Strengthening of National Productivity Organizations (NPOs) Assistance Program (SNAP).

A Comprehensive Study of the Status and Needs of National Productivity Organisations and the Asia Productivity Organisation.

5 June 2015

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Note - All contributors to the report have endeavoured to provide accurate information. However, translation issues, misunderstandings and mistakes do occur. If errors are brought to our attention, we will try to correct them.

EXECUTIVE SUMMARY

The objective of this project was "*To assist the Asian Productivity Organisation (APO) and National Productivity Organizations (NPOs) undertake a Needs Assessment to enable effective productivity-related strategies and programs to be developed and implemented at a National and APO-wide level".*

The research was commissioned by the APO Secretariat and officially started on 18 February 2014 and concludes with the publication of this report on 5 June 2015.

This report had the input of 16 NPOs (Bangladesh, Cambodia, Fiji, India, Indonesia, Iran, Lao, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Republic of China, Sri Lanka, Thailand and Vietnam). A Chief Expert (supported by 7 researchers) and 16 National Experts coordinated the research and analysed the data provided by 372 staff, 390 customers and 130 NPO partners.

Data was obtained on Country Trends, NPO Strategy, Systems and Services, NPO Performance Results, NPO SWOT Analysis and APO Strategy and Assistance.
The results reflect the diversity of APO members. For example, the number of staff employed by NPO members varied from 16 in Nepal and Mongolia to 670 people in Sri-Lanka. Malaysia had the most training course attendees in 2013 with 130,517 people trained whilst some countries recorded less than 20 people trained. Some NPOs were almost 100% government funded whilst others received no government funding. Whilst the NPOs all had specific challenges and opportunities there was agreement with the APO's current vision and mission, and most indicated that "Training courses, Technical expert services, Development of demonstration companies / organizations and In-country programs" had the most impact.

The report provides many recommendations to assist the APO and NPOs such as encouraging more best practice sharing on institutional strengthening and capability building (to share strategies, organizational structure, infrastructure, funding models, staffing levels/ratios and approaches to governance, leadership, human resources, customer focus, operations and systems, and measurement, analysis and knowledge management) and on service delivery (to share success stories on how productivity-related services are being delivered). For both the APO and NPOs more needs to be done to raise the profile of productivity including simple steps such as the improved use of social media and improving the design and content of NPO websites.

The report endorsed the need for an APO Roadmap which has a clear strategy and targets. Currently, 3 or more APO members are in the top 20 countries for 10 of 18 reputable international performance metrics but none were in the top 20 for Labour Productivity. Clear stretch targets for key performance metrics can help the APO to develop appropriate strategies and obtain alignment of NPO strategies. Some NPOs require help in developing their own National Plans and Roadmaps.

This report contains a wealth of information which can be used as a reference guide and for benchmarking purposes for many years to come.

CONTENTS

The report is structured into the following sections:

	Page No.
Executive Summary	2
Contents	3
1. Introduction	4
2. Research Methodology	5
3. Findings	9
4. Recommendations	19
6. Conclusion	22
Appendix 1 - Country Data and Trends	24
Appendix 2 - NPO Strategy, Systems and Services	50
Appendix 3 - NPO Performance Results	256
Appendix 4 - NPO SWOT Analysis	281
Appendix 5 - APO Strategy and Assistance	326

1. Introduction

This report shares the research data obtained from a project to assist the APO and NPOs undertake a needs assessment.

The official objective was:

To assist the Asian Productivity Organisation (APO) and National Productivity Organizations (NPOs) undertake a Needs Assessment to enable effective productivity-related strategies and programs to be developed and implemented at a National and APO-wide level".

With a scope of:

a. To develop a methodology for a Needs Assessment taking into consideration the mission, objectives, and mandates of NPOs and the purpose of the APO;
b. Review of APO programs for NPO capability building and institutional strengthening;
c. Review of the performance of each NPO including profiling of resources and programs;
d. Identifying the core competencies of each NPO including strengths, weaknesses, opportunities, and threats;
e. Identifying the emerging roles and challenges of NPOs resulting from sociopolitioeconomic changes; and
f. Identifying the organizational development, capacity building, and institutional support needs of NPOs to lead productivity-related initiatives.

The research was commissioned by the APO Secretariat and officially started on 18 February 2014 with the appointment of the Chief Expert and concludes with the publication of this report on 5 June 2015.

The body of this report describes the Research Methodology, Findings, Recommendations and Conclusions. The Appendices show the full set of research data obtained from NPO members.

2. Research Methodology

A chief expert and 15 national experts were appointed to undertake the research. The National Experts were from: Bangladesh, Cambodia, Fiji, India, Indonesia, Iran, Lao, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam. The Republic of China (ROC) joined the study at a later date, making a total of 16 countries.

