

APO
ANNUAL REPORT
2014



ASIAN PRODUCTIVITY ORGANIZATION

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ASIAN PRODUCTIVITY ORGANIZATION

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Directorate General of Training and Productivity,
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Baigalmaa Purevdorj

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NPO Head

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Prabin Kumar Acharya

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Additional Secretary-I, Ministry of Industries and Production

NPO Head

Sher Ayub Khan

CEO, National Productivity Organization

Liaison Officer

Dr. Sher Muhammad

General Manager, National Productivity Organization

Philippines

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Liaison Officer

Carlos A. Sayco, Jr.

Vice President/Managing Director, Development Academy of the Philippines

Singapore

Director & NPO Head

Tan Kai Hoe

Chief Executive, SPRING Singapore

Alternate Director

Leung Wai Ling

Group Leader, SPRING Singapore

Liaison Officer

Rajeshpal Sandhu Singh

Senior Manager, SPRING Singapore

Sri Lanka

Director

Upali Marasinghe

Secretary, Ministry of Productivity Promotion

Alternate Director & NPO Head

W.M.R.P. Weerasinghe

Additional Secretary, Ministry of Productivity Promotion

Liaison Officer

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Permanent Secretary, Ministry of Industry

Alternate Director & NPO Head

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Liaison Officer

Ratchada Asisonthisakul

International Relations Department Manager, Thailand Productivity Institute

Vietnam

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Director General, Directorate for Standards, Metrology and Quality

Alternate Director & NPO Head

Nguyen Anh Tuan

Director of Institute, Vietnam National Productivity Institute

Liaison Officer

Nguyen Thu Hien

Deputy Director, Vietnam National Productivity Institute

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	Aya Sato	Administration Assistant
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	Emiko Kurayoshi	Project Assistant

(As of 31 December 2014)

Foreword

Since my appointment as APO Secretary-General in September 2013, I have met most APO Directors and Heads of NPOs, who assured me that enhancing productivity remains a top priority on the socioeconomic agenda. Efforts by the Secretariat during 2014 to enrich and deepen the organization's activities were made to ensure their relevance, based on the results of the need assessment survey of member countries.

In the field of Green Productivity (GP), the APO Center of Excellence on GP in the ROC developed the GP Excellence Award framework, undertook demonstration projects in resource recycling, green energy, green factories, and eco-agriculture, and assigned experts on those topics to requesting member countries during the past year. The 2014 Eco-products International Fair (EPIF) in the ROC attracted more than 17,000 visitors and 200 exhibitors, while the *Eco-products Directory* launched at the EPIF had the most business entries so far. Another GP event was the World Conference on GP in Taipei with approximately 400 delegates. The conference adopted the GP Commitment Document that formed an input for the new UN Sustainable Development Goals.

Activities in the area of agriculture in 2014 strengthened the capacity of developing economies in food supply chain management. This year was also the start of the third five-year program grant from the Japanese Ministry of Agriculture, Forestry and Fisheries to the APO. In addition, the Ministry of Foreign Affairs (MOFA) generously provided cash grants, one of which enabled the organization of an agricultural innovation project for leaders from Myanmar. Three other grants from MOFA were utilized in projects related to the environment, solar energy, and sustainable cities for the benefit of member



countries. My deepest appreciation goes to the Government of Japan for those significant cash grants as well as to the Government of the ROC, which also continues to provide regular grants to the APO.

One need that cannot be overemphasized is increasing the visibility of the APO and NPOs. In 2014, our activities were covered more than 1,000 times in the media throughout Asia and in nonmember countries like the UK and France. We took a new approach by inviting media representatives to attend a study mission to Japan on Photovoltaic and Solar Cell Technology, which was widely covered. An update of the APO website made it more user friendly and allows liaison officers, participants, experts, and the Secretariat to collaborate, access project information, browse databases, download e-books, and enroll in e-learning courses. Our presence on Facebook continues to attract favorable attention and an increasing number of "likes" from a variety of users. We plan to do more to ensure that APO visibility continues to rise in partnership with productivity stakeholders.

At the international level, APO research on productivity measurement continued to attract attention and served as a springboard for cooperation with other international organizations such as the OECD and ADB. A five-day program was organized in Bangkok in collaboration with the International Energy Agency, ADB, and FTPI on electricity transmission and renewable energy which was attended by 33 participants from 14 APO members and eight from nonmember countries. The three-year MOU with Cornell University in the USA for cooperation in implementing an advanced agribusiness management course is ongoing.

This APO Annual Report gives details on the activities outlined above and all projects carried out in 2014. The publication is divided by subject area into: Strengthening of NPOs; Strengthening of SMEs; Catalyzing Innovation-led Productivity Growth; Green Productivity; Individual-country Programs; Evaluation of APO Projects; Information

Program; International Cooperation; and Financial Report. Projects are also summarized in tables with information on numbers of participants and experts, venue, timing, etc. A list of the many abbreviations and acronyms used in the *APO Annual Report* is provided at the end for handy reference.

Achieving the vision of “becoming the leading organization on productivity enhancement, enabling APO economies to be more productivity and competitive by 2020” will require the collective efforts of all its members. The spirit of mutual cooperation among members has been a hallmark of the APO since its inception, and we will continue to rely on it as we negotiate an increasingly complex global socioeconomic scenario while aiming to improve the quality of life for all.

Mari Amano
APO Secretary-General
Tokyo, June 2015

ORGANIZATION

The Asian Productivity Organization (APO) was established on 11 May 1961 as a regional intergovernmental organization. The APO is nonpolitical, nonprofit, and nondiscriminatory.



From 1990 to 2010, APO programs and projects were based on the five thrust areas of knowledge management, Green Productivity, strengthening of SMEs, integrated community development, and development of NPOs. Three strategic directions replaced them for the 2011 to 2020 decade:

1. Strengthen NPOs and promote the development of SMEs and communities

NPOs need to be strengthened to lead national productivity initiatives, and SMEs play a crucial role in all economies. The APO aims to support NPOs to develop competency centers and improve the productivity of targeted segments of SMEs and communities.

2. Catalyze innovation-led productivity growth

Productivity improvement includes both increased efficiency and innovation-led gains that increase the quality of products and delivery of services. The APO aims to strengthen management skills through proven knowledge management tools, improve productivity in the service and public sectors, and promote business collaboration among member economies.

3. Promote Green Productivity

The APO will work with member countries to promote green technologies, create demand for green products and services, green manufacturing and service sector supply chains, and promote sustainable practices in agriculture.

MEMBERSHIP

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership comprises Bangladesh, Cambodia, the Republic of China, Fiji, Hong Kong, India, Indonesia, the Islamic Republic of Iran, Japan, the Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. These countries pledge to assist each other in their productivity drives in a spirit of mutual cooperation by sharing knowledge, information, and experience.

KEY ROLES

In serving its members, the APO performs five key roles: Think Tank, Catalyst, Regional Adviser, Institution Builder, and Clearinghouse for Productivity Information.

1. As a **think tank**, the APO conducts research on emerging needs of members for their follow-up and for determining appropriate assistance to them.

2. As a **catalyst**, the APO promotes bilateral and multilateral alliances among members and between them and others outside the APO region for collaboration in productivity-related activities for mutual benefit.

3. As a **regional adviser**, the APO surveys the economic and development policies and performance of each member country and assists in formulating strategies for achieving enhanced productivity and competitiveness.

4. As an **institution builder**, the APO strengthens the capability of the national productivity organizations (NPOs) and other institutions to provide productivity promotion, training, and consultancy services to the public and private sectors.

5. As a **clearinghouse for productivity information**, the APO facilitates the dissemination and exchange of information on productivity among its members.

STRUCTURE

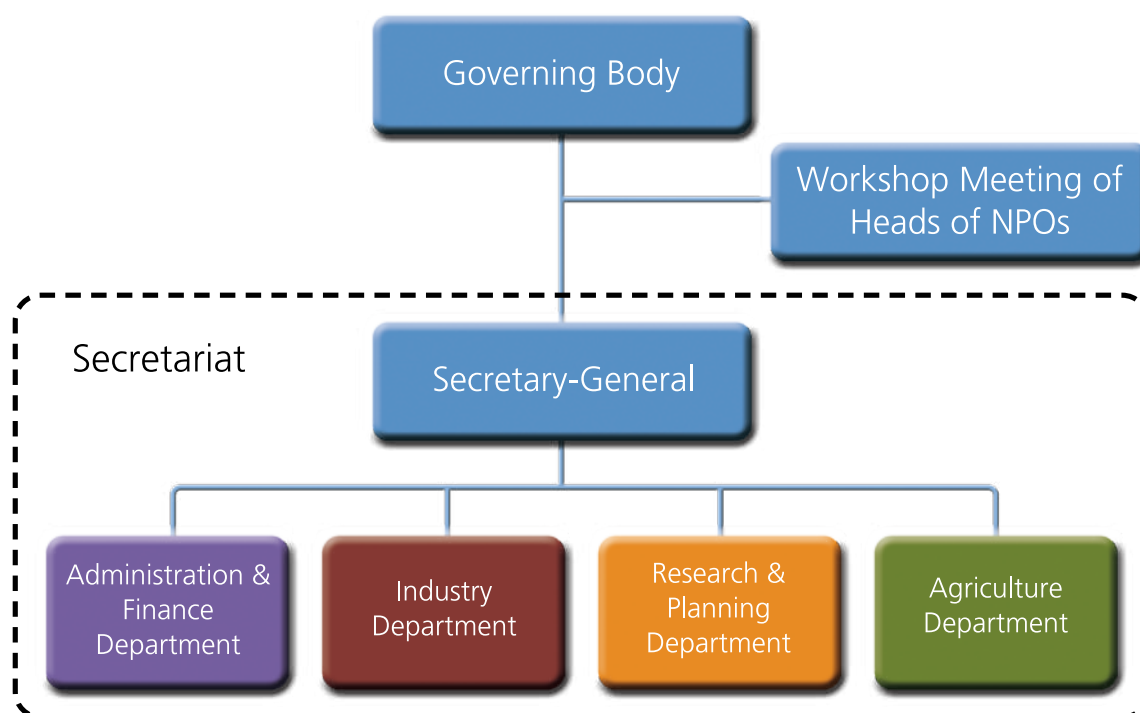
The APO structure comprises the Governing Body, NPOs, and the Secretariat headquartered in Tokyo.

Governing Body

The Governing Body is the supreme organ of the APO. It comprises one government-appointed director from each member. The Governing Body meets annually to receive the Secretary-General's annual report and the auditor's financial report; determine the APO budget, policies, strategies, directions, and membership; approve the two-year plan and annual programs; lay down guidelines for the ensuing fiscal year's program; and approve the budget and financial guidelines.

NPOs and Workshop Meeting of Heads of NPOs

Each member government designates a national body to be its NPO. NPOs are usually entrusted with spearheading the productivity movement in each



country. They also serve as the official liaison bodies with the Secretariat and coordinate APO projects hosted by their governments. Each year, the APO organizes a Workshop Meeting of Heads of NPOs (WSM) to evaluate the previous year's projects, undertake strategic planning, and formulate the two-year plan and detailed program for the next year. The WSM assumes the role of program planning for two years and presents the plans to the Governing Body Meeting (GBM) for the decision on budget size. It also deliberates on productivity issues, guidelines for future programs, and emerging needs of member countries.

Secretariat

The Secretariat is the executive arm of the APO. Headed by the Secretary-General, four departments, comprised of Administration and Finance, Research and Planning, Industry, and Agriculture, work side by side in carrying out the decisions and policy directives of the Governing Body. In collaboration with NPOs and other partners, it plans the biennial program and implements projects. The Secretariat also undertakes joint programs with other international organizations, governments, and private institutions for the benefit of its members.

■ TYPES OF ACTIVITIES

The general feature of APO activities is to provide practical training through a combination of: 1) lectures by experts; 2) field visits to factories, farms, and facilities for observation of actual applications; and 3) country reports by participants for the sharing of experiences. APO projects are intended to be as immediately useful and applicable to participants as possible. The participants are expected to create multiplier effects by disseminating their newly acquired knowledge and understanding to others in their home countries.

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

- **Training courses:** Impart information and practical skills based on an established body of knowledge following a structured curriculum to improve competency and performance.
- **Research:** In-depth study requiring the collection and analysis of data to address specific productivity-related issues.

- **Conferences:** Share or disseminate new knowledge, best practices, and research findings in a field, subject, or topic.
- **Forums:** Share views and knowledge on current and emerging productivity-related issues, their implications, and potential solutions.
- **Observational Study Missions:** Provide opportunities to learn based on direct observations of applications of best practices, innovations, and advanced technologies.
- **Workshops:** Discuss, share knowledge on, and explore emerging topics related to productivity tools, technique, methodologies, and issues for making relevant recommendations and/or developing action plans to energize the productivity community.
- **Technical Expert Services:** Consultation services to member countries by assigning experts to cater to the specific needs of NPOs. Experts conduct training, consultancy, or national programs.
- **Development of Demonstration Companies/Organizations:** A program to establish model projects to improve productivity in factories, companies, and organizations and then disseminate best practices to others.
- **Bilateral Cooperation Between NPOs:** Provides opportunities for productivity professionals, high-level officials, or policymakers from NPOs or related organizations in one member country to visit one or more other NPOs, organizations, or enterprises for mutual learning and collaboration.
- **Institutional Strengthening of NPOs:** Consists of two mutually dependent components: DON Strategy to determine the needs of member countries; and DON Implementation to translate the results of DON Strategy into training programs that meet those specific needs.
- **e-Learning Programs:** Courses carried out using web-based or videoconferencing facilities.

2014 GBM AND WSM

■ 56th Session of the APO Governing Body

The 56th Governing Body Meeting (GBM) was held in Hanoi, 15–17 April. Fifty-two delegates comprising directors and their advisers attended, observed by three representatives from the Ministry of Science, Industry and Technology of Turkey, JICA, and Pan African Productivity Association (PAPA).

APO Director for Vietnam Dr. Ngo Quy Viet delivered the welcome remarks, and APO Chair Yamaaranz Erkhembayar presented the opening address. Vice Minister of Science and Technology Tran Viet Thanh gave the inaugural address. The heads of delegations to the meeting were introduced by APO Secretary-General Mari Amano.

The APO Chair is assigned on rotational basis by country in alphabetical order as decided by the GBM in 2002 and practiced since 2003, beginning with Bangladesh. Thus, under this system, the 56th GBM elected APO Director for Nepal Krishna Gyawali as APO Chair for 2014–2015 and APO Director for Pakistan Shahid Rashid and APO Director for the Philippines Margarita R. Songco as First and Second Vice Chairs, respectively.

Annual Report of the Secretary-General

APO Secretary-General Amano welcomed APO Directors, advisers, and observers to the 56th Session of the GBM and thanked the Government of Vietnam and VNPI for being gracious hosts.

Since his appointment last September, Secretary-General Amano had met several APO Directors and NPO Heads to understand their challenges better and was committed to continuing this close engagement. Feedback from APO members had indicated that enhancing productivity would remain a top priority. It was also clear that while there was no need to revamp APO programs completely, instead the APO should further enrich and deepen programs by focusing on specific impactful areas.

Last year, the APO had started a major exercise to assess the needs of member countries. It was still underway but one of the initial findings was that in-country programs such as the Technical Expert Services and Center of Excellence (COE) and core productivity training programs were key programs that must be strengthened.

The COE Program was a success story. The first COE on Business Excellence (BE), launched with SPRING Singapore four years ago, had catalyzed



56th GBM delegates. Photo courtesy of the VNPI.

interest in using the BE framework to recognize productive and competitive enterprises. The impact of this COE went beyond member countries, as Secretary-General Amano had served as a judge for a BE Award organized by the United Arab Emirates (UAE) last November. The second COE on Green Productivity (GP) was launched last year with the CPC. It would assist member countries to carry out GP research and projects.

The eighth and ninth Eco-products International Fairs (EPIFs), held in Singapore in 2013 and the ROC in 2014, respectively, served as successful showcases of eco-friendly products and services for hundreds of companies. The new *Eco-products Directory* launched during the EPIF had the most business entries so far. As flagship projects, the Secretariat was now redesigning the EPIF and directory together to ensure that they continued to remain effective programs to support the GP strategy.

The importance of the high visibility of APO programs could not be overstated, said Secretary-General Amano, and he strongly believed that more publicity for APO activities would help convince business enterprises and institutions of the need to improve their productivity continuously and at the same time boost the efforts of member governments to raise awareness of national productivity movements.

In 2013, APO activities had been covered in 270 news articles, web-based news sites, and TV broadcasts around the world. That was more than triple the 80 in 2012, pointed out the Secretary-General. In addition to traditional outreach efforts, the Secretariat also used new media. For example, in the last quarter of 2013, the APO's Facebook "likes" increased by more than 50%.

At the international level, research on productivity continued to receive attention from prominent institutions and the media. The *APO Productivity Databook*, another of the APO's flagship projects, had attracted considerable attention from

governments and other international organizations such as the OECD and ADB.

Host countries had also been receiving extensive media coverage when implementing APO projects, continued Secretary-General Amano. The study mission on Photovoltaic and Solar Cell Technology had been widely featured in major Japanese media including TV. The workshop on Energy Policy in the APO Region had also been extensively covered by the media in Pakistan. The APO had taken a new approach by inviting media representatives to participate in a study mission to Japan. Apart from disseminating knowledge on new technologies and best practices, the APO was cited in their news broadcasts. Through that project, the APO had been able to establish a strong international media network. In the area of visibility, the participants in the Photovoltaic and Solar Cell Technology mission had been able to learn and transfer knowledge on best practices and advanced solar technologies and applications as well as form business networks with one another.

Communities in the Philippines, Malaysia, Indonesia, and the Mekong region had benefited from joint efforts by the APO and member governments to develop the capacities of local organizations that support agritourism and ecotourism.

The APO had also been able to contribute to national policy making. High-ranking representatives from governments, labor unions, and the automotive industry of seven member countries had met in Tokyo last November to discuss and draft national policies for improving labor-management relations.

In collaboration with the JPC and the Government of Japan (GOJ), the APO had been carrying out the Member Country Support Program since 2002, the Secretary-General reported. Through this program, India was able to strengthen its productivity promotion, training, and consultancy capacity in material flow cost accounting.

The APO had been successful in international partnership efforts. For example, in collaboration with the International Energy Agency, ADB, and Thailand, it had organized a five-day program in Bangkok for 33 participants from 14 APO members as well as eight from non-APO members to learn the latest in electricity transmission and renewable energy. That had been one of the APO's biggest collaborative efforts. The APO had also cooperated with four other organizations to launch the 1st Asian Food and Agribusiness Conference in Taipei in cooperation with the ROC government. Seventy industry leaders, government officials, and academics from 13 member countries had attended.

One of Secretary-General Amano's first priorities when he became Secretary-General was to rejuvenate the Secretariat. His goal was to increase the number of staff members to implement programs more effectively, inject positive energy, and boost the morale and confidence of the staff. In the past half-year, the APO had hired four professional staff from Japan, the ROK, Sri Lanka, and Vietnam. Two of them were from NPOs. Secretariat staff need to be highly motivated, energetic, and responsible and possess the skill, maturity, and desire to deliver better programs for member countries. To have the flexibility to recruit a variety of staff that would be a better fit for the APO, Secretary-General Amano explained that he had extended downward, not upward, the salary scales of both professional and general service staff.

Secretary-General Amano was confident that all projects planned for 2014 would be implemented this year with the cooperation of member countries. He also encouraged members to provide more cash grants so that the APO could undertake even more projects, while expressing appreciation to the GOJ and the Government of the ROC for their regular, generous special cash grants.

In early April, MOFA Japan had provided another cash grant of more than half a million US dollars, he noted. This would enable the APO to organize

an agricultural innovation project for leaders from Myanmar to convince its government of the benefits of being a member of the APO as well as three projects related to the environment, solar energy, and sustainable cities. It underscored the commitment and support from Japan, the host country of the APO. The four cash grant projects from MOFA would be added to the activities for 2014. The 2014 Program Plan will now contain 69 multicountry projects, seven more than the 62 presented at the GBM last year.

In 2014, the APO would restart study missions to more advanced economies such the USA and Europe to learn the latest trends and best practices in areas such as smart grids, stated the Secretary-General. The Secretariat would also redouble efforts to work with NPOs in two areas: first, in-country programs to build their capacities in advanced green technologies and undertake specific projects targeting education, food production, farming, and SMEs; and second, more relevant multicountry programs would be conducted to strengthen this unique APO platform. NPOs had already indicated that they would like to enhance service- and public-sector productivity in subsectors such as public transportation, medical services, local government, customs clearance, and banking.

One way to involve NPOs more closely in planning better programs was through the periodic attachment of NPO staff to the Secretariat with the aim of deepening mutual understanding and paving the way for better-designed programs. Secretary-General Amano was assessing the feasibility of this and would be consulting member countries further.

In the area of agriculture and food, the APO would continue activities to strengthen the capacity of developing economies in food supply chain management. This year would signal the start of the third five-year program grant from MAFF Japan to the APO. Aside from supporting national initiatives, the APO would also be organizing two observational study missions.

In productivity research, the APO would continue to explore ways to allow other international organizations to collaborate on the *APO Productivity Databook*. A smartphone app of the APO Productivity Database had been developed and would be released this year. The APO was currently planning to form a global research alliance on strategic areas such as GP, innovation-led growth, and SME development. Renowned organizations such as The World Bank Group and American Productivity and Quality Center and eminent experts had indicated interest in working with the APO.

The lineup of programs and projects proposed for the 2015–2016 biennium was endorsed by the delegates attending the last Workshop Meeting of Heads of NPOs (WSM) in Fiji. The APO planned to continue programs on improving public-sector productivity and equipping SMEs to become both strong domestic and global players.

In rural areas, the APO planned projects to promote entrepreneurship, especially among women, and the development of social enterprises, including rural tourism development. The APO would also research the impact on SMEs of issues such as gender, aging, and diversity so that practical solutions could be proposed. In the area of GP, the APO would promote green growth by incorporating eco-innovation, green procurement, promotion of eco-products, and energy efficiency. The promotion of more climate change-resilient farming systems and agriculture development planning would also remain essential projects.

The preliminary budget for the 2015–2016 biennium was presented for the approval of the GBM. The first scenario for the 2015–2016 budget was to maintain the same level of total membership contributions, while the second scenario assumed a 5% increase in total membership contributions.

A paradigm shift would be required to plan programs better, acknowledged Secretary-General Amano. While a tentative program for 2015–2016 had been

developed, he would like to explore new ideas to respond even more quickly to member countries. For example, he would like to refine and expand the e-learning program to target professionals directly. e-Learning had the potential to complement traditional methods of disseminating knowledge and to become a new revenue source, he proposed.

To be more effective in engaging nonmember countries such as Brunei, Myanmar, Turkey, and the UAE, the APO would identify relevant programs and activities for them. Last year, three Turkish government officers participated in the APO's productivity analysis workshop at their own expense. The targeted approach was to convince these countries of the benefits of being part of the APO family. To expand the APO's presence outside the Asia-Pacific, Secretary-General Amano would strengthen cooperation with African countries, particularly with PAPA, and with organizations such as the OECD and the World Confederation of Productivity Science.

In conclusion, Secretary-General Amano said it had been an interesting and eventful seven months as the APO Secretary-General. This GBM provided the first opportunity for him to meet many APO Directors. He was confident that with the strong support of APO members, the APO would develop a more comprehensive plan to increase the APO's impact not just in the Asia-Pacific but across the entire world.

55th Workshop Meeting of Heads of NPOs

The 55th WSM was held in Colombo, Sri Lanka, 21–23 October. It was attended by 35 NPO and agriculture delegates and 17 advisers representing APO members at the meeting alongside observers from the World Bank, FAO, and PAPA. Representing the Government of Sri Lanka, Senior Minister of International Monetary Co-operation and Deputy Minister of Finance and Planning Dr. Sarath Amunugama delivered the inaugural address. Minister of Productivity Promotion

Basheer Segudawood gave the opening remarks, while APO Director for Sri Lanka Upali Marasinghe presented the welcome remarks. The vote of thanks was made by Group Director of SPRING Singapore Leung Wai Ling.

Statement by the APO Secretary-General

Secretary-General Mari Amano expressed appreciation to the Government of Sri Lanka for hosting the WSM and then mentioned the three primary objectives: reconfirmation of the lineup of projects for the 2015–2016 biennium; sharing member countries' objectives and plans in key economic sectors which would guide the APO in the development of programs for 2017 and 2018; and discussing the Proposed APO 2020 Roadmap before endorsing it and proceeding to the next steps leading to its eventual approval by the Governing Body (GB).

The preliminary 2015–2016 Program Plan was approved by the GBM in Hanoi earlier this year. The GBM approved a 5% increase in the budget without increasing total membership contributions and stipulated that the 5% increase in expenditure was to be met through the use of unappropriated surplus and other sources of income. The increase in budget

would lead to an increase in the number of projects that could be implemented in 2015 and 2016. The revised lineups for 2015 and 2016 featured an increase of 10 and 12 projects, respectively.

WSM delegates were expected to reconfirm their hosting of multicountry projects and propose modifications to projects, if necessary. Each member should ideally host at least one multicountry project in the spirit of mutual cooperation, which enhanced the relevancy and visibility of APO activities. After the 2015–2016 Program Plan was endorsed by this WSM, the Secretariat would modify it after adjusting the US dollar-to-yen exchange rate for approval of the GB next year.

Secretary-General Amano cited some interesting projects already implemented this year. The EPIF was successfully held in Taipei. It was widely covered in the media and garnered high-level government support. More than 200 participants from 15 member countries attended the parallel conference and adopted the Taipei Outcome Document that had since been accepted by the UN as part of the inputs into its new sustainable development goals. Secretary-General Amano also informed the



55th WSM delegates. Photo courtesy of the NPS.

delegates that the EPIF would not take place in 2015 due to financial constraints of an interested host. The Secretariat would focus on the following year's EPIF and seek hosting interest from members.

Secretary-General Amano reported on the official launch of a new three-year cooperative agreement with Cornell University, with the initial project attended by 19 participants. The APO was exploring other collaborative initiatives with the university in the agriculture sector.

With the continued support and generosity of the Japanese government, the APO had been able to implement four highly visible projects covering diverse topics. Individual-country programs had seen higher participation rates from member countries with the total number of projects rising to 78 to date compared with 56 in the same period last year. Secretary-General Amano expressed gratitude to some of the NPO heads for supporting programs such as Individual-country Observational Study Missions (I-OSMs) and Bilateral Cooperation Between NPOs (BCBN) by agreeing to host more such projects.

This year alone, APO activities had already been covered more than 760 times in media across Asia and in nonmember countries, compared with the 270 times in the whole of 2013, thanks to the efforts of members to create newsworthy events, he stated. The APO website had been relaunched with a more modern, user-friendly format in preparation for creating an APO Portal to serve as the focal point for APO stakeholders.

The Secretary-General informed the WSM that the first edition of the APO Mobile Productivity Database app was now available for downloading. A press conference had been held on 17 October in Tokyo to launch the 2014 edition of the *APO Productivity Databook* and the app for smartphone devices which gives easy access to comprehensive economic and productivity data and information.

In summary, during the first three quarters of 2014, the APO had undertaken 118 projects, and the total would exceed the 139 in 2013, with the final number depending largely on the utilization rate of individual-country programs. These numbers could rise as the Secretariat was committed to implementing all 2014 projects within this year, barring unforeseen circumstances, as well as to undertaking five additional projects approved by the GB.

For 2015–2016, the number of projects that would be implemented would increase further due to the 5% increase in the budget. Secretary-General Amano asked how the APO, which comprised member governments, NPOs, and the Secretariat, could significantly raise the visibility and impact of its activities. What would it take to bridge the gap between the high expectations of member countries and the actual achievements of the APO constrained by its current budget? He then shared some learning points from his stint at the OECD. Both were international organizations with similar missions to be achieved through mutual cooperation, and both had been established in 1961. However, in terms of size, the OECD had 34 member countries. Eight of the world's top 10 economies were OECD members compared with two for the APO. In terms of annual budget and staff strength, the OECD dwarfed the APO. Secretary-General Amano suggested adapting some of the best practices, especially in policy recommendations to governments, to help achieve a higher degree of international recognition.

The Secretary-General hoped that delegates would be able to contribute during the breakout sessions to discuss the draft roadmap that would help shape the future of APO programs. That could only happen if there was a strategic shift in the way the APO carried out its mission with the unequivocal support of all members. The success of APO projects depended on two main aspects: the ability of Secretariat staff and host countries to pull together resources and create a high-quality program led by suitable experts; and the quality of participants nominated by member countries. Without quality

participants, it would be impossible for APO projects to achieve the impact that member countries wished for. Members could cooperate by nominating only participants who met the specified criteria. The Secretariat would start monitoring the participants and providing feedback to NPOs.

The Secretariat would be presenting a proposal to enhance the follow-up impact from multicountry projects. If the WSM endorsed the proposal, this new individual-country program would effectively allow members to conduct national programs directly linked with previous multicountry projects. This was a practical solution in response to feedback from member countries.

At the last GBM held in Hanoi, Secretary-General Amano briefly outlined the idea of strengthening the working relationship between the Secretariat and NPOs through a one-year staff attachment scheme at the Secretariat. This attachment scheme would deepen the APO's understanding of the development needs of individual countries and NPOs and pave the way for better-designed, more customized programs. The Secretariat was ready to pilot test this scheme from 2015 with two NPO staff, provided that NPOs found it useful and relevant.

The Secretariat was now laying the foundations for increasing the scope and scale of e-learning programs including translating the course materials into

local languages. Secretary-General Amano invited suggestions on possible subjects to be covered in e-learning courses during the breakout sessions.

Secretary-General Amano also reported that he had written to the GB to seek its understanding of his efforts to acquire additional office space. The main reason was the need to expand the size of the conference room to accommodate larger-scale projects and allow the increase of office seating capacity with possible videoconference facilities.

The Secretariat had been in discussions with METI of the GOJ with the objective of securing special cash grants. Secretary-General Amano informed the WSM that METI had approved an annual cash grant of about US\$600,000 for 2015 and 2016. This was on top of the special cash grants provided by MOFA and MAFF. Secretary-General Amano thanked the GOJ and the Government of the ROC for their cash grants.

Finally, the Secretary-General requested delegates to use the WSM platform to build networks and friendships. He stressed that the strategic objectives of the APO could not be achieved without mutual cooperation and strong bonds between everyone involved in the organization. Secretary-General Amano hoped that this WSM would help to cement the already strong relationships that the NPOs enjoyed.

APO 2014
Projects
at a Glance



172

projects in 2014



4,554

participants completed APO projects



563

experts assigned to APO projects



41

national coordinators assisted in e-learning projects



21,913

attendees/visitors/observers through APO projects/
events open to the public

BRIEF DESCRIPTION OF 2014 APO PROJECTS

STRENGTHENING OF NPOS

Research for APO Productivity Databook (2014 edition)

Policymakers, business planners, and economic analysts rely on economic statistics including productivity data to analyze socioeconomic growth and set policies and goals for the future. To support the needs of such stakeholders in member economies, as well as to strengthen the APO's think tank and regional adviser roles, the productivity databook project conducts research to gather data to measure productivity and generate a set of socioeconomic and productivity data under an internationally harmonized measurement framework. These data are updated, expanded, and published annually in the analytical report the *APO Productivity Databook* series, as well as on the APO website as the APO Productivity Database.

The project work began in October, after amalgamating the original databook and database projects. The project is conducted under a research partnership between the APO and Keio University in Tokyo, while national experts collect basic primary data following the internationally harmonized methodology. The project not only monitors productivity trends but also provides analysis of the most up-to-date socioeconomic performance for assessing potential economic growth. It aims to expand the coverage of total factor productivity (TFP) computation. Furthermore, an APO mobile data app was developed under this project.

Program coverage: Data collection methodology for meta, aggregate, and industrial data; Comparative analyses of labor productivity and sources of economic growth; TFP analysis; Analytical report for

publication of the *APO Productivity Databook 2014*; APO Productivity Database; Asian Quarterly Growth Map; and APO mobile data application development.



Research for APO Productivity Databook (2015 edition)

The project work began in October 2014, and subsequently a research collaboration contract was signed with Keio University in Tokyo. The national experts were selected and assigned for most countries, and they were collecting primary data following the internationally harmonized methodology as instructed by the APO Secretariat. The next edition of the database aims to expand the coverage of TFP computation. Furthermore, an APO mobile data app is going into the second development phase to improve the functions by updating it. The APO Asian Quarterly Growth Map was regularly updated, while the online APO Productivity Database in a new format was uploaded.

Program coverage: Data collection methodology for meta, aggregate, and industrial data; Comparative analyses of labor productivity and sources of economic growth; TFP analysis; Analytical report for publication of the *APO Productivity Databook 2015*; APO Productivity Database; Asian Quarterly Growth Map; and APO mobile data app development.

Self-learning e-Courses for the Agriculture Sector

Depending upon the needs of APO members and relevance of subject areas, the APO develops self-learning e-courses and offers them on its e-learning portal (<http://www.apo-elearning.org>). These courses are developed based on the APO's experience and knowledge accumulated over years of organizing capacity-building projects in its focus areas. The APO successfully conducted a pilot self-learning e-course in 2011 and two self-learning e-courses in 2013 in the industry and service sectors.

The APO conducted the first self-learning e-course for the agriculture sector which focused on Food Safety Management from 1 November 2013 to 28 March 2014. The course was enrolled in by 1,690 participants from 18 APO member countries, of whom 491 completed the course. Eighteen participants from 14 nonmember countries (Angola, Australia, Bahrain, Belgium, Brazil, Botswana, Egypt, Iraq, Norway, Qatar, Saudi Arabia, UAE, UK, and USA) also enrolled in the course. The total enrollment was 1,708.

Program coverage: The course focused on an overall understanding of key concepts as well as basic principles, tools, and techniques in food safety management, and consisted of nine self-learning e-modules, additional study material for participants, two intermittent quizzes for self-assessment, and a final examination to qualify for the APO e-certificate (for students from APO member countries only).

Demonstration Company Project on HACCP: Phase II (Special Program for Strengthening Capacity for Food Supply Chain Management in Asian Least Developed Countries)

The demonstration company project on HACCP (phase I) which started from August 2013 was originally scheduled to be completed by July 2014. The project involved assisting the selected demonstration companies in adopting HACCP in their business operations and obtaining official HACCP certification, in addition to other project activities. However, it was found that an extension of the project duration to November 2014 as phase II was necessary to strengthen the capacity of the companies to address food safety issues.

In collaboration with DOSMEP, under the new demonstration company project that started in August, the APO organized a series of national training programs in Vientiane to assist the selected companies in obtaining HACCP certification. The ultimate objective was to disseminate the knowledge and experiences of HACCP implementation throughout the entire Lao food industry and create a group of experts competent in the practical application of HACCP.

Program coverage: Preliminary steps and hazard analysis for HACCP; Examination of the demonstration companies and identification of focus areas for improvement; and Provision of detailed instructions for the companies and local experts. For hands-on training, participants visited the selected demonstration companies, Le Trio Coffee, Hongtae Meat Ball, and Fish Paste Factory.

Basic Training of Consultants and Trainers in Modern Food Safety Management Systems (FSMS) for SMEs (Special Program for Strengthening Capacity for Food Supply Chain Management in Asian Least Developed Countries)

In cooperation with the NPCC, the APO carried out a demonstration company project on High-level Food Safety Management Systems from June 2011 to April 2013 based on 5S, kaizen, and Good Manufacturing Practices (GMP) that were first established in the same demonstration companies in 2005. With the completion of the project, a national conference was held in December 2013 to maximize the multiplier effects throughout the industry. During the conference, participants recommended that training courses be organized to provide opportunities for more individuals to learn about FSMS in greater depth.

To strengthen the consulting and training capacity of the NPCC in FSMS and increase the number of competent FSMS consultants, trainers, and practitioners in Cambodia, Basic Training of Consultants and Trainers in Modern Food Safety Management Systems (FSMS) for SMEs was organized from July to September in close collaboration with the NPCC.

Program coverage: HACCP awareness and implementation; Preparing individual action plans for HACCP/ISO 22000 adoption; and Strategies to disseminate FSMS to the Cambodian food-processing industry and all agribusinesses. For hands-on training, participants visited the selected demonstration companies: beverage producer Chin Vorng Vorng; bottled drinking water producer Eurotech; and maker of snack crackers LyLy Food.

