

# APO NEWS

Information to Make a Difference in Productivity

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**58th APO Governing Body Meeting**  
**10th Eco-products International Fair**  
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Photo courtesy of Directorate General of Training and Productivity Development.

APO members pave the way forward

# 58th APO Governing Body Meeting



*Minister of Manpower Hanif Dhakiri inaugurating the meeting as the Guest of Honor. Photo courtesy of Directorate General of Training and Productivity Development.*

“Let us be closer to each other, let us dedicate all our resources to assist each other as APO member states, and let us assist other countries in the Asia-Pacific to climb the productivity ladder,” urged APO Director for Indonesia and Director General, Training and Productivity, Ministry of Manpower, Khairul Anwar as he welcomed the APO Governing Body (GB) to its 58th session in Jakarta, Indonesia, 19 April 2016.

The three-day annual event was attended by 45 delegates, consisting of APO Directors, Alternate Directors, and Advisers from 19 member countries. Observers from six partner organizations also attended: the Center on Integrated Rural Development for Asia and the Pacific (CIRDAP); International Labour Organization (ILO); Organisation for Economic Cooperation and Development (OECD); Pan African Productivity Association (PAPA); Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA); and United Nations Industrial Development Organization (UNIDO).

Minister of Manpower Hanif Dhakiri of the Government of Indonesia presided over the Inaugural Session as the Guest of Honor. In declaring the official opening of the meeting, Minister Hanif said that Indonesia was honored to be the host, noting that the opportunity “is very valuable to encourage the Indonesian people to accelerate the realization of our dream to become a developed country with a high level of social welfare.” Achieving high productivity and competitiveness was a top-priority national agenda item, he stressed, noting four strategic factors that had been key to his country’s productivity improvement: good governance; technology engineering and innovation; improvement of human resources competency; and development of a productive culture. “I hope that what we have done and will be doing in the future will make Indonesia be a more productive, competitive, prosperous nation,” he asserted, looking forward to the acceleration of national as well as regional efforts for enhancing productivity.



*APO Chair Margarita R. Songco leading the Governing Body through its consultations, supported by Second Vice Chair Jinasiri Dadallage, First Vice Chair Chew Mok Lee, and Secretary-General Amano. Photo courtesy of Directorate General of Training and Productivity Development.*

As the APO Chair for 2015–2016, APO Alternate Director for Pakistan and Additional Secretary, Ministry of Industries and Production, Shafqut-ur-Rehman Ranjha, in his opening address, reaffirmed the importance of the APO in raising productivity for long-term economic development, noting that “greater regional integration will also be necessary for the sustainable growth and prosperity of the Asia-Pacific region.” In passing the baton of the APO Chair to the APO Director for the Philippines, he urged fellow members to provide their fullest support to the new Chair and Secretary-General in meeting the challenges ahead.

The seats of APO Chair and Vice Chairs rotate annually among APO members, and representatives are elected at each session to lead the GB through its deliberations and decision-making processes in the following 12 months. As the first order of business, the GB confirmed the appointment of APO Director for the Philippines and Deputy Director-General, National Economic and Development Authority, Margarita R. Songco as APO Chair for 2016–2017, assisted by APO Director for Singapore and Assistant Chief Executive, Capabilities & Partnership, SPRING Singapore, Chew Mok Lee as First Vice Chair and APO Director for Sri Lanka and Secretary, Ministry of Public Administration and Management, Jinasiri Dadallage as Second Vice Chair.

Secretary-General Mari Amano reported to the GBM on the APO’s activities and achievements during the previous year, as well as what APO members could expect in the coming year and beyond. He pointed out that when the APO had been founded 55 years ago, the world was vastly different from today. Despite the passing of years and changes that had occurred, “The single greatest challenge still facing every member economy, regardless of its stage of economic

development, is to raise the productivity of its workers. The same challenge, in a different world, continues,” he noted. He stressed the fundamental need for achieving sustainable productivity for long-term economic development and the prosperity of APO member economies.