The project commenced with the chief expert devising the research methodology with input from the APO. This was followed by a coordination meeting on 28/29 May 2014 involving all National Experts to finalise the methodology and the design of the research tools. Each national expert was responsible for carrying out the research in his/her country following the proposed methodology. The chief expert's role, in addition to devising the research methodology, was to provide technical support to the national experts, review current APO programs, and prepare a final research report with specific recommendations for the APO and NPOs.

To ensure consistency of data for comparison and aggregation purposes a National Expert Survey and four Stakeholder Surveys were developed with clear guidelines on how the data should be collected. These were accompanied by a mapping spreadsheet to show how the questions from the Stakeholder Surveys were linked to the National Expert Survey. The Stakeholder Surveys were designed so that they could be sent by email or posted to respondents for completion or used as a basis for a one to one structured interview.

The four Stakeholder Surveys and the number of surveys that were targeted for completion are described in Figure 1.

Figure 1 – Types of stakeholder surveys and survey completion guidelines

Stakeholder Surveys	Minimum number of surveys to be completed
NPO CEO/Directors	At least 75% of CEO/Directors should complete this survey.
NPO Staff (Professional & Technical only)	At least 20 surveys completed in total or at least 50% of staff should complete this survey
NPO Customers (Enterprises)	At least 20 surveys completed in total or at least 50% of customers should complete this survey
NPO Partners (Funders/ Training Providers/ Consultants/ Employer Groups/ Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board and the APO)	At least 3 surveys completed or at least 50% of key partners should complete this survey

National Experts were also encouraged to review:

- The NPO's and APO's vision, mission and strategy
- Services provided by the NPO/APO described on websites/documents
- Policies and procedures
- Feedback received by clients (customer surveys, training assessment forms)

- Employees engagement/satisfaction survey reports
- Project reports
- Audit reports
- Correspondence/agreements with Partners
- 2007 Needs Assessment Report
- A slide set provided by the Chief Expert showing country performance on over 20 international performance metrics.

In addition, for Section 4 of the National Experts Survey the National Expert coordinated a strengths, weaknesses, opportunities and threats (SWOT) analysis with senior executives from the NPO. This meeting involved a review of the collected data and a discussion to identify the NPO's key strengths, weaknesses, opportunities and threats in relation to the government/partners, private sector and public sector.

Information gleaned from the Stakeholder Surveys and the above sources assisted the National Experts to complete the National Expert Survey which was then sent to the Chief Expert for analysis. Of prime importance was that the National Experts Survey was completed accurately, bearing in mind potential translation issues, and represented the views of NPO stakeholders rather than the National Experts' personal views. To check project progress and the accuracy of survey completion there was regular reporting between the National Experts and the Chief Expert. Figure 2 describes the research plan and level of reporting.

Figure 2 – Research activities and timetable

Completion date	Activity	Responsibility
10 March 2014	Outline of the role/ responsibilities of National Experts and issue of the *preliminary* SWOT Analysis exercise for completion.	Chief Expert/APO
1 April 2014	National experts appointed and role/responsibilities are assigned.	NPOs/APO
1 May 2014	Identification and review of currently available data/information relevant to the SWOT Analysis and Needs Assessment.	National Experts
15 May 2014	Completion of a *preliminary* SWOT Analysis by each country. Completed SWOT Tables sent to the APO in preparation for the	National Experts

	Coordination Meeting.	
15 May 2014	Draft design/outline of Needs Assessment Survey/Stakeholder Surveys/Report Template to be reviewed/improved at the Coordination Meeting	Chief Expert
28/29 May 2014	Coordination Meeting, Tokyo, Japan.	APO, Chief Expert, National Experts
23 June 2014	Final version of Needs Assessment Survey/Stakeholder Surveys/Report Template provided to National Experts	APO, Chief Expert
1 July 2014	Development of a strategy for the collection of data relevant to the Needs Assessment. This to include who to contact/survey and by when and which Stakeholder Survey(s) to use.	National Experts
8 August 2014	Preliminary completion of the National Experts Survey based on current data availability. Submitted to the Chief Expert	National Experts
27-29 August 2014	APO Liaison Officers' meeting, Tokyo, Japan. Initial findings/data from the Needs Assessment will be reviewed.	APO, APO Liaison Officers, Chief Expert
1 December 2014 (extended until 26 December)	Final completion of the National Experts Survey. Submitted to the Chief Expert.	National Experts
5 January 2015	Review of survey data, checking for correct completion	Chief Expert
20 January 2015	Resubmission of surveys	National Experts.
2 February 2015	Compilation of data in spreadsheets ready for checking by National Experts	Chief Expert
28 February 2015	Resubmission of data	National Experts

9 March 2015	Compilation of information into Appendices for review by APO	Chief Expert
15 April 2015	Draft Version of APO Needs Assessment Analysis Report issued to the APO and National Experts for review	Chief Expert
5 June 2015	Final Version of APO Needs Assessment Analysis Report issued to the APO and all APO members.	Chief Expert

Colour Code	
	Meetings
	Work completed by National Experts
	Work completed by the APO/Chief Expert

3. Findings

This section summarises the findings from the research. The full set of findings are shown in the Appendices.