Member Country Support Program (Final Year)

The APO in collaboration with the JPC and with the support of METI of Japan has been carrying out the Member Country Support Program (MCSP) since 2002 for developing APO member countries. The sixth cycle of the MCSP saw India aided through Technical Expert Services (TES), observational study missions, publication of training materials, and demonstration projects organized by the APO and JPC. As a measure to enhance Green Productivity (GP) capability in the NPC, the JPC and APO have identified an appropriate new tool, material flow cost accounting (MFCA). Four model companies from India were selected for this program: Bhagwati Spherocast Pvt. Ltd.; Sainest Tubes Pvt. Ltd.; Somany Ceramics Ltd.; and Baroda Moulds & Dies.

On 6 March 2014, a dissemination seminar was held to mark the end of the two-year MCSP project, attended by approximately 250 guests. All four model companies made presentations to showcase and share their experience in the implementation of MFCA and the benefits gained from it. In addition, two MFCA experts gave an overview of MFCA and the projects they had implemented in those four companies. The seminar included lively discussions among the attendees, who exhibited great interest in the subject.

Workshop on NPOs' Best Practices in Productivity Promotion

NPOs in APO member countries have been actively involved in national productivity movements aimed at expanding the overall competitiveness of their countries in an era of rapid globalization. The various productivity activities undertaken through training, workshops, conferences, e-learning courses, and observational study missions, among others, all contributed to the many success stories of SMEs and certain industries. While this success is accompanied by numerous challenges and problems, there

are many worthwhile experiences to be learned and shared to understand how each NPO has accomplished its objectives.

A workshop was organized by the APO with the cooperation of the KPC in Jeju, ROK, 4–7 March, to share knowledge, best practices, and successful models in promoting productivity among NPOs; identify strategic areas and key factors essential for the successful promotion of productivity knowledge, tools, and techniques; and develop a framework for monitoring and measuring successful implementation of productivity projects. Twenty-six participants, mostly heads of NPOs, from 19 members attended.

Program coverage: Overview of APO programs and new initiatives in promoting productivity; Emerging areas for engagement by the APO; Concept, approaches, current practices, and emerging trends in management consulting; Management consulting as a revenue-generating activity of NPOs; Best practices of NPOs in productivity promotion; Issues and challenges faced by NPOs in productivity promotion; Mapping NPO needs, strengths, and potential areas of cooperation; and Modalities for institutionalizing NPO best practice sharing. Participants visited the Jeju Special Self Governing Province Development Corporation and the Smart Grid Model Project.



Workshop on NPOs' Best Practices in Productivity Promotion. Photo courtesy of the KPC.

Workshop on Development of Courses for Productivity Practitioners in Institutes of Technology

The APO has been conducting the Development of Productivity Practitioners (DPP): Basic and Advanced courses to establish a pool of productivity practitioners and consultants in member countries. However, the graduates from these two courses are too few to cope with the growing demand for productivity practitioners and consultants. Institutes of technology and other specialized training institutions should be encouraged and engaged by the APO and NPOs to offer productivity and quality improvement courses.

A workshop bringing together selected NPOs and institutes of technology to explore the potential for developing a network of training institutes to conduct specific productivity courses was therefore held in Taipei in collaboration with the CPC, 13–16 May. It was attended by 17 participants representing 14 member countries, six of whom were from NPOs and 11 from institutes of technology, training centers, or universities, in addition to one local consultant observer. The main objectives of the workshop were to assess opportunities for cooperation between the APO, NPOs, and institutes of technology

in developing and offering productivity courses at national and local levels and to identify relevant productivity tools and techniques that institutes of technology could incorporate in their training programs. Two APO resource persons led discussions of the framework for cooperation and process of developing training courses for institutes of technology.

Program coverage: The model framework of cooperation from a theoretical perspective; Different models of training need assessment in the development of courses; The process of developing curricula for training courses, especially in technical and vocational institutions; Selecting and structuring productivity courses with the DAP as an example; Accreditation and quality assurance of productivity education and training programs with emphasis on ensuring quality; and Current programs and practices of the CPC on educational training systems and the management consultant training program to develop a local pool of consultants, productivity practitioners, and specialists. A site visit was hosted by a CPC training center located in central Taipei to demonstrate how training programs are conducted as well as the physical environment and amenities.



Workshop on Development of Courses for Productivity Practitioners in Institutes of Technology. Photo courtesy of the CPC.

Training Course on Development of Productivity Practitioners: Basic Program

Developing fully qualified productivity practitioners is a priority for NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations. The APO has offered DPP: Basic since 1996 as a core project. Participants are equipped with fundamental knowledge so that they can perform the roles of junior productivity practitioners. They can diagnose the current productivity performance of any organization and then suggest appropriate solutions for improvement. The 2014 DPP: Basic was organized in association with the DAP, 9 June–4 July in Manila and Tagaytay, the Philippines, and attended by 22 participants from 13 countries.

Program coverage: Classroom training in productivity concepts at the macro and micro levels; Basic productivity tools; and In-plant activity to let

participants learn by practicing. Four organizations welcomed participants for this activity: Provincial Government of Cavite; Amira's Buco Tart Haus, a bakery; Hotel Dominique; and Tagaytay City Science National High School. Participants visited the organizations to observe and collect data for diagnosis. Then they analyzed the data, proposed improvements, and presented their recommendations to management.

Self-learning e-Courses for the Industry and Service Sectors (five courses)

- 1) The self-learning e-Course on Material Flow Cost Accounting (ISO 14051), which opened on 7 November 2013, was completed on 6 March 2014. It was enrolled in by 1,369 individuals, of whom 458 completed it.
- 2) The self-learning e-course on Green Productivity and the Environmental Management System (ISO 14001) was available for three months from 30 June to 30 September 2014. Those enrolling in this course totaled 1,701 from 20 APO member economies, with 770 completing it.
- 3) The self-learning e-course on Energy Efficiency and Energy Management Systems was offered from 1 August to 31 October 2014. Of the 1,574 individuals who enrolled, 413 completed the course.
- 4) The fourth was the self-learning e-course on The Information Security Management System (ISO 27001) started on 3 November and scheduled to end on 3 February 2015.
- 5) Finally, the self-learning e-course on Climate Change Impacts and Adaptation: Basic Course was announced in a project implementation

plan issued on 12 December; the course will run for three months starting from 10 February 2015.

Course coverage: Course 1) MFCA, ISO 14051, and case studies. Course 2) GP and environmental management systems (EMS); Policy, planning, and implementation of EMS; and Management review of EMS. Course 3) General concept of energy efficiency; Energy efficiency in industries and buildings; and Energy management systems based on ISO 50001. Course 4) Concept and scope of ISO 27001; Information security management; Information security risk management; and Supporting the system and reviewing its performance. Course 5) Science and impacts of climate change; Energy usage; Environmental economics; Climate change adaptation; and Future trends.

Institutional Strengthening of NPOs through the Development of Productivity Practitioners

Based on the Development of NPOs (DON) need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 28 programs since 2008, more than 750 professionals have been trained in basic and/or advanced productivity tools and techniques. These practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects. However, starting from 2014, the focus of this project was on both NPOs and SMEs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities.

In 2014, five DON programs were organized in association with participating NPOs: in Chennai, India, 25 August–6 September, with 16 participants; in Kuala Lumpur, 2–12 September, with 14 participants; in Phnom Penh, 1–16 October, with 22 participants; in Hanoi, 6–10 October and 17–21 November, with 28 participants; and in Jakarta, 24 November–5 December, with 18 participants.

Program coverage: Productivity-related subject areas in which NPOs and SMEs were currently engaged such as productivity and quality tools and techniques, basic and advanced courses, total quality management (TQM), total productive maintenance (TPM), knowledge management (KM), Six Sigma, and lean production. The programs were tailored for each country. Each in-country training program was highly interactive, work oriented, and rigorous in scope and included a comprehensive examination at the end of the course.

Strategic Planning Workshop for APO Liaison Officers

NPOs and their national stakeholders assume very important roles in the implementation of APO projects and assist in achieving strategic priorities for productivity growth. Thus, it is essential that the needs of NPOs as well as national productivity targets be taken into consideration by the Secretariat in designing and implementing APO projects and activities. APO Liaison Officers (LOs) are key persons who can advise the APO on effective project planning and implementation.

The Strategic Planning Workshop for APO LOs is a venue that provides opportunities for aligning APO program plans and NPO priorities with greater synergy. The 2014 workshop was held in Tokyo, 27–29 August, and attended by 19 LOs and two observers from 19 member countries, and two experts for the need assessment research projects. The workshop comprised four sessions: overview of activities and targets of the APO; discussion of the APO Roadmap 2020; project design and implementation; and concluding session. All sessions were facilitated by Secretariat departmental directors. The workshop results provided significant input for the design of the APO Roadmap 2020.

Program coverage: Priorities and needs of member countries; Priorities and needs of NPOs; Core programs and activities of the APO; New initiatives

of the APO Secretariat; APO Roadmap 2020; APO project planning and budgeting process; APO e-learning course; Sector-focused programs; Formation of regional productivity targets; Review mechanism; Visibility enhancement; and Best practice network.



Strategic Planning Workshop for APO Liaison Officers.

Expert Panel Meeting on the Development of the Green Productivity Excellence Awards Framework

The APO has long been implementing numerous projects and supporting initiatives in member countries that promote the adoption of GP as an approach to achieve sustainable development. To heighten awareness among organizations, companies, and individuals of the need for continuous improvement and innovative approaches in promoting sustainability, the APO, through the Center of Excellence (COE) on GP, has been exploring award mechanisms to recognize outstanding environmental performance and contributions.

An Expert Panel Meeting on the Development of the GP Excellence Awards Framework was held 1–3 October in collaboration with the COE on GP under the CPC. Six experts from six APO member countries and one from the EU's European Business Awards for the Environment were chosen to participate in this meeting to assess and discuss existing award and recognition schemes developed by different organizations which are related to GP and the environment and to develop a framework for the GP

Excellence Awards that can be adopted by the APO. The meeting drafted a regional GP award framework that will be finalized by the chief expert, and the final version will be available to member countries that wish to start their own award schemes by modifying it for national-level application. Subsequently, the COE on GP may organize regional-level awards based on the final draft.

Program coverage: GP and the role of awards in the region; European Business Awards for the Environment; Eco-Products Awards of Japan; IconSWM Award of Excellence in SWM for Industries in India; Korea Eco-Business Awards; Singapore Green Technology Awards; E3 PCCI Excellence in Ecology & Economy Award in the Philippines; and GP Excellence Awards framework.

Assignment of Experts to NPOs to Assist in Upgrading GP Capabilities

Under the DON Program, one of the major features of activities to strengthen NPOs in member countries is the assignment of experts to assist them in upgrading GP capabilities. The objectives of this support scheme are to identify member countries' needs in the areas of resource recycling, green energy, green factories, green buildings, agro-innovation, and other priority areas identified; and to provide support to NPOs and other relevant organizations in member countries through the COE on GP. The Secretariat plans and coordinates all the activities of the COE on GP in close cooperation with the recipient NPOs. The duration of the projects implemented under the COE is generally five days. In 2014, a total of five experts from the COE on GP were sent to four NPOs to upgrade their own GP know-how. Overall, the expert assignments received an average score of higher than 90 out of a possible 100 on feedback questionnaires for the services provided in activities such as fora, workshops, training courses, and conferences that had a total of 538 participants. One expert was also assigned to an international conference with 4,000 in attendance.

Workshop on Promoting Sustainable Economic Growth through Fair Distribution of Productivity Gains

SMEs are the backbone of the economy and sustainable economic growth. Motivating employees through the fair distribution of productivity gains is one of key components for the development of SMEs. It was understood from the workshop on Sharing of Productivity Gains among SMEs conducted in 2013 that there was still a lack of awareness and knowledge of how to share the gains.

As a follow-up to the 2013 project, a workshop on Promoting Sustainable Economic Growth through Fair Distribution of Productivity Gains in 2014 was held in Bogor, Indonesia, 10–14 November, with 19 participants from 15 APO members. Participants represented ministries, NPOs, government agencies, government enterprises, associations, trade unions, and SMEs. The resource speakers came from Australia, Japan, and Singapore.

Program coverage: Concept of productivity gain sharing; Japanese examples of productivity gain sharing and applications to Asian SMEs; Australian examples of gain-sharing models in SMEs; Singaporean examples of applications of gain-sharing schemes to SMEs; and Indonesian government policies and applications of gain sharing in SMEs. Site visits were hosted by two Indonesian SMEs: PT Sarandi Karya Nigraha, a manufacturer of healthcare equipment; and PT Tesena Inovindo, a medical equipment supplier.

Training Course on Development of Productivity Practitioners: Advanced Program

The DPP: Basic and Advanced training courses have been conducted since 1994 and 2001, respectively, to equip productivity professionals from various NPOs with basic and advanced productivity and quality tools to strengthen the technical competency

and institutional capacity of NPOs. Specifically, DPP: Advanced aims to equip participants with more advanced, emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries. Senior practitioners can further develop themselves through specialization, pursue areas of specific interest, and tap other knowledge resources or attend specialized courses organized by the APO and its member countries.

In 2014, DPP: Advanced was organized in Kuala Lumpur, 10–28 November, with the aim of equipping participants who attended the basic course with advanced productivity improvement principles, tools, techniques, and approaches. Twenty participants from 16 member countries, who had to submit productivity improvement projects they had carried out to demonstrate basic knowledge of productivity prior to selection, attended this three-week course.

Program coverage: Module I) Productivity and business competitiveness; Module II) Corporate strategies and implementation; Module III) Process management; and Module IV) Productivity tools and techniques. Site visits to two local enterprises, transport equipment maker KEU Transworld Sdn. Bhd. and producer of automotive accessories Delloyd Industries Sdn. Bhd., were conducted to observe productivity- and quality-related activities. Exams were conducted before and at the end of the course to assess the level of competency among participants.

Top Management Forum: Corporate Strategies for Global Management and Competitiveness for SMEs

Intense global competition, advances in technology, and rapid changes in the business environment are forcing enterprises to become more agile. Corporate agility is about firms' ability to adapt

quickly to change, constantly innovate across the value chain, engage customers to create new value, and become integrated into the global market. In light of the rapidly changing global management environment and increased business competition, the significance of the Top Management Forum as a platform to discuss and share emerging management topics has long been recognized among APO member countries.

To understand the current status of and trends in global strategy, develop new strategies for SMEs, study practical management methods for creating new business in the global context, and share successful cases in advanced countries, the APO in association with the KPC organized the 29th Top Management Forum titled Corporate Strategies for Global Management and Competitiveness for SMEs, 25–27 November in Seoul. The forum was attended by 23 participants from 15 APO member economies. All participants developed action plans for improving SME competitiveness under global management for their NPOs.

Program coverage: Current status of and trends in global strategy; Global business strategy and best practices of Japan; Practices and successful cases of global management of Korean SMEs; Korean government policies for supporting SMEs' global management; and How to create future global strategies and management for globalization and competitiveness. A site visit was hosted by Commax, a leading global SME specializing in smart homes that create value and make life safer, to learn how it managed to enter the global market.

Self-learning e-Course on Good Agricultural Practices for Increasing Farm Productivity, Safe Sustainable Production, and Market Access

The development and adoption of Good Agricultural Practices (GAP) have become increasingly important in light of growth in regional and international

trade in agricultural and food products and greater consciousness of consumers of the quality and safety of the food products they buy. Agricultural producers, particularly small farmers, need to have their farms certified as GAP compliant to enhance the acceptability of their products. Several countries have developed their own GAP standards and certification systems. However, the lack of harmonization between national GAP schemes among countries and scarcity of affordable certification systems have often led to increased confusion and higher certification costs for farmers and exporters. An understanding of the approaches, principles, and standards of GAP and benchmarking of national GAP schemes against globally recognized guidelines like the GLOBALGAP standard are essential so that stakeholders in various APO member countries can properly orient and guide small farmers in meeting established GAP standards.

To train more stakeholders, in particular SME farm production units and farm extension officers, in the principles and practices of GAP and benchmarking local GAP schemes with the GLOBALGAP standard, the APO offered a self-learning e-course on Good Agricultural Practices for Increasing Farm Productivity, Safe Sustainable Production, and Market Access, 1 December 2014–30 April 2015. As of the time of writing, 590 participants had enrolled in the course.

Program coverage: GAP approaches, principles, and systems; Development of GAP in conventional horticultural production practices; Farm management; Food safety; Environmental conservation; Workers' health, safety, and welfare; and Quality management systems.

Study Mission to a Nonmember Country on Business and Service Models of NPOs

Expanding service lineups and revenue streams while addressing the rapidly changing economic environment is becoming more crucial for NPO

management. NPOs must address diverse needs ranging from traditional productivity capacity building to GP, driving innovation, entrepreneurship, and management of knowledge.

A study mission to the APQC, which has one of the most sophisticated business and service models centered around productivity and quality enhancement in the world, was implemented to provide NPO heads and senior managers with opportunities to learn from its businesses as well as to discuss their current and future models. It was held in Houston, TX, USA, 2–4 December. Fifteen participants from 11 member countries along with 11 resource persons including President and COO of the APQC Lisa Higgins attended the program. The program helped participants learn from the APQC's history, changes in its business models, membership structure, knowledge base, sales and marketing mechanisms, research services, open-standard benchmarking, advisory services, and customer experience.

Program coverage: NPOs' business models; NPOs' service models; NPOs' revenue streams; Membership structure and service; Information and knowledge service; Advisory service; Research service; Open-standard benchmarking; Collaboration between the APQC and APO; Leadership for NPOs; and ICT for NPO services.



Study Mission to a Nonmember Country on Business and Service Models of NPOs.

Research on Productivity Analysis for NPOs

Measuring and analyzing productivity are becoming more important for NPOs to provide better policy recommendations to policymakers in setting the right priorities for their economic growth.

The APO annually publishes the *APO Productivity Databook* series and database and presents comparative analyses of productivity performance of member economies in the context of the fast-changing global economy. While these are frequently used by various researchers and the public, it is still crucial to build the capacity of NPOs in collecting and utilizing those data in their own national productivity analyses and providing evidence-based policy advice and guidance to policymakers. This research was initiated to analyze national productivity and economic growth trends, but it also reviewed various measures for productivity analysis to facilitate the production of national productivity analysis reports while establishing collaborative channels between NPOs and national statistics offices.

To enable NPOs to produce national productivity analysis reports by measuring and analyzing national-level productivity and its trends, the APO under the auspices of the VNPI held the coordination meeting for the research in Hanoi, 16–18 December. Thirteen national experts (two experts from one country) from seven countries joined the coordination meeting and discussed the draft composition of the national productivity reports in depth with the chief expert, based on the national data and information collected for the meeting.

Program coverage: Productivity concepts and different productivity measures; National data and data from the *APO Productivity Databook*; Labor productivity and sources of growth; National development plans; and Evidence-based policy analyses.

Research on Need Assessment of Member Countries

To enhance the relevance and effectiveness of APO support to member countries, it is important that its projects be aligned with the needs and priorities of each. Research is implemented by the APO Secretariat to develop impactful programs and projects. This exercise is also crucial for the APO in terms of allocating resources and developing a medium-term roadmap.

Research on Need Assessment of Member Countries was implemented by the APO Secretariat from August 2013 as a one-year project to assess the current productivity-related needs of member countries. Eighteen member countries participated, and currently the preliminary assessment report is being consolidated after completing phase I, to be followed by site visit validation.

Program coverage: National development policy priorities; National productivity strategy; Identification of mid-term national productivity targets; NPOs' strategy and priorities; and Assessment of project needs for productivity improvement.

Strengthening of National Productivity Organizations (NPOs) Assistance Program

One of the key roles of the APO is to be an institution builder. It develops and strengthens the capability of NPOs to undertake productivity promotion, training, and consultancy services for the public and private sectors in their countries to contribute to sustainable economic development through productivity improvement. The level of development of NPOs is diverse. Some are quite advanced with a wide range of productivity-related activities, while a few have not been able to expand their services or scale up their activities. It was felt that a follow-up institutional performance and need assessment of NPOs was required. This would lead to an objective

assessment of the impact of DON Strategy and other NPO-targeted programs of the APO and in identifying new needs.

A coordination meeting for a one-year research project on Strengthening of National Productivity Organizations (NPOs) Assistance Program (SNAP) was held 27–28 May at the Secretariat in Tokyo. SNAP looked into ways of enhancing the operations and capabilities of NPOs participating in this project. There were 15 national experts representing 15 NPOs at the coordination meeting, where they discussed the research methodology proposed by the chief expert. The objectives of SNAP were to: enhance institutional development and capacity-building programs for NPOs; strengthen NPOs in the delivery of services to stakeholders in their countries; and improve the visibility of NPOs as leading productivity organizations in their countries. As SNAP is a one-year project, the national experts will be immersed in research and data gathering not only from NPOs but also from various stakeholders. The chief expert for this research is a leading proponent of the business excellence concept.

Program coverage: Need assessment research methodology in terms of purpose; Overview of previous research; Introduction to the SWOT analysis workshop exercise; SWOT findings and prioritization of key issues; Criteria for and contents of the need assessment among various stakeholders involved; Survey tool presentation; and Review of the timeline for completing the research.

Development of the APO Certification System

In 2013, the APO Secretariat conducted an expert meeting to study the feasibility of and identify opportunities to develop an APO certification system. Based on the discussion and subsequent review of APO projects of three to four weeks' duration, two courses were identified in 2014 for development of APO-certified productivity practitioners: DPP: Basic,

implemented by the DAP since 1996; and DPP: Advanced, implemented by the MPC since 2002.

In 2014, the DAP was assigned to develop a self-learning e-course for basic productivity practitioners, while the MPC was assigned to develop the same type of e-course for advanced ones. These courses will become prerequisites for attending the face-to-face DPP: Basic and Advanced courses.

A pilot certification scheme consisting of the following three stages will be launched from 2015 to develop a pool of APO-certified basic and

advanced productivity practitioners. Stage 1: the APO issues a project notification at least four months before the face-to-face course starts, selects qualified participants for the face-to-face course, and those participants take the self-learning e-course and pass it. Stage 2: The face-to-face course and exam are organized, and specific project assignments are given only to the participants who pass the face-to-face exam. Stage 3: The participants submit project reports to the APO Secretariat for review and a registration-based certificate is given to successful candidates.

STRENGTHENING OF SMES

National Conference on Development and Promotion of Agritourism Education and Industry in Sri Lanka

The increasing tourist traffic to Sri Lanka in recent years has provided opportunities for developing and promoting alternative tourism enterprises such as agritourism. If vigorously promoted, it can increase the productive use of farms and agricultural resources to create jobs and increase farm household incomes. It can encourage more value addition to farming and create allied business enterprises. It can also serve as experiential learning for tourists to give them a better understanding of farming as well as environmental and cultural preservation.

The NPS, with the cooperation of the Department of Agribusiness Management of Sabaragamuwa University of Sri Lanka and support from the APO, organized a national conference on Development and Promotion of Agritourism Education and Industry in Colombo, 17–18 February. One hundred and eighteen participants attended, with one overseas and four local resource persons.

Program coverage: Government policy and program on rural tourism and agritourism; Global and regional tourism trends and prospects; Agritourism development in Asia; Role of government and other stakeholders in the development and promotion of agritourism; Role of education and training institutes in human resources development in the agritourism sector; Planning and development of agritourism products; Development of agritourism clusters and integration of agritourism in the tourism supply chain; Promotion and marketing of agritourism; and Strategies for the development of agritourism in Sri Lanka.

National Conference on the Development and Promotion of Agritourism in the Philippines

Agritourism development is being pursued as a strategy for increasing the productive use of agricultural resources to create rural enterprises and increase farm household incomes. It is also considered essential in educating and stimulating the interest of the younger generation in farming and value-added farm products. This will also sensitize visitors to the importance of agriculture to economic development and meeting the food and fiber requirements of the population.

The DAP with the support of the APO organized a National Conference on the Development and Promotion of Agritourism, 2–4 December in Manila, to provide a venue for dialogue on and creating public awareness of the development and promotion of agritourism in the country. Ninety participants representing policymakers, entrepreneurs, government officials, local chief executives, tourism industry officials, tour operators, private agritourism operators, farmers' organizations and cooperatives, civil society organizations, and academia, along with 15 resource persons, attended.

Program coverage: Agritourism strategies for increasing productivity and incomes in rural communities in Asia; Promotion and marketing of tourism and agritourism products; Harnessing agritourism opportunities in the Philippines; Policy and program initiatives on the promotion of agritourism; Agritourism research and development in Asia and the Pacific; Policy and regulatory concerns of agritourism; Partnerships and collaborations in

agritourism ventures; and Promoting agritourism through school participation. Participants visited the Costales Nature Farm in Laguna.



National Conference on Development and Promotion of Agritourism in the Philippines.

National Workshop on Planning and Management of Eco-tourism in Lao PDR

Lao PDR has become a popular tourist destination since it opened its doors to international visitors in 1990 due to its rich and unique natural resources and cultural heritage. This has increased tourist traffic to the country. Several initiatives of the government and private sector have been geared toward sustaining these gains. Despite all those efforts, the eco-tourism industry is currently still underdeveloped and its full potential unrealized because the knowledge and understanding of the various stakeholders and general public of eco-tourism remain inadequate.

To create greater awareness among various stakeholders of the importance and potential of eco-tourism as a tool for rural economic development and preserving the environment, and disseminate knowledge and best practices of eco-tourism planning and management, DOSMEP and the LNPO with support from the APO organized a national workshop on Planning and Management of Eco-tourism in Pakse, Champasak province, 21–24 April. Thirty-seven participants from government and NGOs, private tourism enterprises and

tour operators, one overseas resource person, and six local resource persons attended.

Program coverage: Concept and principles of eco-tourism; Status of eco-tourism promotion and development in Lao PDR; Successful model projects and initiatives on eco-tourism in Lao PDR; Successful models of eco-tourism projects in other countries; Tools and techniques for effective planning of eco-tourism development; Community participation in eco-tourism site development and management; Roles of different stakeholders in planning and managing sustainable eco-tourism sites; Promotion and marketing of eco-tourism destinations; and Pricing and sharing of benefits. Participants visited three eco-tourism destinations in Lao PDR: the Phasouam waterfall; Tad waterfall; and Sinouk coffee plantation and resort.

National Conference on Eco-tourism in Mongolia

The vast unspoiled landscapes, indigenous flora and fauna, and nomadic lifestyle in the countryside make Mongolia a unique eco-tourism destination. Eco-tourism has great potential for building a sustainable tourism industry that can support economic growth and diversification and improve local livelihoods. However, many of the country's key natural and cultural sites are under threat of destruction due to the lack of comprehensive development and management plans and policies. The rapid, unplanned proliferation of tourism camps has led to overcrowding and diminished the appeal of some of the most popular sites. Environmental pollution, degradation, and damage to natural ecosystems appear imminent due to a lack of appropriate regulatory policies and support programs.

To enhance the knowledge and understanding of various stakeholders of the concept and principles of eco-tourism and how it can contribute to green economic development, establish a network of eco-tourism stakeholders for information and

knowledge sharing, and develop a national framework for the promotion of eco-tourism in Mongolia, a national conference on Eco-tourism was organized by the MPO in Ulaanbaatar with the support of the APO, 11–12 December. Eighty participants from government and NGOs, academia, and the business sector, along with four local and one international resource persons participated.

Program coverage: Global trends in tourism and eco-tourism; Challenges and opportunities in Asia; Concepts and approaches in planning and management of eco-tourism destinations; Current status of tourism in Mongolia; Eco-tourism policy in Mongolia; Developing eco-tourism in protected areas; Strategic processes for eco-tourism destination marketing and promotion; and Strategies to promote eco-tourism in Mongolia.

Multicountry Observational Study Mission on Regional Business Partnerships among Farmers, Food-processing SMEs, and Research Institutes

Many rural regions in Asian developing countries lack sufficient economic activities to generate job opportunities. The food and drink manufacturing industry has been traditionally linked to regional agriculture and is important for regional economies. In this context, relevant stakeholders such as farmers, food-processing SMEs, and research institutes work independently for their own purposes and have difficulties in increasing productivity and creating innovations. There are some successful approaches for revitalizing rural economies with regional business partnerships among the stakeholders in the food-processing sector.

To enhance participants' knowledge of the principles for strengthening regional business partnerships in the local food-processing industry, the APO organized a multicountry observational study mission on Regional Business Partnerships among Farmers, Food-processing SMEs, and Research Institutes in

Tokyo, 24–28 February, under a special grant from the Government of Japan. Eighteen participants from relevant government agencies, financial institutions, agribusinesses, and academic institutions of 12 member countries, along with five resource persons, attended the study mission.

Program coverage: Approaches and strategies in the development of regional and rural economies; Cluster approach to regional and rural enterprise development; Role of government in the development of regional and local business collaborations; and Regional business partnerships among farmers, food-processing SMEs, and research institutes. Participants made observational site visits to relevant facilities: a variety of research institutes under the National Agriculture and Food Research Organization; the plant factory of Chiba University; the biomass recycling center and vegetable-processing factory of Wagoen; Katsunuma Winery; and agricultural producers' cooperatives for tea and vegetable farming.



Multicountry Observational Study Mission on Regional Business Partnerships among Farmers, Food-processing SMEs, and Research Institutes.

Workshop on SME Best Practices in Service Excellence

The service sector plays a vital role in a country's economic growth. Economic growth in advanced economies with a good quality of life typically is dominated by the service sector. Since SMEs make up the most business entities, the quality of SMEs'

services can have a great influence on the strength of the national economy. This requires joint efforts by stakeholders to raise service quality and create an experience of hospitality for customers.

Under the APO's strategic direction of strengthening SMEs in member countries, a workshop on SME Best Practices in Service Excellence was organized in association with the FTPI, 19–23 May, in Bangkok to share, learn, and observe the best practices implemented by SMEs in the service sector to achieve service excellence. Twenty-three participants from 13 member countries attended the workshop.

Program coverage: Transforming SMEs for service excellence through productivity and innovation; Benchmarking and integrating the CSI (customer satisfaction index) for productivity improvement; and Principles and practices of service quality for SMEs to create new value for customers. Site visits were arranged to Thonglor Pet Hospital and Nakornchai Air Transportation, a bus service company.



Workshop on SME Best Practices in Service Excellence.

Training Course on Improving the Competitiveness of SMEs

The increasing technological complexity required for making new products, short product life cycles, and unceasing competition have forced SMEs to move beyond the change philosophy of continuous improvement to more innovative, radical ideas that will enhance their competitiveness.

Realizing the importance of staying competitive to the success of SMEs, the APO held a training course on Improving the Competitiveness of SMEs in Seoul, 15–18 July, after an observational study mission on a similar topic in 2012. The course was a platform to share views and concerns on issues related to all relevant and current aspects of SMEs so that they could enhance their level of competitiveness in the market.

Eighteen participants, four from SMEs and the rest representing national productivity centers and other human capacity-building agencies, from 15 member countries attended the training course. They were able to learn, share, and observe current mechanisms, knowledge, and experience in enhancing and improving the competitiveness of SMEs.

Program coverage: The fundamentals of vision, leadership, and competitiveness; Critical success factors for SMEs; Nurturing an innovative, creative culture in SMEs; Best practices and initiatives by successful SMEs; and Going global—expanding market coverage. The KPC arranged a one-day study tour to KCC Co. Ltd., a company providing pneumatic and hydraulic cylinders to the automotive industry; and Donghee Auto to give the participants a rare opportunity to see actual successful Korean SMEs in action. The APO SME Challenge was introduced in this program to make the learning more competitive.

Workshop on Advanced Agribusiness Management

Opportunities in agribusiness in Asia have expanded tremendously due to the performance of the emerging economies in the region and globalization. At the same time, factors such as shifting consumer trends, changing government regulatory requirements and policies, competition from other businesses, and climate change pose new challenges to executives and managers of agribusiness companies. To remain competitive, agribusinesses

must be attuned to emerging forces shaping global and local agribusiness and explore innovative strategies, new business models, and organizational structures that will increase their efficiency, productivity, and competitiveness.

To enhance the global perspective and skills of participants in developing strategies to improve the productivity and competitiveness of their agribusinesses, provide opportunities for networking among participants, and identify emerging issues and capacity development needs of agribusiness executives and managers, the APO in association with the FTPI organized a workshop on Advanced Agribusiness Management, 21–25 July, in Bangkok. Twenty-one participants from 13 APO members and four international and one local resource persons attended.

Program coverage: Global trends and key drivers in agribusiness development; Emerging opportunities and challenges for agribusiness; Leadership in Asian agribusiness; Enhancing innovative postharvest practices to improve the competitiveness of Asian food value chains; Basics of export business and managing export shipments; Emerging business models in agribusiness; Strategic thinking: What every company needs to know about strategy; and Case study analysis of selected agribusiness companies. Participants and resource persons visited C.P. Intertrade Co., Ltd., in Ayuthaya, one of the leading rice merchants worldwide.



Workshop on Advanced Agribusiness Management for Executives and Managers of SMEs. Photo courtesy of the FTPI.

Training Course on Industrial Engineering Techniques in SMEs

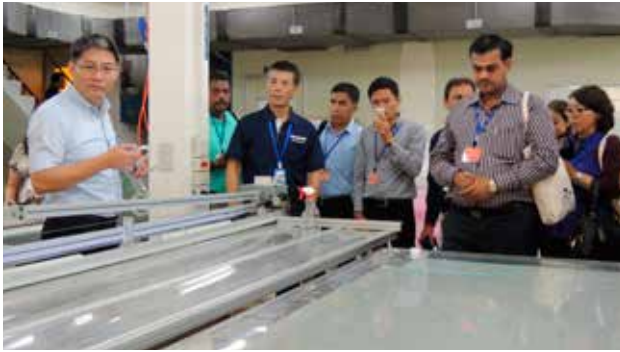
Industrial engineering (IE) is concerned with the design, improvement, and installation of integrated systems of people, materials, information, equipment, and energy. IE was initiated through the scientific management approach. First, the operations of workers were observed, recorded, and analyzed. Then, new, more efficient methods and standard operation times were developed for processes. The IE concept and techniques can be applied to work processes for productivity improvement. Today, productivity improvement comes from everyone in an organization and every individual, from top management down, must be committed to it. Everyone in the company can make a difference and should be educated and empowered to improve the current work.

To provide an opportunity for trainers/consultants who are providing productivity improvement consultancy for SMEs and SME managers in manufacturing to understand the history and overview of IE, method study from process flow to motion study, work measurement, and process line balancing in organizations, the APO in association with the CPC organized a training course on Industrial Engineering Techniques in SMEs, 11–15 August, in Taipei. Eighteen participants from 15 APO member countries attended, along with three resource speakers from the ROC, ROK, and Malaysia. Action plans on how to apply IE in their organizations were prepared by participants on the final day.

Program coverage: Introduction to IE—history and development of IE; Work measurement; Quality control tools (flowcharts, histograms, Pareto analysis, control charts, cause-and-effect diagrams); Demand

Program coverage: Introduction to IE—history and development of IE; Work measurement; Quality control tools (flowcharts, histograms, Pareto analysis, control charts, cause-and-effect diagrams); Demand

forecasting techniques for averaging (moving average, weighted moving average); Capacity planning—defining and measuring capacity; and Production planning and scheduling. Two IE best practice companies in the ROC hosted site visits: Chiefway Optronics Co., Ltd., a producer of smart films; and Shayang Ye Industrial Co., Ltd., a manufacturer of microgear motors and robotics.



Training Course on Industrial Engineering Techniques in SMEs.

Training of Trainers in Total Quality Management for SMEs

To improve the product or service quality, most SMEs are applying various methods in the hope of achieving the required growth and higher profits. One of the methods to improve product or service quality in SMEs is through the implementation of total quality management (TQM). TQM, which looks at an organization as a “system” and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective and service-oriented approaches, has shown great success in SMEs over the years to help enhance and streamline processes to be more cost-effective and customer driven.

To enable participants to understand the concept and implementation of TQM and to become competent TQM trainers and practitioners, the APO organized a Training of Trainers in Total Quality Management for SMEs course in Jakarta, 25–29 August. A total of 22 participants from 15 APO member countries attended, representing a good

mix from NPOs, ministries, SME associations and foundations, chambers of commerce and industry, training centers, universities, the public sector, and companies in the private sector.

Program coverage: Introduction to TQM; Important concepts in TQM; Quality assurance in SMEs; Useful tools for TQM; and How to implement TQM in SMEs. Apart from a site visit to PT Toyota Motor Manufacturing, Indonesia, a training simulation workshop provided hands-on experience in utilizing basic TQM tools.

