs

and business starters from 14 APO member countries and provided opportunities to learn about the concept of entrepreneurship, options and opportunities for entrepreneurial initiatives, and the keys to success.

Program coverage: Concept of entrepreneurship; Options and opportunities for entrepreneurial undertakings; and Keys to successful entrepreneurship. During the one-week conference, the participants had opportunities to attend resource presentations, the Honda Award ceremony, and a Virtual Company Trade Fair Conference. They also visited the Honda Motor Co., Ltd. Saitama Factory and Sumida City Office.



At Rainwater Recycling System in Sumida ward, Tokyo

Knowledge Management

Expert Group Meeting Series on Knowledge Management

The second Expert Group Meeting on Knowledge Management (KM) was held in Kuala Lumpur, Malaysia, 7–11 January, as a follow-up to the first meeting in the Philippines in September 2007. The 2007 KM Expert Group Meetings drafted the APO KM definition, framework, implementation approach, and roadmap. Thereafter, feedback was solicited and refinements made.

The objective of the second Expert Group Meeting in Kuala Lumpur was to finalize the KM training curriculum to be developed, including outlining a training manual on KM to assist trainers in NPOs. The second meeting also suggested strategies for the promotion of KM in member countries. Eight experts from eight member countries and the Secretariat took part in the meeting.

Another smaller expert group consisting of six experts from Singapore, the UK, India, Malaysia, and



Experts debating KM training curriculum

the Philippines met in Cebu, the Philippines, 19–21 March. The group was supported by the Center for Knowledge Management of the DAP. The objectives were to finalize the APO KM training curriculum, confirm the template for KM training manuals, finalize the course outline for the basic course (including modules, objectives, and PowerPoint slides), and determine mechanisms for progress updates.

Conference on Knowledge Management

Fifty-one participants from 18 APO member countries attended the Second International Conference on Technology and Innovation for Knowledge Management (KM) in New Delhi, India, 12–14 February, and the APO Workshop on Implementing KM in SMEs on 15 February. The conference aimed to create a sustainable KM network among APO member countries and their institutions. This second conference in India also marked the Golden Jubilee celebrations and Foundation Week of the NPC, India.

Program coverage: Technology and innovation for KM; Back to basics: Strategies for identifying, creating, storing, sharing, and using knowledge; Strategy for



Conference in progress

library networking in the knowledge economy; Global KM trends; HAWK-i: Holistic analysis for working knowledge and implementation; KM initiative in Wipro; Knowledge economy project experience; KM in food and nutrition; Status of KM in Asia: Results of an APO survey of nine member countries; KM framework: APO perspective; Critical factors that constrain the growth and development of the Indian economy; Dimensions of KM projects and leveraging technology in higher educational institutions; Participation of IMI in knowledge economy projects; Service quality in supply chains: A knowledge gap perspective; KM system in Mecon; Intellectual property system; KM for innovation: Embedding “creative routine” to build an innovative organization; KM: Transformation of innovation into technology, economy, and society; KM in the steel industry for a competitive advantage; and A new infrastructure for managing knowledge in high-value outsourcing.

Learning Organizations

While “learning” is central to all civilizations, Peter M. Senge popularized the concept of learning organizations in *The Fifth Discipline* in 1990. The basic rationale is that in situations of rapid change only organizations that are flexible, adaptive, and productive will excel. While all people have the capacity to learn, the structures in which they have to function are often not conducive to doing so.

The APO organized a study meeting on Learning Organizations in Bali, Indonesia, 24–27 June, attended by 18 participants from 10 member countries. The meeting focused on how learning organizations fit into the concept of knowledge management (KM) under the APO framework because KM can provide the foundation for productive learning organizations to flourish.

Program coverage: Characteristics and principles of the learning organization and KM; Case study of Standard Chartered Bank: Experiences and lessons; Learning organizations and the APO KM framework; Knowledge process, learning, and innovation: The APO KM framework and building a knowledge and learning organization; Identifying common practices, approaches, and strategies for facilitating learning in organizations and promoting KM; Talent management and leadership for knowledge and learning; and Knowledge-based organizations: The four dimensions. A site visit was made to the Bali Tourism Institute.

Knowledge Management Implementation

The Secretariat sent a fact-finding mission on knowledge management (KM) in 2007 to the

USA and UK. Based on the mission's recommendations, an expert group was commissioned to develop an APO KM framework, definition, and implementation approach, and a smaller expert group was then asked to develop a training manual for trainers in NPOs. That was completed by August 2008.

A KM implementation workshop was then held in Fiji, 1–5 September, to test the manual and obtain feedback before publication. The workshop explained the APO KM framework, training materials, and curriculum; trained participants in the methods, tools, and techniques based on the APO KM framework and training curriculum; and identified areas for improvement. Twenty-four participants from 16 member countries attended.

Program coverage: Workshop overview: What is KM and why use KM?; APO KM framework and explanation of its elements; APO KM implementation approach for SMEs; KM assessment tools; Workshop on KM strategy and business case studies; Development of a KM plan; KM pilot projects; KM communication plans; and Review of the workshop.



Discussing how to promote learning organizations and KM

General Management

Applications of Productivity Methodologies, Tools, and Techniques in Member Countries

Research on the Application of Productivity Methodologies, Tools, and Techniques (PMTT) in Member Countries was initiated in 2008. National experts from 13 member countries participated in the first coordination meeting, 9–11 January, in Tokyo. The guidelines for the survey framework and questionnaire were agreed upon.

The research covers: Identification and classification of various PMTTs used by NPOs and industries in

member countries; A need assessment survey related to PMTT to determine the capacity building required; Determination of emerging trends or techniques in productivity which may affect NPOs' future directions and strategies; and Increasing the understanding of the Secretariat for designing productivity improvement projects. The results of the research will be used by the APO during its planning process and published in part on the APO Web site.

Productivity-linked Wage Systems

Many member countries face difficulties in retaining and attracting skilled workers. As internationalization proceeds, standards become higher and local labor must be developed to meet the need for higher quality, newer technology, and intense competition. Productivity-linked wage systems (PWLS) are one method to ensure a high quality of skill and productive labor force.

The APO organized a training course on Productivity-linked Wage Systems in Sri Lanka, 28 January–1 February, cohosted by the NPS. The course was a follow-up to the previous Forum on Labor-Management Cooperation, also conducted in Sri Lanka, which recommended a training course on the basics of PLWS principles. Seventeen participants from 14 member countries attended the 2008 course.

Program coverage: Understanding the role of conventional wage systems: American, European, and selected Asian (Japanese, Chinese, Indian, Singaporean) models and associated issues with a direct impact on the productivity and competitiveness of companies and countries; Introduction to PLWS at national and organization levels using case studies; and Strategies for formulating tripartite cooperation and agreement among policymakers, employers, and unions/employees. One site visit was conducted to Holcim (Lanka) Ltd., a multinational cement company that shared its human resources management policies and partial PLWS.

Productivity Enhancement in the Service Sector

The share of the broadly defined service sector in the total economy has been growing substantially in Asian countries and it accounts for significant employment growth. However, productivity growth in services has been slow in many Asia-Pacific countries. To ensure sustainable economic growth, the service sector must do better.

The APO therefore organized a study meeting on Productivity Enhancement in the Service Sector in Tokyo, 5–8 February, to explore the keys to improving weak productivity in the sector in the region. Productivity measurement was also discussed, as statistical measurement of service-sector productivity is important to monitor growth, strengths, and weaknesses. Fifteen

participants from 11 member countries attended to discuss specific issues in service-sector productivity in member countries, including the innate difficulties of measuring productivity in the sector.

Program coverage: Overview of the service sector in member countries; Innovation and IT; Government regulation of services and their impact; Significance of foreign direct investment in the service sector; Difficulties in measuring service-sector productivity; and Customer satisfaction index. Participants visited two Japanese service companies, Meiho Facility Works Ltd. and istyle, Inc., where they learned how these companies improved service processes for customer satisfaction and how they make effective use of ICT. They also attended a presentation on the American Customer Satisfaction Index by Professor Claes G. Fornell, University of Michigan, at the 46th Tokyo Top Management Seminar organized by the JPC-SED.

Top Management Forum: Innovative Corporate Strategy in Global Competition

In the present global business environment, winning the quality race is insufficient to achieve cost-efficiency and ensure the high quality of products and services. Companies must create innovative strategies and original business models to succeed. The Top Management Forum 2008 introduced innovative corporate strategies and business models that allowed leading Japanese corporations to succeed.

The APO organized the Top Management Forum 2008 in collaboration with the JPC-SED, 3–5 March, in Kyoto. Thirty-six top managers and NPO staff from 17 member countries were invited. The participants shared information on state-of-the-art corporate management practices adopted by leading Japanese enterprises, such as All Nippon Airways Co., Ltd., Sharp Corporation, Kaihara Corporation, Ajinomoto Co., Inc., and Wipro Japan KK.



Secretary-General Takenaka welcoming forum participants via video

Program coverage: Importance of developing a corporate strategy and an innovative business model in the rapidly changing global economic environment; Creation of an organizational culture and human resources development system for promoting a competitive business model, strategy, and innovation; and Future scope and roles of top executives and the government in developing global management strategies in APO member countries. The participants visited Shimadzu Corporation, a Japanese company that manufactures and sells analytical and measuring instruments, medical systems, industrial equipment, and aircraft equipment, to learn about its innovative corporate strategy.

Productivity in Aging Societies

The Research and Planning Department identified aging society-related issues as an area meriting examination because several member countries of the APO are aging and facing declining populations. Accompanying all aged societies are numerous social, economic, health, employment, and financial issues and many member countries need to do more in terms of public policies and programs for the enhancement of productivity in an aging society.



Aramark's business excellence strategies explained

The APO fact-finding mission on Productivity in Aging Societies took place 2–9 June in the UK, France, and the Netherlands. The mission held discussions with 17 individuals from 10 organizations to understand key issues facing aging societies in Europe; investigate policies on aging issues, specifically employment, healthcare, financial security, intergenerational relationships, public perceptions of older adults, and educational policies for the aged; identify possible areas for APO projects on healthy, productive aging relevant to member countries; and explore opportunities for collaborative research with other institutions studying aging societies. The mission comprised one representative from each of four member countries.

Program coverage: Aging in the global context; Aging and intergenerational relationships; Mid-life programs; Aging initiatives and research at the Centre of Social Gerontology, Keele University, UK; Employment for the aged with the Age and Employment Network, Help the Aged International, and Age Concern England, UK; Aging and pensions; Aging situation in France; and Aging situation in the Netherlands.

Service-sector Productivity

The service sector accounts for a significant GDP share and accelerates total economic growth in the region. However, productivity levels in the sector in Asian countries lag behind that in the USA. When trying to understand the causes of lower service-sector productivity in the region, it is also necessary to acknowledge the difficulties of measurement in the sector.

Because US service businesses perform well and US government agencies and research institutes have improved the measurement and analysis of productivity in the service sector, the APO dispatched a study mission on Service-sector Productivity: Learning the Best Practices from US Service-sector Businesses, 16–19 June. The mission comprised seven experts from Japan, the Republic of Korea, the Republic of China, Malaysia, the Philippines, and Thailand. During the mission, the experts examined the best practices of service businesses and service-sector productivity evaluation methodology through visits to the leading US service companies Aramark Co., Ltd. and PHH Arval Co., Ltd., and to agencies devoted to improving service-sector productivity data and measurement, including the Bureau of Labor Statistics and Brookings Institute.

Program coverage: Service business management best practices; US initiatives for productivity measurement and data coordination for the service sector; and Sources accounting for divergent productivity performances between the USA and APO member countries.

Certified Lead Auditors for the Occupational Health and Safety Management System: OHSAS 18001:2007

Health and safety at work are pertinent to all businesses. A safe, healthy working environment is important for increasing productivity and reducing working hours lost due to injury and illness. OHSAS 18001:2007 guides organizations to manage health and safety hazards and risks in a systematic, proactive manner while making continuous improvements and being more responsible to employees, the environment, and the global community.

To promote a healthy, safe work culture for overall productivity improvement in the region, the APO or-



Two speakers from an IRCA-approved agency conducting the course

ganized a training course for Certified Lead Auditors for the Occupational Health and Safety (OHS) Management System: OHSAS 18001:2007, in Colombo, 17–24 June. The training course was attended by 20 participants from 12 member countries. The course provided in-depth knowledge on how to develop, implement, audit, and improve OHS management systems under the requirements of OHSAS 18001:2007 by becoming certified lead auditors. The APO deputed two resource speakers from the Det Norske Veritas, India, an International Register of Certified Auditors-approved agency.

Program coverage: Scope and purpose of OHS management systems and understanding OHSAS 18001:2007; Health and safety management principles and practices; Identification and assessment of hazards and risks; Requirements for auditing and development of an audit plan for various audit stages; How to plan and conduct audits: Principles and criteria; and Audit follow-up activities.

Expansion and Development of the Service Industry in Asia

During the last decade, the APO membership has witnessed a tremendous expansion of the service sector, in terms of both contribution to GDP and employment generation. However, studies indicate that there is room for improvement in overall productivity in the service sector in all APO member countries including the advanced ones.

During the past few years, the Republic of Korea has made numerous efforts to enhance service-sector productivity. Therefore, the APO organized a study meeting on Expansion and Development of the Service Industry in Asia in Seoul, 17–20 June, to examine productivity improvement in its service sector. The study meeting, implemented by the KPC, examined cases in the host country to identify policies



Touring the Grand Intercontinental Seoul, no. 1 in the hotel sector NCSI in 2006 and 2007

and strategies to emulate. Nineteen participants from 13 member countries attended, along with two local and three international resource persons.

Program coverage: Overview of the service industry in Korea; Japanese service industry; Korean National Customer Satisfaction Index (NCSI): Overview and case studies; Labor productivity in the service industry: International comparison; Productivity issues; and Innovation in service and manufacturing in the knowledge-based economy: Brief case in the Republic of China. Site visits were made to Korean Airlines to observe how it became a globally recognized entity and its key strategy to satisfy customer needs; and to the Intercontinental Hotel, ranked no. 1 in the Korean NCSI, to investigate its quality management systems.

Expert Group Meeting Series on Global Leadership Development

The APO organized a study meeting on Global Leadership Development in December 2007 to explore appropriate initiatives to prepare the next generation of business leaders to transform their corporations into globally competitive ones. As a follow-up, the Research and Planning Department established an



First expert meeting held in Singapore

expert group on Global Leadership Development to investigate how to develop future Asian global leaders for APO member countries.

The work of the expert group was conducted in two phases in 2008. The first meeting in Singapore, 16–18 July, established the terms of reference and scope of activities, examined the proposed framework for the Asian-based Global Leadership Development project prepared by the chief expert, agreed upon a common methodology to create a list of Asian Global Leadership Competencies (AGLCs), and formulated follow-up plans. It was attended by the chief expert and five national experts.

The second meeting, in the Republic of Korea, 26–28 November, examined the findings of the national studies by the experts, reviewed the integrated Global Leadership Competency Plan presented by the chief expert, and suggested practical ideas and policy recommendations for follow-up by the APO. The meeting was attended by six national experts in addition to the chief expert. Based on the outcome of the meeting, an online survey was designed. The results of the survey were to be discussed at the third meeting scheduled for April 2009, following which a detailed report will be published.

Program coverage: Case of challenging managerial issues faced by global managers; Competency exercised by the global manager to solve particular managerial issues; Competency anchors associated with competency; and Relevance of the S-P-D-L cycle in the newly created AGLC framework.

Mergers and Acquisitions

Mergers and acquisitions (M&As) are a potentially powerful strategy for creating value for organizations, leading to growth and expansion, synergies, cost reductions, and economies of scale, scope, and speed. Successful M&As also result in greater access to funds, expanded market coverage, and more productive utilization of resources. While large companies can undertake M&As with relative ease, SMEs in Asia lack the needed expertise and resources to take advantage of them.

An APO study meeting on Mergers and Acquisitions was held in Yogyakarta, Indonesia, 19–22 August. The meeting aimed to examine current trends in M&As in the global market and analyze the obstacles and opportunities involved. The meeting was

hosted by the Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, Republic of Indonesia, and attended by 15 participants from 11 countries. The success and failures of M&As including lessons from the USA, Europe, Japan, and Anatolia National Telecom were examined. The need for suitable policy frameworks was suggested, while at the same time noting the need not to overregulate.

Meeting coverage: M&As: Concepts, trends, and practices in the global market; M&As: Experiences from the USA; Japanese experience in M&As; Case studies of M&As from Europe; M&As: Issues and challenges for the Asia-Pacific—report from the APO study meeting on M&As in 2007; Perspectives on M&As; Utilizing M&As as a growth strategy; and Best practices in M&As: Postmerger integration and success.

Strategic Management Consultancy for Productivity Improvement

In the 21st century, enterprises must be able to anticipate sudden changes rather than simply react to them. This requires strategic management encompassing all functional areas. However, most companies cannot exercise strategic management and thus need external consultants. In APO member countries, NPOs are in the forefront of productivity consultancy providing strategic management consultancy services.

The APO in collaboration with the JPC-SED designed an annual training course on Strategic Management Consultancy for Productivity Improvement to enhance the competency of NPO consultants. The 2008 course was held in Tokyo, 1–12 September. It was attended by 19 participants from 15 member countries. The JPC-SED deputed three resource speakers, and the APO deputed one from Singapore.

Program coverage: Comprehensive training in company diagnosis and strategic planning based on the experience of the JPC-SED; and Practical knowledge and consulting techniques in the management of the major functional areas of marketing, production, and human resources management. In addition, individual action plans were developed for the strategic planning process. An examination was conducted on the final day. Participants visited four companies: Nissan Yokohama Plant to observe productivity improvement activities in a multinational corporation; Kikuya Co. Ltd., Saitama, to observe those activities in a service-sector SME; the Imperial Hotel, Tokyo, to observe its human resources management system; and Tosei Electrobeam Co. Ltd. to observe productivity improvement activities in a manufacturing-sector SME.



Observing productivity activities of Kikuya

Customer Relationship Management for SMEs (Web-based distance learning)

SMEs provide numerous employment opportunities and act as subcontractors for heavy industry. Thus, governments in developing countries make SME development plans the first priority for socioeconomic development. The training of SME employees and entrepreneurs in customer relationship management (CRM) is necessary since it has become an essential part of doing business in the digital area.

The APO organized a 10-day Web-based training course on CRM to reach a large number of participants cost-effectively and conveniently, 6–17 October in Tokyo. The main objective was to provide basic training in the key concepts and priorities of CRM and tools and techniques to manage customer relations strategically. The course was attended by 49 participants from six member countries and conducted through WebEx, which allows log-in with a specific identification code and is an eco-friendly, eco-efficient method for knowledge sharing and management.



A Japanese expert giving a presentation

Program coverage: CRM general concept; CRM design approach; Recognize your customer; Call center systems; Targeting customers; Case studies; IT system planning and CRM project management; Question and answer sessions; and Online test.

Sustainable Management Strategies for the Public Sector

Sustainability is usually defined as “meeting today’s needs by not compromising future generations’ needs.” This requires socioeconomic development policies based on sustainable principles and values.

The APO conducted a workshop on Sustainable Management Strategies for the Public Sector in the Sustainable Era, 11–14 November, in Seoul, Republic of Korea, cohosted by the KPC. This was the first in a project series focusing on public-sector innovation in the new era of public management. It offered insights and inspired creative ideas for revolutionizing the public sectors in participants’ countries and creating a pool of public-sector productivity innovators. Seventeen participants from 14 member countries, mostly public servants, attended to examine the Republic of Korea’s successful sustainable policies under government reform initiatives.



System dynamics modeling exercise

Program coverage: Introduction to sustainable management and development concepts and definition for the public sector; Introduction to system dynamics in policy analysis and development; and Practical application of the World Café approach in engaging with multiple stakeholders such as communities, policymakers, and interest groups. A site visit was made to Korean Gas Corporation, a state-owned model of sustainable management operation.

Self-e-Learning Course on the Balanced Scorecard

The balanced scorecard (BSC) is a tool for planning

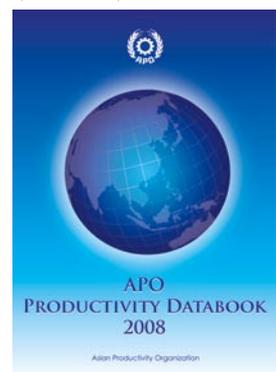
and strategy development. It has evolved from a budget and control tool into a framework to foster strategic thinking while balancing learning and growth, business processes, customer relations, and profitability. A recent survey, however, showed that the Asia-Pacific region lagged in the adoption of the BSC compared with other regions.

The APO organized a self-e-learning course on the BSC to promote its large-scale adoption in member countries. The course was made available in late August, targeting primarily SMEs and the private sector, and featured a flexible online learning system, certification at the end of the course, and eligibility for selection to attend more advanced BSC projects in the future. It can accommodate 2,000 online students at once and is open to all member countries. Performance and progress are tracked, the flexible learning mode allows participants to learn at their own pace, and self-assessment exercises are given at the end of each module. The course was available until July 2009. As of 31 December 2008, 447 individuals from 12 countries had enrolled.

Program coverage: For the basic level: Introduction to the BSC; Conducting leadership interviews; Mapping a BSC strategy; Determining strategic measures; Identifying targets; Alignment initiatives; and BSC reporting. For the intermediate level: Managing change with the BSC; Preparing for strategic alignment with the BSC; Preparing strategic analysis; Presenting strategic analysis; Using measures and targets to drive strategic performance; Alignment of teams and individuals; and Refreshing the strategy.

APO Productivity Database (Phase II)

The productivity database (PDB) project is one of the major thrust projects in the APO’s think tank and advisory roles for member countries. The PDB aims to enable comparative productivity measurement based on internationally harmonized methodology. The outputs and knowledge from the research are expected to contribute to building the capacity of member countries to measure economic indicators accurately.



APO Productivity Databook 2008

Phase II of the PDB project continued to improve the data quality and coverage by extending the scope to crucial indicators enabling more in-depth analyses,

including labor quality, which helps evaluate the role of human capital in economic development; land as a factor of production; and total factor productivity (TFP) analysis to the extent possible. The focus of phase II was not only developing a more comprehensive database and publicizing useful productivity information for a wider audience but also contributing to the improvement of productivity measures and national account statistics in member countries.

Program coverage: Harmonized productivity database; Market-sector data and related indices; Labor quality changes; Land as a factor of production; and International and regional comparisons of labor productivity, TFP, and capital services at the aggregate level.

APO Labor Productivity Databook

Productivity statistics and national accounts help policy planners to analyze progress and socioeconomic growth so that policy directions can be charted. It is crucial for the APO to produce data and analyses on productivity development in the region. The databook project 2008 developed and improved a new set of questionnaires and endeavored to resolve problems of data inconsistency. The main objective is to produce the *APO Productivity Databook 2009* to help NPOs and policymakers.

The coordination meeting was held 20–23 May 2008 in Dhaka, Bangladesh, and attended by the chief expert and 18 national experts. During the coordination meeting, the chief expert explained the new questionnaires so that agreement was reached among national experts on the productivity measurement and data collection methodology to ensure high-quality data.

Program coverage: Establishment of a new set of questionnaires to be used for data and meta-data collection; Agreement on basic indicators to make comparative analyses of labor productivity and sources of



Secretary-General Takenaka (R) requesting experts' support

economic growth among APO member countries; and publication of the *APO Productivity Databook 2009*.

Total Quality Management

Total Productive Maintenance

Total productive maintenance (TPM) is an evolution of 5S, particularly the *seiso* (keeping machines and work areas clean) element. Originally developed among Toyota's supplier base, TPM has become an essential part of world-class manufacturing, focusing on improvement and the integration of maintenance with production. TPM results in better management systems and increased productivity by eliminating breakdowns.



Participants discussing TPM applications

In collaboration with the NPO, Pakistan, the APO conducted a training course on Total Productive Maintenance, 14–18 April, in Lahore, Pakistan. The course was attended by 22 participants from 12 member countries. The objective was to train trainers in various tools and strategies to undertake TPM in manufacturing and service industries so that they could train others in the TPM concept.

Program coverage: Overview of TPM: Eight pillars; TPM: Linkage with the Toyota Production System and lean production; 5S and visual management; Early machine management; Measuring overall equipment effectiveness (OEE); Loss analysis, vibration analysis, corrosion control, and computer application for monitoring purposes; and Case study of OEE. Participants visited Honda Atlas Pakistan, a Japan-Pakistan joint venture that assembles Honda vehicles for the local market.

Quality Engineering: The Taguchi Method

Quality engineering (the Taguchi method) has had significant impact on industry. It achieves quality ob-

jectives and increases productivity in the shortest time and at the lowest cost. It can be applied in the design, development, and improvement of manufacturing processes. The overall aim is to lessen losses for both producers and customers.

In view of the usefulness and relevance of the Taguchi method to current manufacturing enterprises and based on the results of an APO survey on 2007 and 2008 projects, a workshop on Quality Engineering: The Taguchi Method was organized in association with the CPC, 5–9 May, in Taipei, to enable participants to grasp the principles behind the method and review the current status of quality engineering. Twenty-three participants from 17 member countries attended.



Experimenting with the Taguchi method

Program coverage: Steps in using the Taguchi method: 1) Identify the main problem; 2) Determine quality characteristics; 3) Cause-effect analysis; 4) Determine ideal functions and signal-to-noise (S/N) ratios; 5) Determine levels of signal factors, control factors, and noise factors; 6) Choose/design an orthogonal array and lay out an experiment log; 7) Conduct experiments; 8) Analyze experimental data; 9) Optimize the process (or product) parameters by maximizing S/N; 10) Confirm the optimized design; and 11) Repeat the first step if necessary. Experiments were conducted to confirm the consistency of material through process variation using double-sided adhesive tape and aluminum sheets. Participants visited Nan Kang Biotech Center to observe the application of the Taguchi method in Cojet Biotech Inc.

Toyota Production System

The purpose of the Toyota Production System (TPS) is to get the right things to the right place at the right time (and the first time) while minimizing waste and staying flexible. Eliminating waste, simplifying

procedures, and speeding up production are the core strategies. The TPS plays a significant role in advanced production management, and many companies are interested in utilizing it.

A special e-learning course on the TPS was therefore organized by the APO based on the World Bank's Global Development Learning Network (GDLN) in 2006 and 2007. In 2008, the third phase of the e-Learning Course on the Toyota Production System produced a total of 293 graduates. It was conducted 18–20 June for Malaysia, the Philippines, Indonesia, Thailand, and IR Iran, with 126 graduates; 4–6 August for Mongolia, Vietnam, Lao PDR, and Cambodia, with 65 graduates; and 11–13 August for India, Pakistan, Nepal, Sri Lanka, and Bangladesh, with 102 graduates. Outstanding participants were invited to apply for a follow-up two-week face-to-face training course on Production Innovation in Japan in early December.

Application of Quality Management in Healthcare

In 1998, the Malcolm Baldrige National Quality Award (MBNQA) Committee announced the healthcare and education criteria. The US government also endorsed the criteria and provided funding to ensure widespread adoption of the framework. Although the criteria for healthcare have received a positive response, there is debate on reform of policies and financing to make them more effective.

As part of the APO series of projects related to sustaining quality award programs in member countries, a study mission to a nonmember country on Applications of Quality Management and Business Excellence in Healthcare to the USA was conducted 28 July–1 August. Three cities in states undertaking healthcare reform and innovative healthcare delivery were visited: Baltimore, Maryland; Janesville, Wisconsin; and Chicago, Illinois. As the first APO project focusing on healthcare, the objective of the mission was to learn from MBNQA winners in the sector and benchmark against current best practices and innovations in areas of policy reform, service excellence, and a total quality management culture. A total of 16 individuals, mainly medical professionals, from seven member countries participated in the mission.

Program coverage: The study mission began in Maryland by visiting Johns Hopkins Medical School and Hospital and Institute of Healthcare Improvement, a Massachusetts-based healthcare organization. It then continued to Wisconsin, visiting the MBNQA Winner in Healthcare for 2007, Mercy Health System in Janesville. After traveling to Illinois, the most proactive state in healthcare policy reform, the participants visited the Office of the Illinois Governor and North-

western Prentice Women's Hospital, the top-ranked public hospital in the USA. Participants were given the opportunity to examine various aspects of the US healthcare system, ongoing challenges at the policy level, medical schools, practitioners and innovators in patient care, and US healthcare criteria under the MBNQA framework.



Mercy's advanced birthing suites take up an entire floor

Business Tools for Management: Integration of CRM and TQM

Among the business tools for management, customer relationship management (CRM) and total quality management (TQM) are recognized as effective for improving competitiveness. However, most companies in APO member countries do not have the capacity to utilize these tools effectively.

The APO therefore organized a workshop on Business Tools for Management: Integration of CRM and TQM, 25–29 August, in Mongolia, in association with the NPDC. The workshop was attended by 25 participants



A Newtel Company staff member explaining efforts to achieve service excellence in the Mongolian telecom market

from 13 member economies who examined how the integration of CRM and TQM enhances the competitiveness of enterprises.

Program coverage: Overview of the strategic management framework built on the CRM and TQM interface; Integrated and analytical consulting techniques; Role of consultants in strategic management; Consulting skills and tools for higher productivity and competitiveness; and Group presentation on strategic management using tools. A field visit was made to the local mobile telecom service provider Newtel Company.

Quality Awards in Member Countries

In the highly competitive world today, it is important that organizations adopt a comprehensive strategy on quality by implementing a systematic, integrated approach at all functional levels. A quality award framework offers that type of approach.

As part of the initiative to ensure increased participation of SMEs in quality award programs, the APO organized a workshop on Quality Awards in Member Countries in Japan, 16–19 September, in collaboration with the Japan Quality Awards (JQA)/JPC-SED. The primary objectives were to examine the elements of the JQA and understand the importance of quality award systems for SMEs through best practices of JQA-winning companies. In addition, the workshop showcased Japan's Regional Quality Council, which promotes the JQA through regional quality awards to encourage grassroots adoption in local economies. The workshop was attended by 18 participants from 16 member countries, who were mainly SME owners, quality award professionals, and NPO staff.

Program coverage: The workshop participants made site visits to winners of the Fukui Quality Award as well as JQA winners: Fukui Co-op, winner of the 2007 national JQA and Fukui awards; Shirasaki Holding Corporation, a Regional Encouragement Award winner in 1999 and 2005; and Uematsu Corporation, winner of the Regional Encouragement Award in 2003.

Lean Six Sigma

Lean Six Sigma is a combination of lean production and Six Sigma. Lean production itself does not promote statistical control, while Six Sigma alone cannot dramatically improve process speed or reduce invested capital. However, combining them can accelerate the improvement of customer satisfaction, cost, quality, process speed, and invested capital.

The APO held a study meeting on Lean Six Sigma in Taipei, Republic of China, 23–26 September, with the CPC as the implementing body. Twenty participants from 11 APO member countries attended. The objectives of the study meeting were to: understand

the concepts and approaches behind Lean Six Sigma; examine effective implementation of Lean Six Sigma in Asian countries; and recommend practical ways for enterprises to achieve higher productivity and competitiveness through Lean Six Sigma.

Program coverage: Concepts, benefits, differences, and challenges of lean production and Six Sigma; and Core values of lean production the Toyota way. Participants visited ASUSTek Computer Inc. to gain insights into the implementation of Lean Six Sigma in manufacturing.



Learning details of Lean Six Sigma in Japanese companies

Advancing National Quality Award Programs in APO Member Countries

To promote sustainable quality award programs in member countries, among which 15 currently operate such systems, a Steering Committee for a Regional Collaborative Platform for Advancing National Quality Award Programs in APO Member Countries met 1–3 October in Tokyo. The 10 committee members, comprising one private-sector representative at the CEO level and one award program administrator, attempted to integrate the five quality award systems in India (Confederation of Indian Industries), Japan (Japan Quality Award), Singapore (Singapore Quality Award), Republic of China (Taiwan Business Excellence Award), and Thailand (Thailand Quality Award). The primary goal was to create a forum chaired by the APO Secretariat to formulate regional initiatives for improving and spreading quality award programs.

