



57th GBM concludes

The 57th Governing Body Meeting (GBM) of the APO opened in Bangkok on 27 April 2015. Fifty-six delegates comprising APO directors and their advisers from 19 members, along with observers from the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Food and Agriculture Organization of the United Nations (FAO), International Atomic Energy Agency (IAEA), Pan African Productivity Association (PAPA), Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), United Nations Environment Programme (UNEP), United Nations Economic & Social Commission for Asia and the Pacific (UNESCAP), Republic of the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), and Singapore Productivity Association (SPA) were in attendance.



Minister of Industry Chakramon Phasukavanich was the guest of honor at the event. In his inaugural address, he commented that, “Productivity enhancement could elevate our national competitiveness platform in all sectors, improve social equality, provide more opportunities and quality of life to our people, and utilize our resources in the most effective and efficient ways.”

APO Director for Thailand Dr. Atchaka Sibunruang delivered the welcome remarks. She stated that, “This meeting is one of the most important steps for member countries in defining direction to enhance the productivity of each nation. The APO’s direction toward the year 2020 is considered very crucial to support the concept of sustainable development to balance economic, social, and environmental aspects of our countries.”

APO Chair Jaya Mukunda Khanal was unable to attend the meeting due to a catastrophic earthquake in Nepal. First Vice Chair and APO Alternate Director for Pakistan Khizar Hayat Khan assumed the role as Acting APO Chair of the GBM. He started by extending condolences to the families of the earthquake victims. He added that, “We are also here to look ahead and share with fellow members the directions that our countries are taking to advance our economies and improve overall productivity. A lot has been achieved. A lot remains to be done. But I am confident that with our strong cooperation and commitment, we will overcome the challenges.”

(Continued on page 3)



57th Session of the APO Governing Body Meeting.

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CONTENTS

- 2... Annual Report of the Secretary-General
- 4... International productivity showcase and best practice network
- 4... Entrepreneurship development for revitalizing agriculture and rural communities
- 5... p-Watch: The German Energy Transition: best practices in renewable energy and energy efficiency
- 7... Policy development for GP promotion
- 7... New Secretariat staff
- 8... NPO Focus: Japan—JPC celebrates 60th anniversary
- 8... NPO Focus: Malaysia—GRP, a priority for the ASEAN Economic Community

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Annual Report of the Secretary-General

On the afternoon of 27 April, APO Secretary-General Mari Amano welcomed APO Directors, advisers, and observers to the 57th session of the APO Governing Body (GBM) in Bangkok and expressed gratitude to the Government of Thailand and the Thailand Productivity Institute (FTPI) for hosting this year's meeting. Before describing the 2015 and 2016 Program Plans, he summarized the APO's achievements in 2014.

“Overall, 159 projects were completed in 2014 with another 13 in progress, an increase of about 25% compared with 2013. The number of participants in projects also increased by more than 10% to about 4,600,” he reported. APO activities were covered in the media more than 1,000 times around the region and in Europe, a 12-fold increase over 2012. Raising the profile of the APO remained a priority, the Secretary General commented.

“The highly visible *Productivity Databook* project is the definitive reference on productivity statistics for the Asia-Pacific and served as a springboard for the APO to collaborate with international organizations,” Secretary-General Amano pointed out. The APO was in discussions with the OECD and UN Department of Economics and Social Affairs on potential collaborations.

In 2014, some main achievements of the COE on GP included developing the GP Excellence Award framework; demonstration projects in resource recycling, green energy, green factories, and eco-agriculture; and dispatching experts in those areas. In addition, the ROC formed a Green Productivity Advisory Committee (GPAC) based on Japan's GPAC model, bolstering efforts to promote more national GPACs through the International Green Productivity Advisory Committee (I-GPAC) initiative, resulting in a second GPAC established by Sri Lanka.

