

APO NEWS

Information to Make a Difference in Productivity

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10th Eco-products International Fair

Interview with new GPAC chairperson

p-Watch: Leave industrial agriculture behind

Looking back at the APO in 1973

Eco-life for a greener economy



Thailand Deputy Prime Minister Air Chief Marshal Prajin Juntong touring the EPIF 2016 exhibitors' booths.

The EPIF 2016 concluded with a call to create a long-term, inclusive economic model that can drive Green Productivity at a global level and strengthen the Green Industrial Revolution.

It was a perfect example of unity in diversity. While the more than 50,000 visitors at the Eco-products International Fair (EPIF 2016) had plenty to view, the underlying objective for all attending the largest international environmental exhibition in Asia was to deliberate on, understand, and observe how they could help create a low-carbon society.

The EPIF 2016 kicked off with a commitment to explore how economies in the Asia-Pacific can achieve the UN Sustainable Development Goals and concluded with a call to strengthen the Green Industrial Revolution and create a long-term, inclusive economic model that can drive Green Productivity (GP) at a globally sustainable level. It also highlighted the need for sustainable, ethical consumption, eco-lifestyles, climate action, and development of smart green cities and communities.

At the opening ceremony, Thai Deputy Prime Minister Air Chief Marshal Prajin Juntong stated that his country recognized the importance of environmentally friendly industrial development in bringing economic and social sustainability to the country. He said that Thailand could achieve its targets by applying His Majesty the King's philosophy of a self-sufficiency economy and implementing policies that would drive the nation toward a low-carbon economy and society.

The Deputy Prime Minister noted that, as part of its commitment to creating a low-carbon society, Thailand aimed to reduce CO₂ emissions by 6–20% by 2020. "We are implementing other energy-saving initiatives that emphasize encouraging more electric cars, promoting renewable energy, developing the rail transit system to lower road transportation, and, most importantly, cultivating our people to participate continuously in environmental protection," he explained. "Global issues and sustainable development are the key issues that entrepreneurs should be aware of and develop environmentally friendly production systems accordingly to meet the changing trends of market demand," he asserted.

During the ceremony, Federation of Thai Industries (FTI) Chairman Chen Namchaisiri commented that the EPIF 2016 was organized under the theme "24-Hour Eco-Life" or "A Simple Way to Save the Earth in 24-Hour Daily Life." He called the fair a showcase for products, services, and innovations as well as the potential of Thai industry to operate with environmental and social responsibility and sustainability. "This expo will also create business opportunities and increase awareness among consumers of eco-friendly products and services," he concluded.

Highlighting the role of the GP Advisory Committee in

A panel discussion on Eco Lifestyle on day 2 of the Asia EnviroEconomics Conference held in parallel to the EPIF. L-R: Assistant Professor Dr. Anothai Cholachatpinyo of Kasetsart University and Chief Duangporn Songsiwa of Bo.lan Restaurant, with Professor Woodrow Clark II of Clark Strategic Partner moderating the session.



contributing to a greener economy, Chairperson Hajime Bada said that the participation of 32 Japanese exhibitors reflected their commitment to environmental protection by disseminating eco-friendly innovative technologies for widespread applications in the future. APO Secretary-General Mari Amano stated that the APO had been advocating GP for the past two decades and the EPIFs served as a key platform for spreading the concept throughout the Asia-Pacific region and beyond. He stressed that, "Economic achievement and environmental protection can be pursued in the long term, without trading one for the other."

The EPIF 2016 was organized in zones for eco-innovations, eco-products, and eco-services from leading domestic and international corporations, government agencies, state enterprises, SMEs, and communities. The fair allowed attendees to observe cutting-edge technologies and concepts in the automotive and transport, construction material, packaging, food and dairy, container, electrical machinery, and IT sectors. It also offered business-matching and activities to promote awareness among the public of the need for environmental sustainability in all facets of life.