Multicountry Observational Study Mission on Implementation of Lean Manufacturing in SMEs

Lean systems, originally developed by Toyota Motor, have been widely adopted by industries and other sectors in many countries. The “Toyota way” became a topic studied in business schools, and “lean” is used by many consulting firms and in academia as a synonym for the Toyota production system.

As part of the APO’s strategic direction to strengthen SMEs in member countries, a study mission on Implementation of Lean Manufacturing in SMEs was organized to provide participants with the opportunity to learn from and examine best practices of SMEs in Malaysia and to encourage greater competitiveness among Asian SMEs by adapting those practices to their own companies. The mission was conducted in Kuala Lumpur, 15–19 September, with 20 participants from 13 member countries. The best practices of lean manufacturing systems demonstrated by SMEs in the host country were expected to be adopted/adapted in participants’ organizations to improve productivity and product quality with help from the resource speaker, an expert on lean operations and supply chain transformation.

Program coverage: Lean principles; Lean tools and techniques; Lean case study and success story; and

Asia Lean Summit (held on 17 September). Site visits were hosted by: M & D Precision Sdn. Bhd., one of the earliest established semiconductor tool and die companies in Selangor; Reka Setia Playground Sdn. Bhd., a manufacturer of outdoor playground equipment; Selangor Human Resource Sdn. Bhd., a learning center aimed at improving the human resource pool in Malaysia; and Higashifuji Sdn. Bhd., a manufacturer of motors for home electric products and office equipment.

Training Course on Development of Homestay and Agritourism Programs

Homestays are promoted in a number of countries to extend the benefits from the tourism industry to rural households. Most homestay programs are linked to agritourism. However, in many countries the development of homestay program has not been fully explored because of the lack of knowledge of rural communities and extension personnel in planning and managing such enterprises. The development of homestays and agritourism could contribute to rural job creation and increased incomes of rural households, revitalization of rural economies, and more inclusive development.

To enhance participants' knowledge of and skills in applying useful tools for planning and managing homestay and agritourism enterprises, and to expose participants to best practices and successful homestay and agritourism models, the APO with the cooperation of the MPC and Muda Agricultural Development Authority organized a training course, 21–27 September, in Alor Setar, Kedah state. Twenty-one participants from 14 APO members attended, and five experts from Malaysia served as resource persons.

Program coverage: Selected homestay models in Asia; Malaysia's homestay and agritourism program; Government initiatives on the development of homestay programs in Malaysia; Role of agro-based industries in agritourism and homestays; Role of

community members and village councils in planning and managing homestay and agritourism programs in Malaysia; Promotion and advertising of homestays and agritourism; Marketing and pricing of homestays and distribution of benefits in the community; and Success stories and challenges in management of homestay programs. Participants visited various sites and stayed two nights in the village of Pulau Pisang for immersion in an actual homestay experience.

Multicountry Observational Study Mission on SME Development

SMEs play an important role in the economies of most countries in the Asia-Pacific region not only because of their sheer numbers but also the variety of their activities. SMEs have been forced to move beyond the philosophy of continuous improvement and adopt more radical, innovative ideas to upgrade and transform due to fierce competition in the global business environment and technological complexity. The lack of knowledge of advanced management practices, weak technical capabilities, and limited access to external assistance are their critical common factors and should be closely examined for future development.

To learn and apply productivity tools and techniques for SMEs; visit SMEs to examine and adopt their best practices that enhance productivity, quality, and profitability through various techniques and methodologies; and develop an action plan for SME development in participating countries, 20 participants, comprising five NPO officers, five representatives of NGOs, one large corporation manager, and nine SME managers, from 13 member countries attended the multicountry observational study mission on SME Development held in Taipei, 29 September–3 October.

Program coverage: SME development measures, the roles of consultants and NPOs, and self-improvement efforts by enterprises; Management

philosophy and strategies of top SME managers seeking to increase productivity and competitiveness; and Practical productivity improvement tools and techniques for SMEs (5S, kaizen, lean management, enterprise innovation, etc.). Site visits were made to National Quality Award winners in the ROC: Gudeng Precision Industrial Co., Ltd., a solar equipment manufacturer; New Deantronics Taiwan, Ltd., a producer of medical devices; Pei Chen Corporation, a tea and beverage material provider to customers worldwide; and ATMA Champ Enterprise Corp., a screen printer.

Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific

In December 2013, a project related to resilient SMEs was implemented in the ROC. It created awareness among participants through learning from the best practices in sustaining strong SME networks and overcoming possible disasters or crises. Besides learning from the lectures and exchanging views with resource speakers and other participants, they also had the opportunity to visit several excellent SMEs in the ROC. Overall, the participants who attended the program gained an understanding of their roles and responsibilities in planning strategies and approaches to overcome possible business risks and natural disasters.

In 2014, 18 participants from 12 member countries attended a multicountry observational study mission on Resilient SME Networks in the Asia-Pacific held in Taipei, 6–10 October, to observe and share best practices of SMEs in recovering their supply chains and business activities after being hit by external changes such as natural disasters or a global financial meltdown.

Program coverage: Sharing best practices for revitalizing and restoring SME networks after external changes in the host country and the region; Management philosophy; Effective SME networks

to overcome damage from external changes; and Sustainable supply chains, Green Productivity (GP), and material flow cost accounting (MFCA) practices in relevance to supply chains, with a thorough overview of successful examples from Japanese companies. Site visits were hosted by: Shayang Ye Industrial Co. Ltd., a maker of DC geared motors; Accutex Technologies Co/Ltd., a machine tool producer; Shin Bou Wagashi Musuem; and ChenHan Print Co. Ltd.

Workshop on Integrating Small Farmers into Regional and Global Value Chains through Contract Farming

Contract farming is one way of enabling farmers to reduce their exposure to various risks and have a guaranteed market outlet for their products. It is also a way for them to be part of a value chain and improve their productivity. The scheme offers great potential to be mutually beneficial to small farmers and purchasing firms. Although the contract farming concept was introduced several years ago, many farmers are still unable to benefit from such schemes due to their lack of knowledge and the absence of enabling environments and effective facilitators.

To enhance participants' understanding of the value chain approach in agribusiness and its importance for farmers to increase their productivity and incomes and develop their ability to train for and facilitate setting up contract farming operations, the APO in cooperation with the VNPI and the UN FAO in Rome organized a workshop, 3–7 November, in Hanoi. Twenty-two participants from 10 countries and three international and one local resource persons attended.

Program coverage: Value chain and supply chain agribusiness applications; Enabling environment to support farmers' involvement in value chains; Contract farming concepts and principles; Planning and setting up contracting operations; Legal aspects of contract design and enforcement; Review of

policies on contract farming in Vietnam; and Case studies of contract farming models. Participants visited farms in Vien Son ward, Son Tay province, and the Big Green Company in Hanoi.

Workshop on Financial Risk Analysis and Risk Management in Agribusiness

Agribusiness plays a vital role in stimulating the economy in rural areas. It provides employment and indispensable links for small farmers to inputs and markets. However, the operation of agribusiness enterprises is very vulnerable to risk, including the unpredictability of weather, pest infestations, economic and political situations, and commodity market prices, which often lead to delinquencies and defaults in repayment. These risks, when not properly assessed and managed, could have adverse impacts on the sustainability of business operations and thus the employment and incomes of small farmers and entrepreneurs.

A workshop on Financial Risk Analysis and Risk Management in Agribusiness was organized by the APO in collaboration with Ministry of Labour, Industrial Relations and Employment of Fiji and NTPC, 24–28 November, in Nadi under a special grant from the Government of Japan. Twenty-four participants from 12 APO member countries and four resource persons from Bangladesh, Fiji, India, and the Philippines attended the workshop.

Program coverage: Financial service delivery for agribusiness in Asia (trends and challenges); Types of financial risk in agribusiness (essential features and key factors); Concepts, principles, and approaches to financial risk management in agribusiness; Role of insurance and credit guarantee schemes in mitigating risks for agribusiness; Market-based price risk management instruments for mitigating risks of agribusiness; Successful model of a financial risk management scheme of a financial institution in the region; and Capacity development needs of agribusiness and rural financial institutions in risk

management. Participants visited Toa Ltd., a poultry farm, and its processing factory; and solar power/clean energy provider Sunergise Ltd. in Nadi.

APO International Productivity Showcase and Best Practice Networking Forum on SMEs

In the knowledge-based economy, one key to a competitive advantage is knowledge of the best practices of others and utilizing them to improve. Organizations, whether in manufacturing or services, must benchmark against the best standards or practices worldwide to achieve competitive advantage and business excellence. The best practice journey embraces the concept of organizations looking outward to see what can create value for their stakeholders. The knowledge gained can be used to upgrade best practices, and thus introduce methods that are better than the best. Organizations on their own, however, often face difficulties in using best practice knowledge for performance improvement. They may not be familiar with relevant sources of best practices or be unable to persuade other organizations to share their knowledge. Moreover, they might find the cost of gaining best practice knowledge limiting or lack the know-how to use the knowledge to improve their operations. NPOs can help overcome these barriers by collecting, organizing, and sharing knowledge on local and international best practices efficiently. Thus, a key initiative to support NPOs in undertaking this role is the establishment of a best practice network among APO member countries

The first APO International Productivity Showcase and Best Practice Networking Forum on SMEs was organized in association with the NPS, 15–17 December, in Colombo, to provide an opportunity to showcase and disseminate the best practices in the SME sector for productivity improvement and establish the APO Best Practices Network for benchmarking against success stories among all member countries. It was also expected to build up strong

relationships among SME owners/top managers in member economies and allow them to exchange their experiences in productivity improvement activities and challenges faced. Twenty-four participants from 17 APO members attended, all of whom were owners and senior representatives of SMEs. In addition, there were nearly 300 local attendees representing SMEs, consultants, judges of productivity awards, and trainers of SMEs. Two APO resource persons conducted the forum.



APO International Productivity Showcase and Best Practice Networking Forum on SMEs. Photo courtesy of the NPS.

Program coverage: Importance of benchmarking against the best practices of SMEs; Productivity best practices of SMEs in Malaysia; Productivity best practices of SMEs in India; and 24 best practice presentations by participants (available on the APO website).

Workshop on Entrepreneurship Promotion and Partnership

Entrepreneurship has become a more important topic in APO economies since it is now one of the key drivers of economic growth. Entrepreneurs often stimulate and revitalize national economies and even create new industries by embracing innovation, technology, and creativity, facilitating SME operations and sometimes even tackling social problems. Successful entrepreneurship requires proper promotional and partnership support as entrepreneurs are extremely vulnerable with limited access to business resources such as people, goods, capital, and knowledge.

To share existing practices of and discuss future promotional services for entrepreneurs in the APO region, a four-day workshop on Entrepreneurship Promotion and Partnership was held in Vientiane,

15–18 December. Nineteen participants from 18 member countries and approximately 10 local observers along with five resource persons attended the program. The resource persons shared the challenges and lessons learned from their entrepreneurial experience as well as discussed the ongoing development of entrepreneurship support in APO economies.

Program coverage: Entrepreneurship promotion; Social entrepreneurship; Social business; Grassroots-oriented entrepreneurship; Innovation ecosystem: Nationwide innovation and entrepreneurship system; Key challenges of entrepreneurs; Intra-entrepreneurship; Funding for entrepreneurship; Network services for entrepreneurship; and The APO's potential entrepreneurship support and services. The delegates also visited three entrepreneurial firms in Vientiane: C&A Lao Air Catering Company; Le Trio Coffee; and Lao Handicraft Association.

Research on Benchmarking Indexes for SMEs (Food-manufacturing Sector)

Benchmarking is a continuous process of self-assessment and initiating actions to close gaps, surpass the best performers, and retain a competitive edge. To pursue continuous improvement, it is essential that SMEs not only have a relevant basis for comparison but also learn from the achievements and results obtained from the benchmarking

exercise. The APO conducted benchmarking research on SMEs in the Retail and Food Service Subsectors in 2012. As the food business is a growing sector in Asia, a study on benchmarking of food-manufacturing businesses among advanced member economies was necessary.

To provide actual cases in benchmarking SMEs in the food-manufacturing sector among advanced member economies, a research project on this topic was organized in 2013 with a coordination meeting held 24–26 June 2014. Six national experts from the ROC, ROK, Japan, Malaysia, Singapore, and Thailand attended the meeting, representing the targeted countries. The objectives of this research were to: develop a database on the productivity performance of SMEs in the food-manufacturing sector in selected APO member economies for benchmarking performance and best practices; and publish a report containing cross-country analysis of productivity performance and best practices of SMEs in the food-manufacturing sector. The chief expert for the second phase of the benchmarking project was the same as for the first undertaken in 2012 covering the retail and food subsectors.

Program coverage: Why undertake benchmarking?—purpose, types, models, framework, action phase, data collection method, types of questions, and methods of research; Key learning points from the 2012 benchmarking research; 2013 APO benchmarking research plan, framework, and methodology; Preliminary research findings in terms of benchmarking frameworks, challenges, and issues; Success stories of benchmarking companies; Best practices of SMEs in the food-manufacturing sector; Critical success factors; and Classification of types of food manufacturing in each participating country.

Research on Entrepreneurship Initiatives in APO Economies

Entrepreneurs stimulate and revitalize national economies by marshaling resources and leveraging innovation, technology, and creativity to create new business ventures. By serving as a conduit for knowledge spillovers, entrepreneurship is an important mechanism that connects the missing link between investments in new knowledge and economic growth. It is thus vital for the APO to understand how entrepreneurship can be effectively promoted for stimulating economic growth. A research project was undertaken to look into which initiatives, policies, and frameworks could be conducive to productive entrepreneurship in the target countries under study.

A research coordination meeting was held 21–23 August 2013 in Phnom Penh, bringing together eight national experts. The national experts discussed the framework of the final research report and brainstormed on different aspects of entrepreneurship initiatives, such as the regulatory environment for start-ups, entrepreneurship education and skills development, schemes for facilitation of technology exchange and innovation, access to financing, entrepreneurship awareness, etc. The research report as the final output was drafted in 2014 and at the time of writing was being verified and edited for publication online.

Program coverage: Analysis of perception toward entrepreneurship; Global entrepreneurship monitoring; National policies on entrepreneurship promotion; and Entrepreneurship and economic and productivity growth.

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Workshop on Risk Management of Foodborne Pathogens

Foodborne illnesses have huge economic impact across the globe. Foodborne pathogens are the main causes of foodborne illness. The food supply chain (FSC) has many stages where food is susceptible to contamination. Food safety management systems and the safety of the entire FSC are thus of paramount importance to people and agricultural and food businesses across the world. Failures in these systems are often highly public and catastrophic. Obviously there is an urgent need to develop safe, reliable FSCs to ensure consumer health and the success of agricultural and food businesses.

To review the public health implications and practical solutions related to the growing problems of foodborne pathogens, equip participants with knowledge of foodborne pathogens and approaches to contain them, and study the best practices in the FSC to minimize contamination by foodborne pathogens, the APO organized a workshop on Risk Management of Foodborne Pathogens in Islamabad, 20–24 January. Twenty-four participants from 10 member countries and five local observers attended. Six resource persons from the ROC, Pakistan, Philippines, and Thailand contributed. The participants formulated action plans for different stakeholders to strengthen the safety of FSCs to minimize risks.

Program coverage: Emerging foodborne pathogens and characteristics of major ones; Methods and technology for rapid, accurate detection of foodborne pathogens; Risk analysis of major foodborne pathogens in each FSC; Measures to prevent/

control foodborne pathogens and minimize risks; and Best practices of prevention/control of foodborne pathogens in various FSCs. To observe good practices of food handling in the FSC, participants visited the Metro Cash & Carry's Food Wholesale Centre-Islamabad.



Workshop on Risk Management of Foodborne Pathogens.

Workshop on Development of Cold Chain Systems for Perishable Agrifood Products

Food loss and waste are global concerns due to their socioeconomic and environmental implications. The UN FAO estimates that one-third of all food produced or about 1.3 billion tons is wasted annually, causing major economic losses and contributing to greenhouse gas emissions. The lack of good harvest and postharvest handling practices and of good infrastructure for transportation, storage, cooling, processing, and marketing are major causes of food loss in developing countries in Asia.

To assess the current status of development of cold chain systems for perishable agrifood products in member countries, share knowledge on new

technologies and best practices in cold chain management systems, and formulate action plans for the development and promotion of cold chain systems, the APO in cooperation with the NPC and Ministry of Agriculture and Cooperation, India, organized a workshop on the Development of Cold Chain Systems for Perishable Agrifood Products, 24–28 March, in New Delhi. Twenty-one participants from 12 APO members and four resource persons from India, Japan, and the USA attended.



Workshop on Development of Cold Chain Systems for Perishable Agrifood Products. Photo courtesy of the NPC.

Program coverage: Cold chains and logistics for perishable agrifood products; The impact of cold chains on agriculture and the food industry in Japan; Cold chains and logistics for agriculture and the food industry in the USA; Development of cold chains for perishable food products in India; Cold chains and logistic services for small farmers in Asia; Public–private partnerships in cold chain development; Capacity development needs for cold chain and logistics management for perishable food products in APO members; and Cold chain management strategies. Participants visited M.J. Logistics Ltd. in Palwal, Haryana state.

e-Learning Course on Risk Management of Foodborne Pathogens

A high incidence of foodborne illness remains, and new hazards continue to enter FSCs. Application of the risk analysis approach to assess food safety risks can significantly contribute to reducing foodborne illnesses and strengthening food safety systems. The application of risk analysis is, however, hampered by inadequate food safety and risk analysis capacities, insufficient financial investments, weak foodborne disease surveillance, outdated food regulations and

weak law enforcement, and lack of policy coherence among different sectors, among others.

To enhance the capacity of numerous key stakeholders in managing risks of foodborne pathogens for improving workers' productivity and health in member countries in a cost-effective way over a short time, the APO held a videoconferencing (VC)-based distance-learning course on Risk Management of Foodborne Pathogens in two sessions: 19–22 May (Bangladesh, India, IR Iran, Nepal, and Pakistan); and 24–27 June (Cambodia, Fiji, Indonesia, Mongolia, Philippines, and Vietnam). NPOs implemented the course in the 11 countries for 271 participants.

Program coverage: Foodborne illnesses and their socioeconomic impact; Emerging foodborne pathogens and characteristics of major ones; Food safety risks and vulnerabilities in FSCs; Risk analysis framework for food safety; Microbial risk management: Principles, components, and examples; Microbial risk assessment: Principles and components, structure and types, and examples; Using the results of microbial risk assessment; and Best practices of prevention/control of foodborne pathogens in FSCs. For exposure to actual examples of risk management practices, participants visited relevant food production/processing facilities in each country.

National Workshop on Innovations in Irrigation Water Management for Enhancing Productivity and Achieving Sustainable Food Security

Pakistan attaches great importance to the development of agriculture because it is central to the socioeconomic development and food security of the country. However, agriculture faces a daunting challenge in meeting increasing food demand driven by an expanding population in the foreseeable future. Agricultural and irrigation expansion in Pakistan is constrained by the shrinking arable land and limited water resources. Thus achieving national food security in the face of additional food demand could be possible by raising the productivity of existing irrigated farmland, which constitutes more than 70% of total agricultural land.

To share good practices for improving the performance of irrigation water management (IWM) and formulate a framework and action plan for adopting best practices of IWM, the APO in association with the NPO Pakistan and PMAS Arid Agriculture University organized a national workshop on Innovations in IWM for Enhancing Productivity and Achieving Sustainable Food Security in Rawalpindi, 2–5 June. Sixty-four participants consisting of government officers, academics, practitioners, and progressive farmers attended. Three resource persons from Turkey and Pakistan conducted the workshop. After intensive discussions in parallel group breakout sessions, participants developed a national framework/action plan to improve IWM in Pakistan.

Program coverage: Water resources management in arid and semiarid areas of Pakistan: Issues, challenges, and way forward; Impacts of climate change on IWM; Innovative ways of managing irrigation water (IW) supply; Innovative demand management for efficient and effective use of IW; Technologies for efficient and effective use of IW at farm level; Techniques to harvest rainwater and its effective utilization; Performance of solar-powered irrigation

systems in Pakistan; IWM in Turkey: Lesson for Pakistan; and Proper irrigation scheduling to manage the available water at the farm level. To observe energy-smart irrigation technologies in operation, the participants visited the Fatehjang Project.



National Workshop on Innovations in Irrigation Water Management for Enhancing Productivity and Achieving Sustainable Food Security.

Workshop on Business Excellence for Assessors

Business excellence (BE) assessors require technical expertise, good interpersonal skills, commitment to professional performance, and a team with the skills and abilities to conduct an assessment. As part of the APO's initiative to assist all its member economies to be more productive and competitive, it launched a Center of Excellence (COE) on BE in 2009 designating SPRING Singapore as the first COE. Since then, the APO COE has developed manuals for assessors and provided basic training for BE assessors.

To develop experienced BE assessors for strengthening BE frameworks among enterprises, a workshop on Business Excellence for Assessors was held in Nadi, Fiji, 2–6 June. It was implemented by the NTPC, Fiji National University, under the Ministry of Education. This workshop targeted senior-level BE assessors to help them develop greater competencies. There were a total of 29 attendees including 18 international participants and 11 local ones (six participants and five observers) representing 15 APO member economies. Vice Minister/Permanent Secretary of the Ministry of

Education Dr. Brij Lal delivered the opening remarks. Resource persons came from Singapore, the USA, and Japan and were experienced BE assessors for the Singapore Quality Awards, US Malcolm Baldrige National Quality Awards, and Japan Quality Awards. The workshop was broadcast on Fiji Broadcasting News and covered in the *Fiji Times* and Fiji National University newsletter.

Program coverage: BE overview; World-class best practice sharing; Country presentations on the status of frameworks of BE and assessment processes; Assessor competencies; Case of the Singapore Quality Award; Case of the Japan Quality Award; Global assessor learning sharing; and Orientation for site visits on how to assess a company. Site visits were made to the Fiji Electricity Authority and Air Services Terminal, Nadi International Airport.

Workshop on Promoting Partnerships to Develop Local Agriculture and the Food Industry

Partnerships between small farmers and food processors/manufacturers and exporters enable the pooling of resources, while sharing technology, skills, and expertise in defined terms and achieving economies of scale. Considering the potential synergies of capacities and capabilities under various partnership arrangements, it may be useful to examine which of these models would still be relevant to the development of local agriculture and the food industry under the current market regime. It is

also important to examine the role of government and academic institutions in providing a conducive policy environment and technological support to catalyze the development of such partnerships.

The APO with the cooperation of the Ministry of Agriculture and the NPS organized a workshop, 16–20 June, in Colombo, to examine different models of and approaches to promoting partnerships among stakeholders to develop local agriculture and the food industry and to develop a framework and action plan for establishing sustainable partnerships. Twenty-one participants from 14 countries and three international experts attended.

Program coverage: Trends in agriculture and food industry development in Asia; Overview of selected partnership models; Public–private partnership models in agribusiness and food industry development; Linking farmers and food processors/restaurants through value chain development; Linking small farmers and supermarkets/retailers through value chain development; The role of government, academia, and industry associations in strengthening the links of farmers and food industry players; Strategic alliances in agriculture and the food industry through contract farming and other outsourcing schemes; and Cluster approach to the development of agriculture and the food industry. Site visits were hosted by Hadabima Authority, a government agency that buys directly from farmers and then sells the products; and Deltota in Khandi, a Ministry of Agriculture village-based project.



Workshop on Promoting Partnerships to Develop Local Agriculture and the Food Industry. Photo courtesy of the NPS.

Experience-sharing Workshop on Incubation Centers from the Asia-Pacific: Forging Partnerships for Development of Entrepreneurs and Promotion of Entrepreneurship

Entrepreneurial activities stimulate and revitalize national economies by embracing innovation and technology as well as creativity. Asian economies have great potential to absorb and assimilate innovative technologies through technology incubators that can spur faster economic growth. One of the keys to achieving more rapid economic growth is to focus on developing entrepreneurial skills among professionals dealing with and managing SMEs, as the industrial spectrum in Asia is dominated by SMEs. Technology incubators play a crucial role to encourage the growth of businesses and entrepreneurship, becoming exceedingly popular as a tool for promoting economic development since the late 1980s. As a result, the need to set up such institutes in association with the government, business groups, and/or universities has increasingly been recognized.

To discuss and share business incubation experiences, learn strategies, and develop partnerships and associations to promote entrepreneurship in the Asia-Pacific, the APO in association with the CPC organized a workshop on Incubation Centers from the Asia-Pacific: Forging Partnerships for Development of Entrepreneurs and Promotion of Entrepreneurship in Taipei, 14–18 July. Nineteen incubation professionals, entrepreneurs, and academics from 15 APO member economies attended. They discussed incubation- and entrepreneurship-related policies and programs and the present status of incubators and developed a set of recommendations for their governments. These recommendations were circulated to all APO members.

Program coverage: Presentations by business incubation centers; Business incubation success stories; How business incubation promotes entrepreneurship; Real-life experiences in incubation; and Case

studies of successful examples of incubation and entrepreneurship. A site visit was made to the incubation center at the National Taiwan University of Science and Technology.

e-Learning Course on Service-sector Innovation

The service sector plays a vital role in a country's economic growth. Economic growth in advanced economies is typically dominated by the service sector. The service sector can have a significant influence on the strength of the national economy. This requires joint efforts by stakeholders to raise service quality and create an experience of hospitality for customers. There has been increasing demand to improve productivity in the service sector.

To provide an understanding of the concept of innovation from a service-sector perspective for enhancing productivity, learn about and share strategies for successful application of innovation in the service sector, and promote innovation in the service sector by sharing success stories through VC, the APO in association with the World Bank's Global Development Learning Network (GDLN) organized an e-learning course on Service-sector Innovation. It was held in two sessions: 22–25 July for Cambodia, Fiji, Mongolia, Nepal, the Philippines, and Vietnam; and 8–11 September for Bangladesh, Indonesia, IR Iran, Malaysia, Pakistan, and Thailand. Two hundred and five participants took the course. They came from the private sector, NPOs, government, and public institutes. Resource speakers from Japan and India conducted both sessions. Member countries also shared their best practices in service-sector innovation through country presentations at their local GDLN after site visits. A written examination was given on the final day to evaluate learning from the course.

Program coverage: Seminar on the hanging perspective of service-sector industry; Customer relationship management (CRM) trends in the

service sector; CRM best practices for service innovation in Japan; Service innovation concept and need for enhancing BE; CRM and service innovation; and Best practices for building and sustaining service excellence in organizations.

Workshop on Innovative Farm Management Practices to Enhance Agricultural Productivity

While there has been substantial technological development in agriculture, farm management (FM) in many developing Asian countries is not up to the mark. FM employs various strategies and methods with the objective of keeping the farm productive and maximizing profits on a sustainable basis. The farm organization needs to be adjusted from year to year to keep abreast of changes in methods, price variability, resources available, and market demand. Most Asian farmers and farm managers lack knowledge of modern FM tools and techniques such as strategic planning, preparation of business plans, financial and viability analysis, and management of resources.

To enhance participants' understanding of innovative FM and share successful examples of innovations for successful FM, the APO in conjunction with NIPO and the Ministry of Jihad-e-Agriculture organized a workshop on Innovative Farm Management Practices to Enhance Agricultural Productivity in Tehran, 6–10 September. Twenty-three participants representing policymakers, government officers, farm managers, FM consultants and trainers, and academia from 13 APO member countries participated. Seven experts from IR Iran, Japan, Malaysia, and the Netherlands contributed. In group breakout sessions, the participants formulated strategic action plans to improve FM in Asian countries.

Program coverage: Emerging trends, issues, and challenges in FM in Asian countries; Innovations in production management (resource management, policy incentives for adoption of

environment-friendly agricultural practices, and farm waste management); Innovations in FM practices (farm planning, risk management, etc.); and Information and communication technologies as enablers of innovative FM. To observe good practices of FM, the participants visited Safari Dairy Farm, Pars Flor Kebriyae Flowers and Plant Complex, and Yousef Abad Agricultural Research Station.

Multicountry Observational Study Mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners

Innovations and productivity improvement are crucial in enabling countries in Asia to meet national food requirements amid various challenges such as declining arable land and climate change. While technological developments have been made in agriculture, many of these have not reached small farmers due to constraints in the flow of knowledge and information. The mass media could be the missing link in efforts of governments to transfer such knowledge effectively to the multitude of small farmers. It is important for mass media representatives to be updated on developments in agriculture to enable them to disseminate such information to stakeholders in APO members.

To expose television and print journalists to modern technologies, innovations, and best practices to improve agricultural productivity and develop a framework for cooperation among journalists, NPOs, and the APO in productivity promotion, the APO organized a multicountry observational study mission to Japan, 8–14 September. Seventeen journalists from 13 APO members attended. Nine speakers from Japan coming from government organizations, Japan agricultural journalists' associations, academia, the private sector, and JPC served as resource persons.

Program coverage: Overview of agricultural journalism in Japan; Design and production of television

programs for farmers; Innovative policies to improve agricultural productivity; “Sixth-sector” innovations to revitalize rural communities; Using cutting-edge membrane technology in agriculture; Women’s power to revitalize rural agriculture and promotion of sixth-sector industry; and Women’s participation in agriculture and sustainable rural enterprise development. Participants visited several sites in Aomori, Chiba, and Shizuoka prefectures such as the A-Factory, Taisei Industrial Co. Ltd., and Tambo Art in Inakadate; Hirosaki Apple Park and an agritourism and homestay enterprise in Nambucho, Aomori; the Plant Factory at Kashiwa-no-ha Smart City and Chiba University R&D Center in Chiba; and Moriuchi Tea Farm and tea-processing facility at Maeda Kinzaburo Shop in Shizuoka.

Workshop on Innovation in Information and Communication Technology and Productivity Growth: Sharing of Evidence from Service-sector Firms

There has been increasing demand to improve productivity in the service sector. Service-sector innovation can result in quantum leaps in productivity and involves harnessing the creativity of employees to increase effectiveness and enhance overall productivity. Advances in ICT, especially the Internet, interactive platforms/websites, smartphones, etc. have direct/indirect impacts on productivity in the service sector. It is necessary to understand the effects of ICT on service-sector productivity and examine future trends and their relationship with service-sector productivity.

To share and exchange information among managers from the service sector with ICT backgrounds and representatives of service-sector firms with experience in the innovative use of ICT for accelerated productivity growth and improvement in the quality of services, the APO in association with the KPC organized a workshop on Innovation in Information and Communication Technology and Productivity Growth: Sharing of Evidence from Service-sector

Firms, 16–19 September, in Seoul. Sixteen participants from 12 APO members attended. They represented private companies, NPOs, government, and public institutes. Resource speakers from Japan, Malaysia, and the ROK with both theoretical and practical knowledge of service innovation, productivity, and ICT shared insights. Participants prepared action plans for ICT innovations for productivity improvement in their organizations.

Program coverage: Service innovation policy using ICT in the ROK; Innovation in the use of ICT in enhancing productivity growth and competitiveness in the service sector; How to develop service innovation with Japanese examples; Success story of ICT applications in the Korean service sector; and Benchmarking of two ICT innovation best practices. Site visits were hosted by the National Department of Administration, which is known for service innovations through e-government, and Samsung, which demonstrated its CRM practices.

Workshop on Results-based Management for NPOs and Public-sector Organizations

Results-based management (RBM) is a management strategy by which all actors contribute to achieving the desired results. By focusing on results rather than activities, RBM helps organizations to achieve greater efficiency, effectiveness, and accountability. Applying RBM is crucial to enable NPOs and public-sector organizations to monitor their effectiveness in achieving goals and objectives, promote the accountability of all stakeholders in the achievement of results, and enhance productivity through more efficient resource utilization.

To enhance the knowledge of participants and to promote the effective usage of RBM, a four-day workshop on RBM for NPOs and public-sector organizations was organized by the APO in conjunction with the DAP, 7–10 October, in Manila. Twenty-two participants from 15 member countries (including

four locals) representing NPOs and the public sector, two observers, and many officers of the DAP attended the workshop. Assistant Secretary, Department of Budget and Management of the Philippines (DBM) Myrna S. Chua delivered a keynote speech explaining that the DBM led the entire government in the adoption of RBM and how her agency applied the strategy. At the end of the workshop, participants divided into six groups to draft RBM plans for their entire governments or own organizations.

Program coverage: Applying RBM to the whole of government and to the sector; Applying RBM to public-sector agencies; Framework of RBM systems; Capacities building for successful RBM; Result-based performance management systems in the Philippines; Performance management at national level in the ROK; and Korean case study of using performance information. Site visits were made to the DBM and Department of Labor and Employment.

Workshop on Performance Management and Measurement of Productivity in Public-sector and Service-sector Organizations

Productivity is assuming a greater role in light of diminishing resources and increasing focus on sustainable development. Apart from public-sector organizations involved in manufacturing, many organizations in the service sector have to play a greater role in resource conservation. Productivity is therefore critical to these organizations. A re-examination of productivity measurement is needed, along with appropriate modifications, especially in the public and service sectors. It is imperative to analyze critically the relationship between productivity and performance and develop a suitable methodology for enhancing both.

To review productivity measurement in public- and service-sector organizations and develop appropriate approaches and methodology to manage

their performance, the APO in association with the NPC organized a workshop on Performance Management and Measurement of Productivity in Public-sector and Service-sector Organizations, 13–17 October, in New Delhi. The workshop was attended by 25 participants from 13 APO member economies in the Asia-Pacific region. The workshop discussed best practices from Canada, the ROK, ROC, and India and reviewed different methodologies for performance management and productivity measurement in the public sector.

Program coverage: Best practices of productivity measurement and performance management frameworks; Process-based performance systems and results-based performance management methodology; and Linkages between productivity measurement and performance measurement. A site visit was hosted by the Archeological Survey of India which manages the Taj Mahal in Agra to learn its best practices.

Study Mission to the United Kingdom on Innovative Approaches to Risk Management in Food Supply Chains

Given the pervasiveness of risks and massive structural changes in global and national agrifood systems, farmers, agribusiness firms, food companies, and governments face new challenges in the design of risk management strategies. For expanding food exports to advanced international markets like the EU and increasing profitability, the Asian food industry clearly needs effective approaches and strategies to manage risks. The UK is well known for its modern food safety and food traceability systems, state-of-the-art food-processing technologies and food-handling practices, and packaging and labeling techniques. The country also has in place sound regulations, policies, and institutional settings to ensure the safety, integrity, and security of food supply chains (FSCs).

To learn about state-of-the-art tools, technologies, approaches, and strategies for managing risks in FSCs through studying/observing successful examples of risk management in the host country, the APO organized a study mission to the UK on Innovative Approaches to Risk Management in Food Supply Chains in London and Stratford-upon-Avon, 13–18 October. The Campden BRI implemented the program. Thirteen participants representing both the public and private sectors from nine APO member countries attended.



Study Mission to the United Kingdom on Innovative Approaches to Risk Management in Food Supply Chains.

Program coverage: Managing risks in global FSCs: An overview; Managing food quality/safety risks in FSCs; Managing logistics risks in FSCs; Regulatory, policy, and institutional settings for effective risk management; Public–private partnerships for effective food safety and traceability; and Key success factors in managing risks in FSCs. To observe salient aspects of the food industry in the host country, participants visited several relevant facilities and met different stakeholders in the food industry. Overall, the study mission tour covered food industry supply, farm to fork, and illustrated clearly how different stakeholders interact to ensure that the food eaten in the UK is safe.

Workshop on Quality Awards for the Public Sector

The APO continues to advocate improving public-sector productivity and initiates projects that aim to improve performance in the delivery of public goods and services. Those projects have received wide acceptance among APO member countries involved in efforts to promote public-sector productivity.

An APO workshop on Quality Awards (QAs) for the Public Sector was hosted by SPRING Singapore, 27–30 October. Seventeen participants from 13 member countries examined the framework, criteria, and application of QAs and their impact on the efficiency of public-sector organizations. Representatives of Inland Revenue of Singapore and the National Environment Agency explained how they had achieved the highest commendations for public organizations by implementing good practices. Participants also attended the 6th Business Excellence Global Conference on Productivity, Innovation and Growth that featured thought leaders in the areas of service, people, and innovation and master classes on Talent Management and Creativity in the Workplace. The annual Business Excellence Awards Presentation honored winners of the Singapore Quality Award (SQA).



Workshop on Quality Awards for the Public Sector.