The 9th Eco-products International Fair (EPIF) themed “Go Green, Act Greener: One Future” held in Taipei in March 2014 attracted more than 17,000 visitors, including ROC President Ma, who visited the booths of over 200 exhibitors. In parallel with the EPIF, the three-day World Conference on GP attracted around 400 delegates. Secretary-General Amano told delegates that the GP Commitment Document from the conference had become an input for the UN's new Sustainable Development Goals.

Secretary-General Amano spoke of activities in new, emerg-



Secretary-General Mari Amano. Photo courtesy of FTPI.

ing areas. As examples, he gave the first APO project targeting the banking sector in India last November and first APO International Productivity Showcase and Best Practice Networking Forum on SMEs in Sri Lanka (*see page 4*). He also noted that the Technical Expert Service Program continued to be “very well-received,” as was restarting missions to non-member countries. The APO would continue to explore new topics and identify destinations outside the region for valuable learning opportunities, he pledged, as well as expanding videoconference-based e-learning courses.

The Secretary-General thanked the Government of Japan (GOJ) for continuing to provide generous cash grants that had funded “meaningful additional projects.” He also expressed gratitude to the Governments of the ROC and ROK for their generosity in offering cash grants. In continuing efforts to promote APO activities among nonmember countries, cash grant projects funded by the GOJ enabled key figures within the Myanmar government and business community to network with member countries. Cooperation with Turkey had continued, stated the Secretary-General, as had that with Cornell University in the Executive Course in Agribusiness Management conducted by the FTPI.

Secretary-General Amano outlined the major thrusts of 2015–2016 programs and new initiatives like the APO Certification System, quarterly Success Stories series on the website, and the proposed roadmap. He concluded by thanking APO Directors and NPO Heads for sharing their many ideas and advice and looking forward to their continued support. 🌀

The inaugural session was highlighted by conferring the APO Regional Award 2015 on an individual who had contributed significantly to advancing the productivity movement in the Asia-Pacific region. This time, Secretary-General Mari Amano conferred the award on Jong-Chin Shen from the Republic of China.

During the plenary session, APO Alternate Director for Pakistan Khizar Hayat Khan was elected APO Chair for 2015–2016, with APO Director for the Philippines Margarita R. Songco and APO Director for Singapore Tan Kai Hoe assuming the position of First and Second Vice Chairs, respectively. Important GBM agenda items included the annual report of the Secretary-General, approval of the APO revised budget for 2016, report on the proposed roadmap to achieve the APO Vision 2020, and assessment of the proposals for new centers of excellence.

The meeting approved the APO revised budget for 2016 and proposal that the Development Academy of the Philippines (DAP) become the next COE on Public-sector Productivity. It also endorsed the directions of the roadmap to achieve APO Vision 2020 and requested members to provide further comments. The revised roadmap will be circulated to the Governing Body for its final approval.

APO Directors made presentations on key challenges facing their countries to improve productivity through innovation; national economic policies related to innovation that helped promote productivity improvement, and the type of government support provided to NPOs to help fulfill their missions.



APO Chair and Vice Chairs for 2015–2016: (L–R) APO 2nd Vice Chair Tan Kai Hoe, APO 1st Vice Chair Margarita R. Songco, and APO Chair Khizar Hayat Khan.



Secretary-General Mari Amano (R) conferred the APO Regional Award 2015 on Jong-Chin Shen from the Republic of China.

GBM delegates were invited to visit F&N Dairies (Thailand) Limited, Phra Nakhon Si Ayutthaya Province Factory Tour, and Arts of the Kingdom, Ananta Samakhon Throne Hall. The former is a leading food and beverage company in Thailand which uses a computerized database to drive its production quality system. The latter houses exquisite but rarely seen traditional Thai artwork by the craftsmen of Sirikit Institute, an organization under royal patronage to help raise living standards in rural areas by encouraging traditional creative skills.

Presenting the vote of thanks, APO Director for Iran Dr. Roya Tabatabaei Yazdi expressed appreciation to the Government of Thailand for hosting the meeting as well as APO Director for Thailand Dr. Atchaka Sibunruang for her leadership and guidance in making the meeting successful. Dr. Yazdi looked forward to seeing all present next year in Jakarta.

