



APO **ANNUAL REPORT** **2009**



ASIAN PRODUCTIVITY ORGANIZATION



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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.

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

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Mr. Masato Kitera

APO Director for Japan



● APO First Vice Chair

Dr. Dong Kyu Choi

APO Director for Republic of Korea



● APO Second Vice Chair

Mr. Somdy Inmyxai

APO Director for Lao PDR



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Secretary, Ministry of Industries



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● Liaison Officer

Mr. Abdul Baqui Chowdhury

Senior Research Officer, National Productivity Organisation, Ministry of Industries



Cambodia

● Director

Mr. Chea Sieng Hong

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



Republic of China

● Director

Mr. Sheng-Hsiung Hsu

Chairman, China Productivity Center



● Alternate Director

Dr. Ming-Ji Wu

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



● Liaison Officer

Mr. Eugene Yu-Ying Lin

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● NPO Head

Dr. Pao-Cheng Chang

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Fiji

● Director

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Permanent Secretary for Labour, Industrial Relations & Employment, Ministry of Labour, Industrial Relations & Employment



● Alternate Director & NPO Head

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● Liaison Officer

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Hong Kong

● Director Not designated

● Alternate Director Not designated

● Liaison Officer Not designated

● NPO Head Not designated

India

● Director

Mr. Ajay Shankar

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● Alternate Director

Ms. Anjali Prasad

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● Liaison Officer

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● NPO Head

Mr. N.C. Vasudevan

Director General, National Productivity Council



Indonesia

● Director

Mr. Masri Hasyar

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● Alternate Director

Mr. Mulyanto

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



● Liaison Officer & NPO Head

Mr. Kunjung Masehat

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



Islamic Republic of Iran

● Director & NPO Head

Mr. Mohsen Haji Mirzaei

Head, National Iranian Productivity Center



● Alternate Director

Dr. Mahmood Ghanizadeh

Director, International Affairs, National Iranian Productivity Center



● Liaison Officer

Not designated

Japan

● Director

Mr. Masato Kitera

Director General, International Cooperation Bureau, Ministry of Foreign Affairs



● Alternate Director

Mr. Kazuo Sunaga

Deputy Director General, International Cooperation Bureau, Ministry of Foreign Affairs



● Liaison Officer

Mr. Yoji Osaki

Director, International Cooperation Department, Japan Productivity Center



● NPO Head

Mr. Tsuneaki Taniguchi

President, Japan Productivity Center



Republic of Korea

● Director & NPO Head

Dr. Dong Kyu Choi

Chairman & CEO, Korea Productivity Center



● Alternate Director

Mr. Kwan Sup Lee

Director General for Industry and Knowledge Economy, Office of Industrial Policy, Ministry of Knowledge and Economy



● Liaison Officer

Mr. Jun-Ho Kim

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. Soutchay Sisouvong

Deputy Director General, Small and Medium Enterprise Promotion and Development Office, Ministry of Industry and Commerce



● Liaison Officer

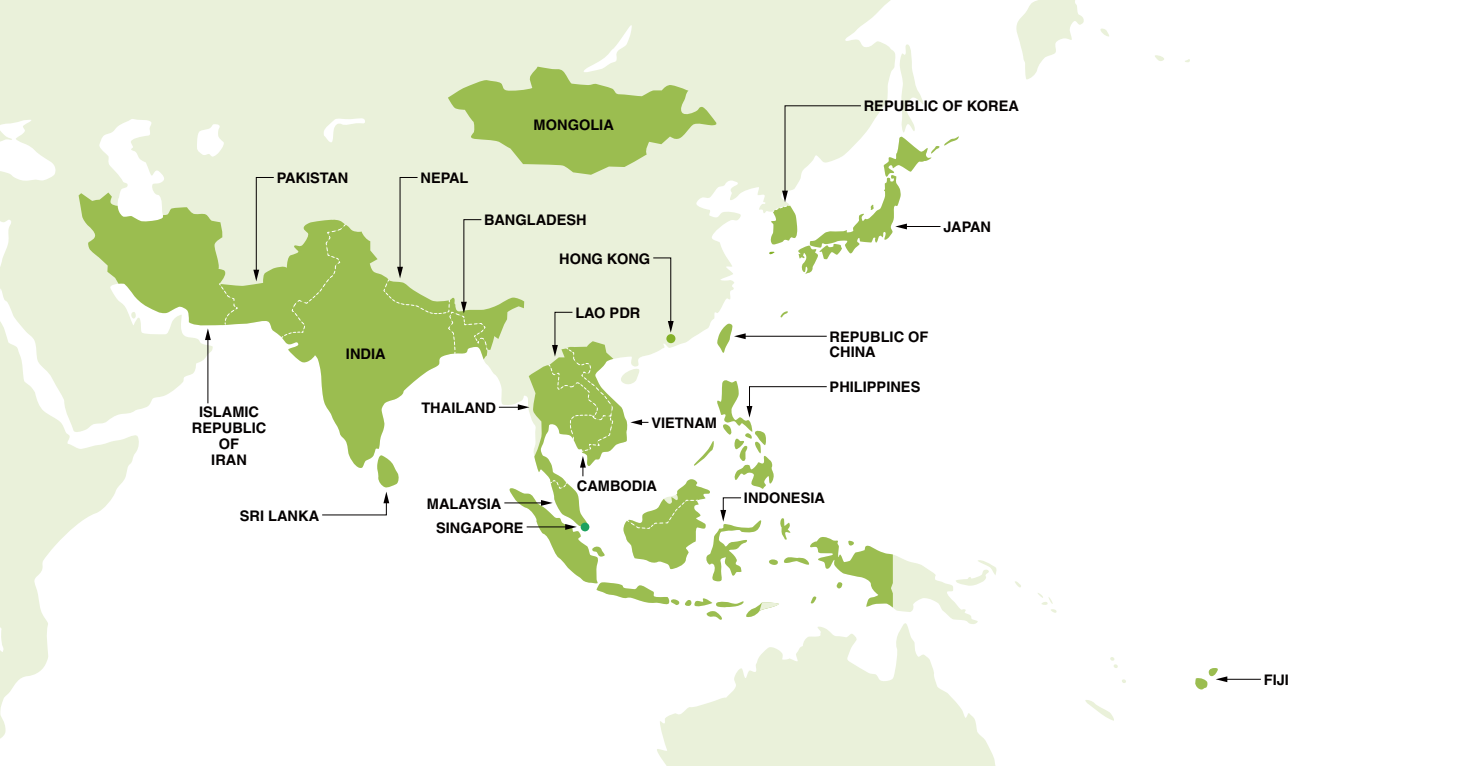
Mr. Sayasith Khamphasith

Director, Productivity Division Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization



● NPO Head

Not designated



Malaysia

● Director

Tan Sri Dato' Azman Hashim

Chairman, Malaysia Productivity Corporation



● Alternate Director & NPO Head

Mr. Mohd. Razali Hussain

Director General, Malaysia Productivity Corporation



● Liaison Officer

Mr. Josffa Ismail

Consultant, Business Development Unit, Malaysia Productivity Corporation



Pakistan

● Director

Mr. Abdul Ghaffar Soomro

Secretary, Ministry of Industries, Production, Government of Pakistan



● Alternate Director

Mr. Tahir Ali Shah

Joint Secretary, Ministry of Industries and Production



● Liaison Officer & NPO Head

Mr. Muhammad Javed Malik

Additional Secretary-II/Chief, National Productivity Organization



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

● Director

Mr. Yamaaranz Erkhembayar

Chairman of the Board of Directors, National Productivity and Development Centre of Mongolia



● Alternate Director

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Director, Public Administration and Management Department, Ministry of Social Welfare and Labour



● Liaison Officer

Not designated

● NPO Head

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Philippines

● Director

Ms. Margarita R. Songco

Deputy Director-General, National Economic and Development Authority



● Alternate Director & NPO Head

Mr. Antonio D. Kalaw, Jr.

President, Development Academy of the Philippines



● Liaison Officer

Mr. Carlos A. Sayco, Jr.

Vice President / Managing Director, Development Academy of the Philippines



Thailand

● Director

Dr. Witoon Simachokedee

Permanent-Secretary, Ministry of Industry



● Alternate Director & NPO Head

Dr. Phanit Laosirirat

Executive-Director, Thailand Productivity Institute



● Liaison Officer

Mrs. Tassaneeya Attanon

International Relations Department Manager, Thailand Productivity Institute



Nepal

● Director

Mr. Pratap Kumar Pathak

Secretary, Ministry of Industry, National Productivity and Economic Development Centre



● Alternate Director, Liaison Officer & NPO Head

Mr. Pushpa Kumar Karki

Officiating General Manager, National Productivity and Economic Development Centre



Singapore

● Director & NPO Head

Mr. Png Cheong Boon

Chief Executive, SPRING Singapore



● Alternate Director

Ms. Leung Wai Ling

Director (Planning), SPRING Singapore



● Liaison Officer

Mr. Wong Wai Meng

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



Vietnam

● Director

Dr. Ngo Quy Viet

Director General, Directorate for Standards, Metrology, and Quality



● Alternate Director & NPO Head

Mr. Nguyen Anh Tuan

Managing Director, Vietnam Productivity Centre



● Liaison Officer

Ms. Nguyen Thu Hien

Head, International Cooperation Division, Vietnam Productivity Centre



APO Secretariat

Office of the Secretary-General

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Ms. Tomoko Goto

Secretary-General
Assistant

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Dr. A.K.P. Mochtan
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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
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Accountant
Administration Assistant
Administration Assistant
Administration Assistant
Administration Assistant

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Ms. Akiko Ohara
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Director
Program Officer
Program Officer
Program Officer
Project Coordinator
Project Assistant
Project Assistant

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Ms. Duangthip Chomprang
Mr. Keiichi Tanabe
Mr. Md. Zainuri Juri
Ms. Akemi Oikawa
Ms. Noriko Kasai
Ms. Noriko Goto
Ms. Sayuri Watanabe
Ms. Asako Tomizawa
Ms. Mayumi Nakagawa
Ms. Yoshika Sawairi

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

Agriculture Department

Mr. Song Hyun Choi
Mr. Joselito Cruz Bernardo
Dr. Muhammad Saeed
Mr. Yoshihide Endo
Ms. Mutsumi Nojima
Ms. Emiko Iwasaki
Ms. Satomi Kozuka

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

(As of 31 December 2009)

Foreword

The Asia-Pacific continued to feel the aftereffects of the global financial crisis in 2009. Glimmers of hope were apparent in some subsectors, but the sluggish world economy slowed consumer spending, construction starts, and demand for manufactured goods. As the world's manufacturing hub, Asia and most APO member countries were adversely affected. The APO was no exception. The Secretariat, too, struggled to cope with the higher yen.

Although the amount of total membership contributions is fixed, calculated, and paid in US dollars, most administrative expenses are incurred in yen. An approximate 14% appreciation of the yen over the past year means that personnel and administrative expenses have risen significantly, despite continued efforts to maintain an appropriate balance between projects and costs. To mitigate this, Secretariat staff volunteered a salary return from April 2009 until May 2010. I appreciate this show of loyalty, while other cost-cutting measures were under investigation.

In spite of the financial storm, the APO remained on course in 2009. The Center of Excellence on Business Excellence within SPRING Singapore was in operation. The new project evaluation system was tested in India, Indonesia, Sri Lanka, and Thailand with the assistance of the NPOs. The continued focus on training courses benefited more individuals, enhanced by the publication of practical, easily understood manuals, available as e-books on the APO Web site.

Category A/C and B/C projects also reflect APO outreach to as wide an audience as possible. These typically involve a multicountry project, followed by a national training program for approximately 30 participants. Six member countries hosted national training programs in 2009, training more than 200 productivity practitioners.

e-Learning courses were favored among participants and NPOs. Their face-to-face follow-up sessions help in the recruitment of motivated trainees. Secretariat officers have developed a successful recipe for interactive, lively e-sessions combining expert presentations, local site visits, and discussions.

The annual Eco-products International Fairs (EPIFs) contribute significantly to APO visibility among the general public.



The fifth fair in Manila had more than 80,000 visitors and a record 128 companies and organizations displaying the most advanced eco-technologies, eco-products, and eco-services. The *Eco-products Directory 2009* published in conjunction with the EPIF contained 1,000 listings.

Improvements in the *APO Productivity Databook* continued in 2009. Total factor productivity can now be computed by seven member countries after missions were sent to assist their national statistics offices. The Asian Growth Map on the APO Web site gives up-to-date quarterly statistics. The data in these two research projects are hoped to assist policymakers in analyzing regional growth, and the business community to identify investment opportunities.

Details of projects conducted in 2009 are given in this *APO Annual Report*, along with excerpts from speeches given at the 51st session of the Governing Body held in Sri Lanka in April and Workshop Meeting of Heads of NPOs in the Philippines in October.

Without the support and cooperation of NPOs and member governments, the APO could not fulfill its mission to contribute to a better quality of life through sustainable socioeconomic development. I would like to express my gratitude to all of you, and to the various organizations, national organizations and productivity practitioners who have shared their knowledge in APO projects.

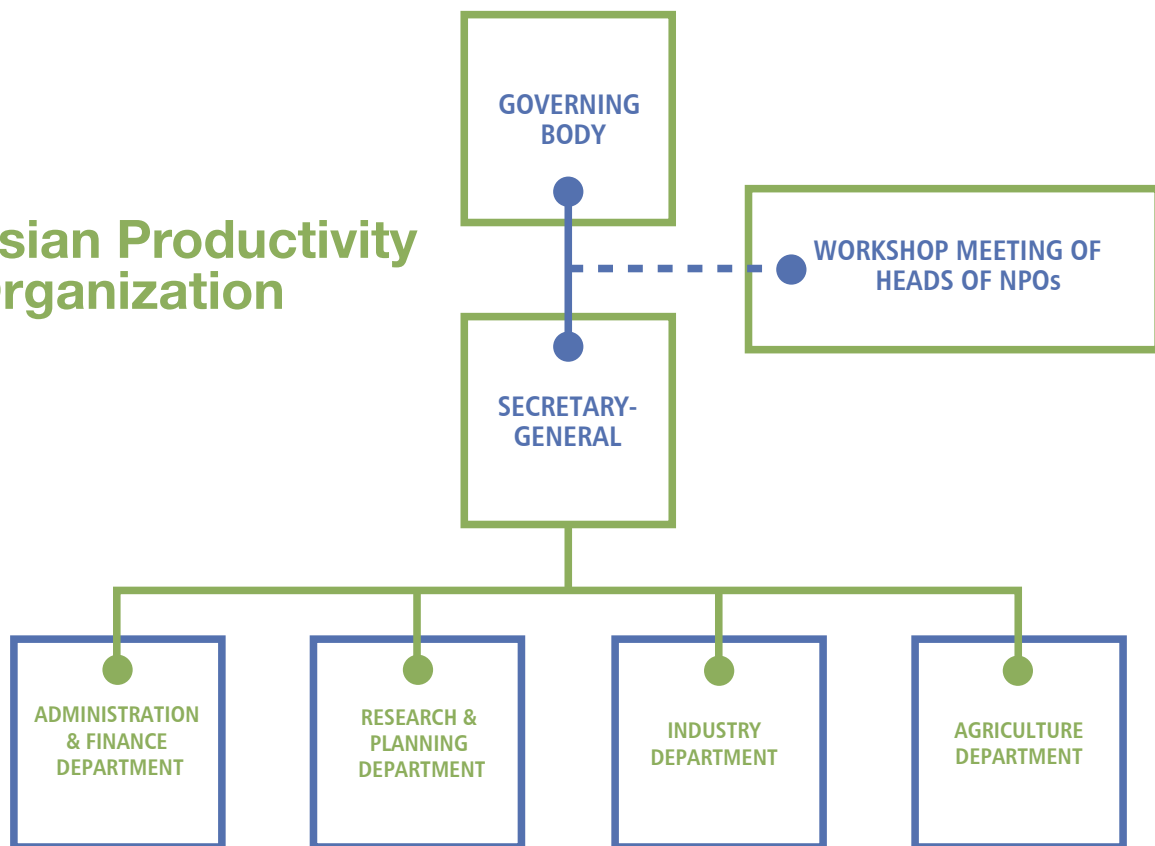
Tokyo, July 2010

A handwritten signature in black ink, which appears to read 'Shigeo Takenaka'.

Shigeo Takenaka
Secretary-General

ORGANIZATION

Asian Productivity Organization



MISSION

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

MEMBERSHIP

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership comprises Bangladesh, Cambodia, 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 eco-

conomic 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 Governing Body Meeting (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 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 decision making, 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 and exposure to actual applications of specific subjects in enterprises. 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 projects. e-Learning can be either Web based or via videoconferencing or both.

51ST SESSION OF THE APO GOVERNING BODY



(L-R) First Vice Chair Dr. Choi, APO Chair Watanabe, Second Vice Chair Somdy, APO Secretary-General Takenaka

The 51st Session of the APO Governing Body took place in Colombo, Sri Lanka, 20–22 April 2009. Thirty-nine delegates comprising directors and their advisers attended the meeting. In addition, there were two observers representing the Colombo Plan and UN Food and Agriculture Organization. APO Director for Sri Lanka Mahinda Madihahewa delivered the welcome address, and Acting APO Chair and Alternative APO Director for the Islamic Republic of Iran Dr. Mahmood Ghanizadeh presented the opening address. Minister of Labour Relations and Manpower Athauda Seneviratne and Prime Minister Ratnasiri Wickramanayaka delivered the inaugural address and keynote address, respectively. 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 51st Session of the Governing Body elected APO Director for Japan Masato Watanabe as APO Chair for 2009–2010 and APO Director for the Republic of Korea Dr. Dong-Kyu Choi and APO Director for Lao PDR Somdy Inmyxai as the First and Second Vice Chairs, respectively.

Welcome Address

APO Director for Sri Lanka Mahinda Madihahewa welcomed all directors, advisers, and guests and expressed gratitude to Prime Minister Ratnasiri Wickramanayaka and Minister of Labour Relations and Manpower Athauda Seneviratne for attending the inaugural session. He said that his country had hosted five Workshop Meetings of Heads of NPOs since it joined the APO, but it was the first time for Sri Lanka to host a GBM.

Briefly touching upon the development of the national productivity movement led by the NPS, Director Madihahewa said that productivity policies with the



APO Director for Sri Lanka Mahinda Madihahewa

focus confined to the public and private sector had now been extended to embrace schools and communities. As an indicator of the progress made by the NPS, he referred to the National Productivity Award Ceremony, which had gained popularity and expanded to the provincial level.

Recognizing the contributions made by the APO in supporting productivity promotion through various activities, he said that the theme of the 51st session of the Governing Body, “Productivity Improvement and the Global Financial Crisis,” was timely. He stressed the necessity to distinguish between short-term adjustments to respond to the immediate crisis and ensuring long-term efficiency of the economy.

Opening Address

Acting APO Chair and APO Alternate Director for the Islamic Republic of Iran Dr. Mahmood Ghanizadeh expressed gratitude to the Prime Minister of the Government of the Democratic Socialist Republic of Sri Lanka, Ratnasiri Wickramanayaka, and Minister Athauda Seneviratne for attending the inaugural session and hosting the meeting. He said that the APO had been adapting to changing times since its founding, but had never faced such tremendous challenges as those brought about by the current global economic crisis, which put major global economies in deep recession. He stressed that the APO should perform its catalytic role to propagate innovative ideas and to facilitate retooling of the retrenched labor force and upgrading the skills of those still employed for higher levels of efficiency and productivity. He suggested that the APO refocus and recalibrate its programs to give more attention to the most urgent and strategic needs of member countries.



APO Alternate Director for IR Iran Dr. Mahmood Ghanizadeh delivering the Opening Address

Dr. Ghanizadeh thanked all delegates for the honor and support given to the Islamic Republic of Iran’s

term as the APO Chair. He urged all to provide full support to the new Chair and the Secretary-General in dealing with the many challenges that lay ahead.

Inaugural Address

Minister of Labour Relations and Manpower Athauda Seneviratne of Sri Lanka said that the topic of productivity and the global financial crisis as the main theme of this session of governing body were very appropriate and the APO’s role in the context of productivity enhancement was vital. Sri Lanka was expecting 5% annual productivity growth during the next couple of years, for which a Presidential Task Force for Productivity Improvement had been formulated in line with the national development agenda called *Mahinda Chinthana*.

He introduced the results of research by the International Institute of Labour Studies which stated that nearly 90 million new jobs would be needed in the 2009–2010 period to absorb new entrants to the labor market. He requested the meeting to focus its discussions on how member countries could cooperate with each other and coordinate their efforts to tackle the crisis by creating new decent work opportunities and sharing productivity gains.

Minister Seneviratne noted that during the past few years Sri Lanka had been able to obtain substantial assistance from the APO to enhance the capacity of the NPS, which eventually led to the improvement of numerous schools and private- and public-sector institutions, contributing to higher productivity. He also acknowledged that several programs of the APO such as demonstration company projects, TES, and multicountry OSMs had led to a significant improvement in the country’s productivity campaign.



Sri Lankan Minister of Labour Relations and Manpower Athauda Seneviratne giving the Inaugural Address

Minister Seneviratne reported that as a large section of the country’s economic entities were SMEs, the

NPS had initiated a productivity promotion program in the SME sector in collaboration with the APO and JPC. He also touched upon the usefulness of several other projects conducted in collaboration with the APO such as the Member Country Support Program, e-learning, best practice network, etc. He ended his remarks with the hope that the meeting would be able to come up with innovative, constructive recommendations to overcome the current financial crisis, using improved productivity as the major tool.

Keynote Address

Prime Minister Ratnasiri Wickramanayaka of Sri Lanka noted that the current meeting was being held at a critical time when the world was facing an economic downturn, so that it was apt that the theme for this year's meeting was "Productivity and the Global Financial Crisis." He mentioned that although global attention was focused on the West, the crisis and its fallout would have severe effects on the economies of developing countries as well due to the loss of jobs and reductions in consumer spending.



Sri Lankan Prime Minister Ratnasiri Wickramanayaka during his Keynote Address

There was also a big drop in funds flowing to developing countries as foreign direct investment, and in Asian exports to the USA and Europe. Particularly with the fall in exports, many factories in Asia had been forced to halt production, leading to retrenchments and the loss of jobs. He then said that Sri Lanka had also felt these effects, although not too severely. Therefore this meeting needed to discuss effective means of recovering from the turmoil. At this crucial time, the key areas of focus that would eventually facilitate the recovery process were a new outlook, innovation, and productivity improvement. Inspiration of workers was also needed to make them more production oriented and improve their creative skills to make products and services more competitive.

Prime Minister Wickramanayaka went on to say

that although the world was in crisis, there were factors to be positive about. A trend in the global economy for rebalancing toward Asia was seen, and in the long run this trend would affect the world's financial markets profoundly. We need to learn not only from the successes in the West but from the failures as well, and introduce our own reforms where needed. This process should not be delayed. While Sri Lanka was fortunate that it had not been as badly affected by the crisis as the West due to its sound economic and social policies, Prime Minister Wickramanayaka acknowledged that unfortunately the country had faced a debilitating scourge of terrorism. However, the country's armed forces were achieving success and Sri Lanka could look forward to a peaceful future.

Statements by New APO Chair and Vice Chairs

Newly elected APO Chair Masato Watanabe stated that it was a great honor for the Government of Japan to be elected as Chair of the APO for 2009 to 2010. He noted that the APO faced an enormous challenge during the current economic crisis being experienced by economies all over the world including Japan and other member countries. It must act with haste and efficiency to support member countries in preparing for and sailing through the rough tides ahead. He pledged to do his best in performing the tasks of Chair to make the meeting a success and enable the APO to fulfill its mission and vision. He asked for the continued support and cooperation of fellow Directors to make that possible. On behalf of all delegates, Chair Watanabe expressed sincere thanks and deep appreciation to Dr. Ghanizadeh and requested him to continue guiding the meeting with his wisdom throughout the session. He regretted the absence of his predecessor, Mr. Tadao Chino, who had recently passed away. Dr. Dong-Kyu Choi said that it was a great honor and privilege to accept the role as First Vice Chair of the APO Governing Body four months after his appointment as the APO Director for the Republic of Korea. He assured the meeting that he would do his best to support the Chair throughout the meeting to ensure productive deliberations and a successful conclusion. He welcomed the active participation of the Directors in sharing their ideas to enhance the effectiveness of the APO, especially in addressing issues and challenges brought about by the current financial crisis. He then expressed deep appreciation to the Government of Sri Lanka for graciously hosting the meeting and for the excellent arrangements. APO Director for Lao PDR Somdy Inmyxai acknowledged gratitude on his election to the position of Second Vice Chair to support the Chair and the First Vice Chair to ensure a smooth, successful Governing Body Meeting.

Secretary-General's Annual Report

APO Secretary-General Shigeo Takenaka thanked the Government of the Democratic Socialist Republic of Sri Lanka for hosting this important meeting. He also expressed his gratitude to Prime Minister Ratnasiri Wickramanayaka for gracing the inaugural session and for his encouraging keynote address. He thanked Minister of Labour Relations and Manpower Athauda Seneviratne and APO Director for Sri Lanka Mahinda Madihahewa for their warm words of welcome. The Secretary-General pointed out that the GBM was being held in the midst of an unprecedented financial crisis and that no country was immune, including APO member countries. He added that the crisis was also affecting the APO specifically in relation to the budget due to the fluctuating exchange rates between the US dollar and the yen.

He explained that while the amount of the total membership contributions was fixed, calculated, and paid in US dollars, most administrative expenses, which accounted for almost half of the total budget, were incurred in yen. With a strong yen, personnel and other administrative costs in US dollar terms had become significantly higher, resulting in a major challenge to the Secretariat in maintaining an appropriate balance between project and administrative costs.

He also informed the meeting that there had been a nearly 14% appreciation of the yen since the Secretariat submitted the budget for the first time to the 2008 WSM in Siem Reap, Cambodia, and this appreciation had created a huge upward pressure on Secretariat administrative expenses in dollar terms. To avoid the effects of constant currency fluctuations, the Secretary-General proposed conducting a comprehensive review of administrative and staff expenses. He also suggested that the practices of other international organizations to deal with currency fluctuations be examined. As a temporary solution, the Secretariat had been exploring various cost-cutting measures including the voluntary return of staff salary at the rate of 3% for general service staff, 4% for officers and directors, and 5% for the Secretary-General effective from April 2009 until April 2010.

The Secretary-General also reported that the Secretariat's efforts for more effective utilization of the budget and financial discipline had led to a marked improvement in the resource utilization rate, as well as in the disbursement rate of budget for both current and continuing projects, resulting in a significant decline in the total number of continuing projects and unappropriated surplus.

The Secretary-General reported that the Secretariat had followed up on suggestions made at the last GBM on establishing centers of excellence. The idea was further discussed at the 2008 WSM and at a small, informal, consultative meeting with selected NPOs in Tokyo in February. Based on those discussions and suggestions, the Secretariat proposed a pilot project focusing on business excellence with SPRING Singapore as the pioneer. Secretary-General Takenaka then expressed the hope that such a systematic approach would facilitate the transfer of learning and experience in the area of business excellence from SPRING Singapore to other NPOs.



Secretary-General Takenaka (R) presenting his annual report

Touching upon project evaluations, the Secretary-General stated that the Secretariat had identified areas to make them more realistic. A new project evaluation method was being finalized, with three-fold emphases: greater objectivity; increased depth of coverage; and involvement of NPOs with new features including third-party evaluations and interviews with the superiors of APO project participants.

The Secretary-General then turned to the Secretariat's efforts for the development of NPOs. After the successful pilot programs for productivity and quality practitioners in Pakistan, IR Iran, and India to create a critical mass of productivity practitioners in their countries, in 2009 the Secretariat initiated a new project to strengthen NPOs through the development of productivity practitioners using the same modality and hoped that NPOs would take advantage of this new project under DON Implementation.

The Secretary-General then detailed Secretariat efforts to add value to APO projects through its up-graded think tank role. The first edition of the revised and improved *APO Productivity Databook* published last year had been well received by prominent policymakers and researchers worldwide. He added that the Secretariat would initiate activities to strengthen or develop the institutional capabilities of member

countries in computing total factor productivity as a new element of this project.

Addressing productivity and environmental concerns, the Secretary-General highlighted the importance of Green Productivity projects and informed the meeting that the EPIF 2009 had been successfully held in Manila. He added that despite the financial crisis nearly 128 exhibitors took part. The *Eco-products Directory* published annually in conjunction with the EPIF included a record number of more than 800 product and service listings this year, he added.

The APO's Africa Program, which was funded by a special cash grant from the Government of Japan, had made the organization better known in more parts of the world, the Secretary-General noted.

Concluding his report, Secretary-General Takenaka said that tough times like these created by the current financial crisis demanded greater involvement of NPOs and a greater role for the productivity movement. He assured the GBM that the APO would remain vigilant and committed to assisting NPOs in developing their capacities and in serving the needs of member countries, especially in this time of economic turmoil.

50TH WORKSHOP MEETING OF HEADS OF NPOs



Secretary-General Takenaka (R) thanking Philippine Executive Secretary Eduardo R. Ermita for his Keynote Address at the 50th WSM

The 50th Workshop Meeting (WSM) of Heads of National Productivity Organization (NPOs) was held in Manila, the Philippines, 20–22 October 2009. It was attended by 37 NPO and Agriculture delegates from 19 member countries, 18 advisers from nine member countries, and two observers representing the Colombo Plan Secretariat and Productivity SA, South Africa. President of the Development Academy of the Philippines (DAP) and NPO Head of the Philippines Antonio D. Kalaw, Jr. delivered the welcome address, followed by the opening address and keynote address by Deputy Director-General of the National Economic and Development Authority and APO Director for the Philippines Margarita R. Songco and Executive Secretary Eduardo R. Ermita, respectively.

Welcome Remarks

President of the DAP and NPO Head of the Philippines Antonio D. Kalaw, Jr. welcomed all delegates, advisers, and observers despite the adverse weather and the typhoons that had wreaked havoc in the country recently. He said that it was a privilege and honor for the Philippines, particularly for the DAP,

to host yet another important event for the APO in the year after the 5th Eco-Products International Fair



NPO Head of the Philippines Antonio D. Kalaw, Jr. delivering the Welcome Address

(EPIF) in March. He added that the 5th EPIF had the most numerous exhibitors and was the first to be visited by five cabinet members and two heads of state, the incumbent President Gloria Macapagal-Arroyo and former President Fidel V. Ramos, which was a clear manifestation of the Philippine government's commitment to the cause of Green Productivity (GP).

Mr. Kalaw stated that hosting this year's WSM was special because it was the 50th time it had been held. For this reason, the DAP was committed to ensuring that the meeting would achieve its objectives of finalizing the APO Program Plan for 2010 and reviewing the proposed projects for 2011 and 2012. He hoped that the meeting could chart possible directions for the APO in the next decade to strengthen its role in Asia and the Pacific in response to the challenges brought about by the global economic crisis and climate change. The APO should be able to adapt to the emerging global challenges so it could create more impact in areas where its resources and services will be critically needed. He encouraged a lively exchange of ideas and productive discussions among the delegates in the coming three days.

Opening Address

Deputy Director-General of the National Economic and Development Authority and APO Director for the Philippines Margarita R. Songco expressed sincere gratitude to Executive Secretary Eduardo Ermita for his presence that morning despite the inclement weather and urgent need for his attendance at the Malacanang Palace. On behalf of the Government of the Philippines, she welcomed all delegates, advisers, and observers taking part in the 50th WSM. She said that Heads of NPOs and staff of the APO Secretariat were in Manila not only to review what was agreed last year but also to firm up plans for next year and review the strategic mission for the succeeding two years. These tasks were crucial because they involved plans for the celebration of the APO's 50th anniversary in 2011.

Ms. Songco acknowledged that the APO had made significant contributions to the socioeconomic development of the Asia-Pacific nations through many activities for productivity and quality enhancement, environmental protection, and community development and had provided avenues for linking member countries with other countries and international organizations outside the region to expand opportunities for cooperation and further development. Not satisfied with past achievements, the APO Secretariat had pursued organizational restructuring to enhance the efficiency and effectiveness of its operations. It had also introduced innovations in project delivery

to optimize the benefits for member countries. Such innovations included online courses and national programs that address the specific needs of member countries.



APO Director for the Philippines Margarita R. Songco giving the Opening Address

Ms. Songco concluded by saying that the full participation and continued cooperation of the delegates would generate specific directions to help member countries achieve economic development and hence improve each country's position in the region and the world. She hoped for productive discussions and outcomes at the meeting.

Keynote Address

Executive Secretary Eduardo R. Ermita welcomed WSM delegates on behalf of President Gloria Macapagal-Arroyo. He expressed the hope that the meeting would dwell on what had been done and what more should be done through the exchange of information and cross-fertilization of minds benefiting all in the era of global competition. Stressing the importance of the public sector in the age of globalization, he said that the sector, as a consumer of tax revenues, was expected to perform proficiently. He also pointed out that in most developing countries governance in the public sector was plagued by bureaucratic pathologies, although efforts to improve productivity were ongoing. He then pointed out that longstanding efforts in the public sector to introduce productivity improvement should be made known to the public.

Executive Secretary Ermita stated that various productivity-enhancing initiatives for the public sector had been implemented with different levels

of success in Asian countries. This could be a source of best practices and benchmarks. While sharing the Philippine experience, he said that in the 1980s, work improvement teams based on the quality circle concept had been introduced in selected government agencies. From 1988 to 2001, grand productivity plans such as President Aquino's Government Productivity Program, President Ramos' National Action Agenda for Productivity, and President Estrada's Medium-term National Action Agenda for Productivity had been adopted. Under the Ramos administration, the Philippine Quality Award was introduced and later institutionalized. Under the present administration, the campaign for public-sector productivity had been intensified. He reported that the National Competitiveness Council had been formed in 2006 to oversee the development of a culture of excellence in government agencies. Similar initiatives such as the Executive Order to install ISO-certified systems and performance governance systems using the balanced scorecard had been taken, and Executive Secretary Ermita believed that this indicated the Philippines' commitment to public-sector productivity. He pledged that the Philippines would continue to set new strategic directions and close the gaps that existed with the most competitive countries.