Under the direction of the new APO Chair, this GBM considered, discussed, and decided on various key agenda items. It approved the Financial Report for the Year 2015, Report of the 56th Workshop Meeting of Heads of NPOs to the Governing Body, and the APO Preliminary Budget for the 2017–2018 Biennium. The APO Directors also considered and approved the proposal for the Roadmap to Achieve the APO Vision 2020, a medium-term strategic framework to guide the planning and implementation of APO programs and projects in achieving its vision of being the leading international organization on productivity enhancement and enabling APO member economies to be more productive and competitive by 2020. In addition, delegates discussed and unanimously approved the proposal to expand the APO Digital Learning Program, consisting of self-learning e-courses on various topics relevant to productivity improvement, over the next five years. Finally, the GBM elected Dr. Santhi Kanoktanaporn, nominee of the Government of Thailand, as the next Secretary-General for the subsequent three years from September 2016 to September 2019.

During Plenary Session II held 20 April, the GBM invited Vice Chairman and Commissioner of the Indonesian Civil Service Commission Irham Dilmy to make a special presentation on Changes in the Public Sector: Civil Service Human Resources Management in Indonesia. He explained his country’s initiatives to improve the effectiveness of the public sector

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*Delegates from APO member economies during discussions. Photo courtesy of Directorate General of Training and Productivity Development.*

through human resources development and management.

In line with the usual practice of the GBM, day 2 also included a session on policy directives from each APO member. This year, the presentations focused on the topic of governmental policies aimed at boosting productivity in the areas of the public sector, Green Productivity, and SMEs. APO Directors shared their ideas and views on approaches to meet various economic challenges resulting from weak productivity gains and other factors such as unstable financial markets.

A site visit was organized by the host country on 21 April to the Taman Mini Indonesia Indah (Beautiful Indonesia Miniature Park) located in eastern Jakarta. Delegates were able to experience the diversity and extent of Indonesia by walking through and viewing miniature reproductions of the country's islands and provinces.

At the closing ceremony, a vote of thanks was presented by APO Director for Lao PDR Somdy Inmyxai, who, on behalf of all delegates, expressed appreciation to the Government of Indonesia for hosting the meeting, especially to APO Director for Indonesia Khairul Anwar for his leadership, and to the entire staff of the NPO Indonesia for their hard work in organizing the meeting meticulously and in a planned manner.

Secretary-General Mari Amano recognized the observers

attending the meeting and acknowledged that their presence gave hope for increasing the level of cooperation in mutually beneficial areas. He thanked Directors for approving the APO Roadmap, expansion of the Digital Learning Program, and the APO Preliminary Budget for the 2017–2018 Biennium. He expressed his gratitude to the Governing Body for supporting his initiatives to revitalize the APO during his tenure as Secretary-General. Secretary-General Amano concluded by thanking APO Director for IR Iran Dr. Roya Tanatabaei Yazdi for her country's agreement to host the next GBM in 2017.

In closing the meeting, APO Chair Margarita R. Songco noted that the success of this year's GBM was evidenced by the decisions made on several important matters, including the approval of the proposed roadmap, which would provide a set of core values for the APO to respond effectively to the needs of its member economies with limited resources, and the election of the new Secretary-General. "The APO is now operating in a more dynamic, globalized environment where economies are restructuring and business models are changing fast due to the advent of IT and social media," she stated. The APO Chair expressed her hopes for the APO to reinvent itself, its approaches, and offerings to become a more dynamic organization, with its programs and activities in sync with the times. 🌀



*Attendees at the 58th APO Governing Body Meeting. Photo courtesy of Directorate General of Training and Productivity Development.*

## Secretary-General's report to the 58th GBM



*Secretary-General Mari Amano reporting to the Governing Body on APO activities. Photo courtesy of Directorate General of Training and Productivity Development.*

**A**fter welcoming all to the 58th session of the APO Governing Body (GBM) in Jakarta and extending gratitude to the Government of Indonesia and the Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity, Ministry of Manpower, for hosting it, Secretary-General Mari Amano acknowledged that the APO was founded in “a very different world from today. The single greatest challenge still facing every member economy, regardless of its stage of economic development, is to raise the productivity of its workers,” he continued. He pointed out that individual member economies faced different, although not necessarily new, productivity challenges, giving the example of continuing low value addition to agri-food products, as well as summarizing APO activities to ameliorate that situation.