Program coverage: Definition of quality awards; From quality to BE; Integrated approach for awards; Areas where the public sector could excel; BE for productivity and the challenges; Designing a BE

strategy for the public sector; the UN Public Service Awards (UNPSAs); Role, professionalism, and visibility of public service for exemplary service; Origin, purpose, objectives, regional groups, and award categories; and Eligibility, evaluation process, ceremony, and award winners by region of the UNPSAs. Participants visited the Institute of Technical Education, winner of the 2011 SQA with Special Commendation because of its transformation to organizational excellence as a public institution.

Workshop on Innovative Postharvest Management Tools and Technologies for Vegetable and Fruit Products

Asian producers lose up to 40% of their fresh fruit and vegetables (FFVs) due to inadequate postharvest management (PHM). This is a huge loss of food and waste of resources (land, water, energy, labor, and money) utilized in production, postharvest handling, storage, transportation, and marketing. Customers are increasingly concerned about FFV quality and safety, and international markets reject FFVs containing unauthorized pesticides and chemical residues exceeding limits and/or with inadequate labeling and packaging. Innovative tools and technologies to reduce PH losses in quantity and quality while assuring food safety throughout the supply chain are needed. PHM in most developing Asian countries, however, is far from satisfactory.

To enhance participants' knowledge of innovative PH tools, technologies, and approaches to assure the quality and safety of FFVs and minimize PH crop losses, and share novel practices for efficient PHM, the APO in collaboration with the Council of Agriculture-Executive Yuan, CPC, and National Chung Hsing University organized a workshop on Innovative Postharvest Management Tools and Technologies for Fruit and Vegetable Products in Taichung, 3–7 November. Twenty-two participants from 12 APO member countries and 36 local observers attended. Ten resource persons from the USA, Singapore, Malaysia, and the ROC contributed.

Program coverage: PH losses in FFV supply chains: Challenges and opportunities; Innovations in FFV preharvest, harvest, and PH handling techniques and technologies; Food quality and food safety assurance in FFV supply chains; Cold chain management for FFVs and its logistics; and Innovative marketing of FFVs. After presentations, participants observed efficient operations of FFV supply chains at Hankuan Fruit and Vegetable Production Cooperative and JIA-SIAN Fruit and Vegetable Marketing Cooperative. In group breakout sessions, participants devised action plans to promote the adoption of similar FFV tools and technologies in their countries.



Workshop on Innovative Postharvest Management Tools and Technologies for Vegetable and Fruit Products.

Workshop on Innovative Extension Services to Improve Agricultural Productivity

The organization and practices of agricultural and rural extension systems are changing significantly. Rapid advances in ICT are also influencing institutional and technological innovations in extension services. NGOs pursuing social enterprises and private companies with core businesses linked with farmers are now actively providing their own extension services. These institutional dynamics are fueling discussions on the need to rethink agricultural extension programs of governments in light of the current and emerging needs and challenges of small farmers.

To assess the status of extension services delivered to small farmers and identify innovative schemes, best practices, and emerging extension systems that could enhance farmers' productivity and incomes, the APO with the cooperation of the DAP organized a workshop on Innovative Extension Services to Improve Agricultural Productivity, 17–21 November, in Manila. Twenty-nine participants from 13 APO members attended. Three international experts served as resource persons.

Program coverage: Current status of agricultural extension systems in Asia and their impact on agricultural productivity and incomes of small farmers; Applications of ICT in agricultural extension systems; Public–private partnerships in agricultural extension delivery; Role of extension in stimulating youth interest in agriculture; Emerging models in agricultural extension to enhance productivity and farmers' income and welfare; Development of a best practice network in extension; and Retooling and capacity development needs of agricultural extension mechanisms. Participants visited the International Rice Research Institute in Los Baños, Laguna, and the Farm School of MERALCO Foundation Incorporated in Jalajala, Rizal province.

Workshop on Emerging Food Manufacturing Technologies for SMEs

Driven by consumer demand for fresh, high-quality, healthy products that are free from chemical preservatives and are safe, as well as intense global competition, the food manufacturing industry (FMI) is under increasing pressure to adopt new methods and technologies for the production of innovative, cost-effective food products. Innovations in food manufacturing technologies (FMTs) reduce costs, use less material, reduce waste and environmental impact, and/or lower energy consumption. The main impediments to the adoption of FMTs are a lack of awareness of the technologies, insufficient skilled personnel, paucity of financial resources, and insufficient regulation and policy support.

To enhance participants' understanding of modern FMTs and their role in enhancing the productivity of food processing and adding value to food, as well as to share successful examples of applications/utilization of novel FMTs in the FMI, the APO in association with SPRING organized a workshop on Emerging Food Manufacturing Technologies for SMEs in Singapore, 24–27 November. Twenty participants from 13 APO member countries attended. There were three resource persons from Canada and Japan. In parallel group breakout sessions, participants identified issues and challenges in utilizing new innovative FMTs by FMI SMEs and formulated action plans to address them.

Program coverage: New generation of processing technologies: Innovative solutions to improve safety, quality, and functionality of foods; High-pressure processing and other pressure-assisted technologies for food-processing operations; Conventional and emerging drying technologies; Principles and applications of superheated steam; UV and pulsed-light processing for foods, beverages, and ingredients; Principles and application of microwave heating, pulsed-electric field, and ozone technologies; and Principles and applications of freeze-drying. At the Food Innovation & Resource Centre of Singapore Polytech, the participants saw demonstrations of the operation of modern FMTs.



Workshop on Emerging Food Manufacturing Technologies for SMEs.

Workshop on Productivity Measurement and Management for the Banking Sector

The banking sector plays a crucial role in the economic growth of a country. The importance of this sector's contribution is especially significant in APO member countries. A well-functioning banking sector facilitates the efficient intermediation of financial resources. The more efficient a financial system is in resource generation and in its allocations, the greater its contribution to economic growth. An efficient system of financial intermediation also contributes to the risk mitigation process in the economy. For example, enhanced efficiency in banking can result in greater and more appropriate innovations and improved profitability as well as greater safety and soundness when the improvement in productivity is channeled toward strengthening capital buffers that absorb risk. Moreover, efficiency or productivity measures could act as leading indicators for evolving strengths or weaknesses of the banking system and enable preemptive steps by regulators when necessary. Therefore, investigation and measurement of efficiency and productivity in the banking sector have always been areas of interest for APO member economies. An assessment of efficiency and productivity in banking by the APO would be useful.

This first APO project for the banking sector was organized in association with the NPC, 24–28 November, in Mumbai to provide an opportunity for banking managers and executives to acquire

the knowledge to measure and analyze productivity in the banking sector; understand the linkages between productivity and performance measurement indicators in banking; review the strategic use of performance measures and how to establish indicators, specific targets, and goals for improving overall banking performance; and share best practices of productivity improvement in the sector. Twenty participants from 12 APO members attended, all of whom were senior representatives of private and state banks. All the speakers were high-profile experts in the banking world.

Program coverage: Importance of productivity measurement and management in the banking sector; People-work climate for performance and productivity improvement in banking; Measuring efficiency, effectiveness, and performance of the Malaysian banking sector; Challenges of measuring productivity in the banking sector; and Presentations by participants on banking-sector productivity measurement and management best practices in their countries. Participants had the opportunity to visit two offices of the Industrial Credit Investment Corporation of India, the biggest private-sector lending bank and largest state bank, to examine the corporation's best practices and ask pertinent questions.



Workshop on Productivity Measurement and Management for the Banking Sector. Photo courtesy of the NPC.

Workshop on the Impact of Changing Demographics on Productivity

Demographic change is among the most significant challenges facing societies, labor markets, and economies. Demographic change and its related issues like managing an aging workforce, labor migration, and labor management are posing numerous challenges to the productivity and sustainable development agenda. It is important for APO member countries to design and implement measures to reduce the negative effects of these demographic changes.

A four-day workshop on The Impact of Changing Demographics on Productivity was held in Singapore, 25–28 November, by the APO in association with SPRING Singapore. Nineteen participants from 13 member countries attended. They came from universities, national statistics offices, ministries of labor, and NPOs. During the workshop, key demographic trends and patterns in each country and their impact on productivity were discussed. Experience and practices in dealing with demographic change issues were shared. At the end of the workshop, participants worked collectively to come up with recommendations for future activities that the APO should carry out to help member countries mitigate the negative impact of demographic change and promote the best practices in dealing with it in APO economies.

Program coverage: Conceptual overview of demographic change issues and challenges; Trends and patterns of demographic change; Population aging and its impact on the labor force and productivity; Labor migration and its impact on the labor force and productivity; Coping with changing demographics—managing an aging workforce; and Strategies for resilient labor markets in aging societies. The Lee Kuan Yew School of Public Policy of the National University of Singapore hosted an explanatory site visit.

Workshop on Sharing of Success Stories and Best Practices of Human-centered Productivity: Development of a Productivity-friendly Culture in Organizations

Human-centered productivity aims to create sustainable growth by establishing a virtuous cycle in which the results of gains in productivity are fairly distributed. It focuses on efforts to raise productivity from a human-centered perspective by creating a conducive environment for both employees and management.

To promote the concept of human-centered productivity by sharing best practices and exchanging information on companies that practice human-centered management, emphasizing freedom and autonomy and striving to bring out the unrealized potential of employees, the APO in association with NIPO organized a workshop on Sharing of Success Stories and Best Practices of Human-centered Productivity: Development of a Productivity-friendly Culture in Organizations, 6–10 December, in Tehran. It was attended by 23 participants from 13 APO member economies. All participants made concrete plans to develop a framework for human-centered productivity as part of government policy and to be adopted by private companies. As pioneers in human-centered productivity, they will continue to improve the framework for each NPO.

Program coverage: The concept, mainframe, and core values of human-centered productivity; creation of decent jobs using people-oriented productive organizations; Best practices of human-centered productivity in the ROK; Employee-employer relationship and fair distribution of the gains from improved productivity performance; and Tentative measurement of human-centered productivity. A site visit was hosted by the Biotechnology Agriculture Institute, which demonstrated applications and best practices of human-centered productivity and explained how it had introduced the concept.

Research on Performance Management for Public-sector Organizations

Public-sector organizations face unprecedented pressure to improve service quality while adhering to the rules for accountability, transparency, and higher productivity. This is why the era of good governance and new public management triggered institutional and policy changes that resulted in the transformation of many governments to meet a more demanding public and make wiser use of limited resources. The idea of performance management for the public sector is an emerging issue but has been reflected in various APO projects in its effort to address the much broader issue of public-sector productivity in member countries in the past several years.

As a follow-up to the previous public sector-related efforts, the APO decided to undertake research on Performance Management for Public-sector Organizations covering selected member

countries that had undertaken successful public management initiatives. A three-day coordination meeting was conducted 3–5 September 2013 in Manila, with the DAP as the local implementing organization. The eight experts (one chief expert and seven national ones) attending reviewed the different models of performance management systems in public-sector organizations, studied existing performance management systems in public-sector organizations in selected countries, identified the critical elements in performance management systems, and recommended ways of improving current ones. As a regular research project, the activities involved in writing the final publication continued throughout 2014.

Program coverage: Productivity concepts in the context of the public sector; Review of the Atkinson Study on Public-sector Productivity; Measuring public-sector organizations' performance; Issues and solutions in determining public-sector productivity; and Suitable output measures for public services.

GREEN PRODUCTIVITY

Development of a Network of Green Productivity Advisory Committees (GPACs)

The APO is committed to promoting Green Productivity (GP) and expanding green growth in the region. The GPAC was established in 2003 to expand GP activities in close cooperation with leading Japanese companies. The mechanism of the GPAC allowed receiving advice and assistance from leading Japanese corporations that have demonstrated their concern for the environment while pursuing economic gains. The GPAC also advises on Eco-products International Fair (EPIF). Meanwhile, the APO has been accelerating the expansion of GPACs in member economies. In 2013, a GPAC was formulated in the ROC to drive GP initiatives in the economy in conjunction with key government agencies and private companies. The APO aims to expand the number of GPACs as well as collaboration among multiple GPACs in promoting GP.

To achieve that goal, the APO proposed that GPAC activities be renewed for promoting holistic eco-solutions for member economies. To discuss

the GPAC 2.0, as well as the 2015 EPIF, the 12th Meeting of the GPAC was held on 20 February in Tokyo and attended by GPAC chairs and 50 members. During the meeting, new perspectives on the GPAC 2.0 and potential venues for the 2015 EPIF were discussed. To follow up on the discussion, a meeting was held on 11 April, in Tokyo with the GPAC chairs and 42 members.

Program coverage: Sustainable development; Regional and public-private cooperation; GP; Green economy; International GPAC; and EPIF.

Eco-products International Fair 2014

The APO launched its GP projects in 1994 to pursue the concurrent improvement of productivity and conservation of the environment. The APO promotes establishing a sustainable society and expanding green businesses in economically important sectors in its member countries through GP advocacy. The APO initiated the EPIFs in 2004, and since then it has become recognized as the first international environmental fair in the region.

EPIFs have been hosted by various APO members: Malaysia (2004); Thailand (2005); Singapore (2006 and 2013); Vietnam (2008); the Philippines (2009); Indonesia (2010); India (2011); and the Republic of China (2014). The EPIFs have evolved into the largest international eco-fairs in Asia.



12th Meeting of the GPAC.

To provide a platform to showcase the latest eco-technologies and eco-products to government, industry, and the general public, as well as accelerate the dissemination of eco-knowledge and expand green markets for the creation of a sustainable society, the APO organized the 9th EPIF (EPIF 2014), 13–16 March, at the World Trade Center in Taipei in collaboration with the Bureau of Foreign Trade and Ministry of Economic Affairs (MOEA). The theme was Go Green, Act Greener: One Future, and the focus was on the B2B (business-to-business), B2C (business-to-consumer), and B2G (business-to-government) models. As local implementing organizations, the Taiwan External Trade Development Council (TAITRA), Taiwan Green Trade Project Office, MOEA, and CPC played core roles. President Ying-jeou Ma and other VIPs from the ROC government visited the fair. There were 207 exhibitors, and the EPIF attracted some 17,483 visitors including more than 3,400 trade visitors over four days.

The launch of Eco-products Database 2014 was also announced at the EPIF. The 2014 database contains the most numerous listings of eco-products, countries, and firms/organizations since the first edition in 2004.

Program coverage: GP; Environmentally friendly eco-technologies, eco-products, and eco-services; Green growth; Eco-innovation; and Energy efficiency.



EPIF 2014. Photo courtesy of TAITRA.

International Conference on Achieving Sustainability to Empower Future Generations

GP is a strategy for enhancing productivity and environmental performance for sustainable socio-economic development. Green energy, green procurement, and green cities have emerged as the top priority areas to achieve low-carbon economic growth in view of the global challenges of climate change that endanger future generations.

An international conference on Achieving Sustainability to Empower Future Generations was held in parallel with the 9th EPIF to discuss the latest trends in eco-policies and eco-business in the Asia-Pacific and how green energy, green procurement, and green cities can enhance sustainable development. It was organized by the APO in association with the Green Trade Project Office, MOEA, and CPC, 13–15 March, in Taipei. A total of 169 locals attended with 31 overseas participants from 14 APO members. The participants represented government, NPOs, NGOs, the private sector, and industry associations. The APO assigned 12 speakers from the USA, Japan, ROK, and Singapore.

Program coverage: Energy efficiency; Green and renewable energy; Green consumption; Green procurement; Behavioral and life cycle changes; and Green/smart cities. It included three plenary sessions and a panel discussion. A site visit was made to Taipei 101, the world's tallest green building (LEED-EBOM platinum certified). The participants also experienced YouBike (Taipei's bike-sharing program). The Taipei Outcome Document was adopted at the end of the conference.



International Conference on Achieving Sustainability to Empower Future Generations. Photo courtesy of the Bureau of Foreign Trade, MOEA of the ROC.

National Training Courses: Material Flow Cost Accounting (ISO 14051)—A Follow-up to the Training of Trainers in Material Flow Cost Accounting Organized in Taipei

Material flow cost accounting (MFCA) is a management tool that promotes the efficient use of materials more effectively, contributing to reductions in waste, emissions, and nonproducts. A training of trainers' course on MFCA was organized from 30 September to 4 October 2013 in the ROC. As a follow-up to that multicountry course, a three-day national training course was organized in both Mongolia and the Philippines in 2014.

The objective of the national training courses was to impart basic training in MFCA to interested professionals and enhance their understanding of this management tool (ISO 14051). The course organized in Mongolia in association with the MPO, 21–23 April, was attended by 25 participants representing industries, academia, and the MPO; 30 attended the course organized in the Philippines, 5–7 May, which was held in association with the DAP and Mapua Institute of Technology.

Program coverage: Principles of GP and MFCA; ISO 14051; MFCA methodology and steps for implementation; and Case studies of MFCA and group exercises.

Training Course on Environmental Labels and Declarations (ISO 14021, 14024, and 14025)

The APO conducted an e-learning course on environmental labels and declarations in October 2013. Since there was widespread demand from APO members to conduct a follow-up face-to-face project on this topic, a training course on Environmental Labels and Declarations (ISO 14021, 14024, and 14025) was conducted in Dhaka, 27 April–1 May, to assist participants in understanding the basic concept of environmental

labels and declarations. It also provided opportunities to share experiences from member economies with mature eco-labeling schemes. The objectives were to understand the basic concept, philosophy, and principles of environmental labels and declarations; learn the basic characteristics of ISO 14021 (Type 2), ISO 14024 (Type 1), and ISO 14025 (Type 3); and to formulate plans for promoting eco-labeling and declaration schemes.

Nineteen participants consisting of 17 international and two local ones attended the course. The opening ceremony was attended by approximately 70 local participants including the Secretary of the Ministry of Industries, assistant secretaries and directors general of other government bodies, heads of local associations, CEOs of private companies, and local media representatives. Four international resource persons from the ROC, Japan, the Philippines, and Thailand and one local expert from the Bangladesh government supported the program.

Program coverage: GP and sustainable consumption and production; Concept and principles of environmental labels and declarations; Launching and developing an ecolabeling scheme in the Philippines; Launching and developing an ecolabeling scheme in Thailand and process of product evaluation and awarding the seal; Launching and developing an ecolabeling scheme in the ROC, process of selecting product categories, and development of product criteria; and Japan Environmental Management Association for Industry and the EcoLeaf environment label, an application of ISO 14025. A site visit was hosted by Bengal Plastic Company, a local private firm in compliance with environmental laws and regulations in both its headquarters and factory operations.



Training Course on Environmental Labels and Declarations (ISO 14021, 14024, and 14025).

Training of Trainers and Consultants in Green Productivity

The APO publishes GP training manuals and handbooks to provide guidelines and references for potential trainers and practitioners. To develop more trainers/practitioners in member countries for the sustainable development of GP, the APO has been organizing an annual training course since 2001.

This year, 19 participants from 13 APO member countries attended the workshop on Training of Trainers and Consultants in Green Productivity held in Kuala Lumpur, 26 May–20 June, with the aim of developing trainers, consultants, and practitioners equipped with in-depth knowledge of and hands-on experience in strategic resource planning and management; tools, techniques, and technologies enabling them to design green growth strategies; and ability to disseminate the knowledge as lead trainers and consultants.

Program coverage: Introduction to the APO and application of GP at the production level; Sustainable development and application of GP at strategic and production levels; Application of GP methodology, tools, techniques, and technologies; and GP in practice. Site visits were made to Indkom Engineering Sdn. Bhd., Ultimate Print Sdn. Bhd., Hee Plastic Industries Sdn. Bhd., and auto part and component manufacturer Proreka (M) Sdn. Bhd. to learn from their GP initiatives.

APO National Workshop on Organic Certification

Bangladesh has huge potential for expanding organic farming. The country needs organic farming to reduce the use of nonrenewable energy resources; conserve the natural resource base like soil, water, and biodiversity; provide healthy food to the domestic population; and earn hard-currency foreign exchange through promoting exports of organics. The main constraints in expansion of

certified organic farming are the absence of national organic regulations and standards, insufficient expertise in organic certification, lack of awareness of the benefits of organic farming, no policy incentives for organic producers, and a strong lobby promoting the use of agrochemical inputs. Since a large number of organic standards have proliferated all over the world led by public and private initiatives, certification must meet the requirements of internationally accepted organic standards.

To train a critical mass of relevant government officers and private-sector managers in organic certification for strengthening the organic product certification system in Bangladesh, the APO in collaboration with the NPO Bangladesh and the APO Society for Bangladesh organized a national workshop on Organic Certification in Dhaka, 2–5 June. Fifty-one participants attended. One resource person from PR China along with two local experts conducted the workshop.

Program coverage: Overview of the organic industry; World organic standards and accreditation requirements; Introduction to IFOAM and Organic 3.0; General requirements of COROS and AROS; General requirements of organic standards; Labeling and regulatory requirements; Requirements and process of organic certification; Inspection planning, inspection, sampling, and inspection report; Organic inspection skills; and Postcertification supervision. In three breakout sessions, participants developed action plans for strengthening organic certification in Bangladesh.

Practice-oriented Workshop on Energy Audits and Energy Efficiency

There are significant differences between the theory and practice of energy audits and energy management. APO experience in training in the field of energy management and auditing showed that while participants understood the theoretical concepts very well, it was much more challenging

to translate the theory into practice and reap the benefits in the form of energy savings. Generally, a new energy engineer has to work under an experienced energy auditor for at least three years and be exposed to industrial energy-consuming equipment before being able to carry out energy audits independently. Energy-efficient technologies and practices are being increasingly adopted worldwide, although more needs to be done in both the private and public sectors, especially in the Asia-Pacific region where growing demand for energy supplies, emerging environmental issues, and increased stress on aging energy infrastructure have become evident.

To provide an opportunity for industry managers and professionals to understand the practical methodology and major components of energy audits and enable them to reduce energy consumption and improve energy performance in organizations, the APO in association with the NPC organized a workshop, 2–11 June, at the Center of Excellence for Training in Energy Efficiency (CETEE), Chennai, India. Twenty-four participants from 14 APO members attended. They represented industries, NPOs, governments, energy institutes, and consulting firms. All the speakers were from the CETEE, a world-class, hands-on training center in the NPC conceived to bridge the gap between energy efficiency theory and practice.

Program coverage: The global energy scenario; Concepts and fundamentals of energy audits; Energy efficiency demonstration: fans, blowers, compressors, lighting systems, motors, boilers, steam traps, furnaces, and heat exchangers; and Case studies in thermal and electrical systems. Industrial-scale models of energy equipment such as compressors, fans, pumps, furnaces, boilers, lighting systems, heat exchangers, energy-efficient motors, etc. were available so that trainees could conduct trials and see the resulting energy savings. They were then expected to suggest similar measures in sites where they conduct energy audits.



Practice-oriented Workshop on Energy Audits and Energy Efficiency.

Training Course on Management Consultancy with Special Focus on Green Productivity

The APO has organized training courses on management consultancy-related topics as one of its core training courses. Since 2009, the training courses have focused on SMEs, which is one of the three strategic directions of the APO. The 2013 training course shifted the focus to support another strategic direction, promoting GP. This focus was continued in the 2014 training course. GP involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of organizational activity.

A training course on Management Consultancy with Special Focus on Green Productivity was organized in association with the JPC, 16–27 June, in Tokyo and Osaka to train participants to undertake management consultancy services on GP, encompassing productivity enhancement and environmental protection. Eighteen participants from 16 member countries attended the training course.

Program coverage: Overall framework of management consultancy; Practical consulting for production management and quality management; MFCA; and GP concepts and application. Site visits were arranged to: Fujiseisakusho Co., Ltd. to observe productivity improvement activities; Sumitomo Electric Industries, Ltd. (Itami Plant)'s 3Rs (reduce, reuse, and recycle) initiative; The

Entrepreneurial Museum of Challenge and Innovation's support for SMEs in Japan; and Panasonic Center Osaka's eco-friendly product design.

APO National Workshop on Good Agricultural Practices (GAP)



Training Course on Management Consultancy with Special Focus on Green Productivity.

Consumers are increasingly concerned about food safety, how food is produced, and how it is handled within the supply chain. New pressures from consumers, retailers, and legislation have placed additional demands on farmers and producers. They are increasingly required to use production methods that decrease their use of agrochemicals to produce safe food, reduce the impact of agricultural practices on the environment, and make efficient use of natural resources, among others. Good Agricultural Practices (GAP) could be the solution for producers seeking to address consumer concerns in domestic and foreign markets. Government agencies are promoting GAP among producers, processors, and traders but their efforts are hampered by several constraints including a lack of understanding of GAP concepts and requirements.

To produce a critical mass of GAP professionals, trainers, and entrepreneurs in Cambodia, the APO in collaboration with the NPCC organized a national workshop on Good Agricultural Practices in Phnom Penh, 1–4 July. Seventy-six locals representing the public and private sectors; Ministries of Agriculture, Agro-Industry, and Commerce; certification bodies; agricultural department; agricultural extension; academia; and NPCC attended. One resource person from Malaysia conducted the workshop.

Program coverage: General concepts and basic requirements of GAP systems; Scope and trends in implementation of GAP in other countries in Asia; GLOBALGAP and its importance in the global trade

in agrifood products; Issues and challenges accompanying the implementation of GAP on farms; Examining GLOBALGAP control points and compliance criteria (CPCC), certification and audit process; Examining the GLOBALGAP quality management system; Developing CPCC for GLOBALGAP certification; and Developing a GAP program for small rural farms in Cambodia.



APO National Workshop on Good Agricultural Practices (GAP).

e-Learning Course on Green Productivity (based on the Global Development Learning Network of the World Bank platform)

The APO and Tokyo Development Learning Center have worked together over the last few years to organize a number of projects utilizing the World Bank Global Development Learning Network (GDLN) platform for distance-learning seminars for member countries with access to the necessary IT facilities. Based on past success, the same modality was used in 2014 to train more participants in GP

in a two-phase course covering 10 member countries. GP is the combined application of appropriate productivity and environmental management tools, techniques, and technologies that reduce the environmental impact of an organization's activities, products, and services while enhancing profitability and competitive advantage.

Two hundred and eleven participants from a variety of backgrounds benefited from the e-learning course on Green Productivity, gaining in-depth knowledge of GP and strategic resource planning and management, tools, techniques, and technologies and enabling them to design green growth strategies. The first phase of the four-day e-learning course was conducted 7–10 July, involving 60 participants from four member countries (Cambodia, Nepal, the Philippines, and Vietnam), while the second phase was conducted 18–21 August, involving 135 participants from six member countries (Bangladesh, Fiji, Indonesia, IR Iran, Malaysia, Mongolia, and Pakistan).

Program coverage: Concept of GP; GP methodology; Tools for GP; Techniques for GP; and Case studies of GP implementation. The same experts (both from Singapore) were assigned for the two phases.

Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)

The concept of the 3Rs is being emphasized worldwide as an easy, effective way to protect our environment by minimizing resource use and waste. The APO has organized projects on the 3Rs since 2006. The first and second were held in Thailand where participants learned about the effective waste recycling system of the Waste Bank operated by a local waste management company. In 2008 and 2009, the APO organized a seminar and workshop on the 3Rs, both held in Japan, which demonstrated the mechanisms of the 3Rs in advanced environmental and recycling technologies.

With financial support from the Government of Japan, in 2014 the APO organized a multicountry observational study mission on the 3Rs (Reduce, Reuse, and Recycle), 7–11 July, in Japan attended by 26 senior waste management officials of local governments, cities, or municipalities and waste management agencies from 17 APO members. The objective of the mission was to observe 3R applications and best practices of waste management in Japan and analyze Japanese 3R success stories. The mission participants were addressed by Dr. Ryutaro Yatsu, Vice Minister of the Japanese Ministry of the Environment, on day 1.

Program coverage: Overall framework of 3R implementation in Japan; Importance of the 3Rs as an environmental management tool; Construction and demolition waste management; e-Waste recycling; Food waste recycling; Waste-to-energy applications including gasification and incineration for recovery of energy; and Best practices of 3R implementation in Japan. Site visits were made to Tokyo Super Eco-town, a waste-to-energy facility, and Minato-ku and Kawaguchi waste separation facilities.

Observational Study Mission on Solar Energy

Energy consumption is rising dramatically, and renewable energy is becoming a significant industry given the economic growth in Asia. Solar energy is considered to play a crucial role in the global energy mix. Especially in rural and remote areas of Asia, solar power is one of the most suitable ways to produce energy efficiently and relatively inexpensively. Japan utilizes some of the latest technologies and products in the field of solar energy.

Given this background, an observational study mission on Solar Energy was conducted 28 July–1 August in Tokyo and Kagoshima. There were 23 participants, including two observers, from 16 member economies. The participants visited solar energy power plants and an exhibition of advanced

renewable energy technology in Japan. The study mission provided a platform for Japanese firms, especially SMEs, to interact with APO participants for potential future business collaborations.

Program coverage: Environmental technology and systems from Japan and for future collaboration; Prospects for

solar energy in Asia and best practices from Singapore; Status of dissemination of photovoltaic (PV) technology in Japan; Innovative products of mobile PV systems; and Eco-solutions. Visits were made to Elm Incorporated, an award-winning SME; the governor of Kagoshima prefecture; Kagoshima prefectural government, which explained its renewable energy policies; Kyocera's Kagoshima mega solar power plant; Nanko Company Limited, a leading SME and supplier to the mega solar plant; and PV Japan 2014 exhibition. A networking reception was also held with delegates from the Japanese government, academia, and enterprises.

Workshop on Good Agricultural Practices (GAP) for Increasing Farm Productivity and Enhancing Environmental Sustainability

The development and adoption of GAP have become increasingly important in light of greater regional and international trade in agrifood products and growing consciousness of consumers of the quality and safety of the food products they buy. Several countries have developed their own GAP standards and certification systems. However, the lack of harmonization between GAP schemes among countries and scarcity of affordable certification systems have often led to increased confusion and higher certification costs for farmers and exporters. An understanding of the principles



Observational Study Mission on Solar Energy.

and standards and benchmarking of national GAP against GLOBALGAP and/or USDA GAP are essential so that stakeholders are properly oriented on meeting established GAP standards.

To assess the development and adoption of GAP standards by farmers, review the status of and procedures for benchmarking of national GAP with other internationally recognized GAP standards, and review successful cases of GAP adoption, the APO organized a workshop on Good Agricultural Practices (GAP) for Increasing Farm Productivity and Enhancing Environmental Sustainability, 11–15 August, in Manila. Twenty-two participants from 14 member countries attended, and three international and one local experts served as resource persons.

Program coverage: The Asian and global perspectives on GAP; Overview of Japanese GAP and current state of implementation and adoption in Japan; Impact of GAP on farm productivity in Japan; Updates on GLOBALGAP regulations and certification process for fruit and vegetables; PhilGAP assessment and certification for fruit and vegetables; Harmonization of national GAP with GLOBALGAP; and National GAP formulation and implementation issues, challenges, and areas of future action. Participants visited Leonie Agri Corporation and the Philippine Carabao Research Center in the province of Nueva Ecija.

e-Learning Course on Production and Certification of Organic Food for Greater Market Access

The global market for certified organic food products is expanding fast, resulting in greater opportunities for organic producers in developing countries in Asia. Third-party certification is a prerequisite to successful sales transactions, and an “organic” claim on a product label requires such certification under the regulations of many governments. To take advantage of this growing export market, there is a need to establish credible systems of organic standards and strengthen organic certification bodies. There is also a need to develop a critical mass of inspectors of organic products to facilitate the certification of growers and processors.

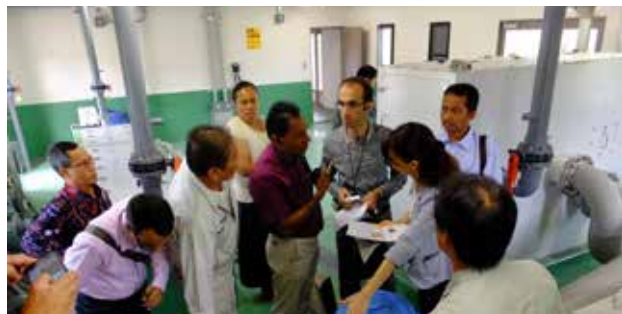
To enhance participants’ understanding of the management of organic agrifood products in food supply chains in APO member countries in a cost-effective way over a short time, the APO held a videoconferencing-based e-learning course on Production and Certification of Organic Food for Greater Market Access in two sessions: 1–4 September (Bangladesh, India, IR Iran, and Nepal); and 29 September–2 October (Cambodia, Indonesia, the Philippines, Thailand, and Vietnam). NPOs implemented the course in nine countries for 181 participants who completed the course.

Program coverage: Organic standard development, certification procedures, accreditation criteria, and requirements; Trends in the production and trade of organic food; Emerging demand and opportunities for exports of specific organic food products; Major challenges in marketing organic food products in overseas markets; Overview of the rules and standards for the labeling and packaging of organic products in selected major markets; and Procedures for organic product certification and labeling. For exposure to practical examples of organic management, participants visited relevant organic farms in the individual locations.

Observational Study Mission on Technology and Management of Water/Wastewater and Sewage Systems

Water is essential for the development and health of ecosystems as well as all living creatures. For sustainable growth, it is essential to manage water resources and supplies properly. Given such circumstances, continuous development of cities and population increases are major challenges for planners and authorities responsible for the provision of safe water and sanitation, especially in developing countries.

An observational study mission on Technology and Management of Water/Wastewater and Sewage Systems was conducted 1–5 September in Tokyo and Kobe. There were 25 participants including four observers from 15 member economies. This observational mission served as a platform for APO members that require appropriate technology and water/wastewater and sewage management systems. Participants appreciated the opportunities to observe actual best practices. It also provided opportunities to liaise with Japanese firms, especially SMEs, for potential future business collaborations.



Observational Study Mission on Technology and Management of Water/Wastewater and Sewage Systems.

Program coverage: Management of wastewater in Japan; Waterworks in Japan; Best practices of water and sewage treatment in the Asia-Pacific from leading Japanese enterprises including Yachiyo Engineering Company, Metawater Company Ltd., JFE Engineering Corporation, Hitachi Metals Techno Ltd., and Ishigaki Company Ltd.; prevention of water leakages in Tokyo; Policies of Kobe

on management of sewage systems; and Sewage, biogas, and renewable sources. A networking reception with key Japanese stakeholders was held, and various site visits were made, including to a waterworks history museum and water supply operation center under the Tokyo Metropolitan Government; Nakayama Noze area of a rural community sewage treatment facility in Kobe; Higashinada sewage treatment plant in Kobe; and the 2014 International Industrial Fair Kobe.

Multicountry Observational Study Mission on Green Energy Technology

Without adequate energy supplies, society cannot function and economic growth in the region cannot be achieved. At the same time, rising oil/natural gas prices in recent years have led to higher costs of production, transport, etc. To maintain high, sustainable growth in the region, APO member countries must manage energy security and find a different path from traditional high resource consumption for more energy-efficient, low-carbon economic growth.

To observe and learn about the latest advanced energy technologies contributing to green growth in the region and examine how advanced energy technology can be introduced in combination with the concept of GP, the APO in association with the CPC and Taiwan Environmental Management Association organized a multicountry observational study mission on Green Energy Technology, 15–19 September, in Taipei. The mission was attended by 24 green energy professionals from 14 APO member economies in the Asia-Pacific region who observed advanced green energy technologies to improve energy management and energy efficiency and identified appropriate ways to transfer such technology effectively. They discussed an array of green energy technologies and identified the 10 most promising, urging governments and businesses to adopt them for green growth. This was circulated to all APO members.

Program coverage: Concept and applications of advanced energy technology; Environmental requirements; and Successful adoption of advanced energy technology. Site visits were made to energy management companies Chunghwa Telecom, Gintech Energy Corporation, KYW Energy Tech Co., Ltd., and Advantech Co., Ltd., all of which displayed energy management-related technologies and systems for the benefit of participants.

Forum on Mitigating Negative Effects of Climate Change on Agriculture

The effects of climate change (CC) on agriculture are becoming more obvious. They pose serious threats and challenges to food security and sustainability in agriculture under the business-as-usual situation. It is therefore critical to transform practices for increasing agricultural productivity while reducing greenhouse gas emissions to ensure sustainable food production to feed more than nine billion people in 2050.

To explore strategies, approaches, and good practices of CC adaptation and mitigation in agriculture, the APO in collaboration with the Ministry of Agriculture and Ministry of Manpower and Transmigration of the Republic of Indonesia, Association of Southeast Asian Nations (ASEAN), and Economic Research Institute for ASEAN and East Asia (ERIA) organized a forum on Mitigating Negative Effects of Climate Change on Agriculture in Bali, 30 September–3 October. The Indonesian Agency of Agricultural Research and Development (IAARD) in collaboration with the NPO of Indonesia implemented the program. Thirty-nine policymakers and planners, government officers, agricultural professionals, scientists, practitioners, and executives of NGOs and NPOs representing 14 APO member countries attended. Fifteen resource persons from Germany, Indonesia, Japan, the USA, ERIA, Center for International Forestry Research, International Federation of Organic Agriculture Movements, and International Rice Research Institute made thematic presentations.