Of special interest was the Dinsow Mini, the Thai service robot developed primarily to look after the elderly living alone and operated via smartphones. Other booths showing the Full Dome 3D Animation device, V-Turn Automatic Turntable, and eco-friendly clothing and textiles were also huge draws. Younger visitors to the EPIF participated in the drawing and painting contest in the Eco-Kids zone. Other highlights included the Eco-Clip video contest and the EPIF 2016 Award Ceremony.

The four-day exhibition and parallel conference were organized jointly by the APO and FTI in collaboration with the Thailand Productivity Institute at the Bangkok International Trade & Exhibition Center, 8–11 June. In addition to the 129 exhibitors at the EPIF, including the city of Medellin, Colombia, the two-day parallel Asia EnviroEconomics Conference brought together 18 international experts and local speakers with 182 in the audience. Thirty-four international delegates representing 17 countries joined the conference discussions on efforts for a sustainable future through 24-hour eco-life. 🌱



Local schoolchildren also played a major role in raising green awareness during the EPIF 2016.

Green technology—increasing Japan’s global contribution



Green Productivity Advisory Committee Chairperson Hajime Bada, Asian Productivity Organization.

On 3 February 2016, Honorary Adviser, JFE Holdings Co., Ltd., Hajime Bada was appointed the sixth chairperson of the Asian Productivity Organization (APO)’s Green Productivity Advisory Committee (GPAC). We met recently to discuss the GPAC’s current activities and future plans for achieving its goal of boosting productivity while protecting the environment.

What he hopes to accomplish as GPAC chairperson:

Since 1994, when the GP initiative was launched, the APO has been working to popularize, promote, and educate member countries about ways to increase productivity in their industrial, agricultural, and service sectors while still protecting the environment. The GPAC’s goal is to support the APO in these endeavors. With further economic development expected in coming years in the Asia-Pacific, including PR China, increased energy consumption and carbon emissions could restrict and impede growth. Achieving both economic growth and environmental protection is a need for all countries around the world. Japan, through its own past experience in dealing with issues such as pollution, has developed world-class green technologies and know-how. Japan has a

long track record of helping to reduce greenhouse gas emissions in Asia and of supporting sustainable development beyond levels required by international agreements. Since its establishment in 1961, the APO has also been working to meet these global needs. The COP21 agreement adopted in Paris last year set the goal of achieving human-generated greenhouse gas emission neutrality during the second half of this century. As an environmentally advanced country, Japan will need to implement Joint Crediting Mechanism projects to reach its carbon emission targets, and the APO and GPAC are expected to play a key role in formulating these projects. As the new GPAC chairperson, my aim is to enhance Japan’s global contributions. If we are to avoid passing on a negative legacy to future generations, we must reverse environmental degradation at a faster rate than that of economic growth. I therefore believe that it is crucial for the GPAC’s activities to be prompt and create immediate effects.

On what led him to become a member of GPAC:

GPAC Vice Chairperson Dr. Ryoichi Yamamoto (Professor Emeritus, The University of Tokyo), was a few years ahead of me at university (GPAC Chairperson Bada holds a B.A. and

“If we are to avoid passing on a negative legacy to future generations, we must reverse environmental degradation at a faster rate than that of economic growth.”

M.A. in metallurgy from The University of Tokyo School of Engineering). Dr. Yamamoto spent most of his career working in material science, but about 10 years ago, he shifted his focus to the environment and became a visiting associate professor of the Faculty of Environmental and Information Studies, Tokyo City University. Since then he has made a name for himself in this field. My involvement with the GPAC started when Dr. Yamamoto expressed interest in a talk I gave some years back. Starting in February 2010, I spent six years as a GPAC vice chairperson, attending the annual general meetings and offering advice about the APO and GPAC activities. Last year, I attended an International-GPAC workshop for the first time, where representatives of APO member countries gathered to share information on eco-businesses and exchange ideas on the best ways to advance GP initiatives.