Program coverage: Current development and status of quality award programs in member countries; Emerging challenges in operating successful quality award programs; and Global/regional business trends relating to innovation and competitiveness. The meeting developed a framework for

regional initiatives for both less mature and more advanced quality award systems and identified strategic initiatives for regional deployment: sustainability for less mature systems and enhancement for more advanced systems.

Organizational Excellence: Business Excellence Framework and Best Practices of Award Winners

The Singapore Quality Award (SQA), established in 1994, encourages organizations to strengthen their management systems for enhanced competitiveness. Niche awards for People Developer, Innovation Class, and Service Class are given in both the public and private sectors.

The APO organized a multicountry study mission on Organizational Excellence: Business Excellence Framework and Best Practices of Award Winners, 16–19 November, in collaboration with SPRING and the SQA Secretariat. The objectives included learning how the SQA promotes the adoption of business excellence frameworks through education and tailor-made training programs for SMEs and the public sector. Twenty participants from 14 member countries attended, representing quality award-related professionals, NPO staff, and public/private-sector executives.

Program coverage: The Singapore Quality Award Framework and its niche framework; Administration of quality award programs including tools and approaches (BEACON, SME promotion); and Best practices of award-winning organizations. The study mission participants attended the two-day annual SQA Winners' Conference that featured best practice-sharing sessions and a workshop for world-class enterprises in Singapore. Site visits were conducted to the Public Utility Board of Singapore, a state-owned entity established in 1973 which won the 2008 SQA and the SQA Innovation Award in 2006; and the Urban Redevelopment Authority, another SQA winner.



Discussing the integration of quality award systems

Technology, IT, and Innovation

Innovation and Competitiveness

Innovation is an important cornerstone of economic development, a driver of growth and competitiveness, and can increase per capita income. In the organizational context, innovation is linked to business performance and growth and can facilitate quantum leaps in improvement in efficiency, productivity, quality, competitive positioning, and market share.

Realizing the importance of innovation, the APO organized a fact-finding mission in May 2007 to gain an in-depth understanding of it. As a follow-up, the APO formed an Expert Roundtable on Innovation comprising selected national experts from Japan, the Republic of China, Republic of Korea, Singapore, Malaysia, Thailand, and the Philippines. They suggested that a forum be organized to examine the applicability of the proposed framework and identify the roles of NPOs and others in adopting the framework.

The APO forum on Innovation and Competitiveness was held 4–6 March, hosted by the MPC in Kuala Lumpur. It was attended by 33 local and overseas participants from 14 member countries. One hundred local observers also attended on the opening day, demonstrating the current interest and importance placed on innovation in Malaysia.



MPC (L) and CPC (R) signing an MOU on innovation and competitiveness

Program coverage: APO innovation framework and findings; Business innovation; Service innovation; Innovation in public service; Policies and directions toward national competitiveness; and Discussion on roles of NPOs and partners in promoting and implementing the innovation framework.

Management of Technology

Enterprises must constantly innovate to create customer value and ensure their sustainability. However, on the path from invention to commercialization wasteful expenditure often occurs due to a lack of knowledge regarding customers, competitors, and markets. Successfully navigating such difficulties and commercializing technological seeds requires the management of technology (MOT).



Identifying major issues in product development

To learn from leading Japanese enterprises that have introduced MOT as a strategic tool for competitiveness, the APO organized a seminar on Management of Technology, 9–13 June, in Tokyo, in association with the JPC-SED. The seminar was attended by 18 participants from 14 member countries who focused on how to maximize the cost-effectiveness of investment in technology development and examined the applicability of advanced Japanese technology management systems to other Asian countries.

Program coverage: Innovation and technological strategy; Management of R&D; Management for the enhancement of quality, cost, and delivery; and Project management. Participants visited Nissan Motor and Kao Corporation, both of which are advanced in MOT, for observation.

Strategic Industries: Nanotechnology

Interest in nanotechnology, a fusion among information and communication technology, life sciences, and biotechnology, has grown significantly. Some countries in the APO membership have invested in nanotechnology R&D, and governments have set up research programs.

As a follow-up to the 2007 APO multicountry observational study mission on the Nanotechnology Industry in the Republic of Korea, a 2008 study meeting on



The ROC's TECO, an SME, showcases its first nanoproduct

Member Country Strategic Industries: Nanotechnology was held 10–13 June in the Republic of China in collaboration with the CPC, Ministry of Economy, Trade and Industry, and Asia Nano Forum (ANF). Key challenges in the development of nanotechnology at the regional policy level and the possible creation of a collaborative network within the region in areas such as sector formation, education, and capacity building at the grassroots level were addressed.

The study meeting was attended by 16 participants from eight member countries and one from the non-member country of Australia, who also participated in the 2007 study mission in the Republic of Korea. All were heads of the national nanotechnology programs in their countries. Five resource persons were deputed by the APO. The participants explored possible strategies for a regional collaborative nanotechnology network involving industries, R&D centers, universities, and policymakers to prioritize strategic areas for growth, develop an operational framework for the ANF, and identify common concerns in national nanotechnology initiatives.

Program coverage: Public acceptance of nanoproducts: Japanese experience; Current developments in Korean nanotechnology; Business development model for nanotechnology business: Australian experience; and Industrialization policy for nanotechnology and developing a nanoproduct labeling system: Taiwan experience. Site visits were made to TECO, a local SME that explained its experience in spinning off a new nanobusiness. Participants also visited the Nano Taiwan Expo 2008 organized by the Taiwan Nanotechnology Industries Development Association.

Technology Innovation Initiatives for SMEs

SME development should foster new start-ups and enable growth. While SMEs may be aware of the need to make the most of technology, many lack

the capabilities to deploy and commercialize it. Therefore, it is crucial to explore various technology commercialization models available to increase the rate of products brought to market. This can be done by strengthening the linkages between SMEs and public research institutions.

The APO convened a four-day study meeting on Technology Innovation Initiatives for SMEs, 4–7 August, in Singapore. It was implemented by SPRING Singapore and attended by 17 participants from 12 member countries, along with four resource persons. The purpose was to promote cross-fertilization of ideas on national policies, strategies, and initiatives to upgrade the technology innovation capabilities of SMEs, especially in facilitating knowledge and technology transfers from public research institutions and bringing ideas to market speedily.

Program coverage: Creating the environments and ecosystems to facilitate technology innovation and ventures; The process of innovation, technology transfer, and commercialization; Japan's innovation policy for SMEs; and Incubation of new business accounts: Building growth engines by incubating innovations inside the corporation. Participants visited the Centre of Innovation, Ngee Ann Polytechnic.



Group discussion on capacity building of SMEs

Private-sector Partnerships: Management of Technology for CEOs of SMEs

Leading enterprises worldwide have introduced the management of technology (MOT) as a strategic tool for competitiveness. MOT aims to maximize the cost-effectiveness of investments in technology and contribute to enterprise value and profitability through more effective decisions on technology acquisition, development, diffusion, exploitation, and protection. Governments are also making efforts to support effective MOT in enterprises.

The APO commissioned a research project on MOT in 2007 to examine its progress in member countries. The

research identified best practices in Asia for MOT in SMEs, critical success factors, and problems faced at enterprise level. A follow-up forum on Private-sector Partnerships: Management of Technology for CEOs of SMEs was held 19–22 August on Jeju Island, Republic of Korea, and attended by 16 participants from 10 member countries. It was jointly organized by the APO, KPC, and Sungkyunkwan University of the Republic of Korea. The objectives of the forum were to share findings of the APO-sponsored research on MOT for SMEs; identify key obstacles faced in encouraging MOT in SMEs; and recommend appropriate approaches to address the obstacles.

Program coverage: Findings and outcomes of the APO research on Management of Technology; MOT activities for SMEs of Korea and role of government; Sharing best practices of Korea: Case examples; Status of MOT activities at the enterprise level; Sharing best practices of Singapore: Case examples; Sharing best practices of Japan, ROC, and the Philippines; Technology strategy and evaluation; Business model for SMEs; and Formulation of action plans for advancing MOT for SMEs. A site visit to Daum Telecommunications was made.

Frontier Technologies and Their Impact on Asian Economies

Innovation is the basis of national competitiveness, and there is a need for investment in and efforts at the national level to address frontier technologies, including life sciences, biotechnology, biomedicine, nanotechnology, laser technology, and mobile technologies, which can have a tremendous impact on society. A frontier technology can give birth to new industries and mean the end of industries employing obsolete technologies.

Recognizing the need to understand more about frontier technologies and their impact, the APO organized



Touring the Korean Institute of Science and Technology

a study meeting on Frontier Technologies and Their Impact on Asian Economies in the Republic of Korea, 9–12 September, to provide a platform for member countries to share various approaches, strategies, and best practices to promote existing industries and create new ones adopting frontier technologies for higher competitiveness. Seventeen individuals from 10 member countries, along with four resource persons, attended.

Program coverage: Frontier technologies for future Korea; Issues, challenges, and strategies for frontier technologies; Micro and nano fabrication technology roadmap and commercialization challenge in Japan; and the Republic of China's experience in the development of the life science industry. A site visit to the Korean Institute of Science and Technology was also organized.

Production Innovation

In the globalized economy, manufacturing companies must constantly innovate to create customer value and ensure the sustainability of products. They must therefore enhance their capability for technology development and innovation as a core competency. Germany is known as the world leader in production innovation, which forms the basis for its competitive advantage in industry.



Dr. Eicher introducing Solvay Fluor's innovation strategy

The APO organized a study mission to a Nonmember Country on Production Innovation to Germany, 15–19 September. The objectives were to learn innovative product concepts from German manufacturing companies and relevant R&D institutions, with the focus on maximizing efficiency; and to examine the applicability of German innovative production systems in Asia-Pacific countries. Ten individuals from eight member countries participated in this mission. An expert from Japan accompanied the mission to give lectures and facilitate group discussions.

Program coverage: German production systems and supply chains; Production innovation in the context of R&D; Customer satisfaction, globalization, and environmental preservation; Innovative product concepts and R&D; and Applicability of German production innovation. Site visits were made to Volkswagen AG, Solvay Fluor GmbH, Deutsche Messe AG, Bosch Rexroth Pneumatics GmbH, PZH GmbH, MTU Maintenance Hannover GmbH, and Fagus-Grecon-Greten GmbH.

Innovation and Sustainability Strategies for Growth in the Process Industry

The process industry refers to the treatment or preparation of raw materials in which a chemical change(s) occurs. With rapid development in highly competitive markets, process industry systems also become larger and more complex with continuous increases in the production and use of potentially hazardous chemicals. This may contribute to the occurrence of industrial accidents and the release of toxic agents.

In Singapore, the process industry is an important support for chemical and biomedical science clusters comprising petroleum, petrochemicals, specialty chemicals, and pharmaceuticals. With the development of more complex plants, the ability to improve plant construction and maintenance expertise will become a critical competitive strategy. Therefore, the APO in collaboration with SPRING and the Association of Process Industry (ASPRI) of Singapore organized a workshop on Innovation and Sustainability Strategies for Growth in the Process Industry, 21–24 October. The main objective was to identify and assess safety, health, and environmental (SHE) measures in member countries and benchmark against global best practices in the process industry. Nineteen participants from 14 member countries attended.



Singapore Minister for Finance Tharman Shanmugaratnam (L) visiting the APO booth at ProcessCEM Asia 2008

Program coverage: Overview of SHE standards and regulations in participating countries and status of application, including issues and challenges in compliance; Role of multinational corporation plant owners, industry associations, and government in ensuring compliance with SHE standards; Benchmarking against global best practices to upgrade the expertise of service providers in the process industry; Impact of global and environmental issues on process industry operations; and Identifying opportunities for business outsourcing and developing competitive strategies for productivity improvement in the process industry. Participants visited Jurong Island, the largest petrochemical hub in Singapore, to observe the SHE requirements and standards applied in this restricted, high-security area. Jurong Island Development Department, Rotary Engineering Limited, and Chevron Oronite Pte Ltd. opened their facilities for the site visits.

Monozukuri (Art of Manufacturing)

Monozukuri (the art of manufacturing) is the foundation of the high productivity and competitiveness of the Japanese manufacturing sector. It is more than simply producing goods and operating machinery in factories. There is a respected, time-honored tradition behind it. The term also denotes long-honed skills and a passion for one's work. *Monozukuri* is the backbone of Japan's manufacturing excellence.



Donning dust-free clothing prior to entering Fujitsu IT Products' production line

To promote *monozukuri* in member countries, the APO in association with the AOTS organized a training course on *Monozukuri* in Tokyo, 29 October–11 November, attended by 16 participants from 11 member countries. The aim was to provide insights and impart skills in Japanese *monozukuri* to CEOs and top managers of private SMEs to enable them to achieve manufacturing excellence in their own operations.

Program coverage: Salient features and uniqueness

of the Japanese manufacturing sector; *Monozukuri*: Philosophy and practices; Case study of Japan's production strategies; Case study of production and operation management: Control and improvement in terms of cost, quality, and delivery and their total management system; Case study of worksite improvement (*genba kaizen*). Action plans for improving production management in participants' enterprises were developed, and all participants took an exam at the end of the course. Field visits were made to Japanese manufacturing units: Ebina Plant, Jidosha Buhin Kogyo Co., Ltd., an SME; Headquarters Plant of Fujitsu IT Products Limited; Kenroku-en/Kanazawa Castle Park, a museum of traditional arts and crafts of Ishikawa; and the Kosai Plant of Suzuki Motor Corporation.

Production Innovation: The Toyota Production System

Production systems today are changing faster due to the pressure to meet the increasingly selective and diverse needs of consumers. This requires using advanced know-how and technology to produce novel products. One such technology is the Toyota Production System (TPS) or lean production system, a "pull-production" approach that is being adopted worldwide.

In an effort to create a pool of trainers on and practitioners of the TPS within member countries, the APO held the first follow-up training of trainers course on Production Innovation, 1–12 December, in Japan. This course targeted alumni of previous TPS e-learning courses in 2006, 2007, and 2008. The course involved 10 days of hands-on training in Nagoya, Hayama, and



Participants at Toyota's simulation model plant

Tokyo under the tutelage of Toyota experts/veterans. A proficiency examination was conducted on the final day to provide feedback and an overall assessment of strengths and areas for further development using a report card system. A total of 15 participants from eight member countries attended.

Program coverage: Designing a continuous production flow; Line balancing strategy; Take-time calculations; Stepping up kaizen; *Poka-yoke* (error-proofing); The tear-down approach; Human resources management strategies; and Value stream principles. Three site visits were conducted to the Toyota Tsutsumi Plant and its first-tier suppliers the Shiga Plant of Daikin and Contec EMS.



New green
Tran Vinh Nghia/Vietnam

INTERFACE SECTOR

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. The topics covered under the GP Program include eco-products, green supply chains, eco-design, and GP and energy efficiency.

Integrated Community Development

The ICD Program promotes the balanced economic development of rural areas in member countries. Its

mandate includes local resource mobilization and improving the quality of life of rural communities in the developmental process. The ICD Program aims to enhance individual and collective initiatives for sustainable development at the local community level.

Development of NPOs

The DON Program seeks to build the capacity of NPOs. 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, and DON Implementation is the operational arm. In 2008, DON Implementation began translating the findings of DON Strategy into pilot in-country training programs.

Green Productivity

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

Integrated management systems (IMS) help organizations to develop unified, well-defined goals, a comprehensive plan, and a sound program to measure quality, environmental, and safety performance with the help of third-party auditing. The Green Productivity (GP) approach promoted by the APO provides a distinctive framework to integrate ISO9001, ISO14001, and OHSAS 18001.

The APO organized a workshop on Green Productivity and Integrated Management Systems in association with the NPC, India, in New Delhi, 7–17 January. The workshop was attended by 23 participants, who had previously performed well in the e-learning course on Energy Efficiency (June–August 2007), from 12 member countries. The objective was to develop methodology for effective integration of quality management systems (ISO9001), environmental management systems (ISO14001), and occupational health and safety management systems (OHSAS 18001) following the GP approach. Participants took an examination on the final day of the workshop.

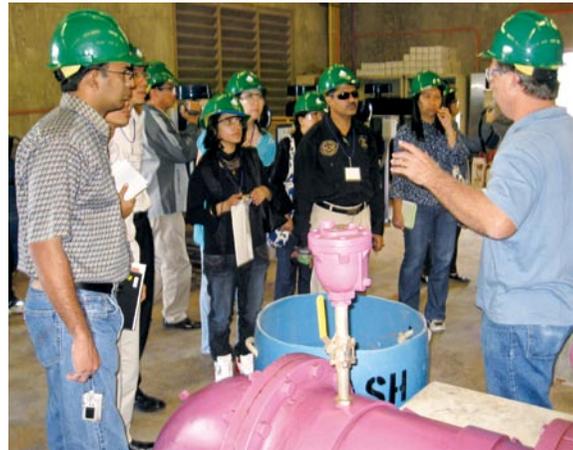


Discussing integration of current systems using the GP approach

Program coverage: Understanding ISO9001; Understanding ISO14001; Understanding OHSAA 18001; and Integration of ISO9001, ISO14001, and OHSAS 18001. A visit was organized to National Fertilizers Limited in Panipat, about 50 km north of Delhi, which has certification in all three standards and is now putting an IMS into place through combined audit and program review meetings.

Environmental Management

Having developed innovative solutions to maintain its natural beauty and support its number one industry of



A US expert (R) explaining water reclamation

tourism, Hawaii is now recognized as an industry leader in new environmental services and emerging technologies for environmental protection and management.

The APO organized a study mission on Environmental Management in collaboration with the Department of Business, Economic Development and Tourism, State of Hawaii, 11–15 February. The study mission comprised 16 delegates from nine member countries representing industrial associations, academia, industry, consulting firms, and government. The main objective of the mission was to observe the best practices in environmental management, especially wastewater treatment in the industry sector, and to discuss methods to develop and implement smart solutions to sustain a clean environment, such as clean water, to maintain a high quality of life.

Program coverage: Visits were made to a wastewater treatment and water reclamation facility; Houna Technologies, a US industry leader in the design and manufacture of high-technology medical waste treatment and energy recovery systems; and to examine groundwater remediation systems installed by Environment Inc. to address offsite migration of residual subsurface petroleum plumes.

Eco-products International Fair 2008

The 2008 Eco-products International Fair (EPIF) was held 1–4 March in collaboration with the Directorate for Standards and Quality (STAMEQ)/VPC and Vietnam Association for Conservation of Nature and Environment at the National Convention Center, Hanoi. The theme was For Sustainable Development and Better Life. This was the fourth in the series of EPIFs after those in Malaysia, Thailand, and Singapore in 2004, 2005, and 2006, respectively. They showcase the latest eco-products, eco-technologies, and eco-services and provide a platform for industries to exchange eco-information and explore eco-business development. Ninety-one exhibitors from Japan, Vietnam, Republic

of Korea, Singapore, Malaysia, Thailand, and Germany participated in the EPIF 2008, making it one of the largest international environmental events to date in Southeast Asia, attracting more than 98,000 visitors.

The guest of honor and keynote speaker at the opening ceremony on 1 March was H.E. Nguyen Duc Kien, Vice Chairman of the National Assembly. He stressed the importance of sustainable development through the production and use of eco-products. Minister of Science and Technology Hoang Van Phong described the EPIF as an ideal forum to learn from advanced industry professionals. The remarks of Japanese Minister of Economy, Trade and Industry Akira Amari were delivered by Deputy Director-General Hajime Ito and emphasized the importance and significance of the EPIFs. APO Secretary-General Shigeo Takenaka pointed out that such fairs created awareness of eco-friendly products and were meaningful for the promotion of sustainable development in line with the APO's Green Productivity (GP) Program. The *Eco-products Directory 2008* was released during the opening ceremony and presented by Prof. Ryoichi Yamamoto, Vice Chairperson of the GP Advisory Committee, to National Assembly Vice Chairman Nguyen Duc Kien. The directory contains information on more than 700 eco-products, eco-materials, eco-components, and eco-services.

The International Conference on Promotion of Eco-products for Competitiveness and Sustainable Consumption was one of the parallel events to the EPIF 2008. The conference was attended by about 120 participants including 39 APO delegates from member countries, who engaged in discussions on green procurement, eco-product development, green



Guests of honor at ribbon-cutting ceremony opening the EPIF 2008

labeling schemes, green technologies, etc. Two site visits were organized for the APO delegates on the third day of the conference to the water treatment and sewage treatment plants in an industrial park that received ISO14001 certification and to Seraphin waste management company that segregates and recycles mixed waste. Other parallel international events included the Workshop on Green Purchasing and Green Supply Chains organized by the International Green Purchasing Network on 3 March and the Forum on Eco-Community for Asia on 3 March organized by G-project Inc. and Hanoi Architectural University.

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 MPC and National Institute for Public Administration, Malaysia, to develop a pool of lead trainers/consultants in Green Productivity (GP). In 2008, the MPC hosted the eighth workshop in this series in Kuala Lumpur, which was attended by 18 participants from 12 member countries, 24 March–18 April. The workshop offered practical hands-on experience through group case studies, and the participants mastered GP techniques, technologies, and management systems. They will create multiplier effects by acting as lead trainers during in-country training.

Program coverage: GP concept and methodology; GP tools and techniques; Option generation and evaluation; and GP implementation plans. A visit was made to Demand Options Sdn. Bhd. in Johore Bahru. Four companies accepted in-plant GP diagnostic practice, a key element in this four-week workshop: Zamria Sdn. Bhd., Innovasi Anggerik Sdn. Bhd., Adabi Consumer Industries Sdn. Bhd., and Elite Digital Technologies Sdn. Bhd.

Energy Efficiency

With the rising costs of energy and concerns about global warming, it is imperative that countries adopt the most efficient energy conservation measures and technologies given the limited availability of natural resources. Moreover, using energy-efficient products



Visitors through first floor of the exhibition hall



Participants in the Philippines celebrating course completion

helps industries in APO member countries to become globally competitive.

The APO organized a 12-day e-learning course on Energy Efficiency (EE) targeting energy professionals, energy managers especially of SMEs, building engineers, and energy auditors. The course was divided into three phases: phase I, 9-12 June 2008 for Bangladesh, Cambodia, Lao PDR, Mongolia, Thailand, and Vietnam; phase II, 7-10 July 2008 for India, IR Iran, Nepal, Pakistan, and Sri Lanka; and phase III, 22-25 July 2008 for Fiji, Indonesia, Malaysia, and the Philippines. The course was enrolled in by 331 participants from 15 member countries and conducted through the network of the World Bank platform. The main objective was to train the participants in the concept, principles, and fundamental elements of energy management.

Program coverage: EE concepts and fundamentals; Thermal EE (industrial equipment like boilers, furnaces, etc.); Electrical EE (industrial equipment like coolers, motors, pumps, etc.); How to conduct energy audits; Experience of Japanese industries in EE; and Steam distribution and utilization. Site visits were made in each venue to an industrial unit that had EE measures in place.

Green and Productive Tourism with Special Focus on Green Certification

The tourism industry is the engine of economic growth in developing countries because it provides employment opportunities, foreign currency, and higher income to local people. However, the expansion of the tourism industry exploits many natural resources and has a significant impact on the global and local environment.

The APO organized a seminar on Green and Productive Tourism with Special Focus on Green Certification in Kathmandu, Nepal, 4–8 August, in association with the NPEDC. The seminar was attended by 22 participants from 15 member countries. The objective was to understand and develop green certification programs for hotels, resorts, and tourism agencies and learn from the best practices of green certification systems.

Program coverage: Why green and productive tourism?—Need for green certification; Significance of hotels and restaurants in green tourism; Green key: The European green certification scheme (methodology and best practices); Green Leaf: The Thai green certification scheme (methodology and best practices); and Eco-awards for hotels and restaurants: The Indian scheme. Two field visits were made to Kantipur Temple House in Kathmandu and to hotels owned by the Hotel Association of Nepal.



Group discussion on green certification programs

Biomass Utilization for Industrial Boilers

The majority of SMEs in Asia use traditional boilers that consume nonrenewable fuel, which makes production expensive and emits greenhouse gases. Industries can become globally competitive when their products are energy efficient and they use abundant renewable energy sources such as biomass.

The APO held a regional workshop on Biomass Utilization for Industrial Boilers in association with the NPO, Pakistan, in Lahore, 18–23 August. The workshop was attended by 22 participants from four member countries. The objective was to build the capacity of SMEs to use biomass as fuel in industrial boilers and create a pool of professionals who will subsequently undertake national dissemination projects in phase two. The Lahore workshop developed action plans for the promotion of biomass boilers in each target country. The APO deputed three resource speakers to the workshop.

Program coverage: Need for biomass utilization in industrial boilers; What is biomass?: types, sources, collection, processing, calorific value, and suitability for boilers; What is a biomass boiler?; Fundamental boiler types; Experience sharing from Mekong region countries and Japan on biomass boilers; Sharing of the biomass boiler manual prepared in 2006; Economic feasibility of biomass boilers with supporting calculations: Design features and cost aspects with examples; and How to carry out performance evaluation tests for



Launch ceremony of a local seminar during the regional workshop

biomass boilers. A field visit was made to FBL Industrial Service, where wood is used in a retrofitted boiler.

3Rs (Reduce, Reuse, Recycle)

One major aspect of productivity and environmental improvement efforts is resource conservation/minimization of waste through the 3Rs (reducing, reusing, and recycling). The concept of the 3Rs is being emphasized worldwide as an easy, effective way to protect our environment by minimizing resources and waste. The APO's GP strategy helps implementation of the 3Rs in a structured, systematic way.

Based on widespread demand for 3R-related projects, the APO organized a seminar on The 3Rs (Reduce, Reuse, and Recycle) in Tokyo, 6–10 October, in collaboration with METI. The program was implemented by the JPC-SED and attended by 17 participants from 14 member countries. The participants learned how 3R applications can lead to new business opportunities and greater competitiveness of the private sector.

Program coverage: Current scenario and perspective of the 3Rs in Japan and the region; 3R implementation



A Hyper Cycle Systems manager explaining how to recycle home appliances

from the aspect of regulations and laws; 3R policy; Initiatives and efforts of industry for the creation of a material-cycle society; Case of the Japanese cement industry; New business model in the reuse business; and Issues and challenges of the 3Rs in the Asia-Pacific region. Site visits were organized to: Sai-no-Kuni Resource Recycling Factory; Orix Resource Recycling Services Corporation; I'll Clean-Tech Umwelt-Japan; Hyper Cycle Systems; Re-Tem Corporation; and Bioenergy Corporation.

Reduction of Greenhouse Gas Emissions

The latest report by the Intergovernmental Panel on Climate Change makes it clear that reductions in greenhouse gas (GHG) emissions are extremely important to avoid a catastrophic scenario in the global climate. Therefore, governments must formulate policies to promote GHG reduction techniques and technologies. Moreover, developed countries should help developing ones to reduce GHG emissions based on the Clean Development Mechanism (CDM), which is designed to achieve sustainable development.

The APO organized a workshop on Reduction of Greenhouse Gas Emissions in the Republic of China, 3–7 November, in association with the CPC and Industrial Development Bureau, Foundation of Taiwan Industry Services, and Taiwan Environmental Management Association. The workshop was attended by 23 participants from 10 member countries. The objective was to bring together professionals and scientists from member countries to discuss GHG-related issues comprehensively; devise a strategy and prepare a set of recommendations to achieve GHG emission reductions by industries, municipalities, and member governments; and investigate monetary benefits resulting from the utilization of the CDM. The workshop recommendations were disseminated to all member governments.

Program coverage: The impact of climate change due to global warming, highlighting the Asia-Pacific perspective; GHG reduction techniques and technologies; The CDM; Role of industries, municipalities, and governments in reducing GHG emissions; How emission reduction targets should be set and plans to achieve them; and Market- and policy-based instruments for GHG emission reductions. Two site visits were made to Cheng Loong Corp. and Du Pont Taiwan, which have both been successful in reducing GHG emissions in their operations.

Service Quality Measurement and Building Customer-centric Enterprises

In Asian countries, the share of the service sector in the total economy has been growing, spurring significant employment growth. To satisfy well-informed,

demanding customers, enterprises must respond with higher-quality service that anticipates their needs, thus becoming customercentric. The success of a service business depends mainly on its ability to attract and retain customers and thus they must be able to measure service quality.

The APO organized a study meeting on Service Quality Measurement and Building Customercentric Enterprises in Singapore, 4–7 November. The objective was to examine specific challenges faced by service enterprises in member countries in measuring service quality to assess their performance and productivity and how to utilize service quality measurement methodologies and tools to sharpen customercentric strategies. The meeting was attended by 16 participants from 13 member countries.

Program coverage: Service quality measurement; Service leadership; Customer information management and service innovation; and Customer experience. The participants had an opportunity to participate in the Excellent Service Award and Best Practices Sharing Conference 2008, as well as to visit Philips Design to examine its customercentric initiatives in developing new products.



Identifying challenges in measuring service quality

Eco-finance

Eco-finance, which is becoming popular especially in Europe, deals with market trades including the tradable pollution allowances under the Kyoto Protocol; emerging environmental and socially responsible investment funds, insurance packages, and others; and government subsidies and environmental funds. Many Japanese investment banks and financial institutions are also adopting this approach, and there is growing interest in other APO member countries.

The APO organized a study meeting on Eco-finance, 11–14 November, in Kuala Lumpur, Malaysia, to

identify the trends, opportunities, and related issues in the context of current global environmental challenges. There were 16 participants from 10 member countries representing banks, governments, NGOs dealing with the environment, and academia.

Program coverage: Green Productivity: A new approach for sustainable development; New trends in sustainable financing; Eco-finance from various perspectives; Recent developments in eco-financing in Japan and lessons to be learned; Current situation and initiatives related to eco-finance in Europe; Sustainable and responsible investment; and The CDM as a mechanism for sustainable eco-financing; Korean experience.

Training of Trainers in Green Productivity and Energy Efficiency

Efficient use of energy and energy conservation measures can have positive effects on productivity and profitability. Fossil fuels are still major sources of energy and cause emissions of greenhouse gases resulting in long-term environmental problems. Adopting energy-efficient practices and procedures is therefore essential. Energy efficiency and energy management involve understanding how energy is used in installations and operations in an efficient, cost-effective manner.

The APO held a Training of Trainers in Green Productivity and Energy Efficiency in association with the NIPC and Iranian Mines and Mining Development and Renovation Organization in Kish, IR Iran, 15–19 November. The participants were selected from those who had already taken the e-learning course on Energy Efficiency. The training course was attended by 28 participants from 11 member countries. The main objective was to develop a pool of trainers on energy efficiency equipped with advanced, in-depth knowledge of energy efficiency, energy conservation, and energy management, enabling them to prepare a training manual for national training courses.

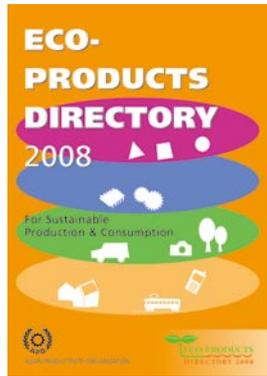


Training in progress

Program coverage: Concept and fundamentals of energy efficiency and energy management; Energy management tools and techniques; Energy efficiency in industry applications; Energy efficiency in buildings; Energy auditing; and Best practices in energy efficiency and energy management. An exam was given on the final day. A field visit was made to the Kish Island power and hydropower plant.

Establishment of an Eco-products Database

The APO is involved in setting up an all-in-one, comprehensive database consisting of eco-products, their sources and contact information, product features, types, components, environmental/social benefits, etc. This database forms the material for the *Eco-products Directory* and includes eco-products and -services developed by environmentally advanced enterprises in Asia-Pacific economies. The goals are to incorporate consideration for the environment into every stage of the production process, and the directories contribute to sustainable development not only in the Asia-Pacific region but also worldwide through greening supply chains.