Program coverage: Six thematic sessions were: Assessment of CC impacts on agricultural productivity; Efficient, effective resource management for CC mitigation and adaptation; Innovations in farming systems for mitigation of and adaptation to CC; Tools and technologies for agricultural adaptation to CC; Policy and institutional settings for building resilience for adaptation to CC; and Mainstreaming good practices of agricultural adaptation to CC into sectoral planning. To observe climate-smart agricultural and agribusiness practices, the participants visited the Subak Guama Cooperative in Bali.



Forum on Mitigating Negative Effects of Climate Change on Agriculture. Photo courtesy of the IAARD.

After intensive deliberations, the forum agreed on a set of findings and recommendations titled “The Bali Declaration on Climate Change Adaptation and Mitigation in Agriculture in the Asia-Pacific.”

Multicountry Observational Study Mission on Innovative Enterprises Implementing the Energy Management System (ISO 50001)

Energy efficiency has been a goal for years to provide more power for economic activities and residential demand at lower cost while using less fuel. There have been some clear successes in many parts of the world. Yet more needs to be done in both the private and public sectors to facilitate energy-efficient practices and procedures in the Asia-Pacific region. Organizations that waste energy through lax processes and insufficient management are not only losing money but are also causing avoidable pollution through increased carbon emissions.

To provide an opportunity for senior executives and officers to understand the methodology and major components of ISO 50001 and enable them

to reduce energy consumption and improve energy performance in organizations, the APO in association with the Directorate of Productivity and Entrepreneurship organized an observational study mission, 6–10 October, in Jakarta. Twenty-one participants from 12 APO members attended, representing private companies, NPOs, governments, and public institutes. Resource speakers from Hong Kong and India shared their insights and knowledge. All participants prepared action plans on how to apply energy management systems for productivity improvement in their organizations and countries.

Program coverage: Modern energy management systems; Essential features of ISO 50002; ISO 50001 scope, management responsibility, and policy; ISO 50001 energy management system planning; ISO 50001 energy management system implementation and operation; Checking; Management review—inputs and outputs; Plan for implementation of ISO 50001; Certification in ISO 50001; Success stories of energy management applications in Indonesia; and Benchmarking of two energy management model companies. Participants visited Indonesia Power and Schneider Electric Indonesia to observe their energy management systems in operation.

Study Mission to a Nonmember Country on Smart Grids for Communities

The APO has been actively organizing capacity-building projects on energy efficiency, energy

management, renewable energy, and eco-cities. A smart grid is an electricity network that intelligently integrates the actions of generators, consumers, and those that do both to deliver sustainable, economical, secure electricity supplies. The USA is a leader in modernizing electric grids and uses international standards to ensure the broadest market for smart grid suppliers.

To examine the latest community-based trends in the use of smart grids and the technological challenges faced in making innovations to enhance their productivity and competitiveness, the APO organized a study mission on Smart Grids for Communities to Hawaii, USA, 13–17 October. Numerous partners cooperated in the mission, including the Department of Business/Economic Development & Tourism, State of Hawaii; county of Maui; Hawaii Natural Energy Institute; University of Hawaii; Maui Economic Development Board, Inc.; and New Energy and Industrial Technology Development Organization of Japan. By observing the actual operation of smart grids, the 12 participants from 10 APO members were able to understand the potential benefits of and practical approaches to introducing them in their countries and organizations. They also shared the best practices of smart grid utilization to date.

Program coverage: What is a smart grid and why is it necessary?; Smart grid-related developments in Hawaii and the role of government; Maui smart grid project; Smart grid inverter project; Battery energy storage projects; Hawaiian electric smart grid roadmap; Hawaiian electric smart grid projects; How to design and develop smart grids: Technology and investments; and Future of smart grids in the Asia-Pacific. Site visits were hosted by the Renewable Energy Projects facilities, Oahu; Kawaihoa Wind Power; H-Power; HECO Control Center; and JUMPSmart project sites and advanced renewable energy facilities, Maui.

3rd World Conference on Green Productivity

As innovation-led GP is the key to sustainable, inclusive development of countries in the Asia-Pacific, the APO organized the 3rd World Conference on Green Productivity in Taipei, 4–6 November. The aim of the conference was to deliberate on promoting green growth/economy and achieving sustainable development by adopting GP practices with the focus on resource recycling, green energy, green factories, and ecological agriculture. It was organized by the APO in association with the CPC and the APO Center of Excellence on Green Productivity. Seventy-six participants from 19 APO members



3rd World Conference on Green Productivity.
Photo courtesy of the CPC.

attended along with 249 local attendees. The conference was opened by ROC President Ying-Jeou Ma.

Program coverage: Best practices of GP, green energy, sustainable consumption, and production; Eco-cities; Energy efficiency; Green factories, green business, waste management, and green growth; and Inclusive development. Site visits were made to the green building Taipei 101, DA.AI Technology Co., Ltd., and Cheng Loong Corp. to observe green waste and resource recycling.

Multicountry Observational Study Mission on Future City Initiatives

The number of urban residents is growing by nearly 60 million every year globally. We live in an era where more than half of all people live in an urban area for the first time in human history. In this context, wide-ranging discussion is occurring on subjects such as “sustainable cities,” “eco-cities,” “mega cities,” and “smart cities,” all of which seek to identify ways to sustain economic growth in urban areas while decreasing environmental burdens and increasing the quality of life across and beyond the APO economies.

The Ministry of Foreign Affairs of Japan generously contributed a special cash grant to the APO to implement a multicountry observational study mission on Future City Initiatives to provide opportunities not only for APO member countries but also for some other Asian countries to learn from the cutting-edge practices of the future city initiatives across Japan. The mission was held in Tokyo, Kitakyushu, Kyotango, Kyoto, and Yokohama, 17–21 November. It was attended by 18 participants from 12 APO economies, four participants from Myanmar, and two observers from the Republic of Palau.

Program coverage: Future city initiatives; Sustainable/eco-city initiatives; Smart city initiatives; Resource recycling; Industrial waste recycling; Food

waste recycling; Creative cities; Public–private partnerships; Application of sustainable technology; Social business models; Culture and tourism; Art for reviving cities/towns; and Asian approaches to social problems. The delegates visited the APO Secretariat, Kitakyushu Eco Town Center, Kitakyushu Resource Recycling Plant, Kyotango Resource Recycling Plant, Kyotango City Hall, Amita Holdings, and several sites in Yokohama.



Multicountry Observational Study Mission on Future City Initiatives.

Workshop on Green Productivity Manual Development: Compilation of GP Case Studies

Since 2001, the APO has trained more than 250 GP practitioners and trainers through face-to-face courses focusing on the strategic and production levels so that they could disseminate the knowledge gained through training and consultancy and apply it to actual plants or buildings, generating success stories. The APO also trained participants in energy efficiency, solid waste management, eco-labeling, renewable energy, MFCA, eco-tourism, the 3Rs, green supply chains, urban environmental management, greenhouse gas emission reduction, etc. while promoting GP.

To exchange information on GP implementation, discuss the latest GP-related developments and major initiatives taken by member economies, and review its GP manual, the APO organized a workshop on GP Manual Development, 2–5 December, in Tokyo. Seventeen GP practitioners from 15 APO

members attended the workshop, where they discussed and analyzed GP success stories and compiled notable suggestions for upgrading the GP manual. It is believed that this document in the form of a resource will be handy in GP-related training courses organized by the APO and NPOs.

Program coverage: Case studies on GP applications including energy efficiency, solid waste management, eco-labeling, renewable energy, MFCA, eco-tourism, the 3Rs, green supply chains, urban environmental management, greenhouse gas emission reduction, etc. A site visit was made to Hotel New Otani to observe GP best practices such as energy efficiency, water conservation, waste management, recycling, and others.

Asia Environment and Economic Forum

The Rio +20 Conference in June 2012 highlighted areas for future efforts to move toward a greener economy for sustainable development. As one follow-up effort on those areas, the Asia Environment and Economic Forum was held in Odaiba, Tokyo, 10–12 December, funded by a special cash grant from the Ministry of Foreign Affairs, Government of Japan. Forty-four participants including seven observers from 17 member economies attended. Given the generosity of the cash grant, the number of participants was more than double that in regular APO projects. This forum addressed green technology and business to accelerate green growth in the region. It also covered environmental and economic achievements from major GP activities and initiatives by member governments. The three-day program was held in conjunction with the Japan Eco-products Fair 2014 in Tokyo, which inspired the APO to launch its Eco-products International Fair in 2004.

Program coverage: Impact of climate change and policy initiatives; GP, green economic growth, and sustainable society; Perspective on a bio-based economy in Korea; Organic farming for low-carbon

economic growth; Solid waste management and necessity of the 3Rs in the Asia region; MFCA possibilities in the supply chain; Integrated model of the low-carbon supply chain; Latest international trends in MFCA (ISO 14051 and 14052) and relationship with the next ISO 14001; MFCA global implementation; Mainstreaming the 3Rs and waste management in environmental policy and planning for sustainability; and Rethinking environmental governance. A half-day site visit was made to the Eco-products Fair 2014, where participants were given a guided tour of major booths and opportunities to exchange business cards for potential future business matching.



Asia Environment and Economic Forum.

Workshop on the Development of the International Green Productivity Advisory Committee (I-GPAC)

The GPAC in Japan was established in 2003 to accelerate GP activities in close cooperation with leading Japanese companies. The GP Program was established in 1994, and the APO has undertaken numerous GP projects that were well received by its member economies. While the GP concept was gradually adopted by member economies, the ROC took the lead in establishing its GPAC formed by leaders from industry and academia, as well as by government officials acting as advisers in fostering a green economy. Given the valuable contributions and important role of GPACs in promoting environment-friendly products, technologies, and services among businesses, governments, and the general public in the two countries, the APO held a workshop to enhance international collaboration

among APO member countries, exchange information, and orient other member countries on GPAC organization.

To provide an opportunity for all participants to understand the strategic directions and operations of the Japanese and ROC GPACs as well as recent green technology trends, the APO organized a two-day workshop, 11–12 December, in Tokyo. Five Japanese GPAC executives and seven GPAC members attended the workshop, along with two international experts from the ROC and Sri Lanka, as well as 12 participants including four observers

from the ROC, Fiji, Malaysia, Sri Lanka, Thailand, and Vietnam. The workshop shared the background of GPAC establishment in Japan and the ROC, as well as roles of the GPACs in each country. The participants discussed in depth how to establish GPACs in APO member economies to promote GP and green economies.

Program coverage: Sustainable development and regional cooperation; GP; Green economy; GPAC structures and roles; and International cooperation for GPAC establishment.

INDIVIDUAL-COUNTRY PROGRAMS

APO Special Speakers' Session (under the Program Development Fund)

Emerging challenges and trends and acquiring new tools and techniques for productivity enhancement are keys to staying relevant to the needs of member countries. The APO Special Speakers' Sessions were held to introduce such key trends from world authorities by taking advantage of their visits to Tokyo for other purposes. Three sessions were held: 1) Future Centre: Emerging Trends for Social Innovation in Europe on 6 March; 2) Driving Knowledge Productivity on 16 May; and 3) Japan and the Growth of the World Economy on 22 May.

The first and third sessions were held at the APO Secretariat, whereas the second was at Keio University, also in Tokyo, which served as a co-organizer of the session. The three sessions were attended by over 100 in total, including guests from the embassies of APO member countries in Tokyo, Japanese government agencies, the Green Productivity Advisory Committee (GPAC), and universities and research institutions as well as APO Secretariat staff.

Program coverage: Emerging trends in productivity enhancement; New productivity tools and techniques; Future center; Social innovation; Social problem resolution; Living labs; Knowledge productivity; Productivity measurement; Economic trends in Asia; and World economic trends.

Individual-country Observational Study Missions

Under the Individual-country Observational Study Mission (I-OSM) Program, a member country may send a mission(s) to one or more other member countries to study and observe recent developments and best practices in a particular area of interest relevant to its needs for productivity promotion. This program addresses individual member country needs in the pursuit of productivity enhancement.

In 2014, eight study missions benefiting 93 professionals from seven member countries were carried out on: Best practices of quality healthcare services; Sharing best practices in the health sector; Benchmarking against development approval processes by local authorities in the ROC; Human resources development on a global level; Eco-agri innovation; Productivity and quality improvement; Customer-focused innovative business models from the ROC; and Benchmarking of industrial education systems for national competitiveness. In 2014, the ROC, Japan, ROK, Singapore, and Thailand hosted I-OSMs from other member economies.

Technical Expert Services

The main objectives of the Technical Expert Services (TES) Program are to develop trainers and consultants of NPOs as well as related organizations and provide them with consultancy services to solve productivity-related issues. TES achieves these two main objectives through the assignment of experts who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans

and coordinates TES activities in close cooperation with the recipient NPO. The duration of TES projects is normally up to 12 days.

In 2014, 40 TES experts were assigned, with six carried over from 2013. The most experts assigned from within the APO membership were from Japan (eight), and the most from outside it were from Australia (four). Other experts came from the USA, Canada, Germany, Hong Kong, the Netherlands, New Zealand, Switzerland, and the UK. Overall, expert services received an average evaluation score of 92 out of 100 for the quality of service provided to members who utilized them. Based on information provided by NPOs, more than 2,400 participants, professionals, and employees benefited through lectures, presentations, consultations, and training conducted by the experts.

Development of Demonstration Companies

The demonstration projects undertaken by the APO are meant to illustrate practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. Demonstration companies convey success stories on the development and implementation of productivity improvement initiatives undertaken by varied stakeholders. By establishing demonstration/model organizations, companies, and communities to showcase the tangible results of productivity improvement programs, others are encouraged to undertake similar efforts. Potential candidates for demonstration company projects are recommended by NPOs, and the final selection is made in consultation with experts and the APO Secretariat. The APO assigns experts to the selected organizations to perform diagnostic studies, recommend an action plan for productivity improvement, and help implement the plan. The results are documented for learning by others. Through this program, NPOs will eventually develop the ability to manage their own demonstration/model projects.

Three demonstration projects started in 2013 focusing on Developing and Implementing Key Performance Indicators, Material Flow Cost Accounting, and Productivity Improvement in and Modernization of the Food-processing and Sugar Industry in IR Iran, Thailand, and Vietnam, respectively, were completed in 2014. In 2014, three demonstration projects were newly initiated: 1) Application of Productivity- and Quality-based Integrated Management Systems in the Service Industry in Mongolia in collaboration with the MPO at Shunkhlai LLC, a firm engaged in retailing and trading petroleum products; 2) Application of Knowledge Management for Improving Productivity and Quality of Services of a Public-sector Organization in Nepal in collaboration with the NPEDC at Nepal Television, the country's oldest and most watched TV channel; and 3) Application of Knowledge Management and Innovation for Community Development in Sri Lanka in association with the NPS in the plantation sector. All three projects are scheduled to continue throughout 2015.



Development of Demonstration Companies: Application of Knowledge Management for Improving Productivity and Quality of Services of a Public-sector Organization, Nepal. Photo courtesy of the NPEDC.

Bilateral Cooperation Between NPOs

The Bilateral Cooperation Between NPOs (BCBN) Program facilitates the dispatch of those involved in the productivity movement from an NPO or similar organizations in a member country to another member country. This is a model example of mutual support and cooperation for productivity

improvement among APO member countries. BCBN also sponsors the visits of high-level officials, policy-makers, NPO heads, and opinion leaders from one member country to another to observe and study firsthand proven productivity policies and programs.

The eight BCBN missions sponsored within 2014 covered areas such as: Consultancy training programs; Innovation; Knowledge management;

Productivity gainsharing; Productivity movement and promotion; Public-sector productivity; Quality awards; and SME development. Twenty-seven delegates from eight countries, including self-financed delegates, were the beneficiaries. The requesting countries were Cambodia, Indonesia, the ROK, Nepal, Singapore, Sri Lanka, Thailand, and Vietnam. The host countries were Cambodia, Indonesia, Japan, the ROK, Malaysia, Singapore, and Thailand.

EVALUATION OF APO PROJECTS

Impact Evaluation Study of APO Projects Implemented in 2012–2013

The fourth Impact Evaluation Study (IES) was conducted to assess the effects of APO projects implemented in 2012 and 2013. The study built on the insights gained from the previous three studies in approach and methodology and developed them further with an increased focus on results. The IES aimed to develop a systematic approach for measuring the results of APO projects by making use of internationally applied concepts and frameworks as a context for the specific nature of APO projects. The main focus of the IES was to assess the achievements of APO projects in terms of intended outputs, outcomes, and impacts. The study also collected feedback on contributions to the achievement of those results and on what could be done to achieve the intended results more effectively in future.

The IES applied an evaluation framework that is widely used and well regarded for evaluating projects and programs, i.e., the OECD/Development Assistance Committee framework. The framework uses five criteria for assessing projects: 1) relevance; 2) effectiveness; 3) efficiency; 4) impact; and 5) sustainability. Using this widely accepted framework created not only legitimacy for the outcomes of the assessment but also enabled comparisons across different types of APO projects, as well as the benchmarking of APO projects against the international arena.

In contrast to earlier evaluations, the 2014 IES used an online survey tool (SurveyMonkey) for efficient recording of responses as well as analysis of the

data. SurveyMonkey enables systematic and both aggregated and disaggregated analysis of data according to specific user needs. There were 1,100 responses to the IES, which were sufficient not only to generate material that can be used for further in-depth studies but also to provide a base for future evaluation studies. Training courses generated the highest number of responses (730), followed by workshops (207), observational study missions (OSMs) (76), and conferences (40). Other specialized programs such as the Development of NPOs (DON) (34), Bilateral Cooperation Between NPOs (BCBN) (7), and the Productivity Databook/research (6) together accounted for around 4% of the responses. In addition to the online survey questionnaire, some structured interviews were conducted onsite through a study mission to Cambodia and Sri Lanka, as well as by Skype or telephone.

The IES also developed a result chain of APO projects, utilizing the results-based management framework, which is centered on a strong notion of causality. Essential to this approach is a clear hypothesis on how the inputs and activities of an APO project will lead logically to enhanced results (outputs, outcomes, and impacts). The formulation of a result chain clearly defined the activities, outputs, outcomes, and impacts that were useful for evaluating results and will contribute to managing project planning, implementation, and monitoring in a result-oriented way.

The overall finding was that participants were generally satisfied with the positive outcomes and impacts of APO projects, especially their relevancy to their needs and project effectiveness. Among the project types, OSMs obtained the highest

satisfaction rating from beneficiaries. Although the overall rating was high, areas for improvement were indicated, especially continued follow-up.

The study also revealed areas for improvement of future APO projects, including more focus on results, better provision of networking opportunities, more focus on learning than training, continuous follow-up activities, and closer support for adoption of the learning.

Onsite Evaluation

In 2014, the APO conducted an evaluation of 47 multicountry projects implemented in 2013 with 1020 participants. Among 47 multicountry projects, there were 15 training courses, 21 workshops, six OSMs, one study meeting, one seminar, and three conferences. Participants' feedback on project implementation indicated a 99% rate of overall satisfaction. To elaborate: Program Content, 96%; Program Schedule, 96%; Time Allocation, 92%; Time Management, 94%; Methodology Used, 96%; Physical Arrangements, 96%; Resource Speakers/Persons, 97%; and Field/Observational/Company Visit(s), 88%.

From the feedback of participants, resource persons, and implementing organizations, it appeared that the high points of APO multicountry projects were abundant expertise and experienced resource persons, good program content and design, relevant topics with comprehensive coverage, and good logistic arrangements. Some points noted for improvement in implementing multicountry projects included: adjustment of tight project schedules; allotting more time for in-depth discussion; country paper presentations should be limited to the best ones; increasing the number of site visits; and undertaking a feedback survey to assess follow-up actions.

Five videoconferencing (VC)-based e-learning projects were implemented in 2013 and evaluated. The APO Secretariat mainly used the Tokyo Development Learning Center facility of the World Bank and its network of partner institutions in most participating countries. A few NPOs, however, utilized their own VC facilities for some of those courses. There were 1,174 participants from 14 member countries who attended e-learning courses. The overall satisfaction rate was 97%. The percentage breakdown was: Program Content, 95%; Program Schedule, 96%; Time Allocation, 93%; Time Management, 95%; Methodology Used, 96%; Physical Arrangements, 95%; Resource Speakers/Persons, 95%; and Field/Observational/Company Visit(s), 97%. Overall, the APO's e-learning courses were highly valued by participants for inviting good, experienced resource persons, interactive sessions among participants and resource persons, good mixture of online and offline sessions, and well-designed program. The main points for improvement were technical issues such as poor Internet connections and audio and video interruptions.

Fifty-five individual-country (Category C) projects were conducted in 2013 including I-OSMs, Technical Expert Services (TES), BCBN, Demonstration Companies, Member Country Support Program, and DON. In total, 52 experts were assigned and approximately 3,097 beneficiaries participated in Category C projects. Overall, individual-country projects were highly appreciated. Points for improvement included: follow-ups on reports submitted by mission members (I-OSMs); timely submission of evaluation reports by beneficiary NPOs (TES, BCBN); and strengthening of technical communication and coordination between NPOs and local stakeholders (DON).

INFORMATION PROGRAM

The objectives of the APO Information Program are to: promote the mission of the organization and expand cooperation and collaboration with other organizations in the membership and beyond; disseminate information that will contribute to increased productivity; and oversee IT applications within the Secretariat, in the administration of training courses, and in training delivery. Activities under the program include print and electronic publications, multimedia projects, seminars and workshops, and promotional efforts.

Publications

The APO has three publishing programs: Report Format Titles, Special Publications, and General Publications. Since 2003, the APO has been producing electronic editions in PDF of the report format titles and special publications, which are uploaded on the APO website.

Report Format Titles

The Report Format Titles are for proceedings of selected basic research projects, study meetings, and seminars. The report format titles published in 2014 were:

1. *Top Management Forum: Corporate Strategies for Driving Sustainability in the Asia-Pacific;*
2. *Benchmarking Research Project on Retail and Food Services Sectors in Asia;*
3. *Green Productivity Excellence Awards Framework for Asian Productivity Organization Member Economies;* and
4. *Assessment of Green Productivity Implementation and Needs of Member Countries.*

Special Publications

Special publications cater to specific purposes such as to assist NPOs and consultants in their training efforts or for special events organized by the APO. In 2014, four titles were published:

1. *APO Directory of APO Demonstration Projects;*
2. *APO Productivity Databook 2014;*
3. *Manual on Labor-Management Relations: Japanese Experiences and Best Practices;* and
4. *Manual on Material Flow Cost Accounting: ISO 14051.*

General Publications

The APO publishes a bimonthly newsletter in English, the *APO News*, and disseminates more than 20,000 print and e-editions worldwide to NPOs, APO alumni, and project participants; other international organizations, government agencies, NGOs, and educational institutions; and individuals. It features write-ups on completed APO activities, regular columns by international productivity experts, and coverage of NPO activities and other special events.

"This is to acknowledge with great appreciation your sharing with me your November–December 2014 *APO News* issue, especially now that I am in the field of rural and agri finance. I extremely appreciate your featuring the 10 most promising green technologies. I urge you to keep on and looking forward to possible collaboration with you in the future. Cheers to the APO!"

—Ms. Lecira V. Juarez
Managing Director

APRACA CANTRAB, Philippines, November 2014.

Multimedia

The APO is capitalizing on the use of IT for disseminating information on the productivity movement in Asia and the Pacific. The IT Program of the Secretariat currently has four components: the APO website; APOnet; APO e-learning activities; and social media.

APO Website

The APO maintains a website at <http://www.apo-tokyo.org>. The site provides comprehensive information on the APO and its activities, important statements of the Secretary-General, project notifications, e-editions of APO publications, current and past issues of the *APO News*, press releases and other special announcements, and linkages to the websites of NPOs and APO-related organizations. The website has a Japanese section containing translations of selected information and publications. In the long term, the APO website is envisioned to become a major Internet portal on knowledge, news, and information related to productivity. Apart from information dissemination, the site is also increasingly being used by the APO Secretariat for communicating with its partners, NPOs, and project participants, as well as for implementing web-based e-learning courses. In 2014, the English site was reorganized to become more user friendly and modern.

APOnet

The APOnet is an Internet-based file-sharing space provided by the Secretariat to provide a fast, efficient platform for the exchange of information within the APO community. Easily accessible through the APO website, the network facilitates the exchange of important information and documents during project preparation and implementation stages among the APO Secretariat, NPOs, resource persons, participants, and others involved. Project experts and resource persons are also able to share their training materials with participants during and after sessions. The APOnet has evolved in both its overall system framework as well as its individual

functionalities in the last five years, allowing it to continue to be an integral tool in various APO activities. As the interaction and information sharing on APO projects and activities move even more toward an electronic media-based platform, the Secretariat continues to examine measures for improving its user friendliness and functions for more efficient project planning and implementation.

APO e-Learning Portal

The APO set up an e-Learning Portal (<http://www.apo-elearning.org/moodle19/>) on its website to host a variety of e-learning projects, including web (Internet)-based courses and self-learning e-courses. The web-based courses require registered participants to log onto online sessions. Those taking self-learning e-courses can enroll directly or through their NPOs. The web-based courses can accommodate 40 to 50 online students at any time. In 2010, the Secretariat initiated intensive discussions to evolve more structured self-learning e-courses including monitoring of participants, examination, and certification. In 2014, four self-learning e-courses on Food Safety Management, Material Flow Cost Accounting (ISO 14001), Green Productivity and the Environmental Management System (ISO 14001), and Energy Efficiency and the Energy Management System (ISO 50001) were completed. Two other self-learning e-courses on the Information Security Management System (ISO 27001) and Good Agricultural Practices (GAP) for Increasing Farm Productivity, Safe Sustainable Production, and Market Access were launched in November and December 2014 and were to continue until February and April 2015, respectively.

Videoconference-based courses

In addition to utilizing its own e-Learning Portal, the APO collaborates with other organizations that have videoconferencing facilities. The APO is cooperating with the Tokyo Development Learning Center of the World Bank, members of the Global Distance Learning Network (GDLN), JICA-Net, etc. to deliver e-learning courses utilizing their distance-learning/videoconferencing facilities. The APO also

collaborates with academic/training institutes that develop and provide e-learning courses. Eleven APO member countries have World Bank centers. By combining the use of those facilities with GDLN members, JICA-Net, and other hosting centers, the majority of member countries can be linked in a virtual network. In 2014, the APO organized four videoconference-based e-learning courses on Risk Management of Foodborne Pathogens, Service-sector Innovation, Green Productivity, and Production and Certification of Organic Food for Greater Market Access catering to more than 850 participants from member countries.

Social media

The APO engages the public using Facebook. In 2014, various posts including photos of APO activities, project notifications, productivity-related calendar events, productivity quotes, videos, and quick productivity data were utilized to stimulate interest in APO activities. The number of “likes” received increased by 250% in 2014.

Business continuity and IT

The role of IT is to ensure the business continuity of the Secretariat, building and maintaining systems and networks so that its critical functions of electronic communication, system oversight, and data access are not disrupted even in cases of unforeseen emergencies. Furthermore, protection of the valuable data and information resources of the organization is a priority for the sustainability of APO activities.

Threats to information security increase and diversify every year, and the Secretariat realizes that the APO network is as much a target as any other organizational information network system. Preventive measures to minimize such security risks must be taken on an organizational as well as individual-user level. One of the activities conducted in 2014 under the IT team was the development of training materials for Secretariat staff on information security. The

IT team worked with an external vendor to develop training contents that teach staff about the protection of information and proper use of IT tools and services. The existing APO e-learning site was utilized as a platform for this training, and the course will be launched as mandatory training for all existing and new staff from 2015 onward. In line with the core IT support function of maintaining a secure platform for the organization’s valuable information resources and operating a consistent communication framework, in 2014 the IT team also began a review of and feasibility studies on replacing and reconfiguring its network servers, which will either end manufacturer support or reach the five-year term in mid-2015. Finally, as part of the Secretariat’s efforts to streamline internal processes and enhance the overall efficiency of its operations, the IT team conducted numerous studies on human resources and workflow systems which could digitalize many administrative processes currently handled manually, as well as systems such as customer relationship management to consolidate various databases managed by the APO to extract real-time, comprehensive data on member countries, projects, and impact evaluations. These projects will be carried forward to 2015 for the next phases of identification of specific solutions and implementation.

Public Promotional Activities

Participation in the Global Festa

Since 1998, the APO has participated in the Global Festa (formerly the Japan International Cooperation Festival), which is held annually in Tokyo’s Hibiya Park. Each year, the APO booth showcases information on its activities and services to create awareness among the Japanese public and other stakeholders. More than 200 other international organizations, government agencies, and NGOs also participate in this event. In 2014, the Global Festa was held 4–5 October. In addition to displaying information on APO activities, Secretariat staff engaged the public by disseminating customized information and conducting quizzes to attract them to the booth.

Productivity Promotion Materials

In an effort to promote the productivity concept, the APO produces a wide range of promotional materials and distributes them to NPOs and others so that the productivity message can be conveyed to member countries and beyond. In 2014, the APO produced a calendar featuring national holidays of APO members and distributed it to other international organizations, educational institutions, NGOs, and government agencies. In addition, original APO items such as an eco-bag and golf ball sets were produced to be given out to APO delegates at different venues. As promotional materials, file folders made from recycled polypropylene, magnets, and stress balls were distributed during the Eco-products International Fair 2014.



Global Festa Japan 2014.

INTERNATIONAL COOPERATION

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

Observational Study Mission from Myanmar on Agricultural Innovations in Japan to Increase Productivity

Innovations in food production systems and postharvest operations are crucial to increasing productivity and producing good-quality agricultural products. However, many developing countries face difficulties in achieving these due to a lack of access to knowledge on modern production technologies, limited training of human resources, and inadequate infrastructure support. Myanmar is among those developing countries where the economy relies heavily on agriculture. The sector provides employment to over half of the

labor force. Growth in agricultural production and exports has remained low compared with that in neighboring Asian countries.

To study current Japanese agricultural production practices and innovative technologies to increase productivity, and study best management practices in postharvest operations and value addition, the APO organized an observational study mission from Myanmar on Agricultural Innovations in Japan to Increase Productivity in Tokyo, 19–26 August, under a special grant from the Government of Japan. Nineteen participants from Myanmar, along with eight resource persons, attended.

Program coverage: Agricultural production technology and practices; Infrastructure and facilities supporting agricultural production; and Postharvest handling and marketing practices. The study mission included visits to several research institutes under the National Agricultural and Food Research Organization; tractor manufacturer Kubota Corporation; food-processing machinery manufacturer Satake Corporation; fertilizer provider Katakura Chikkarin; and rice mill and storage facilities operated by agricultural cooperatives.



Observational Study Mission from Myanmar on Agricultural Innovation in Japan to Increase Productivity.

Joint Projects

The APO collaborated with two organizations on two projects in 2014. For details, please refer to page 103.

Services of Experts Received

Eight experts from three organizations were assigned in 2014. For details, please refer to page 103.

Guest Observers Received

Four observers from four organizations attended the 56th Session of the Governing Body, and three

observers from three organizations attended the 55th Workshop Meeting of Heads of NPOs. For details, please refer to page 103.

Participants from Nonmember Countries

Twenty-three participants from one country and two observers from one country attended two APO projects. For details, please refer to page 104.

Meetings Attended

APO Secretariat staff attended 12 international meetings. For details, please refer to page 104.

2014 APO PROJECT SUMMARY

In 2014, the APO conducted various projects covering a multitude of topics. Projects totaled 172 (159 projects had been completed and 13 were in progress at the time of writing), with 4,554 participants. The completed APO projects comprised 65 multicountry projects, 86 individual-country projects, and eight e-learning courses. A total of 563 experts (among whom 470 had completed their assignments in 2014 and 93 were involved in ongoing projects) facilitated these projects, assisted by 41 national coordinators who focused on e-learning courses. The APO also extended its outreach to 21,913 attendees/visitors/observers through projects/events open to the public.