In his closing statement, Secretary-General Mari Amano also expressed gratitude to the Government of Thailand. He thanked Minister of Industry Chakramon Phasukavanich for attending the GBM and supporting APO activities; outgoing Chair Jaya Mukunda Khanal, APO Director for Nepal, for his leadership during his tenure; and APO Chair Khizar Hayat Khan who skillfully chaired the GBM with great success despite the lack of time for preparation. He also expressed appreciation to APO member governments and their NPOs for the support given to the Secretariat; and the FTPI and its staff for working with the Secretariat to organize a successful GBM. 🌀

Photos courtesy of FTPI.

International productivity showcase and best practice network

The first APO International Productivity Showcase and Best Practice Networking Forum on SMEs was organized in association with the National Productivity Secretariat (NPS), 15–17 December 2014, in Colombo to provide an opportunity for the SME sector to share best practices and benchmark against success stories among all member countries.

Twenty-four presentations were made at the forum, most covering tools for lean manufacturing (5S, kaizen, layout improvement) as best practices. Others concerned knowledge management, Green Productivity, working practices, and product promotion. Overall, these tools lead to improved delivery time, higher efficiency, reduced rejection rates, lower costs, increased sales, and improved customer and employee satisfaction. A case study by a Malaysian participant was on best practices in solid waste collection and management to improve the quality of public service delivery using systems and technology. There were six case study presentations from Sri Lanka, on the topics of 5S, kaizen, motivational programs, process improvement, and industrial engineering.

Sri Lankan Minister of Productivity Promotion Basheer Segu-



Minister of Productivity Promotion Segudawoud (L), CEO/Secretary of the Senior Ministers' Secretariat Madihahewa (2nd from the left) joining delegates for an SME best practice presentation. Photo courtesy of NPS.

dawoud and CEO/Secretary of the Senior Ministers' Secretariat Mahinda Madihahewa welcomed APO participants at the inaugural. Two APO resource speakers from Malaysia and India supported the forum, which consisted of knowledge-sharing sessions, best practice presentations, and panel discussions. Apart from 24 APO participants, more than 250 representing SME entrepreneurs, consultants, government employees, academia, and others attended the forum. That high turnout highlighted the level of interest shown in different best practices by productivity stakeholders at various levels. 🌀

Entrepreneurship development for revitalizing agriculture and rural communities

Over 66% of the world's population will be urban by 2050; a serious implication will be a declining rural population. To ensure sustainable food production, communities, and natural resources, outmigration from rural areas must be slowed by accelerating their development.

The APO in partnership with the Ministry of Employment, Productivity and Industrial Relations and the National Training & Productivity Centre of Fiji National University organized a training course on Rural Entrepreneurship Development in Nadi, Fiji, 2–6 March. Twenty-four participants from 13 countries, five local observers, and four resource persons from Fiji, India, Pakistan, and the USA attended.

Minister for Employment, Productivity and Industrial Relations Jioji Konusi Konrote, chief guest at the opening ceremony, stated, "The trend today is that rural development is intricately linked with entrepreneurship development to promote employment and create jobs. I am convinced entrepreneurship is a strategic development intervention that has the potential to accelerate the rural development process." In video-linked welcome remarks, APO Secretary-General Mari Amano noted, "Intensive promotion of entrepreneurship through training and business development interventions



Participants learning how to sterilize growth media using a simple, cost-effective method to raise healthy seedlings at the Pacific Harvest Co. Ltd. nursery.

is essential. However, institutions meant to serve this sector require more trained experts."