How JFE is contributing to environmental conservation through its steel, engine, and shipbuilding businesses:

Global crude steel production will most likely increase as emerging countries develop their economies. Japan can contribute to reducing CO₂ emissions by helping other countries adopt the blast furnace technology used for its own steel manufacturing industry, which has significantly lower energy use and lower carbon emissions than those in other countries. This is called an “eco-solution.” We can also contribute to reducing vehicle fuel consumption by working to develop thinner, stronger, more workable high tensile-strength steel, resulting in lighter vehicles and better fuel economy. This is an “eco-product.” Finally, we can develop innovative new technologies such as reduced-hydrogen steelmaking, which is supported by a Japanese government initiative. This is an “eco-process.” These are three ways in which JFE is contributing to environmental conservation in the area of steel manufacturing.

JFE Engineering is also involved in renewable energies such as solar, geothermal, and biomass. Our waste power generation technology, which uses combustion gases from waste incineration to generate electricity, is among the



Koji Hamasaka of Nikkan Sangyo Shimbun speaks with GPAC Chairperson Bada, at the headquarters of JFE Holdings, Co., Ltd. in Tokyo.

leaders nationally in both efficiency and performance. Making more fuel-efficient ships also contributes to reducing carbon emissions. Japan Marine United, our shipbuilding arm, has developed “eco-ships” and is hoping to attract orders from shipping companies seeking to upgrade and modernize their aging fleets. This year, the JFE Group will be an exhibitor at the EPIF for the first time. Even though our steel, engine, and shipbuilding businesses are not directly linked to everyday consumers, we want to raise public awareness of our technology and show how we are contributing to global environmental conservation. 🌍

This article originally appeared in the Nikkan Sangyo Shimbun on 10 May 2016, published by the Sangyo Press Co., Ltd. The APO is publishing this translation to give readers a fresh perspective on the personal viewpoints of the new GPAC Chairperson.



Leave industrial agriculture behind

Industrial agriculture is a key contributor to the rampant biodiversity losses now threatening the 35% of global crops dependent on pollination. The solution lies in a paradigm shift from industrial agriculture to diversified agroecological systems.



Contrary to what we often hear, it is not a lack of evidence holding back ecological alternatives in food systems. It is the mismatch between their huge potential to remedy the problems caused by industrial agriculture, and their much smaller potential to generate profits for agribusiness firms. Many of the key problems in food systems are linked specifically to industrial agriculture: uniform crop monocultures relying on chemical fertilizers and pesticides; and industrial feedlots (the infamous concentrated animal feeding operations as defined by the US Environmental Protection Agency) that use preventive antibiotics and generate major pollution problems.

The evidence is now overwhelming: industrial agriculture is a key contributor to the rampant biodiversity losses now threatening the 35% of global crops dependent on pollination, the degradation of some 20% of global land, the 30% of global greenhouse gas emissions arising from food and farming, and many other negative outcomes in food systems. Thanks to the work of campaigning groups and scientists, these problems are now increasingly understood. However, we are much less familiar with a set of equally important facts and figures about the potential of ecological farming to remedy these problems. The recently released report *From Uniformity to Diversity: a Paradigm Shift from Industrial Agriculture to Diversified Agroecological Systems* by the International Panel of Experts on Sustainable Food Systems (IPES-Food) synthesizes the growing evidence on this front.

