

# APO NEWS

Information to Make a Difference in Productivity

January–February 2016 • Volume 46 Number 1 • ISSN: 1728-0834



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# Secretary-General's New Year greetings

Looking back, 2015 was a very busy, eventful year for the APO, which was achieved through close cooperation among member countries, including NPOs and other organizations. Major changes in the past year have and will continue to affect the focus of APO programs and projects.

A new framework for mitigation of the effects of global warming, the Paris Agreement, was adopted at the 21st Session of the Conference of the Parties to the UN Framework Convention on Climate Change (COP 21) in December 2015. The international community

took a step toward collective measures to protect our shared environment. As an organization that has been implementing projects simultaneously aimed at productivity enhancement and environmental conservation under the concept of Green Productivity (GP) for over two decades, the Paris Agreement will create even more interest in the APO's green initiatives. We will continue to support sustainable development across the APO region through numerous GP projects including our flagship event, the 10th Eco-Products International Fair to be held in Thailand in June.

In 2015, the APO launched the Energy Efficiency Program, funded by generous special cash grants from the Government of Japan. The program has been well received as an opportunity to transfer Japan's energy-efficient technologies and experiences to other APO member countries. A major objective of the program is to contribute to achieving a low-carbon society.

In the area of technological innovations, practical applications of the "Internet of Things (IoT)" began to have a



*APO Secretary-General Mari Amano*

significant impact on productivity improvement in the agriculture, industry, and service sectors in 2015. New-wave manufacturing and service-oriented products through the application of the IoT are relevant to the APO's strategic directions of catalyzing innovation-led productivity growth and promoting the development of SMEs. In 2016, the APO will continue activities in these strategic directions with a specific focus on human resources development.

In recent years, public-sector productivity (PSP) has emerged as an important theme among APO member countries. PSP plays a key role in improv-

ing the quality of public services which leads to better efficiency in industry. The public sector is also often the biggest employer. To accelerate our efforts in the field, the Development Academy of the Philippines was designated as the APO Center of Excellence (COE) on PSP in 2015, the third COE after SPRING Singapore as the COE on Business Excellence and China Productivity Center as the COE on GP. The new COE will allow rapid expansion of our projects on capacity building to enhance PSP.

This year, we will further intensify efforts to encourage more countries to become members of the APO. In addition, e-learning- and IT-based projects will be expanded dramatically so that a wider range of individuals from member countries and elsewhere can participate. I hope that these APO activities in 2016 will contribute meaningfully to the sustainable socioeconomic development of member countries.

May 2016 be a joyful, prosperous, and productive year for you all. 🌀



## Women in agrifood-processing businesses



*Participants engaging in a discussion on certification and safety measures during their visit to the Noraini Cookies Worldwide Sdn. Bhd.*

The APO, in partnership with the Malaysian Productivity Corporation (MPC), organized a workshop for Women on Productivity Tools and Techniques for Micro and Small Agrifood-processing Businesses, in Kuala Lumpur, 16–20 November 2015. Seventeen participants from 13 countries attended, with three resource persons from India, the Philippines, and Thailand and one local speaker. The topics covered in the workshop included an overview of women entrepreneurs, women's participation in micro and small agrifood-processing enterprises, food safety and quality management, tools and techniques for productivity improvement, and successful models.

In addition to presentations and sharing of country experiences, the participants visited a family-run business, Noraini Cookies Worldwide Sdn. Bhd. ([www.norainis.com.my](http://www.norainis.com.my)) in Shah Alam, Selangor Darul Ehsan. The company is involved in production, sales, and exports of more than 50 food products such as biscuits/cookies, noodles, pancake mix, and ready-to-eat items enjoyed all over Malaysia and in several other Asia-Pacific countries. Company Director Noraini Bt. Ahmed described the journey she took to establish and sustain the business and was generous in giving useful tips. Hands-on exercises focused on how women can make a difference in productivity in the agrifood-processing sector were based on the Nuraini case study including company profile, good practices, opportunities for improvement (OFI), and recommen-

dations to address the OFI. The participants were divided into four groups and presented their group findings.

