

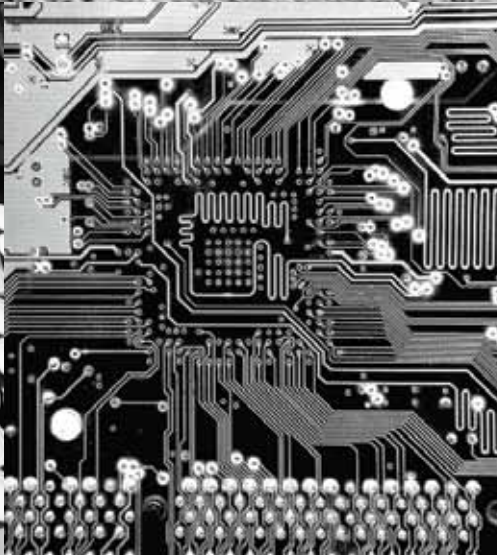
APO

Annual Report

2010



Asian Productivity Organization



APO

Annual Report

2010



Asian Productivity Organization

All rights reserved. None of the contents of this publication may be used, reproduced, stored, or transferred in any form or by any means for commercial purposes without prior written permission from the APO.

© 2011 Asian Productivity Organization

ISBN: 978-92-833-2427-0

300.7.2011

CONTENTS

APO DIRECTORS, ALTERNATE DIRECTORS, LIAISON OFFICERS, AND NPO HEADS	II
APO SECRETARIAT	IV
FOREWORD	V
ORGANIZATION	1
2010 GBM AND WSM	4
SUMMARIES OF 2010 APO PROJECTS	15
INDUSTRY AND SERVICE SECTORS	16
INTERFACE SECTOR	35
AGRICULTURE SECTOR	50
INDIVIDUAL-COUNTRY PROGRAMS	68
EVALUATION OF APO PROJECTS	70
INFORMATION PROGRAM	73
INTERNATIONAL COOPERATION	79
FINANCIAL REPORT	83
APO PROJECTS AND EXPERTS	95
APPENDIXES	141

APO DIRECTORS, ALTERNATE DIRECTORS, LIAISON OFFICERS, AND NPO HEADS

(AS OF 31 DECEMBER 2010)

APO CHAIR

Dr. Dong-Kyu Choi

APO Director for Republic of Korea



APO FIRST VICE CHAIR

Mr. Somdy Inmyxai

APO Director for Lao PDR



APO SECOND VICE CHAIR

Mr. Azman Hashim

APO Director for Malaysia



BANGLADESH

Director

Mr. K.H. Masud Siddiqui

Secretary, Ministry of Industries



Alternate Director & NPO Head

Dr. Md. Nazrul Islam

Director, National Productivity Organisation, Ministry of Industries



Liaison Officer

Mr. Abdul Baqui Chowdhury

Senior Research Officer, National Productivity Organisation, Ministry of Industries



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. Khun Rummyol

Chief, Research and Planning, 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

Senior Engineer, International Cooperation Department, China Productivity Center



NPO Head

Dr. Pao-Cheng Chang

President, China Productivity Center



FIJI

Director

Mr. Taito Waqa

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



Alternate Director & NPO Head

Mr. Jone Usamate

Director General, Training and Productivity Authority of Fiji



Liaison Officer

Mr. Samuela Namosimalua

Director, Labour Policy & Productivity, Ministry of Labour, Industrial Relations & Employment



HONG KONG

Director / Not Designated

Alternate Director / Not Designated

Liaison Officer / Not Designated

NPO Head / Not Designated

INDIA

Director

Mr. Rajinder Pal Singh

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



Alternate Director

Ms. Anjali Prasad

Joint Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India



Liaison Officer

Mr. Chandraker Bharti

Deputy Secretary Department of Industrial Policy & Promotion, Ministry of Commerce and Industry, Government of India



NPO Head

Mr. N.C. Vasudevan

Director General, National Productivity Council



INDONESIA

Director

Mr. Abdul Wahab Bangkona

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



Alternate Director

Dr. Reyna Usman

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

Dr. Ali Rezaian

Head, National Iranian Productivity Center



Alternate Director

Dr. Mahmood Ghanizadeh

Director, International Affairs, National Iranian Productivity Center



Liaison Officer

Not designated

JAPAN

Director

Mr. Shiro Sadoshima

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. Chungwon Park

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 & NPO Head

Mr. Somdy Inmyxai

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



Alternate Director

Mr. Soutchay Sisouvang

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

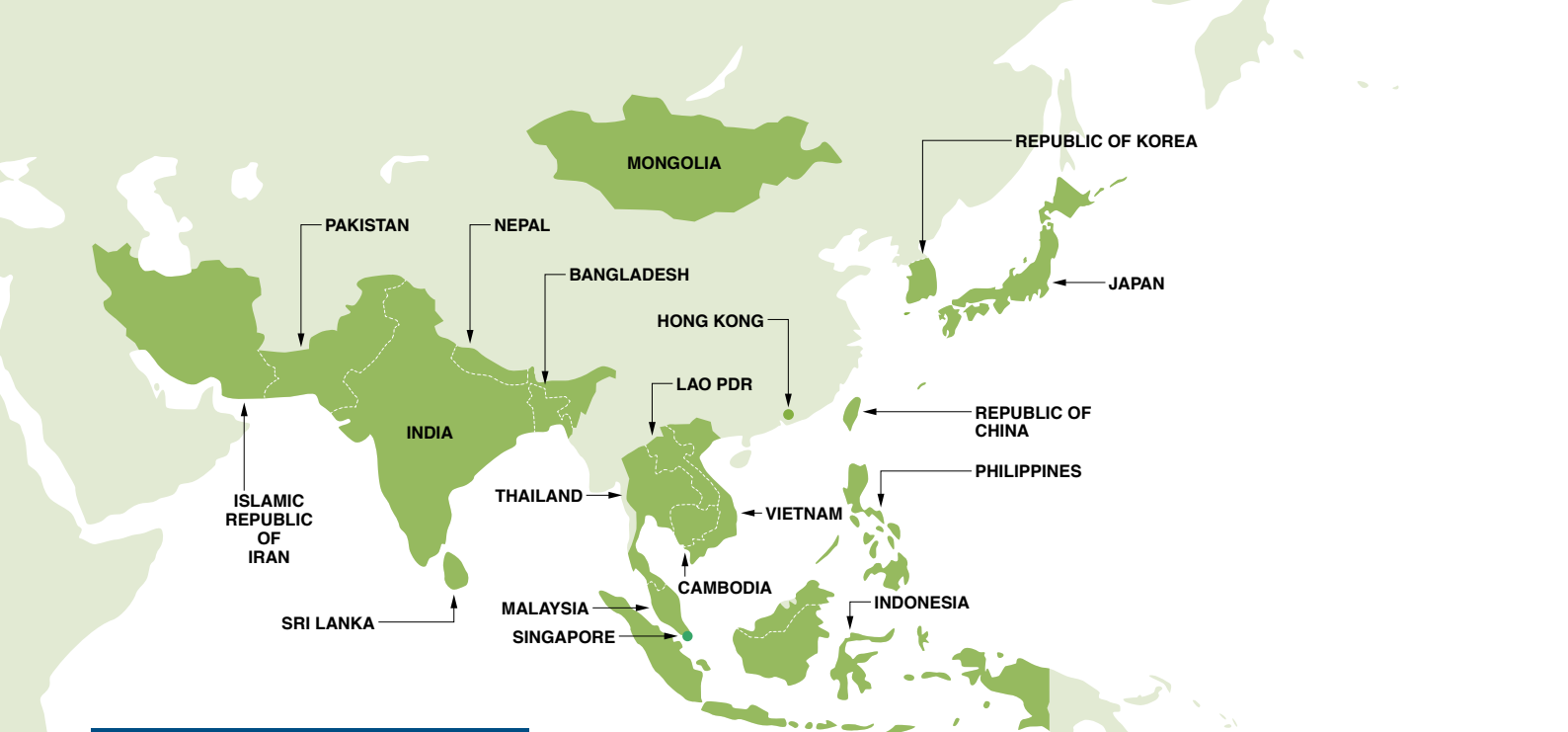


Liaison Officer

Mr. Sayasith Khamphasith

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





MALAYSIA

Director

Mr. 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



MONGOLIA

Director

Mr. Yamaaranz Erkhembayar

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



Alternate Director

Dr. Sharav Munkhtseren

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



Liaison Officer

Mr. D. Tengis

Mongolia Productivity Organization



NPO Head

Mr. Delgertsogt Davaadorj

Mongolia Productivity Organization



NEPAL

Director

Mr. Pratap Kumar Pathak

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



Alternate Director

Mr. Pushpa Kumar Karki

Officiating General Manager, National Productivity and Economic Development Centre



Liaison Officer

Mr. Rajendra Ratna Bajracharya

Branch Chief, National Productivity & Economic Development Centre



NPO Head / Not Designated

PAKISTAN

Director

Mr. Abdul Ghaffar Soomro

Secretary, Ministry of Industries and Production, Government of Pakistan



Alternate Director

Mr. Muhammad Javaid Iqbal Awan

Additional Secretary, Ministry of Industries and Production, Government of Pakistan



Liaison Officer & NPO Head

Mr. Khawaja Muhammad Yousuf

Chief Executive Officer, National Productivity Organization



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



SINGAPORE

Director & NPO Head

Mr. Cheong Boon Png

Chief Executive, SPRING Singapore



Alternate Director

Ms. Wai Ling Leung

Director (Planning), SPRING Singapore



Liaison Officer

Mr. Dave Lim

Head, Planning, SPRING Singapore



SRI LANKA

Director

Mr. W.M. Bandusena

Secretary, Ministry of Productivity Promotion



Alternate Director & NPO Head

Mr. D.L. Kumaradasa

Additional Secretary, Ministry of Labour Relations & Manpower



Liaison Officer

Mr. Upali Marasinghe

Director, National Productivity Secretariat



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



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

Secretary-General	Mr. Ryuichiro Yamazaki	
Administration & Finance Department	Dr. A.K.P. Mochtan	Director, Administration & Finance Department
	Mr. Yoshikazu Kihira	Administration & Finance Officer
	Ms. Arlene Donaire	Information & Public Relations Officer
	Ms. Yoshimi Sasaki	Administration & Finance Officer
	Ms. Yumiko Nishio	Project Coordinator
	Ms. Emiko Kurayoshi	Accountant
	Mr. Kaoru Negishi	Accountant
	Ms. Chihiro Sakaguchi	Administration Assistant
	Mr. Masashi Hashimoto	Administration Assistant
	Ms. Yoko Fujimoto	Administration Assistant
	Ms. Tomoko Goto	Administration Assistant
	Ms. Junko Isawa	IT Assistant
	Research & Planning Department	Mr. Sherman Loo
Ms. Yasuko Asano		Program Officer
Mr. Masaya Amau		Program Officer
Ms. Mitsuko Eshita		Project Coordinator
Ms. Akiko Ohara		Project Assistant
Ms. Naoko Tsuruta		Project Assistant
Industry Department	Ms. Setsuko Miyakawa	Director
	Mr. K.D. Bhardwaj	Program Officer
	Mr. Kritchai Anakamane	Program Officer
	Ms. Hiroko Kosaka	Program Officer
	Mr. Muhammad Idham bin Mohd Zain	Program Officer
	Ms. Yumiko Yamashita	Program Officer
	Ms. Akemi Oikawa	Project Coordinator
	Ms. Noriko Kasai	Project Assistant
	Ms. Noriko Goto	Project Assistant
	Ms. Sayuri Watanabe	Project Assistant
	Ms. Mayumi Nakagawa	Project Assistant
	Ms. Yoshika Sawairi	Project Assistant
	Agriculture Department	Mr. Joselito Cruz Bernardo
Dr. Muhammad Saeed		Senior Program Officer
Mr. Yoshihide Endo		Program Officer
Ms. Mutsumi Nojima		Project Coordinator
Ms. Emiko Iwasaki		Project Assistant
Ms. Satomi Kozuka		Project Assistant

(As of 31 December 2010)

FOREWORD

RYUICHIRO YAMAZAKI | SECRETARY-GENERAL

The APO completed another fruitful year in 2010, weathering challenges posed by resource constraints in delivering value-adding assistance and achieving the desired results in improving the productivity of its members. Despite the adverse impact of the weakening US dollar on financial resources over the past several years, we have successfully developed more creative solutions to maintain the quality of our productivity-enhancing projects for members.

As detailed in this annual report, key projects and developments in the past year included:

The APO focus on SME development, strengthening NPOs, and promoting knowledge management remained priority areas while we have also begun to address public-sector productivity. An expert group identified overall directions, including tools and techniques, as well as niche areas for the APO to promote public-sector productivity.

The APO Center of Excellence for Business Excellence (BE), which was initiated two years ago with SPRING Singapore, has spun off, with substantive improvements in BE capabilities in Pakistan, the Philippines, and Thailand achieved, and the APO promoting BE initiatives among other members.

e-Learning courses have gained a reputation as an effective way to extend APO outreach. In addition to the current videoconferencing-based and self-learning modes, the Secretariat planned new, more structured e-courses to become available on a dedicated web portal in 2011.

The Green Productivity Program has evolved into a credible platform for promoting sustainable economic development approaches among members. The Eco-products International Fair (EPIF)



2010 was successfully held in Jakarta, showing the strong commitment to sustainability of both the Government of Indonesia and its business community. I am confident that this will lead to a national version of the EPIF, as was the case with Malaysia, the Philippines, and Thailand. The APO's annual edition of the *Eco-products Directory* was also launched at this event.

The APO initiated the Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries covering training activities in Cambodia and Lao PDR with a grant from Japan and continued the Africa Program with support from the Republic of China.

Finally, the *Productivity Databook* has made the APO the definitive authority on productivity research in Asia and is often cited by academics and the media. The 2010 edition was published early in the year with a wider scope of productivity indicators and an improved measurement methodology that considers the quality of labor input.

FOREWORD

RYUICHIRO YAMAZAKI | SECRETARY-GENERAL

Over the years, the APO has endeavored to create a niche in our promotion of productivity improvement where it matters most to our members. Since the founding of the APO in 1961, we have contributed to the capacity building of our members and spread the productivity movement within and even outside Asia and the Pacific. As one indication of progress, our members now enjoy significantly higher standards of living due to their productivity gains.

However, the APO must continue to progress as an organization. As we celebrate our 50th year in 2011 and implement new strategic directions for the next 50 years, we will have to ensure continuing relevance to the needs of our members to compete in a dynamically changing global economy. Having recently joined the APO in September 2010, my aim is to continue to transform constraints and challenges into opportunities and benefits for our members in the years ahead.



Tokyo, July 2011

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 members, 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 members for their follow-up and for determining appropriate assistance to them.
2. As a **catalyst**, the APO promotes bilateral and multilateral alliances among members and between them and others outside the APO region for collaboration in productivity-related activities for mutual benefit.
3. As a **regional adviser**, the APO surveys the economic and development policies and performance of each member and assists in formulating strategies for achieving 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.

STRUCTURE

The APO structure comprises the Governing Body, the NPOs, and the Secretariat headquartered in Tokyo.

GOVERNING BODY

The Governing Body is the supreme organ of the APO. It comprises one government-appointed Director from each member. 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 AND 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

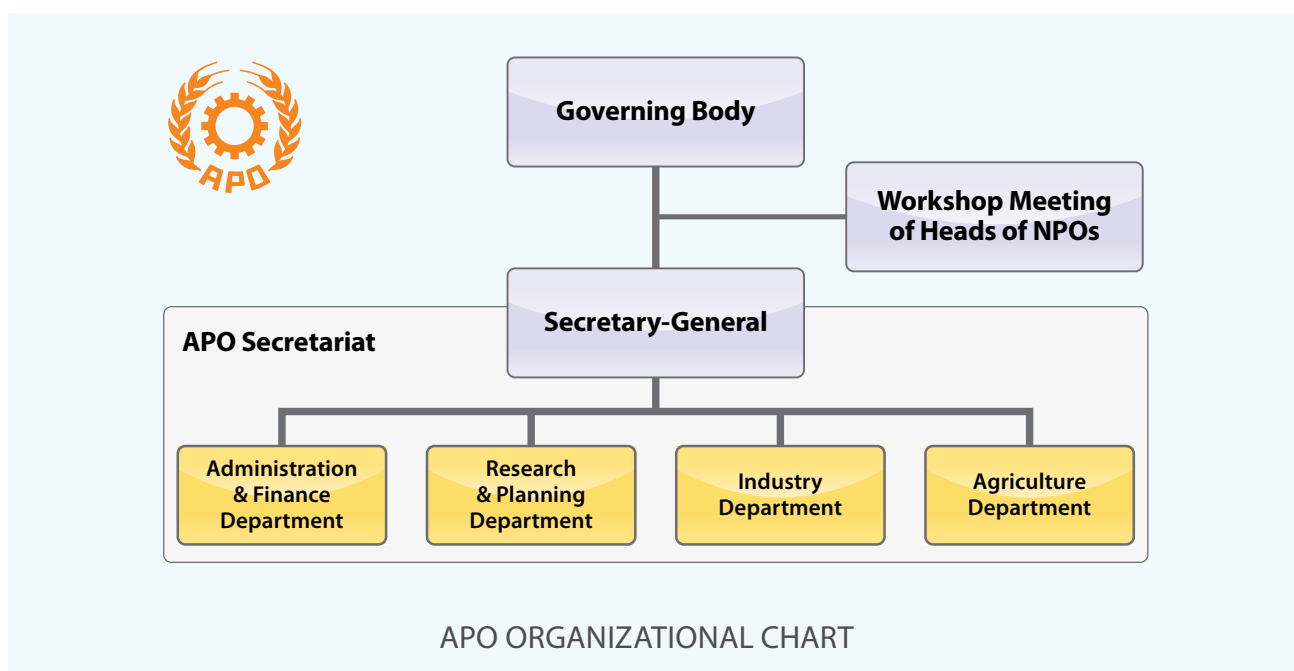
The Secretariat is the executive arm of the APO. It is headed by the Secretary-General and carries out the decisions and policy directives of the Governing Body. In January 2007, its structure was reorganized

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.

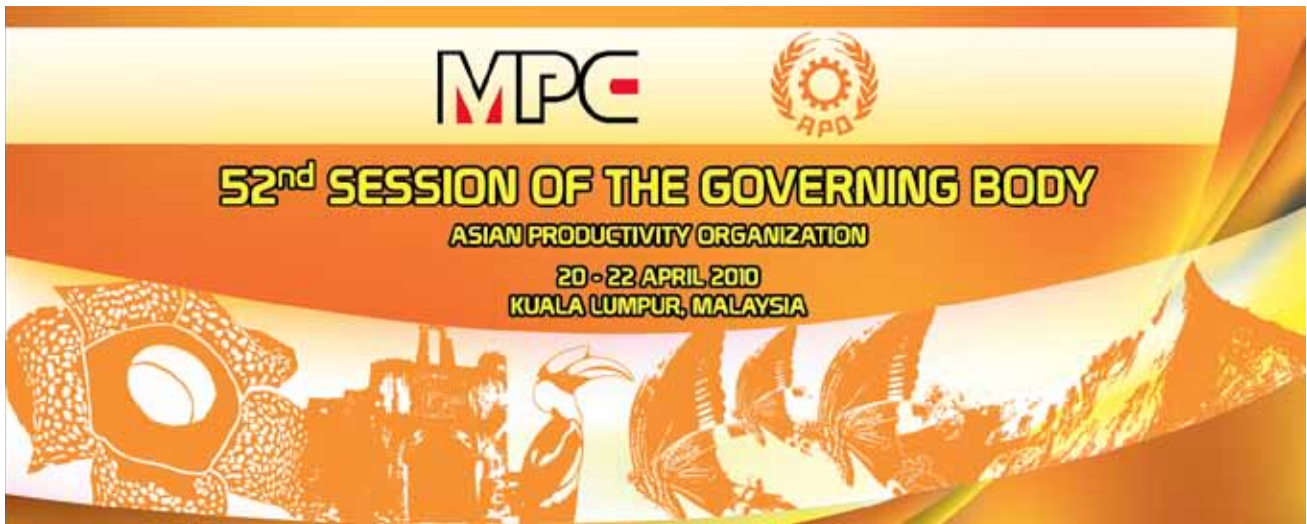
APO activities target a diverse group of productivity stakeholders. The various types of approach or methodology employed in organizing them are:



- **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:** Forums 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. 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:** Seminars 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.

2010 GBM AND WSM

52ND SESSION OF THE APO GOVERNING BODY



The 52nd Session of the APO Governing Body was held in Kuala Lumpur, Malaysia, 20–22 April. Fifty delegates comprising directors and their advisers attended the meeting. In addition, there were eight observers representing the Colombo Plan Secretariat, Pan African Productivity Association, Productivity Centre of Kenya, National Productivity Centre of Nigeria, National Productivity Centre of Turkey, and Turkey-based organizer of the 16th World Productivity Congress. APO Alternate Director for Malaysia Mohd. Razali Hussain delivered the welcome address, and Acting APO Chair and APO Alternate Director for Japan Kazuo Sunaga presented the opening address. Malaysian Minister of International Trade and Industry Yang Berbahagia Dato' Sri Mustapa Mohammad delivered the keynote address. The heads of delegations to the meeting were introduced by then 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 practiced since 2003, beginning with Bangladesh. Thus, under this system, the 52nd

Session of the Governing Body elected APO Director for the Republic of Korea Dr. Dong-Kyu Choi as APO Chair for 2010–2011 and APO Director for Lao PDR Somdy Inmyxai and APO Alternate Director for Malaysia Mohd. Razali Hussain as the First and Second Vice Chairs, respectively. The Governing Body also unanimously elected Ryuichiro Yamazaki as the next APO Secretary-General.

WELCOME ADDRESS

APO Alternate Director for Malaysia Mohd. Razali Hussain expressed his gratitude to Yang Berbahagia Dato' Sri Mustapa Mohamed, Minister of International Trade and Industry, for gracing the meeting with his presence and extended a warm welcome to all delegates, guests, and observers. He highlighted the objectives of the meeting, which included reconfirming the revised budget for the current fiscal year, determining the APO total membership contributions for the 2011–2012 biennium, and electing the new APO Secretary-General.



APO Alternate Director for Malaysia Mohd. Razali Hussain

Mr. Razali Hussain introduced the Malaysian government's plan to elevate the country to a more advanced economic status through a comprehensive innovation process in various sectors, such as public- and private-sector governance, urban development, transportation, the social safety net, and branding. He said that in line with such aspirations, the Malaysia Productivity Corporation (MPC) had made significant progress in becoming a full-fledged productivity, innovation, and competitive organization with international linkages. He explained various activities of the MPC in line with its efforts to transform businesses such as the business excellence framework, innovation and excellence development programs and audits, etc. Activities of the MPC relating to value-added information and enhanced outreach with the establishment of its publication house and case study clearinghouse were also introduced. Mr. Razali Hussain ended his remarks with the hope that the meeting would result in fresh, innovative ideas for the betterment of the APO and its members.

OPENING ADDRESS

Acting APO Chair Kazuo Sunaga welcomed the delegates to the 52nd GBM. He expressed appreciation to Minister of International Trade and Industry Mustapa Mohamed, and to the Government of Malaysia for hosting the meeting in Kuala Lumpur, a melting pot of all the wonderful cultures of Asia.

He stated that there had been recent indications that Asia was on the rebound from the economic

crisis. However, he cautioned against making generalizations as it had also been noted that some countries in the region were still struggling to shake off the lingering effects of the crisis. Overall, global economic recovery remained fragile, noted Mr. Sunaga. He added that the situation called for the APO to perform its fundamental roles actively and effectively to help member countries. The APO should play its role more effectively in facilitating the process of knowledge generation and dissemination and as a catalyst for fostering increased cooperation and stronger partnerships among member countries and emerging economies in other regions.

Mr. Sunaga acknowledged that the challenges were enormous but resources limited. Therefore the APO should be creative and innovative. It should capitalize on its comparative strength, core knowledge, and experience in networking and building partnerships. It should revisit and rekindle its partnerships with the larger donor community.

Mr. Sunaga stated that since its founding 49 years ago, the APO had had to overcome various difficulties and adapt to changes. Those difficulties had strengthened the spirit of mutual cooperation among members, and the APO had emerged as a stronger, more dynamic organization. This had been the hallmark of the APO, and member countries should endeavor to maintain it.

He said that it had been a great honor for Japan to serve as the APO Chair over the past year. He requested the Directors to provide support to the new Chair and next Secretary-General. Mr. Sunaga wished the delegates a successful meeting and memorable stay in Kuala Lumpur, the capital of "Malaysia Truly Asia."



Acting APO Chair Kazuo Sunaga

KEYNOTE ADDRESS

Yang Berbahagia Dato' Sri Mustapa Mohamed, Minister of International Trade and Industry, Government of Malaysia, extended a warm welcome to all delegates and considered it a privilege for Malaysia to host the 52nd APO GBM. Elaborating on Malaysia's recent initiatives, he introduced the New Economic Model and the Government Transformation Program to strengthen public services in the National Key Result Areas under Vision 2020 to transform Malaysia into an advanced nation by 2020.



Yang Berbahagia Dato' Sri Mustapa Mohamed

While comparing productivity levels of various countries across the world and the Asia-Pacific, Minister Mustapa Mohamed appreciated the APO's initiatives to reduce gaps in productivity levels among member countries and stressed that future growth

must come from higher total factor productivity through innovation and talent development. He stated that Malaysia ranked 24th out of 133 countries in the latest Global Competitiveness Report 2009–2010. The Asian countries ahead of Malaysia were Singapore (third), Japan (eighth), Republic of China (12th), and Republic of Korea (19th), and all were in the innovation stage of development. Therefore, he suggested that the innovation-driven economies such as Japan, Republic of Korea, Singapore, and Republic of China should be the benchmarks for APO member countries for achieving innovation in manufacturing and services.

Minister Mustapa Mohamed said that the launch of 2010 as Innovation and Creativity Year was an initiative to inculcate innovation, to be combined with the New Economic Model and value-added activities that would multiply per capita income in the next 10 years. He applauded the APO's productivity movement in Africa which was started

in commemoration of the 50th anniversary of the Bandung Asia-Africa Conference and welcomed the observers from Kenya, Nigeria, and Turkey.

Minister Mustapa Mohamed wished the meeting success and hoped that with the strong collaboration, cooperation, and linkages among the 19 APO members, the Asian region would become a force to be reckoned with. In closing, he pointed out that productivity was a marathon without a finish line and confirmed that the APO would continue to be relevant and productivity would continue to feature prominently in transforming Asia into a productive, competitive, innovative region.

STATEMENTS BY NEW APO CHAIR AND VICE CHAIRS

Newly elected APO Chair Dr. Dong-Kyu Choi stated that it was a great honor for the Government of the Republic of Korea to be elected as Chair of the APO for 2010–2011. He sincerely thanked his predecessors, APO Director for Japan Shiro Sadoshima and APO Alternate Director for Japan Kazuo Sunaga, for their valuable services and hoped to have their guidance in performing his duties.

Dr. Choi noted that global economic recovery was underway, although the economic slowdown had certainly affected governments and enterprises in the Asia-Pacific. Under the current circumstances,



(L-R) APO Chair Dr. Dong-Kyu Choi, APO First Vice Chair Somdy Inmyxai, APO Second Vice Chair Mohd. Razali Hussain

enhancement of productivity had once again emerged as the key to long-term economic development. He highlighted three major challenges to be addressed by the APO in its next phase: raising total factor productivity catalyzed by innovation; creation of a knowledge-based, sustainable economy; and productivity-based social development. He expressed his hope for the support and cooperation from fellow Directors over the next year.

Mr. Somdy Inmyxai acknowledged that it was a great honor for Lao PDR and himself to be elected as the First Vice Chair of the APO for 2010 and 2011. He expressed his sincere thanks and gratitude for that honor to all fellow Directors. He also thanked the Government of Malaysia and the MPC for making graceful arrangements to host the meeting. He pledged to do his best to support the Chair throughout the meeting.

Mr. Razali Hussain expressed his gratitude for election to the position of Second Vice Chair and promised to support the Chair and the First Vice Chair to ensure a smooth, successful GBM.

ANNUAL REPORT OF THE SECRETARY-GENERAL

Secretary-General Shigeo Takenaka extended a warm welcome to all delegates and expressed sincere appreciation to the Government of Malaysia for hosting the meeting. He also expressed his gratitude to Mr. Mohd. Razali Hussain, Director General of the MPC, and MPC staff members for their hard work and meticulous preparations to ensure a smooth, productive meeting. Secretary-General Takenaka pointed out that this GBM was important as it would decide the amount of the total membership contributions for 2011 and 2012 and elect a new Secretary-General.

In explaining the Secretariat's proposal for a 2.1% increase in membership contributions, the Secretary-General said that the Secretariat's intention was to ensure that the level of activities for 2011–2012

was substantially the same as that for 2008. He then pointed out that a major gap between revenue and expenditure in 2011 and 2012 was expected to be created by the sharp rise in the value of the yen versus the US dollar and proposed to fill that



APO Secretary-General Shigeo Takenaka

gap almost solely by reducing Secretariat personnel costs through a proposed average salary reduction of as much as 18%. He stated that the unprecedented sharp reductions represented Secretariat staff efforts to avoid major increases in the amount of membership contributions for some countries and to respond to the persistent calls for personnel cost reductions. Secretary-General Takenaka then pointed out that such reduction measures could be implemented only from the beginning of July this year, and thus the impact during 2010 would be only half of what was expected during 2011 and 2012, which was the main reason for the proposal to tap the working capital fund to meet the shortfall of approximately US\$0.5 million in the 2010 budget. Reimbursement of the fund would be made as soon as feasible. The Secretary-General noted that the proposed call for a 2.1% increase in the amount of total membership contributions for 2011 and 2012 was based only on the need to cover the inevitable shortfall expected this year.

Secretary-General Takenaka then briefed the meeting on what had been achieved and what remained undone during his two terms as head of the Secretariat from the administrative and organizational perspective. First, he touched on the reorganization of the Secretariat from six departments to four, which took place a little over three years ago, by abolishing the Environment Department and the Information and Public Relations Department and integrating most of their functions into other departments. He expressed satisfaction that the subsequent achievements after integration had

indicated the success of Secretariat reorganization. He then referred to the introduction of a performance-based staff appraisal system initiated three years ago. He confirmed that the new system had contributed to the improvement of the Secretariat's overall work culture and staff motivation. He also mentioned that together with the performance appraisal system, a new project reporting system had been devised in 2006. The new system was originally intended to keep the Secretariat informed of the results of project implementation in a systematic, timely manner, but it gradually became a very good medium for officers to propose new, innovative ideas within the Secretariat.

The Secretary-General then touched upon the progress achieved in financial discipline. He pointed out that from 2006, the Secretariat had started reviewing the financial procedures to attain greater clarity, efficiency, and accountability. With this approach, the Secretariat could calculate project expenditure in the middle of a year and thus was able to predict how much additional budget would be available in the remainder of that year. Based on this, the Secretariat had been able to introduce additional projects for implementation in the middle of the fiscal year using the unspent budget to maximize the benefits to member governments.

He then moved to the personnel cost-cutting measures. Referring to the proposed 18% salary cut, he underscored how deep the 18% salary cut was compared with previous voluntary reductions. He also hoped that the delegates appreciated that these drastic measures were necessary to cope with the current very unfavorable economic situation, while also recognizing the concerns about their long-term impact on the sustainability of the organization.

When reporting revenues, the Secretary-General expressed gratitude for the generous gestures by the Republic of China and Republic of Korea in providing special grants to the APO and expressed hope that all the economically successful members would consider assisting the APO financially over and above their compulsory membership contributions.

Secretary-General Takenaka then summarized significant developments that had occurred on the program side after the previous WSM. He reported that the Eco-products International Fair held in Jakarta, Indonesia, in early March 2010 had had more than 160 exhibitors and attracted over 90,000 visitors. Together with the concurrent international conference that focused on eco-service and eco-finance, the fair was a major success, and he thanked the Indonesian government for its wholehearted cooperation.

He also mentioned the publication of the third edition of the *APO Productivity Databook* in early April 2010. He informed the meeting that in this edition, computations of total factor productivity for Fiji, Indonesia, the Philippines, and Thailand in addition to those for Japan, the Republic of China, and the Republic of Korea had been included. Moreover, the new publication successfully computed the labor productivity of 12 member economies using a GDP-per-actual-hour basis rather than the traditional GDP-per-worker basis, which he pointed out put the APO firmly on the map as a repository of reliable labor productivity statistics in the Asia-Pacific region.

Progress had also been made in the research on knowledge management (KM), the Secretary-General confirmed. *Knowledge Management: Case Studies for Small and Medium Enterprises* was published last fall, and the *Knowledge Management Tools and Techniques Manual* would come out shortly. He hoped that when the *Practical Guide on Knowledge Management for SME Owners/Managers* was completed in August, the trilogy would make the APO a unique center able to disseminate the benefits of KM to SMEs around the world.

Concluding his report, Secretary-General Takenaka stated that in the last five and one-half years, the APO had become a leaner, functionally more efficient, and financially more disciplined organization. He assured the delegates that, with the help of member governments, the Secretariat would continue to work hard to improve its efficiency and increase benefits to its members. He noted that this was the final GBM he would attend and thanked member governments for their support and encouragement during his Secretary-Generalship.

2010 GBM AND WSM

51ST WORKSHOP MEETING OF HEADS OF NPOs



The 51st WSM was held in Bangkok, Thailand, 19–21 October. It was attended by 35 NPO and Agriculture delegates from 19 member countries, 17 advisers from nine member countries, and four observers representing the United Nations Food and Agriculture Organization Regional Office for Asia and Pacific, Pan African Productivity Association, United Nations Conference on Trade and Development, and United Nations Economic and Social Commission for Asia and the Pacific. Executive Director of the Thailand Productivity Institute and APO Alternate Director for Thailand Dr. Phanit Laosirirat delivered the welcome remarks, followed by the inaugural address by Permanent Secretary, Ministry of Industry, and APO Director for Thailand Dr. Witoon Simachokedee.

WELCOME REMARKS

Executive Director of the Thailand Productivity Institute (FTPI) and APO Alternate Director for Thailand Dr. Phanit Laosirirat welcomed APO Secretary-General Ryuichiro Yamazaki and all delegates. He

said that the Ministry of Industry and FTPI were honored to host the 51st WSM. He expressed the hope that delegates would partake of the many delights of Bangkok and enjoy their three-day stay. He noted that over the next three days, the delegates would be discussing a broad range of issues concerning the improvement of the APO's programs for regional productivity development. He expressed optimism that this meeting would provide an opportunity for delegates to discuss their experiences and emerging needs to guide APO framework programs.

Dr. Phanit pointed out that over the last few years, the APO had improved its projects in terms of quality and quantity to cope with global changes and the level of development of member countries. This had resulted in accumulated experience and new knowledge. The frequent discussions among member countries also stimulated the dynamic process of project improvement. He believed that the APO had become a center of excellence on productivity in its own right and occupied an autonomous position in the world.



APO Alternate Director for Thailand Dr. Phanit Laosirirat

Globalization had had a major impact on the socio-economy since the 1990s, pointed out Dr. Phanit. Throughout the history of socioeconomic development, productivity had been a focal point for efforts to create wealth and improve the quality of life. He quoted Peter Drucker, who said that the most important contribution management needed to make in the 21st century was to increase the productivity of knowledge work. He also cited Paul Krugman, who raised the similar point that the concept of a country's competitiveness had in fact tracked developments in national productivity over several decades. He further noted that productivity growth had accelerated in all countries as a result of the gains that arose from the improvement of production processes and use of technology. Dr. Phanit asserted that it had been widely accepted that higher productivity had contributed to socioeconomic growth and enabled economies to specialize in promising sectors.

Considering the trends in productivity which may have contributed to the increase in global competition, Dr. Phanit felt that Thailand needed to adjust its policy in response to this competitive situation. To move forward, the country might consider two ways: reducing inputs to achieve the same quantity of output; and increasing the value of output through innovation processes that can meet the needs of customers in target markets. He also said that the new-generation productivity movement would require multiple collaborative efforts, both internally and externally, where all related agencies worked and shared experiences together.

INAUGURAL ADDRESS

In his inaugural address, Dr. Witoon Simachokedee, Permanent Secretary, Ministry of Industry, and APO Director for Thailand, first welcomed the delegates to the WSM and then expressed gratitude to the APO under the leadership of new Secretary-General Ryuichiro Yamazaki and to the FTPI for coorganizing the meeting. Dr. Witoon articulated five key challenges for the 21st century:

1. Development cannot continue to use more and more natural resources to generate economic growth.
2. With globalization and integration, competition will force individual economies to be more efficient, effective, and quality-conscious to succeed.
3. As societies age, the workforce must become more productive to provide for their dependents.
4. Rapid technology development is shortening product life cycles, making goods and services obsolete more quickly. Thus, there is a need to manage the shift from the traditional production patterns toward a new technoproduction pattern to ensure competitiveness and maintain sustainable growth.
5. Economic development can only be sustained by protecting the environment and making effective uses of resources.