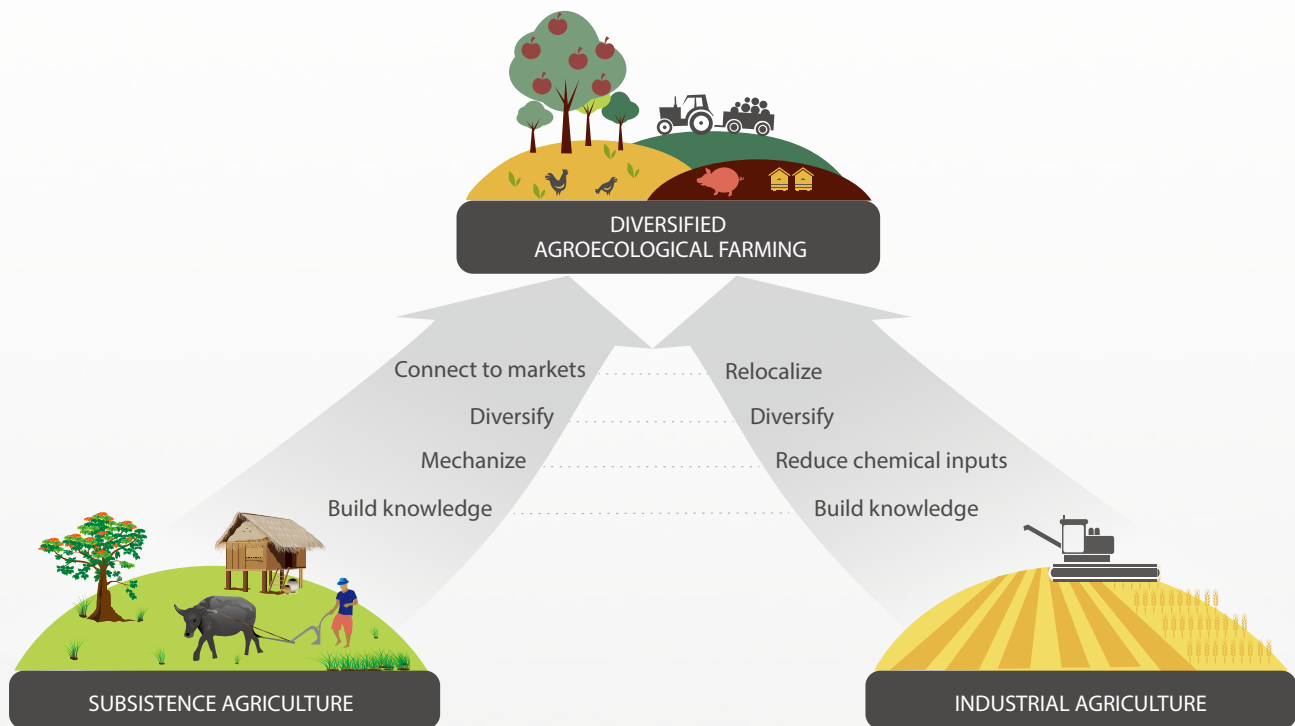
For example, by analyzing a 30-year study the report

shows that average organic yields are generally equivalent to conventional agriculture and 30% higher in drought years. The report indicates that while the total outputs in diversified grassland systems are 15–79% higher than in monocultures, resource efficiency is two- to four-fold higher on small-scale agroecological farms. Based on the data, the report found 15% more biodiversity in diversified agriculture and 30% more wild species on organic farms. It also highlighted that organic meat and milk provide around 50% more beneficial omega-3 fatty acids than their conventional equivalents.

To suggest that agroecological farming can improve on the outcomes of industrial agriculture is to understate the case. Agroecological systems are showing major potential to keep carbon in the ground and to restore degraded land, issues to which industrial agriculture has failed to provide any sort of answer. Nor is there a trade-off with food security, as has often been assumed. In other words, claiming that there is no alternative to industrial agriculture is no longer viable in 2016.

However, the facts alone will not suffice. The way food systems are currently structured allows value to accrue to a limited number of actors, reinforcing their economic and political dominance, and thus their ability to set priorities in food systems. Similarly, power imbalances can no longer be a footnote in discussions about food system reform. Hence, identifying these power imbalances and how they lock industrial agriculture in place is just as important as showing the positive impacts of agroecology. For example, the way we define food security and the way we measure success in food

TRANSITIONING FROM DIFFERENT STARTING POINTS



systems tend to reflect what industrial agriculture is designed to deliver, not what really matters in terms of building sustainable food systems. Measuring the yields of specific crops, or productivity per worker, tends to favor large-scale industrial monocultures and to undervalue the benefits of alternative systems. These include: higher total outputs taking all crops cultivated in combination; greater resilience to shocks; more diversity, resulting in improved nutritional quality; and the provision of ecosystem services on and off the farm.