On the final day of the workshop, participants evaluated the activities and made informal commitments to utilize and disseminate the knowledge and skills gained. Participant from Vietnam Vu Ngoc Quynh Mai remarked that, "These five days were very special and an unforgettable memory for me. I've gained a lot of information and skills through this workshop and will apply kaizen principles and 5S and share the knowledge with my colleagues." Another participant, Dr. Saitorn Baimpong from Thailand, found the workshop to be a "wonderful experience." Bangladeshi participant Ismat Jerin Khan stated that, "As an entrepreneur, I have learned a lot from this workshop and it will be very useful to my business career. I thank the APO for giving me this opportunity." APO resource person and Advisor of the Food Science and Technology Association of Thailand Darunee Edwards lauded the workshop as a great achievement and thought that, "All the stakeholders were aware of the important roles of women and the APO should continue more programs with women entrepreneurs, particularly in the micro and small agrifood-processing sector." Chayaa Nanjappa, another resource person and Founder of Nectar Fresh, Pure Honey & Food Products, India, found the workshop to be "an awesome educational experience for networking and sharing a common passion for enhancing productivity and empowering rural folk." 🌟

# Promoting environmentally sound technologies

**A**t the Earth Summit in Rio de Janeiro, Brazil, in 1992, governments agreed on Agenda 21, an action plan to promote sustainable development. Central to Agenda 21 is the promotion of environmentally sound technologies (ESTs). As defined in Agenda 21, ESTs protect the environment, are less polluting, use fewer resources in a more sustainable manner, recycle more of their waste and products, and handle residual waste in a more efficient manner than the technologies for which they were substitutes.

In 2004, the Bali Strategic Plan for Technology Support and Capacity-building (for more information, visit <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>) reinforced the need for the provision of technology support and capacity building to developing countries as well as to countries with economies in transition. In 2012, the UN Conference on Sustainable Development, or Rio+20, in its outcome document "The Future We Want" again emphasized the importance of technology transfer to developing countries.

The United Nations is in the process of defining a post-2015 development agenda. This agenda will be launched at a summit in September 2015, the target date for achieving the Millennium Development Goals. There are discussions on "rethinking technology," covering topics such as a technology facilitation mechanism and technology assessment. Technology transfer remains an important topic in the international arena as it is seen as playing a critical role in the global response to the challenges to sustainable development. It is important to remember that achieving this goal will not just be a matter of bringing new tools to a new location but will also involve a suitable policy environment, unobstructed markets, adequate financing, and capacity building.

## The International Environmental Technology Centre's role in the transfer of ESTs

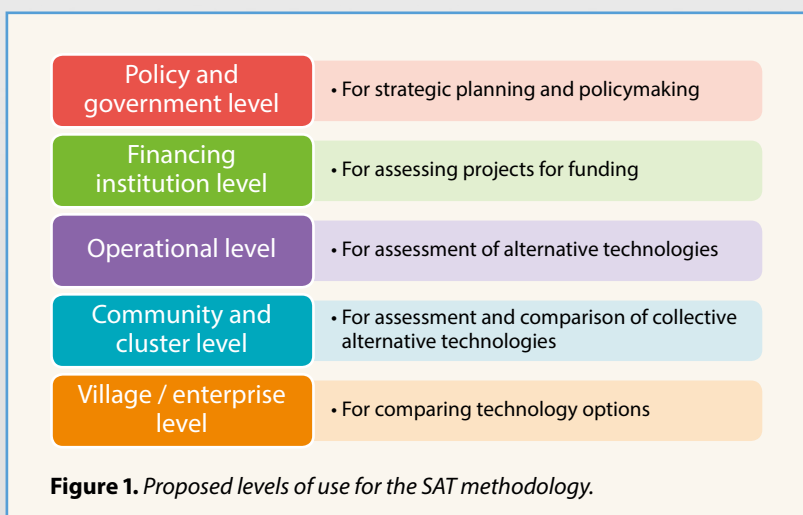
Inaugurated in 1992, UNEP's International Environmental Technology Centre's (IETC's) mandate is the transfer of ESTs to developing countries and countries with economies in transition. The IETC has had a comprehensive leading role in promoting the development, transfer, uptake, and use of ESTs. This covers data gathering and information management in relation to ESTs, as well as the development of decision support tools to assess life cycle performance and the environmental benefits of ESTs. It also facilitates technology transfer and supports capacity building initiatives to assist in the development, demonstration, and dissemination of ESTs.