Within each Appendix the survey questions are shown, followed by the aggregated responses in data and graphical format.

From the 16 NPOs that participated 372 CEO/Directors/Staff, 390 customers and 130 partners contributed their opinions.

A summarised selection of findings from each Appendix are presented below:

Appendix 1: Country Data and Trends.

What does it show?

This Appendix shows:

a) the performance of each country with respect to 22 economic and societal metrics with data provided by reputable independent sources:

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1. Population
2. Population growth rate
3. Population aged 65 and above (% of total)
4. Labour productivity
5. Gross domestic product (GDP)
6. GDP per capita
7. Global Competitiveness,
8. Ease of doing business,
9. Information Technology – Networked Readiness Index
10. Education of 15 year old students
11. Human development index
12. Innovation
13. Perceived corruption in the public sector
14. Political stability and Absence of Violence
15. Government effectiveness
16. Wellbeing of older people
17. Happiness index
18. Homicide rates
19. Life expectancy
20. Environmental performance
21. Energy sustainability index
22. The Global Energy Architecture Performance Index

b) the megatrends that the CEOs/Directors of NPOs selected as likely to have the most impact on productivity in their country over the next five years.

How should the data be used by NPOs?

- The data shared on the 22 economic and societal impacts should be reviewed by NPOs to assist with their SWOT analysis and for setting of future targets. NPOs are encouraged to contact countries with higher levels of performance to learn from them.
- NPOs should ensure that they have strategies in place to address or take advantage of the 5 mega trends they have identified as having most impact on productivity over the next 5 years. In addition, NPOs may wish to re-assess their 5 most important mega trends based on the opinions provided by other countries.

How should the data be used by the APO?

- The APO may wish to calculate the average performance of NPOs with respect to the 22 economic and societal measures, and set future targets and strategies for those measures it aims to have an impact on.
- The APO should ensure it has strategies in place to address or take advantage of the 5 mega trends that have been identified as having most impact on productivity over the next 5 years.

Selected Findings (View the Appendix for full findings)

- 3 or more APO members were in the top 20 countries for 10 of 18 reputable international performance metrics (the 18 metrics referred to were from the above list of 22 metrics, the 4 measures excluded were population, population growth rate, population aged 65+ and GDP as these are not productivity based and/or were encompassed in the other measures).
- No APO members were in the top 20 for Labour Productivity, Happiness Index, Energy Sustainability Index or the Global Energy Architecture Performance Index.
- The mega-trends identified as having most impact on productivity over the next 5 years were:
    - Liberalisation of global trade and financial markets (indicated by 63% of NPOs)
    - Convergence of technologies and research fields (indicated by 63% of NPOs)
    - Increasing energy consumption (indicated by 50% of NPOs)
    - Green productivity: scarce resources and increasing commodity prices lead to techniques that increase energy and resource productivity (indicated by 38% of NPOs)
    - Decreasing costs for communication and transportation (due to technical innovations such as the internet) enabling more international trade (indicated by 38% of NPOs)
    - Government accountability due to a more informed electorate (indicated by 38% of NPOs)

Appendix 2: NPO Strategy, Systems and Services

What does it show?

This Appendix provides information on each NPO's strategy, systems and services. Data and opinions of the NPO's CEO/directors, staff, customers and partners were sought on 32 questions.

How should the data be used by NPOs?

- The data provides a good overall assessment of each NPO's strategy, systems and services from the perspectives of stakeholders. Differences in opinion by stakeholder groups should be investigated to find out why there is this difference as it could mean the strategy, system or service or communication channels with the stakeholder group should be improved.
- The data will assist NPOs in benchmarking their strategies, systems and services with other NPOs. NPOs are encouraged to contact higher performing NPOs to learn from them in areas such as the provision of high quality services and revenue generation.

How should the data be used by the APO?

- The data will enable the APO to have a clearer understanding of each NPO's strategy, systems and services. This will enable the APO to provide a tailored approach to meet each country's needs.
- The data will enable the APO to identify the comparative strengths and opportunities for improvement for each NPO. This will enable the APO to facilitate the sharing of knowledge between high and low performers.

Selected Findings (View the Appendix for full findings)

- All NPOs have a stated vision and mission. Three NPOs (Nepal, Pakistan and Vietnam) do not have stated organisational values.
- There is a large variation in the number of people employed by each NPO from 16 in Nepal and Mongolia to 670 people in Sri-Lanka.
- There is a large variation in the ratio of support staff to professional/technical staff between NPOs with Sri-Lanka reporting it has 82.75 professional/technical staff to 1 support staff and Thailand reporting it has 0.48 professional/technical staff to 1 support staff.
- There is a large variation in the number of part-time staff used by NPOs with Fiji employing 131 part-time staff and 9 countries employing no part-time staff.
- The most popular training for professional/technical staff was Presentation Skills Training (67%) followed by Business Excellence Training (50%) with the least popular being Governance Training (33%).
- Based on budget spend most NPO work was conducted in the Manufacturing Sector (26%) and Information and Communications Sector (11%).
- On average NPOs assisted the Private Sector 45% of the time followed by the Public Sector 41% of the time.
- Fiji has 65 training rooms that can accommodate up-to 1350 people while 4 NPOs have no training rooms.
- Fiji owns 9 buildings while 4 countries own none.