Eco-products Directory 2008

Program coverage: Data include 1) eco-materials, 2) eco-components, 3) eco-products, and 4) eco-services. The fourth edition of the *Eco-products Directory 2008* was unveiled at the opening of the fourth Eco-Products International Fair in Vietnam. It was also on display at the Environmental Showcase in the International Media Center at the G8 summit held in Hokkaido, Japan, 7–9 July and distributed during the Fourth Tokyo International Conference on African Development held in Yokohama, Japan, 28–30 May. It was on displayed in 20 lounges at Narita International Airport, Japan.

Integrated Community Development

Community Capacity Building for Green Productivity

Agriculture is often the main source of livelihood and plays a key role in rural development. Many agricultural activities, however, are associated with environmental impacts, and expanding agroindustry in rural areas further threatens the sustainability of the natural resource base. Thus, the concerted efforts of all stakeholders are urgently needed to build community capacity in the knowledge, skills, tools, and techniques of environmentally friendly, sustainable development.

To equip participants to undertake community capacity building in Green Productivity (GP) and enable them to understand the formulation of GP programs and projects for local communities, the APO organized a training course on Community Capacity Building for Green Productivity, 18–23 August, in Lao PDR. The LNPO implemented the program. Nineteen participants from eight member countries attended.

Program coverage: The GP-Integrated Community Development (ICD) approach for sustainable community development: Key concepts and APO experience with GP and ICD; Community capacity building: tools, techniques, and technologies of GP; Successful GP-ICD cases; Developing a project for community capacity building; and Developing a community development program based on GP. A field visit was made to the Houey Hong Vocational Training Center for Women, which is dedicated to developing the abilities of women in weaving, dyeing, tailoring, etc.

Integrated Community Development for the Mekong Region: One Village, One Product Movement Promotion—Learning from Pilot Project Experiences

The Mekong region countries share common economic and sociocultural patterns and have strengthened economic ties through various means. At the same time, however, the development gap among these countries is widening: Thailand has become the economic center of the region; Vietnam has achieved high economic growth; while Cambodia and Lao PDR still largely rely on traditional agriculture and are in the midst of transformation and economic development. To minimize the development gap among these countries, it is important to strengthen human resources development. With special cash grants from the Government of Japan, the APO has been implementing the ICD-Mekong Program to promote rural community development in the region.



Crafting silver houseware in the village of Kom Pong Luong, Cambodia

As the fourth-year project of the five-year ICD-Mekong Program, the workshop on Integrated Community Development for the Mekong Region: One Village, One Product Movement Promotion—Learning from Pilot Project Experiences was held 18–22 August, in Phnom Penh, Cambodia. It was attended by 23 participants from the Mekong region members of Cambodia, Lao PDR, Thailand, and Vietnam, one observer from the FAO Cambodia Office, and three international as well as one local resource persons. The NPCC implemented this workshop in collaboration with the Cambodia OVOP Committee Secretariat. As national follow-up activities, 1) a National Workshop on Development of the One Village, One Product Movement in Vietnam was held 22–23 December, in Ho Chi Minh City and Vinh Long Province, Vietnam; 2) a National Workshop on Development of the One District, One Product (ODOP) Movement in Lao PDR will be organized 21–23 January 2009, in Vientiane, Lao PDR, and 3) a national training course in Cambodia is now under consideration.

Program coverage: Key issues for successful implementation of OTOP projects in the field from viewpoint of community development; Importance of locality and continuity of dynamics through various human networks in OVOP promotion; Utilization of unused local resources and by-products in developing OVOP products; and Rural financing in promoting the OVOP movement. Field visits were made to: the silver-processing village Kom Pong Luong; leaf basket-making village of Phnom Bat; vegetable-growing village Shhang; silk sewing village Prey; Kabath; and bamboo and palm handicraft village Sre Tasok.

Agrotourism Development for the Creation of Rural Jobs and Diversified Income

Agrotourism is becoming a means for enhancing business opportunities in rural areas by mobilizing local resources and positive externalities associated with agriculture, as well as contributing to job creation in the countryside and improving the well-being of the rural population.

The APO organized a workshop on Agrotourism Development for the Creation of Rural Jobs and Diversified Income, 4–8 November, in Bandung, Indonesia, to impart new knowledge and applications of the agrotourism concept and develop templates for training courses and seminars that the APO and participants could use for follow-up activities. The workshop was attended by 20 participants from 11 countries. The project was implemented by the Ministry of Agriculture and the Ministry of Manpower and Transmigration, R.I.

Program coverage: Framework for rural tourism development for increasing rural community productivity;



Observing tea processing at the Gunung Mas Tea Plantation and Agrotourism Estate, Bogor, Indonesia

The rural tourism industry: Trends, opportunities, and challenges; Job generation in rural areas through rural and agrotourism enterprises; Agrotourism as a mechanism for improving farmers' income; Planning and management of agrotourism enterprises: The roles of government, the private sector, and other stakeholders; The role of government and related regulatory bodies for agrotourism development in Taiwan; Job creation and livelihood generation for rural farming communities: The homestay program in Malaysia; Development of hospitality business in the countryside: Trends, issues, and challenges; and Emerging trends and human resources development needs of member countries to develop rural/agrotourism enterprises. Site visits were made to the Archipelago Flower Garden Cipanas and the Gunung Mas agrotourism site in Bogor.

Strengthening the Management of Nonbank Financial Institutions Catering to Farmers and Rural-based Agribusiness

The demand for credit and other financial services by farmers and rural micro and small entrepreneurs for farm investments has encouraged the emergence of nonbank financial institutions in various countries in Asia. However, in most cases, the initiatives for micro-credit have not been sustained. One of the key factors in the failure of those initiatives was the lack of experience and expertise in managing microcredit programs.

The APO organized a workshop on Strengthening the Management of Nonbank Financial Institutions (NBFIs) Catering to Farmers and Rural-based Agribusiness, 17–21 November, in Bali, Indonesia, to analyze the critical factors of the failure or success of some microcredit programs of NBFIs in member countries and use that information for developing practical measures. The workshop also identified areas where further intervention by the APO, particularly in human resources development, is urgently needed to improve the efficiency and productivity of NBFIs and related organizations. The

workshop was attended by 25 participants from 13 countries and implemented by the Ministry of Manpower and Transmigration and Ministry of Agriculture, R.I.

Program coverage: The credit delivery system and agricultural finance in Asia; Strengthening rural-based agribusiness through microfinance: The BRAC model; Managing a microfinance organization: The CARD MRI business model development of a Sharia microfinance system in agriculture: The case of BMT in Indonesia; Case studies of Koperasi Simpan Pinjam (Savings and Credit Cooperatives) and Arisan as NBFIs in rural Indonesia; The Rural Agricultural Development Program for strengthening the capacity of joint farmers' groups in Indonesia; Management tools and techniques for managers of microfinance organizations; and Training need assessment and development of learning modules for managers and staff of NBFIs. Site visits were made to the Non-Banking Financial Institute's Bali office and LPD Katung (Village Financial Credit Institution) in Katung, Kintamani, Bali.

Development of NPOs

Forum on Development of NPOs

In 1998, the APO organized a roundtable follow-up conference in Fiji to review past achievements and identify new measures to help member countries strengthen their national productivity movements. A key recommendation was constant evaluation of those efforts due to the rapid changes occurring in the economic/business environment as well as in societal expectations. The conference therefore recommended the launching of a dedicated Forum on the Development of NPOs to discuss critical issues arising from those changes. In compliance, the APO organized follow-up forums in various member countries.

The 2008 Forum on the Development of NPOs examined the results of the NPO need assessment survey performed under DON Strategy and deliberate on NPO plans for capacity building and specific member country plans for aligning productivity training and services with national development plans and priorities. It was held in Tehran, IR Iran, 28–30 January, and implemented by the NIPC. The objectives were to provide a forum to encourage NPOs to act synergistically so that they can gain maximum benefits from mutual networking and their collective strength, particularly so that they can continue to play a leading role in spearheading the national productivity movements in their countries, and to provide an opportunity for NPOs to deliberate on the APO's continued role in NPO development. Eighteen participants comprising heads of NPOs or



Senior representatives of NPOs discussing the findings of the need survey

their senior representatives from 12 member countries attended, along with four resource persons including chief experts for the NPO need assessment survey.

Program coverage: Innovative strategies for NPOs; APO's think tank roles and activities; Need assessment survey under DON Strategy; and Formulation of a roadmap for the development of NPOs under DON Strategy.

Steering Committee Meeting for Basic and Advanced Course on Productivity

The training courses on the Development of Productivity Specialists: Basic and Advanced have been organized by the APO in cooperation with the DAP and NPC (now MPC), Malaysia, since 1994 and 2001, respectively. The NPC, India, which implemented the advanced course from 1998 to 2000, was forced to stop due to financial constraints. These two courses equip productivity professionals from various NPOs with basic and advanced productivity and quality tools to strengthen their technical competency and institutional capacity. However, feedback pointed out duplications in certain modules and the lack of a clear linkage to some topics covered in the basic and advanced courses.



Committee members discussing new training framework

In view of the importance of these courses to the development of NPOs, the Industry Department of the APO Secretariat set up a steering committee to review and develop new, integrated modules for the basic and advanced training courses. The committee comprised external experts who served as resource persons in the two courses and program coordinators from the two implementing NPOs. A meeting of committee members was held at the APO Secretariat, 26–28 February.

The objectives of the meeting were to: 1) review the program contents for both the basic and advanced training courses to avoid duplications and provide clear linkages between them; 2) produce new training modules and course contents; 2) realign and harmonize the basic and advanced training courses and initiate the writing of manuals for both courses; 4) standardize the training manuals for the basic and advanced courses; 5) develop uniform criteria for participant selection, evaluation, and the report format for the courses; and 6) plan a course for the next level of productivity specialists.

In-country Training Program for Productivity and Quality Practitioners

Based on the results of the Development of NPOs (DON) Program need assessment survey from January 2007, the DON Program is now being undertaken at two levels: DON Strategy and DON Implementation. DON Strategy identifies new topics, issues, and challenges and proactively plans to meet the needs of APO member countries. DON Implementation is meant to build the capacity of NPOs under DON Strategy initiatives. It aims to align APO services and facilities with individual member countries' directions based on their long-term development strategies and requirements. Projects to be undertaken will include focused training courses, meetings, conferences, expert missions, workshops, and deputation of experts and Secretariat staff to member countries and outside the region.

On a pilot basis in 2008, three in-country two-week training courses were conducted in Islamabad, Pakistan, 21 July–2 August, with 29 participants; Tehran, IR Iran, 2–14 August, with 26 participants; and Chennai, India, 8–20 September, with 21 participants. The objective was to provide the productivity and quality facilitators of those countries with firsthand exposure to the fundamental principles, tools, and techniques of productivity improvement and thus create a critical mass of productivity and quality practitioners.

Program coverage: 5S and good housekeeping practices; Problem solving through quality circles; Communication skills and managing change; Labor-management cooperation; Facilitation and presentation skills; Total factor productivity; Management consulting; Productivity awareness surveys; Method

study; Waste management; Work measurement; Integrated management systems; and Lean management. Two site visits were made to M/s Lucas TVS and M/s Perlos Communications, Chennai, to observe practical applications of productivity tools and techniques.



Training session in progress in IR Iran

Member Country Support Program

Some developing NPOs continue to have difficulties in fulfilling their role of spearheading the national productivity movement, particularly in enhancing the competitiveness of local SMEs. Since SMEs are major contributors to economic growth in most developing member countries, NPOs should be able to provide them with appropriate business solutions, offer technical assistance for productivity and quality improvement, and develop a platform for more international exposure and networking.

In 2002, the APO in collaboration with the JPC-SED initiated the Member Country Support Program (MCSP). The project was designed to include a combination of Technical Expert Services, observational study missions, publication of training materials, and demonstration projects. Bangladesh, Vietnam, Indonesia, Pakistan, Lao PDR, and Cambodia have benefited from the MCSP, and 17 demonstration projects have been developed in the previous three cycles. The fourth cycle is scheduled from July 2008 to March 2010 to support Sri Lanka and Vietnam. The main objectives are to assist their NPOs in upgrading their capacities in productivity promotion, consultancy, and training.

For this program, the NPS of Sri Lanka and VPC became recipients of technical assistance provided by the APO and JPC-SED. Both NPOs selected their own consultants and a few SMEs as local counterparts and model companies, respectively. In Vietnam, six consultants are involved and two SMEs serve as model companies, while Sri Lanka selected 20 counterparts and five SMEs. The APO and JPC-SED assigned two experts for each country who will visit them three to four times in the first year of the program. In 2008, both countries received two visits



A JPC-SED expert (center) receiving a briefing on MCSP progress in Sri Lanka

from the experts. The first phase of the project will continue until March 2009.

Program coverage: Based on the work plan, Japanese and international experts are dispatched to identify the priority areas of the selected NPOs, design an SME development program, train NPO facilitators/trainers/consultants in priority areas for SME development, and provide technical support and guidance during practical projects in the selected SMEs. The MCSP recipients are invited for observational study missions in Japan and other developed member countries to observe productivity improvement in SMEs. More places will be allocated for participants from the MCSP countries in relevant APO projects organized by the JPC-SED or other member countries, if necessary. The following companies are serving as models in this project: NK Laminated Safety Glass Factory and Hong Ha Ceramic Factory, both in Hanoi; and Lumbini Tea Factory, Sierra Readymix, Soy Foods Lanka, Polymer Products, and Bopitiya Autoparts Enterprise, all in Colombo.

Development of Productivity Practitioners: Basic Program

Productivity improvement in corporations and organizations has assumed a new sense of urgency in the context of globalization and extensive competition. The pursuit of higher productivity requires a cadre of practitioners fully equipped with skills and knowledge in diagnosing problems and developing and implementing improvement plans. The need for developing fully qualified productivity practitioners continues to be a priority for many NPOs.

The training course on the Development of Productivity Practitioners was conceptualized by the APO in 1993. The first basic course, initially entitled Training Course on the Development of Productivity Specialists: Basic Program, was conducted by the DAP in 1996. Since then, the course has been conducted on a yearly basis in the Philippines. In 1998, the advanced course was developed by the APO and first held in India. The venue of the advanced course was transferred to Malaysia in 2001, and the MPC (previously

NPC) has since organized seven advanced courses. The course was reviewed and its contents improved and standardized by a committee of experts formed in February 2008. The courses are now referred as Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced). These courses aim to prepare the productivity practitioner to be able to: a) give promotional presentations on productivity to workers, managers, enterprises, and industries; b) promote productivity in enterprises and industries; c) conduct basic productivity training and provide consultancy services; d) develop and implement action plans for the application of productivity techniques in enterprises and industries; e) design productivity training programs; and e) train, coach, and mentor junior productivity practitioners. Specifically, DPP: Basic aims to equip participants with basic, fundamental knowledge on productivity so that they can perform the roles of a junior productivity practitioners, while DPP: Advanced aims to equip participants with more advanced and emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries. Senior practitioners can further develop themselves through specialization, pursue areas of specific interest, and tap other knowledge resources or attend specialized courses organized by the APO and its member countries.

In 2008, the DAP continued to host the DPP: Basic Program, 6–31 October, in Manila and Tagaytay. The project duration has been extended from three to four weeks to provide sufficient time for in-plant practice and to give participants in-depth knowledge of basic productivity tools and techniques. Twenty participants from 14 member countries attended the one-month program.

Program coverage: The course was divided into five modules: Module I. Productivity concepts and prin-



Establishing quality action plans

ciples; Module II. Productivity strategy, promotion, and implementation; Module III. Productivity tools and techniques; Module IV. Productivity practitioner development; and Module V. Developing individual productivity and quality action plans. Four organizations in Tagyatay hosted in-plant practice: Municipality Office of Indang, Cavite Farmers Feedmilling and Marketing Cooperative, Mushroomburger, and the DAP Conference Center.

Development of Productivity Practitioners: Advanced Program

The entire Development of Productivity Practitioners: Basic and Advanced course was reviewed and its contents improved and standardized by a committee of experts formed in February 2008. In 2008, the MPC continued to host the DPP: Advanced Program, 10–28 November, in Kuala Lumpur. The project duration was extended from two to three weeks. The course was attended by 18 participants from 13 member countries.



Site visit to AV Venture Sdn. Bhd.

Program coverage: The DPP: Advanced Program comprises five modules: Module I. Productivity and business competitiveness; Module II. Corporate strategies and implementation; Module III. Leadership and governance; Module IV. Process management and customer focus; and Module V. Productivity tools and techniques. During the course, participants visited TNB Putraya Power Plant (service sector), Proton Berhad (the national automotive company as an example of a multinational corporation), and AV Venture Sdn. Bhd. (an SME involved in automotive component manufacture).

Benchmarking and Best Practices

Benchmarking has been a mainstay topic of APO

projects. However, a lack of know-how among NPO consultants, improper systems, and inefficiency in managing resources and systems are the main reasons why benchmarking activities have not been successful in many developing member countries. In addition, it is sometimes difficult to convince organizations to participate in benchmarking communities.

Therefore, the workshop on Benchmarking and Best Practices was held in association with the CPC, 3–6 November, in Taipei. The workshop was attended by 26 participants from 14 member countries. The main objectives were to review the current status of benchmarking activities and local best practices in APO member countries and provide participants with the steps and approaches successfully practiced by more developed member countries.

Program coverage: Review of the status of benchmarking activities in member countries and local best practice communities; Application of benchmarking tools and methodologies; Application of Internet-based benchmarking through e-benchmarking and i-benchmarking by Malaysia and the Republic of China; Sharing of best practices from selected SMEs; and Experience in managing local best practice networks through communities of practice and the Malaysian Benchmarking Index. Field visits were made to two companies that participated in the i-Bench project administered by the CPC. Toalux Electric Corporation manufactures fluorescent lamps and won the Taiwan National Quality Award in 2002. Toalux Electric Corporation President Johnson Wang is also the current chairman of i-Bench Taiwan. The second company, Dahan Property Management Corporation, is involved in office rentals and hotels.



Group work in progress



Happy harvest
Nguyen Phi Hai/Vietnam

AGRICULTURE SECTOR

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

Agriculture Marketing/Processing

Food Safety Management System/ISO22000 for Food Processors

Food safety management is indispensable in the food-processing business, giving confidence to consumers, which translates into greater profits. ISO22000:2005 provides an internationally harmonized standard on food quality and safety. ISO22000 makes it easier for organizations worldwide to implement the Codex Alimentarius HACCP system for food hygiene, which does not vary by country or food product.

The training course on the Food Safety Management System/ISO22000 for Food Processors, attended by 20 international participants from eight countries, two resource persons, and two local observers, was organized to enhance participants' knowledge of food safety standards and management systems and orient them on the requirements for ISO22000 accreditation. The training course was implemented by the KPC, sponsored by the Ministry of Commerce, Industry and Energy, 18–22 February, in Seoul, Republic of Korea. A precourse test and final examination were also conducted.

Program coverage: The importance of food safety and food safety management systems; Modern food safety management systems; Essential features of ISO22000; Implementing “general requirements”; Implementing “management responsibility and resource management”; Implementing “planning and realization of safe products”; Implementing “validation, verification, and improvement of the food safety management system”; Project plan for implementation of ISO22000:2005; and Certification for ISO22000:2005. Company visits were made to Moguchon Co. Ltd., the largest meat-processing company in the Republic of Korea and an ISO22000-certified company; and Maeil Dairy Industry Ltd., another ISO22000-certified company producing hundreds of dairy-based products.

Best Cases of Green Supply Chains for Agribusiness SMEs

When a company imposes environmental conditions on the products and processes of its suppliers, it is called greening the supply chain (GSC). GSC allows corporations to reach out to SME suppliers to improve environmental practices and conserve resources. The results of GSC include economic benefits from increased efficiency, competitive advantage through innovation, improved product quality, and improved public image.

A multicountry observational study mission (OSM) on Best Cases of Green Supply Chains for Agribusi-

ness SMEs was organized by the KPC, 10–14 March, in Seoul to exchange information on current supply chains in agribusiness in member countries, review salient features of GSCs in the host country, and formulate a comprehensive GSC strategy for agribusiness. The OSM accommodated 15 participants from nine member countries.

Program coverage: Marketing strategies of environment-friendly agroproducts in Korea: Overview and best case studies; New trends in the agribusiness distribution system in Korea: Past, present, and future; and Good Agricultural Practices (GAP). Seven site visits were made to: Sunfarm, an organic and environment-friendly production and distribution center; Pulmouwon, an organic soybean cake production plant; the Rural Development Administration; Korea Agri-Fisheries Trade Corporation; Garak-Fishery and Agricultural Product Wholesale Market; Anyang Agricultural Product Wholesale Market; and Jo In Nuriwell Co. Ltd., a clean egg production and distribution company.

Building Reliable, Safe, Green Food Supply Chains

Driven by economic growth and increasing health-consciousness, consumer demand for food in APO member countries is quickly shifting from “volume” to “quality and safety.” The region’s producers, processors, and traders realize that meeting food safety standards is crucial for competing in international markets.



Participants at the Wageningen UR Greenhouse Horticulture

Considering the supremacy of the Netherlands in developing modern food chains with safety and quality control from farm to fork, a study mission to the Netherlands on Building Reliable, Safe, Green Food Supply Chains was organized 1–5 April, which was attended by 13 participants from six member countries. The study mission was implemented by Wageningen Expertise Centre for Chain and Network Studies.

Program coverage: Overview of the food marketing system in the Netherlands with particular emphasis on trends in consumer demand and mechanisms assuring the quality and safety of fruit and vegetable products from farm to fork; Standards, rules, and regulations that contribute to the supply of safe, high-quality fruit and vegetables; Key technologies, management tools, and approaches to assure higher quality and safety of fruit and vegetables; Food safety certifications (ISO22000, IFS, BRC, EurepGap) and their role in building reliable, safe food chains; Roles of key stakeholders in supplying safe, green, quality food products; and Best cases of vertical integration of fruit and vegetable marketing chains. Field visits were made to Naktuinbouw (inspection service organization for horticulture); FloraHolland (flower auction); Haluco (fresh fruit and vegetable traders); Wageningen UR Greenhouse Horticulture (university research center for greenhouse horticulture); SIGN (Foundation for Innovation in Greenhouse Horticulture); Product Board for Horticulture (representing the collective interests of all businesses within the sector and their employees); Hessing (vegetable and fruit processor); Friesland Foods Western Europe; and the Kom in de Kas (Come to the Greenhouse!) festival.

Exporting Agrifood Products to Major Global Markets

Developing countries in Asia have opportunities to export more agrifood products as demand continues to surge in developed markets. However, exporters in the region must understand the processes involved in exporting, regulatory environment, and trends in consumer preferences in those markets. Given the limited resources and assistance provided to agribusiness SMEs and entrepreneurs for gathering market information, there is a need for assistance.

The APO organized a three-day e-learning course on Exporting Agrifood Products Major Global Markets using the World Bank's Global Development Learning Network platform. The main faculty for this course were from Japan, France, Malaysia, Singapore, and the USA who made their presentations in their

respective countries. The course was implemented in three phases: Phase I, 12–14 May, Phase II, 24–26 June; and Phase III, 30 July–1 August. A total of 285 participants from 15 countries completed the course.

Program coverage: Overview of the global trends in the trade in agrifood products; Trends and drivers in the Japanese food market; Opportunities and challenges in exporting processed agrifood products to Japan; Opportunities and challenges for exporting agrifood products to Singapore; Opportunities and trends for specialty food and organic products in the USA; Key regulations affecting food exports to the USA; Opportunities and challenges in exporting processed agrifood products to the EU/France; Major food regulations and food safety standards in the EU; and Analysis of export performance, potentials, and constraints (SWOT analysis) in member countries.

Supply Chain Management for Agribusiness Enterprises

Due to the globalization and liberalization of trade in food and agriculture products, the traditional supply-driven, open marketing systems for agricultural and food products are increasingly being replaced by market-driven, closed, coordinated supply chains. For agribusiness enterprises to adopt the supply chain management approach, the capacities of agribusiness managers and consultants and officials must be enhanced.

The APO organized a training course on Supply Chain Management for Agribusiness Enterprises, 22–28 May in Thailand, to support human resources development in member countries in the agribusiness sector. Twenty-one overseas and six local participants from 11 countries completed the course. Three international experts were deputed by the APO from Australia, the Netherlands, and Malaysia. The objectives were to enhance the knowledge of officers and managers of agribusiness enterprises in supply chain management for sustainable business operation and competitiveness and to build the capacities of NPOs, academia, industry associations, and national trade and agricultural agencies to provide training, technical assistance, and advisory services to agribusiness enterprises.

Program coverage: Global agribusiness trends and emerging issues; Supply chain management basics; Application of e-technologies in agribusiness supply chains; Managing product quality and safety in supply chains; Logistics management in supply chains; and Measuring and benchmarking supply chain performance. Field visits were made to TOPS Food Distribution Center and Union Frozen Food Products Co., Inc. both in Samut Sakhon province.



Opening ceremony attendees



Presenting outcomes of the group discussion

Postharvest Management of Horticultural Crops: Fruit and Vegetable Chains

As postharvest management determines food quality and safety, competitiveness in the market, and profits for producers, serious efforts are needed in most developing countries to reduce postharvest losses, improve quality, and modernize the marketing of fruit and vegetables. In addition to addressing problems in each stage of the postharvest process, it is crucial to improve the management and operation of the entire marketing chain.

The APO and UN FAO jointly organized a training course on Postharvest Management of Horticultural Crops: Fruit and Vegetable Chains, 2–7 June, in Pakistan, to acquaint participants with key principles and practices of building competitive fruit and vegetable chains and how to assure quality and safety and minimize postharvest losses. The Pakistan Agricultural Research Council in collaboration with the NPO implemented the program. Twenty-three participants from 10 countries including eight FAO-sponsored participants and four international resource persons from the UN



Training course in progress

FAO (Rome), Malaysia, Philippines, and Thailand attended.

Program coverage: Horticultural supply chains; Horticultural produce quality and quality impact factors; Handling operations to assure quality and safety in horticultural chains; Quality and safety maintenance and monitoring during transit and storage; and Logistical operations and infrastructural support systems in horticultural supply chains. Site visits were made to two fresh fruit and vegetable markets in Islamabad: Jumah Bazaar, a

weekly wet market; and Metro, a supermarket where the participants observed postharvest operations.

Good Hygiene Practices for Small-scale Food Processing with Emphasis on Meat Processing

A high standard of hygiene is a prerequisite in food-processing enterprises to eliminate the possibility of contamination with bacteria and other pathogens, hazardous chemicals that can leave residues in food products, and other impurities. However, in many small food-processing enterprises in developing countries, hygiene is not given sufficient importance.

The seminar on Good Hygiene Practices (GHP) for Small-scale Food Processing with Emphasis on Meat Processing was implemented by the APO and FTPI, 8–13 September, in Bangkok. The objectives were to disseminate the concepts and principles of GHP in the small-scale food-processing industry and to share best practices in the establishment and management of hygiene standards for different types of meat processors in the food business sector. The seminar accommodated 21 participants from 13 member countries, along with three overseas resource persons and two local ones.

Program coverage: Recent developments and trends in the meat-processing business of SMEs in Thailand; Experiences in implementing good manufacturing practices (GMP)/HACCP by discussing problems and solutions; Concepts and principles of GHP in the small-scale food-processing industry; Implementation of prerequisite programs (GHP, GMP, etc.) by small-scale meat-processing enterprises; Impediments and solutions; Best practices in the establishment and management of hygiene standards for different types of small-sized meat processors; and Waste management in small-scale meat-processing enterprises:

Issues and challenges. Site visits were made to CPF Product Co., Ltd., a maker of delicatessen-type processed meat, and BangKhka Pork Slaughterhouse on the outskirts of Bangkok.

Promoting Modern Food Safety Management Systems

ISO22000:2005 provides a framework of internationally harmonized standards for the global food supply chains and covers all organizations in the food chain from farm to fork. The Asia-Pacific food industry is striving to improve its food safety management systems but one of the biggest impediments to complying with standards is the lack of awareness and proper understanding of the requirements of modern food safety management systems.

Based on past success, the APO organized an e-learning course on the ISO22000:2005 Food Safety Management System in three phases using the World Bank's Global Development Learning Network (GDLN) centers in member countries: phase I, 15–18 September for Cambodia, Fiji, Lao PDR, and Thailand; phase II, 21–24 October for India, Mongolia, Nepal, the Philippines, and Sri Lanka; and phase III, 28–31 October for Bangladesh, Indonesia, IR Iran, Malaysia, Pakistan, and Vietnam. A total of 278 participants from 15 member countries and three resource persons from Japan and Malaysia attended. Thus over 2007–2008, the GDLN enabled the APO to train 536 stakeholders from 15 member countries in ISO22000:2005.

Program coverage: Key concepts in a modern food safety management system; Development of ISO22000:2005: Rationale, process, and objectives; Understanding and interpreting the requirements of ISO22000:2005; Comparison of the requirements of HACCP, ISO9001:2000, and ISO22000:2005; Enhancing existing prerequisite programs and/or existing HACCP systems to meet ISO22000:2005 requirements; Implementation of ISO22000:2005; Certification for ISO22000; and Case study on the experience of Japanese food SMEs in implementation of ISO22000. To observe food safety management in action, participants visited modern food facilities in each country.

Export Promotion and Market Access for Processed Agrifood Products

SMEs in developing countries in Asia produce a wide range of processed agrifood products that have great potential in global markets. However, such potential is not fully exploited by SMEs due to low capacity and lack of help from well-organized institutions to promote their products in major global markets.

The APO organized a study mission to France on Export Promotion and Market Access for Processed Agrifood

Products, 20–24 October. France was chosen as the venue because it is one of the largest potential markets for tropical agrifood products in the EU, and Paris hosts the world's leading annual food industry show, Le Salon International de l'Agroalimentaire (SIAL). The objectives of the mission were to study the trends and developments in importation, wholesaling, and retailing of processed agrifood products in France and other major markets in the EU; explore opportunities for exports of processed agrifood products through dialogues with importers and attendance at the SIAL 2008 Food Exposition; and develop export promotion strategies. Sixteen participants from 10 countries joined the mission.



Touring Rungis International Market

Program coverage: The key drivers of food product markets in the EU: Trends, opportunities and challenges; Relevant rules and regulations on imports of processed food products in France and the EU; Marketing, key players, and the distribution system of ethnic food products in agrifood markets in France and the EU; and Knowledge and good management of customs border inspection proceedings to secure access to the European market. The group visited SIAL Food Exposition at the Paris Nord Villepinte Exhibition Center; the Rungis International Market, the biggest fresh produce market in the world; and the Paris Store Company, the biggest importer and distributor of Asian products in France. Participants also had a meeting and discussion with officials of the Federation of Enterprises and Distributors regarding requirements of its 26,850 member stores and with officials of SOPEXA and ADEPTA, two NGOs involved in export promotion.

Waste Management in the Food-marketing and -processing Sectors

The food-marketing and -processing sectors generate huge amounts of waste; however, the majority of food

waste can be recycled into value-added products as it is organic and contains useful ingredients. After the Japanese Law for the Promotion of the Utilization of Recyclable Food Resources came into effect in May 2001, various technologies have been developed so that food waste can be recycled as raw material for organic fertilizer, animal feed, bioenergy, etc.

To learn about modern technologies and practices for food waste management and observe the state-of-the-art technologies and practices in the host country, the APO and Japan Association for International Collaboration of Agriculture and Forestry organized a multicountry observational study mission on Waste Management in the Food-marketing and -processing Sectors, 4–11 November, in Japan. Nineteen participants from 14 member countries, one self-financed observer from Singapore, and three local resource persons attended.