Over time, the IETC has worked on urban development, including disaster management and water and sanitation. In recent years, it has focused on holistic waste management (solid waste, liquid waste, and gaseous emissions) by supporting national and city waste management strategies. The IETC has built the capacity at national and local levels to identify and implement ESTs for various waste streams. A series of sustainable technologies was developed for different waste streams and they were demonstrated in pilot projects. Subregional workshops were organized to share and exchange experience in the projects.

## Sustainability assessment of technology methodology

In its endeavors to assist countries in assessing and choosing ESTs that match their needs, the IETC has developed a methodology, the Sustainability Assessment of Technologies (SAT), as well as a number of reports on waste management technologies, so-called compendia of technologies. These are intended to provide information on technology options as well as to assist policymakers and technology decision makers in the identification of appropriate technologies with respect to local economic, environmental, social, and technical characteristics. The SAT methodology lays down generic criteria and indicators. Customization of the generic set of criteria and indicators can be carried out for sector-specific applications. This methodology is applicable to any sector including municipal services (waste management, water and sanitation, air quality management, etc.) and commercial sector (energy, transportation, manufacturing, etc.).

The SAT methodology is being used by a



varied group of stakeholders in different situations and at different levels of decision making (Figure 1). At the policy/government level, SAT can be applied for strategic decision making. These strategic decisions are often made by planners, civic body officials, and mayors/elected representatives. Once decisions at the strategic level are taken, SAT can be applied at the financing institution level. Target users could also include developmental as well as commercial

financing institutions that often play a key role in funding projects and programs that make use of technologies. The methodology can also be applied at the operational level, primarily by technical/engineering staff, designers, and consultants, to assess alternate technology systems.

The methodology follows the typical plan-do-check-act cycle of continuous improvement (Figure 2) as recommended by systems like the Quality/Environmental Management Systems (ISO 9000:14000). The SAT manual, compendium of technologies, and other materials are available online at the UNEP IETC webpage: <http://www.unep.org/ietc/InformationResources/Publications/tabid/56265/Default.aspx>.

### Conclusion

The IETC's experience shows that its approach to technology transfer is holistic, including capacity building, knowledge and organizational development, and creating an enabling environment for the uptake of technologies. To be successful, transfer of technology requires more than just the moving of equipment from point A to point B. Other requirements include enhanced knowledge, management skills, and technical and maintenance capabilities of those receiving the technology. Integrating human skills, organizational development, and information networks is also essential for effective technology transfer. Thus technology transfer must be a broad, complex process if it is to contribute to sustainable, equitable development.

With the experience of working with government and the private sector in many different countries, the IETC is a good partner for the private sector to facilitate knowledge