To overcome these challenges, he reiterated the importance of productivity to create wealth and improve the quality of life through socioeconomic growth. Advanced economies have successfully leveraged productivity to maintain high economic growth. He then cited the case of Thailand, where the pending formation of a single ASEAN Economic Community had become the impetus for the country to improve its productivity and competitiveness that had grown only moderately since 1995.

The focus of improving competitiveness and productivity falls squarely on the three important factors of capital, labor, and technology and how

these three factors synergize with each other to produce higher productivity growth. Dr. Witoon stressed that despite the large accumulation of technology capital in Thailand, it had yet to contribute to productivity growth as the lack of skilled workers, the result of an ineffective education system and national workforce planning, had hampered the efficient use of capital and instead led to low labor productivity.

As labor productivity is the key driving force behind economic growth performance, the Thai government is initiating plans to upgrade the skills of the workforce continuously so that employees will stay relevant to the changing needs of the economy. To take advantage of global business opportunities and integration, the Ministry of Industry is supporting industrial enterprises with programs that improve their management and supply chain systems to raise product quality and increase product and process innovation. The FTPI has a critical role in facilitating the productivity growth not only of the manufacturing sector but also of the service and agricultural sectors through its productivity awareness and technical support programs ensuring that many Thai organizations and businesses stay competitive. The FTPI will also need to expand its collaboration beyond domestic borders to help Thailand make the next leap in productivity.



APO Director for Thailand Dr. Witoon Simachokedee

Dr. Witoon closed his speech by encouraging the delegates to persevere with productivity improvement as it contributed to the well-being of all.

STATEMENT BY THE APO SECRETARY-GENERAL

Secretary-General Ryuichiro Yamazaki stated that it was a great honor to attend the distinguished gathering of Heads of NPOs and Agriculture delegates which would, among other tasks, confirm the lineup of APO projects for 2011 and refine the Program Plan for 2012. He expressed his gratitude to all member countries for electing him as the ninth Secretary-General of the APO. He said that he humbly accepted the task of working to pursue the shared mission of improving the productivity of members in the Asia-Pacific region. In this connection, he requested the continued support and cooperation of Heads of NPOs, Agriculture delegates, and other productivity partners and stakeholders so that they could work together to improve productivity both quantitatively and qualitatively.

He thanked the Government of the Kingdom of Thailand for its generosity in hosting this year's WSM in the dynamic capital city of Bangkok. He expressed his deep appreciation to Dr. Witoon Simachokedee, Permanent Secretary, Ministry of Industry, and APO Director for Thailand, and to Dr. Phanit Laosirirat, Executive Director of the FTPI and NPO Head for Thailand, for all the arrangements and warm hospitality extended to the delegates.

The Secretary-General said that he was privileged to join the APO at this auspicious moment as it prepared to celebrate its golden jubilee next year. He mentioned that the founders had bequeathed to member economies a common aspiration and the guiding principles to improve productivity in the Asia-Pacific region through mutual cooperation. He pointed out that all the eight Secretaries-General before him made tremendous contributions to create tangible results befitting the aspirations of the founders. This was only possible with the close cooperation of member economies and their NPOs. He felt that the proud history and record of achievements of the APO made him resolved to carry out the mandate of leading the Secretariat to

further the cause of productivity for the benefit of all member economies.

The Secretary-General admitted that the challenges were enormous. Financially, the APO was facing unprecedented difficulties due to the steep decline of the dollar and the situation remained uncertain. He said that the 2011 and 2012 project lists presented to this WSM were prepared during such unpredictable exchange rate fluctuations. The Secretary-General assured the delegates that the Secretariat understood the tight budgetary constraints of member countries due to the global financial crisis, as reflected in the total membership contributions for 2011 and 2012, which remained the same as the amount for the 2009 and 2010 biennium. The main difference between the two bienniums was the unexpectedly weak dollar, translating in effect to about a 10% decrease in funds available for yen-denominated expenditures for 2011 and 2012.



APO Secretary-General Ryuichiro Yamazaki

Secretary-General Yamazaki explained that the Secretariat had modified the 2011 and 2012 Program Plans to devise the best lineup of projects within the budget available. The total membership contributions decided by the Directors at the Kuala Lumpur GBM would have otherwise covered only 44 multicountry projects for 2011. However, by modifying the project lineup, the Secretariat was able to increase that number. The modified lineup for 2011 now featured 55 multicountry projects, compared with 87 in 2007 and 2008, 82 in 2009, and 65 in 2010. For 2012, 54 multicountry projects were planned, inclusive of the GBM and WSM.

He also explained that the modifications in the 2011 and 2012 Program Plans had included adjusting the type, category, title, or venue of projects. In addition, the Secretariat had also scaled down or deferred some projects. The Secretary-General illustrated this by referring to two e-learning courses that had to be cancelled from the six originally listed for 2011; similarly, of five observational study missions to nonmember countries, only two would be carried out. He cautioned the delegates that if the US dollar slipped further, the number of projects to be implemented might have to be reviewed again.

The Secretary-General appreciated the important initiatives undertaken by his immediate predecessor, Secretary-General Shigeo Takenaka, to strengthen the institutional capacity of NPOs such as the establishment of the APO's Center of Excellence (COE), and the assistance to NPOs to develop competence in promoting productivity in the public sector. He noted that it was time to review the APO program direction. He pointed out that of the current thrust areas, four (strengthening of SMEs, Green Productivity, integrated community development, and development of NPOs) had been adopted in 1999, while knowledge management had been added as the fifth thrust area in 2001. He mentioned that the Directors had exchanged views concerning thrust and subject areas during the GBM in Kuala Lumpur last April, and the Secretariat had compiled their suggestions to be presented during the Strategic Planning Session.

The Secretary-General reported that the Secretariat had examined the appropriateness of following up newly introduced topics such as the Information Security Management System based on the ISO27000 standard and mental health and productivity. He also said that for 2011 and 2012, new topics would be examined, including talent management for globalizing SMEs, material flow cost accounting, and an Asian SME benchmarking index. He stated that in agriculture, new initiatives would include examining the implications of climate change on agricultural productivity, identification of appropriate adaptation measures, promotion of farm

production practices to reduce greenhouse gas emissions, and promotion of more cutting-edge technologies such as nanotechnology to boost agricultural productivity. On the agribusiness side, an advanced agribusiness management course would be conducted annually.

In the field of Green Productivity, the Eco-products International Fair, one of the APO's flagship programs since 2004, will be held in New Delhi, India, in February 2011 in collaboration with the Department of Industrial Policy and Promotion, Ministry of Commerce and Industry; National Productivity Council; and Confederation of Indian Industry. He congratulated the MPC for successfully organizing its first international environmental exhibition in Kuala Lumpur recently. The Secretary-General also congratulated the Philippines, which had held a similar event in August. He believed that the recent exhibitions organized by these two countries had demonstrated that the seeds planted for the creation of a sustainable society in the region through the promotion of eco-products were now beginning to grow with these follow-up activities.

The Secretary-General pledged that productivity data and analysis activities would continue to assist member countries to understand better their sources of economic growth. He pointed out that following its release in 2007, the *APO Productivity Databook* had been cited by other international

organizations. He noted that the promotion of the productivity movement in Africa continued to receive enthusiastic responses from countries in the Pan African Productivity Association. The APO's outreach to Africa is financed exclusively by special cash grants, and this year it is being continued thanks to a generous grant from the Republic of China. The expansion of the productivity movement beyond the Asia-Pacific region has increased the recognition of the APO and NPOs.

The Secretary-General made grateful mention of the special cash grants from Japan and the Republic of Korea that had been very helpful in broadening the scope and outreach of APO activities and hoped that the APO would continue to receive special cash grants from member countries in the next and future years. Regarding plans for the APO's 50th anniversary next year, the Secretary-General said that the Secretariat would examine how arrangements could be made for an appropriate event to observe it in conjunction with the GBM and within the budget available.

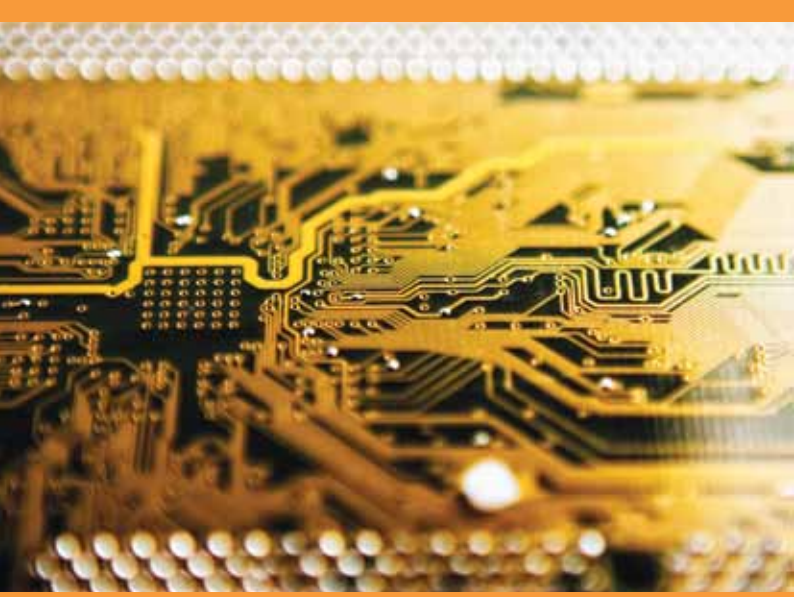
In closing, the Secretary-General thanked the Government of the Kingdom of Thailand, especially the FTPI, for graciously hosting the 51st session of the WSM and expressed his hope that all the delegates, advisers, and observers would have an enjoyable stay in Bangkok, a city that always combines traditional Thai warmth with bustling dynamism.

SUMMARIES OF 2010 APO PROJECTS

INDUSTRY AND SERVICE SECTORS
INTERFACE SECTOR
AGRICULTURE SECTOR
INDIVIDUAL-COUNTRY PROGRAMS
EVALUATION OF APO PROJECTS
APO INFORMATION PROGRAM
INTERNATIONAL COOPERATION



INDUSTRY AND SERVICE SECTORS



The economic growth and competitiveness of a nation depend on progress in the industry and service sectors. Industries in the Asia-Pacific region face immense challenges due to rapid advances in technologies, deepening globalization, increasing environmental concerns, the constant need to innovate, and effects of financial crises. The service sector continues to expand at a rapid pace in most APO member countries, aided by IT-based innovations that enable operations to become more customer-centric and responsive. In 2010, at the request of members, the APO began to address public-sector productivity, given the huge role the sector plays in modern economies.



The objectives of basic research studies and surveys, and to some extent symposia and study meetings, are to identify the specific needs of the industry and service sectors in member economies against the background of the changes and challenges they face. Training courses, seminars, workshops, and observational study missions are then organized to focus on those needs. A hands-on, application-oriented approach is taken, allowing participants to practice techniques and apply know-how during projects. This makes it easier for them to adopt, adapt, and apply the skills acquired in their own work situations and train others too. While most projects in the industry and service sectors are

meant to meet the common needs of members with multicountry participation, others are designed with specific groups of countries with similar needs in mind. The two-tiered project approach was utilized more in 2010, given the initial success and requests by member economies for more such projects. This approach involves holding an e-learning course in groups of countries, followed by either a more in-depth, traditional, face-to-face training course or workshop, or face-to-face multicountry training/workshop followed by a tailored in-country program on the same topic.

In planning APO activities for the industry and service sectors, thrust areas, especially KM, Strengthening of SMEs, and Development of NPOs, are given priority. The six categories of APO activities related to the industry and service sectors are Socioeconomic Progress; Strengthening of SMEs; KM; General Management; Total Quality Management; and Technology, IT, and Innovation. In 2010, special focus was given to application of KM and the initiation of public-sector productivity-related projects.

CATEGORY 1: SOCIOECONOMIC PROGRESS

APO FORUM FOR PROMOTING ENTREPRENEURSHIP IN ASIA

Entrepreneurial activities stimulate and revitalize national economies by embracing innovation and technology as well as creativity. Entrepreneurship is often considered a difficult undertaking and requires individuals with a special spirit. Recognizing the importance of entrepreneurship for member economies, the APO conducted projects on entrepreneurship development in 2008 and 2009 to provide platforms for participants to examine various options and opportunities for entrepreneurial initiatives. Unlike the entrepreneurship forum held in January 2010, which was aimed primarily at young start-ups, the November forum targeted experienced businesspeople from member countries, particularly those planning to develop a market for

their businesses in Japan or wishing to tie up with Japanese business counterparts.

The APO Forum for Promoting Entrepreneurship in Asia was held in Kyoto, 18–21 November, and was attended by 15 participants from 13 member countries. The overseas participants also partnered students from universities in Kyoto and Tokyo in a business innovation workshop to discuss ideas that tackle sustainability and aging society issues that are plaguing the more developed Asian economies.

Program coverage: Outline of Kyoto Research Park; Kyoto's latest innovation—entrepreneurship and nanoclusters; Entrepreneurship Kyoto style; Tradition and innovation—challenges for the future; Innovation management of CyberAgent, Inc.; Youth entrepreneurship; and Networking with potential Japanese entrepreneurs and business partners. Site visits were made to: Shimadzu Corporation; Yoshi-chu Mannequin Co., Ltd.; Nodaya Co., Ltd.; and Miyako Taxi Co., Ltd. Participants also attended the Global Entrepreneurship Week closing ceremony and reception hosted by the Honda Foundation.

CATEGORY 2: STRENGTHENING OF SMEs

APO FORUM FOR PROMOTING ENTREPRENEURSHIP IN ASIA

Entrepreneurial activities revitalize national economies by embracing innovation and technology as well as creativity. Asian economies have great potential to absorb and assimilate superior technologies that can spur faster economic growth. One of the keys to achieving more rapid economic and total factor productivity growth is to shift resources into modern, capital-intensive technologies through progressive entrepreneurship and proactive learning. The APO has recognized the importance of providing potential entrepreneurs and business starters from member countries with a forum to discuss various options and opportunities for entrepreneurial initiatives and the keys to success so that

they are guided and encouraged in their potential role as economic drivers.

The APO Forum for Promoting Entrepreneurship in Asia was held in Tokyo, 13–15 January, and was attended by 20 participants from 15 member countries. The forum provided participants with opportunities to revisit the concept of entrepreneurship and learn the keys to success by listening to lectures by and participating in discussions with real entrepreneurs who are currently active in regional and international markets. The participants discussed the need for proactive support systems for young entrepreneurs hoping to start new businesses.



Promoting Entrepreneurship in Asia

Program coverage: Concept of entrepreneurship and keys to successful entrepreneurship; Support systems needed by and helpful for young entrepreneurs wishing to start up new businesses; and Interactions among young Asian entrepreneurs.

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON SME DEVELOPMENT IN JAPAN FOR THE MEKONG REGION

The program for SME Development in the Mekong Region was initiated by the APO and Japan Productivity Center (JPC) in 2005. Since its inception, this program has exposed SMEs in the Mekong region to advanced management techniques utilized by their counterparts in Japan. It has also served as a platform for them to observe and replicate successful strategies for enhancing productivity at the SME level. Various activities have been undertaken to

support this program, such as a training of trainers' course, development of SME assessment criteria, and development of model companies. Overall, this collaboration has also strengthened the relationship between NPOs in developed and less developed member countries.

In 2010, the APO in collaboration with the JPC organized a multicountry observational study mission on SME Development in the Mekong Region as part of the program on SME Development in the Mekong Region started in 2005. The mission was organized in Tokyo, 1–5 February, and attended by 12 participants from Cambodia, Lao PDR, and Vietnam, while nonmember Myanmar sent four observers. Each country was represented by a senior manager of an NPO or high-level representatives of chambers of commerce, government ministries, and SMEs. Apart from visiting world-class Japanese SMEs that had won the Japan Quality Award, the participants observed productivity improvement activities and studied measures adopted by Japanese SMEs during the global financial crisis.

Program coverage: Characteristics of SME management in Japan; Productivity improvement activities in SMEs; and Innovative approaches for sustainable SME development in Singapore. Site visits were hosted by Johoku Steel Co. Inc. (winner of the Itabashi Quality Award in 2008); Mimasu Industries Co. Ltd. (winner of the Active SMEs Award given by the Ministry of Economy, Trade and Industry in 2009); Nissan Motor Co. Ltd. Oppama factory; Enoshima Aquarium (winner of the High Service Japan 300 award in 2009); and Ibiza Corporation (winner of the Japan Quality Award in 1998).

STUDY MEETING ON STRATEGIC MERGERS AND ACQUISITIONS FOR SMEs

Mergers and acquisitions (M&As) offer various advantages to SMEs in Asia. M&As maximize the productivity of SMEs by enlarging business opportunities in terms of both products and services. M&As connect local SMEs to global markets and partners and sustain SME productivity

by providing options to sell businesses rather than closing the entire operations. Through cross-border M&As, SMEs can acquire new technologies, skills, markets, and brand images.



Strategic Mergers and Acquisitions for SMEs

The APO held two previous study meetings on M&As in 2007 and 2008. It was understood that while large companies were enjoying the benefits of M&As, SMEs lacked knowledge on how to benefit from them. Based on that understanding, a study meeting on Strategic Mergers and Acquisitions for SMEs was held in Daejeon, Republic of Korea, 23–26 November. It was implemented by the Korea Productivity Center and attended by 13 participants from eight member countries. The study meeting examined the latest trends and status of M&As in Asia for SMEs in the aftermath of the global financial crisis. It also studied the benefits and challenges of M&As for SMEs and identified best practices of SMEs in increasing productivity through M&As.

Program coverage: M&As between local SMEs; M&As between foreign firms and local SMEs; M&As in the aftermath of the global financial crisis; M&A regulatory and institutional frameworks; and Horizontal mergers, vertical mergers, cross-border mergers, and takeovers/buyouts.

FIRST AND SECOND COORDINATION MEETINGS FOR THE RESEARCH ON THE FINANCING OF SMALL AND MEDIUM BUSINESSES

One of the driving factors for productivity enhancement is new businesses and innovations. Promoting

SMEs to become future world-class enterprises through new ideas and innovations is an important mission of the APO. Assisting SMEs by encouraging entrepreneurship and productivity will lead to positive effects on overall socioeconomic development. A critical aspect of the development and growth of SMEs is access to financing. It is important for them to have appropriate channels and options for funding. Compared with larger firms, SMEs often face great challenges in accessing finance. Given that limited access, it is important for APO member countries to assist SMEs in connecting with funding sources.

The First Coordination Meeting for the Research on the Financing of Small and Medium Businesses was held in Bangkok, 26–28 January, in collaboration with the Thailand Productivity Institute. The Second Coordination Meeting was held in Taipei, Republic of China, 28–30 July, in collaboration with the China Productivity Center. Chief Expert Prof. Moon-Kyum Kim from Soongsil University, Republic of Korea, led the group of national experts at both meetings.



Financing of Small and Medium Businesses

Seven national experts from the Republic of China, India, Indonesia, Republic of Korea, Malaysia, the Philippines, and Thailand attended. The research examined the nature of SME access to sources of funding and identified factors that hinder credit availability to SMEs. The research focused on the government policy framework for supporting SME financing to promote innovation. The experts' report made practical policy recommendations for strengthening SME financing in APO member countries.

Program coverage: Introduction of research scope and methodology; Economic scale and growth; Overview of SMEs; SME financing schemes; Progress of innovation; and Conclusions and recommendations.

RESEARCH ON SERVICE-SECTOR PRODUCTIVITY WITH THE FOCUS ON SMES

This is a one-year research project involving the Republic of China (ROC), Japan, the Republic of Korea, Malaysia, and Singapore. The experts from these APO member countries where the service sector plays a dominant role in the economy assembled in Taipei, ROC, 2–4 November, for a coordination meeting. The experts discussed the challenges facing the retail and food service sectors of their countries, particularly the relatively lower productivity growth compared with those sectors in more advanced Western economies, as well as case studies of successful service companies. They also found that a common challenge faced by SMEs in the retail and food service sectors was the lack of practical productivity measures to gauge how they fare in productivity compared with their competitors locally and abroad.



Service-sector Productivity with the Focus on SMES

The experts agreed on a common research framework comprising key productivity measures for the retail and food service sectors using data available in the national statistical offices of the participating countries. The intercountry comparison of both the productivity level and growth of these sectors is the necessary first step to reveal the major productivity gaps and identify the key drivers that should be

addressed to raise the productivity of the service sector in these countries. In addition, the research will also highlight best practices of companies in these countries. The first draft of the research paper is expected by the second quarter of 2011.

CATEGORY 3: KNOWLEDGE MANAGEMENT

E-LEARNING COURSE ON KNOWLEDGE MANAGEMENT CONCEPTS AND PRACTICES

While interest in and applications of KM have been increasing, a need assessment survey in 2007 revealed that several NPOs required training of their KM trainers and consultants. They also requested assistance with the development of training and promotional materials on KM so that they could better serve their clientele. In 2009, the APO formed an expert group to develop an APO KM framework, which defined and simplified the approach to KM implementation, especially in SMEs. Following the acceptance of the framework, another expert group was established to develop the KM training curriculum. The *KM Facilitators' Guide* for use by NPO KM trainers and *Case Studies for KM Implementation in SMEs* were published to assist NPOs in their training and promotion endeavors. In 2010, a workshop on implementing KM in SMEs was conducted in Indonesia but could only accommodate about 20 participants. This e-learning course expanded the opportunities available to member countries to develop their KM capacities.

The e-learning course on Knowledge Management Concepts and Practices was implemented using the Global Development Learning Network of the World Bank Platform. The course was organized in three phases between February and March 2010: phase I, 22–25 February, for Fiji, Indonesia, Malaysia, the Philippines, and Thailand; phase II, 2–5 March, for Bangladesh, India, Nepal, Pakistan, and Sri Lanka; and phase III, 9–12 March, for Cambodia, IR Iran, Lao PDR, Mongolia, and Vietnam. Fifteen member countries with 310 enrollees took part. The course

was targeted at a wider audience already involved in KM to provide in-depth training in the methodology to implement KM in an organization using the APO approach. The course offered real-time training and included many case studies and group exercises to make the four-day program interactive and relevant to participants' needs.



Knowledge Management Concepts and Practices

Program coverage: Why KM?; What is KM?; APO KM framework; and APO KM implementation approach.

TRAINING COURSE ON KNOWLEDGE MANAGEMENT FOR NPO TRAINERS / FACILITATORS

The interest of NPOs and member countries in the field of KM has been growing. Consistent with the results of the 2007 NPO need assessment survey, this training course on Knowledge Management for NPO Trainers and Facilitators was conducted to develop the capacity of NPOs in KM. In particular, it was targeted at the implementation of KM in SMEs and gave guided assistance in undertaking KM in practical, easy-to-implement steps. The course covered the essential tools and techniques of KM of specific relevance to SMEs.

The APO training course on Knowledge Management for NPO Trainers/Facilitators was held in Dhaka, 9–13 May, and was implemented by the National Productivity Organization of Bangladesh. The course was part of the APO suite of projects in KM aimed at developing the capacity of KM trainers and consultants in NPOs. The course provided

in-depth training in the APO KM framework and implementation approach for SMEs using a variety of tools and techniques recommended by a group of experts. Twenty participants from 15 member countries attended.

Program coverage: Why SMEs should use KM; The APO KM framework and practical strategies for implementing KM in SMEs; and KM methods, tools, and techniques for SMEs.

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON KNOWLEDGE-CREATING ENTERPRISES

Knowledge, comprising a wide range of experience and practices accumulated in an organization, has now established a role as one sure source of lasting competitive advantage in an economy where the only certain thing is uncertainty. KM used in an organization to identify, create, distribute, and enable the adoption of valuable, highly subjective insights and intuitions that are difficult to capture and share has now been incorporated as part of business strategy, information management, or human resources management. When a volatile economy shifts, companies that consistently create new knowledge, disseminate it widely throughout the organization, and quickly embody it in new technologies and products can survive such situations. These companies were defined as “knowledge-creating companies” by Professor Ikujiro Nonaka.

Many Japanese enterprises have made enviable progress in KM. The APO, in conjunction with the JPC and with guidance from the Japanese Ministry of Economy, Trade and Industry, therefore organized a five-day multicountry observational study mission on Knowledge-creating Enterprises in Tokyo, 13–17 September. It was attended by 16 participants from 12 member countries who represented SMEs, governmental agencies, NPOs, and academia. Two main resource persons were invited from Japan and Germany, and a number of local experts gave presentations and answered participants'

questions about how to deploy KM effectively in their organizations.

Program coverage: Basic concept of KM/setting perspectives for benchmarking; Internal social network systems to drive KM for innovation; Virtual Hollywood initiative to drive knowledge creation; KM frameworks in Europe; Knowledge creation for human healthcare; Customer-centric KM; How to adopt KM; and Planning for the future. Mission participants visited the Knowledge Dynamics Initiative and the Virtual Hollywood Platform Group of Fuji Xerox Co., Ltd., NTT Data Corporation Headquarters, Eisai Co., Ltd., and Fukoku Mutual Life Insurance Co., all of which are enthusiastic KM practitioners.

STUDY MEETING ON KNOWLEDGE MANAGEMENT IN THE PUBLIC SECTOR

The public sector plays a significant role in employment and providing social services. Many NPOs in APO member countries are directly involved in efforts to promote public-sector productivity. NPOs are also witnessing greater demand from the general public to enhance the quality of services in the public sector. The APO Secretariat convened an Expert Group Meeting in Tokyo in February 2010 to discuss initiatives in public-sector productivity enhancement. The meeting identified applicable tools and techniques as well as niche areas for the APO to become involved in promoting public-sector productivity. KM was identified as one effective tool to be applied in this area.

To understand more thoroughly the applications of KM in the public sector, a study meeting on Knowledge Management in the Public Sector was held in Chuncheon, Republic of Korea, 2–5 November. It was implemented by the Korea Productivity Center and attended by 17 overseas participants from 11 countries. The meeting identified benefits, effectiveness, and challenges of KM approaches in the public sector; exchanged best practices and examples of public-sector KM implementation; and developed a roadmap for KM practices in the sector.

Program coverage: KM applications in central and local governments; KM applications in public service agencies (e.g., schools, libraries, coastguards); and KM applications in public enterprises (e.g., railways, postal services, utilities).



Knowledge Management in the Public Sector

TRAINING COURSE ON KNOWLEDGE MANAGEMENT FOR SMEs

KM promotes the creation and sharing of knowledge, which lead to productivity enhancements by increasing operational effectiveness and innovation. KM practices have been widely employed by large enterprises, while SMEs generally have not completely understood or been sufficiently exposed to KM.

Given the importance of strengthening SMEs as well as effectively implementing KM in them, a training course was held in Taipei, Republic of China, 7–10 December, implemented by the China Productivity Center. The course was attended by 17 overseas and three local participants, mainly from SMEs. The course emphasized the practical use of KM based on case histories from the APO publication *Practical KM Guide for SME Owners and Managers* as the course material. Through lectures on the case studies and site visits, participants were able to identify how KM could enhance innovation and improve profit and quality in their daily operations.

Program coverage: Differences between KM for SMEs and large companies; Useful KM tools and techniques for SMEs; KM to increase customer

satisfaction; KM to improve the quality of products and services; KM for innovation; and KM for employee development.



Knowledge Management for SMEs

CATEGORY 4: GENERAL MANAGEMENT

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON MENTAL HEALTH AND PRODUCTIVITY

Mental health is defined as a state of well-being in which every individual realizes his or her own potential including the ability to cope with the normal stresses of life, work productively and fruitfully, and make a contribution to his or her community. Mental health disorders represent a largely hidden but substantial proportion of the world's health problems.

Taking good care of mental health in the workplace is important not only for organizations but also for the socioeconomic development of a country. Some governments including Japan have already enacted laws and regulations for better mental health in the workplace. To address this important emerging issue, the APO together with the JPC organized a multicountry observational study mission on Mental Health and Productivity in Japan with the objectives of observing the measures and practices implemented by the government, JPC, and enterprises in Tokyo and Yokohama, 18–22 January

2010. The mission was attended by 19 participants from 11 member countries, along with five local experts.

Program coverage: Mental health at the workplace: General conditions in Japan; Outline of the Japan Mental Health Inventory and its analysis; Governmental policy on mental health promotion at the workplace; and stress control at the workplace: Relaxation and autonomic training. Site visits were made to the Japanese Electrical Electronic and Information Union's Mental Health Center for Workers, Yokohama Rosai Hospital, Chiba district offices, East Japan Works, and JFE Steel Corporation.

DEVELOPMENT OF THE APO PLAN FOR ACTIVITIES ON PUBLIC-SECTOR PRODUCTIVITY UNDER THE RESEARCH FUND FOR PRODUCTIVITY ENHANCEMENT IN MEMBER COUNTRIES

The public sector is important in all APO member countries. In some, the contribution of the public sector to GDP is as high as 40%. In terms of employment, this sector also plays a significant role in many countries. The APO has launched a series of public sector-related projects to address the needs of member countries. While appreciating the Secretariat's efforts, some NPO delegates attending the last WSM in Manila suggested the development of an APO public-sector productivity framework to identify the focus and core areas for its engagement to produce the optimum results. Since the public sector is huge and encompasses many areas, it is essential to reach agreement on productivity interventions for it.

To devise a systematic, realistic action plan, a small expert group meeting comprising representatives of NPOs and public-sector experts drawn primarily from NPOs or actively engaged in public-sector productivity efforts in other agencies was held at the APO Secretariat in Tokyo, 15–17 February. The experts comprised eight professionals involved in enhancing public-sector performance and two Heads of NPOs. The countries represented at the meeting

were the Republic of Korea, Malaysia, the Philippines, and Thailand.

Program coverage: Country presentations; Discussions on the identification of niche areas for the APO's engagement and productivity tools and techniques for the public sector; and Recommendations on the APO's activities vis-à-vis public-sector productivity development.

TOP MANAGEMENT FORUM ON ENVIRONMENTAL MANAGEMENT FOR SUSTAINABLE PRODUCTIVITY ENHANCEMENT

The Top Management Forum started in 1985 to share information on state-of-the-art corporate management practices by leading enterprises in Japan, targeting top business managers from member countries. In light of global warming, firms need not only to comply with social responsibility requirements to ensure environmentally friendly production processes but also to adopt holistic environmental management strategies based on cutting-edge environmentally friendly production technologies to maximize resource efficiency. Such initiatives help improve productivity and overall corporate performance. The 2010 forum took up the topic of new developments in environmental management strategies for enhancing the competitiveness of the business sector in APO member countries.

The forum was held in Kyoto, 22–24 February, and attended by 32 participants from 17 member countries. It provided participants opportunities to study the significant features of environmental management practices utilized by leading Japanese companies for sustainable productivity improvement and fulfilling their social responsibility to protect the global environment, as well as to discuss how top executives can encourage a culture of environmental awareness throughout an organization.

Program coverage: Environmental management strategies adopted by leading eco-business

companies; Promotion of environmental management practices; and Environmental brands in Japan.

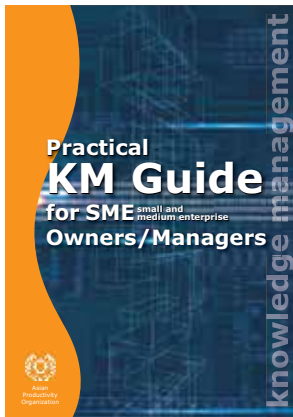


Environmental Management for Sustainable Productivity Enhancement

EXPERT GROUP MEETING FOR PUBLICATION OF THE PRACTICAL GUIDE ON KNOWLEDGE MANAGEMENT FOR SME OWNERS/MANAGERS UNDER THE RESEARCH FUND

In Asia, enterprises including SMEs are shifting mindsets to developing a culture of innovation. The APO launched a project to support SME owners in developing capabilities for innovation through KM initiatives by providing a practical guidebook on KM. The Expert Group Meeting for Publication of the *Practical Guide on Knowledge Management for SME Owners/Managers* was held 7–9 April at the APO Secretariat. The meeting was led by Chief Expert Naoki Ogiwara from the Knowledge Dynamics Initiatives of Fuji Xerox supported by three other KM experts from the UK, the Philippines, and Thailand.

During the meeting, the experts discussed the challenges faced by SME owners/managers when implementing KM activities. The group stressed the importance of keeping the content of the guide as practical and easy to use as possible while differentiating it from and not overlapping with previous APO KM publications. The publication contains examples of KM application in Asian SMEs and introduces steps and tools to utilize KM effectively in a business context.



The *Practical Guide on Knowledge Management for SME Owners/Managers* was published on 15 September, five months after the expert group meeting. The publication served as training material for the APO training course on Knowledge Manage-

ment for SMEs held in the Republic of China, 7–10 December. The guide received positive feedback from the participants who were SME owners and NPO consultants as well as government officials and academics involved in SME policy and promotion.

Program coverage: Publication content, structure, time frame, and work allocation for the *Practical Guide on Knowledge Management for SME Owners/Managers*.

EXPERT GROUP MEETING ON DEVELOPMENT OF COMPETITIVE STRATEGIES

SMEs are the major forces of economic growth in Asia. SMEs comprise more than 95% of the total in most APO countries. Since its establishment, the APO has been supporting productivity improvement in SMEs. SMEs have adopted tools such as 5S, total quality management, and kaizen to enhance their productivity, quality, and speed. These tools have contributed to operational effectiveness, leading to superior performance. Today, it is essential for SMEs to have a competitive strategy. The essence of a competitive strategy is doing things differently from others. A competitive strategy is finding a niche that allows an enterprise to compete in a distinctive way. This may be achieved by undertaking innovations in products, processes, and methods of management.

The Expert Group Meeting on Development of Competitive Strategies for Asian SMEs was held 15–16 April 2010 at the APO Secretariat. The meeting

was led by the chief expert, Hitotsubashi University Emeritus Professor Hiroataka Takeuchi. The meeting was attended by six experts from the Republic of China, Japan, Republic of Korea, the Philippines, Singapore, and Thailand. For the opening lecture, Professor Takeuchi gave a presentation on Competitive Strategy to the audience of 35 including consultants, researchers, government officials, and APO Secretariat staff. During the meeting, the experts examined the concept of a competitive strategy and explored its usefulness and effectiveness in the context of Asian SMEs. They then conducted an exercise on the implementation of a competitive strategy through three examples.

Program coverage: Three case studies on Shimano Inc., Tokaibane Manufacturing Company Ltd., and Bookoff Corporation Ltd. Site visits were made to Kanda bookstores and Bookoff Corporation.

TRAINING COURSE ON STRATEGIC MANAGEMENT CONSULTANCY WITH THE FOCUS ON THE SERVICE SECTOR

Management consultancy has been the topic of an annual training course organized by the APO and JPC since 1964. The main objective is to enable participants to acquire the skill to provide an integrated approach to consultancy service for productivity improvement. Since its introduction, the course has been designed with the focus on the manufacturing sector. 2010 was the first year it focused on the service sector.

The training course on Strategic Management Consultancy with the Focus on the Service Sector was organized by the APO in association with the JPC in and around Tokyo, 27 September–8 October, to impart the knowledge and skills to undertake integrated strategic management consultancy services, especially for business enterprises in the service sector, based on a national/industry customer satisfaction index and service awards for the private sector in Japan. Eighteen individuals from 17 member countries participated.



Strategic Management Consultancy with the Focus on the Service Sector

Program coverage: Concepts of total management consulting; The Japan Customer Satisfaction Index; 300 High Service Awards developed by the JPC to recognize best practices leading to innovation and productivity improvements; Human resources management; and Marketing management for the service sector. Four companies hosted site visits to illustrate different perspectives: Musashino Co., Ltd., an office and home cleaning business; Kikuya Co., Ltd., a clothing cleaning service; Eagle Bus Co., Ltd., which provides bus transport; and Novarese Inc., a specialist in weddings.

STUDY MEETING ON CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationship management (CRM) is a key business tool that leverages technology to enable organizations to understand their customers' needs and behaviors, allowing the development of stronger relationships. Despite the known benefits, many businesses and public-sector organizations have not fully utilized CRM tools to improve their customer service and ultimately business competitiveness. Recently, the pervasiveness of the Internet and the emergence of new media channels have overturned the traditional one-dimensional CRM model where customer interaction is confined only to departments dealing with customers

directly. This has also created new opportunities and challenges for businesses, as empowered customers armed with up-to-date information want to participate actively in the creation of the products and services they purchase.