APO PROJECTS IN 2014

Type of projects	Completed	In progress
Multicountry projects	65	8
Individual-country projects	86	3
e-Learning	8	2
Subtotal	159	13
Total	172	

STRENGTHENING OF NPOS

Project title	Venue	Date/status	Participants
Expert/country	Designation/organization		Assigned by
Research for <i>APO Productivity Databook</i> (2014 edition)	APO Secretariat	Completed	-
Koji Nomura (Dr.)/Japan	Associate Professor, Keio Economic Observatory, Keio University		APO
Ziauddin Ahmed/ Bangladesh	Joint Director, Bangladesh Bureau of Statistics, Ministry of Planning		APO
Chettra Keo/Cambodia	Director, National Accounts Department, National Institute of Statistics, Ministry of Planning		APO
Navilini Singh/Fiji	Senior Statistician, Economics Statistics Division, Fiji Bureau of Statistics		APO
P. Bhanumati/India	Director, National Accounts Division, Central Statistics Office, Ministry of Statistics & Programme Implementation		APO
Wachyu Winarsih/ Indonesia	Leader of Social Analysis, Directorate of Analysis and Development Statistic/Statistics Indonesia		APO
Hamid Azarmand/IR Iran	Deputy, NIPO		APO
Behzad Mahmoodi/IR Iran	Chief, Statistical Designs Survey Section, Statistical Research and Survey Department, Central Bank of Iran		APO
Phousavanh Chanthasombath/Lao PDR	Deputy Director of National Account, Department of Economy Statistic, Lao Statistics Bureau, Ministry of Planning and Investment		APO
Hezlin Suzliana Binti Abdul Halim/Malaysia	Assistant Director, National Accounts Statistics Divison, Department of Statistics		APO
Bayarmaa Baatarsuren/ Mongolia	Statistician, National Statistical Office of Mongolia		APO
Rajesh Dhital/Nepal	Director, Central Bureau of Statistics		APO
Shahid Mahmood Butt/ Pakistan	Consultant, Deutsche Gesellschaft fur Internationale Zusammenarbeit PK, GmbH		APO
Estela T. de Guzman/ Philippines	Director, Industry and Trade Statistics Department, National Statistics Office		APO

STRENGTHENING OF NPOS

Project title	Venue	Date/status	Participants
Expert/country	Designation/organization		Assigned by
Wei-Jie Huang/ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan		APO
Keun Hee Rhee (Dr.)/ROK	Director/Senior Researcher, Productivity Research Institute, KPC		APO
Weerasinghe Wasala Mudiyanseelage Ananda Sarath Premakumara /Sri Lanka	Director Statistics, Sample Surveys Division, Department of Census and Statistics, Ministry of Finance and Planning		APO
Wirot Nararak/Thailand	Director, National Accounts Office, National Economic and Social Development Board		APO
Thi Hai Ha Nguyen/ Vietnam	Statistical Officer, Trade and Services Department, General Statistics Office of Vietnam		APO
Research for APO Productivity Databook (2015 edition)		APO Secretariat	Year-long
Ziauddin Ahmed/ Bangladesh	Joint Director, Bangladesh Bureau of Statistics, Ministry of Planning		APO
Keo Chettra/Cambodia	Director, National Accounts Department, National Institute of Statistics, Ministry of Planning		APO
Navilini Singh/Fiji	Senior Statistician, Fiji Bureau of Statistics		APO
Kolathupadavil Philipose Sunny (Dr.)/India	Group Head (Economic Services), NPC		APO
Sulthani Emil Azman/ Indonesia	Director of Industrial Statistics, Statistics Indonesia		APO
Behzad Mahmoodi/IR Iran	Deputy of Monitoring, Auditing and Assessment Department, NIPO		APO
Phousavanh Chanthasombath/Lao PDR	Deputy Director of National Account, Department of Economy Statistic, Lao Statistics Bureau, Ministry of Planning and Investment		APO
Hezlin Suzliana Binti Abdul Halim/Malaysia	Assistant Director, National Accounts Statistics Division, Department of Statistics		APO
Bayarmaa Baatarsuren/ Mongolia	Statistician, Macro-economic Statistical Department, National Statistical Office of Mongolia		APO
Rajesh Dhital/Nepal	Director, Central Bureau of Statistics		APO
Estela Tormon De Guzman/ Philippines	Director (Interim Assistant National Statistician), Philippine Statistics Authority		APO
Wei-Jie Huang/ROC	Chief, National Accounts Section, Bureau of Statistics, Directorate-General of Budget, Accounting, and Statistics, Executive Yuan		APO
Weerasinghe Wasala Mudiyanseelage Ananda Sarath Premakumara/Sri Lanka	Director Statistics, Department of Census and Statistics, Ministry of Finance and Planning		APO
Wirot Nararak/Thailand	National Accounts Director-General, National Accounts Office, National Economic and Social Development Board		APO
Duong Manh Hung/ Vietnam	Deputy Director , National Accounts Department, General Statistic Office of Vietnam		APO
Self-learning e-Course on Food Safety Management		-	Completed
Richard Merx/Netherlands	Consultant, PT Merkadi Management Consultant		491
Demonstration Company Project on HACCP		Lao PDR	Completed
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Center Sdn. Bhd.		-
Demonstration Company Project on HACCP: Phase II		Lao PDR	Completed
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Center Sdn. Bhd.		-
Basic Training of Consultants and Trainers in Modern Food Safety Management Systems (FSMS) for SMEs		Cambodia	Completed
Yong Kok Seng/Malaysia	Managing Director, QMC Resource Centre Sdn. Bhd.		-

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants
Expert/country	Designation/organization			Assigned by
Member Country Support Program on Material Flow Cost Accounting		India	Completed	-
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Yoshikuni Furukawa/Japan	General Manager, Sustainable Management, Nitto Denko Corporation			APO
Workshop on NPOs' Best Practices in Productivity Promotion		ROK	4–7 March	26
Kazuteru Kuroda/Japan	Head of Global Management Center, JPC			APO
Workshop on Development of Courses for Productivity Practitioners in Institutes of Technology		ROC	13–16 May	17
Yoonhee Park (Dr.)/ROK	Assistant Professor, Korea University of Technology and Education			APO
Antonio D. Kalaw, Jr. / Philippines	President, DAP			APO
Impact Evaluation Study		Member economies	19 May–23 October	-
Mohan Dhamotharan/Germany	Consultant			APO
Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)		Philippines	9 June–4 July	22
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte Ltd			APO
Chantalux Mongkol/Thailand	Acting Director, Productivity Promotion Division, FTPI			APO
Arnel D. Abanto/Philippines	Vice-President, DAP			NPO
Elena Avedillo-Cruz/Philippines	Freelance Consultant			NPO
Homer H. Alcon/Philippines	Project Officer, DAP			NPO
Jonathan C. Macaraeg/Philippines	Sustainable Development Head, Integrated Management Representative, Mariwasa Siam Ceramics, Inc.			NPO
Josephine E. Abanto/Philippines	Director, Corporate Planning and Quality, AAI Holding, Inc.			NPO
Lorenzo Ziga/Philippines	Corporate Labor Relations Head, Nestle Philippines, Inc.			NPO
Ma. Theresa A. Agustin/Philippines	Program Director, DAP			NPO
Magdalena L. Mendoza/Philippines	Senior Vice-President, Programs, DAP			NPO
Niña Maria B. Estudillo/Philippines	Consultant			NPO
Themistocles Padla/Philippines	Freelance Consultant			NPO
Self-learning e-Course on Material Flow Cost Accounting (ISO 14051)		-	Completed	458
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Self-learning e-Course on Green Productivity and the Environmental Management System (ISO 14001)		-	30 June–30 September	770
A.K. Saxena (Dr.)/India	Consultant			APO
Self-learning e-Course on Energy Efficiency and the Energy Management System (ISO 50001)		-	1 August–31 October	413
Ng Ha Wai, Howie/PR China	Technical Director, Hong Kong Veritas Limited			APO
Mohan Patil/India	Director, Resource Conservation & Management, Federation of Indian Chamber of Commerce & Industries			APO

STRENGTHENING OF NPOS

Project title		Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization				
Self-learning e-Course on Information Security Management System (ISO 27001)		-	In progress	-	
Siddharth Sharma/India	Director–Information Technology, NPC				APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		India	25 August–6 September	16	
Niña Maria B. Estudillo/Philippines	Consultant				APO
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.				APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Malaysia	2–12 September	14	
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.				APO
Shubhrangshu Barman Roy (Dr.)/Singapore	Principal Consultant and Business Head, Breakthrough Management Group International, India				APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Cambodia	1–16 October	22	
Chua Geok Boon/Malaysia	Lead Auditor/Senior Trainer/Senior Consultant, Independent European Certification (M) Sdn. Bhd.				APO
Ong Bee See/Malaysia	Director/Certification Manager/Lead Auditor, Independent European Certification (M) Sdn. Bhd.				APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Vietnam	6–10 October, 17–21 November	28	
Shaharum Ashaari/Malaysia	Consultant, Synergy Assimilation of Knowledge Resources				APO
Institutional Strengthening of NPOs through the Development of Productivity Practitioners		Indonesia	24 November–5 December	18	
Mohd. Lizuan Bin Abd. Latif/Malaysia	Principal Consultant, Qualitymind Sdn. Bhd.				APO
Shahril Goh Fadhil/Malaysia	CEO and Senior Consultant, Lean Applied Sdn. Bhd.				APO
Strategic Planning Workshop for APO Liaison Officers		Japan	27–29 August	19 + 2 (observers)	
Kunitoshi Saito/Japan	Development Consultant, Capacity Development and Need Assessment Specialist				APO
Robin Mann (Dr.)/New Zealand	Director, Centre for Organisational Excellence Research				APO
Expert Panel Meeting on the Development of the Green Productivity Excellence Awards Framework		ROC	1–3 October	-	
Sadhan Kumar Ghosh (Dr.)/India	Professor & Former Head, Mechanical Engineering Department, Jadavpur University				APO
Keihiro Masui (Dr.)/Japan	Research Group Leader, National Institute of Advanced Industrial Science and Technology				APO
Shun Fung Chiu (Dr.)/Philippines	J.M. Reyes Professorial Chairholder of Mechanical Eng'g , De La Salle University				APO
Sung-Woo Seok/ROK	Director, Korea Environmental Industry & Technology Institute				APO
Bin Song (Dr.)/Singapore	Senior Scientist, Singapore Institute of Manufacturing Technology				APO
Ewa Bloch/UK	Eco-innovation Expert, European Business Awards for the Environment Secretariat, Low Associates				APO
Allen H. Hu (Dr.)/ROC	Professor, Institute of Environmental Engineering and Management, National Taipei University of Technology				NPO
Assignment of experts to NPOs to assist in upgrading GP capabilities		Vietnam	1–3 October	-	
Tsu-Shou Cheng/ROC	Deputy Executive Secretary, Environmental Protection Administration, Executive Yuan				APO
Assignment of experts to NPOs to assist in upgrading GP capabilities		Lao PDR	3–5 November	-	
Jiun-kuan Wu/ROC	Principal Engineer, Industrial Technology Research Institute				APO

STRENGTHENING OF NPOS

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			Assigned by
Assignment of experts to NPOs to assist in upgrading GP capabilities	Philippines	11–13 November	-	
Ling-Hui Shu Chen/ROC	Secretary General, Bureau of Energy, Ministry of Economic Affairs			APO
Yi-Chi Wang/ROC	Section Chief, Sustainable Development Division, Industry Development Bureau, Ministry of Economic Affairs			APO
Assignment of experts to NPOs to assist in upgrading GP capabilities	India	19–22 November	-	
Hsiao-Kang Ma (Dr.)/ROC	Professor, National Taiwan University			APO
Workshop on Promoting Sustainable Economic Growth through Fair Distribution of Productivity Gains	Indonesia	10–14 November	19	
Peter Gerard Gahan (Dr.)/Australia	Professor, Department of Management and Marketing, Faculty of Business and Economics, University of Melbourne			APO
Yasuhiko Inoue/Japan	Counselor of International Department, JPC			APO
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.			APO
Sanggam Purba /Indonesia	Directorate Productivity and Entrepreneurship/NPO Indonesia			NPO
Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)	Malaysia	10–28 November	20	
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Ahmad Murshid Abu/Malaysia	MPC			NPO
Jamilah Haron/Malaysia	MPC			NPO
Jayaletchumi/Malaysia	MPC			NPO
Mohd. Hilmi Mohd. Idris/Malaysia	MPC			NPO
Sawiah Samad/Malaysia	MPC			NPO
Shahrom/Malaysia	MPC			NPO
Suzana Ismail/Malaysia	MPC			NPO
Top Management Forum: Corporate Strategies for Global Management and Competitiveness for SMEs	ROK	25–27 November	23	
Kazuteru Kuroda/Japan	Head of Global Management Center, JPC			APO
Shigemi Yoneyama/Japan	Professor, Faculty of Business Administration, Gakushuin University			APO
Self-learning e-Course on Good Agricultural Practices (GAP) for Increasing Farm Productivity, Safe Sustainable Production, and Market Access	-	In progress	-	
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Study Mission to a Nonmember Country on Business and Service Models of NPOs	USA	2–4 December	15	
Amanda Schlayo/USA	Director, Marketing, APQC			NPO
Cathy Hill/USA	Executive Director, Membership/Sales, APQC			NPO
Frances Russell/USA	Operations Manager, APQC			NPO
Jeff Varney/USA	Senior Advisor, APQC			NPO
Kelly Bedrich/USA	Director, IT, APQC			NPO
Kelly Hunter/USA	Global Relationship Manager, APQC			NPO

STRENGTHENING OF NPOS

Expert/country	Project title	Venue	Date/status	Participants	Assigned by
Lisa Higgins/USA	President and COO, APQC				NPO
Marisa Brown/USA	Director, Research Services, APQC				NPO
Rachele Williams/USA	Senior Consultant, APQC				NPO
Ron Webb/USA	Executive Director, Open Standards, APQC				NPO
Christine Kelly/USA	Director, Membership, APQC				NPO
Research on Productivity Analysis for NPOs		APO Secretariat	Year-long	-	
Koji Nomura (Prof.)/Japan	Associate Professor, Keio Economic Observatory, Keio University				APO
Arundhati Chattopadhyay (Dr.)/India	Deputy Director (Economic Service), NPC (RPMG Mumbai)				APO
P. Bhanumati/India	Director, National Accounts Division, Central Statistics Office, Ministry of Statistics & Programme Implementation				APO
Ema Tusianti/Indonesia	Head of Cross Sector Statistical Analysis Section, Statistics Indonesia				APO
Sanggam Purba/Indonesia	Head of Sub Directorate Productivity Measurement, Ministry of Manpower and Transmigration				APO
Baasansuren Munkhjargal/Mongolia	Expert, MPO				APO
Bayarmaa Baatarsuren/Mongolia	Statistician, Macro-economic Statistical Department, National Statistical Office of Mongolia				APO
Carlos Catabay Tabunda, Jr. (Dr.)/Philippines	Executive Fellow, DAP				APO
Estela Tormon De Guzman/Philippines	Director (Interim Assistant National Statistician), Philippines Statistics Authority (National Statistics Office)				APO
Thudallage Shyama Nilanthi Fernando/Sri Lanka	Productivity Development Assistant, NPS				APO
Weerasinghe Wasala Mudiyansele Ananda Sarath Premakumara/Sri Lanka	Director Statistics, Department of Census and Statistics, Ministry of Finance and Planning				APO
Apichai Thamsermsukh/Thailand	Director, Production Accounts Section, Office of the National Economic and Social Development Board				APO
Patcharasri Dangthongdee/Thailand	Productivity Researcher, FTPI				APO
Nguyen Thi Le Hoa/Vietnam	Head, Office for Business Excellence, VNPI				NPO
Research on Need Assessment of Member Countries		APO Secretariat	Year-long	-	
Kunitoshi Saito/Japan	Development Consultant, Capacity Development and Need Assessment Specialist				APO
Abdul Baqui Chowdhury/Bangladesh	Joint Director, NPO, Ministry of Industries				APO
Yea Bunna/Cambodia	Director, NPCC, Ministry of Industry, Mines and Energy				APO
Sayasith Khamphasith/Cambodia	Adviser to Department of SME Promotion, DOSMEP, LNPO, Ministry of Industry and Commerce				APO
Penitiko Aore/Fiji	Deputy Director, Technical Training, NTPC, Fiji National University				APO
S.K. Chakravorty (Dr.)/India	Deputy Director General & CEO, NPC				APO
Yass Yousefi Yekta/IR Iran	International Affairs Officer, NIPO				APO
Sayaka Harada/Japan	Deputy Director, International Department, JPC				APO
Khidzir Ahmad/Malaysia	Consultant, International Relations Unit, MPC				APO

STRENGTHENING OF NPOS

Project title	Venue	Date/status	Participants
Expert/country	Designation/organization		Assigned by
Baigalmaa Purevdorj/ Mongolia	Deputy Director, MPO		APO
Prabin Kumar Acharya/ Nepal	Branch Chief, NPEDC		APO
Saif ur Rehman/Pakistan	Deputy General Manager, Regional Office in Karachi, NPO Pakistan		APO
Carlos A. Sayco, Jr./ Philippines	Vice President, International Relations, Innovation, Strategic Convergence Initiative & Partnerships, DAP		APO
Johnson H.C. Lin (Dr.)/ROC	Senior Consultant, Planning & Training Division, CPC		APO
Keun Hee Rhee (Dr.)/ROK	Director and Senior Researcher, Productivity Research Institute, KPC		APO
Rajeshpal Singh/Singapore	Senior Manager, Productivity Program Office, SPRING Singapore		APO
I.M.P. Gunaratna/Sri Lanka	Deputy Director (Planning), Development Division, Ministry of Productivity Promotion		APO
Ketmanee Ausadamongkol (Dr.)/Thailand	Advisor to the Executive Director, FTPI		APO
Nguyen Thu Hien/Vietnam	Deputy Director, VPC		APO
Strengthening of National Productivity Organizations (NPOs) Assistance Program (SNAP)		APO Secretariat	Year-long
Robin Mann (Dr.)/New Zealand	Director, Centre for Organisational Excellence Research		APO
Mohammad Abdul Musabbir/Bangladesh	Senior Research Officer, NPO, Ministry of Industries		APO
Yea Bunna/Cambodia	Director, General Department of Small and Medium Enterprises (SMEs) and Handicraft, Ministry of Industry and Handicraft		APO
Kamlesh Shashi Prakash/ Fiji	Director, NTPC, Fiji National University		APO
Nageswaran Srimati/India	Management Consultant		APO
Mochamad Moedjiman (Dr.)/Indonesia	Chairman, National Training Council of Indonesia, Ministry of Manpower and Transmigration		APO
Firouzeh Khalatbari (Dr.)/IR Iran	Chief Advisor, NIPO		APO
Keomorakoth Sidlakone (Dr.)/Lao PDR	Deputy Director General, DOSMEP, Ministry of Industry and Commerce		APO
Mah Lok Bin Abdullah/ Malaysia	Principal Consultant, Railer Management Services		APO
Enkhzul Baatarkhuu/ Mongolia	General Manager/Expert, MPO		APO
Bhavani P. Dhungana (Dr.)/ Nepal	Advisor, Institute for Integrated Development Studies		APO
Sher Muhammad (Dr.)/ Pakistan	CEO, NPO Pakistan		APO
Calros A. Sayco, Jr./ Philippines	Vice President, DAP		APO
Upali Marasinghe/Sri Lanka	Additional Secretary, Ministry of Education		APO
Parichat Sanoi/Thailand	Productivity Researcher, Productivity Research Department, FTPI		APO
Dang Thi Mai Phuong/ Vietnam	Service Development Manager, VPC		APO
Development of the APO Certification System		APO Secretariat	In progress
Mohd. Razali Hussain/ Malaysia	Director General, MPC		APO
Niña Maria B. Estudillo/ Philippines	Consultant		APO

STRENGTHENING OF SMES

Project title	Venue	Date/status	Participants	Assigned by
National Conference on Development and Promotion of Agritourism Education and Industry in Sri Lanka	Sri Lanka	17–18 February	-	
Expert/country	Designation/organization			Assigned by
Ronald Caoile Costales/ Philippines	Vice President & COO, Costales Nature Farms			APO
K.K.D.S. Ranaweera (Prof.)/ Sri Lanka	Professor of Food Science and Technology & Director, Aurvedic Research Institute, Department of Food Science and Technology, Faculty of Applied Science, University of Sri Jayawardanapura			NPO
Rohana P. Mahaliyanaarachchi (Prof.)/ Sri Lanka	Senior Professor of Agri Business Management, Department of Agri Business Management, Faculty of Agricultural Sciences, Sabaragamuwa University of Sri Lanka			NPO
S. Sivayesunesan/Sri Lanka	Instructor (English), Sabaragamuwa University of Sri Lanka			NPO
Suresh De Mel/Sri Lanka	Former President, Small and Medium Enterprises in Tourism in Sri Lanka			NPO
National Conference on Development and Promotion of Agritourism in the Philippines	Philippines	2–4 December	-	
Therdchai Choibamroong (Dr.)/Thailand	Dean and Director of Ph.D. Program in Integrated Tourism Management, Graduate School of Tourism Management, National Institute of Development Administration			APO
Amihan M. Lubag-Arquiza (Dr.)/Philippines	Assistant Professor, Crop Science Cluster, University of the Philippines Los Baños			NPO
Eli Paolo R. Fresnoza (Prof.)/ Philippines	MA-URP (hons) Assistant Professor, Asian Institute of Tourism, University of the Philippines			NPO
Francisco P. Dela Pena (Dr.)/ Philippines	President and CEO, ACES Natural Farming Institute			NPO
Lita Molitas-Colting (Dr.)/ Philippines	Project Leader, Natural Museum, Insectarium and Agritourism, Benguet State University			NPO
Rainelda C. Zulueta/ Philippines	Managing Director, Rosa Farms			NPO
Ryan N. Sebastian/ Philippines	Tourism Operations Officer II, Department of Tourism			NPO
Sharon S. Garin (Hon.)/ Philippines	Representative, AAMBIS-OWA Party List			NPO
National Workshop on Planning and Mangement of Ecotourism in Lao PDR	Lao PDR	21–24 April	-	
Therdchai Choibamroong (Dr.)/Thailand	Executive Director of NITs and Director of Ph.D. Program in Integrated Tourism Management, NIDA Center of Integrated Tourism Management Studies, National Institute of Development Administration			APO
Inthi Douanesavanh/Lao PDR	Director, Green Discovery Company			NPO
Keomorakoth Sidlakone (Dr.)/Lao PDR	Deputy Director-General, DOSMEP, LNPO			NPO
Saly Phimphith/Lao PDR	General Director and Leader of Lao Pilot Project, Department of Tourism Advertisement			NPO
Sinouk Sisombath/Lao PDR	Chairman & CEO, Sinouk Coffee Company			NPO
Sounh Manivong/Lao PDR	General Director, Department of Tourism Development			NPO
Taliboun Lattanavong/Lao PDR	Vice Chairman, Lao Handicraft Association			NPO
National Conference on Ecotourism in Mongolia	Mongolia	11–12 December	-	
Therdchai Choibamroong (Dr.)/Thailand	Executive Director of NITs and Director of Ph.D. Program in Integrated Tourism Management, NIDA Center of Integrated Tourism Management Studies, National Institute of Development Administration			APO
Sh. Nergui/Mongolia	CEO, New Juulchin LLC			NPO
O. Tsoodol/Mongolia	CEO, National Tourism Agency			NPO
Ts. Adyasuren/Mongolia	Adviser to Ministry of Environment and Green Development			NPO

STRENGTHENING OF SMES

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			Assigned by
A. Erdenebayar (Dr.)/ Mongolia	Teacher, University of Eco-Asia			NPO
B. Oyun/Mongolia	Journalist, TV5			NPO
B. Gerel/Mongolia	National Agency for Standardization			NPO
B. Bilguun/Mongolia	Coordinator, Mongolian Ecotourism Development Center			NPO
D. Bum-Erdene (Dr.)/ Mongolia	Mongolian Organic Food Association			NPO
Multicountry Observational Study Mission on Regional Business Partnerships among Farmers, Food-processing SMEs, and Research Institutes		Japan	24–28 February	18
Mitsuhide Kamikouchi/ Japan	Official and Expert, Food Industrial Innovation Division, Food Industry Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries			APO
Yoichiro Otsuka/Japan	President, Agribusiness Support Center			APO
Osamu Saito/Japan	Professor, Chiba University Graduate School of Horticulture			APO
Taneo Moriyama/Japan	Managing Director, Insight Inc.			APO
Toyoki Kozai (Dr.)/Japan	Executive Director, Japan Plant Factory Association Center for Environment, Health and Field Sciences, Professor Emeritus, Chiba University			APO
Workshop on SME Best Practices in Service Excellence		Thailand	19–23 May	23+1 (observer)
Taro Asano/Japan	Project Manager, SPRING (Service Productivity Innovation for Growth), Management Development Department, JPC			APO
Sheng-Tsung Hou (Dr.)/ ROC	Associate Professor, Graduate Institute of Management of Technology, Feng Chia University			APO
Marcus Lee (Dr.)/Singapore	Academic Director, Institute of Service Excellence, Singapore Management University			APO
Manoo Ordeedolchest (Dr.)/Thailand	Honorary President, Association of Thai ICT Industry			NPO
Pipatpong Poshyanonda (Dr.)/Thailand	Executive Vice President, Customer Service Fulfillment Division, Kasikornbank PCL			NPO
Training Course on Improving the Competitiveness of SMEs		ROK	15–18 July	18
Mikkel Bjoedstrup/Malaysia	Co-founder and Managing Director , Hijab2go			APO
Ren Jan Liow/Malaysia	Founder and CEO, AYS Sdn. Bhd.			APO
Niak Wu Koh (Dr.)/ Singapore	CEO and Director, Cosmiqo International Pte. Ltd.			APO
Workshop on Advanced Agribusiness Management		Thailand	21–25 July	21
Louie A. Divinagracia (Dr.)/ Indonesia	Vice President for Academic Affairs, Universitas Pelita Harapan			APO
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn.Bhd.			APO
Rosa Rolle (Dr.)/Thailand	Agricultural Industries Officer, Rural Infrastructure and Agro-Industries Division, UN FAO			FAO
Ralph D. Christy (Dr.)/USA	Director, Cornell International Institute for Food, Agriculture and Development, Professor, Applied Economics and Management, Cornell University			APO
Margaret Lynch/USA	Program Coordinator, Cornell International Institute for Food, Agriculture, and Development, Cornell University			Cornell University
Marlo Rankin (Dr.)/Italy	Agribusiness Economist, Rural Infrastructure and Agro-Industries Division, UN FAO, Rome			FAO

STRENGTHENING OF SMES

Project title		Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization				
Training Course on Industrial Engineering Techniques in SMEs		ROC	11–15 August	18	
Hyunsoo Kim (Dr.)/ROK	Dean, Office of Admissions, and Professor, Department of Industrial and Management Engineering, Kyonggi University				APO
Abdullah Bin Kassim/Malaysia	Senior Consultant, Quality Initiatives Training and Management Services				APO
Training of Trainers in Total Quality Management for SMEs		Indonesia	25–29 August	22	
Mohd. Lizuan Bin Abd. Latif/Malaysia	Principal Consultant, Qualitymind Sdn. Bhd.				APO
Shahril Goh Fadhil/Malaysia	CEO and Senior Consultant, Lean Applied Sdn. Bhd.				APO
George Wong/Singapore	Managing Director and Principal Consultant, Hoclink Systems & Services Pte. Ltd.				APO
I Made Dana Tangkas/Indonesia	Director, PT. Toyota Motor Manufacturing Indonesia				NPO
Multicountry Observational Study Mission on Implementation of Lean Manufacturing in SMEs		Malaysia	15–19 September	20	
Shubhrangshu Barman Roy (Dr.)/India	Principal Consultant and Business Head, Breakthrough Management Group International				APO
Training Course on Development of Homestay and Agritourism Programs		Malaysia	21–27 September	21	
Zilkifli Romli/Malaysia	Director, MUDA Agricultural Development Authority, Ministry of Agriculture and Agro-based Industry				NPO
Mohd. Gaddafi Denis/Malaysia	Director, Marketing and Support, Ministry of Agriculture and Agro-based Industry				NPO
Hishamuddin Hamdan/Malaysia	Assistant Director, Ministry of Tourism and Culture				NPO
Dato' Shariman Hamdan/Malaysia	Chairman, Malaysia Homestay Association				NPO
Amirul Abdul Halim Hapdz/Malaysia	Assistant Director, Ministry of Tourism and Culture				NPO
Multicountry Observational Study Mission on SME Development		ROC	29 September–3 October	20	
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.				APO
Khong Poh Wah (Dr.)/Singapore	Associate Professor, Nanyang Technological University				APO
Multicountry Observational Study Mission on Resilient SME Networks in the Asia-Pacific		ROC	6–10 October	18	
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.				APO
George Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.				APO
Ronald Tan/Singapore	Executive Officer, Jason Electronics Pte. Ltd.				APO
Michael Blomeyer/ROC	President, New Deantronics Ltd.				NPO
Workshop on Integrating Small Farmers into Regional and Global Value Chains through Contract Farming		Vietnam	3–7 November	22 + 15 (observers)	
Carlos A.B. da Silva (Dr.)/Italy	Senior Agribusiness Economist, Rural Infrastructure and Agro-Industries Division, UN FAO				APO
Louie A. Divinagracia (Dr.)/Philippines	Vice President for Academic Affairs, Universitas Pelita Harapan				APO
Marlo Rankin (Dr.)/Italy	Agribusiness Economist, Rural Infrastructure & Agro-Industries Division, UN FAO				FAO
Dang Kim Khoi (Dr.)/Vietnam	Center for Agricultural Policy, Institute of Policy and Strategy for Agricultural and Rural Development				NPO

STRENGTHENING OF SMES

Project title	Venue	Date/status	Participants	Assigned by
Workshop on Financial Risk Analysis and Risk Management in Agribusiness	Fiji	24–28 November	24	
Tajul Islam/Bangladesh	Senior Vice President and Chief Rating Officer, Credit Rating Agency of Bangladesh Limited			APO
Surya Swaroop Saxena/India	Deputy General Manager, Agriculture Insurance Company of India Ltd.			APO
Marilyn Manila/Philippines	Community Development Director, Center for Agriculture and Rural Development, Mutually Reinforcing Institutions			APO
Wasanthi Wickramasinghe (Dr.)/Fiji	Assistant Professor, College of Agriculture, Fisheries and Forestry, Fiji National University			NPO
APO International Productivity Showcase and Best Practice Networking Forum on SMEs	Sri Lanka	15–17 December	24	
Shirish Paliwal/India	Head, Regional Professional Management Group, NPC			APO
Ab. Rahim Yusoff/Malaysia	Senior Director, Business Excellence Department, MPC			APO
Workshop on Entrepreneurship Promotion and Partnership	Lao PDR	15–18 December	19	
Sarowar Mohammed/Bangladesh	Director (Program-3), Thengamara Mohila Sabuj Sangha			APO
Takuto Motomura/Japan	CEO, Granma Inc.			APO
Muhammad Aziph Bin Mustapha Kamil/Malaysia	CEO, Yayasan Inovasi Malaysia (Malaysian Innovation Foundation)			APO
Matthew Aligaen Cua/Philippines	Founder-President, Awesome Lab Inc.			APO
Thanongsinh Kanlagna/Lao PDR	CEO, Datacom Co. Ltd.			NPO
Research on Benchmarking Indexes for SMEs (Food Manufacturing Sector)	APO Secretariat	Year-long	-	
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.			APO
Atsushi Miyasaka/Japan	Producer, Management Consulting Department, JPC			APO
Mazlina Binti Shafi'i/Malaysia	Senior Consultant, MPC			APO
Shin-Hong Chen (Dr.)/ROC	Research Fellow, Director, International Division, Chung-Hua Institution for Economic Research			APO
Sangmi Cha/ROK	Researcher, Productivity Research Institute, KPC			APO
Lim Jiakuan Gillian/Singapore	Manager, Singapore Innovation and Productivity Institute Pte. Ltd.			APO
Janna Sanguanroongvong/Thailand	GMP/HACCP/ISO 9000/ISO 22000/KM Consultant, FTPI			APO
Research on Entrepreneurship Initiatives in APO Economies	APO Secretariat	In progress	-	
Tsuneo Yahagi (Prof.)/Japan	Provost, Sakushin University, Professor Emeritus, Keio University			APO
Chea Peou (Dr.)/Cambodia	Director, Internal Audit Department, Office of the Council of Ministers			APO
Sudipto Bhattacharya (Dr.)/India	Associate Professor, VIT Business School, VIT University			APO
Aji Hermawan (Dr.)/Indonesia	Director, Recognition and Mentoring Program, Bogor Agriculture University			APO
Kikuko Harada/Japan	Chief Executive Director, Center for Entrepreneurship Development			APO
Muhammad Idrees Khawaja (Dr.)/Pakistan	Associate Professor, Pakistan Institute of Development Economics			APO
Renato M. Pleno/Philippines	Assistant Treasurer, Philippine Exporters Confederation Inc.			APO
Chih-Yen Huang (Dr.)/ROC	Assistant Professor, Graduate Institute of Public Policy, Feng Chia University			APO
Thanaphol Virasa (Dr.)/Thailand	Deputy Dean, Chair of Entrepreneurship and Innovation Program, College of Management, Mahidol University			APO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			
Workshop on Risk Management of Foodborne Pathogens				
	Pakistan	20–24 January	24	
Angel Abad Barnes Jr./Philippines	Technical Supervisor/Professional Service Analyst for Food Safety, 3M Philippines			APO
Tsai Hui-Chun (Dr.)/ROC	Researcher, Sea Food Technology Division, Fisheries Research Institute			APO
Darunee Edwards/Thailand	President, Food Science and Technology Association of Thailand			APO
Tahir Zahoor (Dr.)/Pakistan	Professor, National Institute of Food Science and Technology, University of Agriculture			NPO
Muhammad Ayub (Dr.)/Pakistan	Director General Fisheries, Department of Fisheries, Government of Punjab			NPO
Tariq Masud (Dr.)/Pakistan	Chairman, Department of Food Technology, University of Arid Agriculture			NPO
Workshop on Development of Cold Chain Systems for Perishable Agrifood Products				
	India	24–28 March	21	
Taneo Moriyama/Japan	Managing Director, Insight, Inc.			APO
Navam Hettiarachchy (Dr.)/USA	University Professor, IFT Fellow, Integrated Protein, Nutraceuticals and Food Safety Program, Department of Food Science & Institute of Food Science and Engineering, University of Arkansas			APO
Pawanexh Kohli/India	Advisor, National Centre for Cold-chain Development, Department of Agriculture & Cooperation, Ministry of Agriculture			NPO
Sanjay R. Bhoosreddy/India	Joint Secretary (APF), Department of Agriculture and Cooperation, Ministry of Agriculture			NPO
e-Learning Course on Risk Management of Foodborne Pathogens (Session 1)		Bangladesh, India, IR Iran, Nepal, Pakistan	19–22 May	140
e-Learning Course on Risk Management of Foodborne Pathogens (Session 2)		Cambodia, Fiji, Indonesia, Mongolia, Philippines, Vietnam	24–27 June	131
Geok Boon Chua/Malaysia	Lead Auditor and Senior Consultant, Independent European Certification (M) Sdn. Bhd., CAI-Oxbridge (M) Sdn. Bhd.			APO
Son Radu (Dr.)/Malaysia	Professor, Department of Food Science, Faculty of Food Sciences and Technology, University Putra Malaysia			APO
National Workshop on Innovations in Irrigation Water Management for Enhancing Productivity and Achieving Sustainable Food Security				
	Pakistan	2–5 June	-	
Yusuf Ersoy Yildirim (Dr.)/Turkey	Professor, Department of Farm Structures & Irrigation, Faculty of Agriculture			APO
Muhammad Ashraf (Dr.)/Pakistan	International Centre for Agricultural in the Dry Areas, National Agricultural Research Centre			NPO
Muhammad Saleem/Pakistan	Senior Engineer (Water), Pakistan Agricultural Research Council			NPO
Workshop on Business Excellence for Assessors				
	Fiji	2–6 June	24	
Matao Ishii/Japan	Representative, Shonan Institute of Management			APO
Hock Wong/Singapore	Managing Director & Principal Consultant, Hoclink Systems & Services Pte. Ltd.			APO
Paul Steel/USA	President, Total Quality Inc.			APO
Workshop on Promoting Partnerships to Develop Local Agriculture and the Food Industry				
	Sri Lanka	16–20 June	21	
Rajesh Bajaj/India	General Manager (Logistics & Supply Chain), CMSS			APO
Taneo Moriyama/Japan	Managing Director, Insight, Inc.			APO
Dindo Maamo Campilan (Dr.)/Vietnam	Director for Asia, International Center for Tropical Agriculture Asia Regional Office			APO
D.B.T. Wijeratne (Dr.)/Sri Lanka	Additional Secretary (Agricultural Technology), Ministry of Agriculture			NPO
K.H. Saranada (Dr.)/Sri Lanka	Head, Food Research Unit, Department of Agriculture			NPO
Sarath G. Illangatilake (Prof.)/Sri Lanka	Consultant/Former professor, Faculty of Agriculture, University of Peradeniya			NPO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			Assigned by
Experience-sharing Workshop of Incubation Centers from the Asia-Pacific: Forging Partnerships for Development of Entrepreneurs and Promotion of Entrepreneurship	ROC	14–18 July	19	
Sukanlaya Sukie Sawang (Dr.)/Australia	Senior Lecturer, School of Management, QUT Business School, Queensland University of Technology			APO
Takaaki Hata/Japan	President & CEO, Nihon Stery Co., Ltd.			APO
William Douglas Beynon (Dr.)/Canada	President, Beynon Enterprises			APO
Chih-Yen Huang (Dr.)/ROC	Assistant Professor, Graduate Institute of Public Policy, Feng Chia University			NPO
e-Learning Course on Service-sector Innovation (Session 1)	Cambodia, Fiji, Mongolia, Nepal, Philippines, Vietnam	22–25 July	111	
e-Learning Course on Service -sector Innovation (Session 2)	Bangladesh, Indonesia, IR Iran, Malaysia, Pakistan, Thailand	8–11 September	94	
Toshio Akiyama/Japan	Executive Officer, Principal, ABeam Consulting			APO
Sudarsana Kumar Alapati/India	Consultant			APO
Workshop on Innovative Farm Management Practices to Enhance Agricultural Productivity	IR Iran	6–10 September	23	
Eiji Morimoto (Dr.)/Japan	Senior Researcher, Laboratory of Agricultural Engineering, Department of Crop Science and Breeding, Ishikawa Agriculture and Forestry Research Center			APO
Seng Kit Chan/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Woody Majiers/Netherlands	Professor and Managing Director, Majiers Ketens & Innovaties B.V., Inholland University of Applied Sciences			APO
Behrooz Hassanpour (Dr.)/IR Iran	Academic Researcher and Assistant Professor, Department of Socioeconomic Research Center, Tehran Agricultural and Natural Resources Research Center			NPO
Mohsen Seilsepour (Dr.)/IR Iran	Scientific Staff, Soil and Water Research Department, Tehran Agricultural and Natural Resources Research Center			NPO
Roham Rohmani (Dr.)/IR Iran	Researcher, Agricultural Economics, Department of the Fars Research Center, Tehran Agricultural and Natural Resources Research Center			NPO
Valiollah Baniameri (Dr.)/IR Iran	Scientific Staff, Iranian Research Institute of Plant Protection, Tehran Agricultural and Natural Resources Research Center			NPO
Multicountry Observational Study Mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners	Japan	8–14 September	17	
Eri Ohtsu/Japan	O2 Farm			APO
Kazue Sato/Japan	Director, Women and Elder Affairs Office, Agricultural Human Resources Development Division, Management Improvement Bureau, Ministry of Agriculture, Forestry and Fisheries			APO
Kenichi Kodama/Japan	Freelance Producer, TV Hamura			APO
Kunihiko Hattori/Japan	President, Taisei Kogyo Co., Ltd.			APO
Mitsuhide Kamikochi/Japan	Official, Food Industrial Innovation Division, Food Industry Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries			APO
Tetsuya Kanesaki/Japan	Staff Writer, <i>The Japan Agricultural News</i>			APO
Toyoki Kozai (Dr.)/Japan	Professor Emeritus, President, Japan Plant Factory Association, Center for Environment, Health and Field Sciences, Chiba University			APO
Yoichiro Otsuka/Japan	President, Agribusiness Support Center			APO
Yuichi Mori (Dr.)/Japan	CEO, Mebiol Inc.			APO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title	Venue	Date/status	Participants	Assigned by
Workshop on Innovation in Information and Communication Technology and Productivity Growth: Sharing of Evidence from Service-sector Firms	ROK	16–19 September	16	
Expert/country	Designation/organization			
Junkyo Fujieda/Japan	Chairman & CEO, CRM Association Japan			APO
Mah Lok Abdullah/Malaysia	Productivist, Principal Consultant, Railer Management Services			APO
Workshop on Result-based Management for NPOs and Public-sector Organizations	Philippines	7–10 October	22	
Cedric Saldanha (Dr.)/Australia	Director, Dimensions Pty. Ltd.			APO
Shin Kim (Dr.)/ROK	Research Fellow & Director, Office of International Cooperation, Korea Institute of Public Administration			APO
Magdalena Legaspi Mendoza/Philippines	Senior Vice President, DAP			NPO
Workshop on Performance Management and Measurement of Productivity in Public-sector and Service-sector Organizations	India	13–17 October	25	
Nancy MacLellan/Canada	Executive Director, Service Delivery, Service Nova Scotia and Municipal Relations			APO
Chien-Chung Shen (Dr.)/ROC	Deputy Director, Department of Supervision and Evaluation, National Development Council			CPC
Shin Kim (Dr.)/ROK	Research Fellow, Department of Regulation and Evaluation, Korea Institute of Public Administration			APO
Study Mission to the United Kingdom on Innovative Approaches to Risk Management in Food Supply Chains	UK	13–18 October	13	
Workshop on Quality Awards for the Public Sector	Singapore	27–30 October	17	
Robin Mann (Dr.)/New Zealand	Director, Centre for Organisational Excellence Research			APO
Stefania Senese (Dr.)/USA	Governance and Public Administration Officer, Division for Public Administration and Development Management, UN Department of Economic and Social Affairs			APO
Workshop on Innovative Postharvest Management Tools and Technologies for Fruit and Vegetable Products	ROC	3–7 November	22	
Seng Kit Chan/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Kheng Soon Rodney Wee (Dr.)/Singapore	Chief Executive/Principal Consultant, Asia Cold Chain Centre (Singapore)			APO
Robert E. Paull (Dr.)/USA	Professor/Researcher, Tropical Plant and Soil Sciences, University of Hawaii at Manoa			APO
Ching-Chang Shiesh (Dr.)/ROC	Associate Professor, Department of Horticulture, National Chung Hsing University			NPO
Chun-Ta Wu (Dr.)/ROC	Associate Professor, Department of Horticulture and Landscape Architect, National Taiwan University			NPO
Der-Tsai Lee (Dr.)/ROC	President, National Chung Hsing University			NPO
Doung-Liang Lin (Dr.)/ROC	Researcher, Tainan District Agricultural Research and Extension Station			NPO
Huey-Ling Lin (Dr.)/ROC	Professor, Department of Horticulture, National Chung Hsing University			NPO
Lao-Dar Juang (Dr.)/ROC	Director, Agriculture and Food Agency, Council of Agriculture			NPO
Tsu-Tsuen Wang (Dr.)/ROC	Associate Professor, Department of Horticulture and Landscape Architect, National Taiwan University			NPO
Yu-Chung Lee (Dr.)/ROC	Associate Professor, Department of Horticulture and Landscape Architect, National Taiwan University			NPO
Zhi-Heng Yen (Dr.)/ROC	Professor, Agricultural Extension Centre, National Chung Hsing University			NPO
Workshop on Innovative Extension Services to Improve Agricultural Productivity	Philippines	17–21 November	29	
V.P. Sharma (Dr.)/India	Director, Information Technology, Documentation and Publications, National Institute of Agricultural Extension Management			APO
Mirza Barjees Baig (Dr.)/Saudi Arabia	Professor, Department of Agricultural Extension and Rural Society, College of Food and Agricultural Sciences, King Saud University			APO
D.B.T. Wijeratne (Dr.)/Sri Lanka	Additional Secretary, Ministry of Agriculture			APO