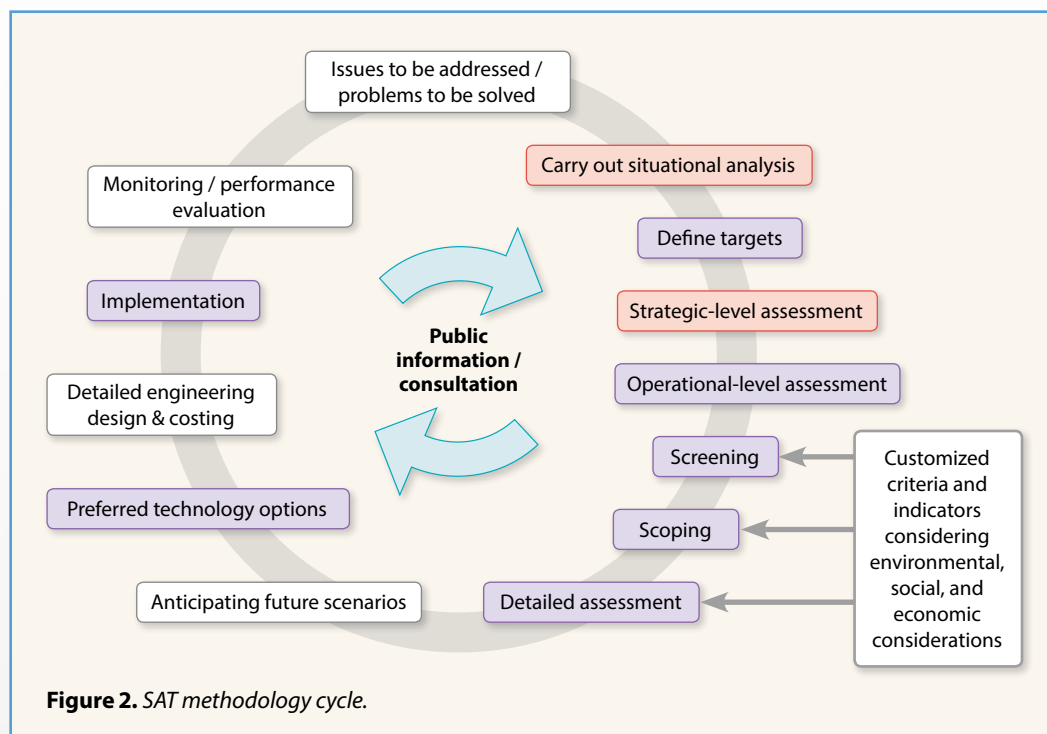


Figure 2. SAT methodology cycle.

exchange and business partnerships and can provide a platform for cooperation among Asian countries. The waste sector has huge potential for the adoption of ESTs to promote sustainable development as ESTs reduce waste and improve production efficiency. ESTs can also convert waste into a resource to boost economic activities and living standards. To achieve these, policymakers, scientists and engineers, the private sector and investors, and citizens' representatives may form a team to assess the current and future needs for ESTs for local and international markets and then to draw up a roadmap to produce and implement ESTs. 🌱



**Mushtaq Memon** has served as a Programme Officer of the IETC's Division of Technology, Industry and Economics, UNEP, since 2005. His areas of expertise are waste management including integrated solid waste management, waste and climate change, disaster waste management, e-waste management, and public-private partnerships. He previously worked for the Institute for Global Environmental Strategies, Sindh Rural Water Supply and Sanitation Project, Karachi Port, and Port Qasim in Pakistan. He holds a Postgraduate Diploma in Transport, MSc in National Development Project Planning, and PhD in Environmental and Resource Economics and Management.



### Showcasing excellence through innovation in Malaysian industries



Deputy Minister of International Trade and Industry YB Dato' Lee Chee Leong, during his closing remarks. Photo courtesy of MPC.

**“W**e welcome the efforts of our APIC participants in advancing the standards of efficiency and productivity within their respective industries,” commented Deputy Minister of International Trade and Industry YB Dato' Lee Chee Leong, who presided over the closing ceremony of the Annual Productivity & Innovation Conference and Exposition (APIC) 2015, organized by the Malaysia Productivity Corporation (MPC), 2–4 November 2015 in Petaling Jaya. He hoped that the audience, who represented various industries, would “through strategic study, inventive prowess, and a willingness to challenge convention, continuously improve work processes to manage our resources more efficiently and review outdated rules and regulations.”

The APIC, held since 2011, provides an opportunity for quality circle practitioners, quality experts, and enthusiasts from all over Malaysia to share experiences and best practices of creativity and innovation to enhance productivity and competitiveness. The three-day event includes the National

Team Excellence Convention on Quality Environment.