Animal feed produced by Alfo Co. Ltd

Program coverage: Status of waste management in the food-marketing and -processing sectors in Asia; Overall waste management policy in Japan and its international cooperation efforts for a sound material-cycle society in Asia; Japan's policy on food waste management focusing on the Law for the Promotion of the Utilization of Recyclable Food Resources; and Practice of food waste management in private food industry. Field visits were made to Bright Pick Chiba Co. Ltd. (liquid feed for pig farming), Research Center for Material Cycles and Waste Management, National Institute for Environmental Studies (innovative waste management technologies, such as bioplastic from food waste), Kikkoman Co. Ltd. (comprehensive environment-friendly soy sauce production), Odakyu Food Ecology Center and Odakyu OX Super Market (utilization of food waste from retailers for animal feed), Palace Hotel Tokyo (food waste from hotel restaurants converted to fertilizer inside the hotel),

Alfo Co. Ltd. (chicken and pig feed using the tempura deep-fried method), and Bioenergy Co. Ltd. (food waste not suitable for feed and fertilizer production converted to biogas for generating electricity).

Food Safety Management for Seafood Processing and Marketing

Seafood products are among the widely traded food commodities in global markets driven by growing demand. The challenges of the seafood-producing countries such as high perishability of products and their susceptibility to a variety of food safety hazards demand proper handling and processing protocols mostly based on the Hazard Analysis and Critical Control Point (HACCP). However, many SMEs in the seafood industry and regulatory agencies in developing member countries are not completely familiar with its actual practical applications.

To enhance participants' knowledge and skills in developing a seafood safety management plan based on the principles of HACCP, familiarize them with different regulatory requirements, and formulate action plans for follow-up, the APO organized the training course on Food Safety Management for Seafood Processing and Marketing, 17–22 November, in Keelung, Republic of China. The Fisheries Research Institute and CPC implemented the program. Twenty-four participants from six countries and two local observers, as well as three local and two international resource persons from Malaysia and Singapore, attended.

Program coverage: Introduction to the seafood industry; key concepts in seafood quality and safety; HACCP concept, principles, and steps; HACCP requirements; HACCP implementation by seafood industry SMEs; Seafood regulations and standards in high-end markets such as the EU and Japan; and Modern tools for effective traceability in seafood



Group discussion underway

supply chains. To observe HACCP applications, the participants visited Tong Yeng Company, an HACCP-certified seafood-processing factory that produces canned seafood.

Sustainable Production of Biofuels

If the production and use of biofuels are not pursued with care, biofuel production can put upward pressure on food prices, increase greenhouse gas emissions, intensify deforestation, and degrade land, water, and ecosystems. It can also stifle the growth of SMEs and endanger the sustainability of people's livelihoods.

The APO organized a three-day Asia-Pacific Forum on Sustainable Production of Biofuels, 26–28 November in Manila, the Philippines. The main objectives of the forum were to assess the development challenges, opportunities, and implications of biofuel production in relation to the current food security, energy, and environmental situation in the Asia-Pacific region; identify technologies and innovations to improve the production of biofuels in a sustainable manner; and formulate recommendations for the development of appropriate policy and regulatory environments, establishment of partnerships, cooperative projects, and networking among key stakeholders in the areas of biofuel research, production, and trade. Forty-two participants from 15 member countries were in attendance. The DAP with support from the Department of Energy and the Philippine Agricultural Development and Commercial Corporation of the Department of Agriculture implemented the forum.

Program coverage: The policy environment for the development of the biofuel sector; Production technologies and market trends for biofuels; Bio-energy production from biomass and farm waste; Investment opportunities, financing, and risk management for biofuel projects; and Panel discussion on the way forward.



Opening ceremony in progress

Innovative Tools and Techniques for Enhancing the Efficiency of Agribusiness SMEs

The agriculture and rural sector in APO member countries plays a significant role in national economies and the promotion of the agribusiness sector, particularly SMEs, has important implications for increasing rural employment opportunities and expanding agricultural production. This sector must be sufficiently productive to grow and remain competitive in a constantly evolving marketplace.



At Malard Mushroom Co.

The APO seminar on Innovative Tools and Techniques for Enhancing the Efficiency of Agribusiness SMEs was held 13–16 December, in Tehran, IR Iran. It was attended by 21 participants from 10 member countries, many local observers, and two international as well as one local resource persons. The implementing organizations were Ministry of Jihad-e Agriculture and NIPC.

Program coverage: Global agribusiness trends and management tools/techniques for increasing efficiency of agribusiness SMEs; Iranian experiences in enhancing the efficiency of agribusiness SMEs; Supply chain management for increasing productivity in the food and agriculture sector; Financial analysis and management for improving the productivity of SMEs; and Best cases of managing agribusiness SMEs for improving their efficiency and productivity in Asia. Visits were made to DARA Protein Market (meat-processing SMEs), Malard Mushroom Co. (vertical integration business model), and Shabahang Rural Cooperative (agricultural cooperative with various services to members “from cradle to grave”).

Supply Chains in Agribusiness

Due to the globalization and liberalization in trade of agriculture and food products, the competition of agribusiness firms is no longer

between firms but between supply chains and they need to be prepared for stiffer competition from the multinational agribusiness and retail giants. Therefore, agribusiness SMEs must develop and manage their own supply chains or be linked in the chains of global players.

The APO initiated a research project on Supply Chains in Agribusiness in 2007 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 research reports were completed in 2008 and the findings of the research will be disseminated at a workshop on the Development of Competitive Supply Chains in Agribusiness in 2009.

Sustainable Development in Agriculture

Basic Agricultural Policy Analysis

While many APO member countries have undertaken structural changes and policy reform in response to recent trends in globalization and trade liberalization, they have been facing increasing demand to pay more attention to food security, food safety and quality, environmental protection, and poverty alleviation. Therefore, agricultural policies in APO member countries need to become more market oriented as well as friendlier to the environment and the poor. The APO initiated a regional survey in 2003–2004, and the results were analyzed and presented in a symposium in 2005. A subsequent working party meeting of experts

in 2007 recommended that the APO pursue the capacity development in policy analysis of national experts and the institutionalization of the policy analysis system for the region.

The training course on Basic Agricultural Policy Analysis was organized to advance APO research activities on agricultural policy analysis with 14 participants from eight countries, 4–8 February, at the APO Secretariat. Three resource persons from academia and the OECD conducted the practical training.

Program coverage: Agricultural policy analysis such as Producer Support Estimate methodologies developed by the OECD; Review of existing policy analysis systems and policy reform experiences in participating member countries as well as OECD countries; Methods to strengthen and/or institutionalize those systems to serve better the needs of policymakers; and Review of the output of the previous country-specific survey results and ways to refine the methodology used to make it applicable to all member countries.

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, Government of Japan. The target countries of the APE-LDC are Bangladesh, Cambodia, Lao PDR, and Nepal. The initial preparation was completed in 2004/2005, and the national action plans (NAPs) have been developed. The NAPs of the four participating countries all identified the agroindustry and food-processing sector as the main target.

In November 2007, the multicountry training course on Improving Food Safety and Quality Management under the APE-LDC Special Program was organized by the APO in Thailand to enhance the knowledge and skills of participants from Lao PDR, Bangladesh, Cambodia, and Thailand in food safety and quality management such as total quality management, the HACCP system, and effective, reliable certification and traceability systems. In early 2008, follow-up national training courses in Cambodia and Lao PDR were held to support both countries in disseminating the knowledge and skills to a wider national audience. In the latter half of 2008, four national training courses in Cambodia and Lao PDR were organized for capacity building in the area of food quality and safety.

The national training course on Improving Food Safety and Quality Management for



Three resource persons for training course

Lao PDR under the APE-LDC Special Program was implemented by SMEPDO in cooperation with the Food and Drug Department, Ministry of Health, 26 February–1 March in Vientiane. It was attended by 46 participants, mainly from various enterprises relating to food processing as well as officials from the Food and Drug Department, Department of Industry, National Agricultural and Forestry Extension Service, and the Agriculture and Forestry University.

Program coverage: Overview of quality management and food safety; The importance of food safety in Lao PDR; 5S and kaizen; Good manufacturing practices (GMP); Basic concepts of HACCP; Principles and methodology for HACCP; Preliminary application steps for HACCP; HACCP analysis; Determination of critical control points (CCP) and critical limits (CLs); Establish of monitoring systems and corrective actions; and Completion of HACCP planning.



National training course on postharvest operations in Cambodia

The national training course on Food Safety Management for Cambodia under the APE-LDC Special Program was implemented by the NPCC in collaboration with the Ministry of Industry, Mines and Energy (MIME) of Cambodia, 10–15 March. There were 100 participants in the one-day national seminar and 30 participants in the five-day training course. Those participants were representatives of the Phnom Penh Small and Medium Industry Association, universities, NGOs, and the government sector.

Program coverage: GMP; 5S and kaizen for food quality improvement; and The HACCP system as an effective food safety management system.

The national training course on Food Safety and Quality Control Management of Agricultural Products under the APE-LDC Special Program was implemented in Phnom Penh, Cambodia, by the Ministry of Agriculture,

Forestry and Fisheries in collaboration with the NPCC, 17–29 November. This two-week training course for 52 participants from various ministries, provincial offices, and the university was organized to enhance the knowledge and skills of participants in food safety and quality management.

Program coverage: 5S and kaizen; The HACCP system; Good agricultural practices (GAP); Good hygiene practices (GHP); GMP; and Food safety risk analysis.

The national training course on Postharvest Operations for Vegetables, Fruit, and Meat was held in Phnom Penh, Cambodia, 15–20 December. A total of 83 participants including 29 graduate students attended. The program was implemented by the Ministry of Agriculture, Forestry, and Fisheries in collaboration with the NPCC.

Program coverage: Postharvest management of vegetables and fruit; and Postproduction handling of meat.

Two national training courses on GMP and GAP for Local Food-processing Industries were organized in Lao PDR: one in Savannakhet province, 28–30 October, and one in Luang-prabang province, 25–27 November. Those courses, which were implemented by SMEPDO, were an attempt by the APO to promote safe food production in Lao PDR by equipping participants with the necessary knowledge and skills, which will also increase local household incomes.

Program coverage: 5S and kaizen for quality improvement; GMP; and The HACCP system as an effective food safety management system.

Organic Farming: Production and Inspection

The demand for organically grown products has risen significantly in recent years, even in developing Asian countries. However, many developing Asia-Pacific countries do not yet have a credible system of standards, certification, and traceability to promote organic agriculture.

The APO organized a training course on Organic Farming: Organic Production and Inspection, 21–25 April, in Pakistan to acquaint participants with key principles and practices of the production and inspection of organic products and enhance their knowledge and skills of the application of different tools, techniques, and approaches to assure the production of authentic, high-quality, safe organic food products. The Pakistan Agricultural Research Council in collaboration with the NPO of Pakistan implemented the program. Twenty-five participants from 11 member countries and five local observers, as well as two local and four



Touring Qarshi Research International Ltd.

international resource persons from Germany, India, and the Philippines, attended.

Program coverage: Overview of organic farming and its requirements; Standards for the production and handling of organic produce; Inspection and certification of organic production and handling; and Principles and practices of successful organic agribusinesses. Qarshi Research International (Pvt.) Ltd., a facility with six international certifications/accreditations including organic certification, which produces diverse beverages and other organic food products for both domestic consumption and export, hosted the participants for an observational visit.

Value-adding Technologies for Fruit and Vegetables

While there is greater demand for fresh, high-quality, safe fruit and vegetables, as fruit and vegetables are very perishable, obtaining high crop yields and postharvest management technologies are equally important for



Hsing-Yi Farmer's Association manager (L) explaining food-processing procedures

value addition and food quality and safety. A multicountry observational study mission (OSM) on Value-adding Technologies for Fruit and Vegetables was organized in Taichung, Republic of China, 14–18 July. The project was implemented by the CPC in collaboration with the Taiwan Agricultural Research Institute.

The objectives of the OSM included reviewing recent developments in the management of fruit and vegetables for meeting consumer demand, observing the best practices of successful value-adding technologies for fruit and vegetables in the host country, and formulating strategic approaches for adopting the identified value-adding

technologies. Twenty-three participants from 10 member countries attended, along with three overseas resources persons and two local experts.

Program coverage: Postharvest supply chains: Technology and common sense; Food functionality as a tool of value addition to fresh produce; Selected postharvest handling technologies for maintaining high-quality fruit and vegetables in Taiwan; Adding value to fresh produce through packaging technology; and Food processing as a value-adding technology for fruit and vegetables. Five site visits were made to Chia Meei Food Corp., Yih-Chin Winery, Han Kuan Fruit and Vegetable Production Cooperative, Siluo Fruit and Vegetable Wholesale Market, and Yah-Tai Cold Storage Enterprise, Co., Ltd.

Good Agricultural Practices (GAP) and Benchmarking: GLOBALGAP for Fruit and Vegetables

Good Agricultural Practices (GAP) establish a framework for safe, high-quality food produced in environmentally responsible and socially acceptable ways and could be the panacea for producers seeking to address consumer concerns. However, GAP regulations, guidelines, and definitions vary from country to country. The GLOBALGAP standard is an international benchmark, which harmonizes concepts, definitions, and guidelines. It integrates rules on agricultural production into a single farm audit, serves as a global reference system for other standards, and can be easily applied by all in the primary food sector.

To acquaint participants with the key concepts and understanding of GAP and the GLOBALGAP standard, requirements of the GLOBALGAP standard, process of certification, and benchmarking, the APO organized



Discussing GLOBALGAP implementation

a training of trainers' course on Good Agricultural Practices and Benchmarking: GLOBALGAP for Fruit and Vegetables, 14–23 July, in Malaysia. The MPC implemented the program. Nineteen participants from eight member countries and three local and two international resource persons attended.

Program coverage: How to develop and implement a GAP scheme; The GLOBALGAP standard, its requirements, and process of certification; and Benchmarking tools. To observe GAP and GLOBALGAP implementation, the participants visited Selangor Fruit Valley in Batang Berjuntai, a GLOBALGAP-certified farm exporting fresh fruit to EU countries; and fruit and vegetable farms in the Cameron Highlands which export produce to Singapore.

Agricultural Policies in Asia

Following the training course on Basic Agricultural Policy Analysis in February 2008 (*see report on page 55*), a coordination meeting for the Research on Agricultural Policies in Asia was held 29–31 July, 2008 at the APO Secretariat, Japan, and attended by six national experts, a chief expert, and two international experts from academia and the OECD. The basic research framework was established and the research results will be published in *Agricultural Policies in Selected APO Members 2008* in 2009.

Program coverage: Time frame of the research project; Structure of the publication; Structure of each country report with detailed guidelines; and Research methodology such as commodity coverage and selection, duration, choice of border prices for calculating market price differentials, marketing margin adjustment (processing, transportation, and handling costs), treatment of concessional loans, distinction between provision of policy transfers and their impacts.

Public-private Partnerships for Improving the Productivity of Irrigation Systems

Due to the budgetary constraints of governments, management problems, and stagnating productivity of irrigation systems, there is a trend to involve the organized private sector in the operation, maintenance, and management of irrigation systems. However, there are impediments to promoting public-private partnerships (PPPs) in irrigation such as high cost to farmers and high investment risk for the private sector. PPP development thus remains a challenge.

To enhance the understanding of participants of the issues, challenges, and opportunities in PPPs for irrigation system management, the APO organized a seminar on Public-private Partnerships for Improving the Productivity of Irrigation Systems, 25–30 August, in Sri Lanka. The Ministry of Agriculture Development and Agrarian Services in collaboration with the NPS implemented the program. Eighteen participants from nine member countries and one local and three international resource persons from India, Turkey, and the USA attended.

Program coverage: PPPs for managing and operating irrigation systems in the Asia-Pacific; Options and challenges for PPPs in irrigation system management; New roles of the public and private sectors in irrigation water management; and Cases of irrigation management reform from Turkey, Egypt, and Chile and lessons learned. A site visit was made to a provincial participatory irrigation project aimed at involving the water users' associations in operating and managing the irrigation system.

Appropriate Mechanization Strategies for Improving Agricultural Productivity

In many countries in the region, farms are operated inefficiently using manual labor in production and



Agricultural machinery displayed at the Indian Agricultural Research Institute

postharvest operations. This is one of the factors contributing to low agricultural productivity. The lack of appropriate machinery catering to the requirements of small-scale farms is also a major obstacle to increasing farm mechanization.

To review current and emerging policies on agricultural mechanization in member countries, assess their implications for agricultural productivity, and identify best practices and develop strategies for the development of appropriate mechanization systems to improve agricultural productivity, the APO organized a study meeting on *Appropriate Mechanization Strategies for Improving Agricultural Productivity*, 24–30 September in New Delhi, India. The NPC, India, with support from the Ministry of Agriculture implemented the project. Fifteen participants from nine countries attended the study meeting.

Program coverage: Global trends in agricultural development and the role of agricultural mechanization in improving agriculture productivity; The role of mechanization in the modernization of agriculture: Experience from Taiwan; Agricultural mechanization and the agricultural machinery industry in India: Current trends and future prospects; Development and commercialization of small farm machines and equipment to meet demands of changing farm demographics; New developments and emerging trends in agricultural mechanization technologies: Use of robotics and precision technologies; Recent innovations in farm machines and implements to reduce reliance on fossil fuels; and Opportunities and challenges for the development and expansion of agricultural mechanization in Asia. The participants visited New Holland Tractors, Ltd. and the Department of Agricultural Engineering of the Indian Agricultural Research Institute.

Monitoring and Management of Agricultural Water Quality for Green Food Production in the Asia-Pacific Region

Irrigated agriculture is a must for achieving food security. In Asia, however, water available for agriculture is becoming scarce due to the greater demand from industry and domestic consumption, and water quality is deteriorating due to mixing with chemical pesticides, sewer water, and industrial waste. There is an urgent need to make efficient, productive use of water resources, which requires both preventive as well as curative measures.

To review the issues and challenges in monitoring and managing agricultural water quality and formulate recommendations for strengthening the monitoring and management systems, the APO organized a study meeting on *Monitoring and Management of Agricul-*



Visiting Taoyuan Irrigation Association

tural Water Quality for Green Food Production in the Asia-Pacific Region, 29 September–3 October, in the Republic of China. The Food and Fertilizer Technology Center for the Asian and Pacific Region, Agricultural Engineering Research Center, and CPC jointly implemented the program. Twenty-three participants from 10 member countries and three local and three international resource persons from Japan and the Republic of Korea attended.

Program coverage: Monitoring and management of agricultural water quality in Asian countries; Agricultural irrigation water operation and management in Taiwan; Monitoring and management of irrigation water quality in Japan; Wastewater reclamation and reuse for irrigation in Korea; Predicting river water quality in rural areas of Japan using a watershed-scale model; Automatic water quality monitoring in Taiwan; and Information system for irrigation water quality monitoring and management in Taiwan. To observe the monitoring and management of irrigation water in the host country, the participants visited the facilities of Taoyuan Irrigation Association and Northern Region Water Resources Office.

Development and Utilization of Biofertilizers for Promoting Green Productivity

Green Revolution technologies such as chemical fertilizers and pesticides have had negative impacts on human health, the environment, and natural resources. Biofertilizers can offer a solution to those problems. However, the commercialization of biofertilizers is difficult due to a lack of awareness of their benefits and the absence of policy incentives for biofertilizer production and use. Concerted efforts are necessary to promote the development and use of biofertilizers.

To review and analyze the issues in development and use of biofertilizers and to formulate strategic

recommendations, the APO organized a study meeting on the Development and Utilization of Biofertilizers for Promoting Sustainable Agriculture and Green Productivity, 5–11 November, in India. The NPC with the financial and technical support of the Ministry of Agriculture, Government of India, implemented the program. Twenty-five participants from 13 member countries and two local and three international resource persons from Japan, Korea, and Malaysia attended.

Program coverage: Production and use of biofertilizer in the Republic of Korea: an overview; Current status and future of biofertilizers in Japan; Biofertilizer quality control policy initiatives and constraints in production technology; Simple and cost-effective techniques of biofertilizer application; and Commercialization of biofertilizers: a case of Malaysia. To have exposure to biofertilizer production and commercialization in India, the participants visited facilities of the National



National Center of Organic Farming Director (R) explaining the manufacture of biofertilizers

Centre of Organic Farming and International Panaacea Limited, a biofertilizer production plant.



Using sunlight
Duong Ngoc Thu/
Vietnam

INDIVIDUAL-COUNTRY PROGRAMS

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 single countries which cannot be fully covered by multicountry programs.

Individual Observational Study Missions (OSMs)

Under the Individual-country OSM Program, one member country can depute a mission(s) to another member country or countries to observe recent developments in a specific area of interest. The firsthand observations are then adapted and transferred to the participants' home country for productivity promotion. There are three types of missions in terms of financial arrangement. Type I means local implementation costs including hotel accommodation and per diem allowances are borne by the host country; Type II means that the host country bears part of local implementation costs; and Type III means the host country provides logistic support only.

Technical Expert Service (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. The recipient NPO appoints staff to play an understudy role for human resources development and institutional capacity building.

Development of Demonstration Companies/Organizations

Development of Demonstration Companies/Organizations 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 national

productivity movement. Model companies and/or organizations receive management advice from APO experts who visit several times per year or stay in the country for a longer duration 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 share the achievements.

Bilateral Cooperation Between NPOs (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

In 2008, three OSMs were conducted, attended by 33 participants; one postponed mission will be held in early 2009. All three missions were under Type III, while the postponed one will be Type I. The missions completed focused on strategies for productivity movement and SME promotion programs to Malaysia and Thailand from Vietnam, benchmarking of ICT initiatives for the agricultural sector in the Asia-Pacific region from the Philippines to India, and improvement of productivity tools for local governments from Vietnam to Malaysia. The interest in sending OSMs was as high as in previous years. Although the APO requested member countries to host more missions to accommodate the large number of applications, many applications could not be approved because of mismatches in financial arrangements between the deputing and host countries.

TES

In 2008, 82 experts were deputed to conduct 68 projects under TES. The member countries that benefited the most were Fiji and Singapore with 13 and 12, respectively, followed by Mongolia with eight. Twenty-five experts came from Japan, while 11 each were from Australia and the USA, six each from Malaysia and India, and four each from Singapore and the UK. Some of the subject areas for which expert services were requested were: productivity and quality improvement such as 5S and kaizen, business excellence, knowledge management, the balanced scorecard, and customer relationship management.



APO TES Expert Pawan Kumar (center) visiting a local hosiery manufacturer in Pakistan

Development of Demonstration Companies/Organizations

In 2008, three demonstration projects were completed in India, Indonesia, and Mongolia. The Indonesian project implemented by APO/UNV expert Toshiyuki Yamana was completed in July. The other two projects received several visits by three experts, two from Singapore and one from Japan, in adapting and using productivity improvement tools. Their experiences and achievements were shared with others in a booklet and DVD. Five demonstration projects were started in 2008 in Thailand, Pakistan, India, the Philippines, and Cambodia. Six experts, three from Singapore, one from the UK, one from Japan, and one from Malaysia, have been mobilized to provide assistance and guidance.



Demonstration project in Indonesia

BCBN

The APO sponsored seven BCBN projects in 2008 involving 25 participants from five member countries. The participating countries were the Philippines, Vietnam, Mongolia, Lao PDR, and Singapore. The host countries were Japan (three), Vietnam (one), Singapore (one), India (one), Malaysia (one), and the Republic of China (one).

EVALUATION OF APO PROJECTS

In continuing efforts to improve its project planning and implementation, the APO actively seeks feedback from the people and organizations associated with its projects. This feedback takes the form of evaluations, which are carried out by various stakeholders according to the type of activity. For multicountry (Category A and B) projects, the feedback comes mostly from participants, resource speakers, and implementing organizations. However, in the case of individual-country projects, the participants and member countries conduct the evaluation. In 2007, the APO began evaluating the impact of training courses to determine their effectiveness and gauge the extent to which participants utilized the knowledge and skills acquired. This is done via an online survey questionnaire. In 2008, the APO also began evaluating e-learning projects in this way.

Online Evaluation

In 2008, the APO conducted evaluations of 98 multicountry projects implemented in 2007 with 3,132 participants. Those 98 projects comprised 22 workshops, 20 seminars, 19 study meetings, 21 training courses, eight multicountry study missions, three study missions to nonmember countries, three forums, and two conferences. Participants' feedback on project implementation indicated a 98% rate of overall satisfaction. The percentage breakdown was: Resource Speakers/Persons (98%), Program Content (97%), Program Schedule (96%), Methodology Used (95%), Time Management and Physical Arrangements (94%), and Time Allocation (93%). However, observational/field visits received a comparatively low evaluation of 88%. To enhance the impact of multicountry projects, it is recommended that NPOs identify relevant facilities and institutions for site visits and provide information on the site to participants in advance.

Individual-country (Category C) projects were also evaluated. Category C projects include Individual-country Study Missions, Technical Expert Services, Demonstration Projects (DMP), Bilateral Cooperation Between NPOs (BCBN), and Member Country Support Program. In 2007, about 10,000 project participants as well as three demonstration companies received human resources development and capacity building assistance via APO Category C projects. In 2008, the APO conducted in-depth studies on the processes and outcomes of all individual-country projects held in 2007.

While Category C projects successfully accommodate individual member countries' needs, some issues and concerns still need to be addressed such as unbalanced

utilization among member countries; underutilization of BCBN; and inadequate fulfillment of objectives of DMP, which is meant to develop the professional staff of NPOs and thereby generate multiplier effects. While implementing the five project modalities mentioned above, in 2008 the APO also introduced in-country programs focusing on NPO capacity development under the DON Program.

Impact Evaluation

The APO undertook impact evaluation exercises for 10 regular face-to-face training courses and three e-learning courses held in 2007. Those projects were selected because they involved specific knowledge and skill elements. Participants were allowed at least six months to practice their newly acquired knowledge and skills prior to responding to an online questionnaire survey. Of the 489 participants to whom questionnaires were delivered, 236 (48%) responded.

The majority of respondents reported that their participation in APO projects had positively affected their careers, for example, by developing a positive attitude, enhanced information utilization in their work, and improved productivity performance. Greater than 85% of respondents had shared their newly acquired knowledge with others via discussions, on-the-job-training, presentations, and workshops. More than 85% of respondents who had attended face-to-face training and e-learning courses suggested that the projects should be continued. Compared with regular face-to-face training courses, 57% of participants found e-learning courses more or similarly effective, whereas 43% considered e-learning courses less effective.

INFORMATION PROGRAM

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 three main types of publications: report format titles, 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 2008 were:

Innovative Corporate Strategy in Global Competition
Knowledge Management in Asia: Experiences and Lessons

Longevity and Productivity: Experiences from Aging Asia
Social Capital and Business Transformation in Asia



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. Six came out in 2008:

APO Productivity Databook 2008
Eco-products Directory 2008: For Sustainable Production & Consumption
Eco-products Directory 2008: For Sustainable Production & Consumption (Japanese edition)
Green Productivity and Green Supply Chain Manual
The RoHS Manual for SMEs
Working Manual on Energy Auditing in Industries

e-Books on the APO Web site

Publishing e-books is effective in terms of both accessibility and cost. The e-books are available in PDF formats on the APO Web site at www.apo-tokyo.org, where readers can easily download publications of interest. The APO permits readers to copy and reproduce its e-books for personal use only. For all other purposes, prior written permission must be obtained. The following e-books were published in 2008:

APO Productivity Databook 2008

Eco-products Directory 2008: For Sustainable Production & Consumption

Eco-products Directory 2008: For Sustainable Production & Consumption (Japanese edition)

Innovative Corporate Strategy in Global Competition

Knowledge Management in Asia: Experiences and Lessons

Longevity and Productivity: Experiences from Aging Asia

Social Capital and Business Transformation in Asia

Strategic Management of Technology and Innovation

Green Productivity and Green Supply Chain Manual

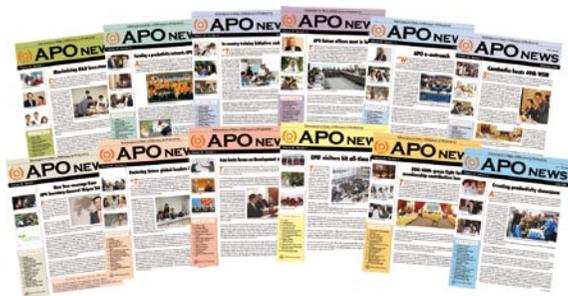
The RoHS Manual for SMEs

Working Manual on Energy Auditing in Industries



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, and 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 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.

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 began 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 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 homes or workplaces over the Internet, while resource speakers deliver their presentations using the e-Learning Portal from their 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 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. In 2008, the APO organized one e-learning activity using its e-Learning Portal. In addition, the APO launched its first Web-based self-e-learning course on the Balanced Scorecard (BSC). This course is different from previous self-learning courses because it is based on self-paced modules and participants must pass a test to proceed to the next level. Those who achieve a score of 80% or higher receive certification at the end of the course.

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



Opening session of the e-learning course, Tokyo Development Learning Center

countries can be linked in a virtual network. In 2008, the APO organized five e-learning activities using e-learning facilities.

HONORARY FELLOWS

In 2008, three persons received the title of APO honorary fellow in recognition of their contributions to the work of the organization:

Mr. Frank J.S. Pai, former APO Liaison Officer for the Republic of China

Mr. Loh Khum Yean, former APO Director and NPO Head for Singapore

Mr. Sung-Ki Bae, former APO Director and NPO Head for the Republic of Korea



Loh Khum Yean (L) receiving certificate from APO Director for Singapore Png Cheong Boon (R)

APO ALUMNI FORUM

APO alumni can play an important role in generating multiplier effects in national and regional productivity networks. By sharing and disseminating productivity know-how and improving productivity skills

and competencies in their workplaces after attending APO projects, alumni are strategically important in broadening the productivity movement in member countries. It is therefore critical to discover the best way to maximize their potential.

The APO Alumni Forum, held in Jakarta, Indonesia, 14–16 July, had three objectives: 1) to take stock of the activities of APO alumni or productivity associations in member countries; 2) to motivate NPOs to develop and/or strengthen APO alumni activities in their countries; and 3) to facilitate partnerships among NPOs and alumni associations among member countries. Twenty participants from 17 member countries attended the forum and shared experiences and practical ideas on managing alumni associations. In addition, the forum invited the president of the Asia Pacific Association of Educators in Agriculture and Environment, an international association born from a 1997 APO project.



Participants at the APO Alumni Forum

Program coverage: Current status of alumni activities in participating countries; Challenges and key success factors in establishing and managing an APO alumni body; Activities and best practices of the Singapore Productivity Association; and Activities and best practices of the APO Society of Thailand.

PHOTO CONTEST

A photo contest with the theme “Productivity: Tomorrow’s Hope” was organized in 2008 to encourage people to view the world around them with an appreciation for efforts to enhance productivity. The contest, cosponsored by Fujifilm, was open to all nationals of APO member countries and more than 1,000 photos were received from 16 member countries. The 12 winners were decided by a panel of five judges on



Photo Contest judges (L-R) Photographer Shigeru Chatani, Ambassador Extraordinary and Plenipotentiary of Malaysia to Japan H.E. Dato’ R.B. Radzi, APO Secretary-General Shigeo Takenaka, Minister Counsellor of the Embassy of Sri Lanka to Japan D.M. Ratnayake, Photographer Sanae Numata

25 September. The panel comprised two professional photographers, Shigeru Chatani and Sanae Numata; Ambassador Extraordinary and Plenipotentiary of Malaysia to Japan H.E. Dato’ R.B. Radzi; Minister Counsellor D.M. Ratnayake, Embassy of Sri Lanka to Japan; and APO Secretary-General Shigeo Takenaka. The winning entries were featured in the APO calendar for 2009 as well as on the APO Web site (www.apo-tokyo.org). They will also be used in APO promotional activities. The prizes were:

Gold Prize (one): Certificate, US\$1,000, and digital camera

Silver Prize (two): Certificate, US\$500, and digital camera

Bronze Prize (three): Certificate, US\$300, and digital camera

Special Prize (six): Certificate and digital camera

PUBLIC PROMOTIONAL ACTIVITY

Participation in the Global Festa

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 2008 it was held 4–5 October. Approximately 96,000 people from all walks



Visitors enjoying the map game at the APO Global Festa booth, Tokyo

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 nongovernmental organizations. The APO booth was decorated in productivity cartoons and newly designed productivity posters with a large P representing productivity, progress, and prosperity; featured balloons for children; and displayed information on its activities. A map game invited visitors to identify the capital name and location of member countries using their national flags. The APO booth also gave away selected free publications, a set of postcards, and a bookmark featuring the design of the productivity poster.