Executive Secretary Eduardo R. Ermita delivering the Keynote Address

In concluding, Executive Secretary Ermita, on behalf of the Government of the Philippines, congratulated all delegates and hoped that they would have a productive meeting.

Secretary-General's Statement

APO Secretary-General Shigeo Takenaka first thanked the Government of the Philippines for

hosting the 50th WSM. He reminded the delegates that the WSM was expected to accomplish two major tasks: finalizing the programs for 2010; and reviewing the proposed priority of APO projects for the 2011 and 2012 biennium, which would serve as a basis for determining the total membership contributions for those years by the GBM. Secretary-General Takenaka pointed out that some modifications had been made in the 2010 Program Plan and some projects dropped. Given the persistent appreciation of the yen, he acknowledged that the Secretariat might be compelled to make more adjustments, probably knocking off a few more projects from the list.

The Secretary-General pointed out that projects for 2011 and 2012 were listed with their priority and the plan basically reflected efforts to serve member countries meaningfully. The Secretariat had ranked projects according to six prioritization criteria: projects with new topics; projects with new methods or outreach; projects proposed at the GBM/WSM; projects supported by the survey results received from member countries; projects that member countries were committed to hosting; and projects with training elements.

The Secretary-General noted that the Secretariat had assigned priority to projects that member countries had offered to host as a sign of their commitment to the APO and to the cause of productivity in the region as a whole. He pointed out that APO resources were limited, especially with the constraints resulting from the global financial crisis continuing to affect member countries, and he welcomed the steps member countries had taken to volunteer to host APO projects and bear all local implementation costs in a genuine spirit of mutual cooperation. He added that the Secretariat attached particular importance to training courses considering their tangible, measurable contributions and the ratio of project categories had been altered to address the needs of member countries. Not only had the number of training courses been increased but also the quality of projects had been enhanced, including the development of manuals and the addition of projects leading to certification.

The Secretary-General then elaborated on the three focus areas of the APO: 1) the capacity building of NPOs; 2) taking advantage of new opportunities provided by IT; and 3) undertaking more projects that generate visible, measurable impacts. To build the capacity of NPOs, in recent years the Secretariat had successfully shifted the majority of its projects to Categories A and B. The Secretariat had also taken two new initiatives to bolster Category C projects: in-country programs for developing productivity professionals; and two-tiered projects. Three pilot

in-country projects were held in IR Iran, India, and Pakistan last year, and similar courses were completed in Fiji, Indonesia, and Cambodia this year. Three more courses were scheduled toward the end of 2009 for Thailand, Lao PDR, and Bangladesh, the Secretary-General noted, hence training more than 200 productivity practitioners, of whom 60% were from NPOs, by the end of the year. The Secretariat officially launched the two-tiered scheme in mid-2008 with three multicountry projects, after which a total of nine national-level follow-up projects had been organized for 464 participants, or an average of about 51 individuals per participating country.

The Secretary-General then elaborated on APO e-learning activities. In 2008, five e-learning courses were organized, each consisting of three phases, with each phase involving five countries in the same or neighboring time zones. These courses enabled the Secretariat to train 1,500 participants each year. APO e-learning courses were unique, he noted, because they were followed by traditional, face-to-face training courses featuring advanced versions of the topics.

An example of projects that generate visible, measurable impacts was the Eco-products International Fairs conducted over the last five years. The Secretary-General also pointed out that the *APO Productivity Databook* series represented an important breakthrough in terms of producing credible, comparable productivity data on member countries and assured the meeting that the APO would continue to make improvements in its methodology and coverage. The recently released Asian Growth Map on the APO Web site giving updated quarterly growth statistics on member countries' GDP was also mentioned. Under the plan to strengthen the institutional capacities of member countries to compute their total factor productivity, the Secretariat was presently assisting Mongolia, Indonesia, and Fiji, Secretary-General Takenaka noted.

The Secretary-General then touched upon APO activities in agriculture, particularly the increasing emphasis on food safety-related projects. The number of participants had also increased dramatically. He expressed hope that the number of participants attending the 50 such projects from 2004 would reach more than 1,600 by the end of 2009.

Another recent initiative of the Secretariat was evaluating the impact of APO projects. The Secretary-General reported that an evaluation team had been sent to Indonesia, Thailand, Sri Lanka, and India in June and July this year, and local NPOs were actively involved in the evaluation effort. The team conducted additional interviews by visiting resource persons in Singapore and the Philippines. He stated that the team's tentative findings showed that projects generally benefited the participants, their departments, and their organizations.

As part of the foundation activities for the centers of excellence (COE) initiative with SPRING Singapore as the pilot COE on Business Excellence, the Secretary-General said that Singapore was compiling a database of experts on business excellence and quality awards, and the Secretariat was conducting a survey on the impact of quality awards on business.

All these initiatives had originated from ideas expressed at WSMs and GBMs, emphasized the Secretary-General, and he believed that WSMs as well as GBMs had been a source of good ideas and inspiration for all in the APO, particularly the Secretariat.

In concluding his statement, Secretary-General Takenaka reminded the meeting that the APO would celebrate its 50th anniversary in 2011, which meant that delegates must think ahead and explore new actions to make the organization more effective and relevant in the next half-century.



Cutting steel
Lu Chee Yang
Malaysia

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

Fair Distribution of Productivity Gains among Stakeholders

A study meeting on the Fair Distribution of Productivity Gains among Stakeholders was held in Japan, 19–23 January. The objectives of the meeting were to examine the latest trends and developments in productivity gain-sharing globally based on the Japanese experience and to share them to promote fair distribution of productivity gains among the different stakeholders in APO member countries. A total of 18 participants from 14 member countries comprising employers' federations and executives, management consultants, academics, and representatives of government and unions attended. The meeting was hosted by the JPC.

The meeting recognized the importance of different stages of economic development and existence of different market systems including different wage determination mechanisms in participating member countries. In all member countries, unionized and nonunionized sectors coexist, and hence different labor relations practices and gain-sharing mechanisms are in place. It was apparent that in a number of countries productivity is a joint responsibility of the key stakeholders, and they have well-established tripartite structures in place, including national frameworks for wage determination, which are clearly stipulated and followed by all parties. Discussions revealed that where labor-management cooperation is strong, there is also strong recognition that productivity is a prerequisite for economic growth; therefore, unions strongly support productivity as it brings their members better benefits and standards of living and through industrial harmony they can help grow a bigger pie and then ask for more in terms of wages and benefits. If such cooperation is lacking, then often hostile labor relations are seen.

A key challenge is how to link performance to productivity and how to diffuse productivity gains in companies. There are many forms of productivity gain-sharing, and it is necessary to consider both monetary and nonmonetary rewards (work and family initiatives, work-life balance, employee security, work sharing, job sharing, etc.) in wage discussions. Other keys to successful gain-sharing plans are simplicity, clear links between pay and targets, information sharing, strong leadership, involvement of top management and union leaders, managing change, and training and development. Policy instruments at the national level are helpful, and training in developing sustainable schemes is vital.

Participation of Women and Retirees in the Workforce

Since 2005, the Japanese population has been declining, which will cause a decline in the working population. Those born in the years 1947–49 have been retiring en masse, with the first group of 6.7 million reaching the retirement age of 60 in 2007. Given that the population is declining, it is predicted that the labor force will decline by 10% (to 55.8 million) in the next 25 years. Under such circumstances, a severe shortage of workers in the market is predicted, making it imperative to bring women and retirees back into the labor market. This is a predicament facing several aging societies in the APO membership. In Japan, one response has been the hiring of nonregular, temporary, and part-time workers. Other measures are increased productivity and innovation. Due to advances in healthcare and lifestyle changes, many workers retiring at age 60 could easily contribute to economic activities for several more years. Research shows that about 80% of those retiring wish to continue working to earn money and have a purpose in life. About half of retirees are women who are also keen to continue working beyond retirement.



Summing up the outcomes of group discussion

Under such circumstances, the APO organized a study meeting on the Participation of Women and Retirees in the Workforce in the Republic of Korea, 7–10 December. It was attended by 12 participants and implemented by the KPC. The meeting discussed the issues and challenges faced by member countries in increasing the participation of women and retirees in meaningful economic activities and examined the policies and practices adopted in other countries to facilitate that. The main objectives were to share experiences and practices of aging societies that have embarked upon a return-to-the-workforce drive for women and retirees due to changing demographic, social, cultural, or other factors; assist member countries to respond to labor market challenges by understanding emerging work practices like flextime, telecommuting, nontraditional career paths, family-friendly programs, and balancing work-family needs; and identify best practices in policy and other inter-

ventions for aging societies based on experiences from advanced countries.

Program coverage: Current trends in the participation of women and retirees in the workforce; Issues and challenges in the participation of women and retirees in the workforce; Approaches, practices, and strategies for increasing the participation of women and retirees in the workforce in aging societies; and Policy directions and practical recommendations for member countries. Participants visited the Korea Aged Employment Center, one of the 26 senior welfare centers run by the city government in Seoul.

Productivity in the Informal Sector

The informal sector creates jobs and economic activities in the production and sales of goods and services in unregulated environments. While it constitutes a large proportion of economic activities and contributes to job creation, it is cautioned that its persistence limits healthy economic development, because the sector implies narrow tax bases and insufficient social protection, such as health and unemployment benefits. Moreover, the informal sector is viewed as an inappropriate use of available human capital as it is often associated with lower efficiency and productivity.

This project is continued from 2008. The first year focused on defining the sector and investigating the availability of official data to analyze the economic activities and contributions of the informal sector from the labor perspective. The coordination meeting was held 26–28 October in Cambodia and nine national experts from Bangladesh, Fiji, India, Malaysia, Mongolia, Nepal, Pakistan, Philippines, and Sri Lanka discussed the data on vocational training additionally collected for the 2009 research under the leadership of Chief Expert Prof. Sachiko Kazekami.

Project coverage: Socioeconomic analysis of the informal sector: size, social continuity, and impact on the total economy and productivity; Correlations of the informal sector with industrialization, social security system, taxation; and Status and impact of vocational training on the informal sector.

Strengthening of SMEs

SME Development in the Mekong Region

The Mekong region, in which the newest APO member countries of Cambodia, Lao PDR, and Vietnam are located, has great potential for economic growth, which is supported by massive foreign investment. With more multinational companies shifting their entire operations to this area, mainly due to cheap labor and abundant natural resources, more private-sector SMEs have been established as local suppliers

and subcontractors. Because these countries still have sizeable income gaps in terms of the rest of Asia and a high incidence of poverty by regional standards, their governments have recognized that the growth of SMEs can contribute to poverty reduction through new job creation and increased individual incomes.

In collaboration with the JPC, the APO organized a study mission on SME Development in the Mekong Region, 3–6 February, in Tokyo. It aimed to provide an opportunity for NPO trainers/consultants, government officials in charge of SMEs, and top managers of SMEs in the Mekong region to learn and observe productivity enhancement and management improvement techniques from excellent Japanese SMEs. The program was attended by a total of 12 participants from Cambodia, Lao PDR, and Vietnam and four observers from nonmember Myanmar.

Program coverage: Key success factors in SME management through TQM Implementation; Salient features of SMEs and their role in the Japanese economy; SME development measures by the government; Role of consultants, NPOs, and self-improvement efforts by enterprises; Management philosophy and strategies of top SME managers seeking to increase productivity and competitiveness; and Practical productivity improvement tools and techniques for SMEs (5S, kaizen, total productive maintenance, etc.).



Site visit to Hinode Corporation, an auto-parts manufacturer, Kawasaki

Field visit: Participants visited Hinode Corporation, a metal-based auto parts producer in Kanagawa prefecture, to observe the implementation of 5S and kaizen activities in SMEs; Tomytec, a medium-sized toy factory located in Tochigi prefecture, to examine its just-in-time and line-balancing production lines and kaizen activities; Fuji Heavy Industry, Gunma Yajima plant, in Gunma prefecture to witness productivity improvement activities in a large automotive company; Tsukugon.Co. Ltd., a small factory processing fish-based food products located in Tsukiji Fish Market, Tokyo, to learn about its hygiene and safety procedures; and Mushashino Co. Ltd., a small company

providing cleaning services and equipment located in Tokyo, which received a Japan Quality Award in 2000 in the SME category.

Market Access for SMEs: Electric and Electronic Sector

Appropriate access to markets is vital for SMEs to survive in business. Recently, achieving market access for SMEs has become more challenging due to the increasing number of laws and regulations. Failure to comply may result in loss of customer confidence as well as loss of potential revenue. SMEs that act as suppliers to manufacturers may have limited capacity to comply with the necessary regulations and thus need special assistance. As rapidly evolving technology leads to an increasing volume of electrical and electronic equipment (EEE) in use worldwide, the environmental impact posed by the production and subsequent disposal of EEE has become a serious concern. Hence the environmental performance of the electrical and electronic sector is targeted for improvement by many governments.

The APO organized a study meeting on Market Access for SMEs: Electric and Electronic Sector, 11–14 August 2009, in Singapore. Fifteen participants from nine member countries attended to discuss problems SMEs face in accessing markets in the Asia-Pacific region, the impact on supply chains of complying with international regulatory requirements, global environmental technical regulations that affect the electrical and electronic industry, and green manufacturing options for regulatory compliance.



Field visit to the Singapore Institute of Manufacturing Technology

Program coverage: Environmental technical regulations and their impact on future business trends in the electrical and electronics industry; Environmental compliance: Business challenges and opportunities; New requirements in the RoHS directive; Impact of RoHS 2 on the medical device industry and the supply chain: Perspectives from a medical device manu-

facturer; REACH and its impact on the electrical and electronic industry; Hewlett Packard's REACH implementation experience; Environmental technical regulations in Asia: Korea, Japan, and China; Carbon footprinting the the electrical and electronics industry; Green IT and future business trends; What's next: The EuP directive and its implementing measures; Using the IPC 1752 for material declaration; and Information exchange within the supply chain. A site visit was made to the Singapore Institute of Manufacturing Technology.

SME Management Model: Strategies for Sustainable Growth and Competitiveness

SMEs constitute the most numerous business entities and are important in accelerating economic growth and development in the region. In most APO member countries, they play a vital role in the development of national economies, not only by providing new sources of employment and replacing declining traditional industries but also by providing a source of innovation, creativity, and international competitiveness. Severe competition due to the global business environment and increasing technological complexity have resulted in shorter product life cycles, forcing SMEs to adopt innovative ideas for successful transformation and excellent management practices to achieve sustainable growth and competitiveness.

The APO and CPC organized a workshop on the SME Management Model: Strategies for Sustainable Growth and Competitiveness, 2–6 November, in Taipei, attended by 22 participants from 13 member countries. They examined global and regional best practices of SME management, benchmarked against the successful strategies used by the Republic of China for SME development, and identified new strategies for the sustainable development of SMEs in APO demonstration projects. The APO deputed three resource persons, and the CPC invited one.

Program coverage: Best practices implemented by Taiwan SMEs to sustain development and face global competitiveness through excellent organizational management. Site visits were made to: White-Wood-House Food Co. Ltd, a bakery company and winner of the SME Excellence Award 2004 and National Quality Award in 2008; Crystal Applied Technology Inc., a small manufacturing company located in Hsinchu Science Park which produces Sapphire and SAW water used in LED baseboards; and Dahan International Business Center, Dahan Property Management Corporation, involved in real estate, office rentals, and hotels.

SME Financing in the Aftermath of the Global Financial Crisis

SME development requires an enabling business environment that fosters new start-ups and enables the growth of existing businesses. A key element in that enabling environment is SME financing. Nevertheless, many SME businesses face difficulties because of the lack of necessary funding or access to finance. With the current restructuring of financial markets after the occurrence of the global financial crisis, the environment of SME financing is even more complex.



Study meeting on SME Financing in the Aftermath of the Global Financial Crisis

The APO organized a study meeting on SME Financing in the Aftermath of the Global Financial Crisis, 23–27 November, in Jakarta, Indonesia, to undertake in-depth discussions of SME financing. There were 22 participants from 12 countries. Given the significant implications of SME financing, the study meeting sought to clarify the aftereffects of the global financial crisis in member countries. It also analyzed the effectiveness of new measures introduced in the wake of the crisis. The study meeting served as a platform for the APO research on Financing of Small and Medium Business scheduled for January 2010 that will deal with SME financing and promotion of SME innovation.

Program coverage: SME finance: Challenges and innovations; Japanese approach to SME finance; SME financing in Korea; and the Role of Bank BUKOPIN in Indonesia. Site visits were organized to KSP Dana Nusantara (savings and loan cooperatives) and Perum Pegadaian (a state-owned enterprise in pawn services).

Impact of the Global Financial Crisis on SMEs

The financial crisis originating in the USA affected the global economy. Depending on the channel of transmission, the impact of the crisis varied. Since SMEs are major driving forces of productivity in Asia, it is significant for the APO to determine the effects of

the crisis on SMEs. The challenges confronting Asian SMEs are: 1) credit crunches caused by the reluctance of financial institutions to provide financing for both working and investment capital; 2) accumulation of inventory due to shrinking domestic and export markets; 3) excess fixed costs derived from firm downsizing; and 4) readjustment of supply chains caused by reduced demand from large enterprises. The Coordination Meeting for the APO Research on the Impact of the Global Financial Crisis on SMEs was held 17–20 August in Tainan, Republic of China (ROC), to analyze the impact of the crisis on SMEs; identify challenges faced by SMEs in the current situation; and recommend remedies to policymakers to mitigate the impact. Nine representatives of the ROC, India, Indonesia, Japan, Republic of Korea, Malaysia, Philippines, Thailand, and Vietnam attended.

Program coverage: The first two days were spent discussing research methodology and the final two days were allocated to the conference on The Global Economic Crisis: Impacts and Implication for Industrial Restructuring in Asia jointly organized with the Asian Development Bank Institution (ADBI), National Cheng Kung University, and CPC. The chief and national research experts spoke at the conference.

Knowledge Management

Knowledge-creating Enterprises

Increasingly, businesses now consider knowledge to be an asset that must be properly managed. In the knowledge-based economy of the 21st century, successful KM is based on building learning-centered organizations to enhance the inherent competencies present within. The APO has designated KM as one of its thrust areas and conducted various KM projects.



Airbus's Beluga loading a section of the space station for shipment to NASA

Following projects in the region, a study mission to the nonmember country Germany was organized on Knowledge-creating Enterprises and conducted in Goettingen, Bremen, and Frankfurt, 27 April–1 May.

The objectives were to learn about KM practices emphasizing sustaining enterprise competitiveness in the German economy among SMEs and large, world-class enterprises that have won KM awards. Sixteen participants from eight member countries attended, along with four international experts.

Program coverage: Site visits were made to numerous enterprises that gave presentations to mission members, including: Atlas Elektronik (KM award winner 2003); Airbus (KM award winner 2007); Burgel (KM award winner 2002); Schaffler Group; Bosch Group; gfW; Siemens; Reinisch; GtZ; and Hessen Agentur.

Knowledge Management in the Service Sector

Traditionally, APO productivity interventions were mostly in the agriculture and manufacturing sectors. This changed over time, reflecting the profound structural shifts that have taken place globally as well as in local economies. The transition from an agrarian economy to an industrial economy to a knowledge economy has also changed the nature of work. Service-based growth accounts for the bulk of the employment and wealth creation in today's knowledge economy. In this situation, knowledge represents the most valuable resource. Some argue that knowledge is the ultimate competitive advantage and matters more than traditional factors of production like land, labor, or capital. Productivity and growth are also becoming more dependent on knowledge. Knowledge is thus widely regarded as the key to growth, innovation, and effectiveness.



APO expert Ron Young sharing information on KM in the service sector

The APO organized a study meeting on Knowledge Management in the Service Sector hosted by the MPC in Kuala Lumpur, 15–18 June, attended by 19 participants from 12 member countries, most of whom represented private-sector companies in the service sector including knowledge management (KM) consultants. The meeting aimed to review the status of KM in the service sector and highlight best practices; explore the possibility of customizing the APO KM framework and implementation approach in the service sector, and recommend practical methods for promoting and implementing KM in the service sector in APO member countries.

Program coverage: Status and significance of the service sector and its contributions to member countries; Role of knowledge and innovation in the service economy; Identification of key knowledge assets for the service sector; Best practices of KM implementation in the service sector; Success factors, issues, and challenges in KM implementation in the service sector; The APO KM framework, implementation approach, and application in the service sector; and Practical methods for promoting KM implementation in the service sector.

Customer Relationship Management

Many companies are striving to obtain customer loyalty and therefore reorganizing their business processes around customers. Information systems offer a strategic advantage to improve relationships with the desired customer segments. Thus, customer relationship management (CRM) software packages have become popular. CRM, however, is not simply a technology but rather a comprehensive, customer-focused approach in an organization's philosophy. This includes policies and processes, customer service, employee training, marketing, and information management systems.

To support attempts to expand CRM, the APO organized a multicountry observational study mission on CRM, in Seoul, Republic of Korea, 3–6 August, in association with the KPC. The mission was attended by 17 participants from nine member countries. The objective was to observe the key concepts and priorities of CRM and tools and techniques to manage customer relations strategically, and examine the applicability of innovative Korean CRM practices in other Asia-Pacific countries. The APO deputed one international resource speaker to conduct sessions and facilitate discussions.

Program coverage: Concept of management of technology; CRM design approach; Recognize your customer; Call center systems; Targeting customers; Case studies; IT system planning and CRM project

management; and Human resources development of personnel in charge of CRM. Field visits were made Lotte Department Store, JoongAng Ilbo, Asiana Airlines, and KB Bank, all of which have advanced CRM systems in place.

Knowledge Management for SMEs

Knowledge management (KM) has been found to be effective in driving excellence and growth in businesses. However, while the practice of KM is widespread in large enterprises, it is not in SMEs. While large enterprises have the resources to forge ahead with KM, SMEs often do not. Few institutions are devoted to promoting KM at the SME level. The APO introduced KM as a tool for increasing productivity and competitiveness in 2001. Since then, it has vigorously promoted KM, especially among SMEs.

The workshop on Knowledge Management for SMEs discussed the dynamics of SME operation and how KM strategies can assist them to become more competitive despite limited resources, time, capital, people, and technology. A total of 23 participants from 13 member countries attended the workshop, 10–14 August, which was jointly implemented by the Indonesian Productivity Improvement Centre and the Directorate of Productivity, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration R.I. The workshop also explained the application of the APO KM framework and implementation approach in SMEs.

Program coverage: KM, innovation, and its relevance in the global economy; Why KM for SMEs; APO KM framework and implementation approach; Simple strategies for implementing KM in SMEs; KM tools and techniques for SMEs; and Practical approaches for promoting KM in SMEs.

KM Measurement

The KM concept has steadily gained acceptance in APO member countries, and an increasing number of enterprises are adopting KM. A number of NPOs are endeavoring to make it part of their institutional competence. In 2008, the APO developed its own practical, simple KM framework and approach. It has since conducted workshops to train NPO trainers and consultants in the APO KM methodology. NPO trainers are in turn expected to guide other organizations, especially SMEs, in implementing KM. Based on the evaluation and feedback from experts and participants, appropriate indicators to assess the effectiveness of KM implementation are needed. Many organizations implementing KM still struggle to measure the gains it purports to offer.

A study meeting on KM Measurement was held in

the Republic of China to examine the latest trends and developments in the area and attempt to develop a common set of indicators that could be used to measure the effectiveness of KM implementation using the APO framework and approach. A total of 23 participants from 11 member countries attended the study meeting, which was implemented by the CPC, 17–20 November.

Program coverage: Overview of trends and developments in KM measurement; Identification of approaches for measuring success of KM implementation; Development of common indicators for measuring the effectiveness of KM in organizations based on the APO KM framework and implementation approach; and Development of approaches in applying and monitoring the KM indicators/measurements. The participants visited Nanya Technology Corporation, a global leader in manufacturing advanced memory semiconductors.

General Management

Management Innovation for Productivity Improvement in the Service Sector

Taking into consideration the rapidly growing share of service-sector businesses in the total economy and the important role they are expected to play in driving high economic growth in the region, the 2009 Top Management Forum focused on Management Innovation for Productivity Improvement in the Service Sector as an important emerging topic. The growth of service industries can in turn contribute to higher overall economic growth.



Secretary-General Takenaka (center) explaining the forum theme during the opening session of the Top Management Forum (photo provided by the JPC)

The APO organized the Top Management Forum 2009 in collaboration with the JPC, 2–4 March, in Kyoto. Thirty-two top managers and NPO staff from 17 member countries were invited. The forum introduced outstanding examples of innovative manage-

ment in leading Japanese service corporations, such as Ryohin Keikaku (Muji), Japan Travel Bureau, and Ganko Food Services, to improve service productivity and competitiveness.

Program coverage: Significant features of successful management innovation to improve service performance and productivity; Future roles of top executives and the government in promoting management excellence for the service sector to drive economic growth in APO member countries; and Creation of an organizational culture and human resources development system for enhancing service productivity through management innovation.

Lead Auditors on SA8000

Nowadays, workers are more concerned about their rights, ethical issues, and a decent workplace. In addition, customers tend to boycott the products of perceivably unethical or irresponsible companies. The lack of social responsibility can therefore affect a company's reputation. Among the issues under international scrutiny are child labor, discrimination, and workplace conditions. The establishment of SA 8000 in 1997 and revision in 2001 by Social Accountability International provide a comprehensive, credible, efficient standard verification system for assuring the ethical sourcing of goods and services which can be applied to enterprises of any size in any field. SA 8000 certification can give a company a competitive edge, attract new customers and enter new markets, and increase staff.

National training programs were organized as follow-ups to the e-learning course in 2008 and the face-to-face course for Lead Auditors of SA 8000 held in Dhaka, Bangladesh, 26 April–1 May, to assist local organizations and NPOs in disseminating the results of previous multicountry APO projects. The DAP and TPAF conducted the programs, 7–11 September and 14–18 September, respectively. A total of 30 participants attended in the Philippines while Fiji registered 22. The APO deputed the same expert to both.

Program coverage: Implementation of the SA 8000 requirements and how to conduct internal audits within organizations, covering child labor, forced labor, health and safety, freedom of association, right to collective bargaining, discrimination, discipline, working hours, compensation, and management systems. In the Philippines, participants visited Metro Index Garment Ltd., the first company to comply with SA 8000 in the Philippines in 2002. In Fiji, participants visited British American Tobacco, a leader in corporate social responsibility; and Coca Cola Amatil (Fiji) Limited, which is in the process of applying the standard.

Public-sector Productivity

In some countries, the GDP contribution of the public sector is as high as 40%. Therefore, the role and efficiency of public-sector organizations are important, and it is increasingly believed that the sector should deliver services more productively so that there is a higher rate of return on investment in terms of both quantity and quality. Many NPOs of APO member countries are directly involved in public-sector productivity enhancement endeavors and are witnessing greater demand from the general public for better-quality services.

The APO conducted a study meeting on Public-sector Productivity in Seoul, 28–31 July, to explore initiatives in the region to modernize public management systems, especially in terms of good governance, infrastructure, and competencies for public-sector professionals. A total of 16 participants from 10 member countries attended, and there were two international and two local experts.

Program coverage: Defining the public sector and its new roles in the 21st century; Public-sector productivity; Transformation drivers and strategies for the public sector: Experiences in and outside the region; and Regional public-sector reform themes and initiatives underway within the APO region. A site visit to KIPA was conducted to observe the Korean model.

Development of a Manual on KM Tools and Techniques

A number of initiatives were started under the Research Fund for Productivity Enhancement in Member Countries, including a fact-finding mission on Knowledge Management (KM) to the USA and the UK. Two expert group meetings were convened which developed the APO KM framework and implementation approach, and training manuals for a basic course on Knowledge Management following the APO KM framework and approach. A publication containing case studies of KM implementation in SMEs was produced, and a new initiative to include greater coverage of KM tools and techniques was developed. The APO KM framework and implementing methodology are powerful tools to develop NPOs' KM training and implementation capability, but it was felt that the KM framework components and consulting methodology would benefit greatly if detailed coverage of proven KM methods and tools were provided to NPO trainers and consultants.

A group meeting of four experts from Japan, Singapore, the UK, and USA was convened 26–28 August in Singapore to provide greater clarity and in-depth coverage of KM tools and techniques, provide a consistent approach, and offer additional support

for successful KM implementation. The output of that expert group meeting is expected to form part of the curriculum for an advanced course on KM to be conducted in the future. The objectives of the meeting were to: develop a training manual on KM tools and techniques to assist NPO trainers to become KM consultants; devise a template for curriculum development, including PowerPoint slides; and develop the necessary course materials, including formulation of clear session and course objectives, training methodology, and evaluation criteria.

Strategic Management Consultancy for Productivity Improvement of SMEs

The need to develop internationally competitive SME clusters as the backbone of the national economy is widely recognized. However, many member countries have realized that macro-level support alone is not sufficient. They should also improve operations at the micro level by supporting SME performance through a well-designed management framework. However, with the exception of very large ones, most companies do not have the in-house capacity to develop and exercise strategic management to improve their immediate and long-term competitiveness. They therefore need external consultants. In APO member countries, the NPOs are in the forefront of providing productivity consultancy services to enterprises.



Participants discussing human resources development issues with a Japanese expert (seated)

The APO in collaboration with the JPC designed the annual training course on Strategic Management Consultancy for the Productivity Improvement of SMEs to enhance the competency of NPO consultants. The 2009 course was held in Tokyo, 31 August–11 September, and attended by 19 participants from 16 member economies.

Program coverage: Overall framework of management consultancy in Japan; Consulting skills in observing overall management function and management

analysis in SMEs; Integrated and analytical consulting techniques in the management of the major functional areas of management strategy, production, and marketing; and Individual action plans for the strategic planning process. A site visit was made to Kikuya, an advanced SME.

Workshop on Benchmarking for Service Quality in the Public Sector

Based on the identified needs of member countries, the APO initiated a series of projects related to public-sector innovation in 2008. One area of interest is the improvement of service quality in the public sector.

A hands-on workshop on Benchmarking Service Quality in the Public Sector was held 1–5 December in Yogyakarta, Indonesia. It focused on designing quality in public service in the areas most needed or overlooked using the benchmarking approach. A total of 21 participants from 13 member countries attended, along with two international experts and one local speaker. Participants developed a basic service framework and identified key competencies for quality service in the public sector in the new century.

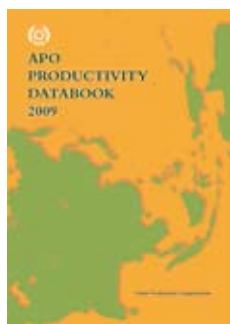
Program coverage: Practical service delivery challenges; The service value chain and Canada's common service delivery framework; Developing a service quality vision/mission and value statement; Developing service standards and systems; and Developing a benchmarking database and network to accelerate service quality. A visit was made to the Yogyakarta City Council License Office, the country's first integrated one-stop service center offering more than 20 types of service under one roof.

APO Labor Productivity Databook

At macro/national level, productivity statistics and national accounts help development policy planners to analyze the progress and socioeconomic growth of a country so that policy directions can be charted as accurately as possible. Given the importance of productivity measurement, the Secretariat Research and Planning Department continued producing the productivity databook series and analyses of productivity developments in the region under this project, as part of the APO's roles of think tank and regional adviser. The databook project in 2009 developed and improved a more comprehensive set of APO productivity questionnaires focusing on three dimensions: metadata; detailed industry classifications and aggregate/macro level analysis; and where possible, detailed economic performance of the manufacturing sector.

A coordination meeting was not held for the 2009

databook project, as this series involves a coordination meeting every three years and instead resources were allocated for conducting in-depth research and surveys to enrich or complement national data where nonexistent or scarce data for cardinal productivity indicators were identified as problematic. The 2009 databook project conducted a national wealth survey in Mongolia to complement insufficient capital stock and services data to construct an important dataset for computing multifactor productivity for the country.



APO Productivity Databook 2009

Program coverage: Establishment of a comprehensive set of questionnaires for data collection and upgrading; Comparative analyses of labor productivity and sources of economic growth among APO member countries and other reference countries; Mongolian national wealth survey; Total factor productivity analysis for selected countries; and Publication of the *APO Productivity Databook 2010*.

Mongolian Mission: APO Productivity Databook 2009

Productivity statistics and national accounts help policymakers to analyze the progress of socioeconomic development and welfare status of a nation, so that pro-growth policy directions can be charted more accurately. Each volume in the *Productivity Databook* (PDB) series contains more detailed productivity and economic growth analyses of the region. Mongolia was selected as a pilot country to conduct an in-depth study on establishing national wealth, i.e., capital data. The APO Secretariat and the Mongolian National Statistical Office concluded an MOU to conduct a national wealth survey under the PDB project.

The mission, headed by the chief expert Prof. Koji Nomura, was dispatched to Mongolia 1–2 April. Prior to the mission, meticulous research on the Mongolian national accounts for productivity analysis was completed, and the research team developed a specific methodology to measure national wealth or capital with the aim of estimating various productivity measures based on the APO standardized methodology. The survey was initiated in January 2009, and the mission supervised the performance of the survey. To date, the survey response rate is 95%.

Mission coverage: Measurement of national wealth and capital; Establishment of APO questionnaire for the national wealth survey for Mongolia; and Training of regional statistical officers and enumerators.

Mongolian Mission: Supervision of the National Wealth Survey (APO Survey Initiative)

The mission, headed by Chief Expert Prof. Koji Nomura, was dispatched to Mongolia 27–30 July. This mission had the main objective of supervising the progress of data collection, as well as advising on programming of statistical error checks, catering to the specific problems of data collection reported by the Mongolian counterpart. Approximately 90% of the data collection has been done, and most of the collected data were entered into the system by the time of the mission. The main challenge of the mission was to reduce statistical errors in data entry and code the asset classification, thus ensuring high-quality data production from the survey. Furthermore, the mission conducted an archive research and completed English translation of the comprehensive historical statistical data list of Mongolia.

Mission coverage: Measurement of national wealth and capital; Assistance in development of statistical error check software; Comprehensive archive and metadata research for Mongolian economic statistics.