The conference theme each year is From Ideas to Reality. The consistent theme corresponds with the aims of the APIC as an annual gathering of key stakeholders to share ideas and insights for continuous improvement and development. This year, the APIC was attended by 218 groups representing 158 organizations, for a total of 2,000 participants.

A highlight was the presentation of the Best Overall Team Excellence Award for 2015 to Infineon Technologies (Malaysia) Sdn. Bhd. A leading company in the field of semiconductors, the award recognized its achievements in offering quality products and system solutions while addressing the challenges of energy efficiency, mobility, and security.

Business excellence continues to be a core project area for the APO, as part of one of the three strategic directions of catalyzing innovation-led productivity growth. National efforts like the APIC ensure that innovative ways of tackling productivity issues spread throughout the Asia-Pacific region. 🌟

### Hailing their contributions to national productivity movements



Dr. Ming-Ji Wu (R) receiving the APO National Award 2015 from ROC President Ma Ying-jeou during the 60th anniversary celebrations of the China Productivity Center (CPC) on 13 November 2015 in Taipei. Photo courtesy of CPC.



Samsung Electronics Co., Ltd. COE Boo-Keun Yoon (L) with APO Secretary-General Mari Amano, who presented the APO National Award 2015 to Yoon at Samsung Headquarters in Seoul on 11 March 2015. Photo courtesy of Korea Productivity Center.



Namkhainnatsang Nyam Ltd. owner Natsagnam Namkhai (C) receiving the award at the Mongolia Productivity Organization (MPO) on 24 April 2015. Executive Director Amarsaikhan Damdinjav (L), and Chairman of the Board of Directors Yamaaranz Erkhembayar (R) presided. Photo courtesy of MPO.



Dr. Atchaka Sibunruang, then-APO Director for Thailand and Permanent Secretary, Ministry of Industry (L) conferring the APO National Award 2015 on Dr. Ajva Taulananda during the FTPI 20th anniversary gala dinner on 9 July 2015 in Bangkok. Photo courtesy of Thailand Productivity Institute.



## Improving productivity in SMEs through lean manufacturing practices: the cluster approach

**T**here are 48 million SMEs in India contributing to 45% of industrial output and 40% of exports, while creating 1.3 million jobs every year. This is bound to increase with the rapid economic growth envisaged for the country. The government intends to utilize this potential and make India a major manufacturing hub of the world. With this objective, the national manufacturing policy was developed by the government with a corresponding program called the National Manufacturing Competitiveness Programme. The program has 10 distinct schemes for improving productivity, quality, design, energy efficiency, etc. in SMEs. One scheme is the Lean Manufacturing (LM) Competitiveness Scheme, for which the National Productivity Council (NPC) of India has been made the implementing agency.

The scheme involves a cluster approach in which eight to 10 units interested in participating in the scheme form a “special purpose vehicle (SPV).” The NPC has empanelled qualified, experienced consultants on LM exclusively for this scheme. The SPV selects a consultant from the list based on suitability and competence. The government pays 80% of the consultant’s fee, with the remaining 20% paid by the units. The selected consultant first carries out a diagnostic study of each unit and obtains the baseline data on quality, delivery times, productivity, machine utilization, customer complaints, housekeeping, inventory, etc. The consultant then prioritizes

the areas to be tackled and prepares an action plan giving details of LM techniques to be deployed for each area, relevant training required, and the targeted result over a timeline. This action plan is reviewed by each unit’s management and the NPC and becomes the basic document for the project. The consultant then undertakes training and consultancy in implementing LM techniques following the action plan. The project continues for one to one and one-half years during which the consultant oversees four separate projects under which LM techniques are applied. The NPC carries out periodic audits to assess the status and progress. If the action plan is followed successfully, the NPC releases the consultant’s fee.

As a pilot project, the scheme was initially applied in 100 clusters starting in 2010. After an extensive campaign, 112 SPVs were formed covering 25 sectors. A sample case study from one unit that implemented LM practices is given below.