Director and Executive Director Steven Chiang, Agribusiness Incubator Program and GoFarm Hawaii, University of Hawaii, "was impressed by the ideas and relevant experiences of the other resource persons." Chairman Syed Saquib Mohyuddin, Pakistan Enterprise Development Facility, found it "heartening to interact with such an enlightened group of participants." Participants visited the farm and nursery of the Pacific Harvest Company Limited and made recommendations for promoting rural entrepreneurship. 🌀



The German Energy Transition: best practices in renewable energy and energy efficiency

Within the last 10 years, the share of renewables in electricity production tripled. Renewable energy (RE) is the second biggest energy source behind lignite (25.8%) and now delivers 23.9% of Germany's total energy production. Currently, Germany has a total installed RE capacity of 84 GW out of total installed electrical capacity of 160 GW. The total investment in RE in 2013 was €16.3 billion, and more than 370,000 people were employed in this sector.

Today, the German government is working on the so-called Energy Transition (*Energiewende*) as the biggest national infrastructure project. The main political objectives of the Energy Transition are:

1. Reduction of greenhouse gas emissions of 40% by 2020 and of 80–95% by 2050 vs. the 1990 level;
2. Complete phase-out of nuclear power by 2022 (40% of nuclear power plants were switched off after the Fukushima disaster and the remaining nine plants will be phased out by 2022);
3. Independence from oil and gas imports, since in 2012, Germany imported 98% of its petroleum, 86% of natural gas and 100% of uranium, making it vulnerable to price hikes or supply disruptions;
4. Competitiveness, since the Energy Transition offers the chance to secure an efficient, cost-competitive energy supply in the future and is seen as an engine for innovation, growth; and employment; and
5. Ensuring the security of the future energy supply for coming generations.

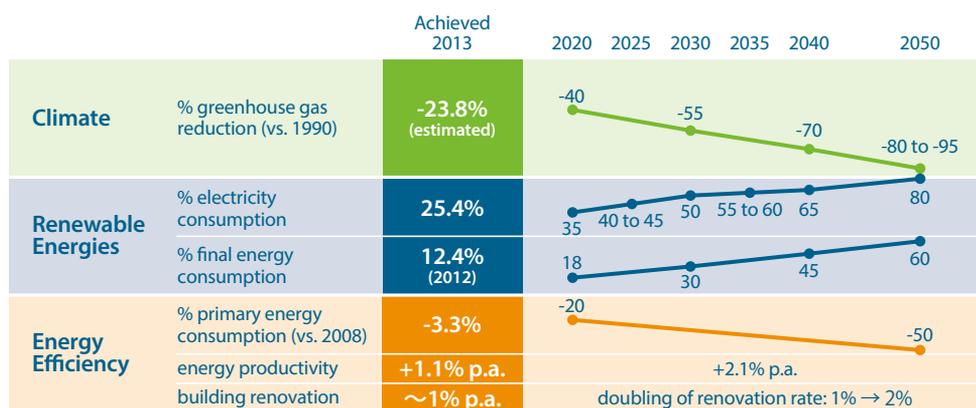
Core strategic targets

Based on the political objectives, the German government defined two core strategy targets as pillars of the Energy Transition (Figure 1). The first is to increase the share of RE in the overall energy mix. The energy supply will switch to a portfolio dominated by RE like wind, solar, geothermal, biomass and waste, and hydropower. RE will deliver 35% of electricity consumed in 2020 and 80% in 2050. The second is to increase energy efficiency (EE) and reduce energy consumption. The target is a reduction in primary energy consumption of 20% in 2020 and of 50% in 2050 vs. 2008. Energy productivity should increase to +2.1% annually. The results so far are remarkable, and Germany is on track to reach its long-term targets.

Renewable Energy Act

The Renewable Energy Act (*Erneuerbare-Energien-Gesetz*) supports the promotion and deployment of RE. It was the major success factor over the past 14 years because its enforcement has enabled RE use to grow at a rapid pace. The core principles of the Renewable Energy Act are: 1) Renewables have guaranteed grid access and priority transmission and distribution. Network operators are required to feed this electricity preferentially into the grid. All have the right to become a utility and to feed electricity into the grid. 2) Every kilowatt-hour (kWh) generated from RE facilities receives a fixed feed-in-tariff (FiT) for a specified period, usually at a premium price reflecting the higher costs of RE compared with fossil fuels. 3) There is no charge to the public purse. The FiT is not a subsidy and not dependent on the tax budget. The additional cost or difference between the FiT paid out and wholesale stock exchange price is shared among all energy consumers.