APO Productivity Database (Phase III)

The APO is the sole international organization focusing on productivity in the context of economic growth and development in the Asia-Pacific region. The Productivity Database (PDB) project is a major thrust of the APO's think tank and advisory roles for member countries. The PDB aims to cater to the changing needs for comparative productivity measurement based on internationally harmonized methodology, and the outputs and knowledge gained from the research are expected to contribute to developing and building the capacity of member countries.

Building upon Phase I and Phase II, Phase III of the PDB project was embarked upon to continue to improve the data quality and coverage of productivity indicators, while extending the scope to certain crucial indicators enabling in-depth productivity analyses, including total factor productivity (TFP) analysis. Phase III completed a detailed examination of labor quality, a well-recognized indicator that helps evaluate the role of the accumulation of human capital in economic development. During Phase III, a study was initiated to investigate land as a factor of production for attempting to evaluate productivity growth in the agriculture and service sectors. Moreover, under this research phase, the PDB constructed a comprehensive Web-based database, the APO Asian Quarterly Growth Map (AQGM), which analyzes the quarterly economic growth of APO member countries on the APO Web site, based on the most recent quarterly GDP data released by the respective national statistics authorities. The AQGM covers not

only the economies in the APO region but also those of other continents to enable a wider scope of national and regional comparisons of the most recent trends in economic growth.

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

Fiji Total Factor Productivity Mission on the APO Productivity Database

Under the framework of the ongoing PDB research project, the APO Secretariat dispatched a mission to Fiji, 20–21 April, upon the request of the TPAF to assist and provide methodology for total factor productivity (TFP) computation. The PDB in principle aims to develop a harmonized methodology for various productivity measures. The results will be translated into schemes to assist member countries and NPOs in collecting reliable productivity data using the APO standardized methodology.

The mission was headed by chief expert Prof. Koji Nomura. Prior to the mission, in-depth pre-research on the metadata situation of Fiji for labor and capital inputs was conducted to identify problems with data availability. Based on that, a comprehensive lecture on TFP was given to staff of the TPAF, Fiji Islands Bureau of Statistics, Reserve Bank of Fiji, Ministry of Labour, Industrial Relations and Employment, academics, and others. The lecture clarified the cardinal data for estimation and computation of TFP and assisted the Fijian counterparts to devise a realistic work plan for data collection and ensuing report production.

Mission coverage: APO harmonized methodology for productivity measurement; Checklist of indispensable data for TFP computation; and Concept of capital and labor for TFP computation.

Total Factor Productivity Mission to Indonesia

Under the framework of the ongoing PDB research project, the APO Secretariat offers assistance to member countries in productivity measurement. A mission was dispatched to Indonesia, 12–13 August, upon the request of the NPO Indonesia to assist in total factor productivity (TFP) computation for the country in line with the APO standardized methodology.

The mission was headed by expert Mr. Hideyuki Mizobuchi. Prior to the mission, in-depth preresearch on the metadata situation of Indonesia for labor and capital inputs was conducted to identify problems

with data availability. Based on that, a comprehensive lecture on productivity measurement and TFP computation was given to various counterparts in the NPO. Furthermore, the mission initiated actual research on official statistical data, which are cardinal for the TFP computation, at Statistics Indonesia (BPS). The mission had a series of extensive discussions with various departments of the BPS which produce pertinent official data to clarify the data issues and estimation possibilities identified. This mission will be followed up by a subsequent in-depth research mission to tackle the data issues and compute TFP at the macro level.

Mission coverage: APO harmonized methodology for productivity measurement; Checklist of data indispensable for TFP computation; and Concepts of capital and labor for TFP computation.

Aging Society

Many APO member countries are aging. Japan has been witnessing significant changes in its demographics and is already classified as a super-aging society, with its population poised to decline. Several other member countries have similar experiences. All aged societies face numerous individual, social, economic, health, employment, financial, and related issues. It is critical for policymakers to understand the implications and long-term effects. The APO therefore organized a study meeting on Productivity in Aging Societies in Taipei, Republic of China, in 2007 to examine some of these challenges and their impact. It was recognized that many countries are not ready to meet the challenges confronting them. It was also realized that while some good practices in relation to health, employment beyond retirement age, continuing education, pensions and financial stability, and welfare of the aged exist in some member countries, most need to do more in terms of public policies and programs for the enhancement of productivity in an aging society.

Following that meeting, a fact-finding mission on the subject was deputed to study the best practices in policy and other measures in European countries which may be adapted to the Asian context. As a follow-up to the recommendations made by that mission, a meeting of five experts was convened 16–18 September at the KPC in Seoul to formulate a research project on Aging Society. This research project examined key issues in the productivity of aging societies to create a comprehensive understanding of aging and its long-term effects on countries and their economies. Specifically, the research aims to examine aging from the four perspectives of: 1) the supply side, i.e., issues of worker motivation and the extent to which the elderly remain in the job market and continue working; 2) the demand side, i.e., the willingness

of employers to continue hiring elderly employees and the implications for employers and employment in general; 3) the relationship between public systems and policies on the employment of older persons and productivity; and 4) concerns that increasing the employment of older persons in the labor market would reduce productivity and a holistic view of its impact on total productivity. The research also attempted to clarify the connection between aging and productivity and the relevance of its understanding for the progress of the productivity movement in today's context.

Total Quality Management

Training Course on Performance Management Systems for the Public Sector

Public-sector innovation is gaining significant momentum in developed countries as more governments and states move away from reform to creating value for their citizens through customer-focused operations. In the USA, Canada, the Republic of Korea, and Scandinavia, public management innovation after public-sector reforms is now compelling many administrators to embrace a more creative, pragmatic approach to public services. This trend is now seen in the APO region.



Interactive session for the resource person and participants

Therefore the APO held a training course on Performance Management Systems for the Public Sector in IR Iran, 14–18 February, targeting mid- to senior managers in public administration. The objective was to provide basic training to public-sector professionals in current public management performance tools and techniques, specifically related to performance-based budgeting and the balanced scorecard. The course was attended by 22 participants from 14 member countries along with one international expert.

Program coverage: Performance-based budgeting; The HoVER principles; Program activity structure in performance budgeting; Designing and constructing performance frameworks based on client and need

analysis; Outcome planning and evaluation; Introduction to result-based management systems; Output, impact, and contingency planning; and National report cards.

e-Learning Course on Six Sigma Green Belt

Six Sigma, pioneered in the US manufacturing sector in the 1980s, is increasingly adopted in the service sector. Best known for its “zero defects” goal, the Six Sigma approach optimizes daily operations through continuous improvement while pursuing ultimate customer satisfaction. The distinct features of Six Sigma are objectivity and rigorous discipline embedded in the define-measure-analyze-improve-control (DMAIC) cycle (similar to the plan-do-check-act cycle). The Green Belt refers to individuals who can solve specifically assigned operational problems and is the entry level in the Six Sigma discipline.

To accelerate understanding of Six Sigma in the service sector, the APO offered an e-learning course on Six Sigma Green Belt through the World Bank's Global Development Learning Network for the first time this year. It was conducted in three phases involving 14 member countries: 9–11 March; 23–25 March; and 10–12 April. The e-learning course is a basic introduction to the core concepts and key methodology of Six Sigma and selected lean applications for the 348 beginners who attended.

Program coverage: Building blocks of the service process and application of Six Sigma and lean techniques; Differentiation between lean processes and Six Sigma operations; Benefits and applications of lean Six Sigma for service delivery; Calculation of yield, defects, and process capability denominators; Common mistakes and when not to use Six Sigma and lean processes; and Strategies for deployment. A examination was given at the end of the course.

Quality Awards in APO Member Countries

In the past decade, many APO member countries have undertaken management excellence programs modeled after the US Malcolm Baldrige National Quality Awards (MBNQA) established in 1987, Japan Quality Awards (JQA), or European Quality Awards. A pilot APO COE on Business Excellence was initiated earlier this year. One of the key activities under the COE project is to provide member countries with exposure to best practices in business excellence frameworks, such as the JQA. The JPC has also established regional quality councils and award systems to publicize the JQA.

A multicountry study on Quality Awards in APO Member Countries was conducted 24–28 August in Aizukawamatsu, Fukushima prefecture, and Tokyo,

focusing on management excellence for SMEs and increasing competitiveness in local economies through regional quality awards. A total of 17 participants from 13 member countries attended, along with two international experts and one local one representing the JQA. The most important lesson was that SMEs can successfully adopt the business excellence framework and enhance their competitiveness significantly.

Program coverage: Operating definition of SMEs; The JQA framework and objectives; Sustaining continuous improvement within organizations; Business excellence leadership; and Self-assessment processes and goals. Site visits were made to five regional JQA winners: Eisen Shuzou Co., Ltd. in Aizukawamatsu (winner of the Aizu Performance Excellence Award 2002); Aizukawamatsu Quality Council, Mukaitaki (winner of the Aizu Performance Excellence Award 2003); Aizu Mitsubishi Motor Co., Ltd.; and Ibiza Co., Ltd. (winner of the JQA in 1998).

Study Meeting on Lean Six Sigma for the Service Sector

International research has found that when businesses properly engage in Six Sigma, they are very seldom unsuccessful. Its ability to drive performance improvement is being extended from manufacturing to fields such as healthcare, food service, finance, and software development. With the emergence of lean manufacturing in the late 1980s and early 1990s (i.e., the Toyota production system), the integration of the two methodologies in the last decade or so as lean Six Sigma was inevitable. However, Lean Six Sigma remains less popular than the original two methodologies as the approaches are different in virtue. A 2008 APO study meeting in the Republic of China found that the general rate of lean Six Sigma adoption in the Asia-Pacific region was limited.

The APO therefore organized a study meeting on Lean Six Sigma for the Service Sector, 27–30 October, in Bangkok, Thailand, to understand the concepts and approaches behind Lean Six Sigma for the service sector, examine cases of effective implementation, and how to achieve higher productivity and competitiveness through Lean Six Sigma in the service sector. Seventeen participants from 10 member countries were in attendance.

Program Coverage: Integration of lean production and Six Sigma: Benefits and challenges; Implementation of lean Six Sigma for the service sector; Implementation of lean Six Sigma in the service sector in Japan; Implementing lean Six Sigma in the healthcare sector; and Thai example of the implementation of lean Six Sigma.

Business Excellence Senior Assessors

In 2009, the APO Secretariat launched a new initiative called the center of excellence (COE) to support the sustainable application of the business excellence framework among member countries, including building the capacity of assessors. SPRING Singapore was designated the pilot COE and launched the region's first senior assessor training course.

The workshop for Business Excellence Senior Assessors, 2–6 November, in Singapore also commemorated the 15th anniversary of the Singapore Quality Award (SQA), marked by the Business Excellence Global Conference featuring presentations on business excellence from leading non-APO member countries. The workshop objectives were to learn from the Singaporean experiences in the development of its award programs, training and development programs, and outreach activities for SME. A total of 18 participants from 10 member countries attended the program along with four international and three local experts.



Deputy Prime Minister Teo Chee Hean extolling the APO COE at the Business Excellence Gala Dinner in conjunction with the Business Excellence Global Conference

Program coverage: The SQA framework and program approach; Development of an assessor competency framework; Best practices of SQA winners; Best practices of Latin America, the USA, Europe, and Australia; Internal organization assessment and external self assessment strategies; and The assessment team-building process. A visit was made to S.T. Engineering Company, a two-time SQA winner in 2003 (Innovation Award) and 2002 and a 2008 awardee of the SQA commendation.

Conference on Quality Award Systems

Undertaking quality award programs remains a challenge in many member countries. In 2001, the APO organized a symposium on Quality and Business Excellence Awards in Fiji and subsequently the first meeting of Quality Award Administrators in 2007 in

Ulaanbaatar, Mongolia. This year, a conference on Quality Award Systems was held in Thailand, 15–18 December, along with the second Regional Quality Award Administrators' meeting that gave updates on national strategies and initiatives for promoting quality awards, discussed new features added to award criteria and standards, and explored areas of collaboration in harmonization of awards. The conference was attended by 23 participants from 13 member countries with award systems, along with five international experts. A two-year (2010–2011) action plan for a regional award program was developed based on the results of the APO 2009 regional survey on the effects of business excellence on enterprises to be published in early 2010.

A public conference was held on the final day on Leadership and Innovation where speakers from Singapore, Europe, and the USA presented best practices in the adoption of the business excellence framework. The public seminar was attended by more than 200 including APO participants.

Technology, IT, and Innovation

Management of Technology

In the globalized economy, enterprises must constantly innovate to create customer value and ensure the viability and sustainability of their businesses. To do so, technology development and innovation are core competencies. The full use of internal and external management resources is therefore necessary. However, on the path from invention to commercialization lies what has been described as the “Valley of Death,” where wasteful expenditure occurs due to a lack of knowledge regarding customers, competitors, and markets. Successfully navigating such difficulties and completing the process of commercializing technological seeds requires the management of technology (MOT).

To learn from leading Japanese enterprises that have introduced the MOT as a strategic tool for competitiveness, the APO organized a multicountry observational study mission on the Management of Technology, in Tokyo, 22–26 June, in association with the JPC. The mission was attended by 18 participants from 11 member countries. The objectives were to observe the key concepts and priorities of MOT among Japanese manufacturing companies, with the focus on maximizing the cost-effectiveness of investments in technology development, and examine the applicability of advanced Japanese technology management systems in other Asian countries.

Program coverage: Concept of MOT; Innovation and technological strategy; Management of R&D; Human

resources development of personnel in charge of R&D and product development; and Project management in R&D and product development. A field visit was made to Elionix, Bayer CropScience Yuki Research Center, and Kao Corporation, all of which have excellent MOT systems in place.

Quality and Innovation

In the knowledge economy, innovation is the new driver for productivity growth. Doing things differently and doing different things have become new sources of strength that enable value creation. Necessitated by intense competition, enterprises have become a breeding ground for innovative ideas and practices. According to the World Competitiveness Scoreboard 2009 of the International Institute for Management Development (IMD), Sweden ranked sixth overall among 57 economies, up three places from the previous year. The IMD's criteria show that Sweden is globally competitive in terms of management practices, labor market, and business efficiency.



Participants discussing the applicability of Swedish quality management systems in Asia

To learn from leading enterprises that have won Swedish Quality Awards, the APO organized a study mission to Sweden on Quality and Innovation, 5–9 October, in association with the Swedish Institute of Quality. The mission was attended by 15 participants from eight member economies. The objective was to learn from Swedish quality management experiences and provide firsthand exposure to the best Swedish practices in quality and innovation. In this mission, the APO deputed one international resource speaker to conduct sessions and facilitate discussions.

Program coverage: Strategy and business planning for longer-term competitiveness; Innovation-based business operations (human resources development focus); Innovative, sustainable quality culture (R&D focus); Excellence in customer satisfaction; and The Swedish Quality Award model. Field visits were made to RUAG, Volvo Aero Corporation, Volvo Construc-

tion Equipment, ABB, and Electrolux to observe how they nurture an innovative quality culture.

Innovation in Production Systems

Production systems today are changing faster to meet the increasingly diverse needs of consumers and cope with globalization, market segmentation, shorter product life cycles, and widespread use of IT. This has forced firms to introduce new production systems to survive. Introduction of the Toyota Production System (TPS) or lean production systems ensures that that productivity improvement continues and leads to superior performance.

The training course on Innovation in Production Systems, 30 November–11 December, targeted alumni of the e-learning courses on the TPS organized by the APO in 2006, 2007, and 2008. The objective was to develop the capability of production managers and trainers/consultants to innovate production systems using practical approaches and hands-on workshops. The program was hosted jointly with the JPC. Eighteen participants from 13 member countries attended at three venues in Japan: Tokyo, Nagoya, and Hayama.

Program coverage: Key elements of production innovation systems; Hands-on exercise on cost reduction



Learning Toyota Production System-style kaizen at Hirayama Co., Ltd.

and planning using the teardown method; and Hands-on workshop on value stream mapping. Site visits were made to: AVEX Inc. Tado Plant; Training Center for Hirayama Co., Ltd. for practical exercises in kaizen and the TPS; Toyota Motors Co., Ltd. Tsutsumi Plant for observation of welding processes; Toyota Kaikan Museum; Denso Corp. for observation of the assembly process; and Yowa Kogyo Co. head office plant for observation of manufacturing processes.



Umbrella art
Chedchanok Senanunsakul
Thailand

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

Biomass Utilization for Industrial Boilers

Energy prices are a main concern for SMEs in developing countries. The vast majority of manufacturing SMEs in Asia use traditional boilers that consume nonrenewable fuel such as coal, diesel, fuel oil, natural gas, etc. in their production processes. Recently, most SMEs in APO member countries have suffered from the high price of fossil fuels, resulting in less competitiveness in internal or external markets. Millions of tons of energy sources in the form of rice husk, waste wood, coconut shells, horticultural and agricultural waste, palm oil waste, organic solids, bagasse, etc. can be used in boilers to replace fossil fuels.

Three national dissemination programs on the use of biomass in industrial boilers were organized, in Sri Lanka, 2–3 March; Nepal, 5–6 March; and Bangladesh, 30–31 March in cooperation with the NPS, NPEDC, and NPO of Bangladesh, respectively. These programs were a follow-up to the 2008 regional workshop on the Use of Biomass in Industrial Boilers in Pakistan. These programs aimed at disseminating the lessons learned from the Pakistan regional workshop in each participating country. They were attended by 55, 57, and 45 participants in Sri Lanka, Nepal, and Bangladesh, respectively.

Program coverage: Introduction to the project and activities carried out; Biomass energy; Energy supply and demand; Renewable energy; Biomass scenario; Biomass energy status; Types of biomass; The Kyoto Protocol and Clean Development Mechanism; and Biomass boilers for SMEs.

National Training of Trainers on Green Productivity and Energy Efficiency

The rapid spread of industrialization and urbanization leads to increased energy demand and makes production expensive, resulting in high output prices for both SMEs and large enterprises. Moreover, the major sources of energy are still fossil fuels, mainly coal and oil, which cause emissions of greenhouse gases resulting in long-term environmental problems like global warming and climate change. As one of its major initiatives to promote energy efficiency and energy management, the APO initiated a series of projects to build the capacity of member countries in this area.

Three national training programs on Green Productivity and Energy Efficiency were organized, in Cambodia, 18–20 March; in Fiji, 25–27 March; and in Malaysia, 28–30 April in cooperation with the NPCC, TPAF, and MPC, respectively. These were a follow-up to the 2008 training course on Energy Efficiency in IR

Iran. These programs aimed at applying the learning from that training course in each participating country by bringing together national stakeholders to promote energy efficiency nationwide. The programs were attended by 53, 32, and 82 participants, respectively, in Cambodia, Fiji, and Malaysia.



Malaysia Productivity Corporation Director Megat Akbaruddin Megat Ismail delivering an opening message, Malaysia

Program coverage: Concepts, principles, and fundamentals of energy efficiency; Fuel characteristics and combustion principles; Steam properties, distribution, and utilization; Energy efficiency tips for boilers, pumps, and furnaces; Energy efficiency tips for electrical equipment; Energy efficiency the Clean Development Mechanism; and Energy efficiency in buildings.

Eco-products International Fair 2009

The fifth Eco-products International Fair (EPIF) was held 19–22 March at the SMX Convention Center in Manila and attracted more than 83,000 visitors. The four-day event was organized by the APO in collaboration with the DAP and Philippine Business for the Environment. One hundred twenty-eight companies and organizations, the largest number of exhibitors in the history of the EPIF, displayed the latest in environment-friendly products and services. The theme of this year's EPIF was Sustainable Production, Sustainable Consumption, Sustainable Future. The EPIFs showcase the most advanced environmental technologies, provide opportunities for business collaboration, and increase public awareness of eco-products and -services.

Since the first EPIF in Malaysia in 2004, each successive one in Thailand in 2005, Singapore in 2006, and Vietnam in 2008 has set new milestones in scope and scale. The EPIF 2009 not only brought together the greatest number of exhibitors in EPIF history, especially from SMEs in the host country, but also received strong support from the host government including visits by President Gloria Macapagal-Arroyo and cabinet members of the Philippine government.

The EPIF 2009 included exhibitors from the financial



Philippine President Gloria Macapagal-Arroyo (R) receiving a briefing on eco-finance from Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama (center)

sector for the first time. The economic situation was a constant concern of special guests who gave presentations at the opening ceremony. Representing the coorganizers and supporting organizations, they offered encouragement for environmental initiatives in the current economic climate. Secretary Jose L. Atienza, Jr., Department of Environment and Natural Resources of the Philippines and EPIF 2009 National Executive Committee Vice Chairperson, delivered the opening remarks, followed by Green Productivity Advisory Committee (GPAC) Chairperson and Mitsubishi Electric Corporation Chairman Dr. Tamotsu Nomakuchi, who emphasized the continuing importance of environmental issues despite economic challenges. He also expressed his certainty that the EPIF would help raise public awareness of the need to address mounting environmental problems.

EPIF Preparatory Committee Chairperson and Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama stated that environmentally enlightened consumers could bring about change by “encouraging the private sector to offer more eco-friendly and energy-efficient products.” Former First Lady of the Philippines and EPIF 2009 Executive Advisory Committee Chairperson Amelita M. Ramos thanked the exhibitors and spoke on eco-friendly activities in the Philippines.

Executive Secretary Eduardo R. Ermita expressed full support for the EPIF as an event dedicated to showing the path to a sustainable future at the opening ceremony. Prof. Ryoichi Yamamoto, Vice Chairperson of the GPAC, then presented Executive Secretary Ermita with a copy of the newly published *Eco-products Directory 2009* listing more than 800 eco-products and -services available in the Asia-Pacific region. Around 1,000 copies were distributed over the course of the four-day fair.

A three-day international conference organized in parallel with the EPIF 2009 with the same theme provided an open forum for the discussion of various green issues including eco-innovation, global finance in the context of sustainable development, the Clean Development Mechanism, green procurement, and marketing strategies for eco-products. More than 30 experts and practitioners shared their knowledge with an audience comprising representatives of private enterprises, NGOs, and public organizations involved in the promotion of sustainable production and consumption in APO member countries. Former President of the Philippines Fidel V. Ramos delivered the keynote speech at the conference and challenged both local and international delegates to take action to care for the environment and seek unity in purpose, vision, and action to achieve that goal. He suggested

that the three key words “caring, sharing, and daring” were instrumental in dealing with environmental issues.

The EPIF 2009 was also an important venue for discussions of how to create synergy from the success of the fairs. Chaired by APO Secretary-General Shigeo Takenaka, delegates from the previous hosts Malaysia, Thailand, Singapore, and Vietnam shared their experiences in organizing this mega event and major achievements with representatives from the Philippines, India, and Indonesia, the host of the EPIF 2010. On day 2 of the fair, these delegates joined conference experts and participants at the handing-over ceremony, during which the EPIF flag was passed from the Philippines to Indonesia.

The APO had a booth at the EPIF 2009 to promote its programs, especially GP. Visitors to the booth received brochures, leaflets, and other GP-related publications, including the *Eco-products Directory 2009*. Many local SME entrepreneurs expressed enormous interest in the directory as a means of identifying future business partners. They also expressed a desire to register their products in future editions. Visitors were invited to post notes on their commitment to greening their lives on an eco-tree decorated with APO balloons, which proved as popular as at previous fairs. Many messages pledged to practice the 3Rs (reuse, recycle, reduce) and to plant more trees.

Various parallel events educated and entertained visitors. The main stage of the exhibition space hosted cultural performances, speakers, and raffle drawings for prizes such as four motorcycles, an LCD TV, and a green air-conditioner. Another event was a two-day meeting of the International Green Purchasing Network.

The APO received encouraging news about the effects of the EPIF including the announcement that the Government of the Philippines would hold a domestic eco-products fair next year to continue eco-efforts.

International Conference on Sustainable Consumption, Sustainable Production, Sustainable Future

Eco-practices are an integral part of the Green Productivity (GP) strategy that enables organizations to develop eco-products or -services. Based on changes in consumer demand, companies are now paying greater attention to eco-products and eco-services as markets become more intensely competitive and sensitive to eco-friendly features.

An international conference specifically designed to address the need for information sharing on eco-practices, entitled Sustainable Consumption, Sustainable

Production, Sustainable Future, was jointly organized with the DAP in Manila, 19–21 March, to discuss the global challenges of eco-innovation, practices of eco-innovation, eco-business and environmental financing, green procurement and green purchasing, marketing strategies for eco-products, sustainable energy, and others. The conference, a parallel event with the EPIF 2009, was attended by 35 international delegates from 16 member countries, 14 BCBN delegates, and about 300 local delegates. World-class resource speakers shared the most up-to-date information on various aspects of eco-practices, including the promotion of eco-friendly features.



Former Philippine President Fidel Ramos (R) giving a thumbs-up for the *Eco-products Directory 2009* with Mitsubishi Electric Chairman Dr. Tamotsu Nomakuchi (L)

Program coverage: Eco-innovation and global challenges; Eco-innovation and practice in the government; Global finance and sustainable development; CDM management and opportunities; Environmental finance and markets: evaluating nonfinancial factors in the region; Green procurement and global challenges; and Eco-solutions and applications: marketing strategies for eco-products and energy strategies for GP.

Training of Trainers in Green Productivity

Green Productivity (GP) is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. The APO has been in the forefront in promoting this strategy in member countries for more than a decade. It also provides financial support for developing model GP companies. In addition to these efforts, the APO has published GP training manuals and handbooks to provide guidelines and references for potential trainers and practitioners.

To develop more practitioners for the sustainable development of GP in member countries, the APO has organized annual practicum workshops since 2001. Over the years, the course modules and methodology have been enhanced and, under the guidance of

resource persons, workshop participants have been exposed to GP diagnostic activities and applications of tools and techniques during in-plant practices. The 2009 Training of Trainers in Green Productivity was held 30 March–24 April in Kuala Lumpur and Penang, Malaysia, with the collaboration of the MPC and Malaysian Institute of Public Administration (INTAN). A total of 22 participants from 17 member countries attended, along with two international resource persons and five local ones invited by the MPC and INTAN.

Program coverage: GP concepts and principles of ecology; Management; Engineering; and Economics, productivity, and quality management. Field visits were made to Advanced Micro Devices, Penang plant, a US-based company involved in processing microchips, to observe the energy conservation and environmental protection initiatives by the company. For field work, participants were dispatched to four companies: Utusan Melayu Bhd., a large company publishing a major local newspaper; MM Vita Oils Sdn. Bhd., a medium-sized producer of edible oil products for local and overseas markets; ROS Enterprise, a small agrofood maker for the local market; and Percetakan Selaseh Sdn. Bhd., a small printing company.

Energy Auditing

Energy prices are a main concern for socioeconomic development, and it is a cost component in every sector of the economy. Therefore, implementing energy audits in organizations, large building complexes, manufacturing plants, public utilities, and SMEs can decrease energy consumption and increase energy efficiency by reducing unnecessary use and waste. Energy auditing involves gap analysis with regard to energy consumption and efficiency and identifies areas for improvement including the incorporation of energy-efficient techniques. The main purpose of an energy audit is to improve profitability and save costs. Moreover, in the context of productivity improvement, adopting energy-efficiency techniques is necessary.

The APO organized an e-learning course on Energy Auditing based on the Global Development Learning Network of the World Bank in three phases: phase I, 25–28 May 2009 for Bangladesh, Lao PDR, Thailand, and Vietnam; phase II, 15–18 June for India, IR Iran, Nepal, Sri Lanka, and Pakistan; and phase III, 7–10 July 2009 for Cambodia, Fiji, Indonesia, Malaysia, and the Philippines. The course was organized in association with the NPOs of the participating countries, and 323 participants attended virtually.

Program coverage: Energy efficiency concepts and fundamentals; Energy efficiency and energy audits; Japanese experience in energy auditing; Energy

audit methodology; and Energy audit case studies on industrial applications. An examination was conducted on the final day of each phase. Site visits to industries/buildings were organized for the participants to observe practical aspects of energy auditing in each locale.

OHSAS 18001

OHSAS 18001 is an assessment specification standard for occupational health and safety (OHS) first published in 1999 and revised in 2007. OHSAS 18001:2007 helps 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 has been implementing training courses on the OHS management systems for the past few years to develop trained manpower in member countries.

To develop a pool of auditors to help organizations in the region implement OHS management systems and acquire OHSAS 18001:2007 certification, the training course for Certified Lead Auditors for the Occupational Health and Safety Management System: OHSAS 18001:2007 was organized following IRCA-approved methodology in Yogyakarta, 22–26 June, in cooperation with the Directorate of Productivity and National Occupational Safety and Health Center, Ministry of Manpower and Transmigration. The objective was to provide in-depth knowledge of how to develop, implement, audit, and improve OHS management systems. The course was attended by 20 participants from 12 member countries.

Program coverage: Overview of management systems, audits, and certification process; Understanding the OHSAS 18001 standard; Requirements of OHSAS 18001; How to plan and conduct an audit; Audit reporting and follow-up. An examination was conducted at the end of the course.

Green Productivity and the Environmental Management System (ISO14001)

The establishment of the environmental management system (EMS): ISO14001 was the result of worldwide focus on the environment, encouraging a cleaner, safer, healthier world. It allows organizations to make environmental efforts using internationally accepted criteria and becomes part of the overall management system that addresses the impact of its activities, products, and services on the environment. It also helps organizations to identify and take control of the environmental impacts that they generate and functions as a tool to improve both management and

environmental performance. Improved relationships with suppliers and customers can result, along with increased profitability.

As part of the APO's mission to promote sustainable development through GP approaches and methodology, an e-learning course to explain the linkages between GP applications and ISO14001 certification was offered using the World Bank's Global Development Learning Network in three phases between June and September. The first phase was 29 June–2 July for Lao PDR, Nepal, Pakistan, and Sri Lanka; phase 2 was 10–13 August for Bangladesh, Fiji, Indonesia, and Malaysia; and phase 3 was 14–17 September for Cambodia, India, IR Iran, the Philippines, and Vietnam. The objective was to train participants in GP concepts and EMS: ISO14001 standards, requirements, and applications and prepare them to become practitioners and auditors. A total of 221 participants attended the course, along with three international resource persons who conducted the course.

Program coverage: Introduction to the APO and GP; Integration of GP and ISO14001; Interpretation of the requirements of the ISO14001 standard; Implementation of ISO14001; Environmental auditing; and ISO14001 certification. The course included videoconference presentations by resource persons and participants and an examination and site visit. Participants visited a local company to observe the implementation of GP and ISO14001 standards.

Technology Innovation for Renewable Energy

Renewable energy is defined as energy generated from natural resources such as sunlight, wind, rain, tides, and geothermal heat. The advantage of renewable energy is that it can be utilized repeatedly without depleting it. The use of renewable energy is not new. More than 150 years ago, wood supplied up to 90% of our energy needs. As the use of coal, petroleum, and natural gas expanded, countries became less reliant on wood as an energy source. Today, we are looking again at renewable resources to find new ways to use them to help meet energy needs. The wind, sun, and water can help reduce dependence on nonrenewable sources, meet energy requirements, and reduce carbon dioxide and other greenhouse gas emissions.

In view of the significance of this subject, the APO organized a seminar on Technology Innovation for Renewable Energy in association with the CPC, 14–18 September, in Taipei to disseminate the best practices and renewable energy technologies developed in the ROC and other member countries. Seventeen professionals from 12 member countries took part.

Program coverage: Renewable energy status in the

ROC; Renewable energy status in Singapore; Development of small and medium-sized wind turbines; Development of semiconductor technology; Development of renewable energy in Japan; and Renewable energy status in Korea. Site visits were made to Epistar Corporation and the Institute of Nuclear Energy Research, Atomic Energy Council, Taipei.

Study Mission to a Nonmember Country on Energy Efficiency

Energy efficiency is the key to sustainable development and national energy security. With rising awareness and increasing energy demand in the Asia-Pacific region, member governments are keen to promote energy efficiency. Industries in the region are also faced with the challenge of meeting energy costs. Thus, energy management has been emerging as a critical factor to survive intense competition. Sustainable energy management requires a multifaceted approach that includes formulating adequate energy conservation policies, building the capacity of the government and private sector, and creating a pool of energy professionals.

Based on the feedback received and experience gained through the previous projects, the APO organized an observational study mission to Berlin, Germany, 27 September–1 October to learn the best practices in energy efficiency and renewable energy. The mission was organized in association with Adelphi Consult, Berlin, and it was attended by 25 delegates from 13 member countries.



Participants examining a model of the Berlinbioteckpark energy system

The mission featured visits to installations that had adopted energy-efficient techniques and technologies combined with in-depth discussions with German counterparts to obtain the latest information on their energy efficiency-related initiatives. In total, the mission included nine site visits (two industrial complexes, one nonconventional energy center, two energy-efficient buildings, one ministry, one federal agency,

one power plant, and one hospital) and several expert lectures.

The 3Rs (Reduce, Reuse, and Recycle)

The concept of the 3Rs (reduce, reuse, and recycle) 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.

The APO held the first project on the 3Rs in Phitsanulok, Thailand, in 2006 where the participants learned about effective waste recycling through a successful local case study of the "Waste Bank." That project attracted widespread attention from member countries, and subsequently a similar project was held in Thailand in 2007, followed by a seminar on the 3Rs in Japan in 2008.

The 3Rs project in 2009 was in the form of a seminar targeting the private sector and provided participants with the opportunity to learn the best practices of the 3Rs in Japan and to develop action plans for introducing compatible methodologies in their own organizations. The workshop was held in Tokyo, 28 September–2 October, in collaboration with the Ministry of Economy, Trade and Industry of Japan and JPC. It was attended by 18 participants from 14 member countries.

Program coverage: Current scenario and prospective of the 3Rs in Japan and the region; 3R implementation from the aspect of regulation and law; 3R policy; Issues and challenges of 3Rs in the Asian context; and Reuse business. The individual country papers were presented and discussed on the afternoon of Day 2 of the workshop. Site visits were made to Re-Tem Corporation, Hyper Cycle Systems, Sai-no-Kuni Resource Recycling Factory, Orix Resource Recycling Services Corporation, I'll Clean-Tech, and Um-Welt-Japan.

e-Waste Management

e-Waste can be defined as electrical and electronic equipment/devices/products that connect with power plugs or use batteries which have become outdated/obsolete due to advances in technology or changes in fashion, style, and status and/or are nearing the end of their useful life. It is becoming a major problem worldwide due to rapid advances in IT. It is also significant due to the dumping of e-waste such as computers by developed countries in developing countries, which results in severe environmental degradation. Most APO member countries have no laws or specific regulations to deal with e-waste.