Other barriers arise from the way decision-making takes place. For example, agricultural ministries, committees, and lobbies retain a privileged position relative to other constituencies (e.g., environment, health) in setting the priorities and allocating the budgets for policies affecting food systems more broadly. Meanwhile, increasingly privatized agricultural R&D programs remain focused on the handful of crop commodities for which there is a large enough market to secure significant returns. In other words, the solutions offered by industrial agriculture have been able to remain at center stage, even as the need to reconcile productivity growth with other concerns has been increasingly recognized.

Food systems can be reformed and refocused around diversified agroecological systems. Change is already happening. Industrial food systems are being challenged on multiple fronts, from new forms of cooperation and knowledge creation to the development of new market relationships that bypass conventional retail circuits. However, if these initiatives are to emerge beyond the margins, the

vicious cycles keeping industrial agriculture in place must be broken. IPES-Food has identified what some of those steps might look like. In particular, we must address the political economy of food systems: who decides, on the basis of which information, and under which set of influences.

There is no single script to be followed: the pathways to agroecological farming and sustainable food systems will take a variety of forms. That, after all, is inevitable, once we recognize that the steps toward diversified agroecological farming are steps to democratize decision-making and to rebalance power in food systems. 🌱

*Reprinted with slight modifications, with permission, from **FoodTank** (<http://foodtank.com>).*

Olivier De Schutter is the co-chair of IPES-Food and former UN Special Rapporteur on the right to food.

Emile Frison, former Director General of Bioversity International, is a member of IPES-Food and the lead author of the IPES-Food's first major report *From Uniformity to Diversity: a Paradigm Shift from Industrial Agriculture to Diversified Agroecological Systems*.

*Click here to access the **Executive Summary** and **Full Report**.*

Modernizing agriculture, strengthening its productivity



The conference brought together 32 participants from 16 APO member economies as well as 13 experts from around the world.

With the relationship of humans and agriculture stretching back millennia, utilizing state-of-the-art tools to modernize farming and agrifood production can sometimes be daunting. Efforts to enhance productivity, however, involve constant processes of innovation, modernization, and improvement, and the agriculture sector is no exception. Advanced technologies must be used for the further development of agriculture.

To promote modern agricultural practices, the conference on State-of-the-Art Technologies to Drive Agricultural Productivity in the Next Quarter of the Century was organized by the APO in Tokyo, 28–30 June, to deliberate on the latest scientific advances and technologies in agriculture to enhance the productivity, sustainability, and competitiveness of small- and medium-sized farms.

As the agriculture sector becomes increasingly integrated into agrifood chains and global markets, players face new challenges in ensuring product safety and quality, improving environmental performance, conservation and rehabilitation of land and water resources, and adaptation to climate change. The conference was designed to disseminate accurate information and demonstrate the advantages of modern technologies in the context of persistent widespread food insecurity, environmental degradation, climate change, aging farmers, and a shrinking labor force.

The program consisted of diverse thematic sessions, covering mega-trends in agriculture and the food industry; precision agricultural technologies; aquaculture 4.0 and seafood traceability; mechanization, field robots, and emerging technologies for productive farming in fragile environments; safe agricultural food commodity production and marketing;

and applications of cutting-edge technologies. Thirty-two participants from 16 APO member economies examined new trends and opportunities in the sector, as well as state-of-the-art technologies utilized worldwide for increasing productivity, sustainability, and competitiveness, guided by experts from Belgium, the ROC, Japan, Malaysia, USA, and the International Atomic Energy Agency. Each session included an open forum for lively Q&A and discussion sessions. On day 3, the participants toured the Kashiwa-no-ha Smart City at Chiba University to observe its pioneering plant factory. They also formulated a set of recommendations for APO member economies on harnessing agricultural technologies over the next quarter-century.