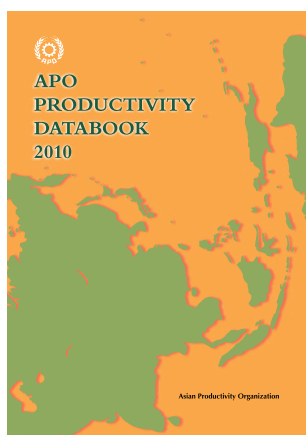
To learn the latest CRM concepts and discuss strategies to increase the effective use of CRM by SMEs and public-sector organizations, the Korea Productivity Center hosted a study meeting comprising 18 participants from 12 countries and facilitated by three CRM experts. They gathered in Mokpo, a port located in the south of the Korean Peninsula, 6–9 December. One of the key learning points highlighted by the experts was the evolution of CRM to encompass the customer experience element. After sharing their own experience in CRM implementation in their organizations and future plans, the participants were divided into three groups, public sector, lifestyle industries, and banking/telecommunications, to brainstorm on new ideas for more effective CRM implementation.

Program coverage: Creating a customer-centric enterprise and the necessary organizational and cultural changes; Overview of the latest CRM trends and developments; Case studies of successful CRM implementation by SMEs in the retail or food service sector; and Social networking and its business impact on CRM. For more hands-on learning tips, the program ended with two site visits in Seoul to Alo, a fashion eyewear retailer, and Sejung, a top Korean fashion retailer.



Customer Relationship Management

APO LABOR PRODUCTIVITY DATABOOK



Development policy planners rely on productivity statistics and national account data to analyze socioeconomic growth and set goals for the future. As part of its think tank and regional adviser roles, the APO conducts regular research on productivity measurement

and publishes the results in the form of harmonized, user-friendly data and accompanying analyses by experts in the field. The databook series serves as a reference for member governments, NPOs, and public- and private-sector policymakers seeking to set priorities for socioeconomic development. The publications are also used for project planning at the APO Secretariat and as general academic reference works in diverse fields. In addition to the databook, quarterly GDP and productivity-related statistics are also published as the APO Asian Quarterly Growth Map on the APO website.

In 2010, the databook project improved overall data quality, expanded the coverage of indicators, and undertook more in-depth analyses of productivity increases. Focus areas included total factor productivity, industry-based analyses, and labor productivity based on GDP/hours worked. Resources were allocated to conduct detailed research and surveys to enrich or complement national data where non-existent or scarce data for key productivity indicators were identified as problematic. One of these included dispatching an expert to assist the Mongolian government to implement its National Wealth Survey.

Program coverage: Establishment of a revised set of questionnaires for data collection and upgrading; Comparative analyses of labor productivity and sources of economic growth among APO member countries and reference countries; Total factor

productivity analysis for selected countries; and Publication of the *APO Productivity Databook 2011*.

TOTAL FACTOR PRODUCTIVITY MISSION TO VIETNAM UNDER THE APO PRODUCTIVITY DATABOOK PROJECT

The Secretariat dispatched a mission led by Professor Koji Nomura to Vietnam from 7 to 8 April 2010 upon the request of the Vietnam Productivity Centre (VPC) to assist and provide methodology for productivity computation. During the mission, Professor Nomura provided the list of data indispensable for total factor productivity (TFP) computation and their availability in Vietnam, as well as explained the need for estimation if data were unavailable. The meeting was attended by 23 individuals from the VPC, General Statistics Office, Directorate for Standards, Metrology, and Quality, and other academic institutions.

Mission coverage: APO harmonized methodology for productivity measurement; Checklist of indispensable data for TFP computation; Concept of capital and labor for TFP computation; Availability of the data in Vietnam; and Data that need to be estimated by the General Statistics Office for TFP computation.

APO PRODUCTIVITY DATABASE (PHASE IV)

One of the major elements in the APO's think tank role is the Productivity Database (PDB) project. The PDB is a key source of information based on scientific, internationally harmonized measurement methodology. It is based on the rationale that productivity increases should be measured rigorously and the factors contributing to those increases should be identified so that member countries can take stock, plot future directions, and compare their performance today with that in the past and with the performance of others in a meaningful manner.

In 2010, phase IV of the PDB project focused on improving data quality, widening the scope of productivity indicators, and, for the first time, examining energy efficiency/productivity measures. This phase continued to develop quality-adjusted

labor input measurement methodology, since this indicator helps evaluate the role of human capital in economic development. Phase IV also analyzed land as a factor of production since it is critical in determining productivity growth not only in agriculture but also in the service sector.

Program coverage: Labor productivity; Capital stock and services; Capital productivity; Energy efficiency; Total factor productivity; and Quarterly economic data.

RESEARCH ON AGING SOCIETY

Many APO member countries are aging. Japan has been witnessing phenomenal changes in its demographics and is already classified as a super-aging society, where its population is poised to decline. Several other member countries like the Republic of China, Republic of Korea, and Singapore are undergoing similar experiences. All aging societies face numerous individual, social, economic, health, employment, financial, and related challenges. It is therefore important that policymakers understand the implications and long-term effects of this issue. This was a follow-up to the study meeting on Productivity in Aging Societies and a fact-finding mission deputed to study the best practices in policy in European countries in 2007.



The coordination meeting for the research project was held in the Republic of China, 19–21 May, and attended by five experts: a chief expert from the Republic of Korea and four experts from the

Republic of China, Japan, Singapore, and USA. While aspects such as supply-side issues of elderly workers' motivation, demand-side issues such as the willingness of employers to continue hiring the elderly, and policy implications in relation to productivity were examined, the meeting also aimed to examine labor market issues holistically in relation to an aging workforce and analyze productivity in the context of aging societies.

Program coverage: Key issues and challenges relating to productivity facing aging societies in APO member countries; Labor market trends and issues in relation to an aging workforce from both the supply side and demand sides; Workforce needs of sectors in an aging society; Skill needs in technology and training; and Public policies, procedures, and regulations related to aging employment.

CATEGORY 5: TOTAL QUALITY MANAGEMENT

TRAINING ON SIX SIGMA GREEN BELT

Six Sigma was first developed at Motorola in 1987 and became popular in the 1990s after its adoption by General Electric. It is widely accepted because its aim is to reduce costs and increase profits by eliminating variability, defects, and waste in processes. A problem-solving approach known as define, measure, analyze, improve, and control (DMAIC) is extensively used in Six Sigma. A Green Belt, the Six Sigma entry level, is a Six Sigma-trained professional who does not work on Six Sigma projects exclusively but whose duties include leading projects and teams in implementing Six Sigma methodology at the project level.

The APO training course on Six Sigma Green Belt was organized in association with the Vietnam Productivity Centre in Hanoi, 24–28 May, targeting graduates of the APO e-learning course on the same subject organized in 2009. This training course was attended by 23 participants from 12 APO member countries.

Program coverage: Understanding variability, project selection, process mapping, basic statistics, and analysis tools; Minitab; Analyzing process performance; Measurement systems analysis; Cause-and-effect diagrams; Hypothesis testing; Failure mode and effect analysis; Developing control plans; and Developing Six Sigma implementation plans. An examination was given at the end of the course.

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON QUALITY AWARDS IN APO MEMBER COUNTRIES

SMEs are the backbone of the economy in any country, and the quality of SMEs' products and services can have a great influence on the strength of the national economy. The importance of quality management in SMEs cannot be overemphasized. In the highly competitive world today, it is important that organizations adopt a comprehensive strategy on quality by implementing a systematic, integrated approach at all functional levels.

The Japan Quality Award (JQA) model offers a basis to enhance quality management in enterprises, including SMEs, in the constantly changing business environment. The award encourages Japanese enterprises to transform their management structures to compete internationally by being customer focused and continuing to create new value through innovation. Since the inception of the award system, more than 171 corporate entities have applied over a period of 14 years, and 26 organizations (including one local government) have received awards, including nine SMEs. With the establishment of the JQA, quality management activities have gradually become widespread within Japan's regional industrial community. The JPC has also established regional quality councils and regional awards to publicize the JQA.

As part of the initiative to ensure increased participation of SMEs in quality award programs, an observational study mission was conducted in Japan, 21–25 June, in collaboration with the JPC. The

primary objectives were to learn about the benefits of quality award systems to enterprises, especially in terms of SME productivity and competitiveness, by focusing on the JQA system and its regional quality councils. The mission also demonstrated the Japanese management quality improvement journey from the perspective of regional quality councils and how regional quality awards promote grass-roots adoption of the JQA framework. A total of 17 individuals from 13 member countries participated, mainly NPO staff, SME operators, and quality award professionals.



Quality Awards in APO Member Countries

Program coverage: Outline of the JQA and its promotion; Management of quality improvement activities in Pioneer Corporation and international perspective on business excellence in SME development; and Promotion of management quality activities in Mie prefecture. Field visits were hosted by Musashino, a winner of the JQA in 2000; Bankyo Pharmaceutical Co., Ltd., a JQA winner in 2009; the Agricultural Cooperative Association of Ise, winner of the regional Challenge Prize in Mie prefecture in 2008; and Mie Electronics Co., Ltd., a winner of the regional Encouragement Prize in Mie prefecture in 2008.

E-LEARNING COURSE ON TOTAL QUALITY MANAGEMENT FOR THE SERVICE INDUSTRY

Organizations are facing growing challenges from global competition and the needs of increasingly sophisticated customers. Sensing the

need to improve product or service quality, most organizations are employing various improvement methods in the hope of achieving the required growth and greater profit. One method to improve product or service quality in organizations is total quality management (TQM). TQM, which has shown great success in manufacturing companies, is now being rapidly adapted among service organizations due to their nature in terms of customer orientation.

Realizing how useful TQM can be for service industries, the APO organized an e-learning course on this subject to enable participants from the service sector to understand TQM and its tools and techniques so that they could implement TQM in their own organizations for better performance and results. The course was held in three phases (phase I, 6–9 September for Cambodia, Fiji, Lao PDR, Mongolia, and Vietnam; phase II, 4–7 October for Bangladesh, Indonesia, Malaysia, and Pakistan; and phase III, 12–15 October for IR Iran, Nepal, the Philippines, Singapore, Sri Lanka, and Thailand) during September and October with 304 participants from 15 APO member countries using the World’s Bank’s Global Development Learning Network (GDLN). The course was delivered from Japan via videoconferencing and each of the country groups was moderated by the assigned country project coordinator in each GDLN center. Apart from the lectures by the resource speakers, the participants were also involved in group exercises, site visits to local companies, group presentations, and an examination.

Program coverage: Introduction to TQM; Important concepts in TQM; Quality in the service industry; Quality assurance in the service industry; How to implement TQM in the service industry; and Useful tools for group exercises.

BUSINESS EXCELLENCE GLOBAL CONFERENCE AND TRAINING FOR SENIOR ASSESSORS

In April 2009, SPRING Singapore was designated by the APO as its Center of Excellence (COE) for Business Excellence (BE). The COE organized a workshop for

senior BE/quality award assessors in APO member countries to identify the core competencies they needed. As a follow-up to that workshop held in April 2009, the COE developed an assessors’ training manual covering core competencies that can be developed through training.

The course on Business Excellence Training for Senior Assessors held 8–12 November in Singapore focused on how the manual prepared by the COE could be used for competency building of assessors and how the manual could be improved to meet the needs of APO member countries based on inputs from the participants. The course targeted senior or very experienced assessors using the BE/quality framework. Eighteen international participants from 11 countries attended this training session, which was hosted by SPRING Singapore. There were also five experts/facilitators, and all attended one day of the BE Global Conference. The training-of-trainers course used the manual prepared by the COE with case study assignments, group work, individual assignments, and presentations during the four-day course.



Business Excellence Global Conference and Training for Senior Assessors

Program coverage: Introduction to the assessor training program and manual; Leveraging assessments for performance improvement; The BE framework; Introduction to the six-step evaluation process; Stakeholder expectations of Baldrige assessments; and Conducting site visits and the assessor’s code of ethics.

CATEGORY 6: TECHNOLOGY, IT, AND INNOVATION

E-LEARNING COURSE ON THE INFORMATION SECURITY MANAGEMENT SYSTEM: ISO27000

Organizations today have an increased awareness of the value of information and perceive the need to protect their information assets. An information security management system (ISMS) is a risk management approach to maintain the confidentiality, integrity, and availability of an organization's information. The ISO27000 series of standards have been specifically developed by the International Organization for Standardization (ISO) for information security, which is aligned with a number of other standards, including ISO9000 (quality management) and ISO14000 (environmental management).

The APO Secretariat introduced the latest ISMS to member countries in an e-learning course on the Information Security Management System: ISO27000 in three phases (6–9 April, 19–22 April, and 28 June–1 July), using the World Bank's Global Development Learning Network platform. The course was attended by 338 participants from 15 member countries. It introduced the step-by-step process of compliance with the standard, including establishing, implementing, operating, monitoring, reviewing, maintaining, and improving the ISMS.

Program coverage: Background of the IT and business environment in today's world; Overview of the ISMS and introduction to cases where ISMS was not implemented properly; and Introduction to the ISO27000 series and interpretation of its plan-do-check-act cycle. Site visits were made to enterprises in individual participating countries where an ISMS was in place. At the end of the course, an examination was conducted.

STUDY MISSION TO A NONMEMBER COUNTRY ON PUBLIC-SECTOR INNOVATION

Public-sector innovation emphasizes quality in public services, which is crucial to promote

public-sector productivity. The public sector is important not only for the economic development of a country but also in terms of employment. The two biggest challenges to public-sector renewal are the development of principles of public-sector governance and the inherent dynamics of the public system itself, e.g., environment, on-demand services, citizens' choices, etc. Canada was chosen as a benchmark because its model is considered a prime example of a well-planned, evolving public-sector modernization initiative that is emulated by many other countries like the UK, Australia, USA, etc. This mission was specially designed to deliver insights into intelligent practices in the public sector to enhance its productivity.



Public-sector Innovation

The mission was organized in Ottawa and Toronto, Canada, in association with the Government of Ontario, 23–27 August. It aimed to benchmark against the Canadian public-sector innovation excellence framework and practices in relation to productivity including relevant federal and local government policies. The mission was attended by 11 delegates from seven member countries including three experts who were assigned to prepare detailed reports on public-sector productivity measures.

Program coverage: The management accountability framework; The Internet panel and public-sector service value; Balanced scorecard, citizens, and stakeholders; Service Canada: Whole of government service delivery; Applying lean processes to improve productivity and profitability; Meeting the unique needs of public servants; The Ontario public-service modernization journey; The lean approach

to improve efficiency and service; HR Ontario enterprise resource services; Municipal benchmarking initiatives; and Value-for-money special initiatives.

STUDY MISSION TO A NONMEMBER COUNTRY ON QUALITY AND INNOVATION

In the past decade, many APO member countries have undertaken management excellence programs. There are currently five such programs based on the US Malcolm Baldrige National Quality Award (MBNQA) model in the region. The MBNQA is given by the President of the USA to businesses and nonprofit organizations, small and large, in the manufacturing, service, education, and healthcare sectors. The 2009 MBNQA recipients were selected from a field of 70 applicants. The MBNQA promotes innovation and performance excellence across the country and around the world in a number of ways.

The APO organized a study mission on Quality and Innovation to southern California, USA, featuring world-class resource speakers to share the most up-to-date information, 13–17 September. The objective was to learn from the US quality management experience and provide firsthand exposure to the best practices in quality and innovation in the USA. The mission was attended by 17 APO delegates from 11 member countries.

Program coverage: Leadership; Strategic planning; Customer focus; Measurement, analysis, and knowledge management; Workforce focus; Process management; and Results. Site visits were hosted by Sharp Healthcare and Solar Turbines, both in San Diego; representatives of other enterprises traveled to give presentations to the mission at their hotel. Participants also attended the Baldrige Regional Conference Preconference Workshop and then the Regional Conference.

STUDY MEETING ON INNOVATION IN PUBLIC-SECTOR SERVICE DELIVERY

Considering the central role of public-sector agencies in providing services to the general public,

improvement in public-service delivery has been identified as one of the spheres of engagement of the APO which can benefit its member countries. One niche area for APO intervention is the promotion and application of productivity and quality improvement approaches such as knowledge management, the business excellence framework, and lean management. As demonstrated in some countries, public-sector organizations can benefit from these approaches in raising quality, transparency, and accountability in the delivery of public services.

To explore ways to promote public-sector productivity, the APO organized a study meeting on Innovation in Public-sector Service Delivery, 1–5 November, in Jakarta, Indonesia. The objective was to discuss improvements and the latest practices adopted by APO member countries and examine the indicators and parameters being used to monitor stakeholder satisfaction and measure overall public-service effectiveness. In particular, the meeting sought to analyze how productivity improvement approaches could be promoted to increase the quality and effectiveness of services provided by public-sector organizations and make recommendations for customizing those approaches to enable wider adoption by APO member countries.

The project was implemented together with the Indonesian Productivity Improvement Center and Training and Productivity Development, both under the Ministry of Manpower and Transmigration of the Republic of Indonesia. A total of 20 individuals from nine member countries participated in the study meeting, along with three resource persons from Canada, New Zealand, and the Philippines.

Program coverage: Public service improvements—framework and perspectives; Issues and challenges in improving public services; Priorities, tools, and methodology; Key performance indicators and measurement in the public sector; and Innovation tools.

STUDY MEETING ON BUSINESS DEVELOPMENT STRATEGIES FOR SMES AFTER THE GLOBAL FINANCIAL CRISIS

Hosted by the China Productivity Center, 18 senior executives from 10 member countries convened in Taipei, Republic of China (ROC), 23–26 November, to discuss business development strategies that will help SMEs to overcome future global financial crises. The economies of virtually the whole world were adversely affected by the 2008 global financial crisis. Even though most Asian economies have rebounded sharply from the gloom of late 2008 and early 2009, the recovery has been clouded by the euro zone crisis and the continued uncertainty surrounding the US and Japanese economies.



Business Development Strategies for SMEs after the Global Financial Crisis

As SMEs in APO member countries are usually the single largest contributor in terms of employment and job creation, the discussions centered on two key areas: how the CEOs of SMEs had managed to dodge the financial crisis and even expanded into other new business; and measures employed by governments that were assessed to be most effective by the CEOs. The exchange of ideas was expertly facilitated by four resource persons from Japan, the ROC, Republic of Korea, and Singapore who also provided the background of what triggered the crisis and the impact of the crisis on the SMEs in their economies. The point brought home to participants was not whether there will be another economic crisis but rather the nature of the next one and how soon it will occur. A working paper is being compiled

to share the learning points of the study meeting among APO member countries.

Program coverage: Impact of the global financial crisis on Asian economies and growth strategies deployed by SMEs during the crisis—lessons from the Republic of Korea; Impact of the global financial crisis on Japan's economy and growth strategies deployed by Japanese SMEs during the crisis; and Impact of the global financial crisis on Asian economies and growth strategies deployed by Singapore SMEs during the crisis. A site visit was made to the Franz Collection, an SME that successfully transitioned from a contract manufacturer into a vertically integrated, world-renowned premium porcelainware brand by building up its design capabilities.

TRAINING COURSE ON INNOVATION IN PRODUCTION SYSTEMS

Production systems today are changing faster due to the pressure to meet the increasingly selective, diverse needs of consumers. Forces driving the changes are globalization, focused market segmentation, shorter product life cycles, and widespread use of information technologies. This has forced firms to introduce novel products more rapidly to gain and maintain an upper hand in the market. Innovation in production systems has therefore become an imperative for manufacturing industries. Lean manufacturing, originating from and often synonymously known as the Toyota Production System (TPS), is a well-known production system innovation that enables the manufacturing sector to achieve high productivity and competitiveness.

An APO training course on Innovation in Production Systems was organized 29 November–10 December, in collaboration with the JPC as the local implementing organization, and brought together 16 local and international participants from 11 member countries.

This training course was organized as a follow-up to previous e-learning courses on the TPS organized



Innovation in Production Systems

by the APO in 2006, 2007, and 2008 to train trainers in member countries more thoroughly. The course targeted alumni of the e-learning courses and was designed so that participants could learn how to make improvements in a simulated production line through in-plant exercises under the tutelage of Toyota experts/veterans and also learn from the value engineering approach implemented by advanced companies in Japan. This course was composed of lectures, group discussions, site visits and practical training in the workshop of a manufacturing company, and problem-solving case studies.

INDUSTRY AND SERVICE SECTORS



INTERFACE SECTOR

APO activities covering the interface sector reflect the linkages among industry, agriculture, the environment, and community development. There are three categories of activities under the Interface Sector: Green Productivity (GP), Integrated Community Development (ICD), and the Development of NPOs (DON).

Green Productivity

Initiated in response to the Rio Earth Summit in 1992, the APO's GP Program seeks to enhance productivity and socioeconomic development while simultaneously protecting or improving the environment. GP projects have a two-fold purpose: capacity building; and the development of trainers so that member countries can continue GP efforts on their own. Topics covered under the GP Program include greening supply chains, especially promotion of eco-products, eco-design, and energy efficiency.

Integrated Community Development

Balanced economic development of rural areas is the aim of the ICD Program. APO projects in this area emphasize local resource mobilization and improving the quality of life of rural dwellers through their own community-based efforts. A classic example is the One Village, One Product movement, which the APO has been promoting for several years. The ICD Program supports individual and collective initiatives for sustainable development at the local community level.

Development of NPOs

Starting in 2007, the DON Program has consisted of two mutually dependent components. DON Strategy first determines the needs of member countries, while DON Implementation is the operational element that translates the results of DON Strategy into in-country training programs that meet their specific needs.

CATEGORY 1: GREEN PRODUCTIVITY

TRAINING OF TRAINERS IN GREEN PRODUCTIVITY



The APO, which has been promoting GP in member countries for more than a decade through various modalities, has modified its annual training course to focus on developing more capable GP practitioners for sustainable development in member economies. More training elements that emphasize practicality and in-depth knowledge were included to raise the competency level of participants. Additional tools and techniques were also introduced to illustrate various approaches to achieve more concrete results from GP practices.

The tenth Training of Trainers in Green Productivity series was organized 1–26 March 2010 in Kuala Lumpur and Johor Bahru, Malaysia, in association with the MPC and National Institute of Public Administration. Three international and five local experts were involved in this program, which was attended by 20 participants from 15 countries. The objective of the training course was to develop and equip a pool of trainers and practitioners in GP with in-depth knowledge and hands-on experience in the GP methodology, tools, and techniques enabling them to disseminate the knowledge as lead trainers within a country and/or set up a GP consultancy cell within an NPO.

Program coverage: The four-week training course covered a wide range of topics pertaining to GP in the form of lectures, group discussions, group exercises, and group presentations. Participants also acquired practical experience during two-day site visits to four organizations: Kagumas Catering Service Sdn. Bhd.; Permanis Sdn. Bhd., a producer,

distributor, and marketer of beverages; KEU Control Engineering Sdn. Bhd.; and Mist Cooling Systems Sdn. Bhd.

ECO-PRODUCTS INTERNATIONAL FAIR 2010

The APO has been promoting GP activities through the Eco-products International Fairs (EPIFs) held in member countries since 2004. The EPIFs contribute to greening supply chains in the region and raising environmental awareness among the public. In 2010, the sixth EPIF was held in Jakarta, Indonesia, at the Balai Sidang Jakarta Convention Center, 4–7 March. The EPIF 2010 was organized by the APO in close collaboration with the Indonesian Chamber of Commerce and Industry and Ministry of Manpower and Transmigration of the Republic of Indonesia. The number of visitors totaled 90,004, second only to the record-holding fourth EPIF in Vietnam. There were 164 exhibitors, the most so far.

The EPIF 2010 was attended by a number of dignitaries from the Government of Indonesia including Coordinating Minister for the Economy Hatta Radjasa, Minister of Manpower and Transmigration Muhaimin Iskandar, Minister of Industry M.S. Hidayat, and Minister of Environment Gusti Mohammad Hatta. During the EPIF 2010, the first Green Industry Awards were presented by Minister Hidayat.



EPIF 2010

INTERNATIONAL CONFERENCE ON GREEN PRODUCTIVITY TO ENHANCE COMPETITIVENESS

Eco-practices are an integral part of the GP strategy that enables organizations to develop eco-products or -services and become competitive. 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. This conference was specifically designed to address the need for information sharing on eco-practices and achieving competitiveness. The conference featured world-class resource speakers to share the most up-to-date information on the subject.

The conference was organized in Jakarta in association with the Ministry of Manpower and Transmigration, Government of the Republic of Indonesia, 4–7 March and it aimed to examine the global challenges of eco-innovation, eco-competitiveness, eco-finance, eco-business and environmental financing, green procurement and green purchasing, marketing strategies for eco-products, sustainable energy, and others. The conference was attended by 41 APO delegates from 16 member countries and about 250 local delegates. On the final day of the conference, an outcome document, the Jakarta Recommendations, was presented to the Government of Indonesia and APO.

Program coverage: Eco-innovation and global challenges; Eco-innovation and practices in the government; Global finance and sustainable development; Clean Development Mechanism management and opportunities; Eco-finance and markets: Evaluating nonfinancial factors in the region; Green procurement and global challenges; and Eco-solutions and applications. The APO participants visited two companies: PT. Prasadha Pamunah Limbah Industri, a waste management company; and Pt. Indo Cement.



International Conference on Green Productivity to Enhance Competitiveness

TRAINING COURSE FOR ENERGY AUDITORS

Energy is a major cost component for organizations in all sectors of the economy. Organizations like manufacturing plants, commercial establishments, large building complexes, and public utilities can accrue substantial savings in energy bills by adopting energy-efficient techniques, systems, and technologies in their plants, processes, and facilities. Moreover, due to rapid industrialization and urbanization, the energy supply-and-demand gap is widening in member countries, leading to increased costs of production and imports of energy. Recognizing the need for energy management and energy auditing, the APO has been organizing energy management-related projects including training courses. This comprehensive training course was planned as a follow-up to the e-learning course on Energy Auditing organized in 2009.

In association with National Productivity Council of India, this training course was held 22–26 March 2010 in New Delhi to provide in-depth, application-oriented training on how to conduct energy audits in industries and buildings and develop a pool of energy auditors in the region. The course was attended by 23 participants from 12 member countries.

Program coverage: The energy audit concept; Principles and methodology for electrical and thermal systems in industries and buildings; Energy audit case studies; Reporting on energy audits; and

Explanation of energy audit instruments. The participants conducted an energy audit at Mohan Meakin Limited, a brewery, during a site visit.



Energy Auditors

E-LEARNING COURSE ON ENERGY EFFICIENCY

With the cost of energy rising and extensive energy use resulting in global warming becoming a clear and present danger, it is imperative that countries quickly adopt the most efficient energy technologies and energy conservation techniques. In addition, the implementation of energy efficiency programs can directly benefit organizations by enhancing resource efficiency and productivity, which in turn provides direct monetary benefits. Recognizing that industrial organizations in member countries urgently need technical assistance in this area, the APO has organized a series of projects on energy management and energy efficiency.

This e-learning course was held in association with NPOs from participating APO members to train participants in the concept, principles, and fundamental elements of energy management including a set of energy-efficiency measures in three phases: phase 1, covering Bangladesh, Lao PDR, and Vietnam, 17–20 May; phase 2, covering India, IR Iran, Nepal, Sri Lanka, and Pakistan; 21–24 June; and phase 3, covering Cambodia, Fiji, Indonesia, Malaysia, the Philippines, and Thailand, 12–15 July 2010. This course was attended by 287 participants.

Program coverage: Energy efficiency concepts and fundamentals; Thermal energy efficiency (industrial

equipment such as boilers, furnaces); Electrical energy efficiency (industrial equipment such as chillers, motors, pumps, etc.); Energy audits; Experience of Japanese industries in energy efficiency; and Steam distribution and utilization. Site visits were made to industrial units in each APO member.

WORKSHOP ON ENERGY MANAGEMENT CAPACITY BUILDING: FORMULATION OF NATIONAL FRAMEWORKS FOR THE DEVELOPMENT OF CERTIFIED ENERGY MANAGERS AND AUDITORS

India has legislated a national Energy Conservation Act and established an energy management framework under the Bureau of Energy Efficiency. One of its national schemes to test advanced, cost-effective ways to train and develop energy managers as well as auditors has been successful. It has helped develop up to 7,500 certified energy auditors and managers since 2004, which in turn helps industries to achieve energy efficiency. This workshop focused on understanding the Indian mechanisms in place and developing action plans to enable participating countries to develop similar schemes.

This workshop was organized in Phnom Penh in association with the National Productivity Centre of Cambodia, 24–28 May, to deliberate on institutionalizing energy management and energy efficiency through the development of national action plans for the formulation of comprehensive national frameworks for creating energy auditors and energy managers. It was attended by 22 delegates from seven member countries.

Program coverage: Energy management; Energy audit principles and methodology; Standards and labeling programs; Monitoring and securing compliance with mandatory labeling; Voluntary schemes for accreditation of energy auditing firms; Energy-efficient lighting systems; Energy efficiency conservation measures; India's national certification examination for energy managers and energy auditors; Planning a national framework for certifi-

cation of energy managers and energy auditors; and Finalization of action plans by each participant.

NATIONAL DISSEMINATION PROGRAM ON ENERGY MANAGEMENT CAPACITY BUILDING

With the rising cost of energy and concerns about global warming, it is imperative that countries adopt the most efficient energy management systems at the national level. Such systems should focus on making industries, especially SMEs, globally competitive when their products are energy efficient and their production processes consume the least amount of energy possible. There is thus a concomitant need to develop a pool of energy managers and energy auditors who can serve as catalysts in promoting and implementing energy management in industries.

In view of that need, a national dissemination program on energy management capacity building was organized, in association with the NPO Bangladesh, in Dhaka, 20–21 December, as a follow-up to a regional workshop on the same subject held in Cambodia earlier in 2010. This program aimed at applying the learning from the Cambodian regional workshop and fine-tuning the national energy management action plan for Bangladesh. The program was attended by 54 participants.

Program coverage: Concepts, principles, and fundamentals of energy efficiency; Energy audit principles and methodology; Scheme for accreditation of energy auditing firms; India's national certification examination for energy managers and energy auditors; and Planning a national framework for certification of energy managers and energy auditors.

STUDY MEETING ON ECO-FINANCE

Until a few years ago, traditional financial institutions did not actively seek business opportunities in the environmental field. Recently, banks, asset management funds, and insurance companies have

changed their approaches toward environmental issues due to significant progress in global society. At the national level, international agreements such as the Kyoto Protocol catalyzed the promotion of environment-friendly markets. The mass media and multinational campaigns have raised awareness of the activities of environmentalists worldwide. Given these changes in the social and business sectors, a number of eco-finance products were introduced. A variety of funds were created by numerous institutions. Since eco-finance is closely related to social issues, it can be seen as socially responsible investment integrating environmental, social, and governance factors into investment processes. From a socially responsible investment perspective, studies have indicated that Asia falls far behind Europe and North America.



Eco-finance

The study meeting on Eco-finance was held 8–11 June 2010 in Taipei, Republic of China, in collaboration with the China Productivity Center. A total of 21 participants from 10 member countries comprising 17 overseas and four local participants attended. The study meeting discussed and developed a potential eco-finance model for SMEs which can be applied in different regions to promote GP.

Program coverage: Introduction of GP and eco-finance; Eco-finance in Europe; Examples of eco-finance models; Eco-finance in Japan; Eco-finance: Tool for promoting GP; Eco- and carbon finance;

and Responsible investment in the Republic of China.

TRAINING COURSE ON INTEGRATED WASTE MANAGEMENT AT RESORTS, HOTELS, AND RESTAURANTS

The establishment of environmentally sound tourism is based on the concept of sustainable development. It links environmental protection, community development, and efficient use of resources in the tourism development process. Current management practices of resorts, hotels, and restaurants in the region must change to offer guests a safe, healthy environment and ensure that resources are used efficiently. The GP concept and practices can play an important role in this regard.

The APO has been addressing the need for environmentally sound tourism for nearly a decade. In the beginning, an overview was provided through projects such as the APO-France Study Meeting on Eco-tourism in 2000. Subsequently, the focus has gradually narrowed to green service and certification of the tourism industry. In 2009, the *APO Green Tourism Certification Manual* was published as one of the outcomes of the workshop on Green Tourism and Certification held in 2008 in Nepal. While developing that manual, the importance of waste management in the tourism industry became evident.

To promote appropriate waste management in the tourism industry, the APO organized a training course on Integrated Waste Management at Resorts, Hotels, and Restaurants in Nadi, Fiji, 21–25 June in association with the Training and Productivity Authority of Fiji. The training course was attended by 17 international and eight local participants from 13 member countries, along with three international resource speakers. The participants learned how to introduce integrated waste management in their workplaces through case studies.

Program coverage: GP programs in the region with special focus on the area of waste management;

Current trends and environmental issues in tourism in the region; Green certification schemes for resorts, hotels, and restaurants; A successful example of ecotourism; Fundamentals of solid waste management and current issues in waste management at resorts, hotels, and restaurants; Successful cases of integrated waste management at resorts, hotels, and restaurants; Introduction to methods for integrated waste management for green tourism; Applying and sustaining integrated waste management for green tourism; and Current issues and challenges in green tourism in Fiji with special focus on waste management. Field visits were made to Shangri-La's Fijian Resort and Spa and the Outrigger on the Lagoon (Fiji) Resort and Spa.

WORKSHOP ON GREEN PROCUREMENT AND GREEN PURCHASING: SME FOCUS IN JAPAN

Due to the continuing increase in negative impacts on the environment, consumers have started demanding that the business community produce environmentally friendly goods and services. At the same time, they are also pressuring governments to pass tougher laws and regulations to reduce environmental hazards. In line with these increasing demands from consumers, many governments have enacted new regulations, prompting enterprises to take responsibility for the entire life cycle of their



Green Procurement and Green Purchasing: SME Focus

products and services, including after-use disposal of products by consumers.

Many large-scale, multinational corporations have launched comprehensive, innovative environmental programs for their own operations as well as for their suppliers, which are typically SMEs and located primarily in APO member countries, to ensure continued market access and share. Such initiatives, popularly termed “green procurement” and/or “green purchasing,” mean that buyers use their power to require suppliers/manufacturers to meet certain environmental standards and requirements if they wish to continue their business relationship.

To enable SMEs in the region to join the global trend of green procurement and examine specific successful practices, the APO organized a workshop on Green Procurement and Green Purchasing: SME Focus in Japan, 12–16 July, in association with the JPC. The workshop was attended by 18 participants from nine member countries, in addition to one international and three local resource persons. The main objective of this workshop was demonstrating how to apply GP principles and practices to promote green procurement and green purchasing among SMEs after learning about the best practices in countries like Japan and the Republic of Korea.

Program coverage: Overview of green procurement and green supply chains for sustainable development: Current scenario and challenges of green procurement and green supply chains from a global perspective; Development and challenges in green procurement and green supply chains in the region and beyond; Environmental management systems and green supply chain management in corporations in Japan; and GP and green supply chain management. The four site visits during the workshop were carefully chosen to provide participants with a clear picture of successful examples of green purchasing and green procurement in Japan. The participants visited: Sagawa Express Co., Ltd., a multinational logistics specialist; Panasonic Corporation, a multinational manufacturer of home electric appliances; Fujitsu Limited, a multinational information

technology operation; and Ohkawa Printing Co., Ltd., an SME that was the first printing company to win the grand prize at the eighth Green Purchasing Award ceremony of the Green Purchasing Network of Japan in 2005.

STUDY MEETING ON THE ECO-PRODUCTS DATABASE



The *Eco-products Directory* has been a major part of the APO’s work in the area of GP and it compiles eco-friendly products and services developed by environmentally advanced enterprises in the Asia-Pacific region. The APO has continued to promote this directory as a contribution to sustainable development in the region by greening supply chains and to encourage the use of environment-friendly products and services for sustainable development by governments and businesses. In its seventh year of publication, it was deemed necessary to assess the current format, determine how it is used to serve the needs of APO member countries, and develop practical measures to improve and enhance the value of the directory. At the same time, it was recognized that an initiative to create guidelines for defining eco-products and-services in the region should be discussed.

A study meeting on the Eco-products Database was therefore organized in Busan, the Republic of Korea, 31 August–3 September, in collaboration with the Korean Productivity Center, the local implementing agency. The meeting was attended by 16 participants from 11 APO members.

Program coverage: The low-carbon economy and the Eco-products Database in the Asia-Pacific region; Overview of eco-products, life cycle thinking, eco-design, and the Eco-products Database; and Identification of green products. The schedule was organized so that in the first two days, the participants were exposed to basic information and background knowledge in relation to eco-products/eco-labeling schemes, which assisted them in the

subsequent small and large group discussions/presentations in the latter half of the meeting.