Targets of the Energiewende until 2050



Source: Federal Government 2010, BMU/BMWi 2014, AGEE-Star 2014

Figure 1. Targets of the *Energiewende* (Energy Transition) until 2050. Drawn by the author based on data from the Federal Ministry of Economics and Technology (BMWi) and Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

Feed-in tariffs provide investment certainty and drive costs down

Simplified generalization of feed-in tariff with 20-year duration
 Source: Own estimates based on WFC

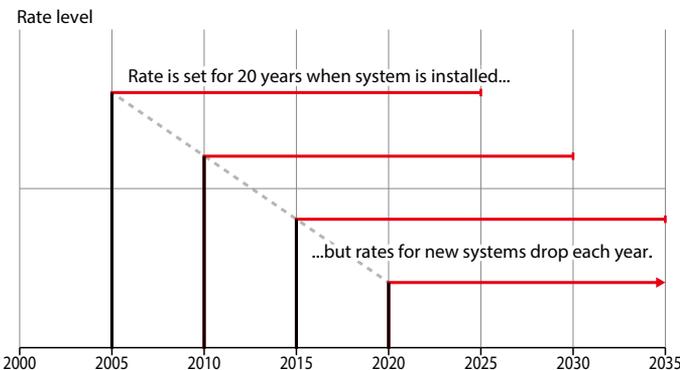


Figure 2. FiTs provide investment certainty and drive costs down: simplified generalization of an FiT with 20-year duration. Reprinted, with permission, from *Energy Transition—The German Energiewende*. Heinrich Boell Stiftung; www.energytransition.de.

These three principles lead to investment security, which builds the foundation of sustainable growth in RE. The positive experience in Germany shows that a FiT in combination with guaranteed grid access is the most successful model for the deployment of RE. This simple, straightforward model has lowered prices to the extent that solar systems in Germany are the least expensive worldwide.

The idea is that anyone generating renewable energy can sell the energy (kWh) produced for a 20-year fixed period. Tariffs are set to ensure a modest return on investment (ROI). The FiT supports each technology in relation to its market position and technological maturity (Figure 2).

Once the system is connected to the grid, the FiT is fixed for 20 years. Each year the rate drops only for newly installed systems. The idea behind the annual reduction of the FiT is to force price cuts, which are possible in accordance with the growth in market size and the corresponding learning curve. The overall target is to bring RE technology to a pricing level competitive with that of traditional energy sources.

Based on the success of the Renewable Energy Act and constant cost reductions for RE systems, the German government has started a transition from FiT toward a more market-based model. The Renewable Energy Act is the most successful political tool, which has enabled the deployment of RE sources and made them cost-competitive with traditional energy sources.

Feed-in-Tariff and System Prices

A feed-in-tariff (FiT) ensures a modest return on investment for the investor and encourages market growth. Growing markets and the increase in production capacity and output lead to cost savings due to scaling effects and learning curves. The annual decrease in the FiT makes sure that the cost-savings result in lower market prices for renewable energy systems. The most impressive example is the development of small photovoltaic systems (up to 30 kWp) as the following table shows:

Year	FiT	System price (€/kWp)	Installation (MW)
2004	0.540	5,000	660
2009	0.430	3,060	3,800
2012	0.190	1,800	7,600
2014	0.125	1,600	NA

NA, not applicable.