The APO therefore organized a workshop on e-Waste Management, in Taipei, 12–16 October, in association

with the CPC and Taiwan Environmental Manufacturers Association. The workshop was attended by 23 participants from 13 member countries. The objectives were to review current e-waste generation, storage, processing, and disposal scenarios in member countries; deliberate on policies and recent initiatives for e-waste management; assess adverse environmental impacts due to improper disposal of e-waste and their effects on economies; evolve methods for the systematic management of e-waste using the Green Productivity approach; and develop individual action plans for introducing effective e-waste management mechanisms. Three international resource persons deputed by the APO conducted sessions and facilitated discussions.

Program coverage: Assessment of current e-waste generation in member countries; Review of e-waste storage, handling, processing, and disposal practices; Identifying suitable technologies for e-waste management; Formulating policy measures for addressing e-waste issues; Assessing the role of the private and public sectors in e-waste management; and Advanced technology for implementation of effective e-waste management in the Republic of China. E&E Recycling, Inc. and Super Dragon Technology Industry hosted field visits to demonstrate their e-waste management techniques.

Certified Lead Auditors of the Environmental Management System (ISO14001)

An environmental management system (EMS) refers to the management of an organization's environment-related activities in a comprehensive, systematic, planned, documented manner. It includes the organizational structure, planning, and resources for developing, implementing, and maintaining a policy for environmental protection. The establishment of the EMS ISO14001 was the result of a worldwide focus on the environment, encouraging a cleaner, safer, healthier world. The APO has organized a number of projects related to the EMS ISO14001.

In 2009, an e-learning training course was organized from July–September in three phases in which 225 participants from 13 member countries logged on. As a follow-up, a face-to-face training course for Certified Lead Auditors of the Environment Management System (ISO14001) was organized in association with the NPS, 2–6 November, in Colombo for 20 participants from 13 member countries. The objective was to train participants to become EMS auditors and develop and operate EMS in compliance with ISO14001.

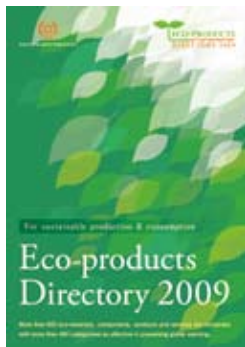
Program coverage: Overview of management systems, audits, and certification process; Understanding the ISO14001 standard; Requirements of ISO14001; How

to plan and conduct an audit; and Audit reporting and follow-up. An examination was conducted at the end of the course.

Establishment of an Eco-products Database

The APO has been promoting the Green Productivity (GP) concept since 1994, and one of the thrust areas is promoting the Eco-Products International Fair (EPIF) to green supply chains in the region. The *Eco-products Directory* has debuted at the opening of each of the five EPIFs. The objectives were to establish an all-in-one comprehensive database consisting of eco-products, their sources and contact information, product features, types, components, environmental/social benefits, etc; and make eco-product directories available for the promotion of eco-products.

The APO believes that this directory contributes to sustainable development not only in the Asia-Pacific region but also worldwide through greening supply chains and hopes that governments and businesses in the region will promote the use of environment-friendly products and services for sustainable development. This database project is the foundation of the annual *Eco-products Directory*.



Eco-products Directory 2009

Program coverage: Eco-materials; Eco-components; Eco-products; and Eco-services. The *Eco-products Directory 2009* was on display and around 500 CDs and more than 1,000 copies were distributed at the Inaugural Meeting of the Regional 3R Forum in Asia in Tokyo, Japan; 3rd International Green Purchasing Conference

in Suwon, Republic of Korea; Global Ecolabelling Network 2009 Annual General Meeting in Kobe, Japan; 9th International Conference on Ecomaterials in Kyoto, Japan, in November; and the 6th International Symposium on Environmentally Conscious Design and Inverse Manufacturing in Sapporo, Japan, in December.

Integrated Management Systems (ISO9001, ISO14001, and OHSAS18001)

The goal of setting up an integrated management system (IMS) is to address the quality, health, environmental, and safety requirements of an organization more effectively by combining various existing management systems (ISO9001, ISO14001, and OHSAS 18001) and practices in the organization into a single, integrated system. The integrated system will have well-defined, unified goals and objectives/targets,

a detailed implementation plan, and a program to measure performance involving third-party auditing. Developing a sound, sustainable IMS will lead to resource conservation and improvement of overall quality, environmental, health, and safety performance. One of the greatest benefits of developing an IMS is that the organization is then better equipped to monitor and reduce its impact on the environment, health, and safety.

In 2009, the APO developed a self-learning e-course on IMS including a quality management system, environment management system, and occupational health and safety management system. The project consists of the preparation of guidance manuals for facilitators and implementers and developing a Web-based portal for the self-e-learning advanced course on IMS. The course is in the final stages of development.

Integrated Community Development

Development of the One District, One Product (ODOP) Movement in Lao PDR

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. One Village, One Product (OVOP) Movement Promotion: Learning from Pilot Project Experiences was held 18–22 August 2008 in Phnom Penh, Cambodia. This project was attended by participants from Cambodia, Lao PDR, Thailand, and Vietnam. In Lao PDR, OVOP is called One District, One Product (ODOP), which was introduced in 2003 and many efforts have been made to introduce the ODOP concept to the general public. However, it was felt that further efforts were necessary to raise public awareness and understanding of the ODOP concept so that it was recognized as a national movement.

A national workshop was therefore planned for 2009 to provide a platform to facilitate the transfer of ODOP knowledge and experience among key stakeholders. The national workshop on Development of the One District, One Product (ODOP) Movement in Lao PDR was held 21–23 January in Vientiane. Thirty-eight participants, of whom 26 were from various government offices and 12 from the private sector, attended.

Program coverage: How local resources such as reused waste from wood chips, sawdust, textiles, and others can be utilized for making new ODOP items; The potential of ODOP for business enhancement as well as challenges faced; How to develop the ODOP movement successfully; and Business development in communities.

One Village, One Product Model for Sustainable Rural Development

The One Village, One Product (OVOP) movement has expanded to various regions as a means to promote the development of regional and local economies. Its popularity stems from its holistic approach to harnessing local resources and engaging the entire community in the process of developing distinct products that can be marketed in both local and overseas markets. However, in some APO member countries it remains in its infancy.



Visiting a One Tambon, One Product village, Thailand

Recognizing its great potential for improving productivity and energizing rural economies, the APO with financial support from the Colombo Plan organized a workshop on the One Village, One Product Model for Sustainable Rural Development, 16–20 February, in Chiang Mai, Thailand, to assess the present OVOP movement in member countries, identify factors affecting its success and sustainability, and formulate strategies for broadening its scope. The workshop was attended by 26 participants from 11 countries. The project was implemented by the FTPI.

Program coverage: The world of the OVOP movement: The case of Oita prefecture in Japan as a model for sustainable rural development; OTOP implementation in Thailand: Major challenges and key factors of success; Institutional arrangements for OTOP in Thailand: The role of government ministries/agencies, local government/NGOs, and state colleges and universities in OTOP implementation; Marketing perspectives of community enterprises in Oita prefecture: Evaluation of marketing activities under OVOP; Finding the overseas market for OTOP products: The role of market research; and Challenges in designing OTOP products for overseas markets. Site visits were made to various OTOP sites in Hang Chat and Muang districts in Lampang province and in Pasang and Mai Tha districts in Lampun province.

Evaluation of the Integrated Community Development Program: One Village, One Product Movement Promotion in the Mekong Region

The APO has been implementing the ICD-Mekong Program over the last four years with funding support from MOFA, Japan. The program focuses on national capacity building for implementing the One Village, One Product (OVOP) community development model. Four regional projects were organized from 2005 to 2008, along with follow-up in-country activities and pilot projects.

The APO organized a workshop on Evaluation of the ICD Program: One Village, One Product Movement Promotion in the Mekong Region, 9–13 November, to evaluate the implementation of the OVOP movement and related activities in the Mekong region countries and identify elements for their sustainable implementation and expansion; update national OVOP strategies to expand the movement; and enhance the knowledge of participants of the tools and techniques in participatory planning, monitoring, and evaluation of OVOP and related integrated rural community development activities. Nineteen participants from four countries in the Mekong region and three resource persons attended.

Program coverage: Comparative analysis of OVOP and OTOP: Essential elements and features; Development of an effective institutional mechanism for a sustainable national OVOP movement; Value addition to OVOP products: Transforming local raw materials and local indigenous knowledge and skills into marketable products; Finding the markets for OVOP products; The role of market promotion and marketing support for OTOP products: Experience from Thailand; Preparing action plans for enhancing OVOP programs: Basic planning tools and technique; and Designing a monitoring system for OVOP programs: The results-based monitoring approach. Participants visited three villages in Bac Ninh province producing woodblock paintings and ceramic crafts.

Development of NPOs

Center of Excellence (COE)

In early 2009, the APO launched a pilot center of excellence (COE) project in the area of business excellence (BE), designating SPRING Singapore as the first COE. The COE initiative was conceived in 2008 at the annual APO Governing Body Meeting and Workshop Meeting of Heads of NPOs. The APO COE concept and approach were then discussed at a consultative meeting held at the Secretariat, 12–13 February 2009, involving selected NPOs that had expressed interest in becoming a COE. Based on that discussion, the Secretariat established an action

plan for undertaking the pilot COE project in 2009 and 2010 jointly with SPRING Singapore. The plan focuses on regional BE promotion, strengthening the BE capabilities of APO member countries, and sustaining SPRING Singapore's leadership in BE.

Since the launch of the COE project, the APO has conducted various activities under the action plan. To help SPRING Singapore sustain its BE leadership role, the APO deputed two experts in July: one from the US Malcolm Baldrige National Quality Award, and the other from Europe's Quality Management Excellence Award. They participated in the 2009 Singapore Quality Award assessments to ensure that the rigor of the BE assessment process was aligned with international standards and conducted workshops on best practices for assessors.

Subsequently, the APO deputed three international experts to the Business Excellence Global Conference held in Singapore, 3–4 November. In parallel with the conference, the APO organized a workshop for Senior Business Excellence Assessors, 3–6 November, to enhance the competencies of senior assessors by giving them an opportunity to absorb BE best practices from Singapore and other countries. These experts made presentations during the conference and also participated in the workshop.

Under the COE project, three NPOs of Bangladesh, Philippines, and Thailand were identified to receive assistance in the area of BE. Therefore the APO deputed Business and Service Excellence Director Darshan Singh, SPRING Singapore, to Bangladesh and the Philippines, 2–7 August. The objective was to understand the needs of those two countries in BE and to help develop specific action plans to address those needs over the next one to two years.

In addition, the development of a database of BE experts from both in and outside the Asian region is underway. The database is being developed by SPRING and is expected to be ready for use in 2010.

Besides the above activities, the APO also conducted a survey on the impact of BE on business in five countries in September: the Republic of China, India, Japan, Singapore, and Thailand. The APO deputed Dr. Robin Mann of New Zealand to conduct the survey. The results were presented at the APO Conference on Quality Awards held in Thailand in December and will be published in early 2010.

Member Country Support Program

The Member Country Support Program (MCSP) is a two-year project to assist individual NPOs to strengthen their capacity through activities based on

their needs and abilities. The project was designed as a combination of APO programs, such as Technical Expert Services, observational study missions, and demonstration projects. In collaboration with the JPC, two developing NPOs are selected as the beneficiaries of the MCSP. The main focus areas are the development of internal expertise through the training of trainers and establishment of model local SMEs. Since 2002, six NPOs of member countries have benefited from this project.

In 2008, the NPS of Sri Lanka and VPC were chosen as MCSP recipients for 2008–2010. Their selection was based on the results of the APO need assessment survey under the Development of NPOs Program, which clearly indicated their needs for capacity development. Through the MCSP, the APO and JPC provided support to both NPOs by organizing training of trainers' courses in specific productivity improvement techniques and developing selected SMEs as model companies. In the first phase of the project (June 2008–March 2009), several expert missions were dispatched, and NPO consultants involved in this project had the chance to observe SME development in Japan in observational study missions and other relevant APO projects.

From January to December 2009, the VPC received three expert visits from two JPC-nominated experts. Six VPC consultants were appointed MCSP counterparts, while two companies were selected as models. For the project in Sri Lanka, four expert visits and one observational study mission to Japan were conducted. Two experts were assigned to Sri Lanka. The MCSP Sri Lankan counterparts visited Japan 16–20 February to observe productivity improvement activities in both small and large companies. Sixteen MCSP counterparts from the NPS of Sri Lanka and 10 model companies are involved in this project. The projects in both countries are expected to be completed in March 2010. National seminars will be conducted to disseminate the knowledge based on the MCSP activities to local industries.

Program coverage: Expert visits; Observational study missions; National dissemination seminars; Development of model companies; and Training manuals in the local language. In the second phase of the project from March 2009 to 2010, the APO and JPC will continue to depute experts to the two NPOs and model companies. The following are model companies in this project: NK Laminated Safety Glass Factory and Hong Ha Ceramic Factory, both in Hanoi, Vietnam; and Lumbini Tea Factory, (Pvt.) Ltd., Sierra Readymix (Pvt.) Ltd., Soy Foods Lanka (Pvt.) Ltd., Polymer Products (Pvt.) Ltd., Bopitiya Autoparts Enterprise, Wijaya Products, Silvermill Holdings, Maxies &

Company, Lanka Balloons, and Country Style Foods Lanka, all in Colombo, Sri Lanka.

Institutional Strengthening of National Productivity Organizations through the Development of Productivity Practitioners

Subsequent to the DON Need Assessment Survey completed in January 2008, the DON Program was undertaken at two levels: DON Strategy and DON Implementation. DON Strategy identifies new and emerging topics, issues, and challenges of APO member countries. DON Implementation is to build the capacity of NPOs following the results of DON Strategy. The new approach aims to align APO services closer to individual member countries' long-term development strategies and direction. In pursuit of this approach, the Secretariat introduced in-country training programs for developing a pool of productivity practitioners and training technical staff of NPOs in 2009. NPOs participated in this initiative by involving their professional staff in the intensive tailor-made in-country productivity and quality training offered through this program.



Group exercise for teamwork improvement, Cambodia

In 2009, six in-country training programs were organized in association with the participating NPOs to provide productivity and quality practitioners with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of practitioners in their countries. These included training programs in Fiji, 25 May–6 June, with 35 participants; Indonesia, 22 June–4 July, with 20 participants; Cambodia, 10–22 August, with 28 participants; Thailand in two phases, 12–16 October and 30 November–4 December, with 35 participants; Bangladesh, 24 October–5 November, with 26 participants; and Lao PDR, 9–21 November, with 23 participants. Each program was followed by a comprehensive examination, and in most site visits to industries were organized for practical insight.

Development of Productivity Practitioners: Basic Program

The training courses on the Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced) were launched by the APO in response to the urgent needs of NPOs. The entire course was reviewed and its contents improved and standardized by the APO in 2008. DPP: Basic aims to equip participants with basic, fundamental knowledge of productivity so that they can perform the roles of junior productivity practitioners. They must be able to diagnose the current productivity performance in any organization and then adopt and implement the appropriate solution for improvement. To provide sufficient time for field practice and in-depth study on productivity tools and techniques, the course duration for DPP: Basic was extended from three to four weeks.

In collaboration with the DAP, the APO conducted the 14th DPP: Basic from 6–31 July, which was attended by 20 participants from 14 member countries. At the end of this entry-level course, participants were expected to be able to identify, use, and explain basic productivity approaches and tools; adopt an integrated productivity framework for diagnosing productivity problems and developing and implementing solutions; and provide training, consulting, and promotional services to NPO clients. The APO deputed two international resource persons, and the DAP invited a pool of local resource persons comprised of in-house and external trainers.

Program coverage: Productivity concepts and implementation strategy; Productivity tools and techniques; Productivity practitioner development; and Developing individual productivity and quality action plans. Four companies hosted the participants for in-plant diagnosis and suggestions for improvement: Bahay Pastulan, a producer of local food items; Lean Processes Inc., a cosmetic toll packer; College of Economic, Management, and Development Studies, Cavite State University; and Lamoian Corporation, a toothpaste producer.

Development of Productivity Practitioners: Advanced Program

The training courses on the Development of Productivity Practitioners (DPP): Basic and Advanced have been conducted since 1994 and 2001, respectively. These two courses equip productivity professionals from NPOs with basic and advanced productivity and quality tools to strengthen the institutional capacity of NPOs. With rapid developments in national and global markets, which demand higher-quality products and services, there is a continuous need for NPOs to have personnel who can deliver training effectively

and meet the needs of a variety of clients. In addition, many NPOs reported the loss of experienced trainers and consultants to the private-sector market and other organizations. Because of the importance of these courses for the development of NPOs, the APO reviewed and improved both in 2008. DPP: Advanced aims to equip participants with advanced and emerging productivity techniques to upgrade their knowledge and competence so that they can offer professional assistance to organizations and industries.

In association with the MPC, the APO organized the 12th DPP: Advanced course, 2–20 November, in Kuala Lumpur for participants who had previously attended the basic course. It was attended by 22

participants from 16 member countries, along with two international and seven local resource persons. Examinations were conducted at the beginning and end of the course to assess participants' level of competency.

Program coverage: Productivity and business competitiveness; Corporate strategies and implementation; Process management and customer focus; and Productivity tools and techniques. The participants visited Zamria Sdn. Bhd., a metal-stamping SME that relies on IT in daily operations; and Ingress Technology Sdn. Bhd., a auto component manufacturer that has incorporated various productivity improvement activities in its production system.



Fields of gold
 Nguyen Minh 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 ISO22000:2005 for Auditors/Lead Auditors

Driven by global trends and customer demand, the Asia-Pacific food industry is continually improving its food safety management systems (FSMS). However, implementation of modern FSMS is not easy. The verification and auditing of FSMS are even more difficult. Thus the FSMS auditor's task is a complex and challenging one, with audit activity taking into account many levels of practices and procedures that support food safety, compliance with food safety legislation, and other food safety requirements throughout the food chain.

To enable participants to acquire the knowledge and skills to interpret and audit according to the ISO22000:2005 FSMS and satisfy the requirements for registration as an FSMS auditor, the APO organized two IRCA-approved Training Courses on the Food Safety Management System (ISO22000:2005) for Auditors/Lead Auditors, 14–20 January and 9–15 December, in Malaysia. The MPC implemented the programs, and the training provider was i-VAC Certification Ltd., Hong Kong. A total of 42 participants from 14 countries attended.

Program coverage: The training course followed the IRCA/2019FSMS Auditor/Lead Auditor Training Course and most recent version of ISO19011. The course focused on evaluating the effectiveness of FSMS through implementation of ISO22000 in the context of an organization's management arrangements, applicable legislative framework, and significant hazards in its operational processes. To observe ISO22000 in action, participants visited certified facilities: Bread Plant of Silver Bird Berhad Group; and kitchen-cum-catering facility of the Kuala Lumpur Convention Center.

Environment-friendly Farming Technologies

Agricultural development in the last 50 years has focused primarily on increasing output through intensive use of high-yielding varieties and chemical inputs without due regard for their detrimental impact on the environment. Agricultural activities from rice farming to livestock raising all affect the environment from soil and liquid waste pollution to gas emissions that contribute to global warming. Forest areas have been decimated by efforts to bring more land under cultivation, contributing to the reduction of the global carbon sink. If this goes unchecked, agricultural intensification will exacerbate global warming. There is a need to promote environment-friendly farming technologies among farmers and policymakers.

Under its Green Productivity Program, the APO organized a multicountry observational study mission on Environment-friendly Farming Technologies, 2–7 February, in Japan, aimed at familiarizing participants with environment-friendly farming technologies and enhancing their awareness of the impacts of farming on the environment and global warming and different approaches to mitigate these. Twenty-one participants from 11 countries attended.

Program coverage: Pro-environment agricultural techniques in Japan: Present status and future orientation; Policies to promote organic farming and environment-friendly farming in Japan; Use of organic growth enhancers in farming in Japan for improving productivity and reducing negative impacts of farming on the environment; and Application of precision agricultural technologies for reducing environmental impacts of farming. The participants visited the National Agricultural Research Center in Tsukuba, Ibaraki prefecture; Hachi-man-goku, an agricultural producers' cooperative in Asahi, Chiba prefecture; Wagoen farmers' cooperative in Katori, Chiba prefecture; Yamada Biomass Plant, Katori, Chiba prefecture; and DECO-PON Farmers' Union Co., Ltd., in Narita.

Export Promotion of Agrifood Products

Many entrepreneurs, exporters, and officials of industry associations and government agencies in member countries need assistance in exporting agricultural and food products due to globalization, liberalization of trade, and multilateral and bilateral trade agreements coupled with emerging quality and safety standards. Furthermore, exporters from developing countries generally do not enjoy export subsidies, institutional support, and government-sponsored trade promotion missions.



Observing an auction at the Tsukiji Fish Market, Tokyo

Thus, the APO organized a multicountry observational study mission on Export Promotion of Agrifood Products, 2–7 March 2009, in Japan. The mission gave the 20 participants from 14 countries an opportunity

to attend the 2009 FOODEX and visit Japanese organizations involved in importing agrifood products and promoting exports.

Program coverage: Framework for improving agriculture productivity and sustainable export of agrifood products; The global picture in trade of agriculture and food products; Opportunities and challenges in the global market; Marketing, key players, and the distribution system for food products in Japan; and Market research for agrifood products for export: Basic principles and current practices. Participants visited FOODEX 2009 at Makuhari Messe in Chiba; Tsukiji Fish Market in Chuo-ku, Tokyo; Ota Market for Fruit and Flowers, Ota-ku, Tokyo; Japan External Trade Organization Tokyo Office; Itochu Shoji, a Japanese food importer in Tokyo; and the Ito Yokado store in Kasai, Tokyo.

Community-based Ecotourism Development and Management

The concept of ecotourism is widely misunderstood and in practice is often used as a marketing tool to promote nature tourism. This is called “greenwashing” when tourism activities are pursued without due regard to their negative impacts on the environment and communities. Ecotourism is a business that uses judiciously natural endowments of the area and the culture of the community. People involved need to understand how to manage profitable, sustainable ecotourism businesses without degrading the environment and the culture of local people.

The APO organized a multicountry observational study mission on Community-based Ecotourism Development and Management, 25–29 May, in Nepal, to illustrate different approaches and principles in sustainable development and management of ecotourism and identify the best management practices in the host country. Twenty-one participants from 14 countries attended.

Program coverage: Development of ecotourism in Asia and Pacific countries: Trends, opportunities, and challenges; Approaches to community-based ecotourism management: Some lessons from Nepal’s experiences; Role of ecotourism in alleviation of rural poverty and environmental conservation; and Best practices in sustainable development and management of ecotourism. Site visits were made to ICIMOD Research and Field Demonstration Center in Kathmandu, Godavari Botanical Garden, and the Borderland Resort.

Promoting Food Safety Management in the Seafood Industry through National Programs

International trade in seafood has grown fast. About

half of world fish exports originate in developing countries. Expanding demand for seafood has brought with it greater business opportunities and challenges for the seafood-producing countries. Seafood products are an important source of foreign exchange earnings for developing Asian countries and a rich source of protein for human nutrition. The seafood industry provides jobs and livelihoods to millions. The challenges are high perishability of seafood products and susceptibility to various safety hazards. Protocols in quality and safety management programs mostly based on the Hazard Analysis and Critical Control Point (HACCP). One example is the ISO22000 standard that incorporates all HACCP requirements in addition to the requirements of ISO9001.

The APO is actively engaged in the capacity building of member countries in food safety. In 2009, four national training workshops were organized as follow-ups to the 2008 multicountry training course on Food Safety Management for Seafood Processing and Marketing: in Vietnam, 26–29 May; the Philippines, 3–5 June; Indonesia, 3–5 August; and Thailand, 25–27 November. The objectives were to enhance understanding of the HACCP/FSMS ISO22000 requirements and applications in the seafood industry. The NPOs of each country implemented the workshops in collaboration with relevant seafood organizations. A total of 210 participants (48 from Vietnam; 50 from the Philippines, 49 from Indonesia, and 63 from Thailand) attended.



Visiting Bac Dau Co. Ltd., a fish-processing enterprise, during the national dissemination seminar on Food Safety, Vietnam

Program coverage: HACCP and GHP requirements; Current legal and customer requirements related to food safety in the seafood industry; Process of carrying out hazard analysis and establishing critical control points (CCPs) and critical limits with justification; ISO22000 requirements and applications; ISO22000 implementation and certification; and Food traceability requirements and implementation.

Exporting Agrifood Products to Emerging Global Markets

The current financial crisis has dampened demand for imported products in most developed countries, especially the USA and several in the EU. This trend means that countries dependent on those traditional markets for their key export commodities could be seriously affected as it translates into contractions in export revenues, reduced production levels, and fewer work opportunities. Governments and private enterprises in member countries should explore new export markets and develop new products that are in demand in traditional markets. It is also important for potential exporters to understand the rules and procedures governing agrifood product imports to such markets.

To help member countries address these concerns, the APO organized an e-learning course on Exporting Agrifood Products to Emerging Global Markets in three phases: 2–4 June, Republic of China, Fiji, Indonesia, Malaysia, and Philippines; 13–15 July, Cambodia, Lao PDR, Thailand, and Vietnam; and 4–6 August, Bangladesh, India, IR Iran, Nepal, Pakistan, and Sri Lanka. The aim was to enhance knowledge of current trends and opportunities for agrifood product exports and identify how agribusiness enterprises and food exporters from member countries can benefit from them; enable participants to understand current import-related procedures, policies, and regulations for agrifood products in emerging markets; and formulate national and enterprise export strategies. Two hundred seventy participants from 14 countries successfully completed the course. Four resource persons made presentations from their home locales.

Program coverage: Setting the stage: Overview of the export performance of member countries highlighting the impact of the current financial crisis on the demand for food exports overseas; Understanding the food market in China: Trends in domestic production, consumption, and trade of major food commodities; Rules and regulations on food imports in China; Drivers of the food market in Russia: Trends in domestic production, trade, consumption, demography, income, and consumer buying behavior; Opportunities and challenges for agricultural and food product exporters to Russia: What are the important regulations and procedures for agrifood products?; The market for halal food: Trends, opportunities, and challenges for agribusiness in Asia; Understanding the Middle East food market: Trends, opportunities, and challenges for exporters from Asian countries; Global trends in demand for and production of organic food products: Is there a growing demand for and increasing production of organic products?; and Global trade in organic food products: How to access organic export markets.

Quality Management in the Food-processing Industry

Quality management is very important for companies in the food-processing industry to meet the quality standards required by regulatory bodies and buyers as well as for averting potential dangers from adulteration or contamination of products which damage the reputation of the company. Thus, companies must adopt a quality management system (QMS) that defines policies, procedures, and processes to be followed in planning, production, handling, and related operations in the food-processing business. Despite the importance of QMS, many SMEs in the food-processing business, especially in developing countries in Asia, still do not have one in place.

The APO organized a multicountry observational study mission on Quality Management in the Food-processing Industry, 15–19 June, in Manila, to examine quality management issues in the food-processing industry and associated quality control, assurance, and improvement procedures; and identify best practices in food-processing quality management for adoption by enterprises in other member countries. Nineteen participants from 13 countries and three international and two local resource persons attended.

Program coverage: Development of QMS in food-processing enterprises; Tools and techniques for quality management and improvement in a food-processing enterprise; Development of traceability systems for monitoring and maintaining QMS in the food business; Management systems in the meat-processing industry; QMS in the fish-processing industry; Tools and techniques for addressing quality issues in processed food products: The TRACE initiative in the food industry in the EU; and Quality standards and assurance systems in the food processing industry to meet requirements of retailers and importers: ISO2200, BRC, etc. Two site visits were made to Nestlé Philippines, Inc. (Ice Cream Division) in Quezon City and the Marigold Manufacturing Corporation in Pasig City.

Workshop on Applications of Nanotechnology in the Food Industry

Although it was predicted that nanotechnology would transform the entire food supply chain, nanotechnology applications in food and agriculture remain in the nascent stage. The main impediments in applying nanotechnology in the food industry are concerns over the safety of nanofoods, lack of legislation on nanotechnology, and low consumer awareness of the advantages of nanotechnology in the production and processing of food.

To address those issues and formulate workable



Seminar participant examining salak trees on a Sleman district farm, Yogyakarta

recommendations, a workshop on Applications of Nanotechnology in the Food Industry was organized by the APO and implemented by the FTPI, 15–19 June, in Bangkok. It was attended by 22 participants from eight member countries. Four APO resource persons were deputed and there were two local experts.

Program coverage: Potential application of nanotechnology in the food industry; Labeling and regulations; Sharing of nanotechnology applications in the food industry; Experiences of multinational food industries; Challenges and opportunities in promoting nanotechnology applications in the food industry; Nanoparticle fabrication for the encapsulation of nutraceuticals by the RESS technique; Controlled-release delivery systems for nutraceuticals and functional foods; and Regulatory and institutional framework in safety of nanofoods to attract investment in nanotechnology applications. Site visits were made to: the National Science and Technology Development Agency Material Technology Lab, Biotechnology Lab, and Nanotechnology Lab; and Kasetsart University Nanotechnology Laboratory. Participants also attended the Food Innovation Asia Conference, part of ProPak Asia 2009.

Waste Management in the Agroprocessing Industry

The processing activities of agroprocessors can generate waste if not properly designed and managed. These come in the form of liquid and solid waste that can be environmental health hazards. Some processing activities produce large amounts of effluents that contribute to the pollution of rivers and seas. More polystyrene foam or styrofoam materials and plastics, which are nonbiodegradable, are also used in the handling and marketing of processed products. Companies engaged in agroprocessing should incorporate waste management and environmental considerations in their business planning and operations to contribute to the eradication of health hazards and to mitigate environmental damage.

The APO organized a multicountry observational study mission on Waste Management in the Agroprocessing Industry, 16–19 June, to enhance participants' knowledge of the development and use of environment-friendly technologies in the agroprocessing sector and to share experiences and learn from the best practices in agroprocessing waste management in the host country. Sixteen participants from eight countries attended, with three local resource persons.

Program coverage: Korean policy on food waste management—application of 3R concepts; Promotion of a comprehensive master plan for “waste-to-energy”; and Practice of food waste management. A field trip was made to Ultra Feedstuff Co., Ltd., a food waste-to-resource facility in Chunan; and Sudokwon Landfill Site Management Corporation.

Entrepreneurship and Agrotechnology/Agribusiness Incubation

Agribusiness incubation accelerates the successful development of start-ups by providing entrepreneurs with various resources and services. Agribusiness incubators reduce risk and investment expenses and increase the success rate of start-ups. Incubator graduates can create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen local and national economies. The concept of agrotechnology/agribusiness incubation is, however, relatively new to most Asian countries.

Recognizing the crucial role of technology/business incubation in promoting innovation in agriculture and modernizing traditional SME operations into technology-based ones, the APO deputed a study mission on Entrepreneurship and Agrotechnology/Agribusiness Incubation to the Republic of China, 22–26 June. The objective was to learn from the rich experience of the host country in technology/business incubation. The CPC and National Chung Hsing University (NCHU), with support from the Council of Agriculture (COA), Executive Yuan, implemented the mission. Twenty-two participants from nine member countries attended, along with two overseas and three local resource persons.

Program coverage: Entrepreneurship and agribusiness/agrotechnology incubation in the Asia-Pacific region; Agribusiness incubation—an evolved approach to facilitating the viability of agribusiness entrepreneurs; Institutional and policy arrangements in the Republic of China for the promotion of agrotechnology/agribusiness incubators; and Creating a conducive environment for promoting agrotechnology/agribusiness incubation. To observe agrotechnology/agribusiness incubation operations, the participants visited eight sites: Innovation Incubator of the NCHU

(IINCHU) at the NCHU main campus; National Plant Genetic Resources Center of the Agricultural Research Institute of the COA; Incubator of the Livestock Research Institute of the COA; Taiwan Orchid Plantation Incubator; IINCHU in the Taichung Science Park; Bion Tech Inc. Company; NanKang Biotech Incubation Center; and the 19th Taipei International Food Show.

Value Addition to Agricultural Products

Value addition to agricultural products has tremendous potential for increasing productivity, incomes, and off-farm employment opportunities in rural areas in developing countries. It makes intensive use of both human resources and local raw materials. It can also prolong shelf life and preserve the quality of agricultural products, especially those intended for food. However, in many developing countries the pursuit of value-adding activities is limited, and the majority of farmers and traders sell their products in raw form. This is attributed to the inadequacy of knowledge of various value-adding technologies, poor infrastructure facilities, and limited access to financing for investment in value-adding undertakings.

The APO thus organized a training course on Value Addition to Agricultural Products, 22–28 July in Suva, Fiji, to broaden the understanding of the importance of undertaking value-adding activities for the creation of jobs and generation of income and enhance the knowledge and skills of participants in using various approaches and techniques for value addition to agricultural products. Twenty-four participants from 12 countries and three international and one local resource persons attended the course.



Observing the processing of breadfruit for canning for the export market

Program coverage: Concepts and principles of value addition to agriculture products; New food products and new food product development; Nutraceuticals and functional foods and value-added food and food ingredients; Quality and food safety management in new products; and Packaging and labeling of new food

products. Two companies hosted site visits: FresPac Ginger (Fiji Ltd.) and Food Processors Fiji, Ltd., both in Suva.

Food Safety Management System ISO22000

Trade in food has increased rapidly in recent years. Increasing consumer demand for safe, wholesome food has led many companies to develop their own quality and food safety management systems. Food safety is the foundation for well-integrated, reliable, safe global food supply chains. The food safety management system (FSMS) ISO22000:2005 was introduced to harmonize food safety standards across global chains. The Asia-Pacific food industry is striving to improve its FSMS, and the number of ISO22000-certified companies in the region is expanding fast. Implementation of the FSMS is not an easy task. One of the biggest impediments to compliance is a lack of understanding of the requirements of a modern FSMS.