Eco-products Database

ADVANCED TRAINING COURSE ON ENERGY EFFICIENCY IN SMEs

Energy is a major cost component for organizations in all sectors of the economy. Industries, commercial establishments, large building complexes, and public utilities can accrue substantial savings in energy bills by adopting energy-efficient techniques. Adopting energy-efficient practices and procedures is therefore essential. The APO initiated a series of projects to build the capacity of member countries in this area. In 2007 and 2009, e-learning courses followed by face-to-face advanced training courses were organized. In 2010, a three-phase e-learning course was held to deliver basic training on energy efficiency for 14 member countries. High-performing participants from that course were selected for this advanced, comprehensive training.

The course was organized in association with the Thailand Productivity Institute, 6–10 September, with the objective of examining the concepts, principles, and fundamental elements of energy management to enable participants to develop plans to improve energy efficiency in industrial units. It was attended by 24 participants, including six from the host country, from 14 member countries.

Program coverage: Concepts of energy efficiency; Characteristics and combustion of fuels; Energy efficiency measures in industrial equipment, including

boilers, pumps, lighting, cooling towers, and electrical systems; Energy policies and regulations: Initiatives and experience from Japan, the Republic of Korea, and the Republic of China. A site visit was hosted by Bangkok Produce Merchandising PCL, a subsidiary of Charoen Pokphand Foods PCL, the country's largest food exporter. Its business is animal feed raw material distribution and broiler integration. Participants observed how Bangkok Produce Merchandising operates its cogeneration power plant and puts its factory energy management plan into practice.

APO INTERNATIONAL CONFERENCE ON GREEN TECHNOLOGY

Since 2004, the APO has promoted eco-products and green technologies in the Asia-Pacific through Eco-products International Fairs (EPIFs) as not only an opportunity to promote the concept of sustainable development based on environmentally friendly products, technologies, and services, but also to allow policymakers, industry leaders, and community leaders to become more aware of these issues and create an impact during national planning and development. Building upon the experience of hosting the first EPIF in 2004, the Government of Malaysia, in cooperation with the Green Purchasing Network Malaysia, organized the International Greentech & Eco-products Exhibition & Conference Malaysia 2010 (IGEM 2010), 14–17 October, to enhance productivity and green growth both in its own country as well as within the region. Its exhibition component showcased current solutions in green technologies, eco-products, and



International Conference on Green Technology

eco-services, as well as initiatives in R&D around the Asia-Pacific region. The concurrent conference brought together renowned experts, policymakers, top business leaders, and academics to discuss the theme “Green Future: Low-Carbon Green Growth” and to discuss innovative ways to improve human capital in the areas of green technology R&D and innovation.

To allow APO participants not only to attend the IGEM exhibition and conference but also provide an opportunity to discuss on their own the challenges and necessary actions to establish a regional platform for the effective promotion of eco-products, the APO International Conference on Green Technology was organized in conjunction with IGEM 2010, in collaboration with the Malaysia Productivity Corporation as the local implementing organization, and brought together 20 local and international participants from 15 member countries .

Program coverage: Creation of a green economy and green growth; Increasing energy and resource productivity; and Creation of regional guidelines for eco-products. The conference also provided participants with an opportunity to observe and study effective mechanisms to promote eco-business and marketing strategies for eco-products at the national level.

STUDY MISSION TO A NONMEMBER COUNTRY ON ENERGY EFFICIENCY AND RENEWABLE ENERGY

Energy efficiency is the key to sustainable development, mitigating climate change, and ensuring national energy security. With rising awareness and increasing energy demand in the Asia-Pacific region, member governments are keen to promote energy efficiency by adopting clean technology (CleanTech) policies.

An APO study mission on Energy Efficiency and Renewable Energy was organized in and around San Francisco, California, USA, 25–29 October, to

learn about the latest policies on energy efficiency and CleanTech in California and obtain firsthand information on the best practices of energy efficiency and renewable energy applications in industries and related activities of venture capitalists and their investments in the energy efficiency and CleanTech sector. The mission was attended by 17 APO delegates from 10 member countries.



Energy efficiency and renewable energy

Program coverage: Introduction of the activities of industrial sectors including venture capitalists and venture companies in Silicon Valley; Strategy and investment of the US federal government; and Strategy of the state of California. Mission members made observational visits to: Pacific Gas and Electric Company, San Jose, to learn about its energy efficiency and renewable energy solutions including smart grid systems; the San Jose municipal offices to hear presentations on solar thermal generation and its future potential and how San Jose is innovative in energy efficiency; Adobe Co. of San Jose to examine its energy-saving activities; Aurora Biofuels, a producer of algae-based products serving the nutrition, pharmaceutical, specialty chemical, and renewable fuel markets; Solyndra, which makes a new type of cylindrical photovoltaic battery for solar generation systems; a wind generation plant in Livermore; and a geothermal plant in Calistoga, assisted by Fuji Electric Co., a manufacturer of geothermal power facilities.

WORKSHOP ON ECO-DESIGN

Environmental issues, including climate change, have become one of the biggest international challenges of the 21st century. A focus on eco-design appears

to be a rational method to minimize the impacts of many human activities on the environment. Eco-design is a fundamental component of eco-practices which enables enterprises of all types to develop products demanded by customers while becoming and remaining more competitive in the market. Driven by changes in consumer demand, companies are now paying greater attention to eco-products as markets become more intensely competitive and sensitive to eco-friendly features.



Eco-design

As part of efforts to increase broad-based awareness of the need for eco-design, the APO, Industrial Development Bureau of the Ministry of Economic Affairs, China Productivity Center, and Taiwan Environmental Management Association jointly organized a workshop on Eco-design, 1–5 November, in Taipei, Republic of China. It was intended to illustrate ways to branch out from conventional product designs and materials that may negatively affect the environment at different stages in the product life cycle. The workshop brought together 21 participants from 10 member countries, along with three international and seven local speakers who shared ideas on and discussed a myriad of issues relating to eco-design, while also focusing on the extensive business opportunities that eco-products and eco-businesses represent.

Program coverage: The APO's GP Program in the region with special focus on eco-design; Requirements and obstacles of eco-design product businesses: Implications from case studies of product

reuse businesses in Japan; Green forward-looking design and services for sustainable operations; Current situation and future trends of the regulatory requirements of international eco-design; Demands and opportunities of international low-carbon industries and eco-design products; Current trends and issues related to eco-design; The product carbon footprint and Taiwan carbon-labeling program; Creative product design and the packaging of eco-design ideas of Taiwan's SMEs; and Design and evaluation of product service systems. Site visits were hosted by Cheng Loong Corporation and PEGA International Co., Ltd., both innovators in eco-design.

CATEGORY 2: INTEGRATED COMMUNITY DEVELOPMENT

NATIONAL SEMINAR ON THE PROMOTION OF THE ONE DISTRICT, ONE PRODUCT MOVEMENT IN LAO PDR

In the National Growth and Poverty Eradication Strategy (NPGES) of the Government of Lao PDR, the One District, One Product (ODOP) movement was adopted as a key element to stimulate income-generating activities for the poor in rural areas and contribute to sustainable development. Through the NPGES, the government seeks to develop the industry and service sectors together with the four main sectors of agriculture/forestry, education, health, and infrastructure. The ODOP movement will be an important catalyst for such development efforts. To intensify the adoption of ODOP nationwide, a three-day national seminar was organized by the Small and Medium Enterprises Promotion and Development Office, the Economic Research Institute, and Department and Industry and Commerce in Khammouane province as a follow-up of the Category B project on the subject. The APO sent two international resource persons from Japan and Thailand. The Japanese expert was funded under the TES Program. Four local resource persons and 48 local participants attended.

Program coverage: Evolution of the OVOP/ODOP movement; Government policy to support the ODOP movement; Planning and implementation of the OTOP movement—experience of Thailand; Utilization of unused resources and by-products for ODOP; Value addition to local products: Transforming local resources/technology into marketable new products; and How to select a product and its market. Site visits were made to a wooden product site and a station for wickerwork bamboo products in Khammouane province to identify possible OVOP/ODOP products for villages/districts/provinces, determine the external assistance required for OVOP/ODOP projects, and examine the role of organizations/focal persons.

TRAINING COURSE ON PLANNING AND MANAGEMENT OF COMMUNITY-BASED RURAL TOURISM AND AGROTOURISM ENTERPRISES

Rural tourism and agrotourism development offer tremendous opportunities to create viable small-scale enterprises to generate additional income for local communities while optimizing the benefits from the use of natural resource endowments and other local resources of the community. This could also stimulate the development of farms not only for the production of food and various agroproducts but also as tourism enterprises. Rural tourism development creates opportunities for new businesses such as the production of souvenirs and the provision of meals and accommodations. The development of these interlinked enterprises also generates other benefits to rural communities such as better environmental and cultural awareness, preservation of cultural heritage sites, and agrobiodiversity. Few countries in Asia have tapped such opportunities due to the lack of awareness and knowledge of the development, management, and marketing of tourism products. Local entrepreneurs and government officials responsible for planning and managing rural tourism development must be aware of these opportunities and associated challenges.

The APO therefore organized a training course on Planning and Management of Community-based

Rural Tourism and Agrotourism Enterprises, in Colombo, Sri Lanka, 10–17 August, in cooperation with the Ministry of Agriculture Development and Agrarian Services and the National Productivity Secretariat. The course was designed to address the needs of consultants and trainers of local entrepreneurs and government officials responsible for planning and managing rural tourism development. Twenty-one participants from 10 economies attended.



Planning and Management of Community-based Rural Tourism and Agrotourism Enterprises

Program coverage: Concepts, principles, and overview of trends in community-based rural tourism; Models of community-based rural tourism projects and agrotourism products; Planning the development of rural areas as tourism destinations; Planning, development, and management of farms as tourism enterprises; Marketing and promotion of rural and agrotourism products and packages; and Management of rural tourism enterprises. Participants visited the Pelwehera CIC farm agrotourism model; the rural tourism enterprises in Sigiriya, a World Heritage Site in central Matale district; and the Agro Technology Park Gannoreva of the Department of Agriculture in Peradeniya.

WORKSHOP ON PROMOTION OF THE ONE VILLAGE, ONE PRODUCT MODEL AS A REGIONAL AND RURAL DEVELOPMENT STRATEGY

The OVOP movement, which started over 25 years ago in Oita prefecture, Japan, has now expanded to other regions worldwide. It is being pursued as

a means to promote the development of regional, local, and village economies not only in developing countries but also in some developed ones. 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. The movement was very successful in Japan and Thailand and has made remarkable achievements in the Philippines, Pakistan, and Malaysia.

Recognizing the great potential of the OVOP model for improving productivity and energizing the rural economies of member countries, the APO organized a workshop on Promotion of the One Village, One Product Model as a Regional and Rural Development Strategy, 6–10 December, in Lao PDR to review the present status of the movement in member countries and identify critical areas for improvement as well as to enhance participants' knowledge and skills in the development of strategic management systems for OVOP and related project implementation. The project was organized by the Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization. Eighteen participants from 14 APO members attended.

Program coverage: Overview and general framework of the OVOP movement; Evolution of the ODOP in Lao PDR; The OTOP as a regional and rural development program in Thailand; Important factors for a successful OVOP program: OTOP experience in the Philippines; Planning and monitoring OVOP programs: The OTOP experience in the Philippines; The OVOP movement as a regional and rural development strategy: Important lessons from Japan's experience; Different approaches in promotion of OTOP products in the domestic and export market: Experience of Thailand; and Development of implementation strategies for OVOP in developing countries in Asia. Site visits were hosted by Hoey Hang Vocational Training Center for Women and Phonesavanh village in Vientiane.

CATEGORY 3: DEVELOPMENT OF NPOs

INSTITUTIONAL STRENGTHENING OF NPOs BY 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. DON Implementation builds the capacity of NPOs following the results of DON Strategy. The new approach aimed to align APO services closer to individual member countries' long-term development strategies and directions. 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 2008. NPOs have participated in this initiative by involving their professional staff in the intensive tailor-made in-country productivity and quality training offered through this program.



In-country training program in India

In 2010, five in-country training programs were organized in association with the participating NPOs to provide productivity and quality practitioners in member countries with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build up a critical mass of practitioners. These programs included in-country training programs in Vietnam in two phases, 30 May–5 June and 12–17 July, with 32 participants; in Bangladesh 19 June–1 July with 25 participants; in

India 23 August–4 September with 24 participants; in Lao PDR 11–23 October with 21 participants; and in Pakistan 29 November–11 December with 33 participants. Each program was followed by comprehensive examination and in most of the programs site visits to industries were organized for providing practical insights.

DON STRATEGY FOCUS IN 2010: CENTER OF EXCELLENCE

The APO Center of Excellence (COE) for Business Excellence (BE) is aimed at building up expertise in applying the BE framework and tools in APO member countries. The intent of the COE project is to enhance an NPO's unique strength and expertise in a specific area, enabling it to reach a world-class standard from which it can serve as a vehicle to develop similar capabilities in NPOs in other member countries. The COE on BE was approved by the Governing Body at its 51st session in Sri Lanka, which designated SPRING Singapore as the APO's first COE.



In 2009, experts were assigned to the COE/SPRING Singapore, Bangladesh, the Philippines, and Thailand

to strengthen their BE capabilities. In addition, research on the impact of BE on the competitiveness of enterprises was carried out. Missions and conferences were also organized in Japan, Singapore, and Thailand to promote awareness of BE. COE activities in 2010 continued with two experts assigned to the COE to build up its competency in BE assessment. Activities to promote BE in 2010 included a mission to Japan in June (Multicountry Observational Study Mission on Quality Awards in APO Member Countries; see *Industry and Service*). In September, a Thai BE expert was sent by the COE to the NPO of Pakistan to develop a roadmap for its BE award program. To improve assessors' skill level, the COE completed drafting a training manual for BE assessors which was used in a workshop for training

senior assessors. Other activities in 2010 included assigning two BE experts to attend the BE Global Conference in Singapore and finalizing the databases on BE experts and best practices.

The COE initiative is starting to bear fruit in its second year of implementation. Progress has been made in improving BE capabilities in member countries, and the APO and COE will continue to raise the profile of its activities and ultimately make BE initiatives pervasive among member countries.

TRAINING COURSE ON DEVELOPMENT OF PRODUCTIVITY PRACTITIONERS: BASIC PROGRAM

Developing fully qualified productivity practitioners is a priority for many NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations and have fundamental knowledge of productivity to diagnose the current productivity performance of any organization and then adopt and implement the appropriate solutions for improvement.

The 2010 training course on Development of Productivity Practitioners: Basic Program (DPP: Basic) was organized in association with the Development Academy of the Philippines in Manila and Tagaytay, 1–26 November. The objective of DPP: Basic is to provide participants with fundamental productivity concepts, principles, approaches, and tools. After the course, they are able to diagnose productivity problems and then develop and implement solutions. Nineteen participants from 11 member countries attended the 2010 DPP: Basic.

Program coverage: Classroom training in productivity concepts including: Roles of a productivity practitioner; Productivity climate diagnosis; Green Productivity; and Basic improvement tools like 5S, suggestion schemes, quality circles, and practical industrial engineering. After the classroom training, in-plant study was arranged to let participants learn by practicing. Three organizations hosted this

activity: View Park Hotel; Tanauan Water District; and the municipal government of Tanauan. Participants visited those organizations to observe, discuss, and collect data for productivity diagnosis and analysis. Then they performed analyses, prepared improvement proposals, and presented the results to the management of each organization.

TRAINING COURSE ON DEVELOPMENT OF PRODUCTIVITY PRACTITIONERS: ADVANCED PROGRAM

The Development of Productivity Practitioners (DPP): Advanced course aims to equip participants with advanced and emerging productivity techniques so that they can perform their roles as full-fledged



Development of Productivity Practitioners: Advanced Program

productivity practitioners and offer professional assistance to organizations and industries. The participants observe the concrete results of productivity improvement activities and initiatives, particularly their impact on competitiveness and organizational excellence, through observational study visits. At the end of the advanced course, productivity practitioners are expected to be able to identify problems and implement solutions using the appropriate tools and techniques leading to organizational excellence; develop a framework, strategies, and action plans for achieving excellence and competitiveness at the organizational level; and provide advice and deliver promotional, training, and consulting services on advanced productivity techniques to organizations. The course features

examinations before and at the end of the course to assess initial competence and knowledge gained.

The 2010 course was jointly implemented with the Malaysia Productivity Corporation (MPC) at the Grand Dorsett Subang Hotel, Malaysia, 29 November–17 December. A total of 24 attended the program, comprising 18 international participants from 15 member countries and six local ones from the MPC. The APO assigned two international resource persons to conduct the course.

Program coverage: Five modules were designed to cover the three-week DPP: Advanced: Productivity and business competitiveness; Corporate strategies and implementation; Process management and customer focus; and Productivity tools and techniques. Three site visits were made to: the MPC headquarters; Tenaga Cable Industry Sdn. Bhd.; and Hicom Teck See Manufacturing Sdn. Bhd.

MEMBER COUNTRY SUPPORT PROGRAM

The APO in collaboration with the JPC and with the support of the Ministry of Economy, Trade and Industry of Japan has been carrying out the Member Country Support Program (MCSP) from 2002 for developing APO member countries. The MCSP is a two-year project to assist individual NPOs to strengthen their capacity through activities based on their needs and abilities.

The fifth cycle of the MCSP saw two APO member countries, Malaysia and Mongolia, aided through TES, observational study missions, publication of training materials, and demonstration projects organized by the APO and JPC. With the focus area of material flow cost accounting (MFCA) for Malaysia, and kaizen and 5S for Mongolia, this ongoing program started in June 2010 and is scheduled to end in March 2011.

MFCA has been identified as an appropriate new tool to enhance GP in Malaysia, an area which the MPC has always actively promoted. MFCA, which traces all input materials flowing through

production processes and measures output in finished products and waste, can provide internal and external benefits, enabling an organization to make a greater profit with less environmental impact. A typical internal benefit is the strengthening of an organization's competitiveness, since MFCA delivers both increased profits and material productivity. This is very much in line with the GP concept, and MFCA can be used as one of the tools to implement GP in enterprises. Five model companies from Malaysia were selected for this program: Tokyo Ferrite (M) Sdn. Bhd.; Extremach Manufacturing Services Sdn. Bhd.; Keu Control Engineering Sdn. Bhd.; Autokeen Sdn. Bhd.; and Tenaga Cable Sdn. Bhd.

Kaizen and 5S have been identified as the main focus for the Mongolia Productivity Organization in strengthening the productivity of the country. They are also the backbone of its programs for developing human resources to deliver quality outputs and create friendly working environments that encourage cooperative, constructive workplace relations. Six model companies in Mongolia are part of this cycle of the MCSP: Darkhan Thermal Power Plant; Darkhan District Heating Company; Ulaanbaatar Electricity Distribution Network Company; Eermel Co., Ltd.; Broadway Restaurant; and Shilmel Zagvar Co., Ltd.

INTERFACE SECTOR



AGRICULTURE SECTOR

The agriculture sector, including food, fisheries, forestry, and related subsectors, continues to play a major role in the economies of APO members, contributing significantly to GDP and even more significantly to employment in many. Self-sufficiency in food, food safety and related accreditation systems, environmental conservation, alternative agriculture systems, and management of animal-borne diseases are currently receiving increasing attention worldwide. The Agriculture Program of the APO has two main categories: agricultural marketing and processing; and sustainable development in agriculture, including food safety management and traceability systems. Agriculture projects also include those under the ICD Program.



Agricultural Marketing and Processing

Continuing globalization has meant increased competition and changes in consumer demand. Competition has intensified more between supply chains rather than between individual growers/suppliers, while consumers request more choice with greater safety assurance. Appropriate postharvest handling and processing not only ensure safety but also reduce waste and add value to agricultural products. Therefore APO projects under its Agriculture Program emphasize the need to improve production and processing while expanding market access.



Sustainable Development in Agriculture

National agriculture sectors cannot provide food for growing populations and contribute to the economy unless they are sustainable. APO member countries also seek to conserve resources and utilize them wisely for sustainability of the food supply and agricultural systems. The APO organizes projects that will contribute to sustainable agriculture and wise resource use.

CATEGORY 1: AGRICULTURE MARKETING AND PROCESSING

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON EXPORT PROMOTION OF AGRIFOOD PRODUCTS

A successful export program translates into more profits for enterprises, sustainable business operations, and job creation that benefit firms and the national economy as a whole. To achieve this, effective ways of promoting products for export need to be adopted, including: information and/or product samples mailed, shipped by air, or uploaded to a website; promotion campaigns in wholesale and retail outlets; and participation in international trade fairs or exhibitions.

Recognizing the importance of exports to the economic development of member countries, the APO organized a multicountry observational study mission on Export Promotion of Agrifood Products, 1–6 March, in Japan. This study mission was aimed at enhancing participants' knowledge of tools and approaches for promoting their agricultural and food products in emerging markets as well as promoting new products in existing overseas markets and providing participants with the opportunity to observe how export promotion is undertaken through international exhibitions and fairs. Eighteen participants from 11 APO members attended.



Export Promotion of Agrifood Products

Program coverage: Global trends in trade and marketing of agrifood products: Drivers, opportunities,

and challenges; Exporting to Japan: Standard procedure and challenges in doing business with Japan; Distribution system of food products in Japan: Insight on the dynamics in sourcing overseas and distribution in domestic retail markets; Opportunities and challenges in entering the US food market: Trends in demand and the current regulatory requirements; Exporting organic products to the USA: An update on the US organic regulations and US market for organic products; and Market research for agrifood products for export: Basic principles and current practices. Participants visited the FOODEX 2010 Exhibition 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; Ajinomoto Company factory in Kawasaki; and the Ito Yokado retail supermarket in Kasai, Tokyo.

TRAINING COURSE ON E-MARKETING OF AGRICULTURAL PRODUCTS

e-Marketing or Internet marketing entails integration of the creative and technical aspects of the Internet, including design and development of websites, advertising, and sales. This marketing approach has had a major impact on retail businesses because of the many unique benefits it offers, notably lower costs for the distribution of information, promotion of products to a global market, and quick responses to and from potential customers and suppliers which facilitate faster transactions. Effective e-marketing, particularly of agricultural and food items, requires a comprehensive strategy because of the perishable nature of the products. Such products require proper handling and packaging, timely delivery, and appropriate storage including temperature management. Entrepreneurs and managers of businesses adopting this approach must have knowledge of Internet operations and marketing of perishable agricultural and food products.

The APO organized a training course on e-Marketing of Agricultural Products, 15–19 March, in the Republic of Korea to enhance the knowledge of participants of the basic principles and current practices in

marketing agricultural products using the Internet and to equip them with the skills to design web pages and electronic-based promotional materials for marketing their products. The project was implemented by the Korea Productivity Center. Fourteen participants from 10 APO members attended the course.



e-Marketing of Agricultural Products

Program coverage: Marketing strategies of agro-products; Consumer-oriented marketing strategies for agroproducts from the perspectives of e-business; Internet marketing strategies; Free social marketing techniques and products; Internet marketing to sell agricultural products; and Logistics management for agroproducts. Participants made observational study visits to the Garak Market, Seoul Agricultural and Marine Products Corp., Agricultural and Marine Cyber Exchange Center, and Joint Flowering Products Market in Seoul.

NATIONAL TRAINING COURSE ON THE FOOD SAFETY MANAGEMENT SYSTEM ISO22000:2005 FOR AUDITORS/LEAD AUDITORS

An increasing number of food safety crises and food scandals occurring worldwide in recent years has heightened consumers' food safety awareness and caused public distrust of increasingly complex global food production and trading systems. Consumers are also becoming more sensitive to production processes and practices and the way a product is handled throughout the supply chain. They are demanding greater quality and safety assurances from agribusiness and food companies

with reliable information. Food safety management systems (FSMS) are therefore becoming critical for food enterprises to enhance their share in the increasingly competitive global food market. In response, agribusinesses and food companies are putting in place sound FSMS such as ISO22000 that incorporates all HACCP requirements in addition to the requirements of ISO9001.

To cater to the rapidly expanding needs of selected member countries for food safety experts, in 2010 the APO organized five national training workshops/training courses as follow-ups to the 2009 multicountry training course on the Food Safety Management System ISO22000:2005 for Auditors/Lead Auditors: 1) the national training workshop on the FSMS ISO22000:2005 for internal auditors, 10–12 May, in Ho Chi Minh City; 2) national training workshop on FSMS ISO22000:2005, 13–14 May, in Hanoi; 3) national training course on FSMS ISO22000:2005 for auditors/lead auditors, 6–8 May, in Karachi; 4) national training course on FSMS ISO22000:2005 for auditors/lead auditors, 10–12 May in Lahore; and 5) training course on FSMS ISO22000:2005, 26–29 July, in Colombo. The Vietnam Productivity Centre, National Productivity Organization of Pakistan, and National Productivity Secretariat of Sri Lanka implemented the programs in the respective countries. A total of 255 participants (96 from Vietnam; 109 from Pakistan; and 50 from Sri Lanka) attended.

Program coverage: Food safety: Issues, prerequisite programs, codes of practice, legal requirements, and private schemes; Principles, processes, and techniques for the assessment and management of food safety hazards/HACCP; Contents and inter-relationship of ISO22000, ISO9000, ISO15161, guidance documents, industry practice, and legislative requirements; Interpretation of the requirements of ISO22000 in the context of an audit of an organization's FSMS; Roles of internal auditors/lead auditors and auditors; Process, techniques, skills, and management of auditing; and Planning, preparation, executing, and reporting.

SEMINAR ON BUILDING VALUE CHAINS IN AGRIBUSINESS

In this competitive, fast-changing world, businesses are faced with new challenges from demanding markets. A value chain (VC) approach is one business strategy to cope with this situation. In a VC, vertically aligned companies are connected from one end of the primary production process (farmer's field) through processing, and possibly into the final marketing stages where consumers purchase a finished product. At each link of the VC, value must be added to the product, generally in terms of quality improvement, system efficiency enhancement, and product differentiation. A VC approach can increase efficiency and control costs; reduce the risks involved in quality, quantity, and food safety; and respond to consumer demand. Critical concepts/elements need to be understood for successful formation of VCs from production to distribution for enhancing the performance and competitiveness of agribusiness enterprises, especially SMEs.

To review recent developments in VCs for agribusiness SMEs, especially those involved in horticultural products, and share best examples of building VCs, the APO organized a seminar on Building Value Chains in agribusiness, 23–27 May, in Bogor, Indonesia. The Agency for Agricultural Human Resources Development of the Ministry of Agriculture, in collaboration with the Ministry of Manpower and Transmigration, implemented the seminar. Twenty-two participants from 11 member countries along with five resource persons attended.

Program coverage: VC approaches in agriculture and agribusiness; Building VCs of fresh fruit/vegetables for greater market access in international trade; VCs in the developing world: Building competitive agribusinesses; Assessing resources, risks, and capabilities for building a competitive VC for perishables; Building VCs for promoting exports of fresh fruit/vegetables: A success story; Best examples of building VCs in fruit and ornamentals: Experience of Indonesia; Building VCs for competitive vegetable

business: A success story; and VCs for successful floriculture business: A success story. Field visits were made to PT Saung Mirwan, PT Mandiri Jaya Flora (MJ Flora), and Warso Farm (Durian Warso Farm), where participants observed fruit, vegetable, flower and ornamental production, harvesting, grading, and packaging operations.



Building Value Chains in Agribusiness

E-LEARNING COURSE ON FOOD SAFETY MANAGEMENT AND FOOD TRACEABILITY

Food safety and quality are increasingly becoming more important concerns in agriculture and food trade. Consumers 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. To ensure the safety of the domestic and global food supply, government regulations and brand protection demands from customers are on the rise. Putting sound food traceability systems in place could improve consumers' confidence in product safety and address the documentation requirements under international trade agreements. Food traceability systems are therefore becoming critical for the food industry and public sector as well as for consumers.

To enhance participants' understanding of the key concepts in a modern food safety and food traceability system and the food traceability standard ISO22005:2007 intent, requirements, and applications; and to equip them with the knowledge and skills to implement a modern food traceability system to meet ISO22005:2007 requirements,

the APO held a videoconference-based distance-learning training course on Food Safety Management and Food Traceability in three phases: 7–10 June, Fiji, Indonesia, Malaysia, Philippines, and Thailand; 5–8 July, Cambodia, IR Iran, Lao PDR, Mongolia, Singapore, and Vietnam; and 20–23 July, Bangladesh, India, Nepal, Pakistan, and Sri Lanka. The NPOs implemented the programs in each country. A total of 338 participants from 16 APO members attended. Thus since 2007, when the APO organized the first e-learning course on Food Safety Management, 1179 stakeholders have been trained in the subject through videoconferencing, i.e., 841 in the FSMS ISO22000, and 338 in the food traceability standard ISO22005:2007.

Program coverage: Key concepts in a modern FSMS; Fundamentals of a food traceability system; Requirements of the food traceability system ISO22005:2007 standard; Principles and design of a food traceability system; Implementation of the food traceability system ISO22005:2007 standard; Enhancing food traceability systems for SMEs; Traceability in the seafood processing industry in the Republic of China; Japan’s statutory and regulatory requirements relating to food traceability; and Traceability in the meat supply chain: Experience of Itoham Foods Inc., Japan. To observe food safety and food traceability management operations, participants visited modern food facilities in their locations.

APO STUDY MISSION TO A NONMEMBER COUNTRY ON INNOVATIONS IN FOOD PRODUCTS

Product innovations are vital for any business enterprise to survive competition and the current economic crunch. In the food industry, product innovations may involve value added to an existing product to create an enhanced one; reformulation of the ingredients of existing products to add new flavor, texture, shape, and scent; or extension of the product range resulting in multiple uses to meet the requirements of consumers and capture new markets. Some examples of innovative food products include those delivering a unique combination

of functional, nutritional, economic, and sustainable benefits to customers; or those that improve food quality and safety, reduce consumer efforts in benefiting from the intended use of the products, or reduce production costs, waste, environmental impacts, and/or energy consumption while maintaining or even improving production levels. Given today’s challenging economic times, food companies, especially small enterprises in developing countries, should consciously continue to make innovations in their business to stay competitive.



Innovations in Food Products

The APO organized a study mission to a nonmember country on Innovations in Food Products, 27 June–1 July 2010, in New York City, USA, to enable participants to learn different approaches and tools for introducing innovations in food products; observe the latest trends in packaging, labeling, promotion, and marketing of innovative food products; and understand the role of food business incubators. The mission was attended by 14 participants from eight APO members and was implemented by Registrar Corp. USA.

Program coverage: Opportunities and challenges in exporting processed food products to the USA; Minimizing duties and penalties in the US Customs clearance process; The US market in relation to specialty foods, restaurant networks, and key cultural entry points; Concepts, marketing strategies, and benefits of making an organic or kosher product; and Issues and challenges in developing innovative products for export markets. Participants visited North America’s largest 2010 Specialty Food and Beverage Exhibit at Jacob K. Javits Center, Whole

Foods Market, Dean & DeLuca, and Trader Joe's retail supermarkets in New York City and observed different innovative food products and their promotion strategies. They also visited the Rutgers Food Innovation Center in nearby New Jersey and studied its successful business mentoring model.

TRAINING COURSE ON PROVIDING ADVISORY AND TRAINING SERVICES TO WOMEN ON THE MANAGEMENT OF MICRO- AND SMALL-SCALE AGROFOOD-PROCESSING ENTERPRISES

The recent financial crisis has had a more severe impact on women than on men as more women are employed in vulnerable jobs in tourism and export-oriented garment and food-processing businesses. Most women who lost their jobs joined the ranks of the self-employed engaged in small retail trade and home-based microenterprises anchored on food processing and agribusiness. But with hardly any managerial and marketing skills and little technical knowledge of food-processing and agribusiness operations, most of them have difficulties in sustaining such businesses. Basic training in these areas is therefore needed as a strategic intervention.



Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises

Recognizing the needs of women in many Asian developing countries, the APO organized a training course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises in Kuala Lumpur, 26–31 July. The course was designed to equip participants with knowledge of and skills in

the use of selected productivity management tools and techniques to enhance their ability to provide advisory services and training to women in the management of micro- and small-scale agrofood processing enterprises. Twenty participants from 13 countries attended. The project was implemented in cooperation with the MPC.

Program coverage: Concepts and principles of entrepreneurship and business management for small and micro agrofood processing; Program for the development of women entrepreneurs; Basic planning tools for starting a small agrofood-processing business; Production planning and operations management; Managing product quality and food safety; New product development and value addition; Marketing management; and Managing finance. Participants visited My Haiz Sdn. Bhd. in Shah Alam, Selangor Darul Ehsan; and Hajjah Aminah Food Ind. Sdn. Bhd. in Seremban, Negeri Sembilan. Both food-processing companies were started and managed by women entrepreneurs.

WORKSHOP ON BEST PRACTICES OF LOGISTICS MANAGEMENT FOR AGRIBUSINESS: CONSOLIDATION AND DISTRIBUTION SYSTEM FOR AGRICULTURAL PRODUCTS

Logistics management for agricultural products is about how organizations fulfill market demand by getting the right product, in the right quantity and quality, at the right time and place as efficiently as possible to meet customer requirements. Logistics management is an integrating function, which coordinates and optimizes all logistics activities as well as integrates logistics operations with other functions including marketing, sales, manufacturing, finance, and information technology. Providing dependable, accurate, error-free logistics service while controlling costs is the primary goal for logistics and agribusiness managers.

To review the current logistics management systems for agribusiness SMEs and to share best cases of agribusiness logistics management for agricultural products, the APO organized a workshop on Best

Practices of Logistics Management for Agribusiness: Consolidation and Distribution System for Agricultural Products, 16–20 August, in Bangkok, with collaboration of the Thailand Productivity Institute and University of the Thai Chamber of Commerce. Twenty-one participants from 11 countries, along with three international and six local experts, attended. In addition, more than 50 local observers attended on day 1.

Program coverage: Agroindustry: The way forward; Key concepts, principles, and building blocks of an agribusiness logistics management system; Agricultural value creation from logistics management; Logistics and supply chain best practices in the sugar industry; Developing logistics management and transport systems in horticulture supply chains for small rural farms; Greater Mekong subregion agribusiness distribution hub in Pitsanulok province; Logistics and supply chain best practices in Japanese agribusiness; and Journey of agribusiness value creation of Royal Aholds. A site visit was made to the Mitr Phol Sugar Mill in Suphanburi province.

TRAINING COURSE ON THE FOOD SAFETY MANAGEMENT SYSTEM ISO22000:2005 FOR AUDITORS/LEAD AUDITORS

International trade in food has increased fast. Consumers are increasingly concerned about the safety of the food they eat. Driven by such global trends and customer demand, the Asia-Pacific food industry is continually improving its FSMS. The number of food companies certified for FSMS ISO22000 is also increasing rapidly. However, implementation of a modern FSMS is not easy. The verification and auditing of FSMS are even more difficult. Thus the FSMS auditor's task is a complex one, with audit activity taking into account many levels of practices and procedures that support food safety, compliance with food safety legislation, and other safety requirements throughout the food chain.

The APO organized an International Registry of Certificated Auditors (IRCA)-certified Training Course on the Food Safety Management System

ISO22000:2005 for Auditors/Lead Auditors, 23–27 August, in Seoul, 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 KPC implemented the program, and the training provider was Hong Kong Veritas Limited. Sixteen participants from 14 countries attended.

The training course was a follow-up to the IRCA/2019FSMS Auditor/Lead Auditor Training Course and the most recent version of ISO19011. The course focused on evaluating the effectiveness of FSMS through implementation of ISO22000:2005 in the context of an organization's management arrangements, applicable legislative framework, and significant hazards in its operational processes.

Program coverage: Food safety: Issues, prerequisite programs, codes of practice, legal requirements, and private schemes; Principles, processes, and techniques for the assessment and management of food safety hazards; Contents and interrelationship of ISO22000, ISO9000, ISO15161, guidance documents, industry practice, and legislative requirements; Interpretation of the requirements of ISO22000 in the context of an audit of an organization's FSMS; Roles of lead auditors and auditors; Process, techniques, skills, and management of auditing; and Planning, preparation, executing, and reporting.

WORKSHOP ON APPROACHES AND TOOLS FOR IMPROVING THE PERFORMANCE OF AGRIBUSINESS SMEs

Agro-based SMEs are important in sustaining rural economies, although their businesses are often saddled with various management problems ranging from financing and investment issues, poor quality of products, and unstable production to labor and staffing concerns. A limited capacity to undertake in-depth financial, investment, and cost-benefit analyses as well as a lack of familiarity with quality and safety management tools for food manufacturing are also hindrances. To address these problems, there is a need to improve the

managerial and technical knowledge and skills of those operating agribusiness SMEs.

The APO held a workshop on Approaches and Tools for Improving the Performance of Agribusiness SMEs, 4–8 October, in Medan, Indonesia, to enhance the knowledge and skills of participants in the management and operation of agribusiness SMEs. This workshop was organized in collaboration with the Colombo Plan Secretariat and attended by 21 participants from eight countries. The Indonesian Ministry of Agriculture supported the workshop in collaboration with the North Sumatra provincial government.