Productivity Promotion Materials

In an effort to promote the productivity concept, the APO produces a wide range of promotional materials and distributes them to NPOs so that the message can be conveyed to all APO member countries. In 2008, the APO productivity poster was designed with an imposing letter P on it, standing for the “productivity,

progress, and prosperity.” The design was also used for an APO bookmark. In addition, a set of postcards featuring selected winning photos from APO Photo Contests, the 2009 APO calendar featuring winning photos from the 2008 Photo Contest, and an APO T-shirt in orange and black were also produced. All of these items were used for promotional purposes at meetings, exhibitions, and other events.



INFORMATION PROGRAM

INTERNATIONAL COOPERATION

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 base 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 other non-APO 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 values 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 2008. The projects cosponsored with the CPS were the Training of Trainers in Green Productivity and Energy Efficiency and the workshop on Agrotourism Development for the Creation of Rural Jobs and Diversified Incomes. The projects jointly organized with the NPI of South Africa were the Advanced Training Course for Productivity Practitioners and the Basic Training Course for Productivity Practitioners.

Services of Experts Received

In 2008, the services of seven experts were received from the following organizations: two each from the United Nations FAO and OECD, and one each from the ADB, Australian Productivity Council, and UNESCAP.

Guest Observers Received

The 50th Session of the Governing Body was honored by observers representing the Iranian Confederation of Employers' Associations and United Nations Development Programme.

The 49th Workshop Meeting of Heads of NPOs was attended by observers representing the United Nations ILO Subregional Office and Embassy of the Union of Myanmar in Cambodia.

Meetings Attended

APO Secretary-General Shigeo Takenaka attended the Fourth Tokyo International Conference on African Development (TICAD IV), Yokohama, Japan. Research and Planning Program Officer Kamlesh Prakash attended the American Productivity and Quality Council's 13th Annual Knowledge Management Conference and Training Course: The New Edge in KM, Chicago, USA. Industry Program Officer K.D. Bhardwaj took part in the Tokyo Meeting for Economic Social Research Institute International Collaboration Projects, Tokyo, Japan.

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 the African Program. Fifty-three participants from the following six countries attended two APO projects in 2008: Botswana, Kenya, Mauritius, Nigeria, South Africa, and Zambia.

African Program

In the continued effort to transfer the Asian productivity movement experience to the African region, the APO organized and participated in various programs in collaboration with the Pan African Productivity Association (PAPA) in 2008 with special funding from the Government of Japan,

Advanced Course for Productivity Practitioners (ACPP) Whereas the Basic Course for Productivity Practitioners (BCPP) organized in 2007 provided the foundation for African NPO productivity practitioners, the Advanced Course aimed to widen perspectives and deepen know-how and technical competency through exposure to relatively advanced productivity tools and techniques. The ACPP was organized in Johannesburg, South Africa, 28 April–16 May 2008, and attended by 28 participants from six PAPA members. Three resource persons from APO member countries were deputed to conduct this three-week training program.



Group discussion during ACPP

Participation in TICAD IV

The APO took part in TICAD IV, 28–30 May, in Yokohama, Japan, at the invitation of the Government of Japan. The APO delegation comprised Secretary-General Shigeo Takenaka, DAP President Antonio D. Kalaw, Jr., and PAPA President Tembo Lebang. This summit-level conference was attended by heads of state and government officials, representing 51 African countries, Japan, 34 other countries, 75 international and regional organizations, and the private sector. The results of discussions in each session became the basis of action plans in the



APO delegation to TICAD IV (L-R) Secretary-General Shigeo Takenaka, PAPA President Thembo Lebang, DAP President Antonio D. Kalaw, Jr.

Yokohama Declaration, one TICAD IV Official Outcome Document. The APO was made the implementing organization responsible for promoting productivity in Africa in the TICAD IV Outcome Documents.

TICAD IV Parallel Event: Diffusion of the Productivity Movement from Asia to Africa

The JPC-SED organized a parallel event to TICAD IV on Diffusion of the Productivity Movement from Asia to Africa. The APO was one of the coorganizers. The event showcased the results of four Technical Cooperation Projects for Productivity Improvement in South Africa, Mauritius, Botswana, and Kenya, which were implemented by the JPC-SED with the support of Japan's Ministry of Economy, Trade and Industry. JPC-SED President Tsuneaki Taniguchi delivered the opening address outlining the Technical Cooperation Project, and Director Takuki Murayama of the APO Secretariat Industry Department made a presentation on Regional Productivity Cooperation from Asia to Africa.



Murayama presenting APO projects in Africa

Second Basic Course for Productivity Practitioners (BCPP)

With the good response to the results of the first BCPP, the APO Secretariat organized the second course, 10 November–5 December, in Johannesburg. The BCPP was meant to develop the competencies of participants in the promotion and application of basic productivity and quality techniques in enterprises, thereby strengthening the fundamental institutional capacity of PAPA members. The course was conducted by four resource persons from APO member countries and attended by 25 participants from five PAPA members.

Under the continuing APO Special Program for Africa more than 90 participants have been trained. The APO Secretariat is exploring ways to expand partnerships among the NPOs of PAPA members.



APO
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APO Projects and Experts

1 Socioeconomic Progress

Name of Project	Multicountry Study Mission on Regional Development: International Tourism Promotion	Venue Duration	Japan 4–8 February	Participants ● External Experts ■ Local Experts	18 0 3
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Resource Person	Designation	Organization	Country
■ Mr. Tetsuro Hirata	Director, International Tourism Division	Ministry of Land, Infrastructure, Transport and Tourism	Japan
■ Mr. Masato Takamatsu	Director, Vice President, Marketing	Japan Tourism Marketing Co.	Japan
■ Mr. Takeshi Takemori	Director, Tourism Division, Tourism Promotion and International Exchange Bureau	Kagoshima Prefectural Government	Japan

Name of Project	Seminar on New Global Perspective on Human Capital Development Based on the Sufficiency Economy Model and Philosophy for Achieving Sustainable Development of Enterprises	Venue Duration	Thailand 12–16 February	Participants ● External Experts ■ Local Experts	22 3 2
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Resource Person	Designation	Organization	Country
● Mr. Hans Martens	Chief Executive	European Policy Centre	Belgium
● Prof. Dae-Bong Kwon	Professor of Lifelong Learning and HRD	Korea University	ROK
● Mr. Kenji Miura	Managing Officer	Toyota Motor Corporation	Japan
■ Mr. Roongrote Rangsiyopash	Vice President and CFO	Siam Cement Public Company Limited	Thailand
■ Dr. Sooksan Kantabutra	Chief Researcher, Leadership Research Group, College of Management	Mahidol University	Thailand

Name of Project	Study Meeting on Bilateral/Regional Economic Partnership Agreements	Venue Duration	Thailand 17–20 June	Participants ● External Experts ■ Local Experts	22 4 3
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Resource Person	Designation	Organization	Country
● Mr. James Goh	Regional Vice President-Asia Pacific Region, International Trade Services	United Parcel Service Asia Pacific OHQ	Singapore
● Ms. Elizabeth S. Tan	Lecturer	Ateneo de Manila University	Philippines
● Mr. Hiroshi Iizuka	Senior Staff, Trade and Industrial Affairs, Sales and Marketing Planning Division	Digital Media Network Co., Toshiba	Japan
● Prof. Mark Goh	Director	Logistics Institute-Asia Pacific, NUS Business School, National University of Singapore	Singapore
■ Dr. Jayant Menon	Principal Economist, Office for Regional Economic Integration	Asian Development Bank	Philippines
■ Dr. Mia Mikic	Trade Policy Section	UNESCAP	Thailand
■ Mr. Buntoon Wongseelashote	CEO	Thong Seng LP	Thailand

Name of Project	e-Learning Course on the Social Accountability Management System: SA 8000 (Phase I)	Venue	Fiji, Lao PDR, Philippines, Thailand, and Vietnam	Participants	58
		Duration	23–25 September	● External Experts	2
				■ Local Experts	5

Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia
● Ms. Tanida Disyabut	Regional Manager-South Asia	Fair Labor Association	Thailand
■ Mr. Nilesh Roneel Kumar	Trainee Graduate Consultant	Quality Management Systems	Fiji
■ Mr. Vilakone Philomlack	Deputy Director, SME Promotion and Development Office	Ministry of Industry and Commerce	Lao PDR
■ Ms. Ma. Theresa A. Agustin	Project Officer	Center for Quality and Competitiveness of the Academy, Development Academy of the Philippines	Philippines
■ Ms. Kunchuda Disyabuttra	Consultant	Thailand Productivity Institute	Thailand
■ Ms. Tran Nguyet Anh	Consultant	Vietnam Productivity Centre	Vietnam

Name of Project	e-Learning Course on the Social Accountability Management System: SA 8000 (Phase II)	Venue	Bangladesh, Indonesia, IR Iran, Malaysia, and Pakistan	Participants	73
		Duration	14–16 October	● External Experts	2
				■ Local Experts	5

Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia
● Ms. Tanida Disyabut	Regional Manager-Southeast Asia	Fair Labor Association	Thailand
■ Mr. Md. Golam Kibria	Head of Bangladesh Operation	Bureau Veritas (Bangladesh) Private Limited	Bangladesh
■ Mr. Saroli Halawa	Head of Sub Directorate of Management Institution Development	Directorate General of Training and Productivity Development	Indonesia
■ Dr. Bahram Jelodari Mamaghani	Consultant	Tadbit Gostar Consulting Co.	IR Iran
■ Mr. Othman Bin Ismail	Senior Consultant		Malaysia
■ Mr. Ishfaq Sheikh	APO Program Manager	National Productivity Organization	Pakistan

Name of Project	e-Learning Course on the Social Accountability Management System: SA 8000 (Phase III)	Venue	Cambodia, Mongolia, Nepal, and Sri Lanka	Participants	81
		Duration	2–4 December	● External Experts	2
				■ Local Experts	4

Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia
● Ms. Tanida Disyabut	Regional Manager-Southeast Asia	Fair Labor Association	Thailand
■ Mr. Chor Sophanna	Staff	National Productivity Center of Cambodia	Cambodia
■ Mr. Khurel-Erdene Natsagdorj	Expert	National Productivity and Development Center	Mongolia
■ Mr. Prabin Acharya	Senior Officer	National Productivity and Economic Development Centre	Nepal
■ Dr. Lalith Nimal Seneweera	Director General	Sri Lanka Standards Institution	Sri Lanka

Industry and Service Sectors

1 Socioeconomic Progress

Name of Project	Research on Productivity Improvement in the Informal Sector	Venue Duration	Sri Lanka Year-long	Participants ● External Experts 12 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Ms. Nilima Usharani Lal	Divisional Manager, Economic Statistics Division	Fiji Islands Bureau of Statistics	Fiji	
● Ms. Nazaria Baharudin	Director, Manpower and Social Statistics Division	Department of Statistics Malaysia	Malaysia	
● Dr. Koji Nomura	Associate Professor, Keio Economic Observatory	Keio University	Japan	
● Ms. Vivian Rembulat Ilarina	Division Chief	National Statistical Coordination Board	Philippines	
● Mr. Md. Nurul Islam	Director	Bangladesh Bureau of Statistics	Bangladesh	
● Mr. Khalil Ahmed	Statistical Officer	Federal Bureau of Statistics	Pakistan	
● Mr. Jishnu Mohan Bhattarai	Statistical Officer	Central Bureau of Statistics	Nepal	
● Dr. Seema Joshi	Reader of Economics, Kirori Mal College	University of Delhi	India	
● Dr. Insook Jeong	Director, Employment Statistics Division	Korea National Statistical Office	ROK	
● Mr. Truong Le	Official/Statistician	General Statistics Office	Vietnam	
● Ms. Sachiko Kazekami	Assistant Professor in Economics	Chukyo University School of Economics	Japan	
● Mr. Yodage Priyantha Jayasena	Deputy Director	Central Bank of Sri Lanka	Sri Lanka	

2 Strengthening of SMEs

Name of Project	Workshop on SME Development in the Mekong Region	Venue	Japan	Participants	15
		Duration	19–22 February	● External Experts	1
				■ Local Experts	2
Resource Person	Designation	Organization	Country		
● Ms. Chiraporn Sumtheerasit	Executive Vice President, Risk Management and Supervision Group	SME Development Bank of Thailand	Thailand		
■ Mr. Teruhiko Mitsufoji	Senior Management Consultant	Japan Productivity Center for Socio-Economic Development	Japan		
■ Mr. Yasuhiko Inoue	Director for Technical Cooperation, International Department	Japan Productivity Center for Socio-Economic Development	Japan		

Name of Project	Workshop on Improving Managerial Skills of Women Entrepreneurs in Agribusiness SMEs	Venue	Indonesia	Participants	26
		Duration	10–14 June	● External Experts	3
				■ Local Experts	3
Resource Person	Designation	Organization	Country		
● Dr. Nerlita M. Manalili	Regional Adviser for Asia (Market Access)	Vredeseilanden	Philippines		
● Dr. Rashmi Singh	Senior Scientist, Division of Agricultural Extension	Indian Agricultural Research Institute	India		
● Prof. Reuel K. Virtucio	Chief Operations Officer	iACADEMY	Philippines		
■ Ms. Lusiani (Yuliani) Tjokronegoro	Program Development Director	Indonesian Association of Food and Beverages	Indonesia		
■ Dr. Fawzia Sulaiman	Agricultural Researcher, Indonesian Agency for Research and Development	Ministry of Agriculture	Indonesia		
■ Ms. Pamela Fadhillah	Head of UN Organization Cooperation for Food & Agriculture Cooperation, Bureau of Agricultural International Cooperation	Ministry of Agriculture	Indonesia		

Name of Project	Study Meeting on Financing of SMEs	Venue	Indonesia	Participants	24
		Duration	5–8 August	● External Experts	3
				■ Local Experts	2
Resource Person	Designation	Organization	Country		
● Dr. Moon-Kyum Kim	Professor, Department of Entrepreneurship and Small Business	Soongsil University	ROK		
● Mr. Hisao Daito	Deputy Director, International Cooperation Office	National Life Finance Corporation	Japan		
● Mr. Teong Hoon Ong	Director OTC	Phillip Securities Pte. Ltd.	Singapore		
■ Dr. Choirul Djamhari	Deputy Minister for Business Development and Restructuring	SMOCSMEs	Indonesia		
■ Mr. Sulaiman Arif Arianto	Director, Micro, Small and Medium Enterprises Financing Department	PT Bank BRI	Indonesia		

Name of Project	Workshop on Management Assessment Criteria for SMEs	Venue	Vietnam	Participants	31
		Duration	20–23 October	● External Experts	1
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Koichi Hiratsuka	Consultant		Japan		

Industry and Service Sectors

2 Strengthening of SMEs

Name of Project	Multicountry Observational Study Mission on Venture Business	Venue	Japan	Participants	20
		Duration	5–7 November	● External Experts	1
				■ Local Experts	2

Resource Person	Designation	Organization	Country
● Ms. Olivia Lum	Group CEO, President, and Managing Director	Hyflux Ltd.	Singapore
■ Mr. Toshiyuki Yamana			Japan
■ Mr. Shinobu Takeda	Senior Staff Writer, Economic News Department, Editorial Bureau	Nikkei Inc.	Japan

Name of Project	APO-Honda Foundation Joint Conference on Entrepreneurship in Asia	Venue	Japan	Participants	18
		Duration	17–23 November	● External Experts	5
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hitoshi Suga	Special Advisor to President	Tully's Coffee Japan Co., Ltd.	Japan
● Mr. Kouta Matsuda	Founder	Tully's Coffee International Pte. Ltd.	Singapore
● Mr. Naoki Nick Kondo	President and CEO	Aunt Stella's K.K.	Japan
● Mr. Takaaki Hata	Partner	Apax Globis Partners & Co.	Japan
● Dr. Manoj Lal Shrestha	Professor of Strategic Management and Policy Studies, Faculty of Business Administration	Konan University	Japan

3 Knowledge Management

Name of Project	Expert Group Meeting Series on Knowledge Management: Second Meeting	Venue Duration	Malaysia 7–11 January	Participants ● External Experts 7 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Praba Nair	Director	KDiAsia	Singapore	
● Dr. Chia Shen Chen	Professor, Department and Graduate Institute of Business Administration, College of Management	National Taiwan University	ROC	
● Dr. Nangia Vinay Kumar	Professor and Head, Department of Management Studies	Indian Institute of Technology Roorkee	India	
● Mrs. Rokiah Aziz	Manager, Management Information Systems	National Productivity Corporation	Malaysia	
● Dr. Elizabeth Y. Manugue	Fellow 3	Development Academy of the Philippines	Philippines	
● Dr. Phasukyud Prapon	Director, Communication and Learning Networks	Knowledge Management Institute	Thailand	
● Mrs. Vu Hong Dan	Head of Productivity Research Division	Vietnam Productivity Centre	Vietnam	

Name of Project	Expert Group Meeting Series on Knowledge Management: Third Meeting	Venue Duration	Philippines 19–21 March	Participants ● External Experts 6 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Praba Nair	Director	Knowledge Drivers International (Asia) Pte. Ltd.	Singapore	
● Mr. Ronald Young	CEO	Young International Group	UK	
● Ms. Elena A. Cruz	Managing Director, Center for Knowledge Management	Development Academy of the Philippines	Philippines	
● Mr. G.S. Krishnan	Group Head (IT)	National Productivity Council	India	
● Ms. Ida Yasin	Manager	National Productivity Corporation	Malaysia	
● Dr. Elizabeth Y. Manugue	Fellow 3	Development Academy of the Philippines	Philippines	

Name of Project	Conference on Knowledge Management	Venue Duration	India 12–15 February	Participants ● External Experts 5 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Dr. Serafin D. Talisayon	Professor, Asian Center	University of the Philippines	Philippines	
● Dr. Rory L. Chase	Managing Director	Teleos	UK	
● Mr. Praba Nair	Director	KDiAsia	Singapore	
● Mr. Ronald Young	CEO	Young International Group	UK	
● Mr. Naoki Ogiwara	Consultant	Fuji Xerox Co., Ltd.	Japan	

Name of Project	Study Meeting on Learning Organizations	Venue Duration	Indonesia 24–27 June	Participants ● External Experts 3 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Ronald Young	CEO	Young International Group	UK	
● Mr. Praba Nair	Director	Knowledge Drivers International (Asia) Pte. Ltd.	Singapore	
● Mr. Arnold Chan	Head of Organization Learning	Standard Chartered Bank	Singapore	

Industry and Service Sectors

3 Knowledge Management

Name of Project	Workshop on Knowledge Management Implementation	Venue	Fiji	Participants	24
		Duration	1–5 September	● External Experts	3
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDiAsia	Singapore		
● Mr. Ronald Young	CEO	Young International Group	UK		
● Ms. Elena Cruz	Assistant Vice-President and Managing Director, Center for Knowledge Management	Development Academy of the Philippines	Philippines		

4 General Management

Name of Project	Coordination Meeting of Research on Applications of Productivity Methodologies, Tools, and Techniques in Member Countries	Venue Duration	Japan 9–11 January	Participants – ● External Experts 11 ■ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Chanthol Hay	Researcher		Cambodia
● Mr. U.S. Singh	Deputy Director General	National Productivity Council	India
● Mr. Saroli Halawa	Senior Consultant, Directorate of Productivity	Ministry of Manpower and Transmigration	Indonesia
● Mr. Rajendra Ratna Bajracharya	Senior Officer, Business Administration	National Productivity and Economic Development Centre	Nepal
● Mr. Carlos A. Sayco, Jr.	Vice President/Managing Director	Development Academy of the Philippines	Philippines
● Mr. Sunil Gamini Wijesinha	Chairman and Managing Director	Dankotuwa Porcelain Ltd.	Sri Lanka
● Mr. Cao Hoang Long	Head, Quality Consulting Division	Vietnam Productivity Center	Vietnam
● Ms. Rosmiza Rosly@ Azri	Research Senior Consultant	National Productivity Corporation	Malaysia
● Mr. Viliame Waqalaivi	Manager, Productivity Promotion	Training and Productivity Authority of Fiji	Fiji
● Dr. Jisoo Yu	Vice President/Managing Director, Research and International Affairs	Kookmin University	ROK
● Mr. Hasan Haider	Head, Training and Consultancy Group (Senior Manager), National Productivity Organization	Ministry of Industries, Production and Special Initiative	Pakistan

Name of Project	Training Course on Productivity-linked Wage Systems	Venue Duration	Sri Lanka 28 January–1 February	Participants 26 ● External Experts 2 ■ Local Experts 0
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Resource Person	Designation	Organization	Country
● Ms. Noeline Chanan Singh	Manager, Wages and Productivity Unit	Malaysia Productivity Corporation	Malaysia
● Mr. Sugumar Saminathan	Senior Consultant, Wages and Productivity Unit	Malaysia Productivity Corporation	Malaysia

Name of Project	Study Meeting on Productivity Enhancement in the Service Sector	Venue Duration	Japan 5–8 February	Participants 15 ● External Experts 0 ■ Local Experts 3
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Resource Person	Designation	Organization	Country
■ Dr. Saang Joon Baak	Associate Professor	Waseda University School of International Liberal Studies	Japan
■ Dr. Toshiyuki Matsuura	Fellow	Research Institute of Economy, Trade and Industry	Japan
■ Prof. Masayuki Morikawa	Senior Project Officer, Service Productivity and Innovation for Growth	Japan Productivity Center for Socio-Economic Development	Japan

Industry and Service Sectors

4 General Management

Name of Project	Top Management Forum: Innovative Corporate Strategy in Global Competition	Venue	Japan	Participants	36
		Duration	3–5 March	● External Experts	0
				■ Local Experts	8
Resource Person	Designation	Organization	Country		
■ Dr. Shigemi Yoneyama	Professor of Innovation Management, Faculty of Economics	Musashi University	Japan		
■ Mr. Bhat Harikrishna	Vice President and Representative Director	Wipro Japan K.K.	Japan		
■ Mr. Koichi Maeda	Corporate Vice President, General Manager, China Business Strategy and PI, China Business Strategy and Planning Division	Ajinomoto Co., Inc.	Japan		
■ Mr. Tatsuo Tanigawa	Visiting Lecturer	Ritsumeikan Asia Pacific University	Japan		
■ Mr. Yoshiharu Kaihara	Chairman & CEO	Kaihara Corporation	Japan		
■ Mr. Atsuyoshi Nakamura	Division General Manager, Production Technology Development Center, Production Technology Development Group	Sharp Corporation	Japan		
■ Mr. Keisuke Okada	Member of the Board of Directors, Executive Vice President	All Nippon Airways Co., Ltd.	Japan		
■ Dr. Hideo Yamada	Professor	Waseda University Business School	Japan		

Name of Project	Research Fund for Productivity Enhancement in Member Countries: Fact-finding Mission on Productivity in Aging Societies	Venue	France, Netherlands, and UK	Participants	–
		Duration	2–9 June	● External Experts	4
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Dr. N.K. Chadha	Professor of Psychology and Head and Director, Department of Adult Continuing Education and Extension	University of Delhi	India		
● Ms. Sumiko Ebisuno	Associate Professor, Department of Management and Economics	Kaetsu University	Japan		
● Prof. Doo-Sub Kim	Professor of Sociology, Director, Institute of Population and Aging Research	Hanyang University	ROK		
● Dr. Leng Leng Thang	Associate Professor, Head, Department of Japanese Studies	National University of Singapore	Singapore		

Name of Project	Fact-finding Mission to the USA on Service-sector Productivity	Venue	USA	Participants	–
		Duration	16–19 June	● External Experts	7
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Antonio D. Kalaw, Jr.	President and NPO Head	Development Academy of the Philippines	Philippines		
● Mr. Phanit Laosirirat	Executive Director	Thailand Productivity Institute	Thailand		
● Mr. Chung-Ming Yu	Consultant	China Productivity Center	ROC		
● Mrs. Reiko Sueyoshi	Deputy Director, Secretariat of Service Productivity and Innovation for Growth	Japan Productivity Center for Socio-Economic Development	Japan		
● Mr. Zahid bin Ismail	Senior Manager	Malaysia Productivity Corporation	Malaysia		
● Dr. Toshiyuki Matsuura	Assistant Professor, Institute of Economic Research	Hitotsubashi University	Japan		
● Ms. Youngmi Kim	Project Manager	Korea Productivity Center	ROK		

Name of Project	Training Course for Certified Lead Auditors for the Occupational Health and Safety Management System: OHSAS 18001:2007 (IRCA Approved)	Venue Duration	Sri Lanka 17–24 June	Participants ● External Experts ■ Local Experts	20 2 0
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Resource Person	Designation	Organization	Country
● Mr. D. Satya Prakash	Lead Auditor	DNV Certification Services	India
● Mr. Koteswara Rao Ivaturi	Lead Auditor	Det Norske Veritas AS	India

Name of Project	Study Meeting on Expansion and Development of the Service Industry in Asia	Venue Duration	ROK 17–20 June	Participants ● External Experts ■ Local Experts	19 3 2
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Resource Person	Designation	Organization	Country
● Mr. Hitoshi Seki	President	SEK Consulting	Japan
● Dr. Alfred Li-Ping Cheng	Research Fellow	Chung-Hua Institution for Economic Research	ROC
● Dr. Saang Joon Baak	Associate Professor	Waseda University School of International Liberal Studies	Japan
■ Dr. Hyun Jeon Kim	Institute for Monetary and Economic Research	Bank of Korea	ROK
■ Mr. Hyung Beom Kim	Director, Customer Satisfaction Management Center	Korea Productivity Center	ROK

Name of Project	First Expert Group Meeting on Global Leadership Development	Venue Duration	Singapore 16–18 July	Participants ● External Experts ■ Local Experts	– 6 0
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Resource Person	Designation	Organization	Country
● Dr. Hirohisa Nagai	Chair, Professor of Organizational Behavior, MBA Program in International Business	University of Tsukuba Graduate School of Business Sciences	Japan
● Dr. Ahmad Bin Mohamed Magad	Group Managing Director	II-VI Singapore Pte Ltd	Singapore
● Dr. Su Mi Dahlggaard Park	Head of Research, Institute for Service Management	Lund University, Helsingborg	Sweden
● Prof. Ajay Singh	Associate Professor	Indian Institute of Management, Lucknow	India
● Prof. Chen Chia Shen	Professor	National Taiwan University	ROC
● Mr. Naoya Kuchimura	Project Manager, International Department	Japan Productivity Center for Socio-Economic Development	Japan

Industry and Service Sectors

4 General Management

Name of Project	Second Expert Group Meeting on Global Leadership Development	Venue	ROK	Participants	-
		Duration	26–28 November	● External Experts	7
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Dr. Hirohisa Nagai	Chair, Professor of Organizational Behavior, MBA Program in International Business	University of Tsukuba Graduate School of Business Sciences	Japan		
● Dr. Ahmad Bin Mohamed Magad	Group Managing Director	II-VI Singapore Pte Ltd	Singapore		
● Dr. Su Mi Dahlggaard Park	Head of Research, Institute for Service Management	Lund University, Helsingborg	Sweden		
● Prof. Ajay Singh	Associate Professor	Indian Institute of Management, Lucknow	India		
● Prof. Chen Chia Shen	Professor	National Taiwan University	ROC		
● Mr. Naoya Kuchimura	Project Manager, International Department	Japan Productivity Center for Socio-Economic Development	Japan		
● Prof. Tan Joo Seng	Associate Professor, Division of Strategy, Management and Organization	Nanyang Business School	Singapore		

Name of Project	Study Meeting on Mergers and Acquisitions	Venue	Indonesia	Participants	15
		Duration	19–22 August	● External Experts	4
				■ Local Experts	1
Resource Person	Designation	Organization	Country		
● Dr. Ganesh Chand	Director	Fiji Institute of Technology	Fiji		
● Dr. Christopher B. Kummer	President	Institute of Mergers, Acquisitions and Alliances	Switzerland		
● Dr. Viktoria Dalko	Instructor/Professor of Finance	Harvard University/City University of New York	USA		
● Mr. Yoshihiro Yasumaru	Senior Director, Cross Border M&A Team	Nihon M&A Center Inc.	Japan		
■ Dr. A. Tony Prasetiantono	Dean, Faculty of Economics	Gadjah Mada University	Indonesia		

Name of Project	Training Course on Strategic Management Consultancy for Productivity Improvement	Venue	Japan	Participants	19
		Duration	1–12 September	● External Experts	1
				■ Local Experts	3
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDiAsia Pte Ltd.	Singapore		
■ Mr. Hironobu Nitta	Executive Management Consultant	Japan Productivity Center for Socio-Economic Development	Japan		
■ Mr. Katsushi Honda	Executive Consultant, Consulting Business Center	Sony Human Capital Corporation	Japan		
■ Mr. Masahiro Ota	Senior Management Consultant	Japan Productivity Center for Socio-Economic Development	Japan		

Name of Project	e-Learning Course on Customer Relationship Management for SMEs	Venue	Distance Learning	Participants	49
		Duration	6–17 October	● External Experts	2
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Junkyo Fujieda	President and CEO	ReGIS Inc.	Japan		
● Mr. Hiroshi Furubayashi	President and CEO	FIT System Co., Ltd.	Japan		

Name of Project	Workshop on Sustainable Management Strategies for the Public Sector	Venue	ROK	Participants	17
		Duration	11–14 November	● External Experts	2
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Chaiwat Thirapantu	Sub-commission Member	Office of the Public Sector Development Commission	Thailand
● Prof. Bob Cavana	Associate Professor	Victoria Management School	New Zealand
■ Ms. Jae-Eun Kim	Chief Researcher and Director	Institute for Industrial Policy Studies	ROK

Name of Project	APO Productivity Database (Phase II)	Venue	Japan	Participants	–
		Duration	Year-long	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Koji Nomura	Associate Professor, Keio Economic Observatory	Keio University	Japan

Name of Project	APO Labor Productivity Databook	Venue	Bangladesh	Participants	–
		Duration	20–23 May	● External Experts	19
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hideyuki Mizobuchi	Lecturer	Keio University	Japan
● Ms. Bibish Oyunsuren	Officer of Macro Economics Statistical Department	National Statistics Office	Mongolia
● Mrs. Wachyu Winarsih	Leader of Analysis Statistic	Indonesian Statistic/Analysis and Development Statistic Directorate	Indonesia
● Dr. Koji Nomura	Associate Professor, Keio Economic Observatory	Keio University	Japan
● Mrs. Nguyen Thi Viet Hong	Head of Statistics and Informatics Section, General Statistics Office	Institute of Statistical Science	Vietnam
● Mr. Patabendige Gunasena Jayasooriya	Deputy Director, Statistics Department	Central Bank of Sri Lanka	Sri Lanka
● Ms. Nilima Usharani Lal	Divisional Manager, Economic Statistics Division	Fiji Islands Bureau of Statistics	Fiji
● Mr. Keo Chhetra	Deputy Director, General Statistics Department	National Institute of Statistics, Ministry of Planning	Cambodia
● Ms. Salika Chanthavong	Senior Statistician, Department of Statistics	Ministry of Planning and Investment	Lao PDR
● Dr. Geonwoo Lee	Research Fellow	Korea Institute for Industrial Economics and Trade	ROK
● Ms. Sabila Khatun	Statistical Officer	Bangladesh Bureau of Statistics	Bangladesh
● Ms. Elsie B. Solidum	Statistician V - Chief, Statistical Sampling and Operations Division	National Statistics Office	Philippines
● Mr. Noor Shahid	Statistical Officer	Federal Bureau of Statistics	Pakistan
● Mr. Hamid Azarmand	Economic Researcher, Economic Accounts Department	Central Bank of Islamic Republic of Iran	IR Iran
● Dr. Kolathupadavil Philipose Sunny	Deputy Director (Economic Services)	National Productivity Council	India
● Mr. Rajesh Dhital	Statistical Officer	Central Bureau of Statistics	Nepal
● Ms. Abdullah Halim Syahron Helmy Binti	Assistant Director (Statistician), Department of Statistics	Industrial Production and Construction Statistics Division	Malaysia
● Ms. Jia-yuan Mei	Chief, National Accounts Section, Directorate-General of Budget, Accounting and Statistics	Executive Yuan	ROC
● Ms. Wannapa Khlaisuan	Policy and Plan Analyst 7, National Accounts Office	National Economic and Social Development Board	Thailand