Approximately 80 multicountry projects had been organized in the past year, allowing the APO to share knowledge among its membership and creating favorable publicity. NPOs played a critical role in multiplying APO efforts locally, he said, and bilateral cooperation among them “had reached unprecedented levels,” with 12 in-country projects conducted in 2015. In addition, 84 experts had been deployed under the DON and TES programs, and the flexibility and speed of TES application procedures had improved.

It was time to review the Center of Excellence (COE) Program and devise new strategies to maximize its potential, suggested Secretary-General Amano. For example, a future COE might focus on building competencies for enterprises in the service sector or enterprises with activities straddling both services and manufacturing. Another idea was for the three existing COE to conduct regular APO-certified training courses to increase the pool of practice-oriented

professionals in key productivity fields, which could serve as a revenue stream.

Turning to international cooperation, the Secretary-General mentioned the three-year MOU with the Center on Integrated Rural Development for Asia and the Pacific (CIRDAP) on research and capacity-building activities, which would become the basis for collaborative projects, including four planned in 2016. The training and research partnership with Cornell University had entered its third year, and he commented that more agribusiness leaders would be trained and more case studies developed under that partnership. The APO and OECD continued to work on a productivity outlook report for publication later this year as well as a pilot study on basic agricultural policies and productivity. Other collaborations with the UN Department of Economic and Social Affairs on productivity measurement in Bhutan, UNIDO on Green Productivity (GP), and an MOU with Colombia were summarized.

Related to the strategic direction of GP, the Secretary-General reported that Thailand would host the EPIF in June, and Vietnam had confirmed hosting in 2017. He urged all members to give full support to both.

The Secretary-General noted that five videoconference (VC)-based e-learning courses had been conducted using in-house facilities launched last year. The previous WSM in Singapore had discussed expanding the Digital Learning Program (DLP). He hoped that “the convergence of technology, social media, and content” would introduce a new phase of self-learning e-courses with interactive contents. “We aim to transform the DLP into a world-class learning platform reaching a global audience,” he pledged.

The Secretary-General thanked the Governments of the ROC, Japan, and ROK for generous cash grants enabling additional projects involving both member and nonmember economies, including Africa and Myanmar, as well as the Energy Efficiency Program from August 2015. Discussions with the governments of Myanmar, the Solomon Islands, and Turkey on APO membership continued, he explained, along with his hopes of closer relations with Central Asian countries.

He was pleased to report that staff expenses were about 20% lower than pre-2010 levels, meaning that the organization was more productive, cost-effective, and able to attract and retain talented staff. Staff had and would continue to play major roles in successful sharing of “unique APO expertise.”

Secretary-General Amano reiterated thanks to the Government of Indonesia for its “wonderful hospitality” and the Government of IR Iran for confirming its hosting of the 2017 GBM. He concluded, “We should pursue productivity relentlessly, regardless of economic conditions or turmoil in financial markets. This sense of continual commitment to excellence and focused effort will foster a strong productivity culture and ensure that economic growth remains sustainable in the longer term.” 



Opening ceremony of the 2nd Eco-products International Fair in Bangkok, 2005.

## Sketching a greener lifestyle: 10th EPIF

In June 2016, Bangkok will be even greener than its lush tropical norm. Thailand will host the 10th Eco-products International Fair (10th EPIF) from 8 to 11 June at the Bangkok International Trade and Exhibition Centre, jointly organized by the APO, Federation of Thai Industries (FTI), and Thailand Productivity Institute (FTPI) and with the strong support of the Royal Thai Government under its initiatives to create a sustainable society through green technologies and innovations. Themed “24-Hour Eco-Life,” the 10th EPIF will offer unique opportunities for businesses and organizations from the Asia-Pacific region and abroad to exhibit the latest green products, green technologies, and green solutions.