Approaches and Tools for Improving the Performance of Agribusiness SMEs

Program coverage: Empowering management of SMEs in agribusiness in North Sumatra; The principles and tools of marketing agri-based products; Finance-based decision making including break-even analysis, investment analysis, and financial statement analysis; Case studies of financial analysis; Quality control (QC) focusing on practical studies of seven QC tools; Group exercises in using QC tools; and Modern food safety management tools such as HACCP and ISO22000. Field visits were hosted by a coffee factory and vegetable-packaging factory in North Sumatra.

STUDY MISSION TO A NONMEMBER COUNTRY ON QUALITY MANAGEMENT FOR PROCESSED FOOD AND BEVERAGE PRODUCTS

SMEs in Asian countries have great potential to export processed food products to major world

markets. However, that potential is not fully exploited by SMEs in the region due to their insufficient capacities to meet the quality and safety requirements of the export market. Furthermore, except for a few, most developing countries in Asia also do not have well-funded, well-organized institutions to help SMEs to improve their quality management. Few developing countries are able to send missions overseas to learn about advanced quality management practices and systems in developed countries.

The APO therefore organized a study mission to a nonmember country on Quality Management for Processed Food and Beverage, 18–22 October, in Paris, France, to study the quality management tools and techniques used by the food- and beverage-processing industry and to observe innovations and emerging trends in the types of processed food and beverage products by visiting retail chain outlets and the Le Salon International de l'Agroalimentaire (SIAL) 2010 Food Exposition in France. The mission was attended by 14 participants from 11 countries. Gressard Consultant Company organized local logistics.

Program coverage: Trends in quality required for processed food and beverages in France and the EU; Food safety and quality approach to comply with EU regulations; How to prepare for efficient certification (part I: Presentation of the main trends for the certification bodies, part II: Joint and specific requirements for the standards IFS, ISO, BRC, part III: Experiences for setting up these standards in some APO countries); Constraints and resistance in implementing quality assurance; and Key factors to achieve high-quality processed food in a company. In addition to SIAL 2010, the mission also visited the Rungis wholesale market, the world's largest food market; Groupe Mandar, a vegetable-packing company; and the Champagne producer Goutorbe to study key factors and methods to attain high levels of quality in food processing.

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON BRANDING OF LOCAL FOOD AND AGRICULTURAL PRODUCTS

Agricultural, forestry, and fishery products and processed foods have close linkages with specific localities and geographic conditions. For some products, a close association emerges between a product name and a geographic name during a long history of production, which finally establishes a reputation in the market as having a specific feature or high quality. When this reputation is widely recognized in the market, the name is regarded as a brand. This success can be achieved through efforts to use geographic features in the production methods. However, in many Asian countries, branding of the locally produced foods and agricultural products is not feasible due to the lack of knowledge, strategy of the producers, and public-sector support. In other cases, the marketing of such products may face challenges due to the lack of a legal system to protect the use of brand names.

The APO organized an observational study mission on Branding of Local Food and Agricultural Products, 9–16 November, in Tokyo to study producers' strategies and activities in Japan to establish and promote brands of food and agricultural products using geographic names as well as government policies to promote such activities and protect the intellectual property rights of brand owners. The mission was attended by 14 participants from 10 countries.

Program coverage: Keys to a successful local brand; Systems for protection of geographic indications—EU systems for protecting geographic indications and the current status in Japan; Program for regional brands for agricultural, forestry, fishery, and food products; Regional brand in Japan—Kobe beef; Japanese regional basis collective trademark system; The case of the Yubari melon; and Project summary and international discussions on geographic indications. To observe strategies employed by producers, their associations, and the public sector to establish brands of local specific agricultural and fishery

products, the mission visited: Boshu Biwa Club (loquat business association in Chiba prefecture); Shizuoka prefectural government; Amela Tomato Producers' Association (sweet tomato producers in Yaizu); Yaizu Katsuobushi (fermented bonito) Producers' Association; JA Hannan (green tea producers' cooperative in Makinohara); and JA Mikkabi (mandarin orange producers' cooperative in Hamamatsu).



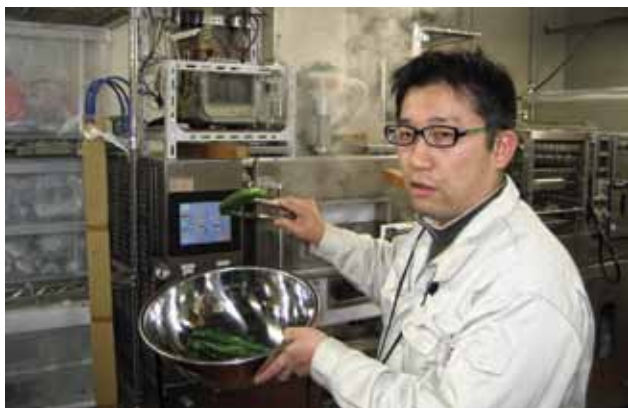
Branding of Local Food and Agricultural Products

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON MODERN FOOD SAFETY MANAGEMENT SYSTEMS

Putting sound food safety and traceability systems in place could improve consumers' confidence. FSMS and food traceability systems (FTS) are therefore becoming critical for the food industry and the public sector, as well as for consumers. The FSMS and FTS in many developing Asian countries are not well developed, while developed Asian countries like Japan have world-class FSMS and FTS.

To learn from the success of Japan in establishing sound policies and institutions, state-of-the-art technologies and approaches, and modern FSMS and FTS, the APO organized a multicountry observational study mission on Modern Food Safety Management Systems, 7–14 December. The Japanese Ministry of Agriculture, Forestry, and Fisheries cosponsored this mission through a special cash grant. The Japan Association for International Collaboration of Agriculture and Forestry implemented

the mission, which was attended by 18 participants from 15 member countries.



Modern Food Safety Management Systems

Program coverage: Modern food safety management systems and their implementation in developing Asian countries: Challenges and opportunities; Recent trends in food safety: Policy in Japan; Traceability of food chains: General principles and status in Japan; Food safety management: prediction and precaution with risk analysis; and The SEICA website: Net catalogue of vegetables and fruit. For firsthand observations of FSMS and FTS in Japan, the participants visited the National Food Research Institute in Ibaraki prefecture; Daito Shokken Co., Ltd., in Saitama prefecture; Sanwa Shokuhin in Gunma prefecture; and Nippon Meat Packers, Inc. Ham Plant and Meiji Milk Plant, both in Ibaraki prefecture.

SPECIAL PROGRAM FOR STRENGTHENING THE CAPACITY OF FOOD SUPPLY CHAIN MANAGEMENT IN ASIAN LEAST DEVELOPED COUNTRIES

The Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries (FSCM-LDCs) is a new program succeeding the special program on Agricultural Productivity in Asian Least Developed Countries (APE-LDC) and is funded with a special cash grant from the Ministry of Agriculture, Forestry and Fisheries (MAFF) of Japan. Under APE-LDC, which started in 2004 and ended in March 2010, many projects were carried out to promote productivity and improve food safety/quality in agriculture and

the food industry in Cambodia and Lao PDR. As a result of those projects, the importance of increasing productivity, food safety, and food quality was understood by stakeholders, and productivity enhancement tools such as 5S and kaizen and food hygiene practices like GMP were disseminated through demonstration companies. However, many issues still remain in agriculture and the food industry sector in both countries.

As agriculture, the food-processing industry, and food distribution and retailing are closely linked, the activities of these sectors are increasingly viewed as a single entity referred to as the “food supply chain.” In view of the need to establish food supply chains that can provide high-quality food at reasonable prices, it was recognized that an additional program should be designed to enhance the ability of the entire food chain based on the achievements of APE-LDC.

FSCM-LDCs aims to strengthen the capacity of agriculture, the food-processing industry, and, where possible, the food distribution and retailing industry to provide high-quality, safe food and agricultural products with increased production efficiency. The program also aims at improving the capacity of the public sector to manage and control food safety and quality. Similar to APE-LDC, the new program also aims at strengthening NPO capacities to guide and educate private industry. The Japanese MAFF will continuously provide financial resources for this program. Under FSCM-LDCs, the following projects were carried out in Cambodia and Lao PDR in 2010.

(1) Demonstration Company Project on Good Manufacturing Practices in Cambodia: Phase II

The national project to establish and disseminate GMP among Cambodian food-processing factories started in November 2009 and ended in November 2010. The project was divided into two terms: phase I from November 2009 to March 2010, which mainly dealt with the basic learning and preparation for GMP establishment; and phase II from April 2010 to November 2010, which worked on the adoption of

GMP. During the project implementation period, an APO expert visited four demonstration companies five times to give guidance on how to establish GMP. National Productivity Centre of Cambodia (NPCC) staff also made additional visits to the companies to assist in GMP efforts.

(2) Demonstration Company Project on 5S and Kaizen in Local Areas in Cambodia: Phase II

The national project to establish and disseminate 5S and kaizen in local regions in Cambodia started in November 2009 and finished in October 2010. Two companies were chosen as demonstration companies in each of the four regions of Battambang, Kampong Cham, Takeo, and Preah Sihanouk. The APO expert visited each region to give basic advice on undertaking 5S and kaizen. Follow-up visits were also made by NPCC staff and local Ministry of Industry, Mines and Energy staff in the intervals between expert visits. This project aimed to train companies located in regions so that the concept and practice of 5S and kaizen could be disseminated locally. The project also sought to develop experts on 5S and kaizen in local areas.

(3) Demonstration Company Project on Good Manufacturing Practices in Lao PDR

The national demonstration company project to establish and disseminate GMP in the Lao food-processing industry started in November 2010. The project is expected to continue for approximately one year. An APO expert made the first visit in November 2010 and will make several visits to four food manufacturing companies to give advice on how to undertake GMP in factories.

(4) National Training Course on Postharvest Technologies for Rice

The training course on postharvest technologies for rice was held in Vientiane, 20–24 December. It is estimated that more than 15% of rice produced is lost during postharvest operations due to inappropriate practices during drying, milling, and husking and insufficient humidity and temperature management in warehouses. The training course consisted of a series of lectures on basic concepts

and technologies to improve postharvest treatment and identified critical points in the rice food supply chain which could prevent postharvest losses and quality degradation of rice.

CATEGORY 2: SUSTAINABLE DEVELOPMENT IN AGRICULTURE

WORKSHOP ON THE PARTICIPATORY APPROACH TO WATER RESOURCES MANAGEMENT IN AGRICULTURE: PARTICIPATORY IRRIGATION MANAGEMENT

Irrigation is critical to ensure food security and sustainable socioeconomic growth in the Asia-Pacific region. In most countries, the construction, water supply, and maintenance of large- and medium-scale irrigation systems are publicly managed or administered. The performance of irrigation systems is of serious concern to farmers who rely on them for their crops and livelihoods and to governments that have invested heavily in their development for meeting the food and water requirements of citizens. Farmers do not usually pay for the water itself but for the associated public services. In view of the budgetary constraints of governments, management problems, and stagnating productivity of many irrigation systems, there have been attempts for years, often by international financial institutions, to involve different stakeholders in irrigation system management, called participatory irrigation management (PIM).



Participatory Approach to Water Resources Management in Agriculture: Participatory Irrigation Management

Since the mid-1980s, APO member countries such as Indonesia, the Philippines, India, IR Iran, Pakistan, and Sri Lanka have adopted policies to encourage greater management participation by water users. So far water users' associations (WUAs), PIM, and irrigation management transfer projects have generated mixed outcomes. Some irrigation systems show dramatic improvement when their management is transferred to WUAs, and other APO members could learn a lot from such experience.

To enhance understanding of the current global trends in PIM and share good practices of PIM, the APO organized a workshop on the Participatory Approach to Water Resources Management in Agriculture: Participatory Irrigation Management, 23–28 January, in Tehran, IR Iran. The Ministry of Jihad-e-Agriculture in collaboration with the NIPC implemented the program. A total of 22 participants from 10 APO members along with five resource persons attended.

Program coverage: 1) Managing water resources for sustainable agriculture in the Asia-Pacific Region: Issues, challenges, and options; PIM: A strategy for enhancing agricultural water productivity; Participatory approaches and techniques for efficient, sustainable management of water resources in agriculture; Models of PIM: A comparative review in the context of their adoption; Irrigation strategy and management reform in Turkey; Development and implementation of PIM projects in Turkey: Examples of successful cases; and Korean model of PIM. The participants toured the Qazvin Irrigation Project Area where they observed PIM in operation.

WORKSHOP FOR RESEARCH ON AGRICULTURAL POLICIES IN ASIA

This research project started in June 2008 to publish *Agricultural Policies in Selected APO Members*. Final publication was delayed for technical reasons and rescheduled to allow more time to incorporate updated, precise policy information and examine the

methodologies further for the use of productivity indicators with the assistance of national and international experts. To conduct comparative analyses of agricultural policies in participating countries based on the data and information submitted by national experts and the producer support estimates (PSEs) computed by them, and to develop the basic structure and rough draft for the final publication *Agricultural Policies in Selected APO Member Countries—an Overview through Transfer Analysis*, the APO Secretariat hosted a workshop for Research on Agricultural Policies in Asia, 19–21 January, in Tokyo. Five experts from the Republic of China, India, Indonesia, Malaysia, and Pakistan together with three resource persons attended.

Program coverage: Collecting reliable data on agricultural production volume, market prices, and national budget expenses for agricultural policy measures; Computing the PSE with the available dataset for each country; and Analyzing agricultural policies with the preliminary computed PSEs.

APO STUDY MISSION TO A NONMEMBER COUNTRY: ECOTOURISM IN HAWAII

The Asia-Pacific region with its rich cultural and biodiversity resources and scenic landscapes has great potential to develop ecotourism as a strategic economic activity in rural areas. Recently, some member countries have taken up initiatives to promote ecotourism, while others may follow the suit in the near future. There is a need to enhance the capacity of stakeholders in member countries in planning and managing ecotourism through exposing them to the state-of-the-art ecotourism practices. To learn from Hawaii's rich experience in ecotourism as a strategic economic activity for the socioeconomic development of local communities/rural areas and conservation of indigenous knowledge and biodiversity, the APO deputed an observational study mission to the State of Hawaii, 15–19 March. The program was implemented by the State of Hawaii Department of Business, Economic Development and Tourism in collaboration with the Hawaii Ecotourism Association. Fifteen participants

from nine member countries and two local resource speakers from the University of Hawaii at Manoa attended.



Ecotourism in Hawaii

Program coverage: Ecotourism as a sustainable development strategy for resident communities in Hawaii; and Policy and institutional arrangements for developing ecotourism in Hawaii. Participants also gave presentations on their countries' experience in ecotourism. For observational studies, the participants visited the following sites on Oahu Island: Kaala Farm Culture Learning Center; Kahumana Organic Farm and Café; Waianae Boat Harbor; Waipahu Cultural Garden Park; Sugar and pineapple plantations in central Oahu, including the historic Waialua Sugar Mill and the North Shore Girls' Surfing School in Haleiwa; Kualoa Ranch and Activity Club; Tropical Farms, Hawaii; Hoomaluhia Botanical Garden; and Hanauma Bay Nature.

MULTICOUNTRY OBSERVATIONAL STUDY MISSION ON APPLICATIONS OF BIOTECHNOLOGY IN THE PRODUCTION OF HIGH-VALUE CROPS

APO member countries are at different stages as far as application of biotechnology in the production of high-value crops is concerned. More advanced member countries like Japan, Republic

of Korea, and Republic of China have made remarkable achievements in biotechnology applications in crop, livestock, and fisheries sectors. Such success could be attributed to sound policy and institutional settings, effective regulatory mechanisms, and high investment in R&D. The APO in cooperation with the Council of Agriculture (COA) organized a multicountry observational study mission on the Applications of Biotechnology in the Production of High-value Crops, 28 June–2 July 2010, in Taichung and Kaohsiung, the Republic of China. The Taiwan Agricultural Research Institute (TARI) of the COA in collaboration with the CPC implemented the program. The objective was to assess the application of biotechnology in agriculture and identify high-value horticultural crops that have potential for biotechnology applications and how private companies could benefit from that potential in member countries though observing the successful examples in the host economy. A total of 23 participants and five resource persons attended.

Program coverage: Prospects of agricultural biotechnology in Asia; Regulatory and institutional framework to stimulate biotechnology applications in horticulture; Biotechnology application in the orchid industry—a successful example in Taiwan; Intellectual property strategy of biotech-derived horticultural products; Promotion/facilitation strategy of biotechnology applied to small farms and enterprises in rural areas; and formulation of action plans to promote biotechnology applications



Applications of Biotechnology in the Production of High-value Crops

in participants' home countries. The participants observed horticultural biotechnology applications in the host country at the TARI Orchid Biotech Park (Tainan), Asian Vegetable Research and Development Center (The World Vegetable Center), Known-You Seed Co., Ltd., and Fengshan Tropical Horticultural Experimental Station of TARI.

TRAINING COURSE ON STANDARDS AND CERTIFICATION SYSTEMS FOR ORGANIC FOOD PRODUCTION AND PROCESSING

The production and trade of organic food products are expanding fast, driven by increasing consumer demand and the premium prices producers receive. The drivers of this trend include consumer concerns about the impact of production processes on the environment, consumer desire to be healthy and fit, or concerns about food safety and quality since organic food is closely associated with safe production and chemical-free products. The expected robust growth in demand for organic products in global markets augurs well for organic producers in developing countries in Asia. To take advantage of this growing export market, however, there is a need to establish credible systems of organic standards and strengthen organic certification bodies in those countries.

The APO organized a training course on Standards and Certification Systems for Organic Food Production and Processing, 12–17 July, in Quezon City, the Philippines, to enhance participants' knowledge of standard setting, inspection, and certification processes for organic food production. It was attended by 22 participants from 11 countries. The project was implemented in cooperation with the Development Academy of the Philippines and the Bureau of Agriculture and Fisheries Products Standards of the Department of Agriculture.

Program coverage: Global trends in demand for and production of organic food products: Key players and major markets; Overview of the organic food industry in Asia: Trends, opportunities, and challenges; Role of government, industry

associations, and other stakeholders in the promotion of organic farming: Experience of Taiwan; A snapshot of the organic industry in the Philippines: Trends and key issues faced by producers; Role of the International Federation of Organic Agriculture Movements (IFOAM), International Organic Accreditation Service, and other organizations in the organic food industry; General requirements for organic crop production: IFOAM and other organic standards; General requirements for animal husbandry/livestock production: IFOAM and other organic standards; General requirements for aquaculture production: IFOAM and EU regulations; General requirements for processing, handling, and labeling; USDA's National Organic Program; Overview of the Japan Agriculture Standards for organics; Inspection and certification procedures for individual and group farms; and Inspection and certification procedures for manufacturers and handlers. Participants visited Herhana Farms located in Calamba, Laguna, for a field exercise. They also vis-



Standards and Certification Systems for Organic Food Production and Processing

ited the International Rice Research Institute and the Institute of Plant Breeding at the University of the Philippines, both located in Los Baños, Laguna.

STUDY MEETING ON REFORMING AGRICULTURAL EXTENSION SYSTEMS THROUGH KNOWLEDGE MANAGEMENT

Agricultural extension is expected to deliver new knowledge and innovations from researchers to

farmers as well as provide feedback to researchers on the problems faced and innovations discovered by farmers. Recently, it has been recognized that reliance on scientific knowledge and technology alone and the neglect of farmers' tacit knowledge in agricultural extension practices as well as a lack of sharing of lessons learned in farming are impediments to increased agricultural productivity. This could be resolved through the practical application of KM. An appropriate KM system can assist farmers in utilizing and sharing new knowledge. It may also be able to create easy-to-use repositories for storing vital information, and easier training of new extension staff, harvesting tacit knowledge, and reducing redundancies in agricultural research.

The APO therefore organized a study meeting on Reforming Agricultural Extension Systems through Knowledge Management, 6–11 September, in New Delhi to identify issues, impediments, and challenges in promoting the use of KM for improving agricultural extension systems and formulate strategic recommendations and action plans for applying KM to agricultural extension services. The study meeting was attended by 18 participants from seven countries. The project was implemented in cooperation with the Ministry of Agriculture of India.

Program coverage: Key concepts and methods of KM and their applications in agricultural extension; Recent developments in the application of KM in reshaping agriculture; The e-Agritek innovative strategy; Technological, institutional, and organizational settings for promoting KM applications in agricultural extension services; Case of the Techno-Gabay FITS Program in the Philippines; Capability building and effective promotional activities of KM for agricultural development; Extension initiatives and experiences in India; Agricultural KM strategies through partnerships among stakeholders; Experiences of and implications for extension systems; and Key issues in agricultural extension for KM: Indian perspective. Visits were made to the villages of Cookthala and Jaupura to observe examples of farmers' tacit knowledge converted into explicit knowledge and efficiently shared with many others.

MISSION TO A NONMEMBER COUNTRY ON GLOBALGAP FOR GREATER MARKET ACCESS OF AGRIFOOD PRODUCTS

Asian countries produce a wide range of agrifood products that have great potential in global food markets such as Germany and neighboring EU members. However, products from many developing countries cannot penetrate this huge market because of environmental, health, safety, and hygiene risks associated with current production systems. Implementation of GAP protocols therefore can be critical in gaining access of agrifood products to German and other EU markets. Implementation of the GAP approach, however, can be challenging because of the diversity of codes, guidelines, and definitions within the agriculture sector. There is an urgent need to harmonize GAP concepts and guidelines at the international level. The GLOBALGAP (formerly known as EUREPGAP) standard was introduced for this purpose. GLOBALGAP is a single, integrated standard that has become established as a key reference for GAP in the global marketplace.

In view of the immense importance of GAP for enhancing agricultural productivity in sustainable and socially acceptable ways and as a strategy to capture a greater share of the developed international food market, the APO deputed a study mission on GLOBALGAP for Greater Market Access of Agrifood Products to Germany, 25–29 October, to learn from the excellent experience of Germany in implementation of the GLOBALGAP standard through direct exposure to the state-of-the-art agricultural production systems and successful examples of the applications of GAP in the host country. Organic Services GmbH implemented the program. Sixteen participants from eight countries attended.

Program coverage: GLOBALGAP intent and requirements; Trends in implementation of GAP and GLOBALGAP in German agriculture and their impact on farm incomes and farm productivity; Drivers of GAP and GLOBALGAP in Germany and the EU; Policy, regulatory, and institutional settings for promoting GAP and GLOBALGAP; Small-sized producers

and GLOBALGAP implementation and certification; Quality and safety standards and assurance systems required by fresh produce importers in Germany; Situation of egg and poultry meat markets in Europe and future prospects including requirements for imported meat; Introduction of the flower label program of FLP e.V.; Software for GlobalGAP implementation and certification; and How to implement GlobalGAP certification in Asian countries. Site visits were made in and around Frankfurt, Cologne, and Kerpen to five QS-GAP/IFS/GLOBALGAP/organic standard-certified farms/companies: Vegetable Farm Boley; vegetable and fruit producer, processor, and trader Plug Verpackungs GmbH; herb producer and processor Dreesen Frische Kräuter GmbH & Co.



GLOBALGAP for Greater Market Access of Agrifood Products

KG; the pig-fattening family farm Aehling; and organic mixed family farm Finkes Hof. Two wholesale markets also hosted participants: Lehmann Natur, an organic fruit and vegetable wholesale market with requirements for organic standards, GLOBALGAP, and IFS; and Frischezentrum Frankfurt, a wholesale market for imported and local produced fresh products such as fruit and vegetables, specialties, fish, meat, and poultry.

E-LEARNING COURSE ON GOOD AGRICULTURAL PRACTICES AND GLOBALGAP FOR GREATER MARKET ACCESS FOR AGRIFOOD PRODUCTS

The adoption of GAP has become increasingly important in light of increasing regional and international trade in agrifood products. However,

the lack of harmonization between GAP schemes among countries has often led to confusion and higher certification costs for farmers and exporters. Those with contractual relations with several retailers also complain about multiple audits against different criteria set by different groups of retailers every year. The implementation of GAP and compliance with its requirements are not easy, especially for small farmers, because of the diversity of codes, guidelines, and definitions for various forms of agricultural produce. An understanding of all these concepts of GAP and benchmarking of national GAP against GLOBALGAP can help producers and exporters improve agricultural practices, facilitate exports, and reduce the cost of audits.

The APO organized an e-learning course on Good Agricultural Practices and GLOBALGAP for Greater Market Access for Agrifood Products to enhance participants' understanding of the importance of GAP certification in the international trade in agricultural products and to familiarize them with the GLOBALGAP standard, requirements, and process of certification. This course was conducted through the World Bank's GDLN platform in Tokyo and GDLN centers in participating countries in three phases: 26–28 October, Bangladesh, India, IR Iran, Nepal, and Pakistan; 16–18 November, Cambodia, Republic of China, Lao PDR, Philippines, Sri Lanka, and Vietnam; and 23–25 November, Fiji, Indonesia, Malaysia, and Thailand. A total of 260 participants from 15 countries successfully completed the course. Seven international resource persons made presentations from Germany, Japan, Malaysia, and the USA.

Program coverage: Good Agriculture Practice and GLOBALGAP perspectives; GLOBALGAP certification for fruit and vegetables; GLOBALGAP certification for livestock and poultry; GLOBALGAP certification for aquaculture; The USDA Good Agricultural Practices and Good Handling Practices Program; GAP implementation in the USA and selected Latin American countries; The Japanese Good Agricultural Practices and its requirements; The Good Agricultural Practice scheme in Malaysia; Benchmarking and

harmonization of national GAP with GLOBALGAP; Key issues and challenges in implementing GAP at farmers' level; and Setting the GAP agenda for Asia.

SPECIAL PROGRAM FOR AGRICULTURAL PRODUCTIVITY ENHANCEMENT IN ASIAN LEAST DEVELOPED COUNTRIES

The Special Program APE-LDC was launched in 2004 with a special cash grant from the MAFF of Japan. The agriculture and food manufacturing industry in APO member countries plays a significant role in national economies by contributing to income and employment generation in rural areas. The sound development of these sectors is indispensable for poverty reduction and better management of resources. However, the development gap has been widening among APO member countries. The situation is the most serious in the LDCs. Based on this recognition, the project targeted Cambodia and Lao PDR to enhance the productivity, safety, and quality of agriculture and the food-processing industry so that the goals of poverty reduction and sustainable development can be achieved.

The following projects were held under APE-LDC in 2010. Since APE-LDC was scheduled to cease its five-year span by the end of March 2010, all projects finished in March 2010 except for an evaluation mission and evaluation report assessing the impact of all projects conducted under the program.

(1) Demonstration Company Project on Good Manufacturing Practices in Cambodia (Phase I)

The national project to establish and disseminate GMP in the Cambodian food-processing industry started in November 2009 and ended in November 2010. The project was divided into two terms: phase I from November 2009 to March 2010; and phase II from April 2010 to November 2010. From January to March 2010, when the APE-LDC came to its end, an APO expert visited and provided guidance to four demonstration companies, 11–19 January. On 12 January, a training course on GMP was held

for representatives of the four demonstration companies. This GMP project continued after April 2010 under a new program funded by the Japanese MAFF.

(2) Demonstration Company Project on 5S and Kaizen in Local Areas in Cambodia: Phase I

The national project to establish and disseminate 5S and kaizen in local areas in Cambodia started in November 2009 and finished in October 2010. From November 2009 to March 2010, phase I projects were implemented in two demonstration companies in both the Kampong Cham and Takeo regions. The APO expert visited each region and gave local food-processing companies basic advice on undertaking 5S and kaizen in 2009. Follow-up visits were also made by NPCC staff with local Ministry of Industry, Mines and Energy staff in the intervals between the APO expert visits.



Demonstration Company Project on 5S/Kaizen in Cambodia Photo courtesy of Yong Kok Seng

(3) Evaluation Mission to Cambodia and Lao PDR

As a concluding project, an evaluation mission headed by Professor Yoshiaki Nishikawa, from the Nagoya University Graduate School of International Development, visited Cambodia and Lao PDR, 15–19 February, to interview the staff of the NPO and demonstration companies on the impacts of the projects. After this mission, two additional missions were sent to supplement the first, 15–19 March and 21–22 June. The outcome of these series of evaluation missions was compiled in the final evaluation report issued by Professor Nishikawa in September 2010.

(4) Workshop on the Achievements under the APE-LDC Special Program

Many projects, seminars, training courses, and demonstration company projects were held under APE-LDC during the past five years. Upon the completion of the program, a workshop was held, 24–26 March, in Tokyo to review the achievements of the projects and identify the challenges that should be addressed in the future. Delegations of NPO staff from Cambodia and Lao PDR, representatives of demonstration companies, and three experts were invited to exchange their opinions on project achievements and impact. A field visit was also conducted to a food manufacturing factory of Ajinomoto Co., Ltd.

(5) National Seminar on the Promotion of the One Village, One Product Movement in Lao PDR

The Government of Lao PDR believes that the OVOP (called One District, One Product, [ODOP]) movement is a key element to stimulate income-generating activities for the poor in rural areas and contribute to sustainable development. To intensify ODOP activity nationwide, there is a need to disseminate information to the provincial and grassroots levels so that people have a good understanding of the movement and acquire the necessary knowledge and tools to start enterprises in line with ODOP. The APO supported a national seminar on the Promotion of the OVOP Movement, 29–31 March, in Laongam district, Saravanh province, organized by SMEPDO. The seminar was attended by 43 participants and two APO experts.

INDIVIDUAL-COUNTRY PROGRAMS

As they are in different stages of development, have different economic structures, and their productivity movements vary in maturity, APO member countries have markedly different needs in certain fields. Individual-country programs are therefore offered to meet those needs that cannot be met completely by multicountry projects.

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

The Individual OSM (I-OSM) Program allows one member country to send a mission to another or others to examine firsthand a specific area of interest. Those observations are then applied in the mission members' home country to increase productivity. The I-OSM Program aims at enhancing the capabilities of NPOs and member countries in their pursuit of productivity improvement.

Technical Expert Services

44 experts assigned

6	ROC
5	Thailand
4	Each for Fiji, Indonesia, IR Iran, Pakistan, Singapore
3	Sri Lanka
2	Each for Japan, Malaysia, Philippines
1	Each for Bangladesh, Cambodia, Lao PDR, Vietnam

In 2010, six I-OSMs were organized in cooperation with the host NPOs. These included IR Iran to the Republic of China on cost management, IR Iran to Malaysia on kaizen implementation in service industries, Indonesia to India on improving organizational productivity through knowledge management, the

Philippines to Malaysia on regional development councils, the Republic of Korea to Japan on innovative industrial educational programs, and Indonesia to the Philippines on entrepreneurship development programs to reduce unemployment and improve social welfare.

TECHNICAL EXPERT SERVICES

Under the TES Program, applications are made by member countries for the Secretariat to assign one or more experts in a specific field to conduct training, undertake consultancy services, or support the NPO. TES covers the industry, service, and agriculture sectors and may involve community-building efforts. Experts from among the APO membership or outside the Asia-Pacific region are normally assigned for one to two weeks. The main objectives of the TES Program are to develop trainers and consultants of NPOs as well as selected organizations and to provide them with consultancy service to solve productivity-related issues.

In 2010, 44 experts were deputed to conduct 42 projects under TES. The member economy that benefited the most was the Republic of China with six, followed by Thailand with five; Fiji, Indonesia, IR Iran, Pakistan, and Singapore with four each; Sri Lanka with three; Japan, Malaysia, and the Philippines with two each; and Bangladesh, Cambodia, Lao PDR, and Vietnam with one each. Seventeen experts came from Japan, while eight were from the USA, six from Malaysia, three from Singapore and the UK, and one each from Australia, Germany, India, the Netherlands, New Zealand, the Republic of Korea, and Switzerland. Some of the subject areas for which expert services were requested were FSMS, development of the OVOP movement, and KM.

Individual-country Observational Study Missions
6 IOSMs organized with host NPOs

IR Iran to ROC	Cost management
IR Iran to Malaysia	Kaizen implementation in service industries
Indonesia to India	Improving organizational productivity through knowledge management
Philippines to Malaysia	Regional development councils
ROK to Japan	Innovative industrial educational programs
Indonesia to Philippines	Entrepreneurship development programs

DEVELOPMENT OF DEMONSTRATION COMPANIES

The mission of an APO Productivity Demonstration Company is to convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. An APO Productivity Demonstration Company should epitomize an enterprise-wide productivity movement that achieves business expansion, increases profits and customer satisfaction, reduces waste, enables energy saving, and leads to fair, equitable, mutually satisfying productivity gain-sharing for both management and workers.

Member countries can receive assistance in establishing model productivity improvement projects in factories, companies, or other organizations. Several model enterprises are selected annually to receive management advice from APO experts who visit several times or stay for a longer duration if they are APO/United Nations Volunteer experts. The results are then disseminated as widely as possible in

follow-up national seminars and through manuals and DVDs to inspire others.

Keeping the focus on public-sector productivity in 2010, a demonstration company project on productivity improvement in food processing of a public-sector company, the Sikkim Cooperative Milk Producers Union Ltd., India, was taken up in association with the National Productivity Council. The project focused on improvement in productivity by adoption of productivity tools and techniques in general and also aimed at the development of a quality and FSMS specifically. The project, which is ongoing, is expected to generate a success story on public-sector productivity improvement, which will be widely shared with other member countries.

BILATERAL COOPERATION BETWEEN NPOs

The BCBN Program facilitates the dispatch of those involved in the productivity movement from and NPO or similar organizations in a member country to another member country. This is a model example of mutual support and cooperation for productivity improvement among APO member countries. BCBN also sponsors the visits of high-level officials, policymakers, and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs.

The APO sponsored eight BCBN projects in 2010 involving 41 participants from eight member countries. The participating countries were Bangladesh, India, Indonesia, Japan, the Republic of Korea, Singapore, Thailand, and Vietnam. The hosts were Cambodia (one), the Republic of China (one), Indonesia (one), Japan (two), the Republic of Korea, (three), Lao PDR (one), 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, the participants and member countries 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. Since 2009, along with the online survey, a new form of impact evaluation has also been undertaken by an independent third party utilizing improved evaluation methodology.

ONSITE EVALUATION

In 2010, the APO conducted evaluations of 58 multicountry projects implemented in 2009 with 1,157 participants. (The number of participants reflects the number of those who gave feedback through the end-of-project questionnaires, but does not represent the total number of participants attending APO projects during the period in review.) Those 58 projects comprised 14 training courses, 14 workshops, 15 observational study missions, eight study meetings, three missions to nonmember countries, two seminars, one conference, and one forum. Participants' feedback on project implementation indicated a 99% rate of overall satisfaction. The percentage breakdown was: Program Contents, 96%; Physical Arrangements, 96%; Resource Speakers, 96%; Program Schedule, 97%; and Methodol-

ogy Used, 97%. However, observational/field visits received a comparatively low evaluation of 90%.

With regard to improvement, there is a need to pay greater attention to field/company visits, which received the lowest satisfaction level, with 10% responding "less than expected." There were also suggestions to extend the duration of some projects that include in-plant practice.

Individual-country (Category C) projects including I-OSMs, TES, MCSP, Demonstration Projects (DMP), BCBN, and In-Country Training Programs were also evaluated. In 2009, 74 experts were assigned for Category C projects benefitting 6,933 participants, and two demonstration companies received human resources development and capacity-building assistance for productivity enhancement.

The evaluation reports for Category C projects indicated that these projects were viewed as significant by member countries, as they addressed specific needs. There is scope for improvement with regard to ensuring the appropriateness and subject relevance of I-OSM and TES project requests, timely submission of evaluation reports by member countries, dissemination and replication of achievements of model companies under DMP, and alignment of these projects to strengthen NPOs and other stakeholders as much as possible.

IMPACT EVALUATION

The 2010 impact evaluation aimed to assess the effects of APO multicountry projects with training components such as training courses, seminars, and multicountry observational study missions, as well as e-learning courses completed in 2009 and

individual-country projects such as DMP and TES projects implemented in 2008–2009, particularly how they benefitted the participants and organizations in member countries. The evaluation was done through a survey questionnaire, field visits, and face-to-face interviews with participants and their supervisors, NPO heads, and NPO officers involved. The external expert was Dr. Serafin Talisayon, Professor, Technology Management Center, University of the Philippines. He was assisted by NPOs onsite and a Secretariat officer.

The findings of the evaluation showed that APO projects had positive impacts at the individual, organizational, and industry levels, although to varying extents. The impacts of APO e-learning and multicountry projects on participants (individual level) were clear and immediate, while impacts on participants' work colleagues and on their organizations were observable but comparatively lower. Overall, participants in both e-learning and multicountry projects were similar in their preference for practical exercises, real-world examples and case studies, and site visits. The tangible and intangible impacts of APO DMPs on recipient organizations

were generally visible and often measurable, but the spread of benefits to other organizations occurred in a varying or mixed fashion.