5 Total Quality Management

Name of Project	Training Course on Total Productive Maintenance	Venue	Pakistan	Participants	22
		Duration	14–18 April	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Rajachidambaram Thanapal	Director and Head (AIP)	National Productivity Council	India
● Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia
● Mr. Masahisa Mizumoto	Senior Management Consultant	Central Japan Industries Association	Japan

Name of Project	Workshop on Quality Engineering: The Taguchi Method	Venue	ROC	Participants	23
		Duration	5–9 May	● External Experts	2
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Teruo Mori	President	Mori Consulting Office	Japan
● Mr. Mamoru Hatakeyama	CS/Quality Assurance Office	Seiko Epson Corporation	Japan
■ Prof. He-Huan Lee	Professor	Taiwan University	ROC

Name of Project	e-Learning Course on the Toyota Production System (Phase I)	Venue	Indonesia, IR Iran, Malaysia, Philippines, and Thailand	Participants	126
		Duration	18–20 June	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd.	Japan
● Mr. Hisazumi Matsuzaki	Management Consultant	Central Japan Industries Association	Japan

Name of Project	e-Learning Course on the Toyota Production System (Phase II)	Venue	Cambodia, Lao PDR, Mongolia, and Vietnam	Participants	65
		Duration	4–6 August	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd.	Japan
● Mr. Hisazumi Matsuzaki	Management Consultant	Central Japan Industries Association	Japan

Name of Project	e-Learning Course on the Toyota Production System (Phase III)	Venue	Bangladesh, India, Nepal, Pakistan, and Sri Lanka	Participants	102
		Duration	11–13 August	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Makoto Kawada	President	Meijo Process Management Institute Co., Ltd.	Japan
● Mr. Hisazumi Matsuzaki	Management Consultant	Central Japan Industries Association	Japan

Name of Project	Study Mission to a Nonmember Country on the Application of Quality Management in Healthcare	Venue	USA	Participants	16
		Duration	28 July–1 August	● External Experts	0
				■ Local Experts	2

Resource Person	Designation	Organization	Country
■ Mr. Emilio Williams	Consultant	Johns Hopkins Medicine International	USA
■ Ms. Marie W. Schall	Director	Institute for Healthcare Improvement	USA

Name of Project	Workshop on Business Tools for Management: Integration of CRM and TQM	Venue	Mongolia	Participants	25
		Duration	25–29 August	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Katsutoshi Ayano	Professor	Tokai University	Japan
● Mr. Junkyo Fujieda	President and CEO	ReGIS Inc.	Japan

Name of Project	Workshop on Quality Awards in Member Countries	Venue	Japan	Participants	18
		Duration	16–19 September	● External Experts	0
				■ Local Experts	3

Resource Person	Designation	Organization	Country
■ Mr. Naoyuki Yanagimoto	Director, Japan Quality Award Promotion Department	Japan Productivity Center for Socio-Economic Development	Japan
■ Mr. Matao Ishii	Global CS Planner, CS P&C Section, Business Management Division, Mobile Entertainment Business Group	Pioneer Corporation	Japan
■ Mr. Hiroshi Tamaki	Chairman	Fukui Quality Award Council	Japan

Name of Project	Study Meeting on Lean Six Sigma	Venue	ROC	Participants	20
		Duration	23–26 September	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Sung Hyun Park	Professor, Department of Statistics, College of Natural Sciences	Seoul National University	ROK
● Dr. Thong Ngee Goh	Professor, Industrial and Systems Engineering Department	National University of Singapore	Singapore
● Mr. Masahisa Mizumoto	Senior Management Consultant	Central Japan Industries Association	Japan

Industry and Service Sectors

5 Total Quality Management

Name of Project	Steering Committee for a Regional Collaborative Platform for Advancing National Quality Award Programs in Member Countries	Venue Duration	Japan 1–3 October	Participants – ● External Experts 8 ■ Local Experts 3
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Resource Person	Designation	Organization	Country
● Dr. Kuoming Wang	Co-Chairman of NQA Judges		ROC
● Mr. Shen-Yann Lu	Chairman	Golden Technology Venture Capital Investment Corp.	ROC
● Mr. Surender K. Kakkar	Principal Counsellor	Confederation of Indian Industry	India
● Mr. J. Sridharan	President	Aditya Birla Management Corporation Pvt Limited, Aditya Birla Group	India
● Mr. Darshan Singh	Director, Business and Service Excellence	SPRING Singapore	Singapore
● Mr. Freddy Soon	Senior Vice-President	Hyflux Ltd.	Singapore
● Ms. Wipaphan Wonlopsiri	Director, Office of Thailand Quality Award	Thailand Productivity Institute	Thailand
● Dr. Boondee Bunyagidj	Advisor to the Executive Director	Thailand Productivity Institute	Thailand
■ Mr. Naoyuki Yanagimoto	Director, Japan Quality Award Promotion	Japan Productivity Center for Socio-Economic Development	Japan
■ Mr. Mr. Hiroyuki Mizumachi	Vice President	NEC Planning Research Ltd.	Japan
■ Mr. Kenji Kohga	Advisor, Strategy and Change Services	IBM Business Consulting Services KK	Japan

Name of Project	Multicountry Observational Study Mission on Organizational Excellence: Business Excellence Framework and Best Practices of Award Winners	Venue Duration	Singapore 16–19 November	Participants 20 ● External Experts 0 ■ Local Experts 10
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Resource Person	Designation	Organization	Country
■ Ms. Lim May Hua	Senior Manager, Business and Service Excellence	SPRING Singapore	Singapore
■ Ms. Tan Poh Hong	Acting Chief Executive Officer	Housing and Development Board	Singapore
■ Mrs. Cheong-Chua Koon Hean	CEO	Urban Redevelopment Authority	Singapore
■ Mr. R. Mizuhara	Managing Director	Kenwood Electronics Technologies (S)	Japan
■ Mr. Ong Eng Chye	General Manager	Baxter Healthcare	Singapore
■ Mr. Khoo Teng Chye	Chief Executive	Public Utilities Board	Singapore
■ Mr. Lim Eng Hong	CEO	Avi-Tech	Singapore
■ Mr. Kenneth Chan	Managing Director	McDonald's Restaurant	Singapore
■ Mr. Yam Ah Mee	Chief Executive	Land Transport Authority	Singapore
■ Mr. Tony Flippo	Managing Director	Hamilton Sundstrand	Singapore

6 Technology, IT, and Innovation

Name of Project	Forum on Innovation and Competitiveness	Venue	Malaysia	Participants	33
		Duration	4–6 March	● External Experts	7
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Loke Chong Lee	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology	Singapore
● Dr. Benjamin Yuan	Director, Institute of Management of Technology	National Chiao Tung University	ROC
● Dr. Antonio J. Pineda	Associate Director/General Manager	Ayala Corporation/Isuzu Cebu, Inc.	Philippines
● Dr. Chihiro Watanabe	Professor, Department of Industrial Engineering and Management	Tokyo Institute of Technology	Japan
● Prof. Sang Chan Park	Department of Industrial Engineering	Korea Advanced Institute of Science and Technology	ROK
● Mr. John Cullen	Director	Institute of Public Administration	Ireland
● Dr. Wantanee Chongkum	Department Director	National Innovation Agency	Thailand

Name of Project	Seminar on Management of Technology	Venue	Japan	Participants	18
		Duration	9–13 June	● External Experts	1
				■ Local Experts	2

Resource Person	Designation	Organization	Country
● Dr. Mohd. Akbar Md. Said	Deputy Director General	Malaysian Rubber Board	Malaysia
■ Dr. Hiroshi Osada	Professor	Tokyo Institute of Technology Graduate School of Innovation Management	Japan
■ Dr. Noboru Maeda	Professor, International Department	Aoyama Gakuin University	Japan

Name of Project	Study Meeting on Strategic Industries: Nanotechnology	Venue	ROC	Participants	16
		Duration	10–13 June	● External Experts	2
				■ Local Experts	4

Resource Person	Designation	Organization	Country
● Dr. Peter Binks	CEO	Nanotechnology Victoria Ltd.	Australia
● Dr. Hanjo Lim	Professor	Anjou University	Germany
■ Dr. Tsung-Tsan Su	General Director	Nanotechnology Research Center	ROC
■ Prof. Maw-Kuen Wu	Director, Institute of Physics	Academia Sinica Taiwan	ROC
■ Mr. Bob Tsai	Vice President	TAK Technology Company	ROC
■ Dr. Chen Jin-Ming	Consultant	Industrial Technology Research Institute of Taiwan	ROC

Industry and Service Sectors

6 Technology, IT, and Innovation

Name of Project	Study Meeting on Technology Innovation Initiatives for SMEs	Venue	Singapore	Participants	17
		Duration	4–7 August	● External Experts	3
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Dr. Gia-Shuh Jang	Vice President, Investment and Alliance Management	Inventec Appliances Corp.	ROC
● Dr. Key Hyup Kim	Distinguished Fellow, Advanced Institute of Convergence Technology	Seoul National University	ROK
● Dr. Atsushi Sunami	Associate Professor and Director of Science and Technology Program	National Graduate Institute for Policy Studies	Japan
■ Mrs. Tam Li Phin	Director, Centre of Innovation, Environmental and Water Technology	Ngee Ann Polytechnic School of Engineering	Singapore

Name of Project	Forum on Private-sector Partnerships: Management of Technology for CEOs of SMEs	Venue	ROK	Participants	16
		Duration	19–22 August	● External Experts	5
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Kunio Yoshida	President	International Association of Project and Program Management	Japan
● Prof. Benjamin Yuan	Director, Institute of Management of Technology	National Chiao Tung University	ROC
● Dr. Yun Bae Kim	Professor	Rutgers University Business School	USA
● Dr. Elvira A. Zamora	Professor, College of Business Administration	University of the Philippines	Philippines
● Dr. Lee Loke Chong	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology	Singapore

Name of Project	Study Meeting on Frontier Technologies and Their Impact on Asian Economies	Venue	ROK	Participants	17
		Duration	9–12 September	● External Experts	3
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Dr. Ling-Mei Wang	General Deputy Director, Biomedical Engineering Research Laboratories	Industrial Technology Research Institute	ROC
● Prof. Ryutaro Maeda	Principal Research Scientist	National Institute of Advanced Industrial Science and Technology	Japan
● Dr. Loke Chong Lee	Deputy Executive Director (Industry)	Singapore Institute of Manufacturing Technology	Singapore
■ Dr. Key Hyup Kim	Distinguished Fellow, Advanced Institute of Convergence Technology	Seoul National University	ROK

Name of Project	Study Mission to a Nonmember Country on Production Innovation	Venue	Germany	Participants	10
		Duration	15–19 September	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hisazumi Matsuzaki	Management Consultant	Central Japan Industries Association	Japan

Name of Project	Workshop on Innovation and Sustainability Strategies for Growth in the Process Industry	Venue	Singapore	Participants	19
		Duration	21–24 October	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Dirk Doornbos	Operational Excellence Standards and Auditing Manager	Lyondellbasell	Netherlands
● Mr. J. David Morgan	Senior Consultant	Baker and O'Brien Incorporated	USA
● Mr. Carlos V. Tan	Manager, Health, Safety and Environment	Petron Corporation	Philippines

Name of Project	Training Course on <i>Monozukuri</i> (Art of Manufacturing)	Venue	Japan	Participants	16
		Duration	29 October–11 November	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Jamaludin Bin Maarof	Senior General Manager	Ingress Corporation Bhd.	Malaysia

Name of Project	Training Course on Production Innovation	Venue	Japan	Participants	15
		Duration	1–12 December	● External Experts	0
				■ Local Experts	3

Resource Person	Designation	Organization	Country
■ Dr. Makoto Kawada	Representative	Meijyo Management Institute	Japan
■ Mr. Hisazumi Matsuzaki	Consultant	Central Japan Industries Association	Japan
■ Mr. Takashi Horiguchi	Government Certified Small and Medium-sized Enterprise Consultant	Horiguchi Business Consulting	Japan

7 Green Productivity

Name of Project	Workshop on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001)	Venue Duration	India 7–17 January	Participants ● External Experts ■ Local Experts	23 4 0
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Resource Person	Designation	Organization	Country for List
● Mr. Chua Giok Pien	Lead Auditor	Oxbridge Consulting International Pte Ltd	Singapore
● Mr. Rahul Datar	Consultant, Mumbai Office	Environment Management Centre	India
● Dr. Prasad Modak	Head, Mumbai Office	Environment Management Centre	India
● Mr. Shantanu Roy	Mumbai Office	Environment Management Centre	India

Name of Project	Study Mission to a Nonmember Country: Environmental Management in Hawaii	Venue Duration	USA 11–15 February	Participants ● External Experts ■ Local Experts	16 1 1
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Resource Person	Designation	Organization	Country
● Mr. Yoshiyori Saito	President	YS Associates Consultation	Japan
■ Mr. C. Michael Street	Chief Facilitator		Hawaii, USA

Name of Project	International Conference on Promotion of Eco-products for Competitiveness and Sustainable Consumption	Venue Duration	Vietnam 1–4 March	Participants ● External Experts ■ Local Experts	39 7 3
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Resource Person	Designation	Organization	Country
● Dato' Nik Zainiah Nik Abdul Rahman	Director General	National Productivity Corporation	Malaysia
● Mr. Sompong Tancharoenphol	Vice Chairman	Federation of Thai Industries	Thailand
● Mr. Howard Shaw	Executive Director	Singapore Environment Council	Singapore
● Dr. Yusuke Saraya	President	Saraya Co., Ltd.	Japan
● Dr. Tamotsu Nomakuchi	Chairman of GP Advisory Committee	Mitsubishi Electric Corporation	Japan
● Mr. Hajime Ito	Deputy Director-General for Environmental Affairs	Ministry of Economy, Trade and Industry	Japan
● Prof. Ryoichi Yamamoto	Vice Chairman of GP Advisory Committee, Institute of Industrial Science and Technology	University of Tokyo	Japan
■ Mr. Nguyen Van Hung	Agenda 21 Office	Ministry of Planning and Investment	Vietnam
■ Mr. Niels Juul Busch	Special Adviser for SEMLA Project	Ministry of Natural Resource and Environment	Vietnam
■ Dr. Nguyen Hoang Lan	Director of Pi C&E	Pi Company for Culture-Education, Environment Consultancy and Communication	Vietnam

Name of Project	Promotion of Green Productivity Activities through the Eco-products International Fair (EPIF) 2008	Venue Duration	Vietnam 1–4 March	Participants ● External Experts ■ Local Experts	– 3 1
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Resource Person	Designation	Organization	Country for List
● Ms. Ayako Kitagawa	Editor	Zaikai	Japan
● Mr. Koji Sato	General Manager	Sumitomo Mitsui Banking Corporation	Japan
● Mr. Kazuyoshi Terashima	Senior Counselor	Ebara Corporation	Japan
■ Mr. Atsushi Niimi	Senior Managing Director, Member of the Board	Toyota Motor Corporation	Japan

Name of Project	Workshop on Green Productivity	Venue	Malaysia	Participants	18
		Duration	24 March–18 April	● External Experts	2
				■ Local Experts	8

Resource Person	Designation	Organization	Country for List
● Mr. A.K. Goel	Director	Petroleum Conservation Research Association	India
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
■ Dr. Ahmad Jailani Muhamed Yunus	Head of Program	National Institute of Public Administration	Malaysia
■ Mr. Ruzain Idris	Senior Program Coordinator	National Institute of Public Administration	Malaysia
■ Mr. Afzai Nizam Sandiman	Program Coordinator	National Institute of Public Administration	Malaysia
■ Mr. Lee Kiyau Loo	Secretary-General	Green Productivity Association Malaysia	Malaysia
■ Mr. Paul Chan	Consultant		Malaysia
■ Mr. Augustine Koh	Secretary-General	Green Purchasing Network	Malaysia
■ Mr. Hanafi Sakri		Ministry of International Trade and Industry	Malaysia
■ Dr. Ler Liang Tat		SIRIM Bhd.	Malaysia

Name of Project	e-Learning Course on Energy Efficiency (Phase I)	Venue	Bangladesh, Cambodia, Lao PDR, Mongolia, Thailand, and Vietnam	Participants	113
		Duration	9–12 June	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center	Japan
● Dr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India

Name of Project	e-Learning Course on Energy Efficiency (Phase II)	Venue	India, IR Iran, Nepal, Pakistan, and Sri Lanka	Participants	118
		Duration	7–10 July	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center	Japan
● Dr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India

Name of Project	e-Learning Course on Energy Efficiency (Phase III)	Venue	Fiji, Indonesia, Malaysia, and Philippines	Participants	100
		Duration	22–25 July	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center	Japan
● Dr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India

Interface

7 Green Productivity

Name of Project	Seminar on Green and Productive Tourism with Special Focus on Green Certification	Venue Duration	Nepal 4–8 August	Participants	22
				● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Dr. Sintunawa Chirapol	Faculty of Environment and Resource Studies	Mahidol University	Thailand
● Mr. Enver Loke	Partner	Changemakers	The Netherlands
● Dr. Ravinder Nath Batta	Special Secretary, Tourism and Planning	Government of Himachal Pradesh	India

Name of Project	Regional Workshop on Biomass Utilization for Industrial Boilers	Venue Duration	Pakistan 18–23 August	Participants	22
				● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hiroshi Omori	President	TechnoSoft Co., Ltd.	Japan
● Mr. Atthakorn Thiamsraku	Manager	Thai K. Boiler Company Limited	Thailand
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India

Name of Project	Seminar on The 3Rs (Reduce, Reuse, and Recycle)	Venue Duration	Japan 6–10 October	Participants	17
				● External Experts	1
				■ Local Experts	5

Resource Person	Designation	Organization	Country
● Dr. Agamutu Pariatamby	Professor, Faculty of Science	University of Malaya	Malaysia
■ Prof. Masaru Tanaka	Professor	Tottori University of Environmental Studies	Japan
■ Mr. Tsuyoshi Kawakami	Head, Office for Promotion of Johkasou, Waste Management Division, Minister's Secretariat	Ministry of Environment	Japan
■ Mr. Takeshi Nagasawa	Deputy Director, Recycling Promotion Division	Ministry of Economy, Trade and Industry	Japan
■ Mr. Hiroshi Obana	General Manager, Development Promotion Department, Research and Technical Development Division	Taiheiyo Cement Corporation	Japan
■ Mr. Naoki Notsu	Head of Strategy Division, Director and Senior Executive Officer	Bookoff Corporation Limited	Japan

Name of Project	Workshop on Reduction of Greenhouse Gas Emissions	Venue Duration	ROC 3–7 November	Participants	23
				● External Experts	2
				■ Local Experts	6

Resource Person	Designation	Organization	Country
● Dr. Kun-Mo Lee	Professor, Department of Environmental Engineering	Ajou University	ROK
● Dr. A.K. Saxena	Vice President	Ramky Enviro Engineers Ltd.	India
■ Mr. Ketan S. Deshmukh	Climate Change Project Team Leader	Lloyd's Register Inspection Ltd.	ROC
■ Dr. Yung-Shuen Shen	Associate Professor, Department of Environmental Engineering	Dayeh University	ROC
■ Dr. Wain-Sun Hou	Greenhouse Office	Ministry of Economic Affairs	ROC
■ Dr. Chi-Liang Tsai	Section Chief, Bureau of Energy	Ministry of Economic Affairs	ROC
■ Dr. Yi-Min Gao	General Manager	British Standards Institution Taiwan Branch	ROC
■ Dr. Dennis W.B. Wang	Director of Energy Conservation Center	Taiwan Green Productivity Foundation	ROC

Name of Project	Study Meeting on Service Quality Measurement and Building Customercentric Enterprises	Venue	Singapore	Participants	16
		Duration	4–7 November	● External Experts	4
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hubert de la Riviere	Independent Consultant		France
● Mr. Albert Boswijk	Managing Director, Prima Vera Research Program, European Centre for the Experience Economy	Universiteit van Amsterdam	Netherlands
● Dr. Toshiyuki Matsuura	Assistant Professor, Institute of Economic Research	Hitotsubashi University	Japan
● Dr. Nobuhiko Hibara	Associate Professor of Finance, School of Business Administration	Ritsumeikan University Graduate School of Technology Management	Japan

Name of Project	Study Meeting on Eco-finance	Venue	Malaysia	Participants	16
		Duration	11–14 November	● External Experts	4
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Juerg Klarer	Managing Director	AEquilibrium Consulting GmbH	Switzerland
● Mr. Takejiro Sueyoshi	Special Advisor	UNEP Finance Initiative in the Asia Pacific Region	Japan
● Ms. Mariko Kawaguchi	Senior Analyst	Daiwa Institute of Research	Japan
● Mr. Dae-Wong Lim	Managing Director, Head of Brain and Financial Group	Eco-Frontier	ROK

Name of Project	Training of Trainers in Green Productivity and Energy Efficiency	Venue	IR Iran	Participants	28
		Duration	15–19 November	● External Experts	2
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Dr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India
● Mr. Rajiv Garg	Energy Economist, Bureau of Energy Efficiency	Ministry of Power	India
■ Dr. Yadollah Zakeri	Lecturer, Control Engineering Group	Department of Electrical and Computer Engineering	IR Iran

8 Integrated Community Development

Name of Project	Training Course on Community Capacity Building for Green Productivity	Venue Duration	Lao PDR 18–23 August	Participants	19
				● External Experts	3
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Santanu Roy	Chief Consultant	Environmental Management Centre	India
● Ms. Nguyen Thi Bich Hang	Vice President, Chief Technical Advisor EPIC	Institute for Technology and Development	Vietnam
● Dr. Ulrich Gartner	Managing Director	Management Institute Ltd.	Switzerland
■ Mr. Virasack	National Project Coordinator, Lao Cleaner Production Programme	UNIDO	Lao PDR

Name of Project	Workshop on Integrated Community Development for the Mekong Region: One Village, One Product Movement Promotion— Learning from Pilot Project Experiences	Venue Duration	Cambodia 18–22 August	Participants	23
				● External Experts	3
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Ms. Pansiri Jones	Director of Community Empowerment Division, Bureau of Community Empowerment, Community Development Department	Ministry of Interior	Thailand
● Mr. Masato Kuroda	Special Adviser	Royal Silk Foundation	Japan
● Mr. Kazuhisa Matsui	JICA Expert in Makassar, Indonesia, as Regional Development Policy Advisor, Former Senior Research Fellow	Institute of Developing Economies, Japan External Trade Organization	Indonesia
■ Mr. Son Koun Thor	Secretary General/Chairman and CEO	Cambodian OVOP National Committee/Rural Development Bank	Thailand

Name of Project	National Workshop on Development of the One Village, One Product Movement in Vietnam	Venue Duration	Vietnam 22–23 December	Participants	–
				● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kazuhisa Matsui	JICA Expert in Makassar, Indonesia, as Regional Development Policy Advisor, Former Senior Research Fellow	Institute of Developing Economies, Japan External Trade Organization	Indonesia

Name of Project	Workshop on Agrotourism Development for the Creation of Rural Jobs and Diversified Income	Venue Duration	Indonesia 4–8 November	Participants	20
				● External Experts	4
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Ian Knowd	Treasurer/Lecturer, Tourism Studies	Hawkesbury Harvest Inc./University of Western Sydney School of Social Sciences	Australia
● Mr. Rajan Sakya	CEO	KGH Group of Hotels, Resorts and Travel	Nepal
● Mr. Haji Sahariman Bin Hamdan	Managing Director	Leisure Homestay Travel Sdn. Bhd.	Malaysia
● Dr. Jen-Son Cheng	Associate Professor and Head, Department of Leisure Studies and Tourism Management	National Chi Nan University	ROC
■ Mr. Frans Teguh	Kabag Perencanaan Dan Hukum	Direktorat Jenderal Pengembangan Destinasi Pariwisata	Indonesia

Name of Project	Workshop on Strengthening the Management of Nonbank Financial Institutions Catering to Farmers and Rural-based Agribusiness	Venue	Indonesia	Participants	25
		Duration	17–21 November	● External Experts	3
				■ Local Experts	3

Resource Person	Designation	Organization	Country
● Dr. Ma. Piedad S. Geron	Consultant		Philippines
● Dr. Md. A. Saleque	Programme Head, Agro and Salt Industry	Bangladesh Rural Advancement Committee	Bangladesh
● Mr. Aristeo Dequito	CEO, Business Development Services	Center for Agriculture and Rural Development	Philippines
■ Dr. Amin Aziz	Director	Center for Micro Enterprise Development	Indonesia
■ Dr. Maria Nindita Radyati	Program Director, Center for Entrepreneurship, Change and Third Sector	Trisakti University	Indonesia
■ Dr. Lukman M. Baga	Advisor in Agricultural Economics	Ministry of Agriculture	Indonesia

9 Development of NPOs

Name of Project	Forum on Development of NPOs	Venue	IR Iran	Participants	18
		Duration	28–30 January	● External Experts	4
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Dr. Atsushi Sunami	Associate Professor and Director of Science and Technology Program	National Graduate Institute for Policy Studies	Japan		
● Mr. S.A. Khader	Principal Consultant	SAK Consultants & Associates	India		
● Mr. Abdullah Mah lok	Principal Consultant	Railer Management Services	Malaysia		
● Mr. Choo Tuck Low	Principal Consultant	Eunison Network Pte. Ltd.	Singapore		

Name of Project	Steering Committee Meeting for Basic and Advanced Courses on Productivity	Venue	Japan	Participants	–
		Duration	26–28 February	● External Experts	6
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Ramesh Chander Monga	Principal Productivity and Management Consultant		India		
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore		
● Mr. Kabir Ahmad Mohd. Jamil	IEG Unit	National Productivity Corporation	Malaysia		
● Mr. Nik Mustafa R. Salleh	MDT Unit	National Productivity Corporation	Malaysia		
● Mrs. Nina Maria B. Estudillo	Director, Institute of Productivity and Quality	Graduate School of Public and Development Management, Development Academy of the Philippines	Philippines		
● Ms. Winefrida M. Manzo	Director and Chief Information Officer	Development Academy of the Philippines	Philippines		

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Strategy Implementation for Pakistan	Venue	Pakistan	Participants	29
		Duration	21 July–2 August	● External Experts	4
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore		
● Mr. Lee Kok Seong	General Manager/Principal Consultant	Eunison Network Pte. Ltd.	Singapore		
● Mr. Eamizan Hasim	Senior Consultant	Malaysia Productivity Corporation	Malaysia		
● Mr. Arnel D. Abanto	Managing Director, Center for Quality and Competitiveness	Development Academy of the Philippines	Philippines		

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Strategy Implementation for IR Iran	Venue	IR Iran	Participants	26
		Duration	2–14 August	● External Experts	3
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore		
● Mr. Lee Kok Seong	General Manager/Principal Consultant	Eunison Network Pte. Ltd.	Singapore		
● Ms. Nina B. Estudillo	Director, Institute of Productivity and Quality	Graduate School of Public and Development Management, Development Academy of the Philippines	Philippines		

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Strategy Implementation for India	Venue	India	Participants	21
		Duration	8–20 September	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Keng Chuen Kelvin chan	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore
● Mr. Lee Kok Seong	General Manager/Principal Consultant	Eunison Network Pte. Ltd.	Singapore
● Ms. Nina B. Estudillo	Director, Institute of Productivity and Quality	Graduate School of Public and Development Management, Development Academy of the Philippines	Philippines

Name of Project	Member Country Support Program	Venue	Sri Lanka	Participants	–
		Duration	22–26 September	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Ahmad Murshid Abu	Manager, IT Unit	Malaysia Productivity Corporation	Malaysia

Name of Project	Member Country Support Program	Venue	Vietnam	Participants	–
		Duration	27–31 October	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Shigetsugu Namiki	President	Namiki Management	Japan

Name of Project	Member Country Support Program	Venue	Sri Lanka	Participants	–
		Duration	9–15 November	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Koji Yo	Management Consultant and Technological Consultant	Yo Company	Japan

Name of Project	Member Country Support Program	Venue	Vietnam	Participants	–
		Duration	8–12 December	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Shigetsugu Namiki	President	Namiki Management Consulting, Inc.	Japan

Name of Project	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)	Venue	Philippines	Participants	20
		Duration	6–31 October	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore
● Ms. Lee Saw Hoon	Director	Productivity Research and Development, Malaysia Productivity Corporation	Malaysia

Interface

9 Development of NPOs

Name of Project	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	Venue Duration	Malaysia 10–28 November	Participants 18 ● External Experts 2 ■ Local Experts 1
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Resource Person	Designation	Organization	Country
● Mr. Hisazumi Matsuzaki	Management Consultant, JMS Development Section, JMS Department	ChuSanRen	Japan
● Mr. John Parsons	National Executive	Australian Productivity Council	Australia
■ Mr. Kabir Ahmad Mohd. Jamil	Senior Manager, Training and System Development	Malaysia Productivity Corporation	Malaysia

Name of Project	Workshop on Benchmarking and Best Practices	Venue Duration	ROC 3–6 November	Participants 26 ● External Experts 3 ■ Local Experts 1
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Resource Person	Designation	Organization	Country
● Ms. Shezlina Bt. Zakaria	Senior Consultant	Malaysia Productivity Corporation	Malaysia
● Mr. Sabapathy Naraynan	Associate Consultant	PSB Academy/Corporation	Singapore
● Dr. Robin Mann	CEO	Center for Organisational Excellence Research Limited	New Zealand
■ Dr. Yeong-Jia James Goo	Professor, Department of Business Administration	National Taipei University	ROC

10 Agricultural Marketing/Processing

Name of Project	Training Course on the Food Safety Management System/ISO22000 for Food Processors	Venue	ROK	Participants	20
		Duration	18–22 February	● External Experts	2
				■ Local Experts	2

Resource Person	Designation	Organization	Country
● Mr. Ng Ha Wai Howie	Director	i-VAC Certification Limited	Hong Kong
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
■ Prof. Ki Sun Yoon	Professor	Kyoung Hee University	ROK
■ Mr. Jungmin Lee	Manager, Production Team	Maeil Dairy Industry, Ltd.	ROK

Name of Project	Multicountry Observational Study Mission on Best Cases of Green Supply Chains for Agribusiness SMEs	Venue	ROK	Participants	15
		Duration	10–14 March	● External Experts	0
				■ Local Experts	3

Resource Person	Designation	Organization	Country
■ Dr. Chang-gil Kim	Research Fellow	Korea Rural Economic Institute	ROK
■ Prof. Dong-hwan Kim	Professor, Department of Trade and Distribution	Anyang University	ROK
■ Mr. Eun-Cheol Choi	Consumer Information Food Safety Division	Ministry for Food, Agriculture, Forestry and Fisheries	ROK

Name of Project	Study Mission to the Netherlands on Building Reliable, Safe, Green Food Supply Chains	Venue	The Netherlands	Participants	13
		Duration	1–5 April	● External Experts	0
				■ Local Experts	5