“The conference was a great success,” commented Dr. Muhammad Saeed, Director of the APO Secretariat Agriculture Department and overall conference coordinator. “Participants were interactive with a keen interest in learning. They came up with a set of meaningful recommendations for promoting the adoption of modern technologies and best practices to develop productive, safe, sustainable, competitive agriculture in face of daunting challenges Asian agriculture is facing. The Agriculture Department will share these recommendations with NPOs and hopes to organize follow-up national courses in selected member countries to achieve greater multiplier effects of this conference.” Continuing and expanding the growth of the agricultural sector in the Asia-Pacific in the next decade depends on a balance between yesterday’s, today’s, and tomorrow’s wisdom. The conference pointed out several avenues for maximizing the benefits of modern methods for the development of farms and agrifood businesses in the region. 🌾

Improving local public services through higher productivity

One requirement for enhancing productivity in the public sector is ensuring that productivity exercises at national and local levels are aligned. Local governments are critical in all productivity initiatives because they are on the front line in delivering public services to citizens. This was the main reason why the APO, in collaboration with the National Productivity Secretariat of Sri Lanka, held the multicountry study mission on Local Government Service Delivery and Productivity in Colombo, 9–13 May. The study mission was attended by 25 participants from 14 member economies and guided by three resource persons on local government and government service delivery from Canada, Indonesia, and the Republic of Korea.

The resource persons' presentations focused on three main areas critical to the productive delivery of local government services. The first was the relationship between productivity enhancement at national and local levels. Reasons to improve service delivery by local governments were also outlined. Common barriers to and challenges in reform of local public services were the second focus, along with the need for a more people-centered approach. The third area was policy innovations required in a changing environment to allow local authorities to serve citizens better, including discussions on measuring citizen satisfaction and benchmarking service and productivity. The participants, who mainly represented local governments, ministry policymakers, and public service providers, found the presentations on approaches and methodologies to meet local citizens' satisfaction particularly informative and beneficial.

Observational visits were hosted by the Mount Lavinia

Municipal Council, located in Dehiwala, and Department of Local Government, in the Western province. The visits illustrated lessons learned and best practices through presentations by a Sri Lankan local government practitioner and deputy mayor of Mount Lavinia City. A Mount Lavinia council member spoke on the development of a citizen-centered local government and how public services can be improved even with resource constraints. Discussions on the effectiveness of public–private partnerships in managing local waste were a highlight of the visit to the Department of Local Government, Western province. The site visits triggered requests from the participants to follow up this study mission by exploring possible tools and models to overcome challenges faced by local governments in other APO member economies in delivering the best possible local public services amid the resource constraints experienced by most.

Recognizing the valuable exposure to different public service models during the study mission, Phoutsavath Soukkaseum of Lao PDR commented, "For the past five days, I have gained new knowledge on how to improve the productivity of local government, especially from the session on innovation and policy design." A different emphasis on the study mission was given by participant from Malaysia Nur Rafidah Binti Abd. Rashid, who found that, "The modules and presentations really gave me extra knowledge on efficiency and productivity in delivering services to the people." Most participants planned to apply their new knowledge and adapt the tools discussed to solve problems they faced in their own work, as mentioned specifically by Vietnamese participant Doan Manh Chat. 🌐



Participants from Malaysia, Mongolia, Nepal, and Sri Lanka sharing insights on addressing local government productivity issues during a facilitated discussion session.

Through a time machine: Looking back at the APO in 1973



APO participant Kau Sik Chui admiring the passing scenery of Japan during APO project "PENT '73."

“I would like to share some photos of my father, who recently passed away in January 2016, as a participant in an APO project.” One day, I received a rather unusual e-mail from a gentleman living in Canada, who had just returned from his father’s funeral in Hong Kong. While sorting through his late father’s belongings, Thomas Chui had come across some photos taken during a trip to Japan to attend an APO project in 1973. According to Thomas, his father, Kau Sik Chui, born in 1947 in the Chinese province of Guangdong, was working for the Garden Hong Kong bakery as an assistant engineer, which led to his selection as an APO project participant in 1973.

