

Report on Member Country Support Program

In 2002, at the initiative of the Japan Productivity Center for Socio-Economic Development (JPC-SED) and with a special grant from the Japanese government, the APO launched the Member Country Support Program to help NPOs develop key capabilities that will enable them to strengthen the productivity movements in their respective countries. Ten NPOs have been specially selected for participation in this program. Every two years, two will be singled out for development into model NPOs. The APO will depute technical experts to help them achieve this. The implementing agency for this program is the JPC-SED.

The first two NPOs to take part were the National Productivity Organization of Bangladesh and Vietnam Productivity Center. Over the past two years, experts were assigned to develop their capabilities in training middle management and providing consultancy services in kaizen. Model companies in these two areas were established successfully. To share the experience and insights gained from this program with other member countries, a training kit on “Middle Management Training for Problem Solving and Decision Making” and a consulting manual on “5S, Reduction of Defective Products, and Kaizen Practice” were produced.

A systems approach was adopted for training middle management in problem solving and decision making. A five-step methodology was used: problem awareness; problem solving; decision making; implementation; and evaluation and feedback. The consulting manual, on the other hand, has four

parts: 1) understanding kaizen; 2) implementing 5S; 3) defect reduction; and 4) applying kaizen.

For results achieved by model companies, we highlight three from Bangladesh. National Tubes is a public enterprise that produces galvanizing iron tubes. It implemented a kaizen project to reduce waste and defective products. Before the project was undertaken in January 2003, National Tubes was experiencing an 11% defect rate of end products and a zinc wastage rate of 35%, which amounted to 5,380 metric tons. The number of zinc units with black spots was 1,387. One year later, defect and zinc waste rates dropped to 0.2% and 13%, respectively, and the number of units with black spots was a meager 11.

Dandy Dyeing is a private company that manufactures textile products. Demand usually rises by about 40% in October-November each year. However, the company was unable to increase production to meet demand. A project on introducing 5S and reducing defects was initiated. After one year, output increased by 38% in the peak demand period with the same workforce.

Janata Jute Mills, a private company, makes jute products. It implemented a middle management training program, with the following results: 26% increase in productivity; 5% savings in material usage; and energy savings of up to 75%. 