EE

EE, called “the world’s most important fuel” by the International Energy Agency, is the second important pillar of the Energy Transition. The overall approach to EE is a balance of: 1) legal requirements such as energy-saving ordinances, building codes, electricity tax, and EE-labeling ordinances; 2) support mechanisms such as market incentive programs, low-interest loans for renovations, and grants for cross-cutting technologies; and 3) information tools such as power checks for low-income households, heating reviews, energy-saving accounts, and various campaigns to raise awareness. EE measures are applied to multiple sectors, including transport, industry and business, buildings, and appliances and lighting. 🌞

Please go to the APO website for the unabridged version of this article.



Born in Germany, Uwe Juergen Bauer holds two MBA in Business Administration and Economics. He has been living and working for the last 18 years in the USA, Hong Kong, and Singapore. Since 2004 he has been in senior management positions in the photovoltaic industry. Uwe is the founder and owner of bc vision Pte Ltd., Singapore, a service and marketing company with the focus on global strategy, sales, and business development. The company acts as a business link between European and Asian renewable energy companies and markets.

Policy development for GP promotion

The APO workshop on Policy Development for Green Productivity Promotion in the ROC was hosted by the China Productivity Center through its Center of Excellence on Green Productivity (COE on GP), 10–13 March. Twenty-one participants, mainly from GP-related government agencies, from 15 member countries and two observers from the Environment and Cleaner Production Institute of Turkey attended. Since a key objective of the COE on GP is encouraging the spread of GP practices in member countries, especially resource recycling, green energy, green factories, and eco-agri innovation, the workshop was meant to build capacities for ensuring sustainable approaches in policy legislation and program formulation to reduce the environmental impact of operations and enhance the quality of life.

Dr. Liang-Tung Chen of the Industrial Development Bureau

of the Ministry of Economic Affairs, ROC, expressed gratitude for the opportunity to share its achievements in GP-related policies with APO member economies. ROC Foreign Ministry Counselor Lee Jin-sheng welcomed participants along with Dr. Eugene Chien, Taiwan Institute for Sustainable Energy. Resource person Liana Bratasida, former Deputy Minister of the Environment of Indonesia, emphasized the importance of GP in the context of sustainable development, while Dr. Peter Noel King, senior policy advisor of the Institute for Global Environmental Strategies, focused on the present state of the environment in the region and its implications for sustainable development. The workshop ended with action plan presentations by participants. They all intend to share to what they learned from the workshop with their colleagues and others so that a potential public policy or program can be considered at the national level. ☺

New Secretariat Staff

Dr. Shaikh Tanveer Hossain started as Program Officer in the Secretariat Agriculture Department on 1 April. He earned a PhD in Agriculture in Crop Science from the United Graduate School of Agricultural Sciences, Ehime University, Japan, in 2008. Prior to joining the APO, he worked in Friends In Village Development Bangladesh, a national NGO as Sustainable Agriculture Advisor and Chief Agricultural Coordinator. Earlier, Dr. Tanveer was a Director of the Agriculture and Environment Division of PMUK (Centre for Sustained Human Development) from 2008–2010.

As an agronomist and plant physiologist, Dr. Tanveer was employed at the Bangladesh Rice Research Institute from 1994 to 2008. He was awarded the grand prize in the Organic Farming Innovation Award from the International Federation Organic Agricultural Movements (IFOAM) on 2011 in the ROK. Dr. Tanveer is also an elected Board Member of IFOAM-Asia. Coming to the Secretariat after more than 20 years of experience in sustainable, safe agricultural practices, Dr. Tanveer hopes to contribute to the APO's strategic directions in terms of organics, GAP, agribusiness and value chains, and other agricultural programs to achieve the APO's Vision 2020. He is married and likes to play badminton and cricket, in addition to being very fond of Japanese food such as okonomiyaki, tempura, and Sanuki udon. ☺