After successfully training 536 participants in FSMS ISO22000 in 2007 and 2008, in 2009 the APO held a videoconference-based distance-learning training course to revisit the subject in three phases: 27–30 July, Republic of China, Indonesia, Malaysia, Philippines, and Vietnam; 1–4 September, Cambodia, Fiji, and Lao PDR; and 5–8 October, Bangladesh, India, IR Iran, Pakistan, Nepal, and Sri Lanka. The objective was to enable participants to understand the ISO22000 standard, requirements and application, and critical success factors in the food industry. This course attracted 305 participants compared with 258 in 2007 and 278 in 2008. Thus the APO has trained 841 stakeholders from 16 member countries in the modern FSMS ISO22000, around 50% of whom were from the private sector.

Program coverage: Key concepts in a modern FSMS; 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 Editing for ISO22000 implementation. To observe food safety management operations, participants visited modern food facilities in their countries.

Improving the Managerial Skills of Entrepreneurs in Agribusiness SMEs

Agribusiness SMEs are directly affected by the globalization of markets, unpredictable financial crises, and advances in biotechnology and information technology, as well as evolving societal concerns about the environment, health, and nutrition. The

low efficiency and productivity of most agribusiness SMEs in the region, however, continue to hamper their growth and competitiveness. The main reason is a lack of managerial skills and entrepreneurial know-how among agribusiness entrepreneurs, particularly on quality and safety managements.

Because of the crucial importance of SMEs in the Asia-Pacific agribusiness sector and the urgent need to upgrade their competitiveness, the APO in collaboration with the Ministry of Agricultural Development and Agrarian Services and NPS organized a training course on Improving the Managerial Skills of Entrepreneurs in Agribusiness SMEs in Sri Lanka, 3–10 August. The objective was to equip participants with knowledge of productivity and management tools as well as entrepreneurial skills for enhancing the performance of agribusiness SMEs. Twenty-three participants from eight member countries attended, along with four resource persons.

Program coverage: The course contained eight modules: Entrepreneurship and management of agribusiness; Business operations and management; Human resources management and personal entrepreneurship; Marketing of agrifood products in domestic and export markets; Enhancing market access; Finance-based decision-making; Tools and techniques for productivity and quality improvement; Food safety management in agrifood products; and Food traceability over the food chain. Site visits were made to a pineapple farm in Divulapitiya and a retail outlet of Cargill Food City in Colombo.

Productivity Improvement Tools for Agribusiness SMEs: Managing Food Safety in the Dairy Industry

The dairy sector in the Asia-Pacific is growing fast. Since 2005, the region has been the world's biggest milk producer. Small-scale holders supply 80% of the milk production in Asia. The sector provides livelihoods to millions of people living in rural areas, nutritional food to marginalized sections of the society, and enhances farm incomes. However, dairy SMEs continue to suffer from low productivity and poor food safety. Dairy products are very perishable and must be processed following the protocols in quality and safety management systems that require all involved in the processing, handling, packaging, and storage of products to have a system of food safety controls. This will contribute to improved overall management of operations, leading to higher productivity, profitability, and sustainability of business operations.

The APO held a workshop on Productivity Improvement Tools for Agribusiness SMEs: Managing Food Safety in the Dairy Industry to develop the skills of participants in utilizing productivity improvement

tools and techniques and familiarize them with food safety management methodologies. The project was implemented by the Ministry of Agriculture of the Republic of Indonesia in collaboration with the Ministry of Manpower and Transmigration, 10–14 August, in Yogyakarta. Sixteen participants from seven member countries attended, along with three APO-deputed resource persons.

Program coverage: Relevance of productivity and quality and food safety in dairies for enhanced quality of life and rural empowerment; Recent developments and trends in food safety management in the dairy industry in Indonesia; Concept and application of kaizen, 5S, and other productivity improvement tools in agribusiness; Issues and challenges in managing food safety in dairy SMEs; Successful cases of safety management for agribusiness SMEs with a dairy-sector focus); Role of animal health in ensuring dairy product food safety and quality: How animal health can ensure food safety over dairy supply chains; and Implementing quality improvement and food safety management tools by dairy SMEs: Impediments and solutions. Site visits were made to: PT. Sari Husada dairying industry; Kelompok Tani Mekar dairy farm; and milk-processing SMEs at Koperasi Susu Warga Mulya.

Exporting Processed Agrifood Products

Many countries in Asia produce a wide range of agrifood products that have great potential in global markets. However, most of these are not developed for that purpose due to the poor understanding of consumer behavior and the regulatory requirements in those competitive markets.



The manager of a Munich-based food retail chain briefing participants on German import requirements

To increase the competitiveness of SMEs in member countries, the APO organized a multicountry observational study mission to a nonmember country on Exporting Processed Agrifood Products, 8–12 October, in Germany. The mission studied the trends in importing, wholesaling, and retailing of agricultural

and processed food products in Germany and other major markets in the EU; identified opportunities for exports of agricultural and processed food products to those markets; explored networking with importers; and attended relevant sessions of the Anuga 2009 Food and Beverage Fair in Cologne. The mission was attended by 18 participants from nine countries.

Program coverage: Business opportunities in the German food and beverage market; Trends in production and trade (import-export) of agrifood products in Germany and the EU; Relevant rules and regulations on imports of food products in Germany and the EU; and Key drivers of the food product market in Germany: Demographic and income factors and consumer behavior. Participants visited the wholesale market in Nuremberg; the organic farming enterprise Biolandhof Kreppold in Wilpersberg; supermarket chain Viktualienmarkt in Munich, and the 2009 Anuga Food and Beverage Fair in Cologne. Participants also held a meeting with the organizers of the fair led by Mr. Christian Mieles, Managing Director of the Federal Food Trade Association.

Planning and Management of Agroprocessing Enterprises

Agro-based processing enterprises are diverse and in many countries they add significant value to agricultural products and create job opportunities. The planning and management of agroprocessing enterprises should take into account the interrelationships of capital and returns on investment, advanced production technology, and logistics and marketing. Another new dimension that must be considered is raw material sourcing to meet standards of quality and safety. Production processes must also meet social and environmental impact standards. For sustainable operations, investors must plan and undertake in-depth feasibility studies incorporating various dimensions.

The APO organized a training course on Planning and Management of Agroprocessing Enterprises, 19–24 October, in Lao PDR to equip participants with tools and techniques for developing business plans for starting and managing agroprocessing enterprises. Twenty-three participants from 12 countries attended this training course. Two resource persons were invited to conduct the course.

Program coverage: Management of agroprocessing enterprises; Product development process and marketing of agroprocessing enterprises; Agribusiness supply chain management; Product quality and safety management; Finance-based decisionmaking for agroprocessing enterprises; and Case studies. A field visit was made to Veunkham Salt Co., a salt producer operating outside Vientiane.

Successful Cases of Employment Generation in Rural Areas

Many governments in Asia have been pursuing employment generation in rural areas since these areas are economically vulnerable. In most cases, the main employer in rural areas is agriculture. However, the job-generating capacity of agriculture has been constrained due to a number of factors. It is therefore necessary to consider this issue from a broader spectrum of viewpoints, without relying solely on agriculture. The development of various nonfarm activities, promotion of food-processing industries by utilizing local agricultural products, diversified agricultural production, promotion of green tourism, and other innovative economic activities based on local resources may offer great potential for creating additional jobs.

The APO organized a multicountry observational study mission on Successful Cases of Employment Generation in Rural Areas, 10–17 November, in Japan to enhance participants' knowledge of the approaches and strategies for rural employment generation and to formulate strategic approaches for promoting the best practices of rural employment generation in member countries. Thirteen participants from eight countries with four local resource persons attended.

Program coverage: Employment generation in rural areas in Japan; The trend of the employment and policy of rural labor force in Japan; and Rural revitalization and employment generation through farmers' market promotion. Field visits were made to Nagano Tomato Co. Ltd., an example of employment generation through the food manufacturing industry; Horigane Shopping Center, a farmers' market; the city of Iiyama, illustrating green tourism; and the city of Obuse, to observe tourism and other job-generating measures.

Development of Competitive Supply Chains in Agribusiness

Globalization in agricultural and food products offers attractive opportunities for producers and exporters from developing countries. To benefit, however, agribusiness firms need to be prepared for stiffer competition both from regional companies and multinational agribusiness and retail giants strategically linked with various partners in their supply chains. Competition is no longer between firms and farms but between supply chains. This has serious implications for agribusiness SMEs and small-sized producers in member countries which are not linked to supply chains. For domestic agribusiness firms to survive, they must develop and manage their own supply chains or be linked in the chains of global players. Supply chain management is a powerful tool to achieve such linkages.

A research project on the subject was conducted in 2007 and 2008 by experts from eight member countries. To review and disseminate the research findings, the APO organized a follow-up workshop on the Development of Competitive Supply Chains in Agribusiness in Vietnam, 23–27 November. The objective was to review the supply chain models researched for their replication/adaptation; and to examine the findings of the previous research for wider dissemination. The VPC implemented the program. Eighteen participants from nine member countries and two resource persons attended.

Program coverage: Developing competitive supply chains in the Asia-Pacific region; Successful and sustainable agribusiness supply chains; Review and analysis of the models of agribusiness supply chains researched; Review of the preceding research findings and synthesis research report; and Formulation of recommendations and action plans. A half-day visit to a VietGAP-certified vegetable farm was conducted.

Strengthening Small Farmer and Agribusiness Linkages for Enhancing Agricultural Productivity and Agribusiness Competitiveness

Globalization and market liberalization are increasingly changing the market environment for agricultural and food products. These changes are posing greater challenges to small farmers and small and medium-sized agribusiness enterprises in Asian developing countries. Therefore some farms and business firms have established various types of business linkages to strengthen their competitiveness, including contracts between farmers and retailers to maintain a stable supply of agricultural products and collaboration between farmers and food-processing companies to develop new types of processed food. Food-processing companies may also provide seeds, fertilizer, and technical guidance to farmers to improve the quality of the products it purchases. A number of useful examples that have mutually benefited both small farmers and agribusiness enterprises can be observed in APO member countries and elsewhere.

The APO organized a workshop on Strengthening Small Farmer and Agribusiness Linkages for Enhancing Agricultural Productivity and Agribusiness Competitiveness, 28 November–2 December, in IR Iran to examine successful models of small farmer and agribusiness linkages in agriculture which enhance market access, productivity, and competitiveness for both parties; identify critical factors for sustainable partnerships between small farmers and agribusinesses; and examine the best practices of such partnerships in member countries. Nineteen participants from 10 countries attended, along with three resource persons.

Program coverage: Global trends in agribusiness and strategic alliances between small farmers and agribusiness in horticulture and agronomic fields; Contract farming as a tool to promote farm to agribusiness linkages; and Strengthening agribusiness linkages with small farmers for supply-chain and value-chain development. Field visits were made to Sabziran Co. Ltd., a food-processing company; and Navab Safaris Agricultural Cooperative.

Promotion of the Local Agrofood Industry Using the Industrial Cluster Concept

A concentration of interconnected enterprises, suppliers, service providers, and associated institutions in a region sometimes results in increased productivity and the creation of new products and business models. The concentration of enterprises of this type is often called a “cluster.” It has been pointed out that the effective collaboration, cooperation, and competition among major stakeholders (enterprises, suppliers, service providers, etc.) in a region are the key factors for the success of clusters. It is useful to study successful examples of collaboration and cooperation among major stakeholders in the agrofood industry in a local region for replication in member countries.

Therefore the APO organized a multicountry observational study mission on the Promotion of the Local Agrofood Industry Using the Industrial Cluster Concept, 8–15 December, in Japan to investigate how the host country promotes the local agrofood industry through active collaboration among farmers, food manufacturing companies, research institutes, and commercial enterprises in the region. Mission delegates also formulated strategies for applying the methods in their countries. Fourteen participants from eight countries attended, with three resource persons.

Program coverage: Application of the industrial cluster theory to the food industry; Agrofood business development through multisector cooperation; and Case study of policies for promoting cooperation between food industry and agriculture. Field visits were made to Koshu, Yamanashi prefecture; Hibiki Co., Ltd. (Kawagoe Style Club); M.C. Roa Co., Ltd.; Kasahara Sangyo Co., Ltd.; and Shinagawa shopping street.

Sustainable Development in Agriculture

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 Government of Japan, Ministry

of Agriculture, Forestry and Fisheries. The original target countries of the APE-LDC were Bangladesh, Cambodia, Lao PDR, and Nepal. Agriculture and the food-processing industry have been the main targets of this program. Since 2008, the program has focused on Cambodia and Lao PDR.



Group presentation during the GMP training course, Cambodia

1) Cambodia

In 2009, productivity enhancement and food safety improvement were two main topics of projects carried out in Cambodia. Demonstration company projects on 5S and kaizen were carried out in the capital region for productivity improvement, and a productivity manual was developed. Additional demonstration company projects on 5S and kaizen in local areas in Cambodia were started for broader dissemination of productivity enhancement tools. For food safety improvement, a national seminar and training course were held, and a new demonstration project on GMP was begun. To help reduce rural poverty, a national training course on the OVOP movement was held. The details and main achievements of the projects conducted in Cambodia in 2009 were:

Projects on 5S and kaizen:

From November 2008 to March, a demonstration company project on 5S and kaizen was carried out among companies operating in the capital region. Three food-processing companies were selected as the demonstration sites, and an international expert deployed by the APO visited these companies to provide consultancy service with the assistance of NPCC staff.

A project was carried out in April 2009 to publish the *Guidebook for Local Consultants on 5S and Kaizen for the Food Industry* in the local language to increase local consultants' skills.

In two Cambodian regions, seminars, training courses, and demonstration company projects on 5S and kaizen were organized to disseminate those practices in regional areas. For the Battambang region, the seminar, training course, and the first visit by the expert under

the demonstration company project were conducted 23–27 November. The same projects were held in the Kompong Cham region, 21–25 December.

Projects on GMP for food hygiene improvement:

A national seminar and training course on GMP were held 28 September–2 October in Phnom Penh. They were organized by the APO and implemented by the NPCC. The seminar was attended by 120 participants from food-manufacturing companies, relevant ministries (MIME, Ministry of Agriculture, and Ministry of Commerce), and provincial MIME offices. The training course was attended by 25 participants from food-manufacturing companies and NPCC staff. After this training course, the demonstration company project on GMP started from November. The first visit by the APO expert was carried out from 5–14 November to four food-manufacturing companies operating in the capital region.

Projects on OVOP development:

The reduction of rural poverty continues to be a paramount goal for Cambodia as the majority of the poor population resides in the countryside. One of the strategies adopted by the government is employment generation through the OVOP movement. In line with this objective, a national training course on the Promotion of Rural Industry: Craft Skill Training for OVOP Development was organized in Ondong Rusey, Kompong Chhnang province, 27 March–3 April. Thirty participants from three provinces in Cambodia attended.

2) Lao PDR

In 2009, productivity enhancement and food safety improvement were the main topics of projects carried out in Lao PDR. Three regional training courses on productivity and food safety were held in the first quarter of the year. A national seminar and training course on GMP followed in the latter part of the year. The details of the projects conducted in Lao PDR in 2009 were:

Projects on 5S and kaizen, GMP, and GAP:

Three national training courses on 5S and Kaizen, GMP, and GAP for the local food-processing industry were organized in regional areas in Lao PDR. These were a continuation of two regional projects conducted in October and November 2008. The third regional project was organized in Saravan province, 4–6 February; the fourth in Attapeu province, 4–6 March; and the fifth in Luangnamtha province, 25–27 March 2009. These projects, which were organized by SMEPDO, were attempts by the APO and SMEPDO to promote productivity and safe food production in local areas in Lao PDR by equipping participants with the necessary knowledge and skills.

Project on GMP for food hygiene improvement:

A national seminar and training course on GMP were held 12–16 October in Vientiane. These were organized by the APO and implemented by SMEPDO. The seminar was held to enhance awareness of food hygiene and to understand the significance of GMP for the food-manufacturing industry. The training course was held after the seminar to provide basic knowledge of the applications of GMP in production sites. The seminar was attended by 74 participants from food-manufacturing companies, relevant ministries, and several universities. The training course was attended by 19 participants from food-manufacturing companies and one university.

Advanced Technology for Greenhouse Farming

Biotechnology and environmental control through greenhouse farming are currently the two locomotives in agricultural development. The Republic of Korea is one APO member country that has been successful in greenhouse farming.

A multicountry Observational Study Meeting on Advanced Technology for Greenhouse Farming was organized by the APO to learn from the achievements of the Republic of Korea. It was implemented by the KPC, 16–20 February, with 23 participants from 12 member countries in attendance. The mission objectives were to: study the institutional and policy arrangements for greenhouse farming in the host country; learn about modern technologies and approaches adopted in greenhouse farming; and observe the state-of-the-art technologies for this type of farming.

Program coverage: Considerations for greenhouse establishment and management; Aerial and root-zone environmental factors in greenhouse; Soilless culturing systems for greenhouse crop production; Environmental control methods and systems in greenhouses; Insect and disease control in greenhouses; and Greenhouse crop production and industry in Korea: State of the art. Site visits were made to: the Rural Development Administration in Suwon for an overview of greenhouse farming practices; Dasol Farm in Hwasung to observe greenhouse cultivation of “the marvel of Peru”; Hwasung 21 to observe greenhouse farming of paprika; Seje Orchid Farm to observe *Phalenopsis* greenhouse growth; Horticulture Research Institute in Dangjin; Korea-America Plug Seed Production Co.; and Lee Farm’s cucumber and tomato greenhouse.

Food Traceability Systems for Agro- and Food-processing Industries

A traceability system is a recordkeeping system for tracking the flow of products or product attributes

through the production process or supply chain. Recently, food safety and quality are increasingly becoming more important concerns in agriculture and the food trade. Consumers are now more conscious of the quality and safety of the food they buy. They are also becoming more sensitive to production processes and practices and demand greater quality and safety assurances from agribusiness and food companies with reliable information. Against this background, policymakers and the agribusiness in many countries are considering the introduction of traceability systems to manage wide-ranging food-related issues.



Graphic illustrations of the traceability system of Kewpie Corporation, Tokyo

The APO organized a multicountry observational study mission on Food Traceability Systems for Agro- and Food-processing Industries, 10–13 March, in Japan to share recent developments in food safety management with the emphasis on traceability systems, examine current state-of-the-art technologies and techniques in applying traceability systems, and identify best practices for further promotion at SME level in member countries. It gathered 15 participants from 11 member countries and three resource persons.

Program coverage: The state of traceability systems in Japan; Guidelines for the introduction of food traceability systems; and Case study of practices of traceability. Site visits were made to Sengawa Plant, Q.P. Co., Tokyo; Hanzawa Agricultural Cooperative, Saitama prefecture; Ota Tokyo Metropolitan Central Wholesale Market; Tokyo Seika, Tokyo; and two retail supermarkets in Tokyo, Queen’s Isetan Kinshicho and Ito Yokado Shin-kiba.

Planning and Management of Rural-based Agro-processing Enterprises

The agroprocessing industry, particularly SMEs, promotes economic activities and rural development as it increases rural employment opportunities

and expands agricultural production. Rural-based agroprocessing enterprises, however, face a constantly changing business environment. They are directly affected by the globalization of markets, advances in biotechnology and information technology, and evolving societal concerns about the environment, health, and nutrition. However, the efficiency and productivity of many agroprocessing enterprises in the region remain far from satisfactory. One reason for this is that the planning and management of agroprocessing enterprises are becoming increasingly complex. Production processes must also meet standards on social and environmental impacts.

The APO organized a workshop on Planning and Management of Rural-based Agroprocessing Enterprises, 11–15 May, in Indonesia to enhance the knowledge and skills of trainers, advisers, and consultants catering to small agroprocessing entrepreneurs in rural areas. There were eighteen participants from nine member countries, three local participants, and 10 local observers.

Program coverage: Planning and management of agroprocessing enterprises; Productivity and management tools and techniques for agroprocessing enterprise; Financial and investment decision-making; Community capacity development for rural-based agroindustry; Concept and principles of supply chain management; and Developing rural agricultural activity through biodiesel production. Site visits were made to Tembesi Abattoir (livestock processing), Squeeze (topical fruit processing), and Putra Bhineka Perkasa PT (coffee processing).

Good Agricultural Practices and Safety for Fruit Crops and Vegetables: Managing Food Quality

GAP is meant to enable sustainable, safe agriculture for satisfying domestic food markets and gaining market access in developed economies. GAP aims at meeting consumer preferences for food and agricultural products that are of high quality, safe, and produced in an environmentally and socially acceptable way. The implementation of GAP, however, is difficult because of the diversity of codes, guidelines, and definitions within the sector. Some Asian countries already have their own national GAP codes. For many developing Asian countries, however, the concept of GAP is relatively new.

The APO therefore organized a seminar on Good Agricultural Practices and Safety for Fruit Crops and Vegetables: Managing Food Quality to promote GAP in member countries by sharing forerunners' experiences. It was implemented by the Directorate General of Horticulture, Ministry of Agriculture, and Ministry of Manpower and Transmigration of Indonesia, 29

June–3 July in Yogyakarta. Twenty-three participants from nine member countries attended, and three APO resource persons were deputed.

Program coverage: Introduction to GAP: Key concepts, process, and requirements; Drivers, motivation, and incentives for the adoption of GAP by farmers and other actors in the agriculture sector; Issues and challenges in promoting GAP; Harmonizing GAP at regional and national level: Issues and impediments; GAP in fruit and vegetable crops: Case of Malaysia; and Benchmarking GLOBALGAP with national standards. A site visit was hosted by the Sallaca (snake fruit) Farm in Sleman district, which was audited by Q-Pint BV Netherlands and received GAP certification in 2008.

Application of Advanced Technologies in Aquaculture

Aquaculture is one of the world's fastest-growing food production sectors. Over half of all the aquatic species consumed are now produced from aquaculture. Asia contributes about 90% of the world's aquaculture production. With reduced yields from capture fisheries and increasing demand for fish and fishery products, aquaculture is expected to contribute not only to bridging the gap between supply and demand of seafood but also to improve livelihoods and farm incomes in the rural Asia-Pacific. The aquaculture industry, however, faces many challenges to be economically, socially, and environmentally sustainable. There is a growing need to develop environment-friendly, cost-effective technologies for enhancing aquaculture productivity.

The APO deputed a study mission on the Application of Advanced Technologies in Aquaculture to the Republic of China, 19–23 October, to enhance participants' knowledge of advanced technologies and best practices of sustainable aquaculture production and postproduction handling through direct exposure to successful examples in the host country. The Tung-kang Biotechnology Research Center of the Fisheries Research Institute and CPC with the financial support of the Council of Agriculture implemented the program. Nineteen participants from 10 member countries and six local observers attended, along with four resource persons.

Program coverage: Aquaculture development in the Asia-Pacific region: An overview; Policy and institutional settings for promoting green technologies of aquaculture production; Advanced technologies and approaches for sustainable development of aquaculture; Energy-efficient and environment-friendly aquaculture production systems; New frontiers in aquaculture biotechnology: Opportunities

for the 21st century; Production of value-added products from by-products and low-value aquaculture products; and Managing waste from aquaculture industry. Eight site visits were made to Tungkang Biotechnology Research Center, Lukang Freshwater Aquaculture Research Center, Lukang Eel Farm, Changhua Fishery Association, Pingtung Agricultural Biotechnology Park (Advanced Green Biotechnology Inc., and Taikong Corp Company), National Museum of Marine Biology and Aquarium, Long Diann Marine Bio Technology Co. Ltd. (Fangliau Shiang), and Fu-Hai Tilapia Farm (Shinbei Shiang).

Controlled-environment Agricultural Production Systems

The challenges of limited land available for food production, growing scarcity of irrigation water supply, precarious weather and changing climatic patterns, and a need to restrict chemical use are paving the way for more environmentally controlled agricultural production systems to produce a safe, abundant food supply in an efficient, sustainable manner. Such production systems also reduce the risks of diseases and pest infestations and the corollary labor required to address such problems in conventional production systems.

The APO organized a multicountry observational study mission on Controlled-environment Agricultural Production Systems, 30 November–4 December, in Taichung, Republic of China. The study mission investigated the principles of controlled-environment agricultural production systems and identified strategies for the promotion of such systems in participating countries. Twenty-four participants from 10 countries and three international and two local experts attended.



Participants examining orchid plants under controlled-environment culture, ROC

Program coverage: Advanced greenhouse production technology in The Netherlands: Trends and future scenario; Trends in greenhouse structures and production systems in Korea; The plant

factory in Japan: Concept, principles, and requirements for sustainable operation; Greenhouse production technology for ornamentals in the ROC: Opportunities and challenges; Principles of environment control in the greenhouse; Development of a greenhouse system for tropical countries: Basic considerations, principles, and challenges; and Current R&D and future directions in environment-controlled agricultural production systems. Participants visited several areas showcasing different models of greenhouse farming including: the Farmers' Association in Yuanlin, Changhua county; Private Vegetable and Cut Flower Nursery in Yuan Lin; Fruit and Vegetable Production Center in Yuanlin, Miaoli county; Agricultural Research Institute, Council of Agriculture, Executive Yuan in Wufong, Taichung county; Taiwan Sugar Corporation in Houbi, Tainan county; and Oncidiums Production in Dalin, Tainan county.

Development of Commercial Organic Farming

The demand for organic products is increasing worldwide including Asia and the Pacific. As income levels rise, consumers' concerns about safe, high-quality food also increases. However, organic food items are still higher-priced niche products. Their marketability at such premium prices depends on consumer confidence in reliability and value. The promotion of commercial organic farming requires the establishment of a credible system of standards, inspection, certification, and traceability, with efficient supply chain management.

To review recent developments in organic farming and formulate workable recommendations, the APO organized a workshop on the Development of Commercial Organic Farming in collaboration with the NPC, India, in New Delhi, 9–15 December. Twenty-two participants from 11 member countries attended, along with two resource persons and three local experts. In India, organic farming has become very popular and the country has accumulated a wealth of experience in promoting organics which other countries can benchmark against. The workshop was also a reflection of the APO's continuing interest in promoting Green Productivity and sustainable development of the agriculture sector, especially through the development of more efficient, sustainable production and distribution systems.

Program coverage: Overview of organic farming: Principles and practices; Organic farming for sustainable agriculture: Experiences in Asian countries; Commercialization of organic produce: Prospects and challenges; Markets, marketing, and public relations of organic products: Direct marketing versus wholesale marketing; Development of reliable, safe organic food supply chains; and Policies and institutional set-

tings for the commercialization of organics: Organic food standards and certification programs. Site visits were made to the National Center of Organic Farming, Ghaziabad, Uttar Pradesh; and a demonstration organic farm, Village Behta, in the Bulandshahr district.



Happiness in the work
Thai Thien Vinh
Vietnam



Good season
Hoang Thach Van
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 ones.

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.

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, including Australia, Canada, Europe, and the USA. When an expert is dispatched, the recipient NPO usually appoints one or more of its staff to play an understudy role for human resources development and institutional capacity building.

Development of Demonstration Companies/Organizations

The Development of Demonstration Companies/Organizations Program assists less developed member countries in establishing model projects to improve productivity in factories, companies, or organizations and then disseminate the results to promote the national productivity movement. Under this program,

a few model companies and/or organizations are selected each year. They 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 other companies and organizations to share the achievements of the model companies/organizations.

Bilateral Cooperation Between NPOs (BCBN)

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

OSM

The Individual-country Observational Study Mission (I-OSM) Program aims at enhancing the capabilities of NPOs and member countries in their pursuit of productivity improvement. Under this program, member countries depute a mission(s) to one or more other member countries to study and observe recent developments and best practices in a particular area of interest relevant to the needs of the deputing country. To assist the capacity building of the requesting countries effectively, I-OSMs are aligned with the identified needs of each country. This helps member countries build their capacity and be more competitive by learning best practices from other member countries.

In 2009, eight I-OSMs were organized in cooperation with the host NPOs. These included the Philippines to Thailand (12 members) on OTOP benchmarking, Sri Lanka to Malaysia (17 members) on public-sector productivity, Nepal to India (14 members) on rice mill technology, the Republic of Korea to Japan (six members) on industrial educational organizations, Malaysia to the Republic of Korea (seven members) on natural farming, Nepal to India (eight members) on gemstone extraction technology, Vietnam to the Republic of Korea (eight members) on the customer satisfaction index, and Indonesia to the Republic of Korea (12 members) on productivity improvement in organizations. The duration of the missions ranged from five to 10 days. Each comprised site visits to

model organizations to observe the best practices and hold meetings with productivity experts.

TES

In 2009, 44 experts were deputed to conduct 37 projects under TES. The member country that benefited the most was the Republic of China with seven, followed by India and Malaysia with five. Fourteen experts came from Japan, while 11 were from the USA, four from Malaysia, three from Australia, two from India, and one each from Canada, Costa Rica, Hong Kong, Republic of China, Republic of Korea, Singapore, Sweden, Switzerland, Thailand, and the UK. Some of the subject areas for which expert services were requested were knowledge management, the balanced scorecard, and food safety management systems.

Development of Demonstration Companies/Organizations

The demonstration projects undertaken by the APO are to demonstrate practical application of productivity tools and techniques in the industry, service, and agriculture sectors. Demonstration companies convey success stories on the development and implementation of productivity improvements and initiatives undertaken to all stakeholders. Demonstration/model organizations, companies, and communities showcase the tangible results of productivity improvement programs and encourage others to undertake similar efforts.



Japanese expert (center) advising staff of demonstration model companies and MPC officers, Malaysia

In 2009, two demonstration company projects were undertaken, each of 12 to 18 months' duration in Malaysia and Vietnam in association with the MPC and VPC, respectively. The Malaysian project focused on total quality management systems under the thrust area of enhancing applications of productivity and quality in the country. The demonstration companies are M/s Zamria Sdn. Bhd., M/s Autokeen Sdn. Bhd., and M/s Selia-tek Industries Sdn. Bhd., all in Selangor. The project in Vietnam focused on the application of lean Six Sigma in the service sector, and the dem-

onstration company is Vietnam Technological and Commercial Joint-Stock Bank, Hanoi. Both projects were expected to be completed in mid-2010.

BCBN

The APO sponsored 10 BCBN projects in 2009 involving 43 participants from 13 member countries.

The participating countries were Cambodia, Republic of China, Fiji, India, Indonesia, Japan, Republic of Korea, Malaysia, Pakistan, Philippines, Singapore, Thailand, and Vietnam. The host countries were Japan (five), Republic of Korea, (one), Malaysia (two), Philippines (one), Singapore (one), and Thailand (one).

INDIVIDUAL-COUNTRY PROGRAMS

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, it is the participants and member countries that conduct the evaluation. In 2007, the APO began an online survey to evaluate the impact of training courses to determine their effectiveness and gauge the extent to which participants utilized the knowledge and skills acquired. In 2009, along with the online survey, a new form of impact evaluation was undertaken by an independent third party utilizing improved evaluation methodology.

Onsite Evaluation

In 2009, the APO conducted evaluations of 80 multicountry projects implemented in 2008 with 2,968 participants. Those 80 projects comprised 14 workshops, 15 study meetings, 25 training courses, seven seminars, six multicountry study missions, five study missions to nonmember countries, five forums, and three conferences. Compared with 2007, the total number of projects decreased from 98 to 80. However, the number of participants per project increased from 32 to 37 due to the increase in e-learning participants. Participants' feedback on project implementation indicated a 95% rate of overall satisfaction. The percentage breakdown was: Program Contents (97%), Physical Arrangements (96%), Resource Speakers (95%), Program Schedule (95%), and Methodology Used (95%). However, observational/field visits received a comparatively low evaluation of 90%. For the improvement of site visits, it is recommended that NPOs identify relevant enterprises suited to the project topic and advise the Secretariat of the logistics and company information well in advance.

Individual-country (Category C) projects were also evaluated. Category C projects include Individual-country Study Missions (OSM), Technical Expert Services (TES), Member Country Support Program, Demonstration Projects (DMP), Bilateral Cooperation Between NPOs (BCBN), and a new initiative called In-Country Training Programs. Support from the Government of Japan for the Dissemination of the Productivity Movement in Africa Program continued. In 2008, about 9,223 participants and 10 demonstration companies received human resources development and capacity building assistance via APO Category C projects.

While Category C projects successfully accommodate individual member countries' needs, some issues still need to be addressed such as a comprehensive review of country needs and the selection of the host country by OSM applicant countries; active participation and utilization of TES for building the capacity of NPOs; dissemination of successful DMP results; and further utilization of BCBN and proper submission of its reports. Based on the successful implementation of three pilot in-country training programs conducted in 2008, this project modality became a regular in-country program in 2009.

Impact Evaluation

The impact evaluations covered multicountry, in-country, and e-learning projects. For multicountry and in-country projects, the evaluation was done through a survey questionnaire, conducting field visits, and interviewing participants and their superiors/supervisors by an external expert as an independent third party. The external expert was Dr. Serafin Talisayon, Professor, Asian Center, University of the Philippines. He was assisted by the respective NPOs onsite and a Secretariat officer. For e-learning projects, an online survey was carried out.

The evaluation focused on DMPs implemented during 2005–2007; TES with consultancy elements during 2007–2008, and 40 multicountry projects implemented at least six months prior to the impact evaluation. For e-learning, all the five courses conducted in 2008 were assessed.

Overall, APO multicountry projects, DMPs, and deployment of TES evaluated in this study were found to have excellent results at the personal and organizational levels. In some cases visited by the evaluation

team, the industry and national impacts were clear. Responses to survey questions on e-learning showed that this mode was regarded by participants (171 responded) as generally effective despite technical limitations experienced by some.

The impact evaluation also discovered many opportunities for improvement which could enhance and spread the benefits for member countries. In the preimplementation stage, the interviewees and survey respondents suggested improvements in the partici-

pant and expert selection process, and in adapting project design to the needs of participants or recipient organizations. In multicountry training projects, many participants showed a preference for interactive practical exercises, study of best- or good-practice cases, and field visits. Resource persons with technical, people, and process skills were highly appreciated. In the postimplementation stage, many participants and most experts proposed follow-up activities and monitoring to observe how learning is sustained, applied in the workplace and the benefits disseminated.