CATALYZING INNOVATION-LED PRODUCTIVITY GROWTH

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			
Workshop on Emerging Food Manufacturing Technologies for SMEs				
	Singapore	24–27 November	20	
Tatiana Koutchma (Dr.)/Canada	Research Scientist in Food Processing, Graduate Faculty, Agriculture and Agri-Food Canada, Guelph Food Research Center			APO
Hiroyuki Iyota (Dr.)/Japan	Associate Professor, Department of Mechanical and Physical Engineering, Thermal Engineering Field, Osaka City University Graduate School of Engineering			APO
Tetsuya Araki (Dr.)/Japan	Associate Professor, Laboratory of International Agro-Informatics, Department of Global Agricultural Sciences, University of Tokyo Graduate School of Agricultural and Life Sciences			APO
Workshop on Productivity Measurement and Management for the Banking Sector				
	India	24–28 November	20	
Koh Moo Yang/Malaysia	Head, Deployment and Productivity Improvement, Group Talent Effectiveness and Engagement, Group Human Capital, Maybank			APO
D.M. Rupasinghe/Sri Lanka	Controller of Exchange, Exchange Control Department, Central Bank of Sri Lanka			APO
B.M. Misra/India	Principal Adviser, Department of Economic & Policy Research, Reserve Bank of India			NPO
D.N. Pathak/India	Chief Controller of Accounts, Ministry of Finance			NPO
Workshop on the Impact of Changing Demographics on Productivity				
	Singapore	25–28 November	19	
Richard Clarke/Canada	Director, Transformation, Innovation and Excellence, Ontario Ministry of Government Services			APO
Hanam Phang (Dr.)/ROK	Senior Research Fellow			APO
Workshop on Sharing of Success Stories and Best Practices of Human-centered Productivity: Development of a Productivity-friendly Culture in Organizations (for Top Management)				
	IR Iran	6–10 December	23	
Yea Bunna/Cambodia	Deputy General Director, General Department of Small and Medium Enterprises and Handicraft, Ministry of Industry and Handicraft			APO
Dong-Kyu Choi (Dr.)/ROK	Visiting Professor, Executive Adviser, Halla University, Korea Industrial Development Institute			APO
Young Hae Chung/ROK	Researcher, Korea Health Industry Development Institute			APO
Firouzeh Khalatbari (Dr.)/IR Iran	Consultant, NIPO			NPO
Research on Performance Management for Public-sector Organizations				
	APO Secretariat	Year-long	-	
Hiroaki Inatsugu (Dr.)/Japan	Professor, Faculty of Economics and Political Science, Waseda University Okuma School of Public Management			APO
Md. Nazrul Islam (Dr.)/Bangladesh	Director, NPO			APO
Anwar Sanusi (Dr.)/Indonesia	Director, Center for Institutional Performance Studies, National Institute of Public Administration			APO
Alaeddin Rafizadeh Bagrabad/IR Iran	Deputy Bureau of Performance Management, Vice-Presidency for Management and Human Capital Development			APO
Rabia Jamil/Pakistan	Head of International Relations, NPO Pakistan			APO
Magdalena Legaspi Mendoza/Philippines	Senior Vice President, DAP			APO
Indiketiya Hewage Kusumadasa Mahanama (Dr.)/Sri Lanka	Additional Secretary, Prime Minister's Office			APO
Ratchada Asisonthisakul/Thailand	Business Development and Support Manager, FTPI			APO
Tri Thanh Nguyen/Vietnam	Senior Consultant/Managing Partner, Training and Consulting Firm iLumtics			APO

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			
Development of a Network of Green Productivity Advisory Committees (GPACs)	Japan	20 February	-	
Chun-hsu Lin (Dr.)/ROC	Research Fellow (Executive Secretary), Green Trade Project Office, Energy and Environmental Research Center, Chung-Hua Institution for Economic Research			APO
Susanna Chang/ROC	Exhibition Section V, Exhibition Department, Taiwan External Trade Development Council			APO
Ryoichi Yamamoto (Prof.)/Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Green Productivity Advisory Committee: GPAC Follow-up Meeting	Japan	11 April	-	
Ryoichi Yamamoto (Prof.)/Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Eco-products International Fair	ROC	13–16 March	-	
Development of a Network of Green Productivity Advisory Committees: Eco-products International Fair 2014	ROC	13–16 March	-	
Kazuyuki Sakai/Japan	Senior Advisor for Technology, Teijin Limited			APO
Ryoichi Yamamoto (Prof.)/Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Teisuke Kitayama/Japan	Chairman of the Board, Sumitomo Mitsui Banking Corporation			APO
Yukio Yanase/Japan	Special Advisor, ORIX Corporation			APO
International Conference on Achieving Sustainability to Empower Future Generations	ROC	13–15 March	36	
Minoru Takeno/Japan	Head of Unit, Corporate Environmental Strategy Unit, Fujitsu Limited			APO
Ryoichi Yamamoto (Prof.)/Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Ryuhei Miyagawa/Japan	Deputy General Administrative Manager, Business Infrastructure Development Division/General Manager, Safety Promotion Department, Seiko Epson Corporation			APO
Shosei Fukaya/Japan	LCA Expert, Safety & Environment Division, Mitsui Chemicals			APO
Barbara Finamore/USA	Founder and Director of the Natural Resources Defense Council of China			APO
Tadashi Sugawara/Japan	Director for Technical Cooperation Planning, Technical Cooperation Division, Trade and Economic Cooperation Bureau, Ministry of Economy, Trade and Industry			APO
Teisuke Kitayama/Japan	Chairman of the Board, Sumitomo Mitsui Banking Corporation			APO
Tsakasa Ogino/Japan	President & CEO, Ubiteq Inc.			APO
Albert Kwang-Chin Ting/ROC	Chairman, CX Technology Corporation			NPO
Yang-Bo Kim/ROK	International Environment Director, Jeju Special Self-Governing Province			APO
Ken Hickson (Dr.)/Singapore	Chairman, Green Purchasing Network Singapore, Sustain Ability Showcase Asia			APO
Jay Black/USA	Director of Sustainability, SL Green Realty Corp.			APO
Michael Sachse/USA	SVP Regulatory Affairs & General Counsel, Opower			APO
Cynthia Klang/ROC	Deputy Director General, Bureau of Foreign Trade, Ministry of Economic Affairs			NPO
Erdal Elver/ROC	President and CEO, SIMENS Ltd. Taiwan			NPO
Fanghei Tsau (Dr.)/ROC	Deputy Executive Director of Southern Region Campus, Industrial Technology Research Institute			NPO

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			
Ning Yu (Dr.)/ROC	Senior Advisor, Environment and Development Foundation			NPO
Shin-Cheng Yeh/ROC	Deputy Minister of Environmental Protection Administration			NPO
Tain-jy Chen (Dr.)/ROC	Professor, National Taiwan University			NPO
Eiichiro Adachi/Japan	Counselor (to the Board), Head of ESG Research Center, Japan Research Institute, Limited			APO
Development of Eco-products Database		Completed	-	
National Training Course: Material Flow Cost Accounting (ISO 14051)		Mongolia	21–23 April	25
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
National Training Course: Material Flow Cost Accounting (ISO 14051)		Philippines	5–7 May	22
Ariko Watanabe/Japan	Consultant, Propharm Japan Co., Ltd.			APO
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Training Course on Environmental Labels and Declarations (ISO 14021, 14024, and 14025)		Bangladesh	27 April–1 May	19
Chin Yuan Chen/ROC	Project Manager, Environment and Development Foundation			APO
Hanako Negishi/Japan	Member of the Eco-products Database Working Group, Operator, Eco Leaf Type III Environmental Labeling Program Japan Environmental Management Association for Industry			APO
June Manuel Alvarez/ Philippines	Executive Director, Philippine Center for Environmental Protection and Sustainable Development, Inc.			APO
Chaiyod Bunyagidj (Dr.)/ Thailand	Technical Adviser, United Analyst and Engineering Consultant Co., Ltd.			APO
Training of Trainers and Consultants in Green Productivity		Malaysia	26 May–20 June	19
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Kelvin Keng Chuen Chan/ Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.			APO
Koh Niak Wu (Dr.)/ Singapore	Founder & Director, Cosmiqo International Pte. Ltd.			APO
Mohd. Hanif Masron/ Malaysia	Quality Assurance Manager, Indkom Engineering Sdn. Bhd.			NPO
Raja Suriyani Raja Ali/ Malaysia	Quality Assurance Manager, Ultimate Print Sdn. Bhd.			NPO
Mun Chuan Yap/Malaysia	Operation Manager, Hee Plastic Industries Sdn. Bhd.			NPO
Mohd. Nasir Hassan	Assistant Manager Human Resource, HSE & PGS Department Proreka (M) Sdn. Bhd.			NPO
APO National Workshop on Organic Certification		Bangladesh	2–5 June	-
Zhou Zejiang/PR China	Senior Advisor, Organic Food Development Center, Ministry of Environmental Protection			APO
Khurshid Alam (Dr.)/ Bangladesh	Senior Scientific Officer, Bangladesh Agricultural Research Institute			NPO
Momtaz Faruki Chowdhury/Bangladesh	Chief Executive Officer, KS Foundation of Gemcon Group			NPO
Shaikh Tanveer Hossain (Dr.)/Bangladesh	Board Member, International Federation of Organic Agricultural Movements, and Sustainable Agriculture Advisor, Friends In Village Development Bangladesh			NPO

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization				
Practice-oriented Workshop on Energy Audits and Energy Efficiency		India	2–11 June	24	
J. Nagesh Kumar/India	Director (Energy Management), NPC				NPO
P. Chitra/India	Assistant Director, NPC				NPO
P. Dharmalingam/India	Director & Head (AIP), NPC				NPO
R. Suryanarayanan/India	Senior Deputy Director (Energy Management), NPC				NPO
V. Velayutham/India	Assistant Director (Energy Management), NPC				NPO
Training Course on Management Consultancy with Special Focus on Green Productivity		Japan	16–27 June	18	
Suporn Koottatep (Dr./Thailand)	Consultant				APO
Ariko Watanabe/Japan	Consultant, Propharm Japan Co., Ltd.				NPO
Hideo Toyoshima/Japan	General Manager, Small Business Promotion Division, Osaka Chamber of Commerce and Industry				NPO
Mariko Kamiuchi/Japan	Project Manager, International Cooperation Department, JPC				NPO
Masakazu Hayashi/Japan	Senior Management Consultant, Consulting Department, JPC				NPO
Yukio Ito/Japan	Counsellor, International Cooperation Department, JPC				NPO
APO National Workshop on Good Agricultural Practices (GAP)		Cambodia	1–4 July	-	
Chan Seng Kit/Malaysia	Managing Director, K-Farm Sdn. Bhd.				APO
e-Learning Course on Green Productivity (Session 1)		Cambodia, Nepal, Philippines, Vietnam	7–10 July	60	
e-Learning Course on Green Productivity (Session 2)		Bangladesh, Fiji, Indonesia, IR Iran, Malaysia, Mongolia, Pakistan	18–21 August	135	
Kelvin Chan Keng Chuen/Singapore	Director and Principal Consultant, Teian Consulting International Pte. Ltd.				APO
Koh Niak Wu (Dr./Singapore)	CEO & Director, Cosmiqo International Pte. Ltd.				APO
Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle) under a special cash grant from the Government of Japan		Japan	7–11 July	26	
Ainhoa Carpintero Rogero/Japan	Associate Programme Officer, International Environmental Technology Centre, Division of Technology, Industry and Economic, Environment Programme				APO
Masaaki Sugaya/Japan	Manager, Environmental Protection Bureau Waste Policy Section, Kawasaki City				APO
Masaru Tanaka (Dr./Japan)	Director, Research Institute of Solid Waste Management Engineering				APO
Ryutaro Yatsu (Dr./Japan)	Vice Minister, Ministry of the Environment, Government of Japan				APO
Yasuyuki Yamawake/Japan	Assistant Manager, Sales Department, Nomura Kohsan Co., Ltd.				APO
Yuka Mitsuhashi/Japan	Assistant Chief, Office of Environmental Policy, Citizen-Environment Division, Shibushi City Local Government				APO
Observational Study Mission on Solar Energy		Japan	28 July–1 August	21 + 2 (observers)	
Christophe Inglin/Singapore	Managing Director, Phoenix Solar Pte. Ltd.				APO
Meiji Sato/Japan	Department Manager, Environment Solution Department., Environmental Solution Division, Nippon Steel Sumikin Technology Co., Ltd.				APO
Ikumasa Kojima/Japan	International Operations Committee, Japan Photovoltaic Energy Association				APO

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			
Kenichiro Shiota/Japan	Director, Energy Policy Department, Kagoshima Prefectural Government			APO
Makoto Sudo/Japan	President, Studio Del Sole Inc.			APO
Tsuyoshi Fujita (Dr.)/Japan	Director, Center for Social and Environmental Systems Research, National Institute for Environmental Studies			APO
Workshop on Good Agricultural Practices (GAP) for Increasing Farm Productivity and Enhancing Environmental Sustainability	Philippines	11–15 August	22	
Kerstin Uhlig/Germany	Manager, Corporate Relations, GLOBAL G.A.P, FoodPlus GmbH			APO
Yasuaki Takeda/Japan	Managing Director, Secretary-General, JGAP Office			APO
Seng Kit Chan/Malaysia	Managing Director, K-Farm Sdn. Bhd.			APO
Grace R. Mandigma/ Philippines	Senior Science Research Specialist, Bureau of Agriculture and Fisheries Standards			NPO
e-Learning Course on Production and Certification of Organic Food for Greater Market Access (Session 1)	Bangladesh, India, IR Iran, Nepal	1–4 September	82	
e-Learning Course on Production and Certification of Organic Food for Greater Market Access (Session 2)	Cambodia, Indonesia, Philippines, Thailand, Vietnam	29 September–2 October	99	
Gerald A. Herrmann/ Germany	Director, Organic Services GmbH			APO
Mildred Steidle/Germany	Director, Organic Services GmbH			APO
Toshiaki Takahashi/Japan	Certification Staff, Japan Organic and Natural Foods Association			APO
Ong Kung Wai/Malaysia	Proprietor Consultant, Grolink, Humus Consultancy & Marketing			APO
Observational Study Mission on Technology and Management of Water/Wastewater and Sewage Systems	Japan	1–5 September	21 + 4 (observers)	
Toru Tomioka/Japan	Director, International Division, Japan Water Works Association			APO
Yousuke Matsumiya/Japan	Director/Secretary General, International Division, Technical Department, Japan Sewage Works Association, and Japan Global Center for Urban Sanitation			APO
Eiichi Uchida/Japan	Director, Water Supply Operation Section, Water Supply Operation Center, Bureau of Waterworks, Tokyo Metropolitan Government			APO
Gaku Adachi/Japan	Business Marketing and Promotion Section, Business Management and Marketing Department, Yachiyo Engineering Co., Ltd.			APO
Harumi Oto/Japan	Supervisor for International Affairs Team, Investigation Section, General Affairs Division, Bureau of Waterworks, Tokyo Metropolitan Government			APO
Hideki Saito/Japan	Bureau of Waterworks, Tokyo Metropolitan Government			APO
Kazunori Nakahara/Japan	Sales Manager, International Sales Division, Hitachi Metals Techno, Ltd.			APO
Kenji Yamada/Japan	Deputy Chief, Environment Planning Section, Urban Environment System Department, Yachiyo Engineering Co., Ltd.			APO
Masahiro Kagawa/Japan	Assistant Manager, Planning Division, Public Construction Projects Bureau, Sewage Works and River Management Department, City of Kobe			APO
Masahiro Takeuchi/Japan	Business Marketing and Promotion Section, Business Management and Marketing Department, Yachiyo Engineering Co., Ltd.			APO
Masumi Doi/Japan	Planning Division, Public Construction Projects Bureau, Sewage Works and River Management Department, City of Kobe			APO
Takashi Yomota/Japan	Senior Manager, International Sales Department., Hitachi Metals Techno, Ltd.			APO
Yusuke Odake/Japan	Chief Engineer, Plant Engineering Division, New Business Engineering Department, Metawater Co., Ltd.			APO
Yuta Horiuchi/Japan	Chief, International Sales & Marketing Department, International Business Center, Metawater Co., Ltd.			APO
Yutaka Nakago/Japan	Director, Agricultural Administration Department, City of Kobe			APO

GREEN PRODUCTIVITY

Project title		Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization				
Multicountry Observational Study Mission on Green Energy Technology		ROC	15–19 September	24	
Jong-dall Kim (Dr.)/ROC	Professor, School of Economics and Trade, Kyungpook National University				APO
Kumanduri Ranga Chari/India	Professor, Birla Institute of Management Technology				APO
Ken Hickson (Dr.)/Singapore	Chairman & CEO, Sustain Ability Showcase Consultancy Asia Pte. Ltd.				APO
Forum on Mitigating Negative Effects of Climate Change on Agriculture		Indonesia	30 September–3 October	39	
Andre Leu/Germany	President, International Federation of Organic Agriculture Movements				APO
Gerald Herrmann/Germany	Director, Organic Services GmbH				APO
Toyoki Kozai (Dr.)/Japan	Professor Emeritus, President, Japan Plant Factory Association, Center for Environment, Health and Field Sciences, Chiba University				APO
Ashfaq Ahmad Chatta (Dr.)/Pakistan	Professor of Agronomy/Director, External Linkages, Lead Principal Investigator AgMIP, University of Agriculture Faisalabad				APO
Elizabeth Humphreys (Dr.)/Philippines	Senior Scientist II, Water Management, International Rice Research Institute				IRRI
Che-Chun Chen (Dr.)/ROC	Associate Professor, Department of Aquatic Biosciences, National Chiayi University				CPC
Gerrit Hoogenboom (Dr.)/USA	Director, AgWeatherNet, Professor of Agrometeorology, Washington State University				APO
Erwin Makmur (Dr.)/Indonesia	Center for Research and Development, Agency for Meteorology, Climatology and Geophysics				NPO
Grace Wong (Dr.)/Indonesia	Senior Scientist, Forest Livelihoods Programme, Center for International Forestry Research				ASEAN
Rizaldi Boer (Dr.)/Indonesia	Head, Laboratory of Climatology, Bogor Agricultural University				ASEAN
Sagita Arhidani/Indonesia	Head, Secretariat of the Network, ASEAN Secretariat				ASEAN
Venkatachalam Anbumozhi (Dr.)/Indonesia	Energy Economist, Economic Research Institute for ASEAN and East Asia				ASEAN
Bahagiawati Amir Husin (Dr.)/Indonesia	Head of Molecular Biology Research Group, Indonesian Center for Agricultural Biotechnology and Genetic Resources				NPO
Fahmuddin Agus (Dr.)/Indonesia	Indonesian Agency for Agricultural Research and Development, Ministry of Agriculture				NPO
Prihasto Satyanto (Dr.)/Indonesia	Researcher, Indonesian Agricultural Environment Research Institute				NPO
Multicountry Observational Study Mission on Innovative Enterprises Implementing the Energy Management System (ISO 50001)		Indonesia	6–10 October	21	
Sanjiv Kumar Bose/India	General Manager, Energy & Carbon Services, BSI Group India Pvt. Ltd.				APO
Ng Ha Wai, Howie/PR China	Technical Director, Hong Kong Veritas Limited				APO
Study Mission to a Nonmember Country on Smart Grids for Communities		USA	13–17 October	12	
3rd World Conference on Green Productivity		ROC	4–6 November	76	
Bankim Bhatt/India	Chairman and Managing Director, Bisman Fintech Pvt. Ltd.				APO
Liana Bratasida/Indonesia	Former Deputy Minister, Environmental Global and International Cooperation, Ministry of Environment, and, Executive Director, Indonesian Pulp and Paper Association				APO
Nobuhiko Kusunose/Japan	Director, Energy Conservation Technology Department, New Energy and Industrial Technology Development Organization				APO

GREEN PRODUCTIVITY

Project title	Venue	Date/status	Participants	Assigned by
Expert/country	Designation/organization			Assigned by
Ryoichi Yamamoto (Prof.)/ Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Phee Boon Poh/Malaysia	Minister of Health, Welfare, Caring Society and Environment			APO
Adiyasuren Tsokhio (Dr.)/ Mongolia	President, Environmental University Eco Asia/Advisor to Minister of Environment			APO
James Seong-Cheol Kang (Dr.)/ROK	Principal Transport Specialist, Global Green Growth Institute			APO
Ken Hickson (Dr.)/ Singapore	Chairman, Green Purchasing Network Singapore/Chairman & CEO of Sustain Ability Showcase Consultancy Asia Pte. Ltd.			APO
Uwe Juergen Bauer/ Singapore	Founder and Managing Director, bc Vision Pte. Ltd.			APO
Chaiyod Bunyagidj (Dr.)/ Thailand	Technical Advisor, United Analyst and Engineering Consultant Co., Ltd.			APO
Leon R. Roose/USA	Principal and Chief Technologist, Grid System Technologies Advanced Research Team, Hawaii Natural Energy Institute, University of Hawaii at Manoa School of Ocean and Earth Science and Technology			APO
Multicountry Observational Study Mission on Future City Initiatives		Japan	17–21 November	22 + 2 (observers)
Eisuke Kumano/Japan	CEO, Amita Holdings Co., Ltd.			APO
Shuzo Murakami (Dr.)/ Japan	Professor Emeritus, University of Tokyo/President, Institute for Building Environment and Energy Conservation			APO
Workshop on Green Productivity (GP) Manual Development: Compilation of GP Case Studies		Japan	2–5 December	17
Lynn Johannson (Dr.)/ Canada	President, E2 Management Corporation			APO
Prasad Madhav Modak (Dr.)/India	Executive President, Environmental Management Centre			APO
Shantanu Roy/India	Vice President, Environmental Management Centre			APO
Asia Environment and Economic Forum		Japan	10–12 December	37+7 (observers)
Avinash K. Srivastava/India	Additional Secretary, Department of Agriculture and Cooperation, Ministry of Agriculture			APO
Dinesh Singh/India	Additional Secretary, Ministry of Statistics and Programme Implementation			APO
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Masaru Tanaka (Prof.)/ Japan	Director, Research Institute of Solid Waste Management Engineering			APO
Ryoichi Yamamoto (Prof.)/ Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
Sangyong Kim (Dr.)/ROK	Director, Green Material & Process Group, Renewable Chemical Center, Korea Institute of Industrial Technology			APO
Workshop on the Development of the International Green Productivity Advisory Committee (I-GPAC)		Japan	11–12 December	8 + 4 (observers)
Ryoichi Yamamoto (Prof.)/ Japan	Professor Emeritus, University of Tokyo/Professor of the Tokyo City University/Honorary Chair, International Green Purchasing Network			APO
H. Steve Hsieh (Dr.)/ROC	Vice President, CTBC Financial Holding Co., Ltd., Chairman, Taiwan Lottery Co., Ltd., Senior Fellow, Division of Technology and Economy, National Policy Foundation			APO
Uchita de Zoysa/Sri Lanka	Chairman, Global Sustainability Solutions			APO
Jun Miyasato/Japan	CSR/Environment Department, Osaka Gas Co., Ltd.			NPO
Junpei Ito/Japan	Director, Information Gathering & Sharing, Corporate Planning Division, Mitsui Chemicals Inc.			NPO

PROJECTS FUNDED BY SPECIAL CASH GRANTS

GRANTS FROM THE GOVERNMENT OF JAPAN

Multicountry Observational Study Mission on Regional Business Partnerships among Farmers, Food-processing SMEs, and Research Institutes

Basic Training of Consultants and Trainers in Modern Food Safety Management Systems (FSMS) for SMEs

Demonstration Company Project on HACCP: Phase I

Demonstration Company Project on HACCP: Phase II

Asia Environment and Economic Forum

Multicountry Observational Study Mission on Future City Initiatives

Multicountry Observational Study Mission on the 3Rs (Reduce, Reuse, and Recycle)

Observational Study Mission from Myanmar on Agricultural Innovations in Japan to Increase Productivity

Observational Study Mission on Technology and Management of Water/Wastewater and Sewage Systems

GRANTS FROM THE GOVERNMENT OF THE ROC

Forum on Mitigating Negative Effects of Climate Change on Agriculture

Workshop on Performance Management and Measurement of Productivity in Public-sector and Service-sector Organizations

INDIVIDUAL-COUNTRY PROGRAM

Project title		Venue	Date/status	Participants
Expert/country	Designation/organization			Assigned by
Program Development Fund APO Guest Speaker's Session I		APO Secretariat	6 March	-
Hank Kune/Netherlands	Director, Educore B.V.			APO
Program Development Fund APO Guest Speaker's Session II		APO Secretariat	16 May	-
Laurence Prusak (Dr.)/USA	Senior Advisor on Knowledge and Learning, World Bank			APO
Program Development Fund APO Guest Speakers Session III		APO Secretariat	22 May	-
Fukunari Kimura (Prof.)/ Japan	Professor, Faculty of Economics, Keio University			APO
Masahiro Kuroda (Dr.)/ Japan	Professor Emeritus, Keio University			APO
Dale W. Jorgenson (Dr.)/ USA	Samuel W. Morris University Professor at Harvard University, Department of Economics, Harvard University			APO

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS

Subject	Deputing country	Venue	Date	Participants
Best Practices of Quality Healthcare Services	Malaysia	Japan and ROK	9–13 June	6
Sharing Best Practices of Health Sector	Sri Lanka	Thailand	2–4 September	6
Benchmarking against Development Approval Processes by Local Authorities in the ROC	Malaysia	ROC	2–5 September	11
Human Resource Development on a Global Level	Japan	ROK	18–20 September	25
Eco-Agri Innovation	Philippines	ROC	29 September–4 October	17
Productivity and Quality Improvement	Vietnam	Japan	6–10 October	9
Customer-focused, Innovative Business Models from the ROC	ROC	ROK	4–7 November	14
Benchmarking of Industrial Education Systems for National Competitiveness	ROK	Singapore	15–16 October	5

DEVELOPMENT OF DEMONSTRATION COMPANIES

Subject		Venue	Date/status	Participants
Expert/country	Designation/organization			Assigned by
Productivity Improvement in and Modernization of the Food-processing and Sugar Industry		IR Iran	Completed	-
Gustav Witte (Dr.)/ Germany	Consultant			APO
Karl Hans-Joachim Eckardt (Dr.)/Germany	Consultant			APO
Material Flow Cost Accounting		Thailand	Completed	-
Hiroshi Tachikawa/Japan	Managing Director, Propharm Japan Co., Ltd.			APO
Developing and Implementing Key Performance Indicators		Vietnam	Completed	-
Shaharum Ashaari/ Malaysia	Consultant, Synergy Assimilation of Knowledge Resources			APO
Sugumaran Muniretnam (Dr.)/Malaysia	Senior Manager, Strategic Planning & Corporate Communication, MPC			APO

INDIVIDUAL-COUNTRY PROGRAM

Project title	Venue	Date/status	Participants
Expert/country	Designation/organization		Assigned by
Application of Knowledge Management and Innovation for Community Development with Focus on the Plantation Sector	Sri Lanka	In progress	-
Praba Nair/Singapore	Consultant		APO
Application of Knowledge Management for Improving Productivity and Quality of Services of a Public-sector Organization	Nepal	In progress	-
Praba Nair/Singapore	Consultant		APO
Application of Productivity and Quality Management in the Service Industry	Mongolia	In progress	-
Ng Ha Wai, Howie/PR China	Technical Director, Hong Kong Veritas Limited		APO
Publication		Completed	-
G.S. Krishnan/India	Director and Group Head (IT and KM), NPC		APO
K.V.R. Raju/India	Director, NPC		APO
Shailesh Shrivastava/India	Deputy Director, NPC		APO
Janususilo/Indonesia	Head, Section of Productivity Research/Senior Consultants, Directorate of Productivity and Entrepreneurship Directorate General Training and Productivity , Directorate General Training and Productivity Development, Ministry of Manpower and Transmigration		APO
Omar bin Othman/Malaysia	Manager, Business Excellence Department, MPC		APO
Uranchimeg Byambaa/Mongolia	Consultant, MPO		APO
Syed Salman Masood/Pakistan	Deputy General Manager, NPO Pakistan		APO
Michael John M. Del Mundo/Philippines	Senior Coordinator/Technical Staff/APO Liaison, International Relations Office, DAP		APO
Jayani Lasanthi Mendis Jayasekara/Sri Lanka	Productivity Development Assistant, NPS		APO
Cherdchai Nopmaneejumruslers (Dr.)/Thailand	Associate Professor, Siriraj Hospital, Mahidol University		APO
Vu Hong Dan/Vietnam	Head, Productivity Improvement Consulting Division, VNPI		APO

PARTICIPATION UNDER BCBN PROJECTS

Subject	Deputing country	Venue	Date	Participants
Productivity Policy and SME Development	Nepal	Cambodia	7–9 May	3
Sharing Experience in Indonesia and Malaysia	Sri Lanka	Indonesia, Malaysia	4–11 June	3
Roadmap to Learning Organization through Knowledge Management Implementation	Thailand	Japan	28–29 July	3
Productivity Movement, NPO Development Strategy, Government Policy on Productivity Enhancement, and SME Development	Cambodia	Singapore, Malaysia	11–15 August	4
Meeting to Explore Possibility of Collaboration between KPC & Singapore Manufacturing Federation and Study on Innovation	Singapore	ROK	18–20 August	4
Productivity Movement, NPO Development Strategy, Government Policy on Productivity Enhancement, and SME Development	Vietnam	Singapore, Malaysia	15–19 September	4
Meeting to Explore Possibility of Collaboration between KPC & Singapore Manufacturing Federation and Study on Innovation	ROK	Malaysia, Thailand	11–13 November	3
Implementation of Productivity Gain Sharing in Order to Create Harmonious Industrial Relationships	Indonesia	ROK	16–17 December	3

TECHNICAL EXPERT SERVICES

Expert/ country of residence	Subject	Venue	Duration
Lim Boon Whatt/Singapore	Capacity Building on Total Innovation Management System Implementation Based on the Business Excellence Framework	Thailand	6–17 Jan
Shin Kim (Dr.)/ROK	Workshop on Public-sector Productivity Measurement	IR Iran	11–15 Jan
William Douglas Beynon (Dr.)/Canada	Women Entrepreneurship and Business Incubation Centres for the Socio-economic Development of the Society	India	21–28 Jan
Sukanlaya Sukie Sawang (Dr.)/Australia	Women Entrepreneurship and Business Incubation Centres for the Socio-economic Development of the Society	India	21–28 Jan
Fadzil Ahmad B. Kamaruddin/Malaysia	Enhancing Effectiveness and Performance of Employees through Talent Management (Human Capital Management)	Pakistan	3–15 Feb
Hiroshi Tachikawa/Japan	Training on (GP) MFCA in Industrial Sector of Pakistan	Pakistan	10–22 Feb
Paula J. Santrach (Dr.)/USA	Management Excellence in Public-sector Healthcare	Japan	20–21 Feb
Martin Johannes De Jong/ Netherlands	Training Course on Creating Lean, Clean, and Green Dairy Enterprises	India	5–7 Mar
Farrukh Idrees/Pakistan	Quality Management and Organizational Productivity	Fiji	8–17 Apr
Howie Ng/PR China	Intensive Training Program on Implementation of ISO 50001:2011 Energy Management System for Efficient Energy Conservation Practices	India	23–25 Apr
Ian Hodge (Prof.)/UK	International Conference on Sustainable Agricultural Development Mode	ROC	29 June–4 July
Kiyohide Morita (Prof.)/ Japan	International Conference on Sustainable Agricultural Development Mode	ROC	29 June–4 July
Barinje Pravin Bhandary/ India	Training of Trainers on Energy Audit	Nepal	5–8 May
Praba Nair/Singapore	Workshop on Talent and Knowledge Management Strategies for Effective HR Performance	Fiji	19–23 May
Koji Nomura (Prof.)/Japan	Total Factor Productivity Calculation	Vietnam	27–29 May
Peter Siah/Singapore	TQA Assessor Development	Thailand	16–23 June
Arturo Bris (Prof.)/ Switzerland	Productivity Competitiveness Conference 2014	Malaysia	24–25 June
Yasuo Anjo/Japan	MFCA with Lean Production in Green Manufacturing	ROC	1–4 July
Hiroshi Tachikawa/Japan	Train SMEs across India in Material Flow Cost Accounting by Conducting a Practice-oriented Certificate Course	India	7–18 July
Hideshi Hamaguchi/USA	Top Management Seminar: Redesign of Management to Create the Future	Japan	8–11 July
Holger Kohl (Dr.)/Germany	Implementation for Benchmarking Index	Thailand	21–25 July
Bruce Searles/Australia	Benchmarking Training	Fiji	11–15 Aug
Sue Elaine Holmes/ Australia	Reducing Regulatory Restriction for Productivity Growth	Malaysia	11–15 Aug
Kazuteru Kuroda/Japan	Quality Management of Productivity Consultants	Singapore	21–27 Aug
Atsushi Miyasaka/Japan	Quality Management of Productivity Consultants	Singapore	21–27 Aug
Sunil Sahadevan/Singapore	Preparation Course for BE Assessors in Mongolia	Mongolia	22–26 Sep
Nagesh Kumar Jayaramul/ India	Green Productivity Training Programme for the Participants of the Productivity Diploma Course and NPS Staff	Sri Lanka	29 Sep–9 Oct
Mohd. Javed Pervez/India	Green Productivity Training Programme for the Participants of the Productivity Diploma Course and NPS Staff	Sri Lanka	29 Sep–9 Oct
Aurel Brudan/Australia	Development of Public and Service Measurement System	Thailand	6–17 Oct
Shin Kim (Dr.)/ROK	Public-sector Reforms: Overview, Global Practices, and the Case of South Korea	Philippines	11.Oct
Praba Nair/Singapore	Workshop on Knowledge Management and HR Strategies for Effective Performance (for CEOs)	Fiji	13–18 Oct