Based on the findings, it was recommended that the APO improve the planning, design, and implementation of its projects. Specific recommendations were: 1) Shift toward demand-driven project identification. 2) Establish a web-based databank of resource persons. 3) Introduce an e-learning phase prior to DPP: Basic, DPP: Advanced, and GP courses. d) Orient APO training courses more toward workplace practice through the planning and execution of reentry projects. 5) Facilitate bilateral/multilateral sharing of mature productivity and quality technologies. 6) Organize demonstration projects with industry associations and SME agencies. 7) Set up and support knowledge networking among government policy, standard, or regulatory agencies relevant to productivity and quality. 8) Develop productivity and quality tools for the service sector, including service innovation. Many participants and resource persons emphasized the need for effective follow-up and monitoring of APO projects.

APO PRODUCTIVITY
PHOTO CONTEST 2010



Dang Thi Huong Hoa, Vietnam, Gold Prize



Yutapond Siriwikul, Thailand, Silver Prize



Nguyen Tran Hung, Vietnam, Bronze Prize



Osamu Takeda, Japan, Bronze Prize



Ngo Duc Can, Vietnam, Silver Prize



Pongnathee Pookung, Thailand, Bronze Prize

APO 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;
- and 3) manage and intensify the application of IT within the Secretariat, in course administration, and in training delivery.

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

PUBLICATIONS

The APO has a modest publishing program divided into three types: Report Format Titles, Special Publications, and General Publications. Since 2003, the APO has been producing electronic editions, in PDF, of the report format titles and special publications, which are uploaded on the APO website or distributed in CD format upon request.

1. Report Format Titles

The Report Format Titles are reports of proceedings of selected basic research projects, study meetings, and seminars. In 2010, *Environmental Management for Sustainable Productivity Enhancement* was published.

2. Special Publications

Special publications are published by the APO to cater to specific purposes such as to assist NPOs and consultants in their training efforts or are related to special events organized by the APO. In 2010, eight titles were published, two of which were in Japanese:



English editions (six):

- *APO Productivity Databook 2010*
- *Eco-products Directory 2010*
- *Knowledge Management Tools and Techniques Manual*
- *Organic Agriculture and Agribusiness: Innovations and Fundamentals*
- *Practical Knowledge Management Guide for SME Owners and Managers*
- *Training Manual on Energy Efficiency for Small and Medium Enterprises*

Japanese editions (two):

- *Eco-products Directory 2010*
- *Knowledge Management: Case Studies for Small and Medium Enterprises*

3. General Publications

The APO publishes a monthly newsletter in English, the *APO News*, with about 3,000 copies distributed

worldwide. It features reports on completed 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 alumni and project participants, other international organizations, government agencies, NGOs, educational institutions, and individual subscribers.

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 three components: the APO website, APOnet, and APO e-learning activities.

APO Website

The APO maintains a website at <http://www.apo-tokyo.org>. The site provides comprehensive information on the APO and its activities, important statements of the Secretary-General, project notifications, e-editions of APO publications, current and past issues of the *APO News*, press releases and other special announcements, and linkages to the websites of NPOs and organizations related to the APO. The website has a Japanese section, which contains



translations of selected information and publications in Japanese editions. In the long term, the APO website is envisioned to become a major Internet portal on knowledge, news, and information related to productivity. Apart from information dissemination, the site is also increasingly being used by the APO Secretariat for communicating with its partners, NPOs, and project participants, as well as for implementing web-based learning courses.

APOnet

The APOnet, which is a portal within the APO website, is an Internet-based file-sharing space used by the APO as part of the overall program and project implementation system. By providing a fast, efficient platform for the exchange of information, it facilitates project preparation, project implementation, and communication among the APO Secretariat, NPOs, resource persons, and participants. It also provides an entry point for project experts and resource persons to share their training materials with participants. In 2009, the APOnet underwent major improvements, resulting in improved stability and usability. In 2010, the APOnet capability was expanded with the addition of a facility for sending and receiving large-sized files, which cannot be exchanged through regular e-mail. Overall, communications between the APO Secretariat and member economies in relation to project implementation have been strengthened as a result of the APOnet's practical features.

The APOnet has a project database containing resource documents, which can be readily accessed and downloaded by NPOs and project participants. This database is linked to the APO project management system, a data storage system on APO projects, experts, and participants. In 2010, the APO replaced the project management system, resulting in an easier data entry process, improved generation of relevant reports and letters, and a better search feature. The APO plans to enhance the system by including a participant registration, application, and acceptance feature in the workflow.

APO e-Learning Activities



In 2004, the APO began integrating e-learning sessions in its regular APO projects to reach a large pool of productivity practitioners in a cost-effective manner. The APO has expanded its efforts to utilize this new method since then, and starting from 2007, emphasis on e-learning has been intensified. In general, the APO organizes e-learning projects on two platforms: the APO e-Learning Portal; and videoconferencing using the facilities of other organizations, e.g., World Bank, JICA-Net, and universities in member countries.

APO e-Learning Portal

The APO set up an e-Learning Portal (<http://www.apo-elearning.org/moodle19/>) on its website to host a variety of e-learning projects, including web (Internet)-based courses 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 website and enroll directly or through their NPOs. The web-based courses can accommodate 40 to 50 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. In 2010, the Secretariat also initiated intensive discussions to evolve more structured self-learning e-courses including monitoring of participants, examination, and certification. The first such course is likely to be launched in 2011.



e-learning web portal

Videoconferencing-based courses

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have videoconferencing facilities. The APO is collaborating with the Tokyo Development Learning Center (TDLC) of the World Bank (WB), members of the JICA-Net, 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 GDLN members, JICA-Net, and other hosting centers, the majority of member countries can be linked in a virtual network. In 2010, the APO organized six videoconference-based e-learning activities.



Videoconferencing-based course at the WB TDLC

APO HONORARY FELLOWS

In 2010, three persons received the title of APO Honorary Fellow in recognition of their contributions to the work of the organization. The APO Honorary Fellow Award is conferred by the APO Governing Body on an APO director, alternate director, NPO head, secretary-general, or liaison officer upon departure from his/her post in recognition of contributions to the APO by attending either the GBM or WSM five times or more to recognize outstanding efforts. The three 2010 fellows were:

- Former APO Director and NPO Head for IR Iran Mohsen Haji Mirazei (September 2006–July 2010);
- Former APO Secretary-General Shigeo Takenaka (September 2004–September 2010); and

- Former APO Liaison Officer for Singapore Wong Wai Meng (April 2002–March 2010).

PUBLIC PROMOTIONAL ACTIVITIES

Participation in the Global Festa

Since 1998, the APO has been participating in the Japan International Cooperation Festival, which is held annually at Tokyo’s Hibiya Park. In 2006, this festival was renamed the Global Festa. Each year, the APO booth showcases information on its activities and services to create awareness among the Japanese public and other stakeholders. Other booths were set up by more than 200 other international organizations, governmental agencies, and NGOs. In 2010, the Global Festa was held 2–3 October. In addition to displaying APO information, samples of publications were also available to the public. A game inviting visitors to correctly identify the capital cities and locations of APO members, with prizes of unique products from the APO membership, became a major attraction at the event.



Global Festa Japan 2010

Organization of the Eco-products Fair 2010 in Jakarta, Indonesia

The APO has been organizing the EPIF since 2004, and the 2010 fair was held in Jakarta, 4–7 March. (Details of the EPIF 2010 are reported on page 36.) As one of the organizers of this mega project, which attracted more than 90,000 visitors over four days, the APO explained its mission, thrust areas, and major activities at its booth to increase its visibility and publicize the objectives of the EPIF. That information was disseminated among a wide range of visitors

representing university students, business leaders, and government officials including Indonesian Minister of Industry Mohamad S. Hidayat.



APO booth at the EPIF 2010

Participation in the Eco-Products Exhibition 2010 in Tokyo, Japan

Since 2008, the APO has been participating in the annual Eco-Products Exhibition, one of the largest environmental exhibitions in Asia showcasing the latest environmental technologies and solutions, at Tokyo Big Sight. The 12th Eco-Products 2010, 9–11 December, had the theme “Green × Clean Revolution! Expand the power to connect lives to the world” and was organized by the Japan Environmental Management Association for Industry and Nikkei Inc. with around 750 exhibitors, including the APO. Visitors to the event totaled 183,140. The two main objectives of APO participation in this exhibition are: increasing the visibility of APO and its activities in general; and promoting GP-related projects, such as the EPIF 2011 and *Eco-products Directory*. The APO

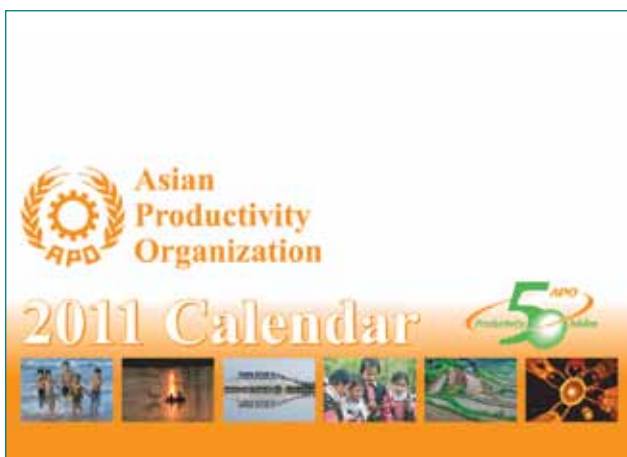


Mr. Teisuke Kitayama, Chairperson of the Green Productivity Advisory Committee, with Secretary-General R. Yamazaki at the APO booth during the Eco-Products Exhibition 2010

booth received numerous visitors from all walks of life, including former Prime Minister of Japan Yukio Hatoyama.

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 2010, the APO produced a calendar featuring winning photos from the 2010 Photo Contest. These items were distributed to NPOs, other international organizations, educational institutions, NGOs, and government agencies, and used for promotional purposes at meetings, exhibitions, and other events.



Internship at the APO Secretariat

The APO accepted Mr. A.N.M. Moinul Kabir, a Bangladeshi student in the FASID/GRIPS Joint Graduate Program on International Development Studies of the Foundation for Advanced Studies on International Development, Tokyo, as an intern from 1 October 2010 for five months. During his internship, Mr. Kabir was involved in various

APO projects on productivity and development which helped him grasp the basics of the productivity movement in APO member countries and enhanced his understanding of productivity parameters.

APO PRODUCTIVITY PHOTO CONTEST 2010



A photo contest with the theme “Productivity and Innovation” was organized in 2010 to encourage people to view the world around them with an appreciation for efforts to enhance productivity. The contest was open to all nationals of APO member countries, and more than 800 photos were received from 16 member countries. The 11 winners were decided by a panel of four judges on 15 August. The panel comprised two photography experts, Chikako Yatabe and Seiji Nomura; Minister/Deputy Chief of Mission Singtong Lapisatepun of the Embassy of Thailand; and APO Secretary-General Ryuichiro Yamazaki. The winning entries were featured in the APO calendar for 2011 as well as on the APO website. They will also be used in APO promotional activities. Cash prizes and certificates were awarded to 10 photographers from five countries. The gold prize was awarded to Ms. Dang Thi Huong Hoa of Vietnam.

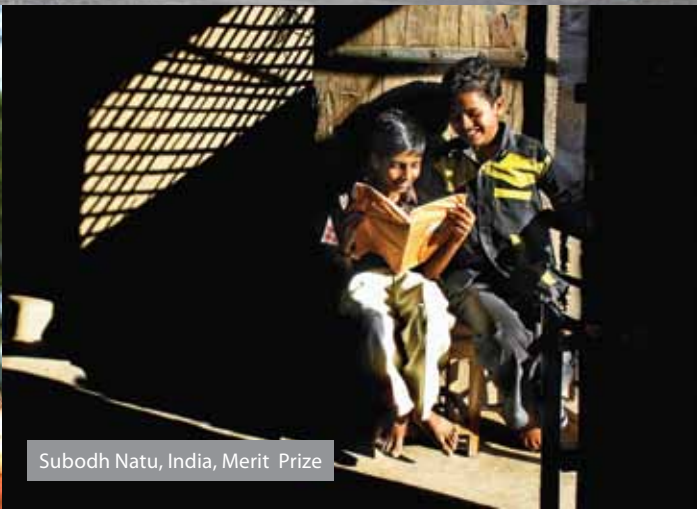
APO PRODUCTIVITY
PHOTO CONTEST 2010



Arun Mondhe, India, Merit Prize



Nguyen Ngoc Hai, Vietnam, Merit Prize



Subodh Natu, India, Merit Prize



Arun Mondhe, India, Merit Prize



Gregorio B. Dantes Jr., Philippines, Merit Prize

INTERNATIONAL COOPERATION

In an increasingly interconnected world, the APO recognizes the importance of maintaining ties with other international organizations, national agencies, and other bodies within and outside the Asia-Pacific region. Its International Cooperation Program allows the APO to broaden the knowledge/resource base on topics important to member countries through information exchanges, international conferences, and study missions to observe recent advances or established best practices in non-APO countries. Member countries therefore have opportunities to establish bilateral business ties and networks with counterparts outside the region. The International Cooperation Program also contributes to expanding the pool of experts for the TES Program and other APO projects. The APO as a whole, its member countries, and its partners in cooperation all derive benefits from the synergy thus created while avoiding the duplication of efforts.

JOINT PROJECTS

The APO collaborated with Kyushu University Asia Center, State of Hawaii Department of Business, Economic Development and Tourism, Government of Ontario, Foundation for Malcolm Baldrige National Quality Award, Inc., Tokyo Development Learning Center (TDLC), and Colombo Plan Secretariat (CPS).

The project jointly organized with the Kyushu University Asia Center was the workshop for Research on Agricultural Policies in Asia. The APO study mission to a Nonmember Country: Ecotourism in Hawaii was jointly organized by the State of Hawaii Department of Business, Economic Development and Tourism. A study mission on Public-sector Innovation to Canada was carried out with support from the Government of Ontario, and a quality and innovation study mission to the USA was implemented

with the help of the Foundation for Malcolm Baldrige National Quality Award Inc. Six e-learning courses were organized in cooperation with the TDLC. The workshop on Approaches and Tools for Improving the Performance of Agribusiness SMEs and training course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises were cosponsored by the CPS.



Research on Agricultural Policies in Asia

AFRICAN PROGRAM

The APO's African Program had two projects, the Basic Training Course for Productivity Practitioners (BCPP) and Advanced Training Course for Productivity Practitioners (ACPP) in 2010.

Advanced Training Course for Productivity Practitioners

The aim of the ACPP is to upgrade the skills and capability of NPO staff in Pan African Productivity Association (PAPA) member countries. Participants are not only exposed to basic and advanced productivity improvement tools and techniques but also to the collective experiences of the productivity movement in APO member countries. Since 2007, three basic and one advanced courses have been implemented and more than 110 participants

from six PAPA member countries have benefited. To continue efforts to transfer knowledge and experience to Africa and to develop the NPOs of PAPA member countries, the APO implemented the second series of advanced courses for productivity practitioners. Whereas the basic course provides the foundation, the advanced course seeks to widen the perspective and deepen the know-how and technical competency of productivity practitioners by exposing them to relatively advanced tools and techniques for carrying out productivity improvement at the organizational and industry levels.



Advanced Course for Productivity Practitioners

Since it is clear that more productivity practitioners are needed to sustain the national momentum, PAPA NPOs have strongly requested that APO training courses continue. Therefore, in association with PAPA and Productivity South Africa, the APO organized the second series of the ACPP, 25 January–12 February, in Johannesburg, South Africa, funded by a special cash grant from the Government of Japan to promote the productivity movement in Africa.

The main objective was to develop productivity practitioners in the NPOs of PAPA member countries and provide them with in-depth knowledge of productivity and quality (P&Q) tools and methodology. Additionally, the course aimed to equip participants with advanced tools and techniques for promoting and conducting productivity improvement activities, thereby strengthening the technical competency and institutional capacity of those NPOs. After course completion, participants had in-depth knowledge of advanced P&Q tools and techniques; could design P&Q training programs; were able to train, coach, and mentor junior productivity practitioners;

could conduct P&Q workshops for senior executives and managers; and had the skills to communicate effectively with all levels in organizations and industries. This program was also part of the development of NPOs in PAPA member countries. A total of 29 participants from six PAPA member countries attended the 2010 course, and three resource persons from member countries were assigned by the APO.

Program coverage: Business excellence; Quality management systems; Advanced operation systems; Corporate development; and Application of learning. The participants visited Productivity SA to study the role of the NPO in disseminating and promoting productivity at national level. For in-plant diagnosis activity where participants practiced the techniques learned in the course, the two host companies were Reakgona Commercial & Industrial Hygiene Pty Ltd, a company specializing in hygiene and cleaning services; and Bay Precision & Mining (Pty) Ltd, an engineering company involved in metal stamping and the manufacture of mining equipment in South Africa.



Basic Training Course for Productivity Practitioners

Basic Training Course for Productivity Practitioners

P&Q 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 productivity problems and develop and implement

productivity improvement plans. Productivity practitioners should act as champions of P&Q within organizations and industries.

Since 2006, approximately 150 staff of the current six PAPA NPOs have been trained in APO courses for productivity practitioners. They involved skill development and the transfer of know-how and experience to African productivity professionals and practitioners through intensive basic and advanced training courses. Therefore, in association with PAPA and Productivity South Africa, the APO organized the fourth series of the Basic Course on Productivity Practitioners in 2010, 1–26 November, funded by a special cash grant from the Government of the Republic of China to promote the productivity movement in Africa. In 2010, the APO expanded the productivity movement beyond PAPA membership and with the attendance by 16 participants from the five PAPA members Botswana, Kenya, Nigeria, South Africa, and Zambia and from Burkina Faso, Republic of the Gambia, and Kingdom of Swaziland. The main objective was to develop the competencies of participants in the promotion and application of basic P&Q techniques in organizations and industries. The APO assigned three resource persons from member countries, two from Singapore and one from Malaysia.

Program coverage: P&Q improvement techniques; Business organization and productivity; Organizational culture and development; Process skills; and Application of learning. The participants visited Productivity SA to study the role of the NPO in disseminating and promoting productivity at national level. For in-plant diagnosis activity where participants practiced the techniques learned in the course, they visited Minova RSA, a mining company located in Isando, South Africa.

MEETINGS ATTENDED

- Agriculture Department Director Joselito Cruz Bernardo attended the meeting on International Women's Day 2010 UN Open Symposium, Tokyo, Japan.

- Secretary-General Shigeo Takenaka took part in the International Symposium on Ways to Cope with Global Warming and CO₂ Emission, Tokyo, Japan.
- Agriculture Department Director Joselito Cruz Bernardo, Agriculture Senior Program Officer Dr. Muhammad Saeed, and Agriculture Program Officer Yoshihide Endo participated in the Symposium on Promotion of Poverty Reduction/Agricultural Investment, Tokyo, Japan.
- Industry Department Director Setsuko Miyakawa attended the Forum for East Asia-Latin America Cooperation Preparatory Meeting for the High-Level Meeting on Environmental Business, Tokyo, Japan.
- Research and Planning Program Officer Masaya Amau took part in the OECD Conference on the Southeast Asian Economic Outlook, Tokyo, Japan.

SERVICES OF EXPERTS RECEIVED

In 2010, the services of two experts were received from the following organizations: one each from the OECD and UN FAO.

GUEST OBSERVERS IN APO MEETINGS

The 52nd Session of the Governing Body was honored by observers representing the CPS, PAPA, Productivity Centre of Kenya, National Productivity Centre of Nigeria, National Productivity Centre of Turkey, and Turkey-based organizer of the 16th World Productivity Congress.

The 51st WSM was attended by observers representing the FAO, PAPA, UNCTAD, and UNESCAP.

MISSIONS RECEIVED

- Delegation from South America: Participants in the JICA training course on Practical Production Management (Theory & Practice on Productivity Improvement for South America), on 5 February 2010.



Delegation from South America



Delegation from Vietnam

- Delegation from Ethiopia: Team Leader of the Kaizen Unit Getahun Tadesse through the JICA Training Course on Quality and Productivity Improvement (Kaizen), 20 April 2010.
- Delegation from Turkey: National Productivity Centre of Turkey (MPM) Secretary General Kerim Unal, MPM Board Vice Chairman Dr. Mehmet Eroglu, and Coordinator of the 16th World Productivity Congress Rasim Yilmaz on 26 April 2010.
- Delegation from Vietnam: Vietnamese Delegates from the Ministry of Commerce and Industry, led by Former Minister of Trade Adviser Trurong Dinh Tuyen, on 5 July 2010.
- Delegation from African countries: Participants in the JPC Training Course on Kaizen for Quality Improvement for Management Consultants in

the Africa Productivity Improvement Project on 10 November 2010.

PROJECT PARTICIPANTS FROM NONMEMBER COUNTRIES

Depending on the relevancy of topics, the APO invites participants from countries in Asia and the Pacific which are not yet APO members to attend selected projects. From 2006, invitations were also extended to African countries under the African Program. Fifty-five participants and observers from the following 10 countries attended three APO projects in 2010: Botswana, Burkina Faso, Gambia, Kenya, Mauritius, Myanmar, Nigeria, South Africa, Swaziland, and Zambia.

INTERNATIONAL COOPERATION

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT



Deloitte Touche Tohmatsu LLC
MS Shibaura Building
4-13-23, Shibaura
Minato-ku, Tokyo 108-8530
Japan
Tel:+81 (3) 3457 7321
Fax:+81 (3) 3457 1694
www.deloitte.com/jp

INDEPENDENT AUDITORS' REPORT

To the Governing Body of
Asian Productivity Organization:

We have audited the accompanying financial statements of Asian Productivity Organization (the "Organization"), which comprise the statements of financial position as at 31 December 2010 and 2009, and the statements of revenues and expenses, statements of changes in surplus, and statements of cash flows for the years then ended (all expressed in US dollars), and a summary of significant accounting policies and other explanatory information.

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, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. 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 about 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 qualified 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.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Organization as at 31 December 2010 and 2009, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

Deloitte Touche Tohmatsu LLC

10 March 2011

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2010 AND 2009

(US dollars)

	<u>2010</u>	<u>2009</u>
ASSETS		
Cash and cash equivalents (Note 3)	\$6,920,150	\$8,944,226
Receivables (Note 4):		
Member countries	2,398,926	1,124,211
Others	15,310	28,600
Allowance for long outstanding debts	(431,110)	(555,955)
Prepaid expenses	800,679	809,574
Deposits and other advance payments	42,958	8,668
Fund for severance payments (Note 7)	3,368,510	3,228,608
Total assets	<u>\$13,115,423</u>	<u>\$13,587,932</u>
LIABILITIES AND SURPLUS		
Accounts payable	\$869,440	\$1,169,611
Withholding tax and social insurance	51,511	125,939
Other current liabilities	285,293	56,965
Accrued annual leave	533,430	603,146
Liability for severance payments (Note 8)	3,008,937	3,096,081
Total liabilities	<u>4,748,611</u>	<u>5,051,742</u>
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Continuing projects	1,668,109	1,662,579
Unappropriated surplus	698,703	873,611
Total surplus	<u>8,366,812</u>	<u>8,536,190</u>
Total liabilities and surplus	<u>\$13,115,423</u>	<u>\$13,587,932</u>

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF REVENUES AND EXPENSES

YEARS ENDED 31 DECEMBER 2010 AND 2009

(US dollars)

	2010	2009
Revenues:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants (Note 5)	1,244,657	1,403,498
Project implementation grants (Note 10)	1,819,908	2,019,827
Participation by member countries	6,138	5,792
Miscellaneous	37,067	51,194
Total revenues	15,093,805	15,466,346
Expenses:		
Projects		
Current year's project costs:		
APO share	5,263,706	5,603,473
Implementation project costs (Note 10)	1,704,406	1,849,892
Subtotal	6,968,112	7,453,365
Prior years' continuing project costs:		
APO share	1,099,304	1,388,811
Implementation project costs (Note 10)	115,502	169,935
Subtotal	1,214,806	1,558,746
Allocation to project costs from		
Administrative expenses (Note 6)	2,399,610	2,406,177
Total	10,582,528	11,418,288
Administration		
Staff expenses	6,191,564	6,346,863
Allocation to project costs (Note 6)	(2,399,610)	(2,406,177)
Office maintenance (Note 9)	877,576	816,908
Operations	105,814	72,561
Miscellaneous	184,682	173,794
Total	4,960,026	5,003,949
Exchange (gain)/loss	(154,527)	291,850
Reversal of allowance for long outstanding debts	(124,844)	(138,249)
Total	(279,371)	153,601
Total expenses	15,263,183	16,575,838
Excess of expenses over revenues	\$(169,378)	\$(1,109,492)

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS

YEARS ENDED 31 DECEMBER 2010 AND 2009

(US dollars)

	Appropriated for		Unappropriated	Total
	Working capital fund	Continuing projects		
2009				
Surplus as of 1 January 2009	\$6,000,000	\$1,664,118	\$1,981,564	\$9,645,682
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	\$6,000,000	\$1,662,579	\$873,611	\$8,536,190
2010				
Excess of expenses over revenues			\$(169,378)	\$(169,378)
Transfer from continuing projects		\$5,530	(5,530)	
Surplus as of 31 December 2010	\$6,000,000	\$1,668,109	\$698,703	\$8,366,812

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CASH FLOWS

YEARS ENDED 31 DECEMBER 2010 AND 2009

(US dollars)

	2010	2009
Operating activities		
Cash provided by:		
Membership contributions	\$11,986,035	\$11,986,035
Special cash grants	1,244,657	1,403,498
Project implementation grants	1,819,908	2,019,827
Participation by member countries	6,138	5,792
Decrease (increase) in receivables from member countries	(1,274,715)	831,384
Miscellaneous income - interest	34,871	48,817
Miscellaneous income - others	2,196	2,377
	<u>13,819,090</u>	<u>16,297,730</u>
Cash used in:		
Project expenses		
APO share	6,363,010	6,992,284
Implementation project costs	1,819,908	2,019,827
Allocation to project costs	2,399,610	2,406,177
Administrative expenses	4,960,026	5,003,949
Exchange variance	3,567	26,413
Decrease in prepaid expenses and other	(22,185)	(136,257)
Increase (decrease) in deposits and other advance payments	34,290	(91,295)
Increase (decrease) in fund for severance payments	139,902	(6,219)
Decrease in accounts payable and other	146,271	632,946
Decrease in accrued annual leave	69,716	2,008
Decrease (increase) in liability for severance payments	87,144	(381,135)
	<u>16,001,259</u>	<u>16,468,698</u>
Net cash used in operating activities	<u>(2,182,169)</u>	<u>(170,968)</u>
Effect of exchange rate changes on cash and cash equivalents	<u>158,093</u>	<u>(265,437)</u>
Net decrease in cash and cash equivalents	<u>(2,024,076)</u>	<u>(436,405)</u>
Cash and cash equivalents at beginning of year	<u>8,944,226</u>	<u>9,380,631</u>
Cash and cash equivalents at end of year	<u>\$6,920,150</u>	<u>\$8,944,226</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.

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 ("IFRS").

(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 results 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.

IFRS 7 “Financial Instruments–Disclosures” defines fair value and establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The three levels of the fair value hierarchy are as follows:

Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2—Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3—Unobservable inputs for the asset or liability

The insurance endowment fund and money market fund held by the Organization are classified into Level 2 assets.

(5) LIABILITY FOR SEVERANCE PAYMENTS

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon the monthly basic pay at the time of termination of employment and years of service. The cost of the severance payments is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Actuarial gains and losses that exceed 10% 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 2010, the Organization recorded accrued annual leave of 74 days (71 days in 2009) for staff members who had annual leave of more than 74 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 statements of financial position 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 of 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 \$418,152 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 2010, amounting to \$2,833 and \$10,125, respectively.

Allowances for outstanding debts as of 31 December 2010 and 2009 were as follows:

	2010		2009	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Receivables overdue for 1 year and longer				
Membership contributions	100	\$418,152	100	\$540,993
Participating country expenses	100	2,833	100	4,837
Others	100	10,125	100	10,125
		<u>\$431,110</u>		<u>\$555,955</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2010 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$540,993	\$4,837	\$10,125	\$555,955
Amounts recovered during the year	(287,868)	(2,004)		(289,872)
Loss recognized on receivables	165,027			165,027
Balance at end of the year	\$418,152	\$2,833	\$10,125	\$431,110

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 2010 and 2009 were as follows:

Purpose of grants	2010	2009
Project costs	\$463,353	\$677,438
Office rent	781,304	726,060
	\$1,244,657	\$1,403,498

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:

	2010	2009
Insurance endowment fund	\$1,699,447	\$1,760,447
Money market fund	1,669,063	1,468,161
	\$3,368,510	\$3,228,608

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 56% 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 2010 and 2009 were \$30,842 and \$30,602, respectively, and were included in miscellaneous revenues.

8. LIABILITY FOR SEVERANCE PAYMENTS

For the purposes of the actuarial valuations, the Organization used the discount rate of 1.1% per annum for the year ended 31 December 2010 and 1.5% per annum for the year ended 31 December 2009. 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:

	2010	2009
Current service cost	\$322,018	\$318,028
Interest on obligation	52,228	42,081
Amortization of unrecognized transitional liability	117,181	102,379
Net periodic pension cost	<u>\$491,427</u>	<u>\$462,488</u>

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

	2010	2009
Opening defined benefit obligation	\$3,141,265	\$2,928,705
Current service cost	322,018	318,028
Interest cost	52,228	42,081
Actuarial gains	(26,868)	(60,534)
Benefits paid	(895,939)	(62,192)
Foreign currency translation adjustments	319,947	(24,823)
Closing defined benefit obligation	2,912,651	3,141,265
Unrecognized transitional liability		(105,717)
Unrecognized actuarial gains	96,286	60,533
Net liability arising from defined benefit obligation	<u>\$3,008,937</u>	<u>\$3,096,081</u>

9. OPERATING LEASES

The Organization leases office space under a cancelable lease agreement. The lease was extended for another one year on the expiration date of 31 December 2011, 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 2010 and 2009 were \$837,106 and \$766,450, 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.

APO PROJECTS AND EXPERTS

INDUSTRY AND SERVICE SECTORS
INTERFACE SECTOR
AGRICULTURE SECTOR
INDIVIDUAL-COUNTRY PROGRAMS
EVALUATION OF APO PROJECTS
INTERNATIONAL COOPERATION

INDUSTRY AND SERVICE SECTORS

1. SOCIOECONOMIC PROGRESS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local)
APO Forum for Promoting Entrepreneurship in Asia	Japan	18–21 November	15	2	2	0
Mr. Tatsuro Ichihara	Chief Executive Officer	Kyoto Environmental Nanotechnology Cluster Office, Advanced Scientific Technology and Management Research Institute of Kyoto		Japan		
Mr. Tetsuhito Soyama	Board Director	CyberAgent, Inc.		Japan		

2. STRENGTHENING OF SMEs

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local)
APO Forum for Promoting Entrepreneurship in Asia	Japan	13–15 January	20	8	8	0
Mr. Hitoshi Suga	Special Advisor to President	Tully's Coffee Japan Co., Ltd., Visiting Professor, Akita International University		Japan		
Mr. Naoki Nick Kondo	President and CEO	Aunt Stella's K.K.		Japan		
Ms. Natsuko Shiraki	CEO	Hasuna Co., Ltd.		Japan		
Dr. Nobuhiko Hibara	Associate Professor of Finance	Ristumeikan University		Japan		
Mr. Takaaki Hata	Partner	Globis Capital Partners		Japan		
Mr. Tomotaka Goji	President and Managing Partner	University of Tokyo Edge Capital		Japan		
Mr. William Saito	Founder and CEO	Intecur, Inc.		Japan		
Mr. Kouta Matsuda	Founder	Tully's Coffee International Pte. Ltd.		Singapore		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local)
Multicountry Observational Study Mission on SME Development in the Mekong Region	Japan	1–5 February	12	2	1	1
Mr. Wong Hock	Managing Director and Principal Consultant	Hoclink Systems and Services Pte. Ltd.		Singapore		
* Mr. Satoru Tajima	President	Breakthrough Inc.		Japan		

*Local expert.