EVALUATION OF APO PROJECTS

INFORMATION PROGRAM

The APO Information Program is conducted to: 1) promote the mission of the APO and broaden the scope of its cooperation with organizations both within and outside the APO membership; 2) disseminate information helpful to productivity promotion and improvement through the print media and Internet; and 3) manage and intensify 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 a modest publishing program. There are four main types of publications: report format titles, special publications, e-books, and general publications. All are in English.

Report Format Titles

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

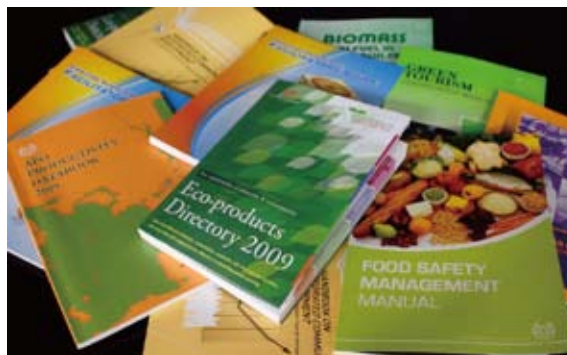
The APO selects several projects on current issues that are important and relevant to member countries. The participants in these projects are senior officials and professionals from both the private and public sectors who present status reports on the current situation or practices prevailing in their countries on the project topic. These papers together with the integrated report, presentations made by resource persons, project program, and list of participants are included in the report format titles. Academicians, researchers, and private-sector organizations find that these report format titles give new insights into their own fields of endeavor for further investigation. The new titles published in 2009 were:

Innovation Framework and Strategies: An APO Perspective
Management Innovation for Productivity Improvement in the Service Sector
Mergers & Acquisitions: Issues and Perspectives from the Asia-Pacific Region

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. Ten came out in 2009:

APO Productivity Databook 2009
Eco-products Directory 2009: For Sustainable Production & Consumption
Eco-products Directory 2009: For Sustainable Production & Consumption (Japanese edition)
Biomass as Fuel in Small Boilers
Food Safety Management Manual
Green Tourism Certification Manual
Greenhouse Gas Emissions: Estimation & Technology for Reduction
Handbook on Integrated Community Development
Knowledge Management: Case Studies for Small and Medium Enterprises
Knowledge Management: Facilitators' Guide



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 2009:

APO Productivity Databook 2009

Biomass as Fuel in Small Boilers

Eco-products Directory 2009

Eco-products Directory 2009 (Japanese edition)

Food Safety Management Manual

From Productivity to Innovation: Proceedings of the Second International Conference on Technology and Innovation for Knowledge Management

Green Tourism Certification Manual

Greenhouse Gas Emissions: Estimation & Technology for Reduction

Handbook on Integrated Community Development

Innovation Framework and Strategies: An APO

Perspective

Knowledge Management: Case Studies for Small and Medium Enterprises

Knowledge Management: Facilitators' Guide

Management Innovation for Productivity Improvement in the Service Sector

Mergers & Acquisitions: Issues and Perspectives from the Asia-Pacific Region

General Publications

The *APO News*, published monthly in English (some 4,000 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. In October 2009, a new brochure was published to include updated information on the programs and activities of the APO.



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 four components: the APO Web site, APO intranet, APOnet, 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 Japanese, 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 a dedicated Web site to foster closer communications among 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 a virtual depository of the reports, documents, and papers

of almost all APO projects. In July 2009, the APO changed the system and format of the APOnet to provide a more stable, user-friendly channel for information exchange.

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, including Web (Internet)-based course and self-learning e-courses. The Web-based courses require registered participants to log onto online sessions. Those taking self-learning e-courses can simply go to the Web site and enroll directly or through their NPOs. The courses can accommodate 2,000 online students at any time. With increased interest in the courses, in July 2009, the APO carried out a system migration to a new server for improved services to users.

e-Learning Facilities of Other Organizations

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have e-learning hosting facilities. The APO is collaborating with the Tokyo Development Learning Center of the World Bank, JICA-Net, Association for Overseas Training Scholarship (AOTS), etc. to deliver e-learning courses utilizing their distance-learning/videoconferencing facilities. The APO also collaborates with academic/training institutes that develop and provide e-learning courses. Eleven APO member countries have World Bank centers. By combining the use of those facilities with JICA-Net and AOTS hosting centers, the majority of member countries can be linked in a virtual network. In 2009, the APO organized five e-learning activities.

HONORARY FELLOWS

In 2009, one person received the title of APO Honorary Fellow in recognition of her contributions to the work of the organization:

Dato' Nik Zainiah Nik Abdul Rahman, former APO Alternate Director and NPO Head for Malaysia.

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. 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. In 2009, it was held 3–4 October. The APO booth was decorated with orange balloons and winning photos of previous APO Photo Contests, and displayed panels, brochures, and publications. 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 and postcards.



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

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 2009, APO totebags in orange and blue were produced along with a postcard featuring a winning photo from the APO Photo Contest and the 2010 APO calendar featuring entry photos from the 2008 Photo Contest. All of these items were used for promotional purposes at meetings, exhibitions, and other events.

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 value and benefit for the APO and its partners.

Joint Projects

The APO collaborated with the Asian Development Bank Institute (ADBI), Colombo Plan Secretariat (CPS), National Institute of Public Administration (INTAN), Pan African Productivity Association (PAPA), and Taiwan Environmental Management Association (TEMA). The project jointly organized with the ADBI was the research on the Impact of the Global Financial Crisis on SMEs. The workshop on the One Village, One Product Model for Sustainable Rural Development was cosponsored by the CPS. PAPA and TEMA jointly organized Dissemination of the Productivity Movement in Africa and the Workshop on e-Waste Management, respectively.

Services of Experts Received

In 2009, the services of two experts were received from the following organizations: one each from the United Nations FAO and International Crops Research Institute for the Semi-Arid Tropics (ICRISAT).

Guest Observers Received

The 50th Session of the Governing Body was honored by observers representing the CPS and United Nations FAO.

The 49th Workshop Meeting of Heads of NPOs was attended by observers representing the CPS and Productivity SA.

Meetings Attended

Research and Planning Department Director Mukesh D. Bhattarai and Research and Planning Program

Officer Yasuko Asano attended the meeting on Measuring and Fostering the Progress of Societies: Key Issues for the Asia and Pacific Countries, Kyoto, Japan. Agriculture Program Officer Dr. M. Saeed participated in the ADBI Workshop on Mainstreaming Climate Change Adaptation into Developmental Planning, Tokyo, Japan. Research and Planning Department Director Mukesh D. Bhattarai and Research and Planning Program Officer Masaya Amau took part in the meeting on The Global Economic Crisis: SMEs and Trade Finance Impacts, Tokyo, Japan. Agriculture Department Director Song Hyun Choi and Information Program Officer Sunju Lee attended the Fourth International Conference on Agricultural Education and Environment, Hokkaido, Japan. Research and Planning Department Director Mukesh D. Bhattarai attended the International Conference for Administrative Development: Excellence in Public Sector Performance in Riyadh, Saudi Arabia, and introduced APO activities. Research and Planning Department Program Officer Masaya Amau took part in the APEC Japan 2010 Symposium, 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. Twenty-eight participants from the following six countries attended one APO project in 2009: Botswana, Kenya, Mauritius, Nigeria, South Africa, and Zambia.

African Program

Basic Training Course for Productivity Practitioners

Productivity and quality improvement has assumed a new sense of urgency in the context of globalization and extensive competition. The pursuit of higher productivity requires a cadre of productivity practitioners fully equipped with the skills and knowledge to identify problems and develop and implement improvement plans. Productivity practitioners should act as champions of productivity within organizations and industries. The training of productivity practitioners in APO member countries has been repeatedly requested by NPOs, and the APO therefore has designed projects aimed at providing multidisciplinary skills to participants who will become facilitators for productivity and performance improvement efforts. These projects for APO member countries take the form of multicountry courses as well as in-country ones that are individually tailored to meet specific needs.



Group exercise during the third Basic Training Course for Productivity Practitioners

The current African Program, which is specially funded by the Japanese government, has been designed for PAPA member countries to strengthen and upgrade the staff capability of NPOs on the African continent. This effort is based on the collective experience of the APO and its member countries in assisting African countries to raise their productivity. In association with PAPA and Productivity SA, the APO organized the third Basic Course on Productivity Practitioners, 7 September–22 October, in Johannesburg, South Africa. The main objective was to develop the competencies of participants in the promotion and application of basic productivity and quality techniques in organizations and industries. A total of 28 participants from African NPOs attended the course, and five resource persons were deputed by the APO.

Program coverage: Business organizations and productivity; Organizational culture and development; Productivity awareness survey; Productivity and quality improvement techniques; Process skills; and Application of learning. The participants visited Productivity SA to study the role of the NPO in disseminating and promoting productivity at the national level. For in-plant diagnostic activity where participants practiced the techniques learned in the course, the two host companies were Ogilvy's Lodge and Conference Centre, Midrand, Johannesburg, a small hotel; and Sheltered Employees Factory, a garment factory owned by the Ministry of Labour of South Africa.

INTERNATIONAL COOPERATION



APO ANNUAL REPORT **2009**

APO Project Experts

1 Socioeconomic Progress

Name of Project	Study Meeting on the Fair Distribution of Productivity Gains among Stakeholders		Venue	Japan	Participants	18
			Duration	19–23 January	● External Experts	2
					○ Local Experts	0
Resource Person	Designation	Organization	Country			
● Dr. Peter Gahan	Associate Professor	Department of Management, Monash University	Australia			
● Mr. S. Thiagarajan	Director	Institute of Labour Studies	Singapore			

Name of Project	Study Meeting on the Participation of Women and Retirees in the Workforce		Venue	ROK	Participants	12
			Duration	7–10 December	● External Experts	3
					○ Local Experts	1
Resource Person	Designation	Organization	Country			
● Dr. Mei-Chun Liu	Professor	Institute for Labor Research, National Cheng-Chi University School of Social Science	ROC			
● Dr. Priscilla Dawn Allen	Associate Professor	Louisiana State University School of Social Work	USA			
● Ms. Priya SaratChandran	Senior Policy and Research Officer	Sex and Age Discrimination Unit, Australian Human Rights Commission	Australia			
○ Dr. Hanam S. Phang	Senior Research Fellow	Korea Labor Institute	ROK			

Name of Project	Research on Productivity in the Informal Sector		Venue	Member countries	Participants	–
			Duration	Year-long	● External Experts	12
					○ Local Experts	0
Resource Person	Designation	Organization	Country			
● Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan			
● Ms. Sachiko Kazekami	Assistant Professor in Economics	Chukyo University School of Economics	Japan			
● Dr. Insook Jeong	Director, Employment Statistics Division	Korea National Statistical Office	ROK			
● Ms. Nazaria Baharudin	Director, Research and Development Division	Department of Statistics Malaysia	Malaysia			
● Mr. Khalil Ahmed	Statistical Officer	Federal Bureau of Statistics	Pakistan			
● Ms. Vivian Rembulat Ilarina	Division Chief	National Statistical Coordination Board	Philippines			
● Mr. Lkhagvajargal Baasantseren	Senior Economist	Macro Economic Statistics Department, National Statistical Office	Mongolia			
● Mr. Md. Nurul Islam	Deputy Secretary, Regulation Wing, Supernumerary Section 2	Ministry of Finance	Bangladesh			
● Mr. S.V. Ramana Murthy	Director, National Accounts Division, Central Statistical Organization	Ministry of Statistics and Programme Implementation, Government of India	India			
● Mr. Jishnu Mohan Bhattarai	Statistical Officer, National Accounts Section	Central Bureau of Statistics	Nepal			
● Ms. Nilima Usharani Lal	Divisional Manager, Economic Statistics Division	Fiji Islands Bureau of Statistics	Fiji			
● Mr. Weerasinghe W.M.A.S. Premakumara	Director, Statistics	Department of Census and Statistics	Sri Lanka			

2 Strengthening of SMEs

Name of Project	Multicountry Observational Study Mission on SME Development in the Mekong Region	Venue Duration	Japan 3–6 February	Participants 12 ● External Experts 0 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
○ Mr. Eizo Asaka	Representative	Asaka Techno Consultancy	Japan
○ Mr. Shigetsugu Namiki	President	Namiki Management Consulting, Inc.	Japan

Name of Project	Study Meeting on Market Access for SMEs: Electric and Electronic Sector	Venue Duration	Singapore 11–14 August	Participants 15 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Ms. Beth A. Hulse	Global Regulatory Manager (Environmental Products)	GE Healthcare	USA
● Mr. Dae Young Park	Legal Consultant	Enhesa	Belgium
● Dr. Yoshiaki Ichikawa	Senior Manager	Environmental Strategy Office, Hitachi, Ltd.	Japan

Name of Project	Workshop on the SME Management Model: Strategies for Sustainable Growth and Competitiveness	Venue Duration	ROC 2–6 November	Participants 22 ● External Experts 3 ○ Local Experts 1
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Resource Person	Designation	Organization	Country
● Mr. Jamaludin Bin Maarof	Senior General Manager	Ingress Corporation Bhd.	Malaysia
● Mr. Katsuhiko Satoh	Chief Executive Officer	Danya Associates	Japan
● Mr. Wong Hock	Managing Director and Principal Consultant	Hoclink Systems and Services Pte Ltd	Singapore
○ Dr. Guann-Jyh Lee	Director, Business Startup and Incubation Division	Small and Medium Enterprise Administration, Ministry of Economic Affairs	ROC

Name of Project	Study Meeting on SME Financing in the Aftermath of the Global Financial Crisis	Venue Duration	Indonesia 23–27 November	Participants 22 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Nobuyo Hirata	Deputy Chief	International Cooperation Office, Micro Business and Individual Unit, Japan Finance Corporation	Japan
● Dr. Moon-Kyum Kim	Professor	Soongsil University School of Entrepreneurship and Small Business	ROK
● Mr. Bankim Bhatt	Chief Executive Officer	Bisman Fintech Pvt. Ltd.	India

Industry and Service Sectors

2 Strengthening of SMEs

Name of Project	Research on the Impact of the Global Financial Crisis on SMEs (in collaboration with the Asian Development Bank Institute)			Venue Duration	Member countries Year-long	Participants – ● External Experts 10 ○ Local Experts 0
Resource Person	Designation	Organization	Country			
● Mr. Setsuya Sato	Executive Director, Public Policy and Regulatory Affairs	UBS Securities Japan Ltd.	Japan			
● Dr. Chung-Hua Shen	Professor	National Taiwan University	ROC			
● Dr. Anil Bhardwaj	Secretary General	Federation of Indian Micro and Small and Medium Enterprises	India			
● Dr. Choirul Djahhari	Deputy Minister for Business Development and Restructuring	Ministry of Cooperatives, Small and Medium Enterprises	Indonesia			
● Mr. Satoshi Yamamoto	Researcher	Economic Research Institute, Japan Society for the Promotion of Machine Industry	Japan			
● Dr. Keun Hee Rhee	Senior Researcher	Korea Productivity Center	ROK			
● Ms. Raubah Bt. Zainal Abidin	Senior Manager, Public Sector Efficiency Division	Malaysia Productivity Corporation	Malaysia			
● Dr. Gloria Jumamil Mercado	Senior Fellow/Consultant	Development Academy of the Philippines	Philippines			
● Dr. Ketmanee Ausadamongkol	Director of Research Division	Thailand Productivity Institute	Thailand			
● Mr. Tran Anh Khoi	Productivity and Quality Expert	Vietnam Productivity Centre	Vietnam			

3 Knowledge Management

Name of Project	Study Mission to Nonmember Countries on Knowledge-creating Enterprises		Venue Duration	Germany 27 April–1 May	Participants 16 ● External Experts 3 ○ Local Experts 1
Resource Person	Designation	Organization	Country		
● Mr. Bruce Searles	Director	Benchmarking Partnerships	Australia		
● Mr. Terry Pilcher		BCS Management Services	UK		
● Dr. Peter Heisig	Consultant		UK		
○ Mrs. Ina Finke	Leiterin Competence Center Wissensmanagement	Bereich Unternehmensmanagement, Fraunhofer-Institut für Produktionsanlagen und Konstruktionstechnik	Germany		

Name of Project	Study Meeting on Knowledge Management in the Service Sector		Venue Duration	Malaysia 15–18 June	Participants 19 ● External Experts 3 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Ronald Young	CEO	Young International Group	UK		
● Mr. Praba Nair	Director	KDi, Asia	Singapore		
● Dr. Henry Linger	Senior Lecturer	Faculty of Information Technology, Monash University	Australia		

Name of Project	Multicountry Observational Study Mission on Customer Relationship Management		Venue Duration	ROK 3–6 August	Participants 17 ● External Experts 1 ○ Local Experts 1
Resource Person	Designation	Organization	Country		
● Mr. Junkyo Fujieda	President and CEO/President	ReGIS Inc./CRM Association Japan	Japan		
○ Dr. Junghwan Choi	Vice President	LG Economic Research Institute	ROK		

Name of Project	Workshop on Knowledge Management for SMEs		Venue Duration	Indonesia 10–14 August	Participants 23 ● External Experts 3 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDi Asia	Singapore		
● Mr. Ronald Young	CEO	Young International Group	UK		
● Mr. Naoki Ogiwara	Senior Consultant and "Ba" Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan		

Name of Project	Study Meeting on KM Measurement		Venue Duration	ROC 17–20 November	Participants 23 ● External Experts 3 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Dr. Serafin D. Talisayon	Professor	Asian Center, University of the Philippines	Philippines		
● Mr. Praba Nair	Director	KDi Asia	Singapore		
● Ms. Kim Sbarcea	Chair	Standards Australia Knowledge Management Committee	Australia		

4 General Management

Name of Project	Top Management Forum: Management Innovation for Productivity Improvement in the Service Sector	Venue Duration	Japan 2–4 March	Participants 32 ● External Experts 10 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Prof. Nobuhiko Hibara	Associate Professor	Ritsumeikan University	Japan
● Prof. Atsushi Sunami	Associate Professor	National Graduate Institute for Policy Studies	Japan
● Dato' Nik Zainiah Nik Abd Rahman	Director General	Malaysia Productivity Corporation	Malaysia
● Mr. Yu Chia Wang	Senior Specialist of Chairman	Old-Don Co., Ltd.	ROC
● Dr. Kazuhito Hashimoto	Professor	University of Tokyo	Japan
● Mr. Tadimitsu Matsui	Chairman and Representative Director	Ryohin Keikaku Co., Ltd.	Japan
● Mr. Norihito Shiga	Managing Director	JTB Corporation	Japan
● Mr. Takeshi Shimmura	Managing Director	Ganko Food Service Co., Ltd.	Japan
● Mr. Akio Tsunoda	President	Kumon Institute of Education Co., Ltd.	Japan
● Mr. Takao Watabe	Chairman	Watabe Wedding Corporation	Japan

Name of Project	Training Course for Lead Auditors on SA8000	Venue Duration	Bangladesh 26 April–1 May	Participants 20 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia
● Mr. Vic Thorpe	SA8000 Advanced Auditor and Trainer	Social Accountability International	USA

Name of Project	National Training Course on Implementing and Auditing Social Accountability Management Systems Based on SA8000	Venue Duration	Philippines 7–11 September	Participants 30 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia

Name of Project	National Training Course on Implementing and Auditing Social Accountability Management Systems Based on SA8000	Venue Duration	Fiji 14–18 September	Participants 22 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resources Center Sdn. Bhd.	Malaysia

Name of Project	Study Meeting on Public-sector Productivity	Venue Duration	ROK 28–31 July	Participants 16 ● External Experts 2 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
● Dr. Arunaselam Rasappan	Senior Advisor	Center for Development and Research in Evaluation, International	Malaysia
● Mr. Richard Clarke	Director	Transformation, Innovation and Excellence, Modernization Division HR Ontario, Ministry of Government Service	Canada
○ Dr. Shin Kim	Director, Public Governance Training and Education Center	Korea Institute of Public Administration	ROK
○ Dr. Hwang Hie-Shin	Director, Center for Organization and Future Strategy	Korea Institute of Public Administration	ROK

Name of Project	Development of a Manual on KM Tools and Techniques	Venue Duration	Singapore 26–28 August	Participants ● External Experts 4 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Ronald Young	CEO	Young International Group	UK	
● Mr. Naoki Ogiwara	Senior Consultant and “Ba” Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan	
● Mr. Praba Nair	Director	KDi Asia	Singapore	
● Mr. Andrew Michael Burnett	Managing Director	Knowinnovation Ltd.	USA	

Name of Project	Training Course on Strategic Management Consultancy for Productivity Improvement of SMEs	Venue Duration	Japan 31 August–11 September	Participants 19 ● External Experts 0 ○ Local Experts 6
Resource Person	Designation	Organization	Country	
○ Mr. Nobuhiko Kawasaki	Senior Management Consultant	Japan Productivity Center	Japan	
○ Mr. Koji Yo	Chief Consultant	World Business Associates Co., Ltd.	Japan	
○ Mr. Yoshiro Sagara	Senior Management Consultant	Japan Productivity Center	Japan	
○ Mr. Satoru Tajima	Management Consultant	Japan Productivity Center	Japan	
○ Mr. Masahiro Ota	Senior Management Consultant	Japan Productivity Center	Japan	
○ Mr. Toshihiko Ohnoh	Consultant	Takehiro Consulting	Japan	

Name of Project	Workshop on Benchmarking for Service Quality in the Public Sector	Venue Duration	Indonesia 1–5 December	Participants 21 ● External Experts 2 ○ Local Experts 1
Resource Person	Designation	Organization	Country	
● Mr. Richard Clarke	Director	Transformation, Innovation and Excellence Modernization Division HR, Ontario, Ministry of Government Service	Canada	
● Mr. Ron Gibson	Project Manager	Ontario Municipal CAOs Benchmarking Initiative	Canada	
○ Mr. Heri Karyawan	Consultant		Indonesia	

Industry and Service Sectors

4 General Management

Name of Project	APO Productivity Databook		Venue Duration	Member countries Year-long	Participants – ● External Experts 18 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan		
● Ms. Nilima Usharani Lal	Divisional Manager, Economic Statistics Division	Fiji Islands Bureau of Statistics	Fiji		
● Mr. Hamid Azarmand	Economic Researcher, Economic Accounts Department	Central Bank of Islamic Republic of Iran	IR Iran		
● Ms. Jia-yuan Mei	Chief, National Accounts Section, Bureau of Statistics	Directorate-General of Budget, Accounting, and Statistics, Executive Yuan	ROC		
● Ms. W.A.C. Wijebandara	Statistician, Sample Surveys Division	Department of Census and Statistics	Sri Lanka		
● Ms. Bayarmaa Baatarsuren	Statistician, Macroeconomic Statistics Department	National Statistical Office of Mongolia	Mongolia		
● Ms. Wannapa Khlaisuan	Policy and Plan Analyst, Professional	National Economic and Social Development Board, National Accounts Office	Thailand		
● Mr. Chettra Keo	Deputy Director of General Statistics Department	National Institute of Statistics, Ministry of Planning	Cambodia		
● Mr. Mohd. Yazid bin Kasim	Deputy Director (Acting)	National Accounts Statistics Division, Department of Statistics Malaysia	Malaysia		
● Mr. Shahid Mahmood Butt	Director, National Accounts	Statistics Division, Federal Bureau of Statistics	Pakistan		
● Dr. Mamta Saxena	Deputy Director General	Ministry of Water Resources	India		
● Ms. Wachyu Winarsih	Leader of Social Analysis	Directorate of Statistical Analysis and Development, Badan Pusat Statistik Republik Indonesia	Indonesia		
● Dr. Geonwoo Lee	Research Fellow	Korea Institute for Industrial Economics and Trade	ROK		
● Ms. Thi Viet Hong Nguyen	Head of Statistics and Informatics Section	Institute of Statistical Science, General Statistics Office	Vietnam		
● Mr. Rajesh Dhital	Statistical Officer	Central Bureau of Statistics	Nepal		
● Mr. Fumio Momose	Director, National Wealth Division, National Accounts Department	Economic and Social Research Institute, Cabinet Office, Government of Japan	Japan		
● Ms. Elsie B. Solidum	Statistician V (Chief, Statistical Sampling and Operations Division)	National Statistics Office	Philippines		
● Ms. Lutfon Nahar	Deputy Director	National Accounting Wing, Bangladesh Bureau of Statistics	Bangladesh		

Name of Project	APO Productivity Databook: Mission to Mongolia		Venue Duration	Mongolia 1–2 April	Participants – ● 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 Productivity Databook: Mission to Mongolia for Supervising the National Wealth Survey (APO Survey Initiative)		Venue Duration	Mongolia 27–30 July	Participants – ● 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 Productivity Database (Phase III)	Venue Duration	Member countries Year-long	Participants ● External Experts 4 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Dale W. Jorgenson	Samuel W. Morris University Professor	Department of Economics, Harvard University	USA
● Dr. W. Erwin Diewert	Professor of Economics	Department of Economics, University of British Columbia	Canada
● Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan
● Dr. Alice Nakamura	Professor of Management Science	Department of Finance and Management Science, University of Alberta School of Business	Canada

Name of Project	APO Productivity Database (Phase I): Total Factor Productivity Mission to Fiji	Venue Duration	Fiji 20–21 April	Participants ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan

Name of Project	APO Productivity Database (Phase II): Total Factor Productivity Mission to Indonesia	Venue Duration	Indonesia 12–13 August	Participants ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan
● Mr. Hideyuki Mizobuchi	Researcher	Keio Economic Observatory, Keio University	Japan

Name of Project	Research on Aging Society	Venue Duration	Member countries Year-long	Participants ● External Experts 5 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Hanam S. Phang	Senior Research Fellow	Korea Labor Institute	ROK
● Dr. Wen-Chi Grace Chou	Associate Professor	Department of Labor Relations and Institute of Labor Studies, National Chung-Cheng University	ROC
● Dr. Priscilla Dawn Allen	Associate Professor	Louisiana State University School of Social Work	USA
● Dr. Hiroyuki Fujimura	Professor	Hosei Business School of Innovation Management	Japan
● Dr. Leng Leng Thang	Associate Professor, Head of Department	Department of Japanese Studies, National University of Singapore	Singapore

5 Total Quality Management

Name of Project	Training Course on Performance Management Systems for the Public Sector		Venue Duration	IR Iran 14–18 February	Participants 22 ● External Experts 1 ○ Local Experts 2
Resource Person	Designation	Organization	Country		
● Dr. Arunaselam Rasappan	Senior Advisor	Center for Development & Research in Evaluation (CeDRE), International	Malaysia		
○ Dr. Adel Azar		Former parliamentarian representative of Iran	IR Iran		
○ Mr. Abdolreza Rajaeian	Consultant		IR Iran		

Name of Project	e-Learning Course on Six Sigma Green Belt (Phase 1)		Venue Duration	Cambodia, Fiji, Lao PDR, Mongolia, and Vietnam 10–12 March	Participants 106 ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia		

Name of Project	e-Learning Course on Six Sigma Green Belt (Phase 2)		Venue Duration	Indonesia, Malaysia, ROK, Philippines, and Thailand 23–25 March	Participants 114 ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia		

Name of Project	e-Learning Course on Six Sigma Green Belt (Phase 3)		Venue Duration	India, IR Iran, Nepal, Pakistan, and Sri Lanka 6–8 April	Participants 90 ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia		

Name of Project	Multicountry Observational Study Mission on Quality Awards in APO Member Countries		Venue Duration	Japan 24–28 August	Participants 17 ● External Experts 2 ○ Local Experts 1
Resource Person	Designation	Organization	Country		
● Prof. Rodney McAdam	Professor	Ulster Business School, University of Ulster	UK		
● Mr. Lee Sek Fai Norman	Group Quality System Manager	Teckwah Industrial Corporation Ltd	Singapore		
○ Mr. Naoyuki Yanagimoto	Director	Japan Productivity Center	Japan		

Name of Project	Study Meeting on Lean Six Sigma for the Service Sector	Venue	Thailand	Participants	17
		Duration	27–30 October	● 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

Name of Project	Workshop for Senior Business Excellence Assessors	Venue	Singapore	Participants	18
		Duration	2–6 November	● External Experts	1
				○ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Hitoshi Tamura	Corporate Councilor, Sales Division	Ricoh Company, Ltd.	Japan

Name of Project	Conference on Quality Award Systems	Venue	Thailand	Participants	23
		Duration	15–18 December	● External Experts	5
				○ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Thomas E. Schamberger	Executive Director	Foundation for the Malcolm Baldrige National Quality Award, Inc.	USA
● Dr. Robin Mann	Director, Centre for Organisational Excellence Research	Massey University School of Engineering and Advanced Technology	New Zealand
● Mr. Johan Cornelis van beek	Consultant		Netherlands
● Mr. C.V. Jagadish	Chief Executive Officer	Systems on Silicon Manufacturing Co., Pte. Ltd.	Singapore
● Dr. David Spong	Vice Chair, Visiting Committee	National Institute of Standards and Technology	USA

6 Technology, IT, and Innovation

Name of Project	Multicountry Observational Study Mission on the Management of Technology	Venue Duration	Japan 22–26 June	Participants 18 ● External Experts 0 ○ Local Experts 3
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Resource Person	Designation	Organization	Country
○ Dr. Hiroshi Miyanaga	Professor	Tokyo University of Science Graduate School of Management of Science and Technology	Japan
○ Mr. Hirohide Ikeno	Executive Chief Advisor	Honda R&D Co., Ltd.	Japan
○ Dr. Robert Kneller	Professor	Research Center for Advanced Science and Technology, University of Tokyo	Japan

Name of Project	Study Mission to a Nonmember Country on Quality and Innovation	Venue Duration	Sweden 5–9 October	Participants 15 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Matao Ishii		Shonan Institute of Management	Japan

Name of Project	Training Course on Innovation in Production Systems	Venue Duration	Japan 30 November–11 December	Participants 18 ● External Experts 1 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
● Ms. Liow Hwee Kheng	Manager	II-VI Singapore Pte Ltd	Singapore
○ Mr. Satoru Tajima	President	Breakthrough Inc.	Japan
○ Mr. Takashi Horiguchi	President	Horiguchi Business Consulting Corp.	Japan

7 Green Productivity

Name of Project	Dissemination Seminar on Biomass Utilization for Industrial Boilers	Venue Duration	Sri Lanka 2–3 March	Participants 55 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India

Name of Project	National Dissemination Seminar on Biomass Utilization for Industrial Boilers	Venue Duration	Nepal 5–6 March	Participants 57 ● External Experts 1 ○ Local Experts 1
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India
○ Mr. Ramesh Kumar Nepal	Energy Efficiency Expert	Federation of Nepalese Chambers of Commerce and Industry	Nepal

Name of Project	National Dissemination Seminar on Biomass Utilization for Industrial Boilers	Venue Duration	Bangladesh 30–31 March	Participants 45 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India
● Mr. Ramesh Prasad Nepal	Energy Efficiency Expert	Federation of Nepalese Chambers of Commerce and Industry	Nepal

Name of Project	National Dissemination Program on Green Productivity and Energy Efficiency	Venue Duration	Cambodia 18–20 March	Participants 53 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India

Name of Project	National Dissemination Program on Green Productivity and Energy Efficiency	Venue Duration	Fiji 25–27 March	Participants 32 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Pawan Kumar	Director (Energy Management)	National Productivity Council	India

Name of Project	National Dissemination Program on Green Productivity and Energy Efficiency	Venue Duration	Malaysia 28–30 April	Participants 82 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. R. Virendra	Regional Director and Head Regional Professional Management Group	National Productivity Council Gandhinagar	India
● Mr. Makoto Adachi	General Manager	Business Alliance Support for Energy Efficiency and Conservation Department, Energy Conservation Center	Japan

Interface Sector

7 Green Productivity

Name of Project	International Conference on Sustainable Consumption, Sustainable Production, and Sustainable Future	Venue Duration	Philippines 19–21 March	Participants 35 ● External Experts 5 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Niven C.C. Huang	Secretary General	Business Council for Sustainable Development of Taiwan	ROC
● Dr. Chaiyod Bunyagidj	Vice President	Thailand Environment Institute	Thailand
● Mr. Eiichiro Adachi		Japan Research Institute, Limited	Japan
● Prof. Ryoichi Yamamoto	Professor	University of Tokyo	Japan
● Prof. Kun-Mo Lee	Professor	Ajou University	Japan

Name of Project	Training of Trainers in Green Productivity	Venue Duration	Malaysia 30 March–24 April	Participants 22 ● External Experts 2 ○ Local Experts 5
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Mr. A.K. Goel	Director	Petroleum Conservation Research Association	India
○ Mr. Akbaruddin Megat		Malaysia Productivity Corporation	Malaysia
○ Dr. Ahmad Jailani bin Muhamed Yunus		National Institute of Public Administration	Malaysia
○ Ms. Rozitta Sulaiman	Senior Program Coordinator	National Institute of Public Administration	Malaysia
○ Mr. Mustapha Sufa'at		Malaysia Productivity Corporation	Malaysia
○ Dr. Datuk Augustine Koh	Consultant		Malaysia

Name of Project	e-Learning Course on Energy Auditing (Phase 1)	Venue Duration	Bangladesh, Lao PDR, Thailand, and Vietnam 25–28 May	Participants 100 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India
● Mr. Rajiv Garg	Energy Economist	Bureau of Energy Efficiency, Ministry of Power	India
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center	Japan

Name of Project	e-Learning Course on Energy Auditing (Phase 2)	Venue Duration	India, IR Iran, Nepal, Sri Lanka, and Pakistan 15–18 June	Participants 117 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India
● Mr. Rajiv Garg	Energy Economist	Bureau of Energy Efficiency, Ministry of Power	India
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center, Japan	Japan

Name of Project	e-Learning Course on Energy Auditing (Phase 3)	Venue	Cambodia, Fiji, Indonesia, Malaysia, and Philippines	Participants	106
		Duration	7–10 July	● External Experts	3
				○ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India		
● Mr. Rajiv Garg	Energy Economist	Bureau of Energy Efficiency, Ministry of Power	India		
● Mr. Junichi Noka	General Manager, International Cooperation Department	Energy Conservation Center	Japan		