Resource Person	Designation	Organization	Country
■ Dr. Annet Velthuis	Assistant Professor, Department of Social Science	Wageningen UR	Netherlands
■ Dr. Jacques Trienekens	Director	Wageningen Expertise Centre for Chain and Network Studies	Netherlands
■ Mr. Carmiel Aalberts	Advisor Food Safety Issues and Capacity Building	Wageningen International	Netherlands
■ Prof. Olaf van Kooten	Professor, Horticultural Supply Chains Group	Wageningen UR	Netherlands
■ Mr. Ruud van Uffelen	Head, Holdings and Environment Section, Agricultural Economics Research Institute	Wageningen UR	Netherlands

Name of Project	e-Learning Course on Exporting Agrifood Products to Major Global Markets (Phase I)	Venue	ROC, Fiji, Indonesia, Malaysia, Philippines, and Singapore	Participants	96
		Duration	12–14 May	● External Experts	6
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mrs. Beatrice Moreau	Compliance Specialist	FDAR-Europe	France
● Mr. Jun Chanoki	Senior Consultant	5 Plus 2 Corporation Ltd.	Japan
● Mr. Yoshiyuki Mori	Managing Director	Mori International Corporation	Japan
● Mr. Seng Kit Chan	Managing Director	K-Farm Sdn. Bhd.	Malaysia
● Ms. Chitra Ananda	Representative	Registar Corp - Singapore	Singapore
● Mr. David Lennarz	Vice President	FDA Registrar Corp	USA

Agriculture

10 Agricultural Marketing/Processing

Name of Project	e-Learning Course on Exporting Agrifood Products to Major Global Markets (Phase II)	Venue	Bangladesh, India, IR Iran, Nepal, Pakistan, and Sri Lanka	Participants	112
		Duration	24–26 June	● External Experts	6
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mrs. Beatrice Moreau	Compliance Specialist	FDAR-Europe	France
● Mr. Jun Chanoki	Senior Consultant	5 Plus 2 Corporation Ltd.	Japan
● Mr. Yoshiyuki Mori	Managing Director	Mori International Corporation	Japan
● Mr. Seng Kit Chan	Managing Director	K-Farm Sdn. Bhd.	Malaysia
● Ms. Chitra Ananda	Representative	Registrar Corp - Singapore	Singapore
● Mr. David Lennarz	Vice President	FDA Registrar Corp	USA

Name of Project	e-Learning Course on Exporting Agrifood Products in Major Global Markets (Phase III)	Venue	Cambodia, Lao PDR, Mongolia, Thailand, and Vietnam	Participants	77
		Duration	30 July–1 August	● External Experts	6
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mrs. Beatrice Moreau	Compliance Specialist	FDAR-Europe	France
● Mr. Jun Chanoki	Senior Consultant	5 Plus 2 Corporation Ltd.	Japan
● Mr. Yoshiyuki Mori	Managing Director	Mori International Corporation	Japan
● Mr. Seng Kit Chan	Managing Director	K-Farm Sdn. Bhd.	Malaysia
● Ms. Chitra Ananda	Representative	Registrar Corp - Singapore	Singapore
● Mr. David Lennarz	Vice President	FDA Registrar Corp	USA

Name of Project	Training Course on Supply Chain Management for Agribusiness Enterprises	Venue	Thailand	Participants	27
		Duration	22–28 May	● External Experts	3
				■ Local Experts	2

Resource Person	Designation	Organization	Country
● Mr. Jan van Roekel	Consultant	Agri Chain Competence Center	Netherlands
● Mr. Kim Bryceson	Senior Lecturer, Agribusiness/E-business	University of Queensland School of Natural and Rural Systems Management	Australia
● Mr. Niranjan Krishnan	Assistant Professor	Malaysia University of Science and Technology	Malaysia
■ Dr. Athapol Noonhorm	Professor, Agriculture and Food Engineering Program	Asian Institute of Technology	Thailand
■ Mr. Suwanich Patmayothin	Risk Management Director	Central Food Retail Co., Ltd.	Thailand

Name of Project	Training Course on Postharvest Management of Horticultural Crops: Fruit and Vegetable Chains	Venue	Pakistan	Participants	15
		Duration	2–7 June	● External Experts	4
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Chan Seng Kit	Managing Director	K-Farm Sdn. Bhd.	Malaysia
● Dr. Rosa Rolle	Agricultural Industries Officer	Food and Agriculture Organization of the United Nations	Italy
● Dr. Elda B. Esguerra	Postharvest and Seed Sciences Division	University of the Philippines of Baños	Philippines
● Dr. Krittika Tanprasert	Lecturer	King Mongkut University of Technology Thonburi	Thailand

Name of Project	Seminar on Good Hygiene Practices for Small-scale Food Processing with Emphasis on Meat Processing	Venue	Thailand	Participants	21
		Duration	8–13 September	● External Experts	3
				■ Local Experts	2

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Prof. Joo Hwa Tay	Director & CEO, Institute of Environmental Science and Engineering	Nanyang Technological University	Singapore
● Dr. Kevin M. Keener	Food Process Engineering and Extension Specialist and Associate Professor of Food Science	Purdue University	USA
■ Mrs. Darunee Edwards	President	Food Science and Technology Association of Thailand	Thailand
■ Ms. Pensri Chungsirawat	Senior Expert in Livestock Products	Department of Livestock Development	Thailand

Name of Project	e-Learning Course on the ISO22000:2005 Food Safety Management System (Phase I)	Venue	Cambodia, Fiji, Lao PDR, and Thailand	Participants	64
		Duration	15–18 September	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	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	Managing Director	Kamaichi Company	Japan

Name of Project	e-Learning Course on the ISO22000:2005 Food Safety Management System (Phase II)	Venue	Monglia, Nepal, Philippines, and Sri Lanka	Participants	103
		Duration	21–24 October	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	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	Managing Director	Kamaichi Company	Japan

Name of Project	e-Learning Course on the ISO22000:2005 Food Safety Management System (Phase III)	Venue	Bangladesh, Indonesia, IR Iran, Malaysia, Pakistan, and Vietnam	Participants	111
		Duration	28–31 October	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	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	Managing Director	Kamaichi Company	Japan

Agriculture

10 Agricultural Marketing/Processing

Name of Project	Study Mission to a Nonmember Country on Export Promotion and Market Access for Processed Agrifood Products	Venue Duration	France 20–24 October	Participants 16 ● External Experts 0 ■ Local Experts 5
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Resource Person	Designation	Organization	Country
■ Ms. Beatrice Moreau	Director/Compliance Specialist	FDAR Europe	France
■ Mr. Antoine Bonnel	Director	AGOR	France
■ Mr. Laurent Gendron	Director	STERNA	France
■ Mr. Rey Gilles	Director	Seine Transit Logistic	France
■ Mr. Bertrand Quevremont	Project Manager	Association for the Development of International Exchanges of Food and Agricultural Products and Technologies	France

Name of Project	Multicountry Observational Study Mission on Waste Management in the Food-marketing and -processing Sectors	Venue Duration	Japan 4–11 November	Participants 19 ● External Experts 0 ■ Local Experts 3
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Resource Person	Designation	Organization	Country
■ Mr. Takeshi Sekiya	Deputy Director, Waste Management and Recycling Department	Ministry of Environment	Japan
■ Mr. Hisaki Shimazu	Deputy Director, Food Industry Policy Division	Ministry of Agriculture, Forestry and Fisheries	Japan
■ Mr. Koichi Takahashi	Environment Division	Odakyu Building Service Co. Ltd.	Japan

Name of Project	Training Course on Food Safety Management for Seafood Processing and Marketing	Venue Duration	ROC 17–22 November	Participants 24 ● External Experts 2 ■ Local Experts 3
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Resource Person	Designation	Organization	Country
● Ms. Ser-Wai Ming Low	Senior Lecturer	Singapore Polytechnic	Singapore
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia
■ Dr. Chyuan-Yuan Shiau	Professor, Department of Food Science	National Taiwan Ocean University	ROC
■ Dr. Cheng-Ming Chang	Associate Professor, Department of Food Science	National Taiwan Ocean University	ROC
■ Dr. Deng-Fwu Hwang	Professor, Department of Food Science	National Taiwan Ocean University	ROC

Name of Project	Asia-Pacific Forum on Sustainable Production of Biofuels	Venue	Philippines	Participants	42
		Duration	26–28 November	● External Experts	6
				■ Local Experts	2
Resource Person	Designation	Organization	Country		
● Dr. Why Kong Hoi	Consultant for Green Energy and Resource Person for the International Timber Trade Organization		Canada		
● Dr. Carlos A.B. da Silva	Agribusiness Economist, Agricultural Management, Marketing and Finance Service, Rural Infrastructure and Agro-Industry Division	Food and Agriculture Organization of the United Nations	Italy		
● Mr. Nagarjun Potu	Chief Regional Manager	Agriculture Insurance Company of India, Ltd.	India		
● Dr. Manoel Regis Lima Verde Leal	Director of R&D	Center for Alternative Energy and Environment	Brazil		
● Mr. Luteng Ang	CEO	Taiwan Celluhols Co.	ROC		
● Dr. Aparat Mahakhant	Senior Researcher, Bioscience Department	Thailand Institute of Scientific and Technological Research	Thailand		
■ Dr. Christopher Silverio	Chief, Environmental Division, Department of Science and Technology	Industrial Technology Development Institute	Philippines		
■ Mr. Edgardo C. de Guzman	Chief Accounts Specialist	Landbank of the Philippines	Philippines		

Name of Project	Seminar on Innovative Tools and Techniques for Enhancing the Efficiency of Agribusiness SMEs	Venue	IR Iran	Participants	21
		Duration	13–16 December	● External Experts	2
				■ Local Experts	1
Resource Person	Designation	Organization	Country		
● Prof. Reuel K. Virtucio	Director for Business Development	De La Salle University Canlubang	Philippines		
● Dr. Kim Bryceson	Senior Lecturer	University of Queensland	Australia		
■ Dr. Mohammad Bakhshoodeh	Associate Professor	Agricultural College, Shiraz University	IR Iran		

Name of Project	Research on Supply Chains in Agribusiness	Venue	Member Countries	Participants	–
		Duration	Year-long	● External Experts	10
				■ Local Experts	0
Resource Person	Designation	Organization	Country		
● 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 BIRTHAL	Principal Scientist (Economics)	International Crops Research Institute for the Semi-arid Tropics	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	IR Iran		
● Mr. H.S. Dharmawardena	Acting Director, Natural Resources Management	Ministry of Agriculture Development and Agrarian Services	Sri Lanka		
● Dr. Athapol Nookhorm	Professor and Coordinator	Asian Institute of Technology School of Environment, Resource and Development	Thailand		
● Mr. Luu Tien Thuan	Vice Chairman	Cantho University School of Economics and Business Administration	Vietnam		
● Mr. Salvador S. Salacup	Assistant Secretary, Agribusiness and Marketing and Goal 2 Focal Person	Department of Agriculture	Philippines		

11 Sustainable Development in Agriculture

Name of Project	Training Course on Basic Agricultural Policy Analysis	Venue	Japan	Participants	14
		Duration	4–8 February	● External Experts	3
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Wilfrid Legg	Head, Agricultural Policies and Environment, Trade and Agriculture Directorate	OECD	France
● Dr. Boonjit Titapiwatanakun	Assistant Professor, Department of Agricultural and Resources Economics, Faculty of Economics	Kasetsart University	Thailand
● Mr. Kunio Tsubota	Deputy Director-cum-Professor	Kyushu University Asia Center	Japan

Name of Project	National Training Course on Improving Food Safety and Quality Management under the APE-LDC Special Program	Venue	Lao PDR	Participants	–
		Duration	26 February–1 March	● External Experts	1
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia

Name of Project	National Training Course on Food Safety Management under the APE-LDC Special Program	Venue	Cambodia	Participants	–
		Duration	10–15 March	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Ng Ha Wai Howie	Director	i-VAC Certification Limited	Hong Kong

Name of Project	National Training Course on Good Manufacturing Practice (GMP) for the Local Food-processing Industry	Venue	Lao PDR	Participants	–
		Duration	28–30 October	● External Experts	1
				■ Local Experts	5

Resource Person	Designation	Organization	Country
● Mr. Yasuhiko Inoue	Director, International Department	Japan Productivity Center for Socio-Economic Development	Japan
■ Mr. Berlinh Phetchantharath	Deputy Director General	Small and Medium Enterprise Promotion and Development Office, Ministry of Industry and Commerce	Lao PDR
■ Mr. Sayasith Khamphasith	Director of Productivity Division	Small and Medium Enterprise Promotion and Development Office, Ministry of Industry and Commerce	Lao PDR
■ Ms. Khamphoui Luanglath	Director of Regulation Division, Plantation Department	Ministry of Agriculture and Forestry	Lao PDR
■ Ms. Sivilay Naphayvong	Director of Food Management Division, Food and Drug Department	Ministry of Health	Lao PDR
■ Mr. Vilakone Philomlack	Deputy Director of Director of Productivity Division	Small and Medium Enterprise Promotion and Development Office Ministry of Industry and Commerce	Lao PDR

Name of Project	National Training Course on Food Safety and Quality Control Management of Agricultural Products	Venue	Cambodia	Participants	-
		Duration	17–29 November	● External Experts	2
				■ Local Experts	9

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Yasuhiko Inoue	Director for Technical Cooperation, International Department	Japan Productivity Center for Socio-Economic Development	Japan
■ Dr. Hang Sovan	Chief of Laboratory, Department of Agro-Industry	Ministry of Agriculture, Forestry and Fisheries	Cambodia
■ Mr. Sok Pal	Lecturer	Institute of Technology	Cambodia
■ Mr. Him Phanit	Staff	National Productivity Center of Cambodia	Cambodia
■ Mr. Hor Sinet	Officer of Processing Management Office, Department of Agro-Industry	Ministry of Agriculture, Forestry and Fisheries	Cambodia
■ Mr. Em Huy	Vice-Chief of Agro-business Office, Department of Agro-Industry	Ministry of Agriculture, Forestry and Fisheries	Cambodia
■ Mr. Douk Seiha	Lecturer	Royal University of Agriculture	Cambodia
■ Ms. Choun Monyroth	Chief of Processing Management Office, Department of Agro-Industry	Ministry of Agriculture, Forestry and Fisheries	Cambodia
■ Ms. Kim Davin	Lecturer	Royal University of Agriculture	Cambodia
■ Mr. Hak Kunthy	Officer of Processing Management Office, Department of Agro-Industry	Ministry of Agriculture, Forestry and Fisheries	Cambodia

Name of Project	National Training Course on Good Manufacturing Practice (GMP) for the Local Food-processing Industry	Venue	Lao PDR	Participants	-
		Duration	25–27 November	● External Experts	0
				■ Local Experts	5

Resource Person	Designation	Organization	Country
■ Mr. Berlin Phetchanharath	Deputy Director General	Small and Medium Enterprise Promotion and Development Office	Lao PDR
■ Mr. Sayasith Khamphasith	Director, Productivity Division	Small and Medium Enterprise Promotion and Development Office	Lao PDR
■ Mr. Somvang Phanthavong	Deputy Director, Hygiene Agriculture Center, Plantation Department	Ministry of Agriculture and Forestry	Lao PDR
■ Mr. Vilakone Philomluck	Deputy Director, Productivity Division	Small and Medium Enterprise Promotion and Development Office	Lao PDR
■ Mr. Thavone Nouanphongsy	Food Management Division, Food and Drug Department	Ministry of Health	Lao PDR

Name of Project	National Training Course on Postharvest Operations for Vegetables, Fruit, and Meat	Venue	Cambodia	Participants	-
		Duration	15–20 December	● External Experts	2
				■ Local Experts	0

Resource Person	Designation	Organization	Country
● Prof. Cristy M. Bueno	Assistant Professor, Animal and Dairy Sciences Cluster	University of the Philippines of Los Banos	Philippines
● Dr. Elda B. Esguerra	Research Associate Professor, Postharvest and Seed Sciences Division, Crop Science Cluster, PHTRC, College of Agriculture	University of the Philippines of Los Banos	Philippines

Agriculture

11 Sustainable Development in Agriculture

Name of Project	Training Course on Organic Farming: Organic Production and Inspection	Venue Duration	Pakistan 21–25 April	Participants 25 ● External Experts 4 ■ Local Experts 2
Resource Person	Designation	Organization	Country	
● Mr. Gerald A. Herrmann	Geschäftsführer/Director	Organic Service GmbH	Germany	
● Mr. Sandeep Bhargava	CEO and Director	OneCert Asia Agri Certification (P) Ltd.	India	
● Mr. Sanjay Dinesh Deshmukh	CEO	Natural Organic Certification Agency	India	
● Ms. Dawn R. Jamandre	President	Janandre Industries Inc.	Philippines	
■ Mr. Muhammad Salim	Chief Scientist-II (Natural Resources)	Pakistan Agricultural Research Council	Pakistan	
■ Dr. Muhammad Aslam	Senior Scientist, Soil Biology	Pakistan Agricultural Research Council	Pakistan	

Name of Project	Multicountry Observational Study Mission on Value-adding Technologies for Fruit and Vegetables	Venue Duration	ROC 14–18 July	Participants 23 ● External Experts 3 ■ Local Experts 2
Resource Person	Designation	Organization	Country	
● Dr. Takeo Shiina	Researcher and Head, Distribution Engineering Laboratory, Food Engineering Division, National Food Research Institute	National Agriculture and Food Research Organization	Japan	
● Dr. Robert Paull	Professor and Chairman, Department of Tropical Plant and Soil Sciences, College of Tropical Agriculture and Human Resources	University of Hawaii at Manoa	USA	
● Dr. Krittika Tanprasert	Lecturer, Department of Printing and Packaging Technology	King Mongkut University of Technology Thonburi	Thailand	
■ Dr. Chao-Chia Huang	Associate Research Fellow, Crop Science Division	Taiwan Agricultural Research Institute	ROC	
■ Dr. Andi Shau-Mei Ou	Professor, Department of Food Science	Central Taiwan University of Science and Technology	ROC	

Name of Project	Training of Trainers on Good Agricultural Practices (GAP) and Benchmarking: GLOBALGAP for Fruit and Vegetables	Venue Duration	Malaysia 14–23 July	Participants 19 ● External Experts 2 ■ Local Experts 3
Resource Person	Designation	Organization	Country	
● Mr. Stefan Klaver	Senior Consultant, Quality and Food Safety Systems	Q-Point BV	Netherlands	
● Mr. Carel L. Jaspers	General Director	Q-Point BV	Netherlands	
■ Mr. Fred Lew	Manager, Industry Research Division	Malaysia Productivity Corporation	Malaysia	
■ Ms. Norma Othman	Director, Crop Quality Control Division	Department of Agriculture	Malaysia	
■ Ms. P.G. Cheng	Sales Manager	Vita Agrotech	Malaysia	

Name of Project	Research on Agricultural Policies in Asia	Venue Duration	Japan 29–31 July	Participants ● External Experts 9 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Kunio Tsubota	Deputy Director-cum-Professor	Kyushu University Asia Center	Japan	
● Dr. Boonjit Titapiwatanakun	Assistant Professor, Department of Agricultural and Resources Economics, Faculty of Economics	Kasetsart University	Thailand	
● Dr. Olga Meliouchkina	Consultant	OECD	France	
● Dr. Yu-Hui Chen	Professor, Department of Agricultural Economics	National Taiwan University	ROC	
● Dr. Sunitha Dara Raju	Professor, Economics	Indian Institute of Foreign Trade	India	
● Mr. Setyo Adhie	Senior Staff, Program Planning Division/Director General, Marketing and Processing of Agricultural Products	Ministry of Agriculture	Indonesia	
● Mr. Mohamad Nizam Bin Malik	Assistant Director	Department of Agriculture	Malaysia	
● Dr. Abdul Khaliq	Associate Professor, Department of Agronomy	University of Agriculture	Pakistan	
● Dr. Margaret C. Yoovatana	Senior Planning and Policy Analyst, Planning and Technical Division, Department of Agriculture	Ministry of Agriculture and Cooperatives	Thailand	

Name of Project	Seminar on Public-Private Partnerships for Improving the Productivity of Irrigation Systems	Venue Duration	Sri Lanka 25–30 August	Participants ● External Experts 3 ■ Local Experts 1
Resource Person	Designation	Organization	Country	
● Mr. Sixto Requena	Core Consultant	PEMConsult	USA	
● Mr. Madar Samad	Agriculture Economist/Head, India and Nepal Office	International Water Management Institute	India	
● Mr. Hasan Ozlu	Head, Turkey INPIM Chapter, Operation and Maintenance Department	DSI	Turkey	
■ Mr. Prabath Witharana	Engineer (Water Management)	Department of Agrarian Development	Sri Lanka	

Name of Project	Study Meeting on Appropriate Mechanization Strategies for Improving Agricultural Productivity	Venue Duration	India 24–30 September	Participants ● External Experts 4 ■ Local Experts 2
Resource Person	Designation	Organization	Country	
● Dr. Arnold Recidocruz Elepano	Chairman and Associate Professor, College of Engineering and Agro-Industrial Technology	University of the Philippines Los Baños	Philippines	
● Dr. Fu-Ming Lu	Professor, Department of Bio-Industrial Mechatronics Engineering	National Taiwan University	ROC	
● Dr. Osamu Kitani	Professor, Advanced Research Institute for the Sciences and Humanities	Nihon University	Japan	
● Dr. Mikio Umeda	Professor, Laboratory Field Robotics	Kyoto University Graduate School of Agriculture	Japan	
■ Dr. Nawab Ali	Deputy Director General (Engineering)	Indian Council of Agricultural Research	India	
■ Dr. S.K. Adlakha	Head, Division of Agricultural Engineering	Indian Agricultural Research Institute	India	

Agriculture

11 Sustainable Development in Agriculture

Name of Project	Study Meeting on Monitoring and Management of Agricultural Water Quality for Green Food Production in the Asia-Pacific Region	Venue Duration	ROC 29 September–3 October	Participants ● External Experts 3 ■ Local Experts 3	23
Resource Person	Designation	Organization	Country		
● Dr. Mi Hyun Park	Deputy Director, Kyunngi Provincial Office	Korea Rural Community and Agricultural Corporation	ROK		
● Dr. Yutaka Matsuno	Professor, Department of Environmental Management	Kinki University School of Agriculture	Japan		
● Dr. Sunao Itahashi	Senior Researcher, Carbon and Nutrient Cycle Division	National Institute for Agro-environmental Sciences	Japan		
■ Dr. Ming-hwa Tsai	Director, Department of Irrigation and Engineering	Council of Agriculture, Executive Yuan	ROC		
■ Dr. Chi-hong Tang	Division Head, Information Division	Agricultural Engineering Research Center	ROC		
■ Mr. Chien-kuo Chen	Director, Information Division	Taoyuan Irrigation Association	ROC		

Name of Project	Study Meeting on the Development and Utilization of Biofertilizers for Promoting Sustainable Agriculture and Green Productivity	Venue Duration	India 5–11 November	Participants ● External Experts 3 ■ Local Experts 2	25
Resource Person	Designation	Organization	Country		
● Dr. Shotaro Ando	Research Leader, Forage Production and Agro-Environment Research Team	National Institute of Livestock and Grassland Science	Japan		
● Ms. Morhayat Taib	Managing Director	Malaysian Agri Hi Tech Sdn. Bhd.	Malaysia		
● Mr. Tong-Min Sa	Professor, Department of Agricultural Chemistry	Chungbuk National University	ROK		
■ Dr. A.K. Yadav	Regional Director, National Centre of Organic Farming, Department of Agriculture and Cooperation	Ministry of Agriculture	India		
■ Dr. Dolly Wattal Dhar	Head, Microbiology	Indian Agricultural Research Institute	India		

Individual-country Observational Study Missions

Subject	From	To	Duration	Participants
Strategy for Productivity Movement and SME Promotion Programs	Vietnam	Thailand & Malaysia	26–30 May	9
Benchmarking of ICT Initiatives for the Agricultural Sector in the Asia-Pacific Region	Philippines	India	11–17 Sep.	14
Improvement of Productivity Tools for Local Governments	Vietnam	Malaysia	11–14 Nov.	10

Technical Expert Services

No.	Expert	Subject	Recipient Country	Period	
				From	To
1	Mr. Ikuya Shiraishi	Seminar on Product Planning and Half-cost Product Development	ROC	5 Jan.	6 Jan.
2	Mr. Hiroshi Iwayama	Japanese-style Management	Sri Lanka	7 Jan.	19 Jan.
3	Mr. Masahiro Komori	Training on Inspection and Management of Machinery	Singapore	15 Jan.	18 Jan.
4	Mr. Shirou Tanaka	Training on Inspection and Management of Machinery	Singapore	15 Jan.	18 Jan.
5	Prof. Claes Fornell	Customer Satisfaction Conference on 10th Anniversary of Korean NCSI	ROK	28 Jan.	29 Jan.
6	Mr. Jan Eklof	Customer Satisfaction Conference on 10th Anniversary of Korean NCSI	ROK	28 Jan.	31 Jan.
7	Prof. Kaye Chon	Improving Profit through Superior Quality of Services and Customer Satisfaction	Fiji	2 Feb.	5 Feb.
8	Prof. Claes G. Fornell	Tokyo Top Management Seminar	Japan	6 Feb.	7 Feb.
9	Prof. Mark Turner	Good Governance and Leadership	Fiji	11 Feb.	15 Feb.
10	Mr. Bruce Searles	Benchmarking Program 2 (Phase IV)	Fiji	12 Feb.	19 Feb.
11	Mr. Hyun-Seok Lee	Development of a National Customer Satisfaction Index (Phase II)	Thailand	13 Feb.	16 Feb.
12	Mr. John Parson	Balanced Scorecard System in the Public Sector (Phase 1)	Mongolia	19 Feb.	23 Feb.
13	Prof. Scott Davis	Corporate Social Responsibility	Fiji	25 Feb.	29 Feb.
14	Mr. Sze Chun Lee	Inspiring Print Success Stories	Singapore	28 Feb.	1 Mar.
15	Mr. Conrad So	Inspiring Print Success Stories	Singapore	28 Feb.	1 Mar.
16	Mr. Marcus Scott-Taggart	Inspiring Print Success Stories	Singapore	28 Feb.	1 Mar.
17	Mr. Tetsuo Hoshino	TES on CEO Forum	ROK	13 Mar.	13 Mar.
18	Dr. Pawan Kumar	Renewable Energy and Energy Efficiency (Phase II)	Pakistan	16 Mar.	4 Apr.
19	Prof. Ray Loveridge	13th International Conference on ISO9000 and TQM	Malaysia	24 Mar.	25 Mar.
20	Prof. Yoji Akao	13th International Conference on ISO9000 and TQM	Malaysia	24 Mar.	26 Mar.
21	Dr. Alastair Walker	13th International Conference on ISO9000 and TQM	Malaysia	24 Mar.	26 Mar.
22	Prof. Douglas Hensler	13th International Conference on ISO9000 and TQM	Malaysia	24 Mar.	26 Mar.
23	Mr. Rajendra Narsingh Suwal	Seminar on Community-based Rural Tourism	Philippines	26 Mar.	28 Mar.
24	Mr. Enver Loke	Seminar on Community-based Rural Tourism	Philippines	26 Mar.	28 Mar.
25	Dr. Therdchai Choibamroong	Seminar on Community-based Rural Tourism	Philippines	26 Mar.	28 Mar.
26	Prof. Andrew Ng	Training and Consultancy on Brand Management	Vietnam	27 Mar.	4 Apr.
27	Mr. Bruce Searles	How to Achieve Results from the Fiji Business Excellence Awards: Fiji Benchmarking Program (Phase I)	Fiji	1 Apr.	3 Apr.
28	Mr. Paul Steel	Effective Selection, Use, and Integration of Tools, Techniques, and Processes for Organizational Performance Improvement	Thailand	8 Apr.	11 Apr.
29	Mr. Mustapha bin Sufaat	5S Award System (Phase I)	Mongolia	14 Apr.	18 Apr.
30	Mr. Y.K. Seng	Implementing and Auditing the ISO22000:2005 Food Safety Management System	Fiji	14 Apr.	18 Apr.

Individual-country Programs

Technical Expert Services

No.	Expert	Subject	Recipient Country	Period	
				From	To
31	Mr. Gary G. Martin	Formal Nondestructive Training (General)	Fiji	21 Apr.	25 Apr.
32	Mr. Guy Kurkjian	FHA Food Safety Forum 2008	Singapore	23 Apr.	26 Apr.
33	Mr. Che Razali Che Ismail	ISO9000 Implementation	Mongolia	28 Apr.	2 May
34	Mr. Ryotomo Shirakawa	Quality Improvement of Industrial Batteries	Bangladesh	28 Apr.	2 May
35	Mr. John Man	Developing Consulting Schemes on Waste Minimization	Vietnam	5 May	9 May
36	Dr. Terdchai Choibamroong	Fiji's Strategic Sustainable Tourism Planning, Development, and Management: an Environmentally Friendly Host/Guest-based Approach	Fiji	5 May	9 May
37	Mr. Takayoshi Sato	Lean Building Construction Management	Indonesia	12 May	16 May
38	Ms. Gwen Stirling	Leadership Development Seminar for the Private Education Sector	Singapore	13 May	14 May
39	Mr. Rajesh Bheda	Quality and Productivity Improvement for the Apparel Manufacturing Industry	Fiji	13 May	23 May
40	Mr. A.S. Kumar	Measurement of Human Resource Effectiveness in Organizations	Fiji	19 May	23 May
41	Dr. Luis Calingo	Calibration of the Vietnam Quality Award Program and Assessors on the 2008 Baldrige Award Criteria for Performance Excellence	Vietnam	19 May	23 May
42	Mr. Richard Barton	Understanding the Business Excellence Framework in the Healthcare and Education Sectors	Mongolia	19 May	30 May
43	Mr. Antony Bryan Haze Lythgoe	SME Credit Bureau Conference on Strategize Your Business Growth: Underlying Risks in the Asia-Pacific	Singapore	20 May	23 May
44	Mr. Junkyo Fujieda	Customer Relationship Management	Mongolia	2 Jun.	5 Jun.
45	Mr. Mah Lok Abdullah	Productivity Awareness/Productivity Month	Fiji	2 Jun.	6 Jun.
46	Mr. Hiroshi Furubayashi	Customer Relationship Management	Mongolia	2 Jun.	13 Jun.
47	Mr. Shuichi Yoshida	Kaizen Blitz Workshop for Plastic Manufacturers	Malaysia	8 Jun.	15 Jun.
48	Mr. Praba Nair	Knowledge Management	Fiji	9 Jun.	17 Jun.
49	Dr. Luis Calingo	Calibration of PQA Assessors and Judges on 2008 Malcolm Baldrige National Quality Award Criteria	Philippines	9 Jun.	20 Jun.
50	Mr. Akinori Noguchi	Innovation in Food Science and Technology and Healthcare for Social Well-being	Sri Lanka	12 Jun.	14 Jun.
51	Ms. Sumiko Kawano	Innovation in Food Science and Technology and Healthcare for Social Well-being	Sri Lanka	12 Jun.	14 Jun.
52	Mr. Dipankar Ghosh	Improving the Quality of Jute Products for Export to Overseas Markets (Nowapara Jute Mills Ltd.)	Bangladesh	15 Jun.	20 Jun.
53	Mr. Kazuo Sugaya	Seminar on International Marketing Strategies for Agroproducts	ROC	18 Jun.	19 Jun.
54	Mr. J.S. Argekar	Information Risk Management	Fiji	23 Jun.	27 Jun.
55	Ms. Roxanne Chugg	Singapore Quality Award for Business Excellence Programs	Singapore	30 Jun.	4 Jul.
56	Mr. Hans van Beek	Singapore Quality Award for Business Excellence Programs	Singapore	7 Jul.	11 Jul.
57	Dr. Luis Calingo	2008 TQA Assessors' Training Program	Thailand	7 Jul.	18 Jul.
58	Mr. Christine Heflin	Thailand Quality Award Winners' Conference 2007	Thailand	8 Jul.	11 Jul.
59	Mr. U.S. Argekar	ISO/IEC 27001: Information Technology, Security Techniques, Information Security Management Systems	Vietnam	14 Jul.	25 Jul.
60	Mr. Paul Steel	Singapore Quality Award for Business Excellence Programs	Singapore	16 Jul.	22 Jul.
61	Mr. Davender Jain	Loan Risk Management	Mongolia	21 Jul.	31 Jul.
62	Dr. Ramsay	Introduction to RAPMODS: Productivity Measurement, Productivity-based Financial (Operational) Budgeting, Total Economic Monitoring, and Control System: Enterprise Level	Mongolia	4 Aug.	8 Aug.
63	Prof. Katsutoshi Ayano	International Symposium on Quality Management	Malaysia	5 Aug.	6 Aug.
64	Mr. Robert Osterhoff	Follow-up to Knowledge Management Assessment Pilot Project	Thailand	16 Aug.	23 Aug.