- 7 NPOs (Fiji, Lao, Malaysia, Philippines, ROC, Thailand and Vietnam) are certified to ISO9001 (Quality Management System)
- 2 NPOs (Nepal and Mongolia) do not have any Professional/Technical staff that have been given a computer that is less than 5 years old for their individual use. 8 NPOs have 91-100% of their Professional/Technical staff using computers for their individual use of less than 5 years old.
- Customers of NPOs indicated that the most important Training, Workshop, and/or e-learning Courses for raising the performance of organisations was on Customer focus (understanding customers, building customer relationships, managing customer complaints), with 43% indicating this.
- The Training, Workshop, and/or e-learning Course provided by the most number of NPOs (14) was on Productivity Tools (Problem solving, 5S-Ind. Housekeeping, Lean, Six Sigma).
- Customers of NPOs indicated that the most important Conference and/or Forum for raising the performance of organisations was on Productivity, with 21% indicating this.
- The Conference and/or Forum given by the most number of NPOs (11) was on Productivity.
- Customers of NPOs indicated that the most important Mentoring, Coaching and/or Consultancy Services for raising the performance of organisations was "Developing organizational capability – SMEs" and on "Human Resources", with 25% indicating this.
- The Mentoring, Coaching and/or Consultancy Services provided by the most number of NPOs (11) was on "Developing organizational capability – SMEs" and "Measurement, analysis and knowledge management".
- Customers of NPOs indicated that the most important Information Dissemination Services for raising the performance of organisations was a "Benchmarking Database/Website", with 9% indicating this.
- The Information Dissemination Service provided by the most number of NPOs (10) was "Study Missions".
- Customers of NPOs indicated that the most important Toolkits/Assessment Tool for raising the performance of organisations was a "SME start up assessment tool" with 14% indicating this.
- The Toolkit/Assessment Tools provided by the most number of NPOs (8) were Business Excellence Assessment Tools and Productivity Assessment Tools.
- Customers of NPOs indicated that the most important Award/Standard for raising the performance of organisations was an "ISO 9001 (Quality Management System)" with 12% indicating this.
- The Award/Standard provided by the most number of NPOs (8) was a Business Excellence Award.
- Customers of NPOs indicated that the most important Research for raising the performance of organisations was "Productivity" with 14% indicating this.
- The Research provided by the most number of NPOs (10) was on Productivity.
- Customers of NPOs indicated that the most important Networking and Support Groups for raising the performance of organisations were "Community of productivity practitioner's networks" and "Consultant networks" with 4% indicating this.
- The Networking and Support Groups provided by the most number of NPOs (5) was a Business Excellence Award winners network
- Customers of NPOs indicated that the most important Financial Assistance for raising the performance of organisations were "Subsidized training and workshops" with 11% indicating this.
- The Financial Assistance provided by the most number of NPOs (2) was Subsidized Consultancy and Advice.

- The level of customer satisfaction across all NPO countries was highest for "Training, Workshops and e-learning" and lowest for "Research"
- NPO customers rated the following as the top 10 most important NPO services (from a list of 74) for raising the performance of organisations in their country:
    1. Training, Workshop, and/or e-learning on "Customer focus (understanding customers, building customer relationships, managing customer complaints)" (43.4%)
    2. Training, Workshop, and/or e-learning on "Leadership (vision, values, developing leaders, ethics, governance) Training, Workshop, and/or e-learning" (41%)
    3. Training, Workshop, and/or e-learning on "Strategic planning and deployment (balanced scorecard, performance management)" (38.7%)
    4. Training, Workshop, and/or e-learning on "Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)" (38.1%)
    5. Mentoring, Coaching and/or Consultancy Services on "Developing organizational capability – SMEs" (37.5%)
    6. Training, Workshop, and/or e-learning on "Business excellence assessments, awards and models" (36.2%)
    7. Training, Workshop, and/or e-learning on "Quality Management System/Standards" (31%)
    8. Training, Workshop, and/or e-learning on "Personnel development (facilitation skills, presentation skills, communication skills)" (29%)
    9. Training, Workshop, and/or e-learning on "Improvement Teams (including Quality Circles)" (24.8%)
    10. Training, Workshop, and/or e-learning on "Staff empowerment, motivation, and satisfaction" (23.0%)
- NPOs' performance as assessed by customers was highest for "NPO flexibility in meeting customer needs" and "Quality of project output" and equal lowest for "Design of NPO website", "Contents in NPO website", "Design of NPO newsletter", and "Use of Social Media".
- Customer satisfaction with the NPO was reported as highest in Bangladesh and Lao.
- CEO/Directors and Staff on average across all NPOs rated their organisation's greatest strength as their Leadership and prime opportunity for improvement as Measurement, Analysis and Knowledge Management. The statement "Our leadership team is always seeking new ways to sustain and grow the organization" had the highest level of agreement and the statements "We develop succession plans for leadership and management positions, and career progression plans for employees" and "We track daily operations and overall organizational performance using a full range of information (e.g. financial, customer satisfaction, employee satisfaction, environmental, suppliers, and key processes)" had the lowest levels of agreement.
- On average 85% of NPO employees indicated employee satisfaction levels of satisfied or very satisfied. Employee satisfaction levels were reported as highest in Iran.