Name of Project	Training Course for Certified Lead Auditors for the Occupational Health and Safety Management System: OHSAS 18001:2007	Venue	Indonesia	Participants	20
		Duration	22–26 June	● External Experts	2
				○ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Aloke Auddya	Training Manager, Lead Auditor and IRCA Approved Lead Tutor	Det Norske Veritas AS	India		
● Mr. Prasenjit Majumder	Lead Auditor and IRCA Approved Lead Tutor	Det Norske Veritas AS	India		

Name of Project	e-Learning Course on Green Productivity and the Environmental Management System (ISO14001) (Phase 1)	Venue	Lao PDR, Nepal, Pakistan, and Sri Lanka	Participants	70
		Duration	29 June–2 July	● External Experts	3
				○ Local Experts	4
Resource Person	Designation	Organization	Country		
● Dr. Norlinda Mohd. Zawawi	Executive Director	Enviro Business Asia Sdn. Bhd.	Malaysia		
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia		
● Mr. M.J. Pervez	Director and Group Head (Environment)	National Productivity Council	India		
○ Mr. Bountheung Douangsavanh	Director, Policy Research Division	SME Promotion and Development Office	Lao PDR		
○ Mr. Devendra Bdr. Pradhan	Senior Research Officer	National Productivity and Economic Development Center	Nepal		
○ Mr. Hasan Haider	Deputy General Manager	National Productivity Organisation	Pakistan		
○ Dr. Lalith Nimal Senaweera	Director General/CEO	Sri Lanka Standards Institution	Sri Lanka		

Interface Sector

7 Green Productivity

Name of Project	e-Learning Course on Green Productivity and the Environmental Management System (ISO14001) (Phase 2)	Venue	Bangladesh, Fiji, Indonesia, and Malaysia	Participants	69
		Duration	10–13 August	● External Experts	3
				○ Local Experts	4
Resource Person	Designation	Organization	Country		
● Mr. M.J. Pervez	Director and Group Head (Environment)	National Productivity Council	India		
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia		
● Dr. Norlinda Mohd. Zawawi	Executive Director	Enviro Business Asia Sdn. Bhd.	Malaysia		
○ Mr. Horendro Nath Ghosh	Program Manager	Small and Medium Enterprise Foundation	Bangladesh		
○ Mr. Deepak Lal	Training Officer, Environment and Quality Management	Training and Productivity Authority of Fiji	Fiji		
○ Mr. Saroli Halawa	Head	Sub Directorate of Management and Institution Directorate of Productivity, Ministry of Manpower and Transmigration	Indonesia		
○ Ms. Waiba Mohd. Nasir	Consultant, Management Development and Training Unit	Training and System Development Division, Malaysia Productivity Corporation	Malaysia		

Name of Project	e-Learning Course on Green Productivity and the Environmental Management System (ISO14001) (Phase 3)	Venue	Cambodia, India, IR Iran, Philippines, and Vietnam	Participants	82
		Duration	14–17 September	● External Experts	3
				○ Local Experts	5
Resource Person	Designation	Organization	Country		
● Mr. M.J. Pervez	Director and Group Head (Environment)	National Productivity Council	India		
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia		
● Dr. Norlinda Mohd. Zawawi	Executive Director	Enviro Business Asia Sdn. Bhd.	Malaysia		
○ Mr. Chor Menghout	Staff	National Productivity Center of Cambodia	Cambodia		
○ Mr. Yogendra Prakash	Deputy Director, Environment Management Group	National Productivity Council	India		
○ Dr. Shahriar Ameri Heidary	Assistant Professor	Environmental Research Center, Amirkabir University of Technology	IR Iran		
○ Ms. Ma. Theresa A. Agustin	Project Officer	Center for Quality and Competitiveness, Development Academy of the Philippines	Philippines		
○ Mr. Pham Truong Son	Project Coordinator, Consultant	Head of Office for Environment and Community Development, Vietnam Productivity Centre	Vietnam		

Name of Project	Seminar on Technology Innovation for Renewable Energy	Venue	ROC	Participants	17
		Duration	14–18 September	● External Experts	3
				○ Local Experts	3
Resource Person	Designation	Organization	Country		
● Dr. Jong-dall Kim	Professor	Kyungpook National University School of Economics and Trade	ROK		
● Mr. Toru Nagao	Manager	International Cooperation Department, Research and Planning Center, New Energy Foundation	Japan		
● Dr. Yuk Sum Wong	Research Fellow	Energy Studies Institute	Singapore		
○ Mr. Jay Wang	Analyst	Industrial Economics and Knowledge Center	ROC		
○ Mr. Chin-Jen Chang	Section Chief, Engineering Department	Nuclear Energy Research, Atomic Energy Council	ROC		
○ Mr. Steve Hong	Special Assistant	Epistar Corporation	ROC		

Name of Project	Study Mission to a Nonmember Country on Energy Efficiency	Venue Duration	Germany 27 September– 1 October	Participants 25 ● External Experts 1 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
● Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India
○ Mr. Mikael P. Henzler	Managing Director	Adelphi Consult GmbH	Germany
○ Mr. Rainer F. Agster	Senior Project Manager	Adelphi Consult GmbH	Germany

Name of Project	Workshop on the 3Rs (Reduce, Reuse, and Recycle)	Venue Duration	Japan 28 September– 2 October	Participants 18 ● External Experts 1 ○ Local Experts 4
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Resource Person	Designation	Organization	Country
● Mr. Ujang Solihin Sidik	Deputy Minister for Pollution Control	Municipal Solid Waste Management Division, Ministry of the Environment	Indonesia
○ Prof. Masaru Tanaka	Professor	Tottori University of Environmental Studies	Japan
○ Mr. Takeshi Nagasawa	Deputy Director, Recycling Promotion Division	Ministry of Economy, Trade, and Industry	Japan
○ Mr. Akira Nitta	Acting Director, Office of Sound Material-cycle Society	Ministry of the Environment	Japan
○ Mr. Toshikazu Shiratori	General Manager, Environmental Solution Department	Dowa Eco-System Co., Ltd.	Japan

Name of Project	Workshop on e-Waste Management	Venue Duration	ROC 12–16 October	Participants 23 ● External Experts 3 ○ Local Experts 7
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Resource Person	Designation	Organization	Country
● Mr. Mitsugu Sato	General Manager, Advanced Business Group	Fujitsu FIP Corporation	Japan
● Mr. Venkatesha Murthy	Director, Operations	Cimelia Resource Recovery Pte Ltd	Singapore
● Mr. Henrik Selin	Assistant Professor	Department of International Relations, Boston University	USA
○ Dr. Chun-hsu Lin	Deputy Director, Second Research Division	Chung-Hua Institution for Economic Research	ROC
○ Dr. Jyh-Shing Yang	Senior Consultant	Industrial Technology Research Institute	ROC
○ Dr. Wen-Ling Chiu	Associate Researcher	Institute of Environment and Resources	ROC
○ Dr. Hsiao-Kan Ma	Professor, Department of Mechanical Engineering	National Taiwan University	ROC
○ Dr. Li-Hsing Shih	Professor, Department of Resource Engineering	National Cheng-Kung University	ROC
○ Dr. Lih-Chyi Wen	Researcher	WTO Center, Chung-Hua Institute for Economic Research	ROC
○ Dr. Chien-Te Fan	Professor, Institute of Law for Science and Technology	National Tsing Hua University	ROC

Name of Project	Certified Lead Auditors' Training Course on EMS (ISO14001)	Venue Duration	Sri Lanka 2–6 November	Participants 20 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Umanath Lakshmanan	Head, South Zone, Zonal Operations	Det Norske Veritas AS	India
● Mr. Murali Venkatakrishnan	Technical Resource Head, Chennai	Det Norske Veritas AS	India

8 Integrated Community Development

Name of Project	National Workshop on Development of the One District, One Product Movement in Lao PDR	Venue Duration	Lao PDR 21–23 January	Participants ● External Experts ○ Local Experts	– 1 0
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Resource Person	Designation	Organization	Country
● Mr. Masato Kuroda	Special Adviser	Royal Silk Foundation	Japan

Name of Project	Workshop on the One Village, One Product Model for Sustainable Rural Development	Venue Duration	Thailand 16–20 February	Participants ● External Experts ○ Local Experts	26 3 2
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Resource Person	Designation	Organization	Country
● Mr. Jun Chanoki	Senior Consultant	5 Plus 2 Corporation Limited	Japan
● Mr. Antoine Bonnel	Managing Director	AGOR-GL Events	France
● Dr. Fumihiko Adachi	Professor	Department of International and Regional Studies, Kinjo Gakuin University	Japan
○ Ms. Pansiri Jones	Community Development Specialist 8	Community Development Department, Ministry of Interior	Thailand
○ Mr. M.L. Kathathong	Director	Office of Product Value Development, Department of Export Promotion, Ministry of Commerce	Thailand

Name of Project	Workshop on Evaluation of the Integrated Community Development Program: One Village, One Product Movement Promotion in the Mekong Region	Venue Duration	Vietnam 9–13 November	Participants ● External Experts ○ Local Experts	19 3 0
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Resource Person	Designation	Organization	Country
● Mr. Masato Kuroda	Special Adviser	Royal Silk Foundation	Japan
● Ms. Pansiri Jones	Community Development Specialist	Community Development Department, Ministry of Interior	Thailand
● Ms. Maria Luisa Isabel Lim-jolongbayan	Assistant Director, Agriculture Staff	National Economic and Development Authority	Philippines

9 Development of NPOs

Name of Project	DON Strategy: Centers of Excellence	Venue Duration	Japan 12–13 February	Participants ● External Experts 8 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Phanit Laosirirat	Executive-Director	Thailand Productivity Institute	Thailand
● Dato' Nik Zainiah Nik Abd. Rahman	Director General	Malaysia Productivity Corporation	Malaysia
● Mr. U.S. Singh	Deputy Director General	National Productivity Council	India
● Mr. Yoji Osaki	Director, International Cooperation Department	Japan Productivity Center	Japan
● Mr. Antonio D. Kalaw, Jr.	President	Development Academy of the Philippines	Philippines
● Mr. Eugene Yu-Ying Lin	Director, Overseas Affairs Department	China Productivity Center	ROC
● Mr. Wong Wai Meng	Head, Board and Legal Affairs and International Partnership Office	SPRING Singapore	Singapore
● Mr. Su-Hwan Kang	Director, International Cooperation Department	Korea Productivity Center	ROK

Name of Project	Business Excellence/Quality Awards under DON Strategy: Centers of Excellence	Venue Duration	Singapore 1–10 July	Participants ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Ms. Lori Kirkland		Malcom Baldrige National Quality Award	USA
● Ms. Cornelia von Kunsberg	Director, Finance Europe	Dana Europe AG	Switzerland

Name of Project	Developing Business Excellence Capabilities under DON Strategy: Centers of Excellence	Venue Duration	Bangladesh and Philippines 2–7 August	Participants ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Darshan Singh	Director, Business and Service Excellence	SPRING Singapore	Singapore

Name of Project	Member Country Support Program	Venue Duration	Vietnam 2–6 March	Participants ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Shigetsugu Namiki	President	Namiki Management Consulting, Inc.	Japan

Name of Project	Member Country Support Program	Venue Duration	Sri Lanka 16–21 March	Participants ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Koji Yo	Management Consultant and Technological Consultant	Yo Company	Japan
● Mr. Yasuhiko Inoue	Director, Technical Cooperation	International Cooperation Department, Japan Productivity Center	Japan
● Ms. Satoko Kanao		Japan Productivity Center	Japan

Interface Sector

9 Development of NPOs

Name of Project	Member Country Support Program in Sri Lanka (1st visit)	Venue Duration	Sri Lanka 6–11 July	Participants ● 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 in Vietnam (1st visit)	Venue Duration	Vietnam 20–24 July	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Kazuteru Chinone	Representative	Productivity Management Office	Japan	

Name of Project	Member Country Support Program in Vietnam (1st visit)	Venue Duration	Vietnam 20–22 July	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Yasuhiko Inoue	Director for Technical Cooperation	International Cooperation Department, Japan Productivity Center	Japan	

Name of Project	Member Country Support Program in Vietnam (2nd visit)	Venue Duration	Vietnam 12–16 October	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Kazuteru Chinone	Representative	Productivity Management Office	Japan	

Name of Project	Member Country Support Program in Sri Lanka (2nd visit)	Venue Duration	Sri Lanka 26 October–4 November	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Satoru Tajima	Management Consultant	Japan Productivity Center	Japan	

Name of Project	Member Country Support Program in Sri Lanka (3rd visit)	Venue Duration	Sri Lanka 13–23 December	Participants ● 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	In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Fiji	Venue Duration	Fiji 25 May–6 June	Participants 35 ● External Experts 3 ○ Local Experts 0
Resource Person	Designation	Organization	Country	
● Mr. Abdul Latif Bin Abu Seman	Director	Malaysia Productivity Corporation	Malaysia	
● Mr. Rajachidambaram Thanapal	Deputy Director General	National Productivity Council	India	
● Mr. K.G. Varshney	Deputy Director General	National Productivity Council	India	

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Indonesia	Venue Duration	Indonesia 22 June–4 July	Participants 20 ● External Experts 4 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Mr. O.V. Joshi	Head and Director	National Productivity Council	India
● Mr. Goh Swee Seang	Senior Auditor	CI Certification Malaysia	Malaysia
● Mr. Arnel Diaz Abanto	Assistant Vice-President	Development Academy of the Philippines	Philippines

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Implementation	Venue Duration	Cambodia 10–22 August	Participants 28 ● External Experts 3 ○ Local Experts 1
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Ms. Ma. Theresa A. Agustin	Director, Industry Competitiveness and Small and Medium Enterprises	Center for Quality and Competitiveness, Development Academy of the Philippines	Philippines
● Mr. Khurana Chander Mohan	Director	National Productivity Council	India
○ Dr. Permod Kumar Gupta	Chief Technical Advisor, UNIDO	Ministry of Industry, Mines and Energy	Cambodia

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Implementation	Venue Duration	Thailand 12–16 October	Participants 35 ● External Experts 5 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Mr. Pradip Charkraborti	Director	National Productivity Council	India
● Mr. M.L. Suryaprakash	Director	National Productivity Council	India
● Mr. Ahmad Fadzin bin Mahmud	Deputy Director General II	Malaysia Productivity Corporation	Malaysia
● Mr. Lee Kok Seong	General Manager/ Principal Consultant	Eunison Network Pte Ltd.	Singapore

Name of Project	In-country Training Program for Productivity and Quality Practitioners	Venue Duration	Bangladesh 24 October–5 November	Participants 26 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Madabhushanam Venkatacharya	Director	National Productivity Council	India
● Mr. Pal Subrata	Director	National Productivity Council	India
● Ms. Ma. Theresa A. Agustin	Director	Development Academy of the Philippines	Philippines

Interface Sector

9 Development of NPOs

Name of Project	In-country Training Program for Productivity and Quality Practitioners: DON Implementation	Venue Duration	Lao PDR 9–21 November	Participants 23 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Mr. Lee Kok Seang	General Manager/ Principal Consultant	Eunison Network Pte Ltd.	Singapore
● Mr. Siddharth Sharma	Director and Group Head	National Productivity Council	India

Name of Project	Training Course on Development of Productivity Practitioners: Basic Program	Venue Duration	Philippines 6–31 July	Participants 20 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte Ltd.	Singapore
● Ms. Chantalux Mongkol	Productivity Promotion, Department Manager	Thailand Productivity Institute	Thailand

Name of Project	Training Course on Development of Productivity Practitioners: Advanced Program	Venue Duration	Malaysia 2–20 November	Participants 22 ● External Experts 2 ○ Local Experts 7
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Resource Person	Designation	Organization	Country
● Mr. Lee Kok Seang	General Manager/ Principal Consultant	Eunison Network Pte Ltd.	Singapore
● Mr. Takao Kasahara	Managing Director	Streamline Strategy Japan, Inc.	Japan
○ Mr. Ahmad Fadzil Mahmud	Deputy Director General	Malaysia Productivity Corporation	Malaysia
○ Mr. Rahim Yusuff	Senior Director, Service Innovation Division	Malaysia Productivity Corporation	Malaysia
○ Mr. Ab. Razak Omar	Director, Training and System Development Division	Malaysia Productivity Corporation	Malaysia
○ Mr. Megat Akbaruddin	Director, Innovation Networks Division	Malaysia Productivity Corporation	Malaysia
○ Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia
○ Mr. Shahrul Ashaari	Principal Consultant	Malaysia Forward Design Solution	Malaysia
○ Mrs. Azmi Hamzah	Manager, Training and System Development	Malaysia Productivity Corporation	Malaysia

10 Agricultural Marketing/Processing

Name of Project	Training Course on the Food Safety Management System (ISO22000:2005) for Auditors/Lead Auditors	Venue Duration	Malaysia 14–20 January	Participants 22 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Ng Ha Wai, Howie	Director	i-VAC Certification Limited	Hong Kong

Name of Project	Training Course on the Food Safety Management System ISO22000:2005 for Auditors/Lead Auditors	Venue Duration	Malaysia 9–15 December	Participants 20 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Ng Ha Wai, Howie	Director	i-VAC Certification Limited	Hong Kong

Name of Project	Multicountry Observational Study Mission on Environment-friendly Farming Technologies	Venue Duration	Japan 2–7 February	Participants 21 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Sakae Shibusawa	Professor	Tokyo University of Agriculture and Technology	Japan

Name of Project	Multicountry Observational Study Mission on Export Promotion of Agrifood Products	Venue Duration	Japan 2–7 March	Participants 20 ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Ms. Chitra Ananda	Representative	Registrar Corp-Singapore	Singapore

Name of Project	Multicountry Observational Study Mission on Community-based Ecotourism Development and Management	Venue Duration	Nepal 25–29 May	Participants 21 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Guy Chester	Director	EcoSustainAbility Cairns Office	Australia
● Dr. Mina T. Gabor	President	Ecotourism Association of the Philippines	Philippines
● Mr. Rajendra Narsingh Suwal	Vice President	KGH Group of Hotels, Resorts and Travels	Nepal

Name of Project	APO National Training Workshop on the Food Safety Management System ISO22000 for the Seafood Industry	Venue Duration	Vietnam 26–29 May	Participants – ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certificate (M) Sdn. Bhd.	Malaysia

Name of Project	APO National Seminar/Workshop on Food Safety Management for the Seafood Industry: HACCP Requirements and Applications	Venue Duration	Philippines 3–5 June	Participants – ● External Experts 1 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia

Agriculture Sector

10 Agricultural Marketing/Processing

Name of Project	APO National Workshop on the Food Safety Management System ISO22000 and Traceability for the Seafood Industry	Venue Duration	Indonesia 3–5 August	Participants ● External Experts ○ Local Experts	– 1 0
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Resource Person	Designation	Organization	Country
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia

Name of Project	APO National Seminar/Workshop on the Food Safety Management System ISO22000 and Food Traceability for the Seafood Industry	Venue Duration	Thailand 25–27 November	Participants ● External Experts ○ Local Experts	– 2 0
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Resource Person	Designation	Organization	Country
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia
● Mr. Eiichi Hayashi	Representative	Hayashi Professional Engineer Office	Japan

Name of Project	e-Learning Course on Exporting Agrifood Products to Emerging Global Markets (Phase 1)	Venue Duration	ROC, Fiji, Malaysia, Philippines, and Thailand 2–4 June	Participants ● External Experts ○ Local Experts	80 4 0
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Resource Person	Designation	Organization	Country
● Mr. Gerald A. Herrmann	Director	Organic Services GmbH	Germany
● Mr. Takashi Kumon	Researcher	Agriculture Research Department, Japan External Trade Organization	Japan
● Mr. Irfan Sungkar	Researcher	University of Malaysia-Oxford University, Research on Marketing and Branding of Islamic/Halal Food Products, Ministry of Higher Education	Malaysia
● Dr. Natalia Karlova	Head of Marketing Project	Agrico LLC	Russia

Name of Project	e-Learning Course on Exporting Agrifood Products to Emerging Global Markets (Phase 2)	Venue Duration	Cambodia, Lao PDR, Indonesia, and Vietnam 13–15 July	Participants ● External Experts ○ Local Experts	83 3 0
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Resource Person	Designation	Organization	Country
● Mr. Gerald A. Herrmann	Director	Organic Services GmbH	Germany
● Mr. Takashi Kumon	Researcher	Agriculture Research Department, Japan External Trade Organization	Japan
● Mr. Irfan Sungkar	Researcher	University of Malaysia-Oxford University, Research on Marketing and Branding of Islamic/Halal Food Products, Ministry of Higher Education	Malaysia

Name of Project	e-Learning Course on Exporting Agrifood Products to Emerging Global Markets (Phase 3)	Venue	Bangladesh, India, Nepal, Pakistan, and Sri Lanka	Participants	107
		Duration	4–6 August	● External Experts	4
				○ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Gerald A. Herrmann	Director	Organic Services GmbH	Germany
● Mr. Takashi Kumon	Researcher	Agriculture Research Department, Japan External Trade Organization	Japan
● Mr. Irfan Sungkar	Researcher	University of Malaysia-Oxford University, Research on Marketing and Branding of Islamic/Halal Food Products, Ministry of Higher Education	Malaysia
● Dr. Natalia Karlova	Head of Marketing Project	Agrico LLC	Russia

Name of Project	Multicountry Observational Study Mission on Quality Management in the Food-processing Industry	Venue	Philippines	Participants	19
		Duration	15–19 June	● External Experts	3
				○ Local Experts	2

Resource Person	Designation	Organization	Country
● Mr. Frank Gerriets	Director	Organic Services GmbH	Germany
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Ms. Chitra Ananda	Regulatory Advisor	Registrar Corp-Singapore	Singapore
○ Ms. Elaine Nantes	Food Safety Manager	San Miguel Purefoods	Philippines
○ Ms. Divina G. Sonido	Food Technologist	Independent Food Processing Consultants	Philippines

Name of Project	Workshop on Applications of Nanotechnology in the Food Industry	Venue	Thailand	Participants	22
		Duration	15–19 June	● External Experts	4
				○ Local Experts	2

Resource Person	Designation	Organization	Country
● Mr. Sanguansri Peerasak	Team Leader	Commonwealth Scientific and Industrial Research Organisation	Australia
● Dr. Kim Young-Rok	Assistant Professor	Department of Food Science and Biotechnology, Kyung Hee University	ROK
● Dr. Wen Hsiao-Wei	Assistant Professor	National Chung-Hsing University	ROC
● Dr. Chau Chi-Fai	Professor	National Chung Hsing University	ROC
○ Dr. Lawanprasert Yupin		Food and Drug Administration, Ministry of Public Health	Thailand
○ Dr. Sane Amporn		Department of Packaging and Materials, Faculty of Agro-Industry, Kasetsart University	Thailand

Name of Project	Multicountry Observational Study Mission on Waste Management in the Agroprocessing Industry	Venue	ROK	Participants	16
		Duration	16–19 June	● External Experts	0
				○ Local Experts	3

Resource Person	Designation	Organization	Country
○ Mr. Jeong Hyeon Lee		Environmental Management Corporation	ROK
○ Mr. Byeong Cheol Choi	Manager, Energy Team	Ministry of Environment	ROK
○ Mr. Ki Seong Lee		Seohee Construction	ROK

Agriculture Sector

10 Agricultural Marketing/Processing

Name of Project	Multicountry Observational Study Mission on Entrepreneurship and Agrotechnology/Agribusiness Incubation	Venue Duration	ROC 22–26 June	Participants 22 ● External Experts 2 ○ Local Experts 3
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Resource Person	Designation	Organization	Country
● Mr. Steven Chiang	Director, Agribusiness Incubator Program	Agribusiness Education, Training and Incubation Program, College of Tropical Agriculture and Human Resources, University of Hawaii	USA
● Dr. Kiran Sharma	Principal Scientist (Biotechnology) and Head Agri Business Incubator	International Crops Research Institute for the Semi-Arid Tropics	India
○ Dr. Robert Sun-Quae Lai	Director General, SME Administration	Ministry of Economic Affairs	ROC
○ Mr. Benjamin Yuan	Director, Chinese Business Incubation Association, and Department Head	Graduate Institute of Management of Technology, National Chiao Tung University	ROC
○ Dr. Ta-Jung Lu	Professor, Graduate Institute of Technology and Innovation Management	Department of Chemistry, National Chug Hsing University	ROC

Name of Project	Training Course on Value Addition to Agricultural Products	Venue Duration	Fiji 22–28 July	Participants 24 ● External Experts 3 ○ Local Experts 1
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Resource Person	Designation	Organization	Country
● Dr. D.B.T. Wijeratne	Director (Research and Development)	Ministry of Agriculture Development and Agrarian Services	Sri Lanka
● Mr. Reuel K. Virtucio	Executive Director	Punla sa Tao Foundation	Philippines
● Dr. Navam S. Hettiarachchy	Professor (Biochemistry)	Department of Food Science and Institute of Food Engineering, University of Arkansas	USA
○ Ms. Meenakshi Prasad	Production and Training Manager and Associate Food Safety Auditor	Training and Productivity Authority of Fiji	Fiji

Name of Project	e-Learning Course on the Food Safety Management System ISO22000 (Phase 1)	Venue Duration	ROC, Indonesia, Malaysia, Philippines, and Vietnam 27–30 July	Participants 75 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia

Name of Project	e-Learning Course on the Food Safety Management System ISO22000 (Phase 2)	Venue Duration	Cambodia, Fiji, and Lao PDR 1–4 September	Participants 60 ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (M) Sdn. Bhd.	Malaysia

Name of Project	e-Learning Course on the Food Safety Management System ISO22000 (Phase 3)	Venue	Bangladesh, India, IR Iran, Nepal, Pakistan, and Sri Lanka	Participants	170
		Duration	5–8 October	● External Experts	2
				○ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Geok Boon Chua	Lead Auditor and Senior Consultant	Independent European Certification (S) Sdn. Bhd.	Malaysia

Name of Project	Training Course on Improving the Managerial Skills of Entrepreneurs in Agribusiness SMEs	Venue	Sri Lanka	Participants	23
		Duration	3–10 August	● External Experts	3
				○ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Mr. Reuel K. Virtucio	Executive Director	Punla sa Tao Foundation	Philippines
● Dr. Nerlita M. Manalili	Independent Consultant		Philippines
○ Mr. Waruna Madawanarachchi	Director/CEO	CIC Seeds (Pvt) Ltd.	Sri Lanka

Name of Project	Workshop on Productivity Improvement Tools for Agribusiness SMEs: Managing Food Safety in the Dairy Industry	Venue	Indonesia	Participants	16
		Duration	10–14 August	● External Experts	3
				○ Local Experts	1

Resource Person	Designation	Organization	Country
● Mr. S.A. Khader	Principal Consultant	SAK Consultants and Associates	India
● Mr. Giok Pien Chua	Lead Auditor/Master Trainer/Operation Consulting Director	Oxbridge Consulting International Pte Ltd.	Singapore
● Dr. Young Soo Lyoo	Professor	College of Veterinary Medicine and Vice President, Konkuk University	ROK
○ Dr. Endang S. Rahayu	Faculty	Food Technology University of Gajah Mada Yogyakarta	Indonesia

Name of Project	Multicountry Observational Study Mission to a Nonmember Country on Exporting Processed Agrifood Products (Germany)	Venue	Germany	Participants	18
		Duration	8–12 October	● External Experts	0
				○ Local Experts	3

Resource Person	Designation	Organization	Country
○ Mr. Daniel Lindel	Manager, Food and Beverages	Germany Trade and Invest	Germany
○ Dr. Levke Voss	Lawyer		Germany
○ Dr. Sabine Daude	Consultant for Agricultural Policy and Market Analysis	Hochschule Weihenstephan, University of Applied Sciences	Germany

Name of Project	Training Course on Planning and Management of Agroprocessing Enterprises	Venue	Lao PDR	Participants	23
		Duration	19–24 October	● External Experts	2
				○ Local Experts	0

Resource Person	Designation	Organization	Country
● Mr. Reuel K. Virtucio	Executive Director	Punla sa Tao Foundation	Philippines
● Dr. D.B.T. Wijeratne	Director (Research and Development)	Ministry of Agriculture Development and Agrarian Services	Sri Lanka

Agriculture Sector

10 Agricultural Marketing/Processing

Name of Project	Multicountry Observational Study Mission on Successful Cases of Employment Generation in Rural Areas	Venue Duration	Japan 10–17 November	Participants ● External Experts ○ Local Experts	13 0 4
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Resource Person	Designation	Organization	Country
○ Mr. Yoichiro Otsuka	President	Agribusiness Support Center	Japan
○ Mr. Shigeo Tomoda	Researcher	Rural Development Planning Commission	Japan
○ Dr. Toshitaka Katsuki	Director	Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries	Japan
○ Mr. Gentaro Suzumura	Senior Researcher	Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries	Japan

Name of Project	Workshop on Development of Competitive Supply Chains in Agribusiness	Venue Duration	Vietnam 23–27 November	Participants ● External Experts ○ Local Experts	18 2 0
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Resource Person	Designation	Organization	Country
● Mr. Reuel Virtucio	Executive Director	Punla sa Tao Foundation	Philippines
● Mr. Seng Kit Chan	Managing Director	K-Farm Sdn. Bhd.	Malaysia

Name of Project	Workshop on Strengthening Small Farmer and Agribusiness Linkages for Enhancing Agricultural Productivity and Agribusiness Competitiveness	Venue Duration	IR Iran 28 November–2 December	Participants ● External Experts ○ Local Experts	19 3 2
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Resource Person	Designation	Organization	Country
● Dr. Carlos Arthur B. da Silva	Agribusiness Economist	Rural Infrastructure and Agro-Industries Division, Food and Agriculture Organization of the United Nations	Italy
● Dr. D.B.T. Wijeratne	Director (Research and Development)	Ministry of Agriculture Development and Agrarian Services	Sri Lanka
● Dr. Nerlita M. Manalili	Independent Consultant		Philippines
○ Dr. Mohammad Khaledi		Agricultural Planning and Economic Research Institute, Ministry of Jihad-e-Agriculture	IR Iran
○ Dr. Rajab Chogan		Seed and Plant Improvement Institute, Ministry of Jihad-e-Agriculture	IR Iran

Name of Project	Multicountry Observational Study Mission on the Promotion of the Local Agrofood Industry Using the Industry Cluster Concept	Venue Duration	Japan 8–15 December	Participants ● External Experts ○ Local Experts	14 0 3
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Resource Person	Designation	Organization	Country
○ Dr. Osamu Saito	Professor	Division of Food and Resource Economics, Chiba University Graduate School of Horticulture	Japan
○ Mr. Yoichiro Otsuka	President	Agribusiness Support Center	Japan
○ Mr. Matsushima Yoshiaki	Chief of Food Industry	Food Industry Division, General Food Policy Bureau, Ministry of Agriculture, Forestry and Fisheries	Japan

11 Sustainable Development in Agriculture

Name of Project	Demonstration Company Project on 5S and Kaizen (3rd visit)	Venue Duration	Cambodia 5–10 January	Participants ● External Experts ○ Local Experts	– 1 0
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Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia

Name of Project	National Training Course on Good Manufacturing Practices for the Local Food-processing Industry (3rd project)	Venue Duration	Lao PDR 4–6 February	Participants ● External Experts ○ Local Experts	– 0 4
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Resource Person	Designation	Organization	Country
○ Mr. Berlin Phetchantharath		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Sayasith Khamphasith	Director	Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Ms. Viengxay Vansilalom		Ministry of Health	Lao PDR
○ Mr. Somvang Phanthavong		Ministry of Agriculture	Lao PDR

Name of Project	National Training Course on Good Manufacturing Practices for the Local Food-processing Industry (4th project)	Venue Duration	Lao PDR 4–6 March	Participants ● External Experts ○ Local Experts	– 0 5
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Resource Person	Designation	Organization	Country
○ Mr. Singeun Soukhaphonh		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Sayasith Khamphasith	Director	Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Vilakone Philomlack		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Vatsana Sichaleun		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Thavone Nouanphongsy		Small and Medium Enterprises Promotion and Development Office	Lao PDR

Name of Project	Demonstration Company Project on 5S and Kaizen (4th Visit)	Venue Duration	Cambodia 23–31 March	Participants ● External Experts ○ Local Experts	– 1 0
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Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia

Name of Project	National Training Course on Good Manufacturing Practices for the Local Food-processing Industry (5th project)	Venue Duration	Lao PDR 25–27 March	Participants ● External Experts ○ Local Experts	– 0 5
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Resource Person	Designation	Organization	Country
○ Ms. Singeun Soukhaphonh		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Sayasith Khamphasith	Director	Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Vilakone Philomlack		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Vatsana Sichaleun		Small and Medium Enterprises Promotion and Development Office	Lao PDR
○ Mr. Thavone Nouanphongsy		Ministry of Health	Lao PDR

Agriculture Sector

11 Sustainable Development in Agriculture

Name of Project	National Training Course on Promotion of Rural Industry: Craft Skill Training for One Village, One Product Development in Cambodia	Venue Duration	Cambodia 27 March–3 April	Participants ● External Experts 2 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Mr. Masato Kuroda	Special Adviser	Royal Silk Foundation	Japan
● Mr. Arif Surya Wardhana	President Director	Otakita Teamwork Total Design	Indonesia

Name of Project	National Seminar on Food Safety Leading to a More Productive Nation and National Training Course on Good Manufacturing Practices for Food Safety	Venue Duration	Cambodia 28 September–2 October	Participants ● External Experts 3 ○ Local Experts 4
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Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Dr. Susumu Kumagai	Professor	Research Center for Food Safety, University of Tokyo Graduate School of Agricultural and Life Sciences	Japan
● Mr. Susumu Ohkata	Consulting Engineer (Food Packaging) and Representative	Ohkata Technical Consulting Engineers Office	Japan
○ Mr. Khy Vibolotra		Ministry of Agriculture, Forestry and Fisheries	Cambodia
○ Mr. Khiev Sothy	Vice Chief, Food Safety Bureau	Department of Food and Drugs, Ministry of Health	Cambodia
○ Mr. Pich Chan	Deputy Director, Technical Affairs and Public Relations	General Department of Camcontrol, Ministry of Commerce	Cambodia
○ Mr. Un Chheanglon	Chief of Secretariat	National Productivity Center of Cambodia, Ministry of Industry, Mines and Energy	Cambodia