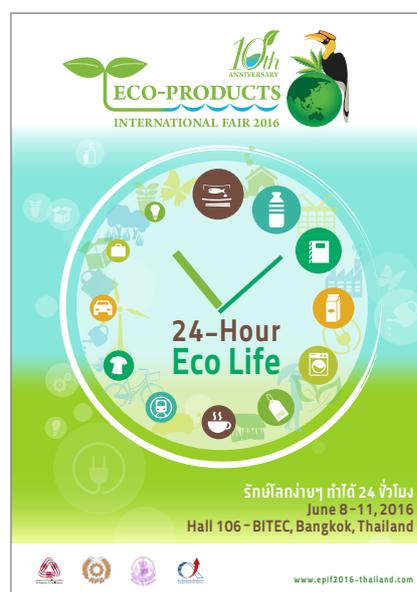
The APO Asia-EnviroEconomics Conference: Concerted Efforts for a Sustainable Future through 24-Hour Eco-life will be held in conjunction with the 10th EPIF. The conference aims to address the role of industries and their effective partnerships with governments to encourage efforts in the daily lives of the general public to drive green growth and sustainable development in the Asia-Pacific. Regional and international experts will gather over the course of the two-day conference to share the most up-to-date information on global sustainability issues and potential solutions, while discussing pertinent topics related to productivity improvement in tandem with environmental and economic achievements.

The EPIF is designed to help the local host country as well as the region in raising public awareness of the need for greener supply chains and markets. The activities of the APO thrive on its unique culture of mutual cooperation and sharing of best practices, and the 10th EPIF is no exception. Local color will be provided not only by the FTI and FTPI but also by the setting in bustling Bangkok. The EPIF is a one-of-a-kind event to promote and facilitate regional collaboration

to accelerate worldwide efforts to mitigate global warming and address the numerous socioeconomic aspects affected by climate change.

The first EPIF was organized in Malaysia in 2004. Nine fairs have been held in eight APO member economies since then, including Thailand, which first played host in 2005 when the EPIF attracted 20,000 visitors and 59 exhibitors. This year, as many as 70,000 from various sectors of the economy as well as the general public are expected to attend the event.

For Thailand, hosting this year’s EPIF is more than just about building on its own past experience. In showcasing significant socioeconomic developments as well as efforts that have been made in the area of Green Productivity in the last 10 years, it plans to display to the region and the world its achievements in greening society. 🌱



*The theme of this year’s EPIF, “24-Hour Eco-Life,” encapsulates eco-friendly products, services, technologies, and solutions that impact every stage of daily life.*

## PPPs for sustainable, competitive agribusinesses

Governments, development partners, researchers, and state banks are concentrating on leveraging private investment in agriculture, including through the promotion of public–private partnerships (PPPs), to access critical resources and achieve sustainability and rural poverty reduction. However, PPPs in the agriculture sector are not successful in many cases. It is important to understand critical issues like public benefits from partnerships, investment contributions and risk, active roles for all partners throughout the PPP project life cycle, and how PPPs can bring systemic change and improvements in scale and sustainability. In agriculture, PPPs mostly concentrate on value chain development, followed by innovation and technology transfer, business development/advisory services, and market infrastructure and logistics.

In partnership with the Indonesian Ministry of Agriculture, Ministry of Manpower and Transmigration, and NPO, the APO organized the Asian Food and Agribusiness Conference for Strengthening Public–private-sector Partnerships for Sustainable, Competitive Agribusinesses, in Bandung, 28–30 March. Director-General Hari Priano, Ministry of Agriculture, was the chief guest. Thirty-eight participants from 16 countries attended, with nine resource persons from the UK, USA, Bangladesh, India, Malaysia, Philippines, and Thailand and one local speaker. Sessions covered: engaging the private sector in inclusive, sustainable agribusinesses; an enabling environment for successful PPPs; PPP models in agribusiness value chains; and PPP innovation, technology development, and business incubation. A panel discussion explored potential future PPP enhancement.

The Cilembu Sweet Potato Agribusiness Center in the

Sumadong region hosted a site visit. The group consists of 170 farmers spread over the village and surroundings. Cilembu gave its name to the ivory-skinned sweet potato variety unique to the region. The center is involved in the production, processing, sales, and exports of sweet potato-based chips, jams, sauces, flour, cakes, noodles, and baked goods. Company Director Taryana described the center's start, working with the government, value chains, production methods, pest control, organic certification, and promotional activities. Participants were given a tour of sweet potato fields and postharvest facilities.