PENT '73

The Packaging Engineering Training Course was a six-week program held from 2 October to 10 November 1973 in Japan. “PENT '73,” as it was apparently called by the organizers and participants, was organized by the APO in association with the Asian Packaging Federation and implemented by the Japan Productivity Center and Japan Packaging Institute. It was designed to develop the knowledge and skills of engineers and consultants from packaging industries, promotional institutions, and related enterprises by demonstrating the latest Japanese packaging techniques. The 10 APO participants from the Republic of China, Hong Kong, India, IR Iran (then Iran), Japan, Republic of Korea, Thailand, and Vietnam visited various local companies and plants in Tokyo, Nagoya, and

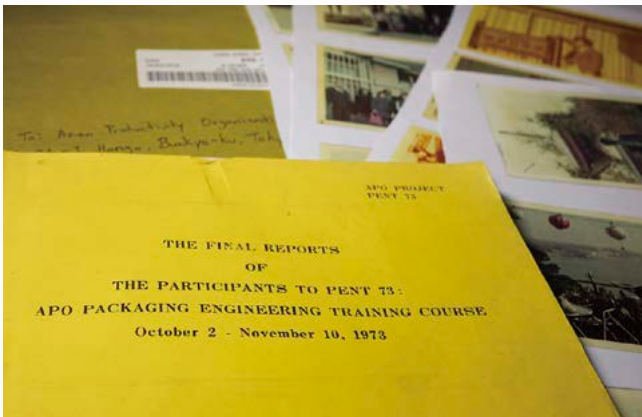
Osaka to observe and gain firsthand experience in unique packaging systems and technologies.

Among the memorabilia left behind by the elder Chui was a compilation of individual project reports written by each participant, generously sent by Thomas to the APO for its archives in addition to the original e-mail message. I wasn’t sure if it was the worn-out edges of the cover, or the pages with faded text that reflected its typewriter era, but my hands felt the “weight of time” as I turned each of its pages. “Here, every day has been valuable for me. We saw different kinds of manufacturing processes and discussed and learned with people of many countries,” the elder Chui recorded in his project report. “When I go back to my country, I shall do my best to improve my country’s packaging.” Thomas explained that, following his work at the bakery, his father had enjoyed a long, eventful life, studying in the UK, moving with his family to Canada to start anew, and eventually building what became a 40-year career in the toy manufacturing industry.

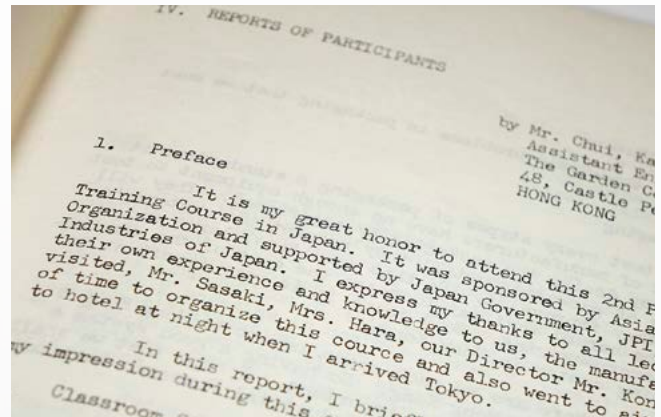
One APO moment, one lifetime

Unfortunately, the elder Chui died of thyroid cancer in January 2016, and so no one would ever know how much of what he had learned from that APO project had influenced his career and the businesses he contributed to. However, as I flipped through the slightly faded photographs, my mind’s eye retained a collage of Chui looking contented, looking thoughtful, looking lively. I felt pretty certain that the experience he

APO Secretariat Information & Public Relations Officer Yumiko Yamashita describes her reaction to receiving a record of an APO project in 1973, sent by the son of a past APO participant.