### **Case study: 5S implementation in M/s Berry’s Auto Ancillaries (P) Ltd.**

M/s Berry’s Auto is a manufacturer of auto components located in the Uttar Pradesh State Industrial Development Corporation Industrial Area, Amausi district, Lucknow. The company is owned by Mohit Suri, has been in existence since 1975, and is ISO 9001 certified. The major customer is TATA Motors. It employs 65 in six departments. The owner volunteered to



participate in the LM scheme to improve the manufacturing capability of the unit, with the following rationale: “When I heard about the Lean Manufacturing Competitiveness Scheme of the Ministry of SMEs, I immediately opted to participate because many of my customers are implementing this concept and as part of their vendors’ development, they were also encouraging me to adopt lean practices. The scheme came to us at a very appropriate time.”

*Problem identification:* The LM consultant identified 5S as the starting point for Berry’s Auto in the diagnostic study report. It was noted that baseline housekeeping was poor and the 5S score was only 20%. Some observations were: awareness of 5S was lacking and no institutional mechanism was in place to practice it; the shopfloor was cluttered with material; materials were not arranged in an orderly fashion; machine layout was not efficient; and there were unnecessary movements of material.

*Methodology:* As a first step, a 5S organization was established led by the plant head, with leaders and facilitators in each department. The plant area was divided into 33 zones. Training in 5S along with 5S audit methodology was provided to all employees. A 5S project schedule was prepared to implement various components of 5S along with 5S audit methodology over a 10-month period. All employees were encouraged to give suggestions on improving housekeeping. Useful ones were recorded on a kaizen idea sheet for documentation and replication. Such suggestions were received from all zones, and housekeeping improved throughout the plant.

*Results achieved/benefits:* The company achieved four main tangible results: 1) the 5S score increased from 20% to 80%; 2) 115 m<sup>2</sup> of space was saved; 3) annual savings of US\$9,250 were achieved; and 4) cash flow increased by US\$6,740 through reductions in inventory.

The tangible results of the overall pilot project are summarized in Table 1. A compendium of select case studies from the pilot scheme is available on the NPC website ([www.npcindia.net](http://www.npcindia.net)).

Some of the qualitative benefits derived by the units participating in the pilot project were: capacity building among employees; opportunities to identify and solve problems; fostering teamwork; delegation of work/improvement initiatives; development of platforms for creativity and innovation; improved work environment; increased customer confidence; building a competitive spirit through internal and external benchmarking; and improved work culture and attitude. The critical success factors for implementing LM in SMEs were identified as:

- Commitment of owners/top management;
- Valuing long-term vision over short-term gains;

**Table 1.** Results of overall pilot project.

No. of clusters attempting LM	89
No. of clusters successfully adopting LM	62
No. of SMEs (sectors) in the project	900 (25)
Annual savings from LM	US\$9.52 million
Salvage value of scrap from 5S activities	US\$0.47 million
Increase in production capacity without capital expenditure	20%
Space reclaimed for productive work	10%
Reduction in inventory	25%
Reduction in manufacturing lead time	5–30%
Improvement in overall equipment effectiveness (model machines)	15%
No. of kaizen activities generated	>7,500

- Commitment to customers;
- Delegation from owners/entrepreneurs to employees;
- Competence and performance of LM consultants;
- Strict adherence to schedules;
- Proactive role of nodal officers;
- Effective monitoring by implementing agency;
- Taking an action-oriented approach to make visible improvements; and
- Effective training of employees.

Based on the success of the pilot project, the scheme has been scaled up to cover 500 clusters in the next four years.

A congratulatory function was organized for the best-performing units and consultants during the visit of APO Secretary-General Mari Amano to the NPC on 20 April 2015. During his remarks, he appreciated the efforts of the NPC in taking productivity initiatives to the vast SME sector in India. 🌀



**M.L. Suryaprakash** was previously the Deputy Director General of the NPC, India. He had over 31 years of experience in the field of productivity in various capacities at different NPC locations. His fields of expertise include industrial engineering, quality management, business excellence, etc., in which he has carried out over 150 consultancy assignments and training programs. His final position in the NPC was head of the National Monitoring & Implementation Unit for the Lean Manufacturing Competitiveness Scheme of the Government of India.