On the final day, the session chairs reported key findings and recommendations. Participant from the ROK Dr. Sung Hun Yi remarked that, "It was a wonderful experience for me to learn about relationships between economics, partnerships, and technologies." APO resource person and Director, Agribusiness Incubator Program, University of Hawaii, Steven Chiang found the conference valuable, commenting, "It was particularly significant because of the large number of attendees, which created excellent networking and exchanges, and because the topic of PPPs is especially relevant in today's environment where governments increasingly look to private partnerships to create greater impact by leveraging their skills, drive, and resources." Dr. John Strak, Honorary Professor, University of Nottingham, UK, observed that the conference was relevant to everyone involved in agribusiness. "Competitiveness, sustainability, and PPPs are subjects that will be debated and applied in many countries in Asia now and in the future. It was obvious that the attendees in Bandung had much to say and learned much from the speakers," he concluded. 🌐



*Conference participants touring the Cilembu Sweet Potato Agribusiness Center in the Sumadong region.*

# Under a magnifying glass: FLFP



*Dr. Pricilla D. Lilly Allen, Associate Professor, Louisiana State University School of Social Work (USA).*

*APO Secretariat Information & Public Relations Officer Yumiko Yamashita attended the conference described below. Her regular work tasks were then accomplished after hours, a situation most working mothers are all too familiar with. First-hand experience of the issues covered lends an extra dimension to her report.*

**A**s a mother, wife, and working woman, discussions of female labor force participation (FLFP) hit close to home. Every day may feel like a battle, but I am not alone. Many women before me and many now worldwide face the same struggle. Why is FLFP still problematic? Productivity means maximizing the potential of every resource available to achieve the best outcome possible. FLFP remains an issue because half of the available resources, their energy, and talents are not being used fully as women still seek equitable labor opportunities and benefits.

## **Of women, for women, by women?**

Attending the conference on Female Workforce Participation and Productivity Enhancement, held at the APO Secretariat, 5–7 April, was professional and personal. It was an attempt to seek assurance that my challenges as a working mother are real but not unique. The conference, supported by the

Government of Japan, brought together 25 delegates from 17 APO member economies to discuss how to empower women and use their talents in the labor force for accelerating regional development.

With three exceptions, the conference room was filled with women. It was a striking scene, not only for the riot of color provided by traditional national dress but also because APO projects often attract mainly male participants. Several delegates wondered, “Where are the men? Is FLFP only an issue of discussion for women? Do the challenges posed affect only women and their contributions to the labor market?”

## **Missing pieces of the puzzle**

The conference was held in conjunction with the ongoing APO research project on Aging Societies and Gender Mainstreaming in Human Capital Development to examine the current status of FLFP in the region and collect best practices on empowering working women for their more active participation in the economic activities of aging societies. Chief Expert Professor Arup Mitra, Department of Economics, Institute of Economic Growth, Delhi University Enclave, introduced public policy initiatives of APO members to help women take advantage of employment opportunities. To my



*Professor Arup Mitra, Department of Economics, Institute of Economic Growth, Delhi University Enclave (India).*

surprise, the collection of policies, laws, and schemes to promote gender equality in the workplace is vast. Some pieces of the puzzle remain missing, however. Lack of political coordination and supervision and problems in implementation are some vital missing pieces.

### **Who is the breadwinner?**

Our notions of gender and what is “appropriate” for each are more engrained than we realize. “Sex is a biological concept. Gender is a social construct,” noted Dr. Pricilla D. Lilly Allen, Associate Professor, Louisiana State University School of Social Work. She suggested that the ties and tangles of gender affect how labor is defined, citing how certain occupations are assigned to one or the other. Dr. Allen used examples from the USA to show how gender can create occupational segregation, resulting in wage and income gaps between working men and women. Many participants agreed that precluded notions of gender existed in their communities in divisions of labor at work and home, where women are automatically given the roles of homemaker and childcarer.

Dr. Machiko Osawa, Director, Research Institute for Women and Careers, Japan Women’s University, emphasized how gender-related concepts impact work quality. Her data

showed that a significant proportion of female university graduates left the workforce because of job dissatisfaction. Calling this “a waste of female talent,” she pointed to the reluctance of employers in Japan to maximize the talents of female employees who may leave to have children. Women are not motivated enough because their employers do not invest in their training and in the end are made to feel as if they are at a dead end at work. Is it possible that our basic notions of gender actually hinder the ability to identify the right talent in the right people for the right job?