Among the memorabilia sent by Thomas Chui was a project report written by participants and numerous photos of the APO project.



The project report capturing the "live" voices of its participants.

had gained from the APO project was sufficiently unique that it had affected his life in many ways.

APO projects represent moments as short as the blink of an eye in participants' lives. But in those brief moments, new acquaintances are brought together, sharing days absorbing new learning, new perspectives, new sights, and new sounds in a classroom or on a site visit. Participants then disperse again, back to their own worlds, lives, and responsibilities, but hopefully carrying within themselves an added spark to create change. The stories of how those sparks grow into flames are truly inspiring. Tales of individuals encountered through APO projects and their accomplishments and achievements in the days, months, and years beyond

the classroom moment motivate us to continue our work of contributing to the socioeconomic development of the region and making a difference through productivity. 🌟

The APO regularly documents project participants' efforts to enhance productivity in their organizations and countries using new knowledge and perspectives gained in online articles and videos called APO Success Stories. Please visit the "APO People" section of the website to learn about individual experiences through the eyes of our participants. The author extends special thanks to Thomas Chui for the valuable opportunity to reflect on APO activities through his father's eyes.



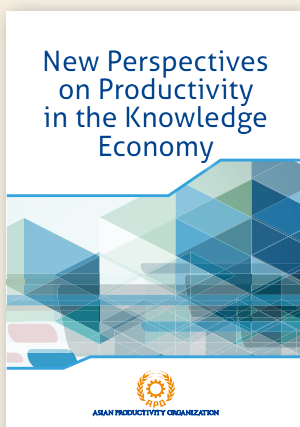
Chui (second from right) with his fellow participants and the project coordinators of "PENT '73."

New officer at the Secretariat



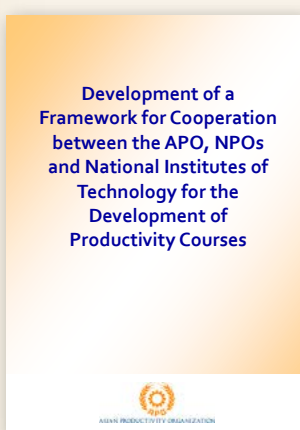
The Secretariat welcomed **Jisoo Yun**, the newest program officer in its Agriculture Department, on 12 June. ROK national Jisoo brings her experience in areas such as sustainable tourism and farmland development from her previous work with UNITAR CIFAL in Jeju and the Korea Rural Community Corporation. She studied international relations and international area studies at KyungHee University in the ROK and the University of California-Berkeley in the USA, then obtained a Master's in International Agriculture and Rural Development from the University of East Anglia in the UK. "I love musical activities," she says, confessing her love of music and especially singing, as she remembers when she used to perform on stage. She loves listening to different genres of music and wants to learn swing dancing. Jisoo is excited about her work at the APO, particularly helping rural communities with knowledge sharing and dissemination of new ideas. She looks forward to the opportunities to travel around the region, experience new cultures, and meet NPO staff and form new friendships.

New publications



New Perspectives on Productivity in the Knowledge Economy

This handbook records the lively presentations and dialogue between Dr. Laurence Prusak and Prof. Ikujiro Nonaka on productivity in the knowledge economy, conducted at the APO-National Graduate Institute for Policy Studies (GRIPS) Special Joint Forum held 27 May 2015 in Tokyo. Topics include management of knowledge as an intangible asset and leadership in "practical wisdom" to create knowledge and encourage innovation.



Development of a Framework for Cooperation between the APO, NPOs, and National Institutes of Technology for the Development of Productivity Courses

This report discusses a model framework for tripartite cooperation among APO, NPOs, and national institutes of technology to support the development and enhancement of training programs that meet the growing demand for productivity practitioners in the region. The insights introduced are based on the outputs of the Workshop on Development of Courses for Productivity Practitioners at Institutes of Technology held in the ROC in May 2014.

Go to the APO website at www.apo-tokyo.org/publications/ to access these and other publications.