## Promoting ICT to boost productivity in the service sector



*Jim Morgenson of LinkedIn explaining to APO participants the use of ICT automation to enhance the efficiency of the office environment.*

**T**he APO, in addition to projects hosted in its member countries, regularly organizes study missions on various topics to nonmember countries. Such projects help APO member countries to gain a more global perspective on best practices of productivity enhancement, by providing an opportunity to observe and learn applications

and strategies initiated by other countries and agencies outside the APO region. As a recent example, the APO organized a study mission to the USA on the Use of ICT in Service-sector Firms for Productivity Improvement, 9–13 November 2015. The innovations and advances made in ICT in recent years have not only rewritten the multimedia and social media cultures but also contributed to productivity promotion and enhancement. Innovations in multimedia platforms, tools, and software hold great potential to help service-sector companies provide better-quality services and at the same time improve overall organizational performance.

Visiting various service-sector companies in Silicon Valley, the mission examined the best practices of such US companies in innovative uses of ICT for productivity growth and improvements in quality and cost. Over the five-day mission, led by the APO Secretariat and supported by local

## New officers at the Secretariat



**Arsyoni Buana** joined the APO Secretariat staff as a program officer in the Industry Department from 26 October 2015. The multilingual citizen of Indonesia received a BA in Economics from Brawijaya University, Malang, went on to study abroad, and holds an MA in Globalization and Economic Development from

the University of Antwerp, Belgium; an MPhil in Economics from the Ecole des Hautes Etudes en Science Sociales, Paris, France; and an MPhil in Quantitative Economics from the Paris School of Economics. Arsyoni's career with the Indonesian Ministry of Finance involved managing loans for national projects and public debt monitoring and evaluation. A married father of two children, his free time is spent playing with his two energetic boys and trekking. He hopes to increase his contribution to development while working with the APO.



**Yumiko Nishio** was appointed to the newly created position of Administration and Finance Officer in charge of planning and implementing the Governing Body Meeting (GBM) and Workshop Meeting of Heads of NPOs (WSM) as well as other organizational planning/monitoring/reporting functions in the APO Secretariat

effective 1 November 2015. She has worked in the Secretariat Agriculture Department as project assistant and coordinator and then as project coordinator, Administration and Finance Department since 1997, most notably helping to plan and organize the annual GBM and WSM in the latter position. Nishio studied American Literature at Aoyama Gakuin University in Tokyo, where she received a BA. She holds a MBA from the University of Massachusetts, USA. When not busy with official duties, she likes traveling, cooking, spending time with family and friends, and listening to music.

coordinators USJP Culture and Education and USAsia, the group visited Google, LinkedIn, Tableau, and Fetch Robotics where innovative ICT strategies and ideas on improving the efficiency and effectiveness of services were explained. Other best practices were demonstrated by Stanford University in the use of ICT at its business school for product designing, Levi's Stadium in the incorporation of ICT for service improvement, and Eatsa and Fang Restaurant on the use of ICT applications for creating the ultimate customer experience in food service.

The mission comprised 13 participants from nine APO member countries. They represented various service sub-sectors, including television, distribution, education, communication, and electricity, as well as government and public-sector agencies. All were enthusiastic about the val-

ue the mission would bring to their own organizations but with their diverse backgrounds, they appreciated different elements of the study mission. Epili Ravula of Fiji gained a new understanding of "the Internet of things." "The culture of IT firms in Silicon Valley" was appreciated by Yuki Tanabe of Japan. The "design thinking concept" as well as "venture capitalists who support new innovations" were cited as impressive by Sri Lankan participant E.L.K. Dissanayake. Learning "how to apply big data and open data in public service" would help Wiboon Phatrapiboon of Thailand in his work at the Electronic Government Agency. All participants looked forward to sharing their new insights in their home countries and workplaces to disseminate the knowledge and promote new initiatives. 🌐

## International Forum on the APO COE on GP

**A**s one of the major milestones in its role as the APO Center of Excellence on Green Productivity (COE on GP), the ROC hosted the 2015 International Forum on the APO COE on GP in Taipei, 12 and 13 November. The forum brought together various local as well as international experts and speakers to review various green methods and practices around the region.