Ta-Te Yang joined the APO Secretariat as Program Officer on 1 April 2015. He holds a Bachelor of Arts in economics from National Taiwan University, where he minored in political science. He also holds a Master of Business Administration in industrial economics from National Central University, ROC, where he focused on East Asian economic development, and a Master of Philosophy in development studies from the University of Cambridge, UK. Prior to joining the APO, he served as Policy Research Officer in the Australian Office, Taipei, with a focus on economic policy analysis and regional economic relations. His professional experience involves research and analysis on trade and investment, government finance, the financial sector, energy, foreign aid, and bilateral and multilateral economic cooperation. He also maintains a personal interest in economic history, cultural studies, and performing arts. Yang is fascinated by the vibrant growth and diverse cultures of Asian countries and he looks forward to contributing to the cooperation among APO member countries. Outside the office, he enjoys films, theater, and travel and is keen to explore the unique features of each member country. Based in Tokyo, he is excited and ready to experience the dazzling cultural activities that the metropolis proudly offers. ☺





JPC celebrates 60th anniversary: Driving service-sector productivity with the Nihon Service Award and Japanese Customer Satisfaction Index

The Japan Productivity Center (JPC) celebrated its 60th anniversary on 1 March and held a commemorative symposium entitled The Future Direction of the Productivity Movement: a Decade from Now and a reception on the following day in Tokyo. At the symposium, JPC Vice Chair Prof. Hiroko Ota (representing academia) introduced three areas to be tackled, productivity enhancement, regional revitalization, and reform of working styles currently under discussion by the government for the third Japan Growth Strategy. JPC Vice Chair Yorihiro Kojima (employers) stressed the necessity for business to globalize further due to severe competition with emerging countries. JPC Vice Chair Yasunobu Aihara (labor unions) warned that the productivity movement could be trapped if we stop focusing on the human-centered approach in pursuit of a better society. Moderator Kazuhiko Toyama concluded that Japan must overcome supply-side restrictions, i.e., labor shortage, to sustain productivity growth.

Opening the 60th anniversary reception, Prime Minister Shinzo Abe announced the launch of the Nihon Service Award and stressed that it was time for a “service pro-

ductivity revolution” with three dimensions: innovation; respect; and global outlook. Promoting service-sector productivity growth would be significant in upgrading Japan’s economy as a whole. The JPC’s Service Productivity and Innovation for Growth (SPRING) arm will serve as the award secretariat. Applications will be accepted from July, and after multiple selections, some 30 awards in various categories will be conferred in April 2016. 🌐



Prime Minister Abe announcing the launch of the Nihon Service Award at the JPC’s 60th anniversary reception. Photo courtesy of JPC.

Contributed by JPC International Cooperation Department Director and APO Liaison Officer for Japan Sayaka Harada.



GRP, a priority for the ASEAN Economic Community

The Malaysia Productivity Corporation (MPC), under the Ministry of International Trade and Industry (MITI), is spearheading a comprehensive review of business regulations, processes, and procedures to increase the productivity and competitiveness of major economic sectors.



MITI Minister Datuk Seri Mustapa Mohamed delivering his remarks at the opening of the event. Photo courtesy of MPC.

Following Good Regulatory Practices (GRP) is a theme for ASEAN economic integration.

The MPC, in its role as the Secretariat of the GRP initiative, and the OECD hosted the ASEAN-OECD Good Regulatory Practices Conference, 9–12 March, to encourage economic integration through transparency and respon-

sive regulations, resulting in lowering of regulatory barriers to trade. The OECD report Implementing Good Regulatory Practice in Malaysia by MITI Minister Datuk Seri Mustapa Mohamed was released at the conference, highlighting Malaysia’s first 15 months under the National Policy on Development and Implementation of Regulations. The minister noted that the implementation of GRP is “systematic, involving both top-down and bottom-up engagement.” “The emphasis is on transparency and accountability through public consultation and engagement with stakeholders and parties that will be affected by the changes, or introduction, of regulations and policies,” he continued, adding that regulatory burdens on businesses would be reduced by improving the quality of new regulations. OECD Director for Public Governance and Territorial Development Rolf Alter commented, “This means over time, business will become more transparent among the private sector, SMEs, foreign suppliers, investors, and traders.” 🌐

Contributed by MPC Consultant and APO Liaison Officer Khidzir Ahmad.