No.	Expert	Subject	Recipient Country	Period	
				From	To
65	Mr. Kabir Ahmad	Six Sigma Certification Course	Philippines	18 Aug.	22 Aug.
66	Mr. Yuzuru Otabe	Expert Services in Quality Assurance	Pakistan	18 Aug.	29 Aug.
67	Dr. Makoto Kawada	Seminar on the Toyota Production System	JPN	26 Aug.	27 Aug.
68	Mr. Daud bin Talib	Benchmarking Seminar	India	26 Aug.	29 Aug.
69	Prof. Lester Lloyd-Reason	Global Marketing	Philippines	1 Sep.	12 Sep.
70	Dr. Robin Mann	International Certificate in Benchmarking for Performance Excellence	ROC	2 Sep.	5 Sep.
71	Mr. Masayuki Yamamoto	Business Model of Japan Farmers' Markets 2008	ROC	15 Sep.	17 Sep.
72	Mr. Roger Coasby	ISO9000 QMS Lead Auditor Course	Vietnam	6 Oct.	10 Oct.
73	Mr. Kotaro Otaka	Industrial Engineering (Garments)	Pakistan	13 Oct.	24 Oct.
74	Prof. Andrew Ng	International Brand Management and Design Conference	Vietnam	20 Oct.	24 Oct.
75	Prof. Dennis Tachiki	International Convention on Quality Control Circles-08	Bangladesh	24 Oct.	25 Oct.
76	Mr. Hiroshi Iwayama	Japanese-style Management	Sri Lanka	27 Oct.	8 Nov.
77	Mr. Christopher Clague	Seminar on International Marketing Strategies for Agroproducts	ROC	12 Nov.	13 Nov.
78	Prof. Seiichi Fujita	International Quality Convention	Thailand	26 Nov.	28 Nov.
79	Mr. Celal Seckin	Organizational Excellence Promotional Seminars	IR Iran	29 Nov.	3 Dec.
80	Dr. Ming-Po Tham	Innovation Management	Philippines	1 Dec.	5 Dec.
81	Mr. Fumi Sasada	International Brand Management and Design Conference	ROC	11 Dec.	13 Dec.
82	Mr. Senji Niwa	Imparting Specialist Knowledge to Marine SMEs	Singapore	17 Dec.	19 Dec.

Development of Demonstration Companies/ Organizations

Name of Project	Development of Demonstration Companies/ Organizations in India (2nd visit)	Venue Duration	India 25–29 February	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Yasuhiko Iwaoka		Iwaoka R&C	Japan	

Name of Project	Development of Demonstration Companies/ Organizations in India (3rd visit)	Venue Duration	India 2–14 June	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Yasuhiko Iwaoka		Iwaoka R&C	Japan	

Name of Project	Development of Demonstration Companies/ Organizations in Mongolia (3rd visit)	Venue Duration	Mongolia 3–14 March	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Eddy Edwards	Managing Consultant	KBE Consulting Private Limited	Singapore	

Name of Project	Development of Demonstration Companies/ Organizations in Mongolia (4th/final visit)	Venue Duration	Mongolia 9–16 June	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Eddy Edwards	Managing Consultant	KBE Consulting Private Limited	Singapore	

Name of Project	Development of Demonstration Companies: Diagnostic survey	Venue Duration	Thailand 1–5 September	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Dr. Kelvin Loh	Director, Corporate Planning & Development	National University Hospital	Singapore	

Name of Project	Development of Demonstration Companies: Training	Venue Duration	Thailand 21–26 September	Participants ● External Experts 2 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Dr. Kelvin Loh	Director, Corporate Planning & Development	National University Hospital	Singapore	
● Ms. Clara Sin	Senior Manager, Operations	National University Hospital	Singapore	

Name of Project	Development of Demonstration Projects	Venue Duration	Philippines 6–15 October	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Praba Nair	Director	KDiAsia	Singapore	

Name of Project	Development of Demonstration Projects	Venue Duration	India 13–22 October	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization		Country
● Mr. Ronald Young	CEO	Young International Group		UK

Name of Project	Development of Demonstration Projects	Venue Duration	Delhi 15–20 December	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization		Country
● Mr. Ronald Young	CEO	Young International Group		UK

Name of Project	Demonstration Company Project on 5S and Kaizen (1st visit)	Venue Duration	Cambodia 3–7 November	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization		Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia

Name of Project	Demonstration Company Project on 5S and Kaizen (2nd visit)	Venue Duration	Cambodia 8–19 December	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization		Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia

Name of Project	Development of Demonstration Companies	Venue Duration	Pakistan 8–17 November	Participants ● External Experts 1 ■ Local Experts 0
Resource Person	Designation	Organization		Country
● Mr. Masaji Tajiri	Consulting Engineer			Japan

Participation under BCBN Projects

Project Title	Deputing Country	Host Country	Duration	Participants
Best Practices	Philippines	Singapore and Japan	14–18 Jan.	4
6th Meeting of the Green Productivity Advisory Committee	Vietnam	Japan	23 Jan.	2
Collaboration with Business Associations in Bangalore, India	Mongolia	India	24–28 Mar.	2
GP and GP Consultancy Skills in Vietnam	Lao PDR	Vietnam	28–30 May	3
Food Safety Mechanisms and Systems	Singapore	Japan	23–25 Jun.	3
Quality Management Systems in the Public Sector	Philippines	Malaysia	24–26 Jun.	3
Development of Consultancy Skills of NPOs	Vietnam	ROC	27–28 Nov.	3

Information Program

Name of Project	APO Alumni Forum	Venue	Indonesia	Participants	-
		Duration	14-16 July	● External Experts	3
				■ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Low Hock Meng	Executive Director	Singapore Productivity Association, SPRING Singapore	Singapore
● Mrs. Attanon Tassaneeya	International Relations Department Manager	Thailand Productivity Institute	Thailand
● Dr. Sung Soo Kim	Professor, College of Agriculture and Life Sciences	Seoul National University	ROK
■ Mr. Moedjiman	Head	National Productivity Association of Indonesia, Ministry of Manpower and Transmigration R.I.	Indonesia

International Cooperation

Name of Project	Advanced Training Course for Productivity Practitioners	Venue Duration	South Africa 28 April–16 May	Participants 28 ● External Experts 3 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Kelvin Chan	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore	
● Mr. Lee Kok Seong	Principal Consultant	Eunison Network Ptd. Ltd.	Singapore	
● Mr. Burhanuddin Saidin	Director, Public Services Efficiency Division	Malaysia Productivity Corporation	Malaysia	

Name of Project	Fourth Tokyo International Conference on African Development	Venue Duration	Japan 28–30 May	Participants – ● External Experts 2 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Thembo Lebang	President	Pan African Productivity Association	Botswana	
● Mr. Antonio D. Kalaw, Jr.	President	Development Academy of the Philippines	Philippines	

Name of Project	15th World Productivity Congress	Venue Duration	South Africa 22–24 September	Participants – ● External Experts 2 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Dato' Nik Zainiah Nik Abdul Rahman	Director General	Malaysia Productivity Corporation	Malaysia	
● Ms. Norhaniza Hamir	Consultant	Malaysia Productivity Corporation	Malaysia	

Name of Project	2-day Expert Meeting for Development of the Framework of Productivity Partnership Program for PAPA Members and the APO	Venue Duration	Singapore 29–30 October	Participants – ● External Experts 4 ■ Local Experts 3
Resource Person	Designation	Organization	Country	
● Mr. Jagdish Kumar	Deputy Director General	National Productivity Council	India	
● Mr. Zahid Bin Ismail	Senior Manager	Malaysia Productivity Corporation	Malaysia	
● Mr. Trygve A. Bolante	Management Consultant to the President	Development Academy of the Philippines	Philippines	
● Mr. Chamluck Khunpolkaew	Director	Thailand Productivity Institute	Thailand	
■ Mr. Low Choo Tuck	Principal Consultant	Eunison Network Ptd. Ltd.	Singapore	
■ Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore	
■ Mr. Wong Wai Meng	Head	SPRING Singapore	Singapore	

Name of Project	Basic Training Course for Productivity Practitioners	Venue Duration	South Africa 10 November–5 December	Participants 25 ● External Experts 4 ■ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore	
● Mr. Lee Kok Seong	General Manager/Principal Consultant	Eunison Network Pte Ltd.	Singapore	
● Mr. Puan Zainon bt. Bakar	Senior Manager	Malaysia Productivity Corporation	Malaysia	
● Mr. Arnel D. Abanto	Assistant Vice President	Development Academy of the Philippines	Philippines	

Joint Projects

Project	Collaborating Organization
Training of Trainers in GP and Energy Efficiency	CPS
Workshop on Agrotourism Development for the Creation of Rural Jobs and Diversified Income	CPS
Advanced Training Course for Productivity Practitioners	NPI, South Africa
Basic Training Course for Productivity Practitioners	NPI, South Africa

Services of Experts Received

Project	Collaborating Organization
Study Meeting on Bilateral/Regional Economic Partnership Agreements	ADB
Training Course on Development of Productivity Practitioners: Advanced Program	Australian Productivity Council
Training Course on Postharvest Management of Horticultural Crops: Fruit and Vegetable Chains	FAO
Asia-Pacific Forum on Sustainable Production of Biofuels	FAO
Training Course on Basic Agricultural Policy Analysis	OECD
Research on Agricultural Policies in Asia	OECD
Study Meeting on Bilateral/Regional Economic Partnership Agreements	UNESCAP

Observers

Project	Organization
50th Session of Governing Body	Iranian Confederation of Employers' Association
	United Nations Development Programme
49th Workshop Meeting of Heads of NPOs	Embassy of the Union of Myanmar in Cambodia
	ILO Subregional Office for South-East Asia and the Pacific

Participants from Nonmember countries

Project	Participating Nonmember Country
Advanced Training Course for Productivity Practitioners	Botswana (5), Kenya (5), Mauritius (4), Nigeria (5), South Africa (6), Zambia (3)
Basic Training Course for Productivity Practitioners	Botswana (5), Mauritius (4), Nigeria (5), South Africa (6), Zambia (5)

International/Regional Meetings Attended by the APO

Host organization	Title of meeting	Duration	Venue	Staff member involved
Economic and Social Research Institute, Japan	Tokyo Meeting for ESRI International Collaboration Projects	7 Mar.	Tokyo, Japan	Mr. K.D. Bhardwaj
APQC	APQC's 13th Annual Knowledge Management Conference and Training Course: The New Edge in KM	28 Apr.-2 May	Chicago, USA	Mr. Kamlesh Prakash
Ministry of Foreign Affairs, Japan/UN/UNDP/World Bank	Fourth Tokyo International Conference on African Development	28-30 May	Yokohama, Japan	Secretary-General Shigeo Takenaka



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Financial Report

INDEPENDENT AUDITOR'S REPORT

Deloitte.

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Japan
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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 2008 AND 2007**

(US dollars)

	2008	2007
ASSETS		
Cash and cash equivalents (Note 3)	\$9,380,631	\$12,116,623
Receivables (Note 4):		
Member countries	1,955,595	1,143,595
Others	179,433	75,937
Allowance for long-outstanding debts	(694,204)	(474,306)
Prepaid expenses	794,998	634,511
Deposits and other advance payments	99,963	174,725
Fund for severance payments (Note 7)	3,234,827	2,949,820
Total assets	\$14,951,243	\$16,620,905
 LIABILITIES AND SURPLUS		
Accounts payable	\$1,809,962	\$1,918,075
Withholding tax and social insurance	161,749	113,800
Other current liabilities	13,750	27,315
Accrued annual leave	605,154	497,912
Liability for severance payments (Note 8)	2,714,946	2,506,451
Total liabilities	5,305,561	5,063,553
 Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Continuing projects	1,664,118	3,253,839
Unappropriated surplus	1,981,564	2,303,513
Total surplus	9,645,682	11,557,352
 Total liabilities and surplus	 \$14,951,243	 \$16,620,905

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF REVENUES AND EXPENSES
YEARS ENDED 31 DECEMBER 2008 AND 2007**

	2008	2007
Revenues:		
Membership contributions	\$11,614,375	\$11,614,375
Special cash grants (Note 5)	1,237,880	1,176,907
Project implementation grants (Note 10)	2,331,191	2,130,829
Participation by member countries	11,720	15,789
Miscellaneous	205,458	657,286
Total revenues	15,400,624	15,595,186
Expenses:		
Projects		
Current year's project costs:		
APO share	6,817,344	6,818,420
Implementation project costs (Note 10)	2,245,883	1,854,504
Subtotal	9,063,227	8,672,924
Prior years' continuing project costs:		
APO share	1,886,922	1,855,864
Implementation project costs (Note 10)	85,308	276,325
Subtotal	1,972,230	2,132,189
Allocation to project costs from administration expenses (Note 6)	2,174,569	2,093,672
Total	13,210,026	12,898,785
Administration		
Staff expenses	5,970,010	5,215,247
Allocation to project costs (Note 6)	(2,174,569)	(2,093,672)
Office maintenance (Note 9)	657,093	482,198
Operations	70,561	61,706
Miscellaneous	238,164	170,351
Total	4,761,259	3,835,830
Exchange gain	(878,889)	(173,131)
Provision for (reversal of) allowance for long-outstanding debts (Note 4)	219,898	(642,935)
Total	(658,991)	(816,066)
Total expenses	17,312,294	15,918,549
Excess of revenues over expenses	(\$1,911,670)	(\$323,363)

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CHANGES IN SURPLUS
YEARS ENDED 31 DECEMBER 2008 AND 2007**

(US dollars)

	<u>Appropriated for</u>			<u>Total</u>
	<u>Working capital fund</u>	<u>Continuing projects</u>	<u>Unappropriated</u>	
2007				
Surplus as of 1 January 2007	\$6,000,000	\$3,955,126	\$1,925,589	11,880,715
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>
2008				
Excess of expenses over revenues			(1,911,670)	(1,911,670)
Transfer from continuing projects		(1,589,721)	1,589,721	
Surplus as of 31 December 2008	<u>\$6,000,000</u>	<u>\$1,664,118</u>	<u>\$1,981,564</u>	<u>\$9,645,682</u>

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CASH FLOWS
YEARS ENDED 31 DECEMBER 2008 AND 2007**

	(US dollars)	
	2008	2007
Operating activities		
Cash provided by:		
Membership contributions	\$11,614,375	\$11,614,375
Special cash grants	1,237,880	1,176,907
Project implementation grants	2,331,191	2,130,829
Participation by member countries	11,720	15,789
(Increase) decrease in receivables from member countries	(812,000)	415,971
Miscellaneous income - interest	146,332	442,806
Miscellaneous income - others	59,126	214,480
	14,588,624	16,011,157
Cash used in:		
Project expenses		
APO share	8,704,266	8,674,284
Implementation project costs	2,331,191	2,130,829
Allocation to project costs	2,174,569	2,093,672
Administration expenses	4,761,259	3,835,830
Exchange variance	84,194	70,213
Increase (decrease) in prepaid expenses and other	263,983	(1,587)
Decrease in deposits and other advance payments	(74,762)	(109,027)
Increase in fund for severance payments	285,007	492,945
Decrease in accounts payable and other	73,729	527,693
(Increase) in accrued annual leave	(107,242)	(22,171)
(Increase) in liability for severance payments	(208,495)	(49,576)
	18,287,699	17,643,105
Net cash from operating activities	(3,699,075)	(1,631,948)
Effect of exchange rate changes on cash and cash equivalents	963,083	243,344
Net (decrease) increase in cash and cash equivalents	(2,735,992)	(1,388,604)
Cash and cash equivalents at beginning of year	12,116,623	13,505,227
Cash and cash equivalents at end of year	\$9,380,631	\$12,116,623

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 Organization’s 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) Fund for severance payments

The fund for severance payments consists of an insurance endowment fund and a money market fund, and is stated at fair value. The fair values of the fund for severance payments are estimated based on values quoted by financial institutions.

(5) Liability for 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 as of 31 December 2008 and 2007 were stated on the vested benefit obligation basis, which was 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 \$392,948 and \$307,242 for the years ended 31 December 2008 and 2007, respectively. The Organization introduced actuarial valuations of the present value of the defined benefit obligation as of 31 December 2008.

(6) 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 2008, the Organization recorded the accrued annual leave up to 72 days (71.5 days in 2007) 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.

(7) 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.

(8) 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.

(9) 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.

(10) 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 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. For revenue and expense accounts, average rates for the month of the transactions are applied for the year ended 31 December 2008 so as to reflect the effects of significant changes in the exchange rates during 2008, while the average rate during the year was used for the year ended 31 December 2007. 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 is included in exchange gain/loss in the statement of revenues and expenses.

(11) Taxes

The Organization is exempt from direct taxes on assets or income and from customs duties.

(12) 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, which 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 of membership contributions, participating country expenses, and others

The allowance for receivables of membership contributions overdue for 1 year and longer amounts to \$675,876 and it includes the allowance for a long-outstanding receivable for 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 sovereignty. The Organization has also recorded allowance for the outstanding debt for receivables of participating country expenses and others from member countries, amounting to \$5,240 and \$13,088, respectively.

Allowances for the outstanding debts as of 31 December 2008 and 2007 are as follows:

Receivables overdue for 1 year and longer	(US dollars)			
	2008		2007	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$675,876	100	\$450,876
Participating country expenses	100	5,240	100	8,014
Others	100	13,088	100	15,416
		<u>\$694,204</u>		<u>\$ 474,306</u>

Movements in the allowance for the outstanding debts for the year ended 31 December 2008 are as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$450,876	\$8,014	\$15,416	\$474,306
Amounts recovered during the year		(3,018)	(2,328)	(5,346)
Loss recognized on receivables	225,000	244		225,244
Balance at end of the year	\$675,876	\$5,240	\$13,088	\$694,204

5. Special cash grants

Special cash grants are used for its specified programs and other administrative 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 2008 and 2007 were as follows:

(US dollars)

Purpose of grants	2008	2007
Project costs	\$572,324	\$567,754
Office rent	665,556	609,153
	\$1,237,880	\$1,176,907

6. Allocation to project costs

The APO mainly allocated salary expenses of staff, who directly address project activities, from administrative expenses to project costs.

7. 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)

	2008	2007
Insurance endowment fund	\$1,752,302	\$1,772,053
Money Market Fund	1,482,525	1,177,767
	\$3,234,827	\$2,949,820

The fund for severance payments expose to a variety of financial risks, including the effects of change in debt and equity market prices, foreign currency exchange rates and interest rates. The Organization has a policy of considering economic conditions at the time of the contract and consistently monitors the effectiveness of its selection. 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 65% 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. Net gain on fund for severance payments for the year ended 31 December 2008 and 2007 were \$36,250 and \$32,270, respectively, and were included in miscellaneous revenues.

8. Liability for severance payments

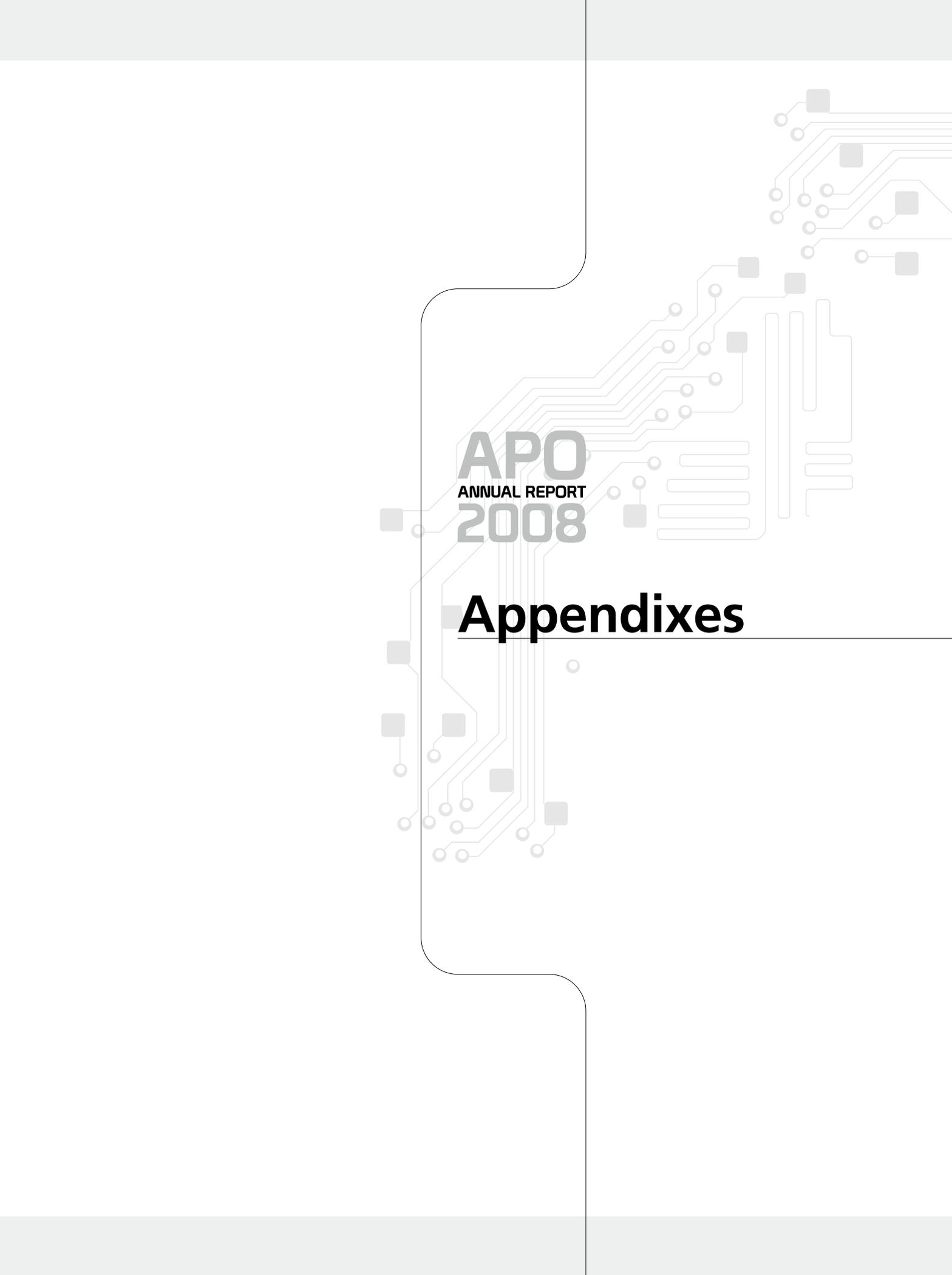
The Organization applied actuarial valuations of the present value of the defined benefit obligation as of 31 December 2008 and the calculation was carried out by the external certified actuary consultant. For the purposes of the actuarial valuations, the Organization adopted the discount rate of 1.5% per annum and the present value of the defined benefit obligations as of 31 December 2008 was \$2,928,705. The expected rate of salary increases was not applied in determining the projected benefit obligation, because the benefit obligations were determined using the table of fixed salaries and the benefit formulas of the Organization's plan did not contain factors relating to compensation levels. The difference in the balance of liability for severance payments due to the change in evaluation method amounts to \$213,758 and will be amortized for the two years ending 31 December 2010 on a straight-line basis.

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 six-month advance notice in writing. No rental deposit for the lease has been paid to the building owner. In 2007, the Organization had reduced office space by a quarter of the original size to cope with increased office rent in the market and underwent 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 project implementation 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.tpaf.ac.fj

Hong Kong

Hong Kong Productivity Council (HKPC)
HKPC Building
78, Tat Chee Avenue, Yau Yat Chuen,
Kowloon, Hong Kong
Phone: 852-27885678
Fax: 852-27885090
Telex: 32842 HKPC HX
e-Mail: hkpcenq@hkpc.org
Web site: www.hkpc.org

India

National Productivity Council (NPC)
Institutional Area, Lodi Road
New Delhi - 110003
Phone: 91-11-24690331/3
Direct Phone: 91-11-24618480
Fax: 91-11-24615002/24626986/
24698878
Telex: 31-66059 NPC IN
e-Mail: is@npcindia.org
Web site: www.npcindia.org

Indonesia

Directorate of Productivity (DP)
Directorate General of Training and
Productivity Development
Ministry of Manpower and Transmigration
Jl. Jenderal Gatot Subroto Kav. 51
Floor VI-B, Jakarta 12950
Phone: 62-21-52963356/5255733
(ext. 237, 348)
Fax: 62-21-52963356
e-Mail: protek@centrin.net.id

Islamic Republic of Iran

National Iranian Productivity Center (NIPC)
No. 23, Daneshsara St., Baharestan Sq., Tehran
Phone: 98-21-33276507/8
Fax: 98-21-77646271
e-Mail: nipc@mporg.ir
Web site: http://nipc.mporg.ir/en/

Japan

Japan Productivity Center (JPC)
1-1, Shibuya 3-chome, Shibuya-ku
Tokyo 150-8307
Phone: 81-3-3409-1135/1136
Fax: 81-3-3409-5880
Telex: J23296 JPCTOKYO
e-Mail: Y.Osaki@jpc-sed.or.jp
Web site: www.jpc-sed.or.jp/eng/

Republic of Korea

Korea Productivity Center (KPC)
57-1 Sajik-ro, Jongno-gu
Seoul 110-751
Phone: 82-2-724-1180/7
Fax: 82-2-737-9140
e-Mail: jhkim@kpc.or.kr
Web site: www.kpc.or.kr

Lao PDR

Small and Medium Enterprise Promotion and
Development Office (SMEPDO)
Lao National Productivity Organization
(LNPO)
P.O. Box No 474, Nong Bone Road
01005 Ban Fai Area, Saysetha District
Vientiane Capital
Phone: 856-21-414064 (ext. 105)
Fax: 856-21-263590
e-Mail: productivity@smepdo.org,
info@smepdo.org
Web site: www.smepdo.org

Malaysia

Malaysia Productivity Corporation (MPC)
P.O. Box 64, Jalan Sultan 46904
Petaling Jaya, Selangor
Phone: 60-3-7955-7266 (ext.346)
Fax: 60-3-7954-7910
Telex: PDPN MA36312
e-Mail: josffa@mpc.gov.my
Web site: www.mpc.gov.my

Mongolia

National Productivity and Development
Center (NPDC)
Room 102 & 103, 1st Floor, Central Cultural
Palace
Sukhbaatar Sq 3, Ulaanbaatar-11
Phone: 976-11-326115
Fax: 976-11-329799
e-Mail: info.npdc@yahoo.com
Web site: www.owc.org.mn/npdc

Nepal

National Productivity and Economic
Development Centre (NPEDC)
Balaju Industrial District, Balaju
P.O. Box 1318, Kathmandu
Phone: 977-1-4350566/4350567/
4350522
Fax: 977-1-4350530
e-Mail: npedc@wlink.com.np
Web site: www.npedc-nepal.org

Pakistan

National Productivity Organization (NPO)
Islamabad Chamber of Commerce & Industry
Building 4th Floor
Maue Area, G. 8/1, Islamabad
Phone: 92-51-9262882
Fax: 92-51-9262886
e-Mail: npopakistan@npo.gov.pk
Tariq@npo.gov.pk
Web site: www.npo.gov.pk

Philippines

Development Academy of the Philippines
(DAP)
P.O. Box 12788, Ortigas Center, Pasig, Metro
Manila
(DAP Bldg., San Miguel Ave., Pasig, Metro
Manila)
Phone: 63-2-631-2143/2137/2138
Fax: 63-2-631-2123
Telex: 14895 SARBH PS (ATTNPDC)
e-Mail: apolu@dap.edu.ph
saycoc@dap.edu.ph
Web site: www.dap.edu.ph

Singapore

SPRING Singapore
2 Bukit Merah Central
Singapore 159835
Phone: 65-6278-6666
Fax: 65-6278-6665/7
Telebox: GVT 312
e-Mail: wong_wai_meng@spring.gov.sg
Web site: www.spring.gov.sg

Sri Lanka

National Productivity Secretariat (NPS)
318, High Level Road
Colombo 06
Phone: 94-11-2812163
Fax: 94-11-2812162
e-Mail: npsl@nps.lk
Web site: www.nps.lk/index1.php

Thailand

Thailand Productivity Institute (FTPI)
12-15th Floor, Yakult Building
1025 Pahonyothin Road
Phayathai, Bangkok 10400
Phone: 66-2-619-8084(Dir.)/5500(ext. 100)
Fax: 66-2-619-8100
e-Mail: liaison@ftpi.or.th
Web site: www.ftpi.or.th

Vietnam

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Guide to Abbreviations and Acronyms Used

3Rs	Reduce, Reuse, and Recycle	PDB	Productivity database
ACPP	Advanced Course for Productivity Practitioners	PETALS	Productivity, Education, Training, and Accredited Learning Systems
ADB	Asian Development Bank	PMTT	Productivity methodologies, tools, and techniques
AGLC	Asian Global Leadership Competencies	PWLS	Productivity-linked wage systems
ANF	Asia Nano Forum	SHE	Safety, health, and environmental
AOTS	Association for Overseas Technical Scholarships	SIAL	Le Salon International de l'Agroalimentaire
APE-LDC	Agricultural Productivity Enhancement in Asian Least Developed Countries	SME	Small and medium enterprise
BCBN	Bilateral Cooperation Between NPOs	SQA	Singapore Quality Award
BSC	Balanced scorecard	TES	Technical Expert Service
CCP	Critical control points	TFP	Total factor productivity
CDM	Clean Development Mechanism	TICAD	Tokyo International Conference on African Development
CLs	Critical limits	TPM	Total productive maintenance
CRM	Customer relationship management	TPS	Toyota Production System
DPP	Development of Productivity Practitioners	TQM	Total quality management
EE	Energy efficiency	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
EPAs	Economic partnership agreements	WSM	Workshop Meeting of Heads of NPOs
EPIF	Eco-products International Fair		
FAO	Food and Agriculture Organization of the United Nations		
GAP	Good Agricultural Practices		
GBM	Governing Body Meeting		
GDLN	Global Development Learning Network		
GHG	Greenhouse gas		
GHP	Good Hygiene Practices		
GMP	Good Manufacturing Practices		
GP	Green Productivity		
GSC	Greening supply chains		
HACCP	Hazard Analysis and Critical Control Point		
ICD	Integrated Community Development		
IHI	Institute of Healthcare Improvement		
IMS	Integrated management systems		
ISO	International Standards Organization		
JQA	Japan Quality Awards		
KM	Knowledge management		
M&As	Mergers and acquisitions		
MBNQA	Malcolm Baldrige National Quality Award		
MCSP	Member Country Support Program		
MOT	Management of technology		
ODOP	One District, One Product		
OECD	Organization for Economic Cooperation and Development		
OEE	Overall equipment effectiveness		
OHS	Occupational health and safety		
OHSAS	Occupational Health and Safety Assessment Series		
OSM	Observational study mission		
OTOP	One Tambon, One Product		
OVOP	One Village, One Product		
PAPA	Pan African Productivity Association		



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