Noting the ROC's designation as the COE on GP in April 2013, in his opening remarks APO Secretary-General Mari Amano lauded the valuable leadership shown by the ROC in sharing GP practices and technologies with other economies in Asia. He also noted the establishment of the ROC GP Advisory Committee (GPAC) and hoped it would be successful in evolving the GP concept.

China Productivity Center (CPC) President Dr. Chan Pao-Cheng welcomed and expressed gratitude to all guests, noting the importance of the forum in creating a platform for local and international experts to exchange best practices in the promotion of GP, especially at a time of heightened awareness of the need for sustainable development worldwide. Speaking on the ROC's role as the COE on GP, he hoped that its experience in this area would "help facilitate sustainable growth in APO member countries as we work together to transform the Asia-Pacific region into a global benchmark area for green competitiveness."

As the keynote speaker, APO COE on GP Advisor Dr. Eugene Chien shared recent global as well as regional trends in efforts to combat climate change through the reduction of carbon emissions. He stressed the immediate need of APO



*Secretary-General Amano engaging with Mr. Han-Yuan Wang, Counselor of Ministry of Foreign Affairs during forum sessions. Photo courtesy of CPC.*

economies to promote their "green responsibility" in scaling up efforts and policies to achieve energy efficiency.

Professor Allen H. Hu of the National Taipei University of Technology addressed the need for GP in the area of corporate sustainability. Highlighting current issues in corporate social responsibility practices as well as the inequality of global wealth distribution, he underlined the growing complexity of the role played by businesses in the creation of a green economy.

The forum was part of a series of events spread over two days, comprising the annual ROC GPAC meeting along with a commemoration of the CPC's 60th anniversary. The opening event of the anniversary celebration was attended by ROC President Ma Ying-Jeou, who also presented the APO National Award to one of the 2015 recipients, Director of the Industrial Development Bureau Dr. Ming-Ji Wu. 🌐




## Measuring public-sector productivity



Undersecretary Richard E. Moya (standing) of the Department of Budget and Management, a national government agency in charge of public budget and planning, explaining the performance-based bonus system under Government Administrative Order 25 addressing public-sector productivity.

**A**n APO workshop on Measurement of Productivity in the Public Sector was hosted by the Development Academy of the Philippines, 9–13 November 2015. Twenty-two participants from 15 member countries studied how to measure the productivity of the public sector, a current hot topic in the region, with the ultimate aim of improving the quality of public services that are required by society.

Resource person Dean Parham, who has had a long career in public services, most notably with the Australian Productivity Commission, shared his knowledge and experience in measuring productivity in the sector. Meanwhile, Professor Hiroaki Inatsugu of Waseda University, Japan, presented the findings of a recent study on measuring public-sector productivity among selected APO member countries. The findings solicited mixed reactions but great interest, especially from participants from the member countries studied. Zahid bin Ismail from the Malaysia Productivity Corporation shared the different approaches that NPO has adopted in measuring public-sector productivity in recent years. He also conducted an exercise to apply the concepts learned, which was appreciated for its practicality.

The participants had a chance to visit the Department of Interior and Local Government, a national government agency in charge of strengthening local government capabilities, for an overview of national initiatives to improve overall public-sector performance and productivity, especially among provincial and municipal governments, cities, and *barangays* (villages). A visit was also made to the City Government of Pasig, where Mayor Maribel Eusebio personally received the participants and provided an orientation on the latest activities and achievements of her government meant to enhance the efficiency and performance of staff in the delivery of public services. A summary of learning and action plan formulation wrapped up the workshop. 



City Government of Pasig Mayor Maribel Eusebio (fourth L) during the site visit.