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local)
Study Meeting on Strategic Mergers and Acquisitions for SMEs	Republic of Korea	23–26 November	13	3	3	0
Ms. Chiungfeng Ko	Associate Professor	Soochow University	Republic of China			
Dr. Moon-Kyum Kim	Professor	Department of Entrepreneurship and Small Business, Soongsil University	Republic of Korea			
Dr. Christopher Kummer	President	Institute of Mergers, Acquisitions and Alliances	Switzerland			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local)
Research on the Financing of Small and Medium Businesses	MCs	Year-long	-	8	8	0
Prof. Moon-Kyum Kim	Professor	Department of Entrepreneurship and Small Business, Soongsil University	Republic of Korea			
Dr. Soumyendra Nath Ray	Professor and Director	Indian Institute of Social Welfare and Business Management	India			
Ms. Zureidar	Deputy Assistant for State Owned Enterprises	Coordinating Ministry for Economic Affairs	Indonesia			
Ms. Shamini A/P Murugaya	Assistant Manager	SME Corporation Bhd.	Malaysia			
Dr. Gilberto M. Llanto	Senior Fellow	Philippine Institute for Development Studies	Philippines			
Ms. Chiungfeng Ko	Associate Professor	Soochow University	Republic of China			
Dr. Soon Yeong Hong	Senior Research Fellow	Korea Small Business Institute	Republic of Korea			
Dr. Boontham Rajitpinyolert	Lecturer	Department of Economics, Kasetsart University	Thailand			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Research on the Financing of Small and Medium Businesses: Overview of SMEs in Asia (Second Coordination Meeting of Chief and National Experts)	Republic of China	28–30 July	-	8	8	0
Prof. Moon-Kyum Kim	Professor	Department of Entrepreneurship and Small Business, Soongsil University		Republic of Korea		
Ms. Chiungfeng Ko	Associate Professor	Soochow University		Republic of China		
Dr. Soumyendra Nath Ray	Professor and Director	Indian Institute of Social Welfare and Business Management		India		
Ms. Zureidar	Deputy Assistant for State Owned Enterprises	Coordinating Ministry for Economic Affairs		Indonesia		
Dr. Soon Yeong Hong	Senior Research Fellow	Korea Small Business Institute		Republic of Korea		
Ms. Tengku Zairu Azniza Binti Tuan Zakaria	Accountant	SME Corporation Malaysia		Malaysia		
Dr. Gilberto M. Llanto	Senior Fellow	Philippine Institute for Development Studies		Philippines		
Dr. Boontham Rajitpinyolert	Lecturer	Department of Economics, Kasetsart University		Thailand		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Research on Service-sector Productivity with the Focus on SMEs	MCs	Year-long	-	6	6	0
Dr. Check Teck Foo	Founder and Chairman	Sun Tzu Art of War Institute		Singapore		
Dr. Alfred Li-Ping Cheng	Associate Professor	National Chiao Tung University		Republic of China		
Dr. Takayuki Mori	Professor	Faculty of Commerce, University of Marketing and Distribution Sciences		Japan		
Dr. Keun Hee Rhee	Senior Researcher	Korea Productivity Center		Republic of Korea		
Ms. Nor Fazila Bt. Hashim	Senior Consultant	Malaysia Productivity Corporation		Malaysia		
Dr. Shandre Mugan Thangavelu	Associate Professor	Department of Economics, National University of Singapore		Singapore		

3. KNOWLEDGE MANAGEMENT

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Knowledge Management Concepts and Practices (Phase 1)	Fiji, Indonesia, Malaysia, Philippines, and Thailand	22–25 February	119	3	3	0
Mr. Naoki Ogiwara	Senior Consultant and “Ba” Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.		Japan		
Ms. Elena Avedillo-Cruz	Vice-President and Managing Director	Center for Knowledge Management, Development Academy of the Philippines		Philippines		
Mr. Praba Nair	Director	KDi Asia		Singapore		

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Knowledge Management Concepts and Practices (Phase 2)	Bangladesh, India, Nepal, Pakistan, and Sri Lanka	2-5 March	85	3	3	0
Mr. Naoki Ogiwara	Senior Consultant and "Ba" Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan			
Ms. Elena Avedillo-Cruz	Vice-President and Managing Director	Center for Knowledge Management, Development Academy of the Philippines	Philippines			
Mr. Praba Nair	Director	KDi Asia	Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Knowledge Management Concepts and Practices (Phase 3)	Cambodia, IR Iran, Lao PDR, Mongolia, and Vietnam	9-12 March	106	3	3	0
Mr. Naoki Ogiwara	Senior Consultant and "Ba" Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan			
Ms. Elena Avedillo-Cruz	Vice-President and Managing Director	Center for Knowledge Management, Development Academy of the Philippines	Philippines			
Mr. Praba Nair	Director	KDi Asia	Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Knowledge Management for NPO Trainers/Facilitators	Bangladesh	9-13 May	20	3	3	0
Mr. Naoki Ogiwara	Senior Consultant and "Ba" Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan			
Ms. Elena Avedillo-Cruz	Vice-President and Managing Director	Center for Knowledge Management, Development Academy of the Philippines	Philippines			
Mr. Praba Nair	Director	KDi Asia	Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Knowledge-creating Enterprises	Japan	13-17 September	16	2	1	1
Dr. Peter Heisig	Senior Research Associate	Engineering Design Centre, University of Cambridge	UK			
* Mr. Naoki Ogiwara	Senior Consultant	KDI, Fuji Xerox Co., Ltd.	Japan			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Knowledge Management in the Public Sector	Republic of Korea	2–5 November	17	3	3	0
Dr. Serafin D. Talisayon	Professor (Knowledge Management)	Technology Management Center, Univeristy of the Philippines		Philippines		
Mr. Praba Nair	Director	KDi Asia		Singapore		
Mr. Ronald Young	CEO	Young International Group		UK		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Knowledge Management for SMEs	Republic of China	7–10 December	20	4	3	1
Mr. Naoki Ogiwara	Senior Consultant and “Ba” Conductor	KDI, Fuji Xerox Co., Ltd.		Japan		
Dr. Boondee Bunyagidj	Advisor to the Executive Director	Thailand Productivity Institute		Thailand		
Mr. Ronald Young	CEO	Young International Group		UK		
* Prof. Chen Chia Shen	Professor	National Taiwan University		Republic of China		

4. GENERAL MANAGEMENT

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Mental Health and Productivity	Japan	18–22 January	19	5	0	5
* Dr. Haruyoshi Yamamoto	Head of Mental Health Center for Workers	Yokohama Rosai Hospital		Japan		
* Mr. Hiroyuki Nakano	Researcher	Mental Health Research Institute		Japan		
* Mr. Ku Kuniyoshi	Counsellor	Mental Health Research Institute		Japan		
* Mr. Shinichiro Iida	Deputy Director	Mental Health Research Institute		Japan		
* Mr. Yukio Yanagawa	Head, Mental Health Promotion Center	Japan Industrial Safety and Health Association		Japan		

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of APO Plan for Activities on Public-sector Productivity under the Research Fund	Japan	15–17 February	-	8	8	0
Dr. Shin Kim	Director	Public Governance Education and Training Center, Korea Institute of Public Administration	Republic of Korea			
Ms. Rauzah bt. Zainal Abidin	Senior Manager, Business Transformation Division	Malaysia Productivity Corporation	Malaysia			
Dr. Razli Che Razak	Associate Professor of Operations Management	College of Business, Universiti Utara Malaysia	Malaysia			
Ms. Amelita D. Castillo	Director, Systems and Productivity Improvement Bureau	Department of Budget and Management	Philippines			
Mr. Antonio D. Kalaw, Jr.	President	Development Academy of the Philippines	Philippines			
Ms. Magdalena Legaspi Mendoza	Senior Vice President for Programs	Development Academy of the Philippines	Philippines			
Dr. Phanit Laosirirat	Executive-Director	Thailand Productivity Institute	Thailand			
Ms. Ratchada Asisonthisakul	Senior Consultant	Thailand Productivity Institute	Thailand			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Top Management Forum on Environmental Management for Sustainable Productivity Enhancement	Japan	22–24 February	32	8	8	0
Mr. Kuniaki Okahara	Director	Corporate Environmental Affairs Division, Panasonic Corporation	Japan			
Mr. Norihiko Saitou	Senior Vice President	Toray Industries, Inc.	Japan			
Mr. Norimasa Ina	President	Nippon Mosaic Tile Co., Ltd.	Japan			
Prof. Ryoichi Yamamoto	Professor	Institute of Industrial Science, International Research Center for Sustainable Materials, University of Tokyo	Japan			
Mr. Teisuke Kitayama	Chairman of the Board	Sumitomo Mitsui Banking Corporation	Japan			
Mr. Tsunehiko Iwai	Corporate Officer	Technical Planning and Technical Affairs and General Manager, Quality Management Department, Shiseido Co., Ltd.	Japan			
Mr. Yu Murata	Director	Environmental Industries Office, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry	Japan			
Dr. Kun-Mo Lee	Professor	Ajou University	Republic of Korea			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Expert Group Meeting for Publication of the <i>Practical Guide on Knowledge Management for SME Owners/Managers</i> under the Research Fund	Japan	7–9 April	-	4	4	0
Mr. Naoki Ogiwara	Senior Consultant and “Ba” Conductor	Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd.	Japan			
Dr. Serafin D. Talisayon	Professor (Knowledge Management)	Technology Management Center, University of the Philippines	Philippines			
Dr. Boondee Bunyagidj	Advisor to the Executive Director	Thailand Productivity Institute	Thailand			
Mr. Ronald Young	CEO	Young International Group	UK			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Research Fund for Productivity Enhancement in Member Countries “Expert Group Meeting on Development of Competitive Strategies for Asian SMEs”	APO Secretariat	15–16 April	-	8	8	0
Prof. Hiroataka Takeuchi	Dean	Graduate School of International Corporate Strategy, National Center of Sciences, Hitotsubashi University	Japan			
Mr. Guann-Jyh Lee	Director	Business Startup and Incubation Division, Small and Medium Enterprise Administration, Ministry of Economic Affairs	Republic of China			
Mr. Seiji Koizumi	Senior Consultant	Fusion Knowledge Network Co., Ltd.	Japan			
Ms. Cha Sang Mi	Researcher	Productivity Research Institute, Korea Productivity Center	Republic of Korea			
Mr. Rufino R. Manrique Jr.	Owner and CEO	Moonbake Inc.	Philippines			
Mr. Erman Tan	CEO	Asia Polyurethane Mfg. Pte. Ltd.	Singapore			
Mr. Preeeda Youngsuksathaporn	Department Manager	National Innovation Agency	Thailand			
Prof. Yoshinori Fujikawa	Associate Professor	Graduate School of International Corporate Strategy, National Center of Sciences, Hitotsubashi University	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Strategic Management Consultancy with the Focus on the Service Sector	Japan	27 September–8 October	18	7	1	6
Mr. George Wong	Managing Director, Principal Consultant	Hoclink Systems and Services Pte. Ltd.	Singapore			
* Mr. Hironobu Nitta	Executive Management Consultant	Japan Productivity Center	Japan			
* Mr. Kou Naitou		National Institute of Advanced Industrial Science and Technology	Japan			
* Mr. Makoto Kobayashi	Management Consultant	Japan Productivity Center	Japan			
* Mr. Masahiro Ota	Senior Management Consultant	Japan Productivity Center	Japan			
* Mr. Satoru Mukaiyama		Secretariat of Service Productivity and Innovation for Growth	Japan			
* Prof. Takao Kondo	Professor	Meiji University	Japan			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Customer Relationship Management	Republic of Korea	6–9 December	18	3	2	1
Mr. Junkyo Fujieda	Chairman and CEO	CRM Association Japan	Japan			
Mr. Toshio Akiyama	Program Director of CRM Best Practice Committee	CRM Association Japan	Japan			
* Dr. Yong Xune Xon	CEO/Consultant	Revision Consulting	Republic of Korea			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO Productivity Databook	MCS	Year-long	-	17	17	0
Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University	Japan			
Ms. Lutfon Nahar	Deputy Director, National Accounting Wing	Bangladesh Bureau of Statistics	Bangladesh			
Mr. Chettra Keo	Deputy Director of General Statistics Department	National Institute of Statistics, Ministry of Planning	Cambodia			
Ms. Jia-yuan Mei	Chief, National Accounts Section	Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistic, Executive Yuan	Republic of China			
Ms. Nilima Usharani Lal	Divisional Manager, Economic Statistics Division	Fiji Islands Bureau of Statistics	Fiji			
Mr. A.C. Sharma	Deputy Director General, National Accounts Division	Central Statistical Organisation, Ministry of Statistics and Programme Implementation	India			
Ms. Wachyu Winarsih	Leader of Social Analysis	Directorate of Analysis and Development Statistic/Statistic Indonesia	Indonesia			
Mr. Hamid Azarmand	Economic Researcher	Economic Accounts Department, Central Bank of Islamic Republic of Iran	Islamic Republic of Iran			
Dr. Geonwoo Lee	Research Fellow	Korea Institute for Industrial Economics and Trade	Republic of Korea			
Mr. Razaman Bin Ridzuan	Statistician, National Accounts Statistics Division	Department of Statistics, Malaysia	Malaysia			
Ms. Bayarmaa Baatarsuren	Statistician, Macroeconomic Statistics Department	National Statistical Office of Mongolia	Mongolia			
Mr. Rajesh Dhital	Statistical Officer	Central Bureau of Statistics	Nepal			
Mr. Shahid Mahmood Butt	Director, National Accounts	Statistics Division, Federal Bureau of Statistics	Pakistan			
Ms. Estela T. De Guzman	Director, Industry and Trade Statistics Department	National Statistics Office	Philippines			
Mr. Weerasinghe W.M.A.S. Premakumara	Director Statistics	Department of Census and Statistics	Sri Lanka			
Ms. Wannapa Khlaisuan	Policy and Plan Analyst	National Accounts Office, National Economic and Social Development Board	Thailand			
Ms. Thi Viet Hong Nguyen	Head of Statistics and Informatics Section	Institute of Statistical Science, General Statistics Office	Vietnam			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Mission to Mongolia under the APO Productivity Databook Project	Mongolia	3–4 February	-	1	1	0
Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Mission to Mongolia in Relation to the APO National Wealth Survey under the APO Productivity Databook Project	Mongolia	19–23 July	-	1	1	0
Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Data Maintenance and Updating of the APO Asian Quarterly Growth Map in Connection with the APO Productivity Databook Project	MCs	Year-long	-	1	1	0
Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
TFP Mission to Vietnam under the APO Productivity Databook Project	Vietnam	7–8 April	-	1	1	0
Dr. Koji Nomura	Associate Professor	Keio Economic Observatory, Keio University		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO Productivity Database (Phase IV)	MCs	Year-long	-	3	3	0
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. Dale W. Jorgenson	Samuel W. Morris Professor	Department of Economics, Harvard University		USA		

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Research on Aging Society	MCS	Year-long	-	5	5	0
Dr. Hanam S. Phang	Senior Research Fellow	Korea Labor Institute		Republic of Korea		
Dr. Wen-Chi Grace Chou	Associate Professor	Department of Labor Relations and Institute of Labor Studies, National Chung-Cheng University		Republic of China		
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		
Dr. Priscilla Dawn Allen	Associate Professor	Louisiana State University School of Social Work		USA		

5. TOTAL QUALITY MANAGEMENT

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Six Sigma Green Belt	Vietnam	24–28 May	23	2	2	0
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation		Malaysia		
Mr. Mohd. Azlan Abas	Managing Consultant	Asmart Technologies		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Quality Awards in APO Member Countries	Japan	21–25 June	17	4	0	4
* Mr. Matao Ishii	Representative	Shonan Institute of Management		Japan		
* Mr. Naoyuki Yanagimoto	Faculty Fellow	Management Consulting Department, Japan Productivity Center		Japan		
* Mr. Nobuo Matsuura	President	Bankyo Pharmaceutical Co., Ltd.		Japan		
* Mr. Shigeto Shimokozono	Director	Council of Mie Management Quality Award		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on TQM for the Service Industry (Phase 1)	Cambodia, Fiji, Lao PDR, Mongolia, and Vietnam	6–9 September	95	1	0	1
* Dr. Katsutoshi Ayano	Professor	Tokai University School of Political Science and Economics		Japan		

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on TQM for the Service Industry (Phase 2)	Bangladesh, Indonesia, Malaysia, and Pakistan	4–7 October	114	1	0	1
* Mr. Noriharu Kaneko	Executive Director	Service Quality Management Ltd.	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on TQM for the Service Industry (Phase 3)	IR Iran, Nepal, Philippines, Singapore, Sri Lanka, and Thailand	12–15 October	95	1	0	1
* Mr. Teruo Kawamura	Senior Expert on Business Excellence	International Standardization Activities Support Center, Japanese Standards Association	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Busines Excellence Global Conference and Training for Senior Assessors	Singapore	8–12 November	18	5	2	3
Mr. Nico Schutte	MBB and Director, Business Improvemnet	Philips Consumer Lifestyle	The Netherlands			
Dr. Curt Reimann	Senior Scientist Emeritus	National Institute of Standards and Technology	USA			
* Mr. China Beng Chye	Vice President	Quality Systems / Information Management, Systems on Silicon Manufacturing Co. Pte. Ltd.	Singapore			
* Mr. Harnek Singh	Vice President and Director, Business Excellence	ST Engineering	Singapore			
* Mr. Selvakumar Shanmugam	Quality Manager	Micron Semiconductor Asia	Singapore			

6. TECHNOLOGY, IT, AND INNOVATION

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on the Information Security Management System: ISO27000 (Phase 1)	Cambodia, Fiji, Indonesia, Malaysia, and Philippines	6–9 April	118	1	1	0
Mr. Syed T. Zaidi	Lead Auditor	Det Norske Veritas AS	India			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on the Information Security Management System: ISO27000 (Phase 2)	Bangladesh, Lao PDR, Sri Lanka, Thailand, and Vietnam	19–22 April	89	2	2	0
Mr. Duggirala Sathya Prakash	Manager, Business Development	Det Norske Veritas AS	India			
Mr. Syed T. Zaidi	Lead Auditor-ACT	Det Norske Veritas AS	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on the Information Security Management System: ISO27000 (Phase 3)	India, IR Iran, Mongolia, Nepal, and Pakistan	28 June–1 July	131	2	2	0
Mr. Duggirala Sathya Prakash	Manager, Business Development	Det Norske Veritas AS	India			
Mr. Syed T. Zaidi	Lead Auditor-ACT	Det Norske Veritas AS	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Mission to a Nonmember Country on Public-sector Innovation	Canada	23–27 August	8	5	3	2
Mr. Mohd. Razali Hussain	Director General	Malaysia Productivity Corporation	Malaysia			
Mr. Antonio D. Kalaw, Jr.	President	Development Academy of the Philippines	Philippines			
Dr. Phanit Laosirirat	Executive-Director	Thailand Productivity Institute	Thailand			
* Mr. Richard Clarke	Director	Ministry of Government Services	Canada			
* Mr. Ron Gibson	Consultant		Canada			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Mission to a Nonmember Country on Quality and Innovation	USA	13–17 September	17	3	1	2
Mr. Thomas Schamberger	Executive Director	Foundation for Malcolm Baldrige National Quality Award Inc.	USA			
* Mr. E. David Spong	Consultant		USA			
* Mr. Richard A. Norling	Senior Fellow	Institute for Healthcare Improvement	USA			

INDUSTRY AND SERVICE SECTORS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Innovation in Public-sector Service Delivery	Indonesia	1–5 November	20	3	3	0
Mr. Arthur Daniels	Consultant			Canada		
Dr. Robin Mann	Director	Centre for Organisational Excellence Research, Massey University School of Engineering and Advanced Technology		New Zealand		
Ms. Magdalena Legaspi Mendoza	Acting Senior Vice President for Programs	Development Academy of the Philippines		Philippines		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Business Development Strategies for SMEs after the Global Financial Crisis	Republic of China	23–26 November	18	4	3	1
Mr. Satoshi Yamamoto	Researcher	Economic Research Institute, Japan Society for the Promotion of Machine Industry		Japan		
Dr. Jungdae Suh	Senior Research Fellow	Research Institute for Small and Medium Industries		Republic of Korea		
Dr. Foo Check Teck	Founder and Chairman	Sun Tzu Art of War Institute		Singapore		
* Mr. Lai Sun-Quae	Director General	Small and Medium Enterprise Administration, Ministry of Economic Affairs		Republic of China		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Innovation in Production Systems	Japan	29 November–10 December	16	7	1	6
Dr. Lee Gan Kai, William	Associate Research Scientist	Singapore Institute of Manufacturing Technology		Singapore		
* Dr. Manabu Sawaguchi	Professor	Graduate School of Creative Science and Engineering, Waseda University		Japan		
* Mr. Mitsuru Fujii	Consultant	Hirayama Co., Ltd.		Japan		
* Ms. Miwa Kato	Sales Group, Planning and Sales Team	Avex Inc., Tado Plant		Japan		
* Mr. Ryuji Tsuchiya	Instructor	Hirayama Co., Ltd.		Japan		
* Mr. Satoru Tajima	President	Breakthrough Inc.		Japan		
* Mr. Susumu Minegishi	Consultant	Hirayama Co., Ltd.		Japan		

INTERFACE SECTOR

7. GREEN PRODUCTIVITY

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training of Trainers in Green Productivity	Malaysia	1–26 March	20	7	3	4
Mr. Rajagopal Suryanarayanan	Senior Deputy Director	National Productivity Council	India			
Dr. Suporn Koottatep	Environmental Consultant		Norway			
Mr. Sim Chak Pheng, Roger	Contracts Manager	CEVA Logistics	Singapore			
* Mr. Che Razali Che Ismail	Manager	Services Sector Capacity Building, Malaysia Productivity Corporation	Malaysia			
* Ms. Latchumy Prabha	Consultant	Malaysia Productivity Corporation	Malaysia			
* Ms. Noraina Masduki	Senior Program Coordinator	Program for Environmental Management, National Institute of Public Administration	Malaysia			
* Ms. Zurina Moktar	Program Coordinator	Program for Environmental Management, National Institute of Public Administration	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Promotion of Activities of Green Productivity Advisory Committee through the Eco-products International Fair 2010	Indonesia	4–5 March	-	6	6	0
Mr. Manabu Fujii	Deputy Director, International Cooperation Department	Japan Productivity Center	Japan			
Prof. Ryoichi Yamamoto	Professor	University of Tokyo	Japan			
Mr. Takashi Yamagishi	Executive Vice President, Member of the Board	Teijin Limited	Japan			
Mr. Teisuke Kitayama	Chairman of the Board	Sumitomo Mitsui Banking Corporation	Japan			
Mr. Tsuneaki Taniguchi	President	Japan Productivity Center	Japan			
Mr. Yukio Yanase	President and Chief Operating Officer	Orix Corporation	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Promotional Visit for the Eco-products International Fair (EPIF) 2011/Official Launching of EPIF 2011	India	14–15 July	0	1	1	0
Mr. Takashi Yamagishi	Senior Executive Advisor	Teijin Limited	Japan			

*Local expert.

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
International Conference on Green Productivity to Enhance Competitiveness	Indonesia	4-7 March	41	18	6	12
Mr. Eiichiro Adachi	Research Chief, Head of ESG Research Center	Japan Research Institute, Limited	Japan			
Mr. Hiroki Nakatsuka	Senior Vice President, Head of Origination and Marketing Group	Environmental Products Department, Investment Bank Unit, Sumitomo Mitsui Banking Corporation	Japan			
Mr. Takejiro Sueyoshi	Special Advisor in the Asia-Pacific Region	UNEP Finance Initiative	Japan			
Ms. Yuko Sakita	Journalist	Sakita Office	Japan			
Dr. Kyung Hoon Kang	General Manager, Head of Business Research Department	Kookmin Bank	Republic of Korea			
Mr. Edgar G. Esguerra	Head, Conglomerates Division, Corporate Banking Group	Philippines Metro Bank	Philippines			
* Mr. Dilan S. Batuparan	Head, Syndication and Structured Trade	Eximbank	Indonesia			
* Ms. Emy Perdanahari	Director of Electricity, Supervision Program	Ministry of Energy, Republic of Indonesia	Indonesia			
* Mr. F.X. Sri Martono	Vice President and Chief, Corporate Organization and Human Capital Development	PT. Astra International	Indonesia			
* Mr. Iman Sucipto Umar	Chairman	KADIN Foundation and Steering Committee of EPIF 2010	Indonesia			
* Dr. Irhan Febijanto	Research Engineer	Agency for the Assessment and Application of Technology	Indonesia			
* Ms. Liana Bratasida	Deputy Minister, Environmental Global and International Cooperation	Ministry of Environment	Indonesia			
* Ms. Masnellyarti	Deputy Minister	Natural Resources Conservation Enhancement and Environmental Degradation Control	Indonesia			
* Mr. Setia Wijaya	General Manager, Operation, Cement Plant	PT. Indocement	Indonesia			
* Mr. Taufik Muhamad Abdulah	Alternative Materials and Fuels Technical Manager	PT. Indocement	Indonesia			
* Mr. Togar M. Simatupang	Associate Professor of Operations and Supply Chain Management	Bandung Institute of Technology School of Business Management	Indonesia			
* Mr. Tom Moyes	Program Manager, Access to Finance Advisory Services in Indonesia	International Finance Corporation	Indonesia			
* Dr. Yeti Rusli	Senior Adviser to the Minister	Ministry of Forestry on Environmental Affairs	Indonesia			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course for Energy Auditors	India	22–26 March	23	2	1	1
Mr. S.M. Mahmud Hassan	Senior Manager, Power, Energy Audit Cell	Office of the Electrical Adviser and Chief Electric Inspector, Power Division	Bangladesh			
* Mr. D. Pawan Kumar	Director (Energy Management)	National Productivity Council	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Energy Efficiency in SMEs (Phase 1)	Bangladesh, Lao PDR, and Vietnam	17–20 May	49	2	2	0
Mr. Anjan Kumar Sinha	Director-Energy Management and Head RPMG	Regional Professional Management Group, National Productivity Council	India			
Mr. Yutaka Ogura	General Manager	Technical Cooperation Department, Energy Conservation Center	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Energy Efficiency in SMEs (Phase 2)	India, IR Iran, Nepal, Sri Lanka, and Pakistan	21–24 June	127	2	2	0
Mr. Anjan Kumar Sinha	Director-Energy Management and Head RPMG	Regional Professional Management Group, National Productivity Council	India			
Mr. Kazuki Tanabe	General Manager	Training Cooperation Department, Energy Conservation Center	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Energy Efficiency in SMEs (Phase 3)	Cambodia, Fiji, Indonesia, Malaysia, Philippines, and Thailand	12–15 July	111	2	2	0
Mr. Anjan Kumar Sinha	Director-Energy Management and Head RPMG	Regional Professional Management Group, National Productivity Council	India			
Mr. Junichi Noka	General Manager	Asia Energy Efficiency and Conservation Collaboration Center, Energy Conservation Center	Japan			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Energy Management Capacity Building: Formulation of National Frameworks for the Development of Certified Energy Managers and Auditors	Cambodia	24–28 May	22	2	2	0
Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India			
Mr. Kishan Kumar Chakarvarti	Senior Programme Manager	Indo-German Energy Programme	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
National Dissemination Program on Energy Management Capacity Building	Bangladesh	20–21 December	54	2	2	0
Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India			
Mr. Kishan Kumar Chakarvarti	Senior Programme Manager	Indo-German Energy Programme	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Ecofinance	Republic of China	8–11 June	21	4	3	1
Mr. Bankim Bhatt	Chief Executive Officer	Bisman Fintech Pvt. Ltd.	India			
Mr. Eiichiro Adachi	Research Chief, Head of ESG Research Center	Japan Research Institute, Limited	Japan			
Mr. Juerg Klarer	Managing Director	AEquilibrium Consulting GmbH	Switzerland			
* Dr. Niven C.C. Huang	Secretary General	Business Council for Sustainable Development of Taiwan	Republic of China			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Integrated Waste Management at Resorts, Hotels, and Restaurants	Fiji	21–25 June	25	4	3	1
Dr. Ravinder N. Batta	Special Secretary	Tourism and Planning to the Government of Himachal Pradesh	India			
Mr. Alberet Teo	Borneo Specialist	Borneo Eco Tours Sdn. Bhd.	Malaysia			
Dr. Chirapol Sintunawa	Faculty of Environment and Resource Studies	Mahidol University	Thailand			
* Mr. Epeli Nasome	Former Director of Environment		Fiji			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Green Procurement and Green Purchasing: SME Focus	Japan	12–16 July	18	4	1	3
Prof. Kun-Mo Lee	Professor, Department of Environmental Engineering	Ajou University	Republic of Korea			
* Mr. Akira Kataoka	Manager	International Green Purchasing Network	Japan			
* Prof. Claude Siegenthaler	Professor	Hosei University	Japan			
* Mr. Hisayoshi Saegusa	Senior Management Consultant	Japan Productivity Center	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on the Eco-products Database	Republic of Korea	31 August–3 September	16	4	4	0
Dr. Ning Yu Chiu	President	Environment and Development Foundation	Republic of China			
Prof. Kun-Mo Lee	Visiting Research Fellow	National Institute of Advanced Industrial Science and Technology	Japan			
Dr. Ryoichi Yamamoto	Emeritus Professor	University of Tokyo	Japan			
Ms. Lisa Inez Antonio	Executive Director	Philippine Business for the Environment	Philippines			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Advanced Training Course on Energy Efficiency in SMEs	Thailand	6–10 September	24	5	4	1
Dr. Y.S. Perng	Professor	Department of Environmental Engineering, Da-Yeh University	Republic of China			
Mr. Arvind Kumar Asthana	Senior Technical Specialist	Indo-German Energy Programme	India			
Dr. Yoshiaki Ichikawa	Senior Manager	Environmental Strategy Office, Hitachi, Ltd.	Japan			
Mr. Jun Young Choi	Team Leader and Chief Researcher	Korea Testing Laboratory	Republic of Korea			
* Mr. Rajiv Garg	Program Officer-Policy	Southeast Asia Climate Change Network, UNEP	Thailand			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO International Conference on Green Technology	Malaysia	14–17 October	20	4	2	2
Dr. Ning Yu Chiu	President	Environment and Development Foundation	Republic of China			
Dr. Chaiyod Bunyagidj	Vice President	Thailand Environment Institute	Thailand			
* Ms. Joni Chan	Deputy Secretary General	Green Purchasing Network Malaysia	Malaysia			
* Ms. Wan Nadia Wan Kamaruddin	Research Officer	Malaysia Green Technology Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Mission to a Nonmember Country on Energy Efficiency and Renewable Energy	USA	25–29 October	17	4	1	3
Mr. Saito Yoshiyori	President	YS Associates Consultation	Japan			
* Dr. Masato Matsuo	President and CEO	USJP Technology, Inc.	USA			
* Dr. Hiroshi Yagi	President	IMAnet, Inc.	USA			
* Prof. Tony Seba	Lecturer in Entrepreneurship	Stanford University	USA			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Eco-design	Republic of China	1–5 November	21	10	3	7
Prof. Fumikazu Masuda	Professor	Tokyo Zokei University	Japan			
Dr. Mitsutaka Matsumoto	Research Scientist, Center for Service Research	Advanced Industrial Science and Technology	Japan			
Mr. Takao Sato	General Manager, Corporate Environment Division	Ricoh Company, Ltd.	Japan			
* Dr. Tsai-chi Kuo	Associate Professor	Chung Yuan Christian University	Republic of China			
* Mr. Frank Lin	CQO and Deputy CSO	ASUSTek Computer Inc.	Republic of China			
* Prof. Jahau Lewis Chen	Professor	National Cheng-Kung University	Republic of China			
* Mr. Keith Liao		AU Optronics Corporation	Republic of China			
* Prof. Li-Hsing Shih	Professor	National Cheng-Kung University	Republic of China			
* Mr. Linber Huang	Deputy CEO	Taiwan Design Center	Republic of China			
* Dr. Ning Yu	President	Environment and Development Foundation	Republic of China			

INTERFACE SECTOR

8. INTEGRATED COMMUNITY DEVELOPMENT

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
National Seminar on the Promotion of the One District, One Product Movement in Lao PDR	Lao PDR	6–8 April	48	5	1	4
Ms. Pansiri Jones	Community Development Specialist (Retired Government Official)			Thailand		
* Ms. Chanthachone		Department of Industry and Commerce		Lao PDR		
* Mr. Leksay Keotasan		Economic Research Institute and Trade		Lao PDR		
* Mr. Sayasith Khamphasith	Director, Productivity Division	Small and Medium Enterprises Promotion and Development Office		Lao PDR		
* Mr. Tongkhan Vongphachanh		Department of Production, Promotion and Trade		Lao PDR		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Planning and Management of Community-based Rural Tourism and Agrotourism Enterprises	Sri Lanka	10–17 August	21	3	3	0
Mr. Harro Boekhold	Managing Director	Contour Projects Ltd.		Tanzania		
Dr. Therdchai Choibamroong	Area-based Tourism Research Manager	Thailand Research Fund		Thailand		
Dr. Linda J. Cox	Interim Associate Dean and Associate Director for Extension	University of Hawaii at Manoa		USA		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Promotion of the One Village, One Product Model as a Regional and Rural Development Strategy	Lao PDR	6–10 December	18	4	3	1
Dr. Kunio Igusa	Professor, College of International Management and Graduate School of International Cooperation	Ritsumeikan Asia Pacific University		Japan		
Ms. Merly Mirasol Cruz	Undersecretary	Department of Trade and Industry		Philippines		
Ms. Nisakorn Jungjaroentham	Director, Industrial Promotion Center Region 4, Department of Industrial Promotion	Ministry of Industry		Thailand		
* Mr. Leksay Keoyasan	Division of Trade and Industry Research Policy, Economic Research Institute for Trade	Ministry of Industry and Commerce		Lao PDR		

INTERFACE SECTOR

9. DEVELOPMENT OF NPOs

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Vietnam (Phase 1)	Vietnam	30 May–5 June	32	2	2	0
Mr. Azman Hussain	Training Consultant	General Physics Malaysia Sdn. Bhd.	Malaysia			
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Bangladesh	Bangladesh	19 June–1 July	25	1	1	0
Mr. Eizo Asaka	Representative	Asaka Techno Consultancy	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Vietnam (Phase 2)	Vietnam	12–17 July	32	2	2	0
Mr. Azman Hussain	Training Consultant	General Physics Malaysia Sdn. Bhd.	Malaysia			
Mr. Kabir Ahmad Mohd Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Productivity and Quality Practitioners: DON Implementation for India	India	23 August–4 September	24	3	3	0
Mr. George Wong	Managing Director	Hoclink Systems and Services Pte. Ltd.	Singapore			
Mr. Lee Chen Tze	SCM Principal Consultant		Singapore			
Mr. Wilson Fu	TPM Consultant		Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Productivity and Quality Practitioners: DON Implementation for Lao PDR	Lao PDR	11–23 October	21	3	3	0
Mr. George Wong	Managing Director/Principal Consultant	Hoclink Systems and Services Pte. Ltd.	Singapore			
Mr. Lee Chen Tze	SCM Principal Consultant		Singapore			
Mr. Wilson Fu	TPM Consultant		Singapore			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
In-country Training Program for Energy Management Practitioners	Pakistan	29 November – 11 December	33	2	2	0
Mr. Anjan Kumar Sinha	Director-Energy Management and Head RPMG	National Productivity Council	India			
Mr. Subbarao Balasubramaniya Sadananda	Director and Head	National Productivity Council	India			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
DON Strategy: COE Program Deputation to SPRING Singapore	Singapore	7–16 July	-	2	2	0
Mr. Niklas Blomqvist	Process Assessment and Audit Manager	Volvo Car Corporation	Sweden			
Mr. Paul Steel	President and CEO	Total Quality Inc.	USA			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
DON Strategy: COE Program Deputation to Thailand Productivity Institute (FTPI)	Thailand	12–14 July	-	1	1	0
Mr. Darshan Singh	Director	Business and Service Excellence, SPRING Singapore	Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
DON Strategy: COE Program Deputation to National Productivity Organization in Pakistan	Pakistan	20–24 September	-	1	1	0
Dr. Em-Amorn Kumnuach	Director	Office of Thailand Quality Award, Thailand Productivity Institute	Thailand			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Development of Productivity Practitioners: Basic Program	Philippines	1–26 November	19	6	2	4
Mr. Mah Lok Abdullah	Principal Consultant	Railer Management Services	Malaysia			
Ms. Chantalux Mongkol	Productivity Promotion, Department Manager	Thailand Productivity Institute	Thailand			
* Ms. Thess A. Augstin	Program Director, Industry Competitiveness and SME Productivity Center of Quality and Competitiveness	Development Academy of the Philippines	Philippines			
* Mr. Arnel D. Abanto	Managing Director, Center for Quality and Competitiveness	Development Academy of the Philippines	Philippines			
* Ms. Elena Avedillo Cruz	Managing Director, Center for Knowledge Management	Development Academy of the Philippines	Philippines			
* Ms. Magdalena Legaspi Mendoza	Senior Vice President for Programs	Development Academy of the Philippines	Philippines			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Development of Productivity Practitioners: Advanced Program	Malaysia	29 November – 17 December	24	9	2	7
Mr. Takao Kasahara	Managing Director	Streamline Strategy Japan, Inc.	Japan			
Mr. Lee Kok Seong	General Manager/Principal Consultant	Eunison Network Pte. Ltd.	Singapore			
* Dr. M. Sugumaran	Senior Manager	Malaysia Productivity Corporation	Malaysia			
* Mr. Nor Azhar Nusa	Manager	Autokeen Sdn. Bhd.	Malaysia			
* Mr. Omar Othman	Manager	Malaysia Productivity Corporation	Malaysia			
* Ms. Rokiah Aziz	Manager	Malaysia Productivity Corporation	Malaysia			
* Mr. Rosmi Abdullah	Senior Consultant	Malaysia Productivity Corporation	Malaysia			
* Mr. Samsudin Hamzah	Associate Consultant	Bina Insan	Malaysia			
* Mr. Shaharom Ashaari	Consultant	Forward Design Solution	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program: Observational Study Mission on Productivity Improvement through TPM from Vietnam to Japan	Vietnam	11–15 January	10	1	0	1
* Mr. Kazuteru Chinone	Representative	Productivity Management Office	Japan			

INTERFACE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program in Vietnam (3rd visit)	Vietnam	18–22 January	-	1	1	0
Mr. Kazuteru Chinone	Representative	Productivity Management Office		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program in Vietnam and Sri Lanka (Final Evaluation Visit)	Sri Lanka and Vietnam	15–19 March	-	3	3	0
Ms. Satoko Kanao	Project Manager	Japan Productivity Center		Japan		
Mr. Yoji Osaki	Director	Japan Productivity Center		Japan		
Mr. Ahmad Murshid Abu	Manager	Malaysia Productivity Corporation		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program (Year 1) - First Assessment Visit	Malaysia and Mongolia	24–29 June	-	1	1	0
Mr. Naoya Kuchimura	Project Manager	Japan Productivity Center		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program (Year 1) - 1st visit to Mongolia	Mongolia	5–10 September	-	1	1	0
Mr. Satoru Tajima	President	Breakthrough Inc.		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program (Year 1) - 1st visit to Malaysia	Malaysia	27 September–2 October	-	1	1	0
Mr. Yoshikuni Furukawa	General Manager, Sustainable Management	Nitto Denko Corporation		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program (Year 1) - 2nd visit to Mongolia	Mongolia	24–29 October	-	1	1	0
Mr. Satoru Tajima	President	Breakthrough Inc.		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Member Country Support Program (Year 1) - 2nd visit to Malaysia	Malaysia	22–26 November	-	1	1	0
Mr. Hiroshi Tachikawa	Managing Director	Propharm Japan Co., Ltd.		Japan		

AGRICULTURE SECTOR

10. AGRICULTURAL MARKETING AND PROCESSING

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Export Promotion of Agrifood Products	Japan	1–6 March	18	4	1	3
Mr. David Lennarz	Vice President	Registrar Corp.		USA		
* Mr. Daniel Cherbin	Library and Information Consultant			Japan		
* Mr. Taneo Moriyama	Managing Director	Insight Inc.		Japan		
* Mr. Yoshiyuki Mori	Chief Representative, Japan Office	Warrnambool Cheese and Butter Factory		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on e-Marketing of Agricultural Products	Republic of Korea	15–19 March	14	2	2	0
Mr. S.A. Khader	Principal Consultant	SAK Consultants and Associates		India		
Ms. Fione Tan	President and CEO	eOnenet Centre		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
National Training Course on the Food Safety Management System ISO22000:2005 for Auditors/Lead Auditors	Pakistan	6–8 May/ 10–12 May	109	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO National Training Workshop on the Food Safety Management System ISO22000:2005	Vietnam	10–14 May	96	1	1	0
Mr. Ng Ha Wai Howie	Director	i-VAC Certification Ltd.		Hong Kong		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO National Training Course on the Food Safety Management System ISO22000:2005 for Auditors/Lead Auditors	Sri Lanka	26–29 July	50	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

*Local expert.