### **Your time is your bond**

A major difficulty for full-time working mothers/wives is meeting the demand of “being there,” at home or at work. Dr. Hiroyuki Fujimura, Hosei University Business School of Innovation Management, discussed how “membership-based appointment” remained prevalent in Japan, whereby employees gain job and income security, as well as social and family support, for being “members.” They are then expected to work long hours and be “available” at all times. Several participants noted similar social expectations of time-based work commitment. They pointed out the need to introduce more flexible styles, including part-time and work-from-home arrangements.

The issue of providing an appropriate labor environment

*continued on page 10 ►*



*Dr. Machiko Osawa, Director, Research Institute for Women and Careers, Japan Women’s University (Japan).*

## Under a magnifying glass: FLFP



*Dr. Ramani Sonali Gunatilaka, Consultant (Sri Lanka).*

was raised by Dr. Ramani Sonali Gunatilaka, consultant and economist from Sri Lanka. She noted the surprisingly low FLFP rate in her country, despite its relatively high economic growth and high women's education levels. Both the lack of investment in skill training and absence of infrastructure to allow different working styles, such as safe nighttime transportation, appropriate telecommunications facilities for remote-work arrangements, and legislation for part-time work, were the reasons, she suggested. While these solutions would allow women to contribute more at both work and home, men would also benefit from such flexibility and support.

### **Making the invisible visible**

Among many factors that affect females in the labor force, Dr. Lin Lean Lim, consultant from Malaysia and former ILO officer, explained that, uniquely, a high percentage of economic activities in the

region occurs in the informal sector, with no social or labor protection, where women are often dominant. Dr. Lin stressed the importance of empowering those workers, as they are often not included in national statistics and are especially vulnerable to social and economic disincentives. Many women work as street vendors, waste pickers, or domestic staff, although the informal sector includes men, especially in agriculture. Dr. Lin emphasized the importance of the creation of "decent work" in productive jobs for women, and that the issue of FLFP is not only about the quantity but also the quality of jobs done by women.

### **Cleaning up the mess**

The two-and-a-half-day conference showed why FLFP is important for productivity. Meanwhile, I wonder whether FLFP involves basic labor, social, and economic issues previously taken for granted and whether they affect men equally. Could the challenges I face as a working woman, wife, and mother in balancing work and home not also be experienced by a working man if he had equal responsibilities of being a husband and father? Writer/screenwriter/director Nora Ephron said, "The women's movement may manage to clean up the mess in society, but I don't know if it can clean up the mess in our minds." The conference may have raised more questions than answers, but a productive journey begins with the right questions. This conference "decluttered" the FLFP discussion by showing that obstacles in work and lifestyles, social norms, and legislative limitations affect everyone. As one conference participant commented, "Perhaps the next conference on FLFP should be attended by men." 🌀



*(L-R) Dr. Hiroyuki Fujimura, Hosei University Business School of Innovation Management (Japan), Dr. Lin Lean Lim, Consultant (Malaysia).*

## Green practices in action

The APO conducted a training course on Green Productivity (GP), 21–25 March, in collaboration with the National Training and Productivity Centre of Fiji. Twenty-two participants from 17 APO members and three observers from Colombia gathered in Nadi to examine the concept, methodology, tools, and practices of GP. In the five-day course, they acquired up-to-date knowledge and experiences from the resource persons from India, Malaysia, and Singapore; observed green practices of one of the biggest resorts in Fiji; and exchanged ideas and perspectives on sustainable development and productivity enhancement.

During this intensive training, participants and observers learned about basic GP tools and techniques, material flow cost accounting, concepts of energy management and auditing, and energy efficiency in thermal and electrical systems. Through lively interactions with resource persons and hands-on simulation activities, participants quickly learned to analyze operational issues and identify opportunities for productivity improvement. They also visited Radisson Blu Resort Fiji, which has the largest roof-mounted solar system in the hospitality industry in the Pacific Islands, to observe its waste management system, photovoltaic panels, and numerous green initiatives.