TECHNICAL EXPERT SERVICES

Expert/ country of residence	Subject	Venue	Duration
Liang-Tung Chen (Dr.)/ROC	Bilateral Green Factory Development	Indonesia	14–16 Oct
Chan Seng Kit/Malaysia	Training Course on GLOBALGAP for Better Agriculture Productivity	Pakistan	15-19 Dec
Robin Mann (Dr.)/New Zealand	Localizing the APO's Center of Excellence Program: Enhanced Adoption of the Business Excellence Framework in the Public Sector	Philippines	3–15 Nov
Edly Ferdin Bin Ramly/ Malaysia	Lean Manufacturing Module for the Participants of the Productivity Diploma Course and NPS Staff	Sri Lanka	10–15 Nov
Miyeong Song (Prof.)/ROK	Theory on Inventive Problem Solving International Conference 2014	Malaysia	11–14 Nov
Atul Vyawahare/India	Productivity Improvement in the Petroleum Sector	IR Iran	15–19 Nov
Sharil Goh Bin Md. Fadhil/ Malaysia	Adoption of Kaizen Management System in Mongolia	Mongolia	17–21 Nov
George Wong/Singapore	Producing Gain Sharing and Fair Distribution of Productivity Performance	Indonesia	24–26 Nov
Hwang Peng (Dr.)/ROC	Colloquium on Green Agricultural Practice for Sustainable Productivity	Thailand	2–5 Dec
Lim Chai Foong/Malaysia	KPI Development and KPI Software Demonstration	Vietnam	8–10 Dec
Koji Nomura (Prof.)/Japan	Productivity Indicators at National Level and Industrial Level	Vietnam	19–20 Dec
John Marson/Vietnam	APICS Training of the Trainers in Japan	Japan	20–22 Dec

INTERNATIONAL COOPERATION

Project title		Venue	Date/status	Participants
Expert/country	Designation/organization			Assigned by
Observational Study Mission from Myanmar on Agricultural Innovations in Japan to Increase Productivity		Japan	19–26 August	19
Ikuo Ando (Dr.)/Japan	Director, Rice Research Area, Institute of Crop Science, National Agriculture and Food Research Organization			APO
Michihisa Iida (Dr.)/Japan	Professor, Laboratory of Field Robotics, Division of Environment and Science Technology, Kyoto University Graduate School of Agriculture			APO
Mikio Umeda (Dr.)/Japan	Professor Emeritus, Kyoto University, Secretary General, CIGR (International Commission of Agricultural and Biosystems Engineering)			APO
Sakae Shibusawa (Dr.)/Japan	Professor, Department of Environmental and Agricultural Engineering, Tokyo University of Agriculture and Technology			APO
Satoshi Yoshinaga (Dr.)/Japan	Chief Researcher, Hokuriku Research Center, Agricultural Research Center, National Agriculture and Food Research Organization			APO
Yasuhiro Inatsu (Dr.)/Japan	Team Leader, Food Hygiene Laboratory, Food Safety Division, National Food Research Institute, National Agriculture and Food Research Organization			APO
Hajime Matsuo/Japan	Director, Research Policy Planning Division, Agriculture, Forestry and Fisheries Research Council, Ministry of Agriculture, Forestry and Fisheries			APO
Yasuhiro Miyake/Japan	Deputy Director, Administration Division, Statistics Department, Ministry of Agriculture, Forestry and Fisheries			APO

JOINT PROJECTS

Project	Collaborating organization
Workshop on Advanced Agribusiness Management	Cornell University, UN FAO
Workshop on Integrating Small Farmers into Regional and Global Value Chains through Contract Farming	UN FAO

SERVICES OF EXPERTS RECEIVED

Project	Collaborating organization
Workshop on Advanced Agribusiness Management	UN FAO
Workshop on Integrating Small Farmers into Regional and Global Value Chains through Contract Farming	UN FAO
Forum on Mitigating Negative Effects of Climate Change on Agriculture	International Rice Research Institute, ASEAN

GUEST OBSERVERS RECEIVED

Project	Organization/number of observers
56th Session of the APO Governing Body	FAO/1
	Japan International Cooperation Agency/1
	Pan African Productivity Association/1
	Ministry of Science, Industry and Technology of Turkey/1
55th Workshop Meeting of Heads of NPOs	World Bank/1
	Pan African Productivity Association/1
	Botswana National Productivity Centre/1

INTERNATIONAL COOPERATION

PARTICIPANTS FROM NONMEMBER COUNTRIES

Project	Participating nonmember country/ number of participants
Multicountry Observational Study Mission on Future City Initiatives	Myanmar/4, Republic of Palau/2 (observers)
Observational Study Mission from Myanmar on Agricultural Innovations in Japan to Increase Productivity	Myanmar/19

INTERNATIONAL/REGIONAL MEETINGS ATTENDED BY THE APO

Host organization	Title of meeting	Date	Venue	Staff members involved
Jeju Self-Governing Province	The 3rd Global Environmental Experts Invited Lecture	15 Jan	ROK	K.D. Bhardwaj
Kawasaki Environment Research Institute	10th Asia Pacific Eco-business Forum	12–14 Feb	Japan	K.D. Bhardwaj
UNCRD	5th Regional 3R Forum	25–27 Feb	Indonesia	K.D. Bhardwaj
ADB	Asian Development Outlook 2014	15 Apr	Japan	Yasuko Asano
Japan-Korea Economic Association	The 46th Korea-Japan Business Conference	14 May	Japan	Jun-Ho Kim
OECD	OECD Meeting of the IO Consortium on Policy Measurement	12–13 June	France	Mitsuo Nakamura
2014 SPEED Hakone Seminar	Grand Design for the Earth, the House of All Creatures	26–28 June	Japan	Yasuko Asano
World Wise Web Initiative (w3i)	6th Topos Conference	3 July	Japan	Naoki Ogiwara Thu Huong Ngo
SQA Governing Council, SPRING Singapore	6th Business Excellence Global Conference	29 Oct	Singapore	Mari Amano Sherman Loo
Japan Climate Leaders' Partnership (CLP)	Japan-CLP International Symposium	19 Nov	Japan	Yasuko Asano
Community of Organizations for Business Development in Russia	KM Russia Conference on Co-Creation, Collaboration, and Innovation	25–28 Nov	Russia	Naoki Ogiwara
Graduate School of Hitotsubashi University	Michael Porter Prize	2 Dec	Japan	Masaya Amau

LIST OF NATIONAL COORDINATORS

Project title	
National coordinator/ country of residence	Designation/organization
e-Learning Course on Service-sector Innovation	
Md. Belayet Hussain Choudhury/ Bangladesh	Former Joint Director, NPO
Um Serivuth/Cambodia	Chief Officer of Productivity Promotion, NPCC
Rozenar Chiu Del Monico/Fiji	Training Officer, Productivity and Quality, NTPC
Sanggam Purba/Indonesia	Deputy Director, Subdivision of Productivity Measurement and Research, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Firouzeh Khalatbari (Dr.)/IR Iran	Chief Advisor, NIPO
Tserenkhand Bazarragchaa/Mongolia	Assistant Expert, MPO
Devendra Bahadur Pradhan/Nepal	Branch Chief, Research Department, NPEDC
Rabia Jamil/Pakistan	Manager, International Relations, NPO Pakistan
Raquel M. Barbecho/Philippines	Project Officer II, Center for Quality and Competitiveness, DAP
Nucharat Sirirapawan/Thailand	Management Consultant, FTPI
Ho Vinh Loc/Vietnam	Consultant, Office for Business Excellence, VNPI
e-Learning Course on Green Productivity	
Md. Belayet Hussain Choudhury/ Bangladesh	Former Joint Director, NPO, Ministry of Industries
Soeu Sophea/Cambodia	Vice Chief of Training and Consultancy Office, NPCC, Ministry of Industry and Handicraft, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Rozenar Chiu Del Monico/Fiji	Training Officer in Accounting and Finance, NTPC, Fiji National University
Fahruruzi/Indonesia	Deputy Director, Productivity Improvement and Method Division, Directorate of Productivity and Entrepreneurship, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Zahra Abedi (Dr.)/IR Iran	Assistant Professor, and Head of Environmental Economic Department, Science and Research Branch, Islamic Azad University
Baigalmaa Purevdorj/Mongolia	Deputy Director, MPO
Kalyan Ghimire/Nepal	Research Officer/Consultant, NPEDC
Aftab Khan Masood/Pakistan	Deputy Manager (Senior Energy Auditor), NPO Pakistan, Ministry of Industries, Production and Special Initiatives, Government of Pakistan
Homer H. Alcon/Philippines	Project Officer, Center for Quality and Competitiveness, DAP
Nguyen Khac Son/Vietnam	Consultant, Office for Business Excellence, VNPI

LIST OF NATIONAL COORDINATORS

Project title	
National coordinator/ country of residence	Designation/organization
e-Learning Course on Risk Management of Foodborne Pathogens	
Rinat Rizvi/Bangladesh	Assistant Manager, Renata Ltd.
Him Phanith/Cambodia	Chief, Information and Productivity Cooperation Office, NPCC, Ministry of Industry, Mines and Energy
Raneel Mudaliar/Fiji	Training Officer, Industrial Engineering, NTPC
J. Aggrawal/India	Director and Head (AB), NPC
Isnarti Hasan/Indonesia	Head, Productivity Promotion and Cooperation Division, Directorate of Productivity and Entrepreneurship Development, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Soheyl Eskandari Dharabaghlou (Dr.)/ IR Iran	Faculty Member, and Head, Food Chemistry with Animal Original Laboratories, Food and Drug Control Laboratories, Ministry of Health and Medical Education
Munkhjargal Baasansuren/Mongolia	Expert, MPO
Devendra Bahadur Pradhan/Nepal	Branch Chief, NPEDC
Ijaz-Ul-Hassan/Pakistan	Assistant Manager, NPO Pakistan
Homer H. Alcon/Philippines	Project Officer, Center for Quality and Competitiveness, DAP
Ho Vinh Loc/Vietnam	Consultant, Office for Business Excellence, VNPI
e-Learning Course on Production and Certification of Organic Food for Greater Market Access (Session 1)	
Mohammad Rafiqul Islam/Bangladesh	Assistant General Manager, Hortex Foundation
Um Serivuth/Cambodia	Chief Officer, Productivity Promotion, NPCC
Rishi Ral Singh (Dr.)/India	Deputy Director , Agri-Business, NPC
Ajen Kurniawan/Indonesia	Officer, Cooperation of Productivity and Entrepreneurship Section, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration
Hameed Haghani Haghghi (Dr.)/ Iran	Member, R&D Group on Chancellor of Food and Drug, Shaheed Beheshti Medical Sciences University
Devendra Bahadur Pradhan/Nepal	Branch Chief, NPEDC
Monica D. Saliendres/Philippines	Division Director, Agricultural Productivity Enhancement Division, Center for Quality and Competitiveness, DAP
Bssara Chankaewmanee/Thailand	Agricultural Advisor, FTPI
Ho Vinh Loc/Vientnam	Consultant, Office for Business Excellence, VNPI

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT



To the Governing Body of
Asian Productivity Organization

We have audited the accompanying financial statements of Asian Productivity Organization (“the Organization”), which comprise the statements of financial position as at December 31, 2014 and 2013, the statements of revenues or expenses and other comprehensive income, changes in surplus and cash flows for the years then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

Project implementation grants and corresponding project costs are recorded based on information furnished by member governments and others as explained in Note 12 to the financial statements. Our audits did not extend beyond inspection of certain reports submitted by the member governments and others.

Qualified Opinion

In our opinion, except for the possible effects on the financial statements of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2014 and 2013, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

KPMG AZSA LLC

March 9, 2015

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF FINANCIAL POSITION 31 DECEMBER 2014 AND 2013

	(US dollars)	
	<u>2014</u>	<u>2013</u>
ASSETS		
Cash and cash equivalents (Note 3)	\$15,500,387	\$5,850,105
Receivables (Note 4):		
Member countries	1,680,002	10,187,032
Others	117,064	805,078
Allowance for long-outstanding debts	(799,072)	(1,385,249)
Prepaid expenses	67,300	39,898
Deposits and other advance payments	122,489	50,530
Fund for severance payments (Note 9)	2,165,086	2,540,628
Fixed Assets (Note 2):		
Structure	309,501	309,501
Equipment	85,716	85,716
Automobile	72,935	-
Others	56,165	56,165
Accumulated depreciation	(154,048)	(60,072)
Total assets	\$19,223,526	\$18,479,332
LIABILITIES AND SURPLUS		
Accounts payable	\$1,085,720	\$985,417
Withholding tax and social insurance	17,895	13,785
Other current liabilities	63,841	-
Accrued annual leave	530,694	349,289
Liability for severance payments (Note 10)	2,161,244	2,241,894
Other noncurrent liabilities	75,600	87,120
Total liabilities	3,934,994	3,677,504
Surplus:		
Appropriated for		
Working capital fund	6,000,000	6,000,000
Contingency fund (Note 2)	500,000	500,000
Continuing projects	3,886,577	4,127,824
Unappropriated surplus (Note 14)	5,127,543	4,104,574
Accumulated Other Comprehensive Income (Note 10)	(225,587)	69,430
Total surplus	15,288,532	14,801,828
Total liabilities and surplus	\$19,223,526	\$18,479,332

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF REVENUES OR EXPENSES AND OTHER COMPREHENSIVE INCOME YEARS ENDED 31 DECEMBER 2014 AND 2013

(US dollars)

	2014	2013
Revenues:		
Membership contributions (Note 5)	\$11,107,310	\$11,107,310
Special cash grants (Note 6)	460,630	712,863
Mandatory contribution for rent (Note 7)	252,792	295,952
Project implementation grants (Note 12)	2,836,860	1,849,102
Participation by member countries	5,824	4,910
Miscellaneous	16,946	18,786
Total revenues	14,680,362	13,988,923
Expenses:		
Projects		
Current year's project costs:		
APO share	3,888,298	3,910,433
Implementation project costs (Note 12)	1,647,108	1,644,055
Subtotal	5,535,406	5,554,488
Prior years' continuing project costs:		
APO share	2,259,163	1,271,727
Implementation project costs (Note 12)	1,189,752	205,047
Subtotal	3,448,915	1,476,774
Allocation to project costs from Administration expenses (Note 8)	1,792,296	1,577,752
Total	10,776,617	8,609,013
Administration		
Staff expenses (Note 10)	4,806,591	3,814,427
Office maintenance (Note 11)	268,457	243,214
Depreciation expenses (Note 2)	93,976	60,072
Operations	70,517	79,667
Miscellaneous	190,196	206,670
Allocation to project costs (Note 8)	(1,924,682)	(1,707,225)
Total	3,505,055	2,696,824
Exchange (gain)/loss	221,595	159,658
Provision for (reversal of) allowance for long outstanding debts	(586,177)	615,395
Total	(364,582)	775,053
Total expenses	13,917,090	12,080,890
Net adjustment for closed projects (Note 13)	(18,450)	60,362
Excess of revenues over expenses	781,722	1,847,672
Other comprehensive income (loss):		
Pension liability adjustments (Note 10)	(295,017)	(23,262)
Total other comprehensive income (loss)	(295,017)	(23,262)
Total comprehensive income (loss)	\$486,705	\$1,824,410

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CHANGES IN SURPLUS
YEARS ENDED 31 DECEMBER 2014 AND 2013

(US dollars)

	Appropriated for			Unappropriated	Accumulated other comprehensive income	Total
	Working capital fund	Contingency fund	Continuing projects			
2013						
Surplus as of 1 January 2013	\$6,000,000	500,000	2,845,229	\$3,539,497	92,692	12,977,418
Excess of revenues over expenses	-	-	-	1,847,672	-	1,847,672
Transfer to continuing projects	-	-	1,282,595	(1,282,595)	-	-
Pension liability adjustment (Note 10)	-	-	-	-	(23,262)	(23,262)
Surplus as of 31 December 2013	<u>\$6,000,000</u>	<u>\$500,000</u>	<u>4,127,824</u>	<u>4,104,574</u>	<u>69,430</u>	<u>14,801,828</u>
2014						
Excess of revenues over expenses	-	-	-	781,722	-	781,722
Transfer from continuing projects	-	-	(241,247)	241,247	-	-
Pension liability adjustment (Note 10)	-	-	-	-	(295,017)	(295,017)
Surplus as of 31 December 2014	<u>\$6,000,000</u>	<u>\$500,000</u>	<u>3,886,577</u>	<u>5,127,543</u>	<u>(225,587)</u>	<u>15,288,532</u>

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

STATEMENTS OF CASH FLOWS YEARS ENDED 31 DECEMBER 2014 AND 2013

	(US dollars)	
	<u>2014</u>	<u>2013</u>
Operating activities		
Cash provided by:		
Membership contributions (Note 5)	\$11,107,310	\$11,107,310
Special cash grants (Note 6)	460,630	712,863
Mandatory contribution for rent (Note 7)	252,792	295,952
Project implementation grants	2,836,860	1,849,102
Participation by member countries	5,824	4,910
Decrease (increase) in receivables from member countries	8,507,030	(7,477,593)
Decrease (increase) in receivables - others	688,014	(203,000)
Miscellaneous income - interest	8,051	17,629
Miscellaneous income - others	8,895	1,157
	<u>23,875,405</u>	<u>6,308,330</u>
Cash used in:		
Projects expenses		
APO share	6,147,461	5,182,159
Implementation project costs	2,836,860	1,849,102
Allocation to project costs	1,792,296	1,577,752
Administration expenses	3,505,055	2,696,824
Exchange variance	1,987	(36,025)
Pension liability adjustments (Note 10)	295,017	23,262
Increase (decrease) in prepaid expenses	27,402	23,963
Increase (decrease) in deposits and other advance payments	71,959	19,954
Increase (decrease) in fund for severance payments	(375,542)	(514,773)
Increase (decrease) in fixed assets	(21,041)	(60,072)
Decrease (increase) in accounts payable and other	(156,734)	442,897
Decrease (increase) in accrued annual leave	(181,405)	117,695
Decrease (increase) in liability for severance payments	80,650	581,492
Decrease (increase) in net adjustment for closed projects (Note 13)	(18,450)	60,362
	<u>14,005,516</u>	<u>11,964,592</u>
Net cash (used in) provided by operating activities	<u>9,869,890</u>	<u>(5,656,262)</u>
Effect of exchange rate changes on cash and cash equivalents	<u>(219,608)</u>	<u>(195,685)</u>
Net (decrease) increase in cash and cash equivalents	9,650,282	(5,851,947)
Cash and cash equivalents at beginning of year	<u>5,850,105</u>	<u>11,702,052</u>
Cash and cash equivalents at end of year	<u>\$15,500,387</u>	<u>\$5,850,105</u>

The accompanying notes are integral part of these statements.

ASIAN PRODUCTIVITY ORGANIZATION

NOTES TO FINANCIAL STATEMENTS

1. ORGANIZATION, BUSINESS, AND SOURCE OF FUNDING

The Asian Productivity Organization (the “Organization” or “APO”) is an intergovernmental regional organization established in 1961 by several governments in Asia with its headquarters in Tokyo, Japan, and continues to operate from this location. The Organization is nonpolitical, nonprofit making, and nondiscriminatory.

The objective of the Organization is to increase productivity and thereby accelerate economic development in Asia through mutual cooperation among member countries. To fulfill its objective, the Organization institutes programs for the development of productivity, provides information and advice for productivity improvement, and promotes and disseminates modern productivity skills and techniques in the agriculture, industry, and service sectors.

The Organization membership is open to all Asian and Pacific governments that are members of the United Nations Economic and Social Commission for Asia and the Pacific. From 1 July 1997, the Hong Kong Productivity Council was instructed to cease all APO activities when sovereignty was transferred to the People’s Republic of China.

The Organization performs activities in cooperation with national productivity organizations (NPOs) and other international organizations. NPOs in member countries that deal with productivity activities at the national level act as implementing agencies for the Organization’s projects and nominate participants from their countries to attend those projects.

The budget of the Organization is composed of the budget covering the program of action of the Organization and staff, administrative, and nonproject expenses. The Governing Body, which is the supreme organ of the Organization, meets once a year to decide on policy matters concerning program and budget, finances, and membership. The sources of revenue for the budget are:

- a) Annual membership contributions based on gross national income;
- b) Special cash grants given by member governments and external assistance from cooperating agencies and institutions;
- c) Project implementation grants given by member governments that host projects and other governments and organizations that organize projects jointly with the Organization; and
- d) Miscellaneous income such as proceeds from interest income.

2. SIGNIFICANT ACCOUNTING POLICIES

(1) BASIS OF PREPARATION OF ACCOMPANYING FINANCIAL STATEMENTS

The financial statements of the Organization are prepared based on the Convention and the Financial Regulations established by the APO, which is in line with International Financial Reporting Standards (“IFRS”).

(2) ALLOWANCE FOR LONG-OUTSTANDING DEBTS

The Organization uses the “aging the accounts” method as the estimation technique of the net realizable value of receivables. Although the Organization believes that the allowance is adequate to provide for losses that are inherent in the year-end accounts receivable balance, actual results could differ from those estimates.

(3) FIXED ASSETS

Fixed assets consist of the furniture and fixtures, building improvements, structures and equipment which the Organization obtained at the time of relocation. The Organization books on the statements of financial position for the items whose acquisition cost amount is significant.

Depreciation is calculated to write off the cost of items of property, plant and equipment using the straight-line method over their estimated useful lives, and is recognized in profit or loss.

The estimated useful lives of the property, plant and equipment are as follows:

- Structure: 5–8 years
- Equipment: 5–8 years
- Automobile: 6 years
- Others: 5–10 years

Depreciation methods and useful lives are reviewed at each reporting date and adjusted if appropriate.

(4) FUND FOR SEVERANCE PAYMENTS

The fund for severance payments consists of an insurance endowment fund and money market fund and is stated at fair value. The fair values of the fund for severance payments are estimated based on values quoted by financial institutions. IFRS 7 “Financial Instruments Disclosures” defines fair value and establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The three levels of the fair value hierarchy are as follows:

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

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

Level 3 — Unobservable inputs for the asset or liability

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

(5) LIABILITY FOR SEVERANCE PAYMENTS

Staff members terminating their employment with the Organization are entitled, under most circumstances, to severance payments based upon the monthly basic pay at the time of termination of employment and years of service. The cost of the severance payments is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Remeasurements of the Organization’s defined benefit obligation, which comprise actuarial gains and losses are recognized immediately in other comprehensive income.

(6) ACCRUED ANNUAL LEAVE

Based on Rule 5.01 of APO Staff Regulation V, annual leave is accumulated up to 90 days, which does not expire until leaving the Organization. In 2014, the Organization recorded accrued annual leave of 71 days (70 days in 2013) for staff members who had annual leave of more than 71 days as a liability, since the unused accrued annual leave up to 60 days is paid by a sum of money equivalent to their salary for the period of the accrued annual leave upon separation from the Organization, and in consideration of the possible utilization of unused accrued annual leave in excess of 60 days upon separation.

(7) REVENUE RECOGNITION

Major sources of revenues of the Organization are membership contributions, special cash grants, and project implementation grants, among others. Membership contributions, which are approved by the Session of the Governing Body (GBM), are recognized as revenues on 1 January of each fiscal year. Special cash grants for designated purposes are recognized as revenues by the Organization. The Organization recognizes project implementation grants based on the actual amounts granted for project implementation by the hosting countries, according to the information furnished by them.

(8) APPROPRIATION FOR WORKING CAPITAL FUND

Based on Regulation 7 of the Financial Regulations, a working capital fund is established from which advances may be made to finance budgetary appropriations to the extent that this is necessary in anticipation of pledged but unpaid contributions.

Based on the decision in the 54th GBM, the Organization has setup a contingency fund amounting to \$500,000.

(9) APPROPRIATION FOR CONTINUING PROJECTS

The outstanding balance of commitments for continuing projects at year-end, which has been funded mainly from membership contributions and special cash grants, is appropriated for continuing projects. The balance for continuing projects funded from special cash grants includes unspent balances of special cash grants, which are balances generated from completion of some projects prior to the year-end being reallocated for the following year's projects in the same programs.

(10) TRANSLATION OF FOREIGN CURRENCIES

For the purpose of the financial statements, the results and financial position of the Organization are expressed in US dollars, which is the functional currency of the Organization and presentation currency for the financial statements. The Organization's books of account are maintained both in Japanese yen and US dollars. Assets and liabilities denominated in Japanese yen are translated into US dollars at the appropriate exchange rate on the statements of financial position date. For revenue and expense accounts, average rates for the prior month of the transactions are applied. Revenue and expense accounts of other currencies except Japanese yen are translated into US dollars at the rates prevailing at the time of the transactions. The resulting unrealized gain/loss from translation is included in exchange gain/loss in the statement of revenues or expenses and other comprehensive income.

(11) TAXES

The Organization is exempt from direct taxes on assets or income and from customs duties.

(12) USE OF ESTIMATES

The Organization makes estimates and assumptions to prepare the financial statements. Such estimates and assumptions affect the reported amounts of assets, liabilities and expenses. Actual results could differ from those estimates.

3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include all highly liquid investments, generally with original maturities of three months or less, which are readily convertible to known amounts of cash and are so near maturity that they present insignificant risk of changes in value because of changes in interest rates. Money market funds, which are treated as cash and cash equivalents except for specific use of the funds for severance payments, are carried at cost plus accrued interest.

4. RECEIVABLES OF MEMBERSHIP CONTRIBUTIONS, PARTICIPATING COUNTRY EXPENSES, AND OTHERS

The allowance for receivables of membership contributions overdue for one year and longer amounts to \$798,572 and it includes the allowance for a long-outstanding receivable for the membership contribution from Hong Kong since 31

December 1999, amounting to \$248,125, because there has been no communication from Hong Kong after the transfer of sovereignty. The Organization has also recorded allowance for the outstanding debt for receivables of participating country expenses as of 31 December 2014, amounting to \$500.

Allowances for outstanding debts as of 31 December 2014 and 2013 were as follows:

Receivables overdue for 1 year and longer	2014		2013	
	Provided by percent of	Allowance	Provided by percent of	Allowance
Membership contributions	100	\$798,572	100	\$1,384,059
Participating country expenses	100	500	100	1,190
		<u>\$799,072</u>		<u>\$1,385,249</u>

Movements in the allowance for outstanding debts for the year ended 31 December 2014 were as follows:

	Membership contributions	Participating country expenses	Others	Total
Balance at beginning of the year	\$1,384,059	\$1,190	-	\$1,385,249
Amounts recovered during the year	(912,392)	(1,190)	-	(913,582)
Loss recognized on receivables	326,905	500	-	327,405
Balance at end of the year	<u>\$798,572</u>	<u>\$500</u>	<u>-</u>	<u>\$799,072</u>

5. MEMBERSHIP CONTRIBUTIONS

The apportionment of total membership contributions for 2013/2014 was based on the single package comprising the special one-time measure for the 2013/2014 biennium, followed by the long-term permanent membership contribution formula based on the six-year average GNI for the 2015/2016 biennium onward as approved by the 55th GBM held in May 2013. The shortfalls in membership contributions for 2013/2014 amounting to \$878,725 each year are to be financed by surplus.

6. SPECIAL CASH GRANTS

Special cash grants are used for specific programs and other administrative expenses for which member governments are encouraged to cooperate with the APO in addition to their membership contributions. The Organization accrued 2014 special cash grant from the Government of Japan of \$111,620 as revenue in 2014. This receivable is recorded in Receivables-Others.

The detailed amounts of the special cash grants for the years ended 31 December 2014 and 2013 were as follows:

Purpose of grants	2014	2013
Project costs	\$460,630	\$712,863
	<u>\$460,630</u>	<u>\$712,863</u>

7. MANDATORY CONTRIBUTION FOR RENT

The 54th GBM decided that the cost of the annual rental for the APO Secretariat Office from 2013 onwards shall be borne by the host government, the Government of Japan. This amount which shall not exceed JPY 26 million is to be considered as a mandatory contribution of the host government, distinct and separate from its annual membership contribution to the APO.

8. ALLOCATION TO PROJECT COSTS

The APO allocated administration expenses which are directly or indirectly related to project activities to project costs.

9. FUND FOR SEVERANCE PAYMENTS

The balances of the fund for severance payments represent the amounts for the severance payments resulting from employees' termination of employment and comprise the following:

	2014	2013
Insurance endowment fund	\$259,440	\$346,048
Money market fund	1,905,646	2,194,580
	<u>\$2,165,086</u>	<u>\$2,540,628</u>

The fund for severance payments is exposed to a variety of financial risks, including the effects of change in debt and equity market prices, foreign currency exchange rates, and interest rates. The Organization has a policy of considering economic conditions at the time of the contract and consistently monitors the effectiveness of its selection. In 2001, the APO purchased three types of insurance for each employee, of which the beneficiary is the APO. In addition, the Organization manages a money market fund (MMF) in Japanese yen for the purpose of severance payments. The purpose of the insurance and MMF is to pay for the severance payments, and more than 100% of the liability for severance payments was insured as of the statements of financial position date. Net gains on the fund for severance payments for the years ended 31 December 2014 and 2013 were \$9,284 and \$9,546 respectively, and were included in miscellaneous revenues.

10. LIABILITY FOR SEVERANCE PAYMENTS

For the purposes of the actuarial valuations, the Organization used the discount rate of 0.3% per annum for the year ended 31 December 2014 and 0.7% for the year ended 31 December 2013. The expected rate of salary increases was applied in determining the projected benefit obligation and the expected rate was compiled from data of employee's basis salary.

Amounts recognized in profit or loss in respect of the defined benefit plan was as follows:

	2014	2013
Current service cost	\$255,940	\$210,887
Interest on obligation	15,279	26,686
Net periodic pension cost	<u>\$271,220</u>	<u>\$237,573</u>

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

	2014	2013
Opening defined benefit obligation	\$2,241,894	\$2,823,386
Current service cost	255,940	210,887
Interest cost	15,279	26,686
Remeasurements (actuarial loss(gain))	285,836	7,371
Benefits paid	(331,903)	(344,863)
Foreign currency translation adjustments	(305,802)	(481,573)
Closing defined benefit obligation	<u>\$2,161,244</u>	<u>\$2,241,894</u>

11. OPERATING LEASES

The Organization leases office space under a cancelable lease agreement. The Organization entered a new lease contract in October 2012 which will expire in March 2015. The contract can be terminated at any time by either party with six-month advance notice in writing. No rental deposit for the lease has been paid to the building owner. Rental expenses under operating leases for the years ended 31 December 2014 and 2013 were \$239,968 and \$214,410 respectively.

12. REPORTS OF MEMBER COUNTRIES' PROJECTS AND OTHER PROJECTS

Various projects of the Organization are fully or partially implemented by member governments and others. Costs incurred by such member governments and others are reported to the Organization, and these amounts are recorded as project implementation grants and corresponding project implementation costs.

13. NET ADJUSTMENT FOR CLOSED PROJECTS

Adjusted revenues and expenses attributed to projects that have already been closed prior to this financial year have been recorded in account of revenues and expenses retroactive year.

	2014	2013
Revenues	-	(\$87,659)
Expenses	18,450	27,297
Net adjustment for closed projects (loss)	<u>\$18,450</u>	<u>(\$60,362)</u>

14. UNAPPROPRIATED SURPLUS

The unappropriated surplus as at end December 2014 of \$5,127,543 will be disposed of as follows:

<u>Surplus balance as at December end 2014</u>	\$5,127,543
<u>To be disposed of in 2015 as follows:</u>	
Funding various 2015 projects*	594,746
Funding 4 programs by the special cash grant from Japan	435,630
<u>To be disposed of in 2016 as follows:</u>	
Funding various 2016 projects*	599,302
<u>Surplus balance</u>	<u>\$3,497,865</u>

*The 56th session of the Governing Body approved to increase the total budget by 5% or US\$599,302 per year by using unappropriated surpluses and other sources of income to fund the increases for the 2015–2016 biennium.

LIST OF NPOS



Bangladesh

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Cambodia

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Republic of China

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India

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Directorate General of Training and Productivity
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Lao PDR

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Nepal

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Website: www.npedc-nepal.org



Pakistan

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Philippines

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LIST OF ABBREVIATIONS AND ACRONYMS USED

3Rs	Reduce, reuse, recycle
ADB	Asian Development Bank
APQC	American Productivity and Quality Center
ASEAN	Association of Southeast Asian Nations
BCBN	Bilateral Cooperation Between NPOs Program
BE	Business excellence
CC	Climate change
CETEE	Center of Excellence for Training in Energy Efficiency (Chennai)
COE	Center of Excellence
CPC	China Productivity Center (ROC)
CPCC	Control points and compliance criteria
CRM	Customer relationship management
DAP	Development Academy of the Philippines
DON	Development of NPOs Program
DOSMEP	Department of Small and Medium Enterprise Promotion (Lao PDR)
EMS	Environmental management system
EPIF	Eco-products International Fair
FAO	Food and Agriculture Organization of the United Nations
FFVs	Fresh fruit and vegetables
FM	Farm management
FMI	Food manufacturing industry
FMTs	Food manufacturing technologies
FSC	Food supply chain
FSMS	Food safety management system
FTPI	Thailand Productivity Institute
GAP	Good Agricultural Practices
GBM	Governing Body Meeting
GDLN	Global Distance Learning Network (of the World Bank)
GMP	Good Manufacturing Practices
GOJ	Government of Japan
GP	Green Productivity
GPAC	Green Productivity Advisory Committee
HACCP	Hazard analysis and critical control point
ICT	Information and communication technology
IE	Industrial engineering
IES	Impact evaluation study
I-OSM	Individual-country observational study mission
ISO	International Standardization Organization
IW	Irrigation water
IWM	Irrigation water management

JICA	Japan International Cooperation Agency
JPC	Japan Productivity Center
KM	Knowledge management
KPC	Korea Productivity Center
LNPO	Lao National Productivity Organization
MAFF	Ministry of Agriculture, Forestry and Fisheries (Government of Japan)
MFCA	Material flow cost accounting
MOEA	Ministry of Economic Affairs (Government of the ROC)
MOFA	Ministry of Foreign Affairs (Government of Japan)
MPC	Malaysia Productivity Corporation
MPO	Mongolian Productivity Organization
NGO	Nongovernmental organization
NIPO	National Iranian Productivity Organization
NPC	National Productivity Council (India)
NPCC	National Productivity Centre of Cambodia
NPEDC	National Productivity and Economic Development Centre (Nepal)
NPO	National productivity organization; National Productivity Organisation (Bangladesh); National Productivity Organization (Pakistan)
NPS	National Productivity Secretariat (Sri Lanka)
NTPC	National Training & Productivity Centre (Fiji)
OECD	Organization for Economic Cooperation and Development
PAPA	Pan African Productivity Association
PHM	Postharvest management
PV	Photovoltaic
QA	Quality award
RBM	Results-based management
SME	Small and medium enterprise
SNAP	Strengthening of NPOs Assistance Program
SQA	Singapore Quality Award
SWOT	Strengths, weaknesses, opportunities, threats
TES	Technical Expert Services Program
TFP	Total factor productivity
TPM	Total productive maintenance
TQM	Total quality management
UNPSAs	United Nations Public Service Awards
USDA	US Department of Agriculture
VC	Videoconference
VNPI	Vietnam National Productivity Institute
WSM	Workshop Meeting of Heads of NPOs

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