Appendix 3: NPO Performance Results

What does it show?

This Appendix shows the performance of each NPO with respect to a balanced set of performance measures, see below. The measures were selected by the Chief Expert and National Experts as the most important result/outcome measures for NPOs to use.

1. Product and Process Outcomes

- Training course attendees
- Conference/exhibition attendees
- Consultancy/research projects private sector
- Consultancy/research projects government sector
- Consultancy/research projects total
- Publications sold
- New publications published
- QCC participation rates
- BE award applications
- BE award winners

2. **Customer Focused Outcomes**
    - Customer complaints
    - Customer satisfaction overall
    - Customer satisfaction with training courses
    - Customer satisfaction with conferences/exhibitions
    - Customer satisfaction with consultancy projects
3. **Workforce Focused Outcomes**
    - Education – doctorates
    - Education – MSc/MBA
    - Education – Degree
    - Staff training
    - Staff experience
    - Employee satisfaction
    - Employee turnover
    - Employee absenteeism
4. **Leadership and Governance Focused Outcomes**
    - Leadership/governance training
    - Community projects/activities
5. **Financial and Market Outcomes (Indirect outcomes – national outcomes NPOs contribute to but it is difficult to measure their impact on.** Some measures are repeated from Appendix 1)
    - Labor productivity in 2010 and 2011
    - Labor productivity 2012 and 2013
    - Ease of Doing Business
    - Innovation
    - Perceived corruption in the public sector
    - Environmental performance
6. **Financial and Market Outcomes (Direct outcomes – outcomes NPOs can directly measure)**
    - Total income
    - Total expenditure
    - Income from education
    - Income from training
    - Income from conferences
    - Income from consultancy
    - Income from books/publications
    - Income from other
    - Government funding

How should the data be used by NPOs?

- These are measures that were considered to be important for NPOs to be using on a regular basis to monitor their performance.
- The data enables NPOs to benchmark their performance with other NPOs. NPOs are encouraged to contact higher performing NPOs to understand how they are achieving higher levels of performance.

How should the data be used by the APO?

- The APO may wish to calculate the average performance of NPOs with respect to a number of the measures provided, and set future targets and strategies for those measures it aims to have an impact on.
- The data will enable the APO to identify the comparative strengths and opportunities for improvement for each NPO. This will enable the APO to facilitate the sharing of knowledge between high and low performers.

Selected Findings (View the Appendix for full findings)

- Malaysia had the most training course attendees in 2013 with 130,517 people trained and the most attendees at its conferences/exhibitions with 9,435 attendees.
- ROC has the highest number of consultancy/research projects for the private sector in 2013 with 369 and Sri-Lanka had the highest number for the government sector with 445.
- ROC sold the highest number of publications in 2013 with 37,348 sold.
- Sri Lanka had the highest number of BE Award Applications in 2013 with 1376 and the highest number of BE Award Winners at the highest level with 500. (Note assessment methods used for BE Awards in different countries do differ).
- Malaysia, Mongolia and Vietnam recorded 100% customer satisfaction levels (of satisfied or very satisfied) from their clients that completed the Stakeholder Survey.
- Iran had the highest % of professional/technical staff with a doctorate in 2013 at 30%.
- 100% of professional/technical staff working at the NPOs of Malaysia, Mongolia and Vietnam in 2013 had at least a bachelor's degree qualification.
- Thailand had the highest % of professional/technical staff which had worked at its organisation for 5 or more years, at 91%.
- Malaysia and Mongolia recorded 100% employee satisfaction levels (of satisfied or very satisfied) staff that completed the Stakeholder Survey.
- Thailand recorded the lowest employee turnover rate of its professional/technical staff in 2013 of 2%.
- 100% of directors from the NPOs in Bangladesh, Sri-Lanka and Vietnam have attended a leadership or governance related training course in the last two years.
- Sri-Lanka has led or supported the most community projects in 2013 with 238 projects.
- Singapore rated best overall for Productivity, Ease of Doing Business, Innovation, Least level of Corruption and Environmental Performance in 2013 of all APO members.
- ROC had the highest revenue for 2013 at USD$39.9 million.
- Pakistan's proportion of revenue from training was the highest in 2013 at 60%.
- Philippines's proportion of revenue from consultancy was the highest in 2013 at 44%.
- Sri-Lanka's proportion of revenue from government funding was the highest in 2013 at 98.5%.