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Seminar on Building Value Chains in Agribusiness	Indonesia	23–27 May	22	5	3	2
Mr. Grant Vinning	Marketing Adviser	Agricultural Livelihoods Program	Australia			
Ms. Umm e Zia	Managing Director	Cynosure Consultants, Inc.	Pakistan			
Dr. Kheng Soon Rodney Wee	Chief Executive	Asian Cold Chain Centre	Singapore			
* Mr. Benny Tjia	Owner	PT. Mandiri Jaya Flora	Indonesia			
* Mr. Tatang Hadinata	President Director	PT Saung Mirwan	Indonesia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Food Safety Management and Food Traceability (Phase 1)	Fiji, Indonesia, Malaysia, Philippines, and Thailand	7–10 June	111	4	4	0
Mr. Jun Sakai	Chief Researcher	Food Marketing Research and Information Center	Japan			
Mr. Toshifumi Tashiro	Manager, Distribution Information Department	Business Strategy Department Meat Division, Itoham Foods Inc.	Japan			
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			
Dr. Jenn-Kan Lu	Associate Professor	Department of Aquaculture, National Taiwan Ocean University	Republic of China			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Food Safety Management and Food Traceability (Phase 2)	Cambodia, IR Iran, Lao PDR, Mongolia, Singapore, and Vietnam	5–8 July	119	4	4	0
Dr. Jenn-Kan Lu	Associate Professor	Department of Aquaculture, National Taiwan Ocean University	Republic of China			
Mr. Jun Sakai	Chief Researcher	Food Marketing Research and Information Center	Japan			
Mr. Toshifumi Tashiro	Manager, Distribution Information Department	Business Strategy Department, Meat Division, Itoham Foods Inc.	Japan			
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Food Safety Management and Food Traceability (Phase 3)	Bangladesh, India, Nepal, Pakistan, and Sri Lanka	20–23 July	108	4	4	0
Dr. Jenn-Kan Lu	Associate Professor	Department of Aquaculture, National Taiwan Ocean University	Republic of China			
Mr. Jun Sakai	Chief Researcher	Food Marketing Research and Information Center	Japan			
Mr. Toshifumi Tashiro	Manager, Distribution Information Department	Business Strategy Department, Itoham Foods Inc.	Japan			
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO Study Mission to a Nonmember Country on Innovations in Food Products	USA	27 June–1 July	14	4	0	4
* Mr. Clark Wolf	Founder and President	Clark Wolf Company	USA			
* Ms. Lindsey Watson	Director of Quality Assurance Programs	Registrar Corp.	USA			
* Mr. Robert B. Silverman	Partner	Grunfeld, Desiderio, Lobowitz, Silverman and Klestadt LLP	USA			
* Mr. Steve Sichel	Director of Development	STAR-K	USA			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises	Malaysia	26–31 July	20	4	3	1
Ms. Arlene Donaire Pamintuan	Independent Management Consultant		Philippines			
Mr. Reuel K. Virtucio	Executive Director	Punla sa Tao Foundation	Philippines			
Dr. Navam S. Hettiarachchy	Professor, IFT Fellow and Head	Department of Food Science and Institute of Food Science and Engineering, University of Arkansas	USA			
* Ms. Faridah Aini Muhammad	Deputy Director	Department of Agriculture, Ministry of Agriculture and Agro-Based Industry	Malaysia			

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Best Practices of Logistics Management for Agribusiness: Consolidation and Distribution System for Agricultural Products	Thailand	16–20 August	21	8	3	5
Mr. Chan Seng Kit	Managing Director	K-Farm Sdn. Bhd.	Malaysia			
Dr. Kheng Soon Rodney Wee	Chief Executive and Principal Consultant	Asian Cold Chain Centre	Singapore			
Mr. Thomas D.H. Hertog	Consultant	Feliz Advies	The Netherlands			
* Mr. Paiboon Ponsuwanna	Executive Director	Transmut Food Co., Ltd.	Thailand			
* Dr. Sataporn Amornasawadawatana	Associate Professor	University of the Thai Chamber of Commerce School of Engineering	Thailand			
* Mr. Sumeth Laomorphorn	Chief Operating Officer	C.P. Intertrade Co., Ltd.	Thailand			
* Dr. Tirachai Pipitsupaphol	Vice President-Logistics	Mitr Phol Sugar Crop Ltd.	Thailand			
* Mr. Tomofumi Inoue	Director of Trade Promotion	Japan External Trade Organization	Thailand			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on the Food Safety Management System ISO22000:2005 for Auditors/Lead Auditors	Republic of Korea	23–27 August	16	2	2	0
Mr. Ng Ha Wai, Howie	Technical Director	Hong Kong Verita Limited	Hong Kong			
Mr. Yong Kok Seng	Managing Director	QMC Resoruce Centre Sdn. Bhd.	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on Approaches and Tools for Improving the Performance of Agribusiness SMEs	Indonesia	4–8 October	21	5	3	2
Mr. Koichi Hiratsuka	Consultant		Japan			
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			
Mr. Reuel Virtucio	Executive Director	Punla sa Tao Foundation	Philippines			
* Mrs. Darningsih	Business Owner		Indonesia			
* Dr. Simanjuntak Parulian	Professor	University of Medan, Nomesen University	Indonesia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Mission to a Nonmember Country on Quality Management for Processed Food and Beverage Products	France	18–22 October	14	5	0	5
* Mr. Alexandre La Rosa	Consultant	ALR	France			
* Mr. Georges Champseix	Consultant		France			
* Mr. Jean-Michel Gressard	President	Cabinet Gressard SA	France			
* Ms. Lalaina Randriamanantsoa		Intertek France	France			
* Ms. Peguy Herluc	Consultant		France			

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Branding of Local Food and Agricultural Products	Japan	9–16 November	14	6	0	6
* Mr. Hiroaki Sato	Expert for Regional Collective Trademark System	Trademark Division, Trademark, Design and Administrative Affairs Department, Japan Patent Office	Japan			
* Mr. Kazuyuki Yazawa	Deputy Director	Trademark Division, Trademark, Design and Administrative Affairs Department, Japan Patent Office	Japan			
* Dr. Mari Hazumi	Professor	Faculty of Commerce, Kumamoto Gakuen University, Kumamoto	Japan			
* Mr. Masataka Ikeda	Head of the Secretariat	Kobe Beef Marketing and Distribution Promotion Association	Japan			
* Mr. Yoshihisa Naito	Senior Analysis Officer	Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries	Japan			
* Mr. Yoshinori Yamauchi	Intellectual Property Protection/ Application Official	Intellectual Property Division, Ministry of Agriculture, Forestry and Fisheries	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Modern Food Safety Management Systems	Japan	7–14 December	18	4	1	3
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			
* Mr. Goichiro Yukawa	Head, Department of Technical Service	Japan Food Research Laboratories	Japan			
* Mr. Seiji Tanaka	Director	Organization of Food Marketing Structure Improvement	Japan			
* Dr. Yoko Niiyama	Professor	Kyoto University Graduate School of Agriculture	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Special Program for Strengthening the Capacity of Food Supply Chain Management in Asian Least Developed Countries	MCs	Year-long	-	-	-	-

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on Good Manufacturing Practices	Cambodia	1–9 April	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on Good Manufacturing Practices (2nd Visit)	Cambodia	3–11 August	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on Good Manufacturing Practice (3rd Visit)	Cambodia	17–30 November	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on 5S and Kaizen in Cambodian Regional Areas (Phase II)	Cambodia	26–30 April	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on 5S and Kaizen in Cambodian Regional Areas (Phase II)	Cambodia	16 May–1 June	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on 5S and Kaizen in Cambodian Regional Areas (Phase II)	Cambodia	17–27 October	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on 5S and Good Manufacturing Practices	Lao PDR	2–11 November	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
National Training Course on Postharvest Technologies for Rice	Lao PDR	20–24 December	-	3	2	1
Mr. Tateo Ajika	Senior Consultant	Overseas Merchandise Inspection Co., Ltd.		Japan		
Dr. Yasuhisa Seo	Professor	College of Bioresources Sciences, Nihon University		Japan		
* Mr. Thongsavath Chanthasombath		Department of Plantation		Lao PDR		

11. SUSTAINABLE DEVELOPMENT IN AGRICULTURE

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on the Participatory Approach to Water Resources Management in Agriculture: Participatory Irrigation Management	IR Iran	23–28 January	22	5	3	2
Dr. Jin-Yong Choi	Associate Professor	Rural Systems Engineering Program, College of Agriculture and Life Sciences		Kingdom of Tonga		
Mr. Mohammad Shafique	Water Management Consultant	Land and Water Services		Pakistan		
Mr. Ozlu Hasan	Head	Turkey INPIM Chapter		Turkey		
* Ms. J. Moshfegh	Senior Expert for Agricultural Extension and Education	Ministry of Jihad-e-Agriculture, Deputy of Soil, Water and Industries, Water Productivity Management		IR Iran		
* Dr. Fariborz Abbasi	Associate Professor/ Irrigation and Drainage Specialist, Deputy Research, Technical Engineering	Research Institute, affiliated to the Ministry of Jihad-e-Agriculture		IR Iran		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop for Research on Agricultural Policies in Asia	APO Secretariat	19–21 January	5	3	3	0
Mr. Wilfrid Legg	Head, Agricultural Policies and Environment	OECD		France		
Mr. Kunio Tsubota	Deputy Director-cum-Professor	Kyushu University Asia Center		Japan		
Dr. Boonjit Titapiwatanakun	Assistant Professor	Department of Agricultural and Resources Economics, Faculty of Economics, Kasetsart University		Thailand		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
APO Study Mission to a Nonmember Country: Ecotourism in Hawaii	USA	15–19 March	15	2	0	2
* Dr. John Cusick	Assistant Specialist, Environmental Center	College of Tropical Agriculture and Human Resources, University of Hawaii at Manoa		USA		
* Dr. Linda Cox	Interim Associate Dean and Associate Director for Extension	College of Tropical Agriculture and Human Resources, University of Hawaii at Manoa		USA		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Multicountry Observational Study Mission on Applications of Biotechnology in the Production of High-value Crops	Republic of China	28 June–2 July	23	5	2	3
Dr. Andrew Powell	Chief Executive Officer	Asia BioBusiness Pte. Ltd.		Singapore		
Dr. Paul Teng	Dean	Graduate Program and Research, National Institute of Education		Singapore		
* Mr. Chung-Jung Shih	Head	Office for Agricultural Technology Industry		Republic of China		
* Dr. Hung-Chang Huang	Chair Professor	Plant Pathology Division, Taiwan Agricultural Research Institute		Republic of China		
* Dr. Wen-Huei Chen	Distinguished Professor and Director	Department of Life Sciences and Institute of Biotechnology, National University of Kaohsiung		Republic of China		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Training Course on Standards and Certification Systems for Organic Food Production and Processing	Philippines	12–17 July	22	4	3	1
Mr. Gerald Herrmann	Director	Organic Services GmbH		Germany		
Mr. Toshiaki Takahashi	Certification Staff	Japan Organic and Natural Foods Association		Japan		
Mrs. Grace Gershuny	Gaia Services	Barnet		USA		
* Mr. Gilberto F. Layese	Director	Department of Agriculture, Bureau of Agriculture and Fisheries Product Standards		Philippines		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Study Meeting on Reforming Agricultural Extension Systems through Knowledge Management	India	6–11 September	18	6	3	3
Mr. Abdoulaye Mbaye	Extension Officer OEKR FAO Rome	UN FAO		Italy		
Dr. Cely Binoya	Director, Extension Services Division and GAD	Professor VI, CBSUA Graduate School, Central Bicol State University of Agriculture		Philippines		
Dr. Marloer U. Aquino	Senior Program Coordinator and Senior Agriculturist	Bureau of Agricultural Research		Philippines		
* Dr. B.S. Hansra	Professor	Indira Gandhi National Open University School of Agriculture		India		
* Dr. K. Vijayaragavan	Head	Division of Agricultural Extension, India Agricultural Research Institute		India		
* Dr. M.J. Candre Gowda	Deputy Commissioner	Department of Agriculture and Cooperatives, Ministry of Agriculture		India		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Mission to a Nonmember Country on GLOBALGAP for Greater Market Access of Agrifood Products	Germany	25–29 October	16	9	0	9
* Ms. Christina Buttler		European Egg, Poultry and Game Association		Germany		
* Mr. Frank Gerriets	Director	Organic Services GmbH		Germany		
* Mr. Ignacio Antequera		Benchmarking and Integrity Programme		Germany		
* Ms. Kerstin Uhlig	Manager Stakeholder Liaison	GLOBAL G.A.P Germany		Germany		
* Mr. Manfred Pulm	Quality Manager	Lehmann Natur		Germany		
* Dr. Matthias Grill	Business Development Manager	agroVet		Germany		
* Ms. Silke Peters	Managing Director	Flower Label Programme		Germany		
* Mr. Udo Rindsfusser	Advisor Horticulture	Federal Agricultural Agency of the State of North Rhine-Westphalia		Germany		
* Mr. Uwe Sakowski	Managing Director	Mibusa Großmarkt GmbH and Co. KG		Germany		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Good Agricultural Practices and GLOBALGAP for Greater Market Access for Agrifood Products (Phase 1)	Bangladesh, India, IR Iran, Nepal, and Pakistan	26–28 October	85	7	7	0
Ms. Kerstin Uhlig	Manager Stakeholder Liaison	GLOBALGAP		Germany		
Dr. Rolland Aumueller	Specialist Veterinary Surgeon Standard Management, Livestock Feed	GLOBALGAP		Germany		
Mr. Taneo Moriyama	Managing Director	Insight Inc.		Japan		
Mr. Yasuaki Takeda	Managing Director and Secretary General	JGAP		Japan		
Mr. Chan Seng Kit	Managing Director	K Farm Sdn. Bhd.		Malaysia		
Dr. Christopher Walsh	Professor	Department of Plant Sciences and Landscape Architecture, University of Maryland		USA		
Dr. Kristian Moeller	Founding President	GLOBALGAP North America Inc.		USA		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Good Agricultural Practices and GLOBALGAP for Greater Market Access for Agrifood Products (Phase 2)	Cambodia, Republic of China, Lao PDR, Philippines, Sri Lanka, and Vietnam	16–18 November	116	8	8	0
Mr. Chan Seng Kit	Managing Director	K-Farm Sdn. Bhd.		Malaysia		
Dr. Christopher S. Walsh	Professor	Department of Plant Sciences and Landscape Architecture, University of Maryland		USA		
Mr. Enrique Uribe Leitz	Benchmarking Administration	GLOBALGAP		Germany		
Ms. Kerstin Uhlig	Manager Stakeholder Liaison	GLOBALGAP		Germany		
Dr. Kristian Moeller	Founding President	GLOBALGAP, North America Inc.		USA		
Mr. Nigell Garbutt	Chairman	GLOBALGAP		Germany		
Dr. Rolland Aumueller	Specialist Veterinary Surgeon Standard Management, Livestock Feed	GLOBALGAP		Germany		
Mr. Yasuaki Takeda	Managing Director and Secretary-General	JGAP		Japan		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
e-Learning Course on Good Agricultural Practices and GLOBALGAP for Greater Market Access for Agrifood Products (Phase 3)	Fiji, Indonesia, Malaysia, and Thailand	23–25 November	59	6	6	0
Mr. Chan Seng Kit	Managing Director	K-Farm Sdn. Bhd.		Malaysia		
Dr. Christopher S. Walsh	Professor	Department of Plant Sciences and Landscape Architecture, University of Maryland		USA		
Ms. Kerstin Uhlig	Manager Stakeholder Liaison	GLOBALGAP		Germany		
Dr. Kristian Moeller	Founding President	GLOBALGAP, North America Inc.		USA		
Dr. Roland Aumueller	Specialist Veterinary Surgeon, Standard Management, Livestock Feed	GLOBALGAP		Germany		
Mr. Yasuaki Takeda	Managing Director and Secretary-General	JGAP		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Demonstration Company Project on Good Manufacturing Practices (2nd visit)	Cambodia	11–19 January	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.		Malaysia		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Evaluation Mission to Cambodia and Lao PDR for the Evaluation of the APE-LDC Special Program	Cambodia and Lao PDR	15–19 February	-	1	1	0
Dr. Yoshiaki Nishikawa	Professor/Director	Nagoya University Graduate School of International Development		Japan		

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Follow-up Evaluation Mission to Cambodia for the Evaluation of the APE-LDC Special Program	Cambodia	21–22 June	-	1	1	0
Dr. Yoshiaki Nishikawa	Professor/Director	Nagoya University Graduate School of International Development		Japan		

AGRICULTURE SECTOR

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Workshop on the Achievements under the APE-LDC Special Program	Japan	24–26 March	8	3	3	0
Mr. Kensuke Watanabe	Executive General Manager	Quality Assurance Development Department, Suntory Business Expert Limited	Japan			
Mr. Shigeru Yoshida	Managing Director	Kamaichi Co., Ltd.	Japan			
Mr. Kok Seng Yong	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
National Seminar on the Promotion of the One Village, One Product Movement in Lao PDR	Lao PDR	29–31 May	-	6	2	4
Mr. Masato Kuroda	Special Adviser	Royal Silk Foundation	Japan			
Ms. Pansiri Jones	Community Development Specialist		Thailand			
* Ms. Phouthaphone	Staff of ERIT and Member of Joint Coordinating Committee	ERIT and Joint Coordinating Committee	Lao PDR			
* Mr. Sayadet Vongsaravanh	Deputy Director	Department of Industry and Commerce	Lao PDR			
* Mr. Sayasith Khamphasith	Director, Productivity Division	Small and Medium Enterprises Promotion and Development Office	Lao PDR			
* Mr. Thongkhan Vongphachanh	Chief of Division	Department of Product Promotion and Trade	Lao PDR			

INDIVIDUAL-COUNTRY PROGRAMS

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

Subject	From	To	Duration	Participants
Cost Management	IR Iran	Republic of China	5–8 October	11
Kaizen Implementation in Service Industries	IR Iran	Malaysia	26–28 October	7
Improving Organizational Productivity through Knowledge Management, Learning Organization, ERP and ERM	Indonesia	India	29 November–1 December	7
Regional Development Council (RDC2)	Philippines	Malaysia	30 November–2 December	9
New and Innovative Industrial Educational Programs	Republic of Korea	Japan	13–14 December	6
Entrepreneurship Development Program to Reduce Unemployment and Improve Social Welfare	Indonesia	Philippines	13–16 December	3

DEVELOPMENT OF DEMONSTRATION COMPANIES

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Total Quality Management Demonstration Company Project in Malaysia (3rd Visit)	Malaysia	18–30 January	-	1	1	0
Mr. Eizo Asaka	Representative	Asaka Techno Consultancy	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Implementation of Lean Six Sigma in the Service Sector (1st visit)	Vietnam	25–29 January	-	1	1	0
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Implementation of Lean Six Sigma in the Service Sector (2nd visit)	Vietnam	29 March–2 April	-	1	1	0
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

INDIVIDUAL-COUNTRY PROGRAMS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Total Quality Management Demonstration Company Project (4th visit)	Malaysia	12–16 April	-	1	1	0
Mr. Eizo Asaka	Representative	Asaka Techno Consultancy	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Implementation of Lean Six Sigma in the Service Sector (3rd visit)	Vietnam	7–8 June	-	1	1	0
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Total Quality Management Demonstration Company Project (5th visit)	Malaysia	19–23 July	-	1	1	0
Mr. Eizo Asaka	Representative	Asaka Techno Consultancy	Japan			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Implementation of Lean Six Sigma in the Service Sector (4th visit)	Vietnam	26–30 July	-	1	1	0
Mr. Kabir Ahmad Mohd. Jamil	Senior Manager	Malaysia Productivity Corporation	Malaysia			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Development of Demonstration Companies: Productivity Improvement including Quality Management Systems (1st Visit)	India	1–7 September	-	1	1	0
Mr. Yong Kok Seng	Managing Director	QMC Resource Centre Sdn. Bhd.	Malaysia			

INDIVIDUAL-COUNTRY PROGRAMS

TECHNICAL EXPERT SERVICES

No.	Expert	Subject	Country	Start	End
1	Dr. Luis Calingo	Calibration of PQA Assessors and Judges on 2009 Malcom Baldrige National Quality Award Criteria (2nd Visit)	Philippines	11 Jan	18 Jan
2	Ms. Amy Kates	Organization Design and Manpower Planning	Thailand	18 Jan	21 Jan
3	Mr. Harnek Singh	Training of Examiners for Sri Lanka National Quality Awards	Sri Lanka	19 Jan	23 Jan
4	Mr. Shozo Yokokawa	Managing Industry Associations Effectively	Singapore	27 Jan	29 Jan
5	Dr. Paul Chang	Management Innovation in Healthcare	Japan	6 Feb	7 Feb
6	Mr. Masato Kuroda	Training and Development in the One Village, One Product Movement for Community Development	Indonesia	15 Feb	25 Feb
7	Mr. Robert Osterhoff	TQA Assessment for Organizational Improvement	Thailand	8 Mar	2 Apr
8	Prof. Seiichi Fujita	Japanese-style Management	Sri Lanka	13 Mar	21 Mar
9	Mr. Masaru Saito	Industry Support Program	Pakistan	29 Mar	9 Apr
10	Mr. Masato Kuroda	National Seminar on the Promotion of the One District, One Product Movement in Lao PDR	Lao PDR	1 Apr	8 Apr
11	Mr. Robin Mann	National Benchmarking Conference	Fiji	7 May	11 May
12	Mr. Bruce Searles	National Benchmarking Conference	Fiji	7 May	11 May
13	Mr. Ronald Young	Knowledge Management for Public- and Service-sector Productivity	IR Iran	8 May	13 May
14	Mr. Kelvin Chan	Development of On-the-Job-Training (OJT) Blueprints and Implementation of OJT in Organizations: Phase 3	Malaysia	17 May	21 May
15	Mr. Hisayoshi Saegusa	Environmental Management Support Consultancy: Material Flow Cost Accounting	Republic of China	18 May	21 May
16	Mr. Simon Fisher	Workshop on Professional Packaging Skills Upgrading	Indonesia	24 May	3 Jun
17	Mr. Irfan Sugkar	Agrifood Exporting Opportunities and Challenges in Emerging Market Areas	Republic of China	1 Jun	3 Jun
18	Mr. Thom Schamberger	Best Practice Sharing for TQA 2009 Winners' Conference/Discussion and Experience Sharing on Achieving and Sustaining Successful Award Systems	Thailand	6 Jun	11 Jun
19	Mr. Yong Kok Seng	Implementing and Auditing the ISO22000:2005 Food Safety Management System	Fiji	14 Jun	22 Jun
20	Mr. Yoshikazu Tanaka	International Forum on Agricultural Biotechnology Research Development	Republic of China	23 Jun	24 Jun
21	Dr. Donald Fisher	Development of a Feeder System for Thailand Quality Awards and Capacity Building of TQA Assessors and TQA Consultants	Thailand	28 Jun	9 Jul
22	Mr. Hajime Suzuki	4th International Kaizen Convention	IR Iran	11 Jul	15 Jul
23	Mr. Masahisa Mizumoto	4th International Kaizen Convention	IR Iran	11 Jul	15 Jul
24	Dr. Luis Ma. Calingo	2010 TQA Assessor Calibration	Thailand	13 Jul	24 Jul
25	Mr. Yoon-Woo Lee	Karuizawa Top Management Seminar	Japan	14 Jul	15 Jul

INDIVIDUAL-COUNTRY PROGRAMS

TECHNICAL EXPERT SERVICES

No.	Expert	Subject	Country	Start	End
26	Prof. Takeo Yoshikawa	Balanced Scorecard	IR Iran	31 Jul	8 Aug
27	Mr. Ronald Young	Knowledge Management Seminar and Workshop	Indonesia	2 Aug	6 Aug
28	Mr. Hans van Beek	Value Innovation and Sustainable Growth for Leadership Excellence Management and Training Program	Republic of China	7 Sep	11 Sep
29	Mr. Lou Carbone	Customer Experience Management Conference and Workshop	Republic of China	8 Sep	11 Sep
30	Mr. Tomoji Yokoishi	Business Model Sharing by an Expert on the Decorative Leaf Industry in Kamikatsu Chou, Japan	Republic of China	13 Sep	15 Sep
31	Mr. Yong Kok Seng	Promoting the Food Safety Management System in Philippine Food Enterprises	Philippines	13 Sep	25 Sep
32	Dr. Kunio Igusa	Preparation Development Framework for OVOP Development in Cambodia, and NRC on Model Province for OVOP Development	Cambodia	20 Sep	24 Sep
33	Mr. Toshiaki Nakamura	Workshop on Lean Manufacturing Systems with Practical Demonstration	Pakistan	26 Sep	6 Oct
34	Mr. Katsuhiko Satoh	Development of the SME Sector in Sri Lanka	Sri Lanka	5 Oct	8 Oct
35	Mr. Azuman Hussain	Six Sigma Green Belt	Fiji	25 Oct	29 Oct
36	Dato' Nik Zainiah Nik Abd. Rahman	15th Productivity and Quality Forum on New Economic Model and the Role of Productivity: Malaysian Experience	Vietnam	28 Oct	29 Oct
37	Mr. Tetsuji Saikawa	2010 Asia Food Technology and Innovation Conference: Monozukuri Workshop	Singapore	1 Nov	4 Nov
38	Mr. Mustapha Sufaat	Development of 5S Housekeeping Standards	Pakistan	1 Nov	13 Nov
39	Mr. Gary Crays	Mentoring for SMEs	Singapore	15 Nov	18 Nov
40	Mr. Katsutoshi Machida	National Quality and Productivity Convention XIII and International Quality and Productivity Convention 2010	Indonesia	22 Nov	26 Nov
41	Dr. Michael Schrack	Building Inhouse Regulatory Expertise in Biomedical SMEs	Singapore	30 Nov	2 Dec
42	Ms. Suzanne Rosselet	Competitiveness Conference 2010: Transformation, Innovation, and Partnership for Long-term Growth	Malaysia	30 Nov	2 Dec
43	Mr. Dipankar Ghosh	Energy Saving and Productivity Improvement in Bengal Jute Industries Ltd.	Bangladesh	30 Nov	4 Dec
44	Mr. Kazuteru Chinone	TPM: Challenges and Their Solutions through Practical Demonstrations	Pakistan	20 Dec	31 Dec

EVALUATION OF APO PROJECTS

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Impact Evaluation Study	Bangladesh, Malaysia, Pakistan, Philippines, Thailand, and Vietnam	May–September	0	1	1	0
Mr. Serafin D. Talisayon	Director for RandD	CCLFI Philippines and Professor (KM), Technology Management Center, University of the Philippines	Philippines			

INTERNATIONAL COOPERATION

JOINT PROJECTS

Project	Collaborating organization
Workshop for Research on Agricultural Policies in Asia	Kyushu University Asia Center
APO Study Mission to a Nonmember Country: Ecotourism in Hawaii	State of Hawaii Department of Business, Economic Development and Tourism
Study Mission to a Nonmember Country on Public-sector Innovation to Canada	Government of Ontario
Study Mission to a Nonmember Country on Quality and Innovation to the USA	Foundation for Malcolm Baldrige National Quality Award, Inc.
Workshop on Approaches and Tools for Improving the Performance of Agribusiness SMEs	Colombo Plan Secretariat
Training Course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises	Colombo Plan Secretariat
Six videoconference-based e-learning courses	Tokyo Development Learning Center

AFRICAN PROGRAM

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Advanced Training Course for Productivity Practitioners	South Africa	25 January–12 February	29	3	3	0
Mr. Burhanuddin Saidin	Director of Organisational Capacity Development Division	Productivity and Efficiency Department, Malaysia Productivity Corporation	Malaysia			
Mr. Kelvin Chan Keng Chuen	Director and Principal Consultant	Teian Consulting International Pte. Ltd.	Singapore			
Mr. Kok Seong Lee	General Manager/Principal Consultant	Eunison Network Pte. Ltd.	Singapore			

Name of Project	Venue	Duration	Participants	Experts		
				(Total)	External	Local
Basic Training Course for Productivity Practitioners	South Africa	1–26 November	16	3	3	0
Ms. Shahuren Ismail	Senior Director, Business Transformation Department	Malaysian Productivity Corporation	Malaysia			
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			

INTERNATIONAL COOPERATION

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

Host organization	Title of meeting	Duration	Venue	Staff members involved
UN	International Women's Day 2010 UN Open Symposium	8 March	Tokyo, Japan	Mr. Joselito Cruz Bernardo
World Trade Center Tokyo, Inc., Tokyo American Center, Association for Eco Japan, and World Trade Center Building, Inc.	International Symposium on Ways to Cope with Global Warming and CO ₂ Emission	10 March	Tokyo, Japan	Mr. Shigeo Takenaka
FAO	Symposium on Promotion of Poverty Reduction/Agricultural Investment	10 March	Tokyo, Japan	Mr. Joselito Cruz Bernardo, Mr. Yoshihide Endo, and Dr. Muhammad Saeed
Ministry of Foreign Affairs	Forum for East Asia-Latin America Cooperation Preparatory Meeting for the High-Level Meeting on Environmental Business	18–24 March	Tokyo, Japan	Ms. Setsuko Miyakawa
OECD	The Southeast Asian Economic Outlook	27 October	Tokyo, Japan	Mr. Masaya Amau

SERVICES OF EXPERTS RECEIVED

Project	Collaborating organization
Workshop for Research on Agricultural Policies in Asia	OECD
International Conference on Green Productivity to Enhance Competitiveness	International Finance Corporation and UNEP Finance Initiative
Advanced Training Course on Energy Efficiency in SMEs	UNEP
Study Meeting on Reforming Agricultural Extension Systems through Knowledge Management	FAO

OBSERVERS

Project	Organization
52nd Session of Governing Body	Colombo Plan Secretariat
	PAPA
	Productivity Centre of Kenya
	National Productivity Centre, Nigeria (2)
	National Productivity Centre of Turkey (2)
	Organizer of 16th World Productivity Congress, Turkey
51st Workshop Meeting of Heads of NPOs	FAO
	PAPA
	UNCTAD
	UNESCAP

INTERNATIONAL COOPERATION

PARTICIPANTS FROM NONMEMBER COUNTRIES

Projects	Participating nonmember country
Advanced Training Course for Productivity Practitioners	Botswana (7), Kenya (6), Mauritius (5), Nigeria (6), South Africa (5), Zambia (6)
Basic Training Course for Productivity Practitioners	Botswana (3), Burkina Faso (1), Gambia (1), Kenya (2), Nigeria (2), South Africa (4), Swaziland (1), Zambia (2)
Multicountry Observational Study Mission on SME Development in the Mekong Region	Myanmar (4)

APPENDIXES

LIST OF NPOs
FREQUENTLY USED ABBREVIATIONS AND ACRONYMS

LIST OF 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: liaisonbangla_01@yahoo.com



India

National Productivity Council (NPC)
Institutional Area, Lodi Road
New Delhi - 110003
Phone: 91-11-24690331
Direct Phone: 91-11-24618480
Fax: 91-11-24615002/24698138
e-Mail: is@npcindia.org
Website: www.npcindia.org



Cambodia

National Productivity Centre of Cambodia (NPCC)
Ministry of Industry, Mines and Energy
No. 45 Norodom Blvd., Phnom Penh
Phone: 855-12-814150
Fax: 855-23-222243
e-Mail: npcccambodia@gmail.com



Indonesia

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



Republic of China

China Productivity Center (CPC)
2F., No. 79, Sec. 1, Xintai 5th Rd., Xizhi Dist.
New Taipei City 221, Taiwan
Phone: 886-2-2698-2989
Fax: 886-2-2698-2976
e-Mail: 2017@cpc.org.tw
Website: www.cpc.org.tw



Islamic Republic of Iran

National Iranian Productivity Organization (NIPO)
No. 15, Daneshsara St., Baharestan Sq., Tehran
Phone: 98-21-77655000
Fax: 98-21-77646271
e-Mail: nipc@mporg.ir
Website: http://nipc.mporg.ir



Fiji

National Training & Productivity Centre (NTPC)
Fiji National University
Lot 1, Beaumont Road
Narere
P.O. Box 6890, Nasinu
Phone: 679-3392000
Fax: 679-3340184
e-Mail: dntpc@fnu.ac.fj
Website: www.tpa.ac.fj



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
e-Mail: apo-liaison@jpc-net.jp
Website: www.jpc-net.jp/eng/



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
Website: www.hkpc.org



Republic of Korea

Korea Productivity Center (KPC)
57-1 Sajik-ro, Jongno-gu
Seoul 110-751
Phone: 82-2-724-1180/4
Fax: 82-2-737-9140
e-Mail: jhkim@kpc.or.kr
Website: 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
Website: www.smepdo.org

**Philippines**

Development Academy of the Philippines (DAP)
DAP Bldg., San Miguel Ave., Ortigas Center
Pasig City, Metro Manila
(P.O. Box 12788, Ortigas Center,
Pasig City, Metro Manila)
Phone: 63-2-631-2126/2129/2143
Fax: 63-2-631-2126
e-Mail: apolu@dap.edu.ph
apolugrantees@yahoo.com.ph
Website: www.dap.edu.ph

**Malaysia**

Malaysia Productivity Corporation (MPC)
P.O. Box 64, Jalan Sultan 46904
Petaling Jaya, Selangor
Phone: 60-3-7955-7266
Fax: 60-3-7954-7910
Telex: PDPN MA36312
e-Mail: khidzir@mpc.gov.my
Website: www.mpc.gov.my

**Singapore**

SPRING Singapore
1 Fusionopolis Walk
#01-02 South Tower, Solaris
Singapore 138628
Phone: 65-6278-6666
Fax: 65-6278-6665/7
Telebox: GVT 312
e-Mail: queries@spring.gov.sg
Website: www.spring.gov.sg

**Mongolia**

Mongolia Productivity Organization
Bayangol District, 17th Khoroo
Amarsanaa Road, White Horse Center, 2nd Floor
Ulaanbataar
(P.O. Box-828, 14201 Ulaanbaatar-46)
Phone/Fax: 976-7733-5555
e-Mail: npo-mongolia@mongol.net

**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
Website: www.nps.lk/index1.php

**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
Website: www.npedc-nepal.org

**Thailand**

Thailand Productivity Institute (FTPI)
12-15th Floor, Yakult Building
1025 Pahonyothin Road, Samsennai
Phayathai, Bangkok 10400
Phone: 66-2-619-8084(Dir.)/5500(ext. 100)
Fax: 66-2-619-8100
e-Mail: liaison@ftpi.or.th
Website: www.ftpi.or.th

**Pakistan**

National Productivity Organization (NPO)
Software Technology Park Building
2nd Floor, Constitution Avenue F-5/1
Islamabad
Phone: 92-51-2823304
Fax: 92-51-2823309
e-Mail: ceo@npo.gov.pk
Website: www.npo.gov.pk

**Vietnam**

Directorate for Standards, Metrology and Quality
Vietnam Productivity Centre (VPC)
8 Hoang Quoc Viet, Cau Giay, Hanoi
Phone: 84-4-37561501
Fax: 84-4-37561502
e-Mail: vpc@vpc.vn
vpc@fpt.vn
Website: www.vpc.vn

FREQUENTLY USED ABBREVIATIONS AND ACRONYMS

APE-LDC	Asian Productivity Enhancement in Asian Least Developed Countries
BCBN	Bilateral Cooperation between NPOs
BE	Business excellence
COE	Center of excellence
DON	Development of NPOs
DPP	Development of Productivity Specialists (Basic and Advanced)
EPiF	Eco-products International Fair
EU	European Union
FAO	Food and Agriculture Organization (of the UN)
FSCM-LDCs	Food Supply Chain Management in Asian Least Developed Countries
FSMS	Food safety management system
GAP	Good agricultural practices
GBM	Governing Body Meeting
GDLN	Global Development Learning Network (of the World Bank)
GMP	Good manufacturing practices
GP	Green Productivity
ICD	Integrated Community Development
I-OSM	Individual Observational Study Mission
ISO	International Standards Organization
JICA	Japan International Cooperation Agency
KM	Knowledge management
MAFF	Ministry of Agriculture, Forestry and Fisheries (of Japan)
MCSP	Member Country Support Program
NGOs	Nongovernmental organizations
NPOs	National Productivity Organizations
ODOP	One District, One Product
OECD	Organization for Economic Cooperation and Development
OSM	Observational Study Mission
ODOP/OTOP/OVOP	One District, One Product/One Tambon, One Product/One Village, One Product
PAPA	Pan African Productivity Association
TES	Technical Expert Services
TQM	Total quality management
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
WSM	Workshop Meeting of Heads of NPOs

ACKNOWLEDGMENTS

The APO Secretariat thanks the NPOs for providing updates on their directory information; photographs of NPO Heads, APO Directors, Alternate Directors, and Liaison Officers; and some of the project-related images used in the report. The APO Secretariat also acknowledges the winning photographers of the APO Productivity Photo Contest 2010 and Nguyen Dan of Vietnam whose photos appear in the cover and inside pages of the report.



Asian Productivity Organization