Name of Project	National Seminar on Food Safety Leading to a More Productive Nation and National Training Course on Good Manufacturing Practices for Food Safety	Venue Duration	Lao PDR 12–16 October	Participants ● External Experts 3 ○ Local Experts 4
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Resource Person	Designation	Organization	Country
● Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia
● Dr. Susumu Kumagai	Professor	Research Center for Food Safety, University of Tokyo Graduate School of Agricultural and Life Science	Japan
● Mr. Susumu Ohkata	Consulting Engineer (Food Packing) and Representative	Ohkata Technical Consulting Engineers Office	Japan
○ Mr. Thavysith Bounyasouk		Ministry of Agriculture and Forestry	Lao PDR
○ Mr. Khapanh Sengthongkham		Ministry of Industry and Commerce	Lao PDR
○ Mr. Vilakone Philomlack		Small and Medium Enterprise Promotion and Development Office	Lao PDR
○ Ms. Viengxay Vansilalom		Ministry of Health	Lao PDR

Name of Project	Multicountry Observational Study Mission on Advanced Technologies for Greenhouse Farming	Venue Duration	ROK 16–20 February	Participants 23 ● External Experts 0 ○ Local Experts 3
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Resource Person	Designation	Organization	Country
○ Prof. Jung Eek Son	Professor	Seoul National University	ROK
○ Prof. Young Sik Kim	Professor	Sang Myung University	ROK
○ Prof. Jeong Hyun Lee	Professor	Jeon Nam University	ROK

Name of Project	Multicountry Observational Study Mission on Food Traceability Systems for Agro- and Food-processing Industries	Venue Duration	Japan 10–13 March	Participants 15 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Dr. Akitoshi Kimura	Technical Consultant, Marketing Research Department	Marketing and Research Institute for Agricultural Cooperatives	Japan
● Mr. Tsukasa Korogi	Director, Department of Production Technology	Kewpie Co., Ltd.	Japan
● Mr. Masato Matsumoto	Assistant Director, Food Safety and Consumer Policy Division	Food Safety and Consumer Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries	Japan

Name of Project	Workshop on Planning and Management of Rural-based Agroprocessing Enterprises	Venue Duration	Indonesia 11–15 May	Participants 21 ● External Experts 3 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
● Mr. Reuel K. Virtucio	Executive Director	Punla sa Tao Foundation	Philippines
● Mr. Bernard Reynauld	General Manager	International Biodiesel Oils NZ Ltd.	Australia
● Mr. Mohan Dhamotharan	Consultant		Germany
○ Dr. Ananto Kusuma Seta	Head of Planning Division	Directorate General of Processing and Marketing, Ministry of Agriculture	Indonesia
○ Dr. Dahrul Syah	Head of Department	Department of Science and Technology, IPB	Indonesia

Name of Project	Seminar on Good Agricultural Practices and Safety for Fruit Crops and Vegetables: Managing Food Quality	Venue Duration	Indonesia 29 June–3 July	Participants 23 ● External Experts 3 ○ Local Experts 0
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Resource Person	Designation	Organization	Country
● Ms. Ruting Alida maartje	Senior Consultant	Q-point BV	Netherlands
● Mr. Sathianathan Menon	Director	Qaplus Asia-Pacific Sdn. Bhd.	Malaysia
● Dr. Elda B. Esguerra	Research Associate Professor	University of the Philippines Los Baños	Philippines

Name of Project	Multicountry Observational Study Mission on Application of Advanced Technologies in Aquaculture	Venue Duration	ROC 19–23 October	Participants 19 ● External Experts 2 ○ Local Experts 2
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Resource Person	Designation	Organization	Country
● Mr. Nicholas Arena	Managing Director	Tailor Made Fish Farms Pty Ltd	Australia
● Mr. Wajirou Fujisawa	Representative	Fujisawa Professional Engineer Office	Japan
○ Dr. Jenn-Kan Lu	Associate Professor	Department of Aquaculture, National Taiwan Ocean University	ROC
○ Dr. Pai-An Hwang	Distinguished Researcher	Seafood Technology Division, Fisheries Research Institute, Council of Agriculture	ROC

Agriculture Sector

11 Sustainable Development in Agriculture

Name of Project	Multicountry Observational Study Mission on Controlled-environment Agricultural Production Systems		Venue Duration	ROC 30 November–4 December	Participants 24 ● External Experts 3 ○ Local Experts 2
Resource Person	Designation	Organization	Country		
● Dr. Gerard Bot	Senior Researcher in Greenhouse Technology	BU Greenhouse Horticulture, Wageningen University	Netherlands		
● Dr. Young Shik Kim	Professor	Department of Plant Science and Technology, Sangmyung University	ROK		
● Dr. Toyoki Kozai	Visiting Professor, Center for Environment, Health and Field Sciences	Production of Functional Plants Laboratory, Chiba University	Japan		
○ Dr. Reuy-Shung Lin	Professor	Department of Horticulture, National Chung Hsing University	ROC		
○ Dr. Chiachung Chen	Professor	Department of Bio-Industrial Mechatronics Engineering, National Chung Hsing University	ROC		

Name of Project	Workshop on the Development of Commercial Organic Farming		Venue Duration	India 9–15 December	Participants 22 ● External Experts 2 ○ Local Experts 3
Resource Person	Designation	Organization	Country		
● Dr. Dong Hwan Kim	Professor	Department of International Trade Distribution, Anyang University	ROK		
● Dr. Shan-Ney Huang	Head	Taiwan Banana Research Institute	ROC		
○ Dr. A.K. Yadav	Director	National Centre of Organic Farming	India		
○ Dr. Manish Pande	Haed, Food Service	SGS India Pvt. Ltd.	India		
○ Dr. Sunil Pabby	Principal Scientist	Centre for Conservation and Utilization of Blue Green Algae, Indian Agricultural Research Institute	India		

Individual-country Observational Study Missions

Subject	From	To	Duration	Participants
OTOP Benchmarking in Thailand	Philippines	Thailand	31 Mar–3 Apr	12
Productivity Improvement in the Public Sector in Motor Traffic Areas	Sri Lanka	Malaysia	22–24 June	17
Beaten Rice Mills	Nepal	India	17–21 Aug	14
Industrial Educational Organizations in Japan	ROK	Japan	5–6 Oct	6
Natural Farming in Korea: Promotion and Marketing of Agriculture and Agroindustrial Eco-products	Malaysia	ROK	20–23 Oct	7
Gemstone Extraction and Processing	Nepal	India	26–29 Oct	8
Customer Satisfaction Management and the Customer Satisfaction Index	Vietnam	ROK	2–6 Nov	8
Productivity Achievement and Improvement for Organizations	Indonesia	ROK	11–14 Nov	12

Technical Expert Services

No.	Expert	Subject	Recipient Country	Period	
				From	To
1	Mr. John Parson	Balanced Scorecard System in the Public Sector (Phase 2)	Mongolia	21 Jan.	30 Jan.
2	Mr. Peter Sousa Hocjskov	National Seminar on Food Safety and Quality Issues	India	12 Feb.	15 Feb.
3	Mr. Yong Kok Seng	National Seminar on Food Safety and Quality Issues	India	12 Feb.	15 Feb.
4	Prof. Dominique Hanssens	Customer Equity Seminar	ROK	22 Feb.	24 Feb.
5	Mr. Hiroaki Koshibu	Establish a Green Purchasing Network in Vietnam	Vietnam	3 Mar.	6 Mar.
6	Dr. Paul van Ostenberg	Management Excellence in the Healthcare Sector	Japan	23 Mar.	25 Mar.
7	Mr. Kenji Kohga	Enhancing Business Competitiveness of Malaysian Organizations and Industries through the Promotion and Utilization of Creativity and Innovativeness Concepts, Tools, and Application Methods	Malaysia	23 Mar.	27 Mar.
8	Mr. Yoshiyuki Matsushima	Workshop on the International Marketing Development of Agriculture and Floriculture Industry	ROC	8 Apr.	10 Apr.
9	Mr. Robert Osterhoff	Follow-up on Knowledge Management Assessment Pilot Project	Thailand	28 Apr.	30 Apr.
10	Dr. Jennifer Blanke	Seminar on Sustaining Malaysia's Competitiveness	Malaysia	3 May	6 May
11	Mr. L.H. Bagnall-Oakeley	Monitoring and Evaluation of National Food Security Mission	India	11 May	18 May
12	Dr. Luis Calingo	Calibration of PQA Assessors and Judges on 2009 Malcom Baldrige National Quality Award Criteria (1st Visit)	Philippines	8 Jun.	19 Jun.
13	Mr. Toshiyuki Yamana	National Seminar for Training of Trainers in Management Systems for Productivity Improvement in Enterprises (Phase I)	Cambodia	10 Jun.	12 Jun.
14	Mr. Dipankar Ghosh	Improvement of Quality Production, Machinery Condition, and Skills of Workers Related to Overall Productivity in Jute Mills	Bangladesh	13 Jun.	28 Jun.
15	Mr. Ng Ha Wai, Howie	IRCA-approved Lead Auditor Course on ISO22000:2005	Bangladesh	17 Jun.	23 Jun.
16	Mr. Greg Nathan	Program for the Development of Profitable and Productive Partnerships in the Philippine Franchise Sector	Philippines	30 Jun.	4 Jul.
17	Mr. Michael S. Levinson	Management Quality in Public Management	Japan	13 Jul.	17 Jul.
18	Dr. Luis Calingo	2009 TQA Assessor Training Program	Thailand	13 Jul.	23 Jul.
19	Mr. Norio Owada	Food Conference 2009	Singapore	20 Jul.	23 Jul.
20	Dr. Jose A. Zaglul	4th International Conference on Agricultural Education and Environment of the Asia-Pacific Association of Educators in Agriculture and Environment	Japan	3 Aug.	6 Aug.

Individual-country Programs

No.	Expert	Subject	Recipient Country	Period	
				From	To
21	Dr. Shiann-Gwo Jeang	4th International Conference on Agricultural Education and Environment of the Asia-Pacific Association of Educators in Agriculture and Environment	Japan	3 Aug.	6 Aug.
22	Mr. Edgar J. Ridley	Executive Talk on Creativity and Innovation and Conference on Competitiveness: Enhancing Competitiveness through Innovation and Creativity	Malaysia	7 Aug.	11 Aug.
23	Dr. Jens Jörn Dahlgaard	2009 Business Excellence Week: Benchmarking on Strategy and Action for Meeting Sustainable Competitiveness	ROC	11 Aug.	14 Aug.
24	Mr. Hisazumi Matsuzaki	High-mix Low-volume Manufacturing	Singapore	17 Aug.	26 Aug.
25	Dr. Donald Fisher	Workshops and Public Seminar on Self-assessment for Corporate Sustainability Planning Based on Baldrige Criteria	Thailand	7 Sep.	11 Sep.
26	Dato' Nik Zainiah Nik Abd. Rahman	Seminar on Industrial Productivity for Inclusive Growth	India	5 Oct.	6 Oct.
27	Mr. Laurence Prusak	Seminar on Industrial Productivity for Inclusive Growth	India	5 Oct.	6 Oct.
28	Mr. Paul Steel	2nd International Conference on Productivity	IR Iran	5 Oct.	13 Oct.
29	Dr. Pushpa Trivedi	2nd International Conference on Productivity	IR Iran	10 Oct.	13 Oct.
30	Dr. Toshiaki Tamura	Biotechnology Industrialization International Trend Development Semniar	ROC	21 Oct.	22 Oct.
31	Dr. Yun Sung-Soeb	Biotechnology Industrialization International Trend Development Semniar	ROC	21 Oct.	22 Oct.
32	Mr. Yong Kok Seng	Food Safety Management System Documentation and Implementation	Nepal	21 Oct.	24 Oct.
33	Mr. Kelvin Chan	Development of On-the-Job Training (OJT) Blueprints and Implementation of OJT in Organizations (Phase 1)	Malaysia	26 Oct.	30 Oct.
34	Mr. Shinichi Toyama	Enhancing the Quality of Paper Products for Export to Japan	Nepal	3 Nov.	8 Nov.
35	Mr. Scot Case	Green Productivity, Green Purchasing toward a Green Philippines Conference	Philippines	12 Nov.	13 Nov.
36	Dr. Kun-Mo Lee	Green Productivity, Green Purchasing toward a Green Philippines Conference	Philippines	12 Nov.	13 Nov.
37	Mr. Yoshihiro Tanaka	Seminar on Food Exhibition Marketing Strategies in the Global Market	ROC	23 Nov.	24 Nov.
38	Dr. Michael Legg	Branding Healthcare Services for Success	Singapore	23 Nov.	25 Nov.
39	Prof. Seiichi Fujita	National Quality and Productivity Convention XIII and International Quality and Productivity Convention 2009	Indonesia	30 Nov.	2 Dec.
40	Dato' Nik Zainiah Nik Abd Rahman	14th Productivity and Quality Forum and Convention on the Productivity Movement in Vietnam for the Next 5 years (2010–2015)	Vietnam	3 Dec.	5 Dec.
41	Mr. John Peacock	Managing Industry Associations Effectively	Singapore	3 Dec.	9 Dec.
42	Mr. Hajime Suzuki	Productivity Improvement through Methods: Time Measurement for SMEs	Malaysia	7 Dec.	11 Dec.
43	Mr. Ryosuke Uehara	Product Innovation and Brand Management Conference and Workshop	ROC	11 Dec.	13 Dec.
44	Mr. Noriji Sato	Product Innovation and Brand Management Conference and Workshop	ROC	11 Dec.	13 Dec.

Development of Demonstration Companies/ Organizations

Name of Project	Development of Demonstration Companies		Venue Duration	Thailand 12–16 January	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Dr. Kelvin Loh	Division Vice President	Mount Elizabeth Hospital	Singapore		

Name of Project	Development of Demonstration Projects in the Philippines (2nd visit)		Venue Duration	Philippines 12–16 January	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDiAsia	Singapore		

Name of Project	Development of Demonstration Companies		Venue Duration	Pakistan 25 January– 4 February	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Masaji Tajiri	Consulting Engineer		Japan		

Name of Project	Development of Demonstration Projects		Venue Duration	India 1–8 April	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 in the Philippines (3rd Visit)		Venue Duration	Philippines 13–22 April	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDiAsia	Singapore		

Name of Project	Development of Demonstration Companies		Venue Duration	Pakistan 11–23 May	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Masaji Tajiri	Consulting Engineer		Japan		

Name of Project	Development of Demonstration Projects		Venue Duration	India 6–10 July	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Ronald Young	CEO	Young International Group	UK		

Individual-country Programs

Name of Project	Development of Demonstration Companies		Venue Duration	Pakistan 10–17 August	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Masaji Tajiri	Consulting Engineer		Japan		

Name of Project	Development of Demonstration Projects in the Philippines (4th Visit)		Venue Duration	Philippines 16–21 September	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 5–9 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 in the Philippines (Final Visit)		Venue Duration	Philippines 22–24 October	Participants ● External Experts 1 ○ Local Experts 0
Resource Person	Designation	Organization	Country		
● Mr. Praba Nair	Director	KDiAsia	Singapore		

Participation under BCBN Projects

Project Title	Deputing country	Host country	Duration	Participants
Green Productivity Advisory Committee	Philippines and Indonesia	Japan	28 January	6
Official Visit of the Newly Appointed APO Director for the ROK	ROK	Japan	29 January	3
Eco-products International Fair 2009	India, Indonesia, Malaysia, Singapore, Thailand, Vietnam	Philippines	19–21 March	13
Future Collaboration on Labor-Management-related Activities	Japan	ROK	12–14 May	2
Benchmarking	Fiji	Malaysia	19–21 May	3
Quality Awards	Japan	Thailand	28–29 May	2
Strengthening of NPO Services	Pakistan	Malaysia and Thailand	13–17 July	3
Productivity Development Policy and Productivity Movements in Japan and Singapore	Cambodia	Japan and Singapore	24–28 August	4
Eco-products Promotion Mechanisms in Japan	Indonesia	Japan	9–12 December	4
Eco-products Promotion Mechanisms in Japan	ROC	Japan	9–10 Decembr	3

International Cooperation

Name of Project	Basic Training Course for Productivity Practitioners	Venue	South Africa	Participants	28
		Duration	7 September–2 October	● External Experts	5
				○ Local Experts	0
Resource Person	Designation	Organization	Country		
● Mr. Ab. Razak bin Omar	Director, Training and System Development Division	Malaysia Productivity Corporation	Malaysia		
● Mr. Arnel D. Abanto	Assistant Vice President, Center for Quality and Competitiveness	Development Academy of the Philippines	Philippines		
● Mr. Sadananda Subbarao Balasubramanya	Director and Head, NPC RPMG Mumbai	National Productivity Council	India		
● 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		

Joint Projects

Project	Collaborating organization
Research on the Impact of the Global Financial Crisis on SMEs	Asian Development Bank Institute
Workshop on the One Village, One Product Model for Sustainable Rural Development	Colombo Plan Secretariat
Training of Trainers in Green Productivity	National Institute of Public Administration
Dissemination of the Productivity Movement in Africa	Pan African Productivity Association
Workshop on e-Waste Management	Taiwan Environmental Management Association

Services of Experts Received

Project	Collaborating organization
Workshop on Strengthening Small Farmer and Agribusiness Linkages for Enhancing Agricultural Productivity and Agribusiness Competitiveness	FAO
Multicountry Observational Study Mission on Entrepreneurship and Agrotechnology/Agribusiness Incubation	International Crops Research Institute for the Semi-Arid Tropics

Observers

Project	Organizations
51st Session of the Governing Body	Colombo Plan Secretariat
	FAO
50th Workshop Meeting of Heads of NPOs	Colombo Plan Secretariat
	Productivity SA

Participants from Nonmember Countries

Project	Participating Nonmember Country
Basic Training Course for Productivity Practitioners	Botswana (5), Kenya (5), Mauritius (2), Nigeria (5), South Africa (6), Zambia (5)

International/Regional Meetings Attended by the APO

Host organization	Title of meeting	Duration	Venue	Staff members involved
OECD and Kyoto University	Measuring and Fostering the Progress of Societies: Key Issues for the Asia and Pacific Countries	23–24 Mar.	Kyoto, Japan	Mr. Mukesh D. Bhattarai and Ms. Yasuko Asano
ADB I	ADB I Workshop on Mainstreaming Climate Change Adaptation into Developmental Planning	14–15 Apr.	Tokyo, Japan	Dr. M. Saeed
ADB I	Global Economic Crisis: SMEs and Trade Finance Impacts	20 May	Tokyo, Japan	Mr. Mukesh D. Bhattarai and Mr. Masaya Amau
Asia-Pacific Association of Educators in Agriculture and the Environment	4th International Conference on Agricultural Education and the Environment	3–5 Aug.	Hokkaido, Japan	Mr. Song Hyun Choi (3 Aug. only) and Ms. Sunju Lee
Institute of Public Administration of Saudi Arabia	International Conference for Administrative Development: Excellence in Public-sector Performance	1–4 Nov.	Riyadh, Saudi Arabia	Mr. Mukesh D. Bhattarai
JETRO	APEC Japan 2010 Symposium	9–10 Dec.	Tokyo, Japan	Mr. Masaya Amau



APO ANNUAL REPORT **2009**

Financial Report

INDEPENDENT AUDITOR'S REPORT

Deloitte

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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 sheets as at 31 December 2009 and 2008, and the related statements of revenues and expenses, changes in surplus, and cash flows for the years then ended (all expressed in US dollars), and a summary of significant accounting policies and other explanatory notes.

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 audits. Except as discussed below, we conducted our audits 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 audits did not extend beyond inspection of certain reports submitted by the member governments and others.

The Organization initially adopted International Accounting Standard No. 19 ("IAS 19"), "Employee Benefits" as of 31 December 2008. Prior to the adoption of IAS 19 as of 31 December 2008, the Organization had accounted for the liability for defined benefit type post-retirement benefits on a 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 prior to the adoption of IAS 19 as at 31 December 2008 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 audits 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 at 31 December 2009 and 2008, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

Deloitte Touche Tohmatsu LLC
11 March 2010

ASIAN PRODUCTIVITY ORGANIZATION

BALANCE SHEETS

31 DECEMBER 2009 AND 2008

(US dollars)

	2009	2008
ASSETS		
Cash and cash equivalents (Note 3)	\$8,944,226	\$9,380,631
Receivables (Note 4):		
Member countries	1,124,211	1,955,595
Others	28,600	179,433
Allowance for long-outstanding debts	-555,955	-694,204
Prepaid expenses	809,574	794,998
Deposits and other advance payments	8,668	99,963
Fund for severance payments (Note 7)	3,228,608	3,234,827
Total assets	\$13,587,932	\$14,951,243
LIABILITIES AND SURPLUS		
Accounts payable	\$1,169,611	\$1,809,962
Withholding tax and social insurance	125,939	161,749
Other current liabilities	56,965	13,750
Accrued annual leave	603,146	605,154
Liability for severance payments (Note 8)	3,096,081	2,714,946
Total liabilities	5,051,742	5,305,561
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Continuing projects	1,662,579	1,664,118
Unappropriated surplus	873,611	1,981,564
Total surplus	8,536,190	9,645,682
Total liabilities and surplus	\$13,587,932	\$14,951,243

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF REVENUES AND EXPENSES
YEARS ENDED 31 DECEMBER 2009 AND 2008**

(US dollars)

	2009	2008
Revenues:		
Membership contributions	\$11,986,035	\$11,614,375
Special cash grants (Note 5)	1,403,498	1,237,880
Project implementation grants (Note 10)	2,019,827	2,331,191
Participation by member countries	5,792	11,720
Miscellaneous	51,194	205,458
Total revenues	<u>15,466,346</u>	<u>15,400,624</u>
Expenses:		
Projects		
Current year's project costs:		
APO share	5,603,473	6,817,344
Implementation project costs (Note 10)	1,849,892	2,245,883
Subtotal	<u>7,453,365</u>	<u>9,063,227</u>
Prior years' continuing project costs:		
APO share	1,388,811	1,886,922
Implementation project costs (Note 10)	169,935	85,308
Subtotal	<u>1,558,746</u>	<u>1,972,230</u>
Allocation to project costs from administration expenses (Note 6)	2,406,177	2,174,569
Total	<u>11,418,288</u>	<u>13,210,026</u>
Administration		
Staff expenses	6,346,863	5,970,010
Allocation to project costs (Note 6)	(2,406,177)	(2,174,569)
Office maintenance (Note 9)	816,908	657,093
Operations	72,561	70,561
Miscellaneous	173,794	238,164
Total	<u>5,003,949</u>	<u>4,761,259</u>
Exchange (gain)/loss	291,850	(878,889)
Provision for (reversal of) allowance for long-outstanding debts	(138,249)	219,898
Total	<u>153,601</u>	<u>(658,991)</u>
Total expenses	<u>16,575,838</u>	<u>17,312,294</u>
Excess of expenses over revenues	<u>(\$1,109,492)</u>	<u>(\$1,911,670)</u>

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS

YEARS ENDED 31 DECEMBER 2009 AND 2008

(US dollars)

	Appropriated for			
	Working capital fund	Continuing projects	Unappropriated	Total
2008				
Surplus as of 1 January 2008	\$6,000,000	\$3,253,839	\$2,303,513	\$11,557,352
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>
2009				
Excess of expenses over revenues			(1,109,492)	(1,109,492)
Transfer from continuing projects		(1,539)	1,539	
Surplus as of 31 December 2009	<u>\$6,000,000</u>	<u>\$1,662,579</u>	<u>\$873,611</u>	<u>\$8,536,190</u>

**ASIAN PRODUCTIVITY ORGANIZATION
STATEMENTS OF CASH FLOWS
YEARS ENDED 31 DECEMBER 2009 AND 2008**

(US dollars)

	2009	2008
Operating activities		
Cash provided by:		
Membership contributions	\$11,986,035	\$11,614,375
Special cash grants	1,403,498	1,237,880
Project implementation grants	2,019,827	2,331,191
Participation by member countries	5,792	11,720
Decrease (increase) in receivables from member countries	831,384	(812,000)
Miscellaneous income - interest	48,817	146,332
Miscellaneous income - others	2,377	59,126
	<u>16,297,730</u>	<u>14,588,624</u>
Cash used in:		
Project expenses		
APO share	6,992,284	8,704,266
Implementation project costs	2,019,827	2,331,191
Allocation to project costs	2,406,177	2,174,569
Administration expenses	5,003,949	4,761,259
Exchange variance	26,413	84,194
(Decrease) increase in prepaid expenses and other	(136,257)	263,983
Decrease in deposits and other advance payments	(91,295)	(74,762)
(Decrease) increase in fund for severance payments	(6,219)	285,007
Decrease in accounts payable and other	632,946	73,729
Decrease (increase) in accrued annual leave	2,008	(107,242)
Increase in liability for severance payments	(381,135)	(208,495)
	<u>16,468,698</u>	<u>18,287,699</u>
Net cash used in operating activities	<u>(170,968)</u>	<u>(3,699,075)</u>
Effect of exchange rate changes on cash and cash equivalents	<u>(265,437)</u>	<u>963,083</u>
Net decrease increase in cash and cash equivalents	(436,405)	(2,735,992)
Cash and cash equivalents at beginning of year	<u>9,380,631</u>	<u>12,116,623</u>
Cash and cash equivalents at end of year	<u>\$8,944,226</u>	<u>\$9,380,631</u>

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. Organization, business, and source of funding

The Asian Productivity Organization (the “Organization” or “APO”) is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in Tokyo, Japan, and continues to operate from this location. The Organization is nonpolitical, nonprofit making, and nondiscriminatory.

The objective of the Organization is to increase productivity and thereby accelerate economic development in Asia through mutual cooperation among member countries. To fulfill its objective, the Organization institutes programs for the 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 the national level act as implementing agencies for the Organization’s projects and nominate participants from their countries to attend those 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 interest income and the sale of publications.

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 receivables. Although the Organization believes that 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 a 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 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 2007 was 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 expenses for severance payments totaled \$392,948 for the year ended 31 December 2008. The Organization has introduced actuarial valuations of the present value of the defined benefit obligation since 31 December 2008. Actuarial gains and losses that exceed ten percent of the greater of the present value of the Organization's defined benefit obligation as at the end of the prior year are amortized over the expected average remaining working lives of the participating staff members.

(6) Accrued annual leave

Based on Rule 5.01 of APO Staff Regulation V, annual leave is accumulated up to 90 days, which does not expire until leaving the Organization. In 2009, the Organization recorded accrued annual leave of 71 days (72 days in 2008) for staff members who have annual leave more than 71 days as a liability, since the unused accrued annual leave up to 60 days is paid by 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 US 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 US dollars. Assets and liabilities denominated in Japanese yen are translated into

US 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. Revenue and expense accounts of other currencies except Japanese yen are translated into US 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 one year and longer amounts to \$540,993 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, because 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 as of 31 December 2009, amounting to \$4,837 and \$10,125, respectively.

Allowances for outstanding debts as of 31 December 2009 and 2008 were as follows:

Receivables overdue for 1 year and longer	2009		2008	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$540,993	100	\$675,876
Participating country expenses	100	4,837	100	5,240
Others	100	10,125	100	13,088
		<u>\$555,955</u>		<u>\$694,204</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2009 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$675,876	\$5,240	\$13,088	\$694,204
Amounts recovered during the year	(363,633)	(1,232)	(2,963)	(367,828)
Loss recognized on receivables	228,750	829		229,579
Balance at end of the year	<u>\$540,993</u>	<u>\$4,837</u>	<u>\$10,125</u>	<u>\$555,955</u>

5. Special cash grants

Special cash grants are used for specific 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 2009 and 2008 were as follows:

Purpose of grants	2009	2008
Project costs	\$677,438	\$572,324
Office rent	726,060	665,556
	<u>\$1,403,498</u>	<u>\$1,237,880</u>

6. Allocation to project costs

The APO mainly allocated salary expenses of staff who directly undertake 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:

	2009	2008
Insurance endowment fund	\$1,760,447	\$1,752,302
Money market fund	1,468,161	1,482,525
	<u>\$3,228,608</u>	<u>\$3,234,827</u>

The fund for severance payments is exposed 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 57% of the liability for severance payments was 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 gains on the fund for severance payments for the years ended 31 December 2009 and 2008 were \$30,602 and \$36,250, 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 2009, and the calculation was carried out by an external certified actuary consultant. For the purposes of the actuarial valuations, the Organization adopted the discount rate of 1.5% per annum for the years ended 31 December 2009 and 2008. 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.

Amounts recognized in profit or loss in respect of the defined benefit plan were as follows:

	2009
Current service cost	\$318,028
Interest on obligation	42,081
Amortization of unrecognized transitional liability	102,379
Net periodic pension cost	<u>\$462,488</u>

Movements in the present value of the defined benefit obligation in the current period, and the amount included in the balance sheets arising from the Organization's obligation in respect of its defined benefit plan were as follows:

	2009	2008
Opening defined benefit obligation	\$2,928,704	
Current service cost	318,028	
Interest cost	42,081	
Actuarial gains	(58,623)	
Benefits paid	(62,192)	
Foreign currency translation adjustments	(26,733)	
Closing defined benefit obligation	<u>\$3,141,265</u>	\$2,928,704
Unrecognized transitional liability	(105,717)	(213,758)
Unrecognized actuarial gains	60,533	
Net liability arising from defined benefit obligation	<u>\$3,096,081</u>	<u>\$2,714,946</u>

9. Operating leases

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 2009, 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. Rental expenses under operating leases for the years ended 31 December 2009 and 2008 were \$766,450 and \$689,660, respectively.

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.

FINANCIAL REPORT



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Appendixes

National Productivity Organizations (NPOs)

Bangladesh

National Productivity Organisation (NPO)
Ministry of Industries
Shilpa Bhaban (1st Floor)
91, Motijheel Commercial Area, Dhaka-1000
Phone: 880-2-9562883
Fax: 880-2-9563553 (Attn. NPO)
Telex: 67283 0 MOIND BJ
e-Mail: dir.npo@btb.net.bd

Cambodia

National Productivity Center of Cambodia (NPCC)
No. 45 Norodom Blvd., Phnom Penh
Phone: 855-12-814150
Fax: 855-23-222243
e-Mail: bunnayea@yahoo.com
012814150@everyday.com.kh

Republic of China

China Productivity Center (CPC)
2nd Fl., No. 79, Section 1
Hsin-Tai-Wu Road, Hsichih 221 Taipei Hsien
Phone: 886-2-2698-2989
Fax: 886-2-2698-2976
Telex: 22954 CPTC
e-Mail: 1391@cpc.org.tw
Web site: www.cpc.org.tw

Fiji

Training & Productivity Authority of Fiji (TPAF)
Beaumont Road, 8 Miles, Nasinu
P.O. Box 6890, Nasinu
Phone: 679-3392000
Fax: 679-3340184, 3398973
e-Mail: info@tpaf.ac.fj
jone_u@tpaf.ac.fj
Web site: www.tpaaf.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 JPC TOKYO
e-Mail: Y.Osaki@jpc-sed.or.jp
Web site: www.jpc-net.jp/eng/index.html

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

Mongolia Productivity Organization (MPO)
P.O. Box 828, 14201 Ulaanbaatar-46
(Trade Union Building (Room 211)
Sukhbaatar Square, Ulaanbaatar-46)
Phone/Fax: 976-11-310982
e-Mail: npo-mongolia@mongol.net

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
Mauve Area, G. 8/1, Islamabad
Phone: 92-51-910-7091 to 7094
Fax: 92-51-910-7095
e-Mail: npopakistan@npo.gov.pk
ceo@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
apolugrantees@yahoo.com.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: dave_lim@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: nposl@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

Directorate for Standards, Metrology and Quality
Vietnam Productivity Centre (VPC)
08 Hoang Quoc Viet Street, Cau Giay District,
Hanoi
Phone: 84-4-7561501
Fax: 84-4-7561502
e-Mail: vpc@vpc.vn
vpc@fpt.vn
Web site: www.vpc.vn

Guide to Abbreviations and Acronyms Used

3Rs	Reduce, reuse, and recycle	TFP	Total factor productivity
ADB	Asian Development Bank Institute	TQM	Total quality management
APEC	Asia-Pacific Economic Cooperation	WSM	Workshop Meeting of Heads of NPOs
APE-LDC	Asian Productivity Enhancement in Asian Least Developed Countries		
AQGM	APO Asian Quarterly Growth Map		
BCBN	Bilateral Cooperation between NPOs		
COE	Center of excellence		
CRM	Customer relationship management		
DMP	Demonstration Project		
DON	Development of NPOs		
DPP	Development of Productivity Practitioners		
EMS	Environmental management system		
EPIF	Eco-products International Fair		
FAO	Food and Agriculture Organization of the United Nations		
FSMS	Food safety management system		
GAP	Good Agricultural Practices		
GBM	Governing Body Meeting		
GDP	Gross domestic product		
GMP	Good Manufacturing Practices		
GP	Green Productivity		
HACCP	Hazard analysis and critical control point		
ICD	Integrated community development		
IMD	International Institute for Management Development		
IMS	Integrated management system		
IRCA	International Register of Certificated Auditors		
ISO	International Organization for Standardization		
JETRO	Japan External Trade Organization		
KM	Knowledge management		
MCSP	Member Country Support Program		
MOT	Management of technology		
NPOs	National productivity organizations		
ODOP	One District, One Product		
OECD	Organization for Economic Co-operation and Development		
OHS	Occupational health and safety		
OHSAS	Occupational Health and Safety Assessment Series		
OSM	Observational study mission		
OVOP	One Village, One Product		
QMS	Quality management system		
REACH	Registration, Evaluation, Authorization, and Restriction of Chemicals		
RoHS	Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment		
SMEs	Small and medium enterprises		
SQA	Singapore Quality Award		
TES	Technical Expert Services		



ASIAN PRODUCTIVITY ORGANIZATION