Appendix 4: NPO SWOT Analysis

What does it show?

This Appendix shows each NPO's most important strengths, weaknesses, opportunities and threats (SWOT) in relation to Government/Partners, Private Sector and Public Sector. The SWOT analysis was undertaken by the senior executive team of each NPO.

In addition, nine countries (Sri Lanka, Indonesia, Fiji, Malaysia, Nepal, Lao, Thailand, India and Bangladesh) ranked their three most important strengths, weaknesses, opportunities and threats with the most important strength, weakness, opportunity or threat ranked as "1", the second most important as "2" and the third most important as "3". This data is summarised at the end of the Appendix.

How should the data be used by NPOs?

- NPOs should review their SWOT to consider how they can better serve their stakeholders through improvements to their strategies, systems and services. NPOs should consider how they can build on their strengths and take advantage of opportunities, while minimising weaknesses and avoiding threats.

How should the data be used by the APO?

- The SWOT analysis of each NPO should be reviewed by the APO to have a clearer understanding of each NPO's strengths, weaknesses, opportunities and threats. This will enable the APO to provide a tailored approach to meet each country's needs.
- The APO should analyse all the SWOTs to see if there are common issues that can be addressed.

Selected Findings (View the Appendix for full findings)

Common strengths among NPOs were:

- Strong connections with key government ministries and employer bodies.
- Reputable productivity specialist organization.
- Ability to disseminate the latest information through strong networks of international cooperation.

Common weaknesses among NPOs were:

- Need to increase visibility of the NPO and the importance of productivity.
- Lack of clear national productivity agenda and/or roadmap on how productivity gains will be achieved.
- Staff issues such as low employee motivation, wrong mix of technical to support staff, and the technical competence of staff need to be addressed.
- Consultants are limited in number and often the required skills are lacking.
- Budget is not enough to have a major impact.

Common opportunities among NPOs were:

- Opportunities for greater international sharing and learning through the APO (and other institutions such as APEC and ASEAN). In particular, opportunities for sharing international expertise/experts.
- The public sector is open to productivity concepts and requires programs tailored to its needs, for instance on governance.
- With the opening of international trade there is a need to focus on export-orientated SMEs.
- Possibilities for expanding services into national issues such as environment, energy, water, transportation and sustainability and to new sectors

Common threats among NPOs were:

- Lack of support from Government in terms of mandate and funding for productivity planning and implementation.
- Outdated or unnecessary regulations and bureaucratic procedures affecting productivity improvements.
- Lack of critical mass of subject experts.
- Competition from foreign consultants and training and consultancy service providers potentially replacing some of the work of NPOs.

Appendix 5: APO Strategy and Assistance

What does it show?

This Appendix shows how the APO's strategy and services are viewed by the NPO's CEO/directors and staff. 12 questions were asked.

How should the data be used by NPOs?

- NPOs may use the data to provide feedback and ideas on how the APO can better meet their needs.

How should the data be used by the APO?

- The data will assist the APO in strategy development and in improving its services.

Selected Findings (View the Appendix for full findings)

- All NPOs agreed with the APO's vision and mission.
- Almost all NPOs agreed with the APO's strategic direction and key roles. Small changes to the wording for improved clarity were suggested.
- The APO's performance for each of its 5 key roles was assessed as "Good" to "Very Good" on average with the APO's roles as a Regional Advisor rating lowest. There were large variations in ratings between countries.
- 86% of NPO CEO/Directors/Staff, on average, assessed the impact of APO events/projects as "Good" or better.
- 75% of NPO CEO/Directors/Staff, on average, assessed their level of understanding of the APO's role and its programs as high or very high.
- There was a large variation in the % of NPO CEO/directors/staff that had visited the APO website and/or read a newsletter in the last two months from 5% to 100% with the median for both between 65 to 70%.

- NPO satisfaction ratings for the APO was highest in "Human Resources" in particular for "Communication skills of APO staff" although two items (from a total of 43) relating to "Operations Focus" had the highest satisfaction rating overall, these were the "Work of Industry Department" and the "Work of the Agriculture Department". The APO rated lowest for "APO's work to attract new members", "Visibility of the APO and promotion of APO worldwide", "APO's use of social media channels such as Facebook and Mobile applications", "Reporting on the overall impact of the APO across Asia", and "Assistance provided to develop the capabilities of APO Liaison Officers".
- Of the 17 services provided by the APO the following were considered by NPO members to equally have the highest impact:
  - Training courses
  - Technical expert services
  - Development of demonstration companies / organizations
  - In-country programs/projects
- Of the 17 services provided by the APO "Productivity Research" was considered by some distance to have the lowest impact with it averaging as having slightly higher than a "moderate impact".
- 14 of 16 APO members recorded a level of satisfaction of "satisfied" or "very satisfied" with being an APO member. 2 members indicated that they were neither satisfied or dissatisfied.