Another highlight was the participation of the Colombian observers, who joined the course following the signing of

a Memorandum of Understanding (MOU) in December 2015 between the APO and the Center of Science and Technology of Antioquia, Colombia (CTA). The MOU promotes collaboration between the two organizations and expansion of the productivity movement to Latin America. Amazed by the abundant knowledge gained from the training course and the APO network, Juan Ramirez of the CTA acknowledged that he had acquired “very interesting knowledge and important experiences to utilize and replicate.” Most importantly, he was excited to have “met a group of people and institutions with whom we share common interests.”

Chief Guest Losana Rokotuibau, Director of Town and Country Planning, Ministry of Local Government, Housing and Environment, shared the same perspective and stated that, “The development of a GP movement in the Asia-Pacific will only be achieved when we are all able to move forward together, harmoniously, and with a common vision to enhance productivity.” She urged participants to take back practical ideas received and make changes in their home countries to pursue greener, more productive development.

Appreciating the abundant knowledge acquired and the friends made in the course, Shafiq Ahmad Abbasi of Pakistan agreed on the importance of GP and concluded that, “This training course is very beneficial for our countries, environment, and sustainable development.” 🌱



Participants visiting the Radisson Blu Resort to observe GP initiatives and good practices.

## New officers at the Secretariat



**Seiji Takahashi** joined the APO Secretariat as its new Administration & Finance Officer on 14 March. After graduating from the Waseda University School of Commerce in Tokyo with a degree in marketing, Seiji passed the Japanese CPA exam and started as an auditor in a major auditing firm. His previous positions included Vice President of Finance

and Controller for North America at D&M Holdings US Inc., USA, and more recently, Finance Director for Baxter Limited in Japan. He lives with his wife, and they are currently trying to find new hobbies they can enjoy together. Their son is a freshman at Emory University in the USA. On days off work, Seiji is busy refining his jogging techniques in the hope of running in the 2017 Tokyo Marathon. He looks forward to doing his best to increase the productivity of the APO Secretariat by improving the efficiency of its back-office functions. He also hopes that his new position will offer opportunities for building new friendships in the Asia-Pacific and expanding his social network.



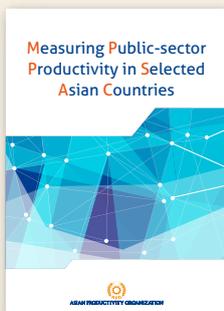
On 10 April 2016, the APO Secretariat welcomed back a familiar face, **Md. Zainuri Juri**, who rejoined the Industry Department as a Program Officer. Zainuri previously worked in the same department between December 2007 and February 2010. He brings knowledge and expertise from previous roles at the Malaysia Productivity Corporation, most recently as Senior Consultant, Quality & Excellence Development Division. Zainuri enjoys spending time with his wife and their three sons, watching movies, and traveling to different parts of the world. He also enjoys an occasional game of bowling or billiards. "I hope to be able to contribute to the APO's efforts to help its members develop more productivity experts," Zainuri said of his aspirations in his new role. He also looks forward to working closely with all of the NPOs and to helping strengthen the network among them.

On 24 April 2016, **Shubhendu Parth** arrived in Tokyo to join the APO Secretariat team. An Indian national, Parth brings to his new role as Information & Public Relations Officer, Administration & Finance Department, experience in public relations including Deputy Editor for Governance Now, and Director, Corporate Affairs, Mutual Public Relations Private Ltd. He holds a postgraduate diploma in journalism from Rajendra Prasad Institute of Communication & Management in New Delhi. He is an e-governance enthusiast and a strong advocate of ICT for sustainable development. Reading, traveling, writing, and listening to Indian music are some of his favorite ways to spend his free time and weekends. Parth hopes to play a role in enhancing the visibility of the APO and strengthening its brand through communication and public relations using both traditional and new-age media. He looks forward to working with colleagues from different countries and learning new things from them. He also hopes to get to know more about Japan and Japanese culture.



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## New publication



### Measuring Public-sector Productivity in Selected Asian Countries

Influenced by the "new public management" concept, the APO and other institutions are rethinking how to measure productivity in the public sector, since its roles affect the lives of all citizens. Along with overviews of methods used in Australia, Finland, New Zealand, and the UK to improve public services, efforts in eight APO members are examined in detail, focusing on their tax and passport agencies.

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Go to the APO website at [www.apo-tokyo.org/publications/](http://www.apo-tokyo.org/publications/) to access this and other publications.



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