4. Recommendations

Data from this report can be used to assist NPOs and the APO in:

- strategy development
- institutional capacity and capability development;
- delivery of effective productivity related services to stakeholders;
- visibility as leading productivity organizations.
- attracting new members

Advice and recommendations on how to use the data from the report has been provided in the section titled "Findings"

Further recommendations for the APO are provided below:

1. The APO may wish to calculate the average performance of NPOs with respect to the economic and societal measures shown in Appendix 1 and the balanced set of performance measures shown in Appendix 3, and set future targets and strategies for those measures it is striving to have an impact on. In particular, targets for key performance measures such as Productivity should be set.
2. 3 or more APO members were the in the top 20 countries for 10 of 18 reputable international performance metrics. However, no Asian countries were in the top 20 for Labour Productivity, Happiness Index, Energy Sustainability Index or the Global Energy Architecture Performance Index. This indicates these areas should be considered for addressing by the APO.
3. The APO should ensure it has strategies in place to address or take advantage of the 5 mega trends that have been identified as having the most impact on productivity over the next 5 years. These were:
    - Liberalisation of global trade and financial markets (indicated by 63% of NPOs)
    - Convergence of technologies and research fields (indicated by 63% of NPOs)
    - Increasing energy consumption (indicated by 50% of NPOs)
    - Green productivity: scarce resources and increasing commodity prices lead to techniques that increase energy and resource productivity (indicated by 38% of NPOs)
    - Decreasing costs for communication and transportation (due to technical innovations such as the internet) enabling more international trade (indicated by 38% of NPOs)
    - Government accountability due to a more informed electorate (indicated by 38% of NPOs)
4. It is recommended that the APO develops a program that provides advice and encourages the sharing of best practices between NPOs on institutional strengthening and capability building. This program could assist NPOs on strategy, organizational structure, infrastructure, funding models, staffing levels/ratios, governance, leadership, human resources, customer focus, operations and systems, and measurement, analysis and knowledge management.
5. It is evident that some NPOs are having tremendous success in the delivery of some productivity related services whilst others are not. It is recommended that the APO develops a program that provides advice and encourages the sharing of best practices on the delivery of productivity services.

6. From a list of 74 NPO services the 3 that NPO customers rated as the most important for raising organizational performance were Training, Workshop, and/or e-learning on "Customer focus (understanding customers, building customer relationships, managing customer complaints)" (43.4%), "Leadership (vision, values, developing leaders, ethics, governance)" (41%) and "Strategic planning and deployment (balanced scorecard, performance management)" (38.7%). It is recommended that the APO reviews whether these topics are adequately covered in its programs.
7. NPO customers assessed the NPOs on 18 characteristics related to Leadership, Customer Focus, Measurement, Analysis and Knowledge Management, Human Resources and Operations Focus. NPOs rated lowest for Customer Focus and in particular for "Design of NPO website", "Contents in NPO website", "Design of NPO newsletter", and "Use of Social Media". It is recommended that the APO runs a program to assist NPOs with these issues to enhance the image of NPOs, the take-up of productivity programs and the ability of NPOs to attract government funding.
8. NPO CEO/directors/staff on average rated their greatest opportunities for improvement in the areas of "Succession plans for leadership and management positions, and career progression plans for employees" and for "Performance measurement to track daily operations and overall organizational performance using a full range of information (e.g. financial, customer satisfaction, employee satisfaction, environmental, suppliers, and key processes)". It is recommended that the APO runs programs to assist NPOs in these areas.
9. The SWOT analysis revealed that many NPOs have budgetary concerns with a need to do more with less. The APO could run a program to assist NPOs in growing their revenue stream and/or help them work effectively with partners that can deliver productivity services. Advice can be given on securing government funding or increasing revenue through, training, conferences or consultancy projects.
10. The SWOT analysis indicated that raising the visibility of productivity was of key importance. The APO and NPOs should work together on visibility programs to improve APO/NPO branding and websites and undertake initiatives to foster stronger relationships with governments and key institutions.
11. A number of APO members require assistance in developing or coordinating the development of National Plans for Productivity and/or a Roadmap. A sharing of current National Productivity Plans would be of value (it is the chief expert's opinion that business excellence frameworks could be used to generate national plans as they touch on all aspects of importance related to productivity). There is the potential to develop an Asian-wide Productivity Plan and/or Roadmap which all National Productivity Plans feed into. This could be an opportunity to raise the profile of productivity across Asia especially if APO member governments sign off on the plan.
12. The SWOT analysis indicated that consultants and/or subject matter experts are limited in number and often lack the required skill set. Work should be undertaken by the APO to identify this need more clearly and provide programs to address this shortfall. One potential solution is greater sharing of consultant expertise between countries.
13. A number of common opportunities were identified through the SWOT analysis:
    - the public sector is becoming more open to productivity concepts.
    - with the opening of international trade there is a need to focus on export-orientated SMEs.
    - national issues such as environment, energy, water, transportation and sustainability provide opportunities for NPOs to play a leadership role.

    It is recommended that the APO considers if these opportunities are currently adequately addressed.
14. APO members voiced many opinions and suggestions on the APO's strategy and services. A snapshot of these is provided below:

- Green Productivity should be considered in a broader scope of "sustainable productivity" which covers not only environmental impact but also issues such as communicable diseases, road accidents, social security and work life balance
- There needs to be more in-country projects to help with MCs needs on ground and this will lead to a better customization of services to the members; thus a better allocation of resources to Category C projects is required
- APO should make efforts to generate revenue in order to be self – sustainable in long term
- APO renewed its Vision and Mission in 2011 but there is no roadmap to achieve them. In view of the same, it should develop a detailed roadmap with clear indication of output and outcome besides resource requirement
- It is submitted that APO and inter NPOs related linkages must be deepened beyond liaison officers and other top management officials serving essentially as gate keepers. Indeed little engagement has been seen between NPOs / NPCs across countries beyond tokenism or some expert services being facilitated as per APO and liaison officer and management wishes, which too happening occasionally. Accordingly, a seamless inter- NPO linkage at all levels is the need of the hour such that the APO / NPO system becomes dynamic with prospects of knowledge creation and exchange and experience sharing and expertise identification and application (with ICT support and on the ground action) and project execution across countries

It is recommended that all comments shown in Appendix 5 are read and considered by the APO.

15. There were large variations in response to a number of questions in Appendix 5. It is recommended that the APO spends time with all countries over the coming year to discuss the feedback and take action where necessary.
16. NPO satisfaction ratings for the APO were lowest for "APO's work to attract new members", "Visibility of the APO and promotion of APO worldwide", "APO's use of social media channels such as Facebook and Mobile applications", "Reporting on the overall impact of the APO across Asia", and "Assistance provided to develop the capabilities of APO Liaison Officers". It is recommended that the APO addresses these issues.
17. Of the 17 services provided by the APO the following were considered by NPO members to equally have the highest impact:
    - Training courses
    - Technical expert services
    - Development of demonstration companies / organizations
    - In-country programs/projects

    The APO should consider providing additional resource for these services.
18. The APO's "Productivity Research" was considered by some distance to have the lowest impact of 17 services with it averaging as having slightly higher than a "moderate impact". The APO should investigate the level of resource invested in this activity and whether it should be reduced and/or consider how APO members can obtain more value from this service.

5. Conclusion

This report has had the input of 16 NPOs with the participation of 372 staff, 390 customers and 130 NPO partners.

It is envisaged that this report will be great assistance to the APO and NPOs for planning purposes and for assisting the APO community to understand how each NPO operates and the challenges faced. This report contains a wealth of information which can be used as a reference guide and for benchmarking purposes for many years to come.

It is recommended that every 3 years the research is repeated so that the data remains relevant to the APO/NPOs.

If the research is repeated it is strongly recommended that all countries participate so that the data will be representative of the whole APO community.

APPENDICES

The Appendices show the data collected from the National Expert Survey. There is an Appendix for each section of the survey.

The Appendices are as follows:

Appendix 1 – Country Data and Trends.

Shows the performance of each country with respect to 22 economic and societal metrics and the perceived impact of megatrends within each country.

Appendix 2 – NPO Strategy, Systems and Services

Provides data and opinions of NPO CEO/Directors, staff, customers and partners on 32 questions relating to NPO strategy, systems and services.

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Appendix 3 – NPO Performance Results

Shows the performance of each NPO with respect to a balanced set of performance measures covering:

1. Product and Process Outcomes
2. Customer Focused Outcomes
3. Workforce Focused Outcomes
4. Leadership and Governance Focused Outcomes
5. Financial and Market Outcomes (Indirect outcomes – national outcomes NPOs contribute to but it is difficult to measure their impact on. Some measures are repeated from Appendix 1)
6. Financial and Market Outcomes (Direct outcomes – outcomes NPOs can directly measure)

Appendix 4 – NPO SWOT Analysis

Shows each NPOs' most important strengths, weaknesses, opportunities and threats (SWOT) in relation to Government/Partners, Private Sector and Public Sector. The SWOT analysis was undertaken by the senior executive team of each NPO.

In addition, nine countries (Sri Lanka, Indonesia, Fiji, Malaysia, Nepal, Lao, Thailand, India and Bangladesh) ranked their three most important strengths, weaknesses, opportunities and threats with the most important strength, weakness, opportunity or threat ranked as "1", the second most important as "2" and the third most important as "3". This data is summarised at the end of the Appendix.

Appendix 5 – APO Strategy and Assistance

Shows how the APO's strategy and services are viewed by the NPO's CEO/directors and staff. 12 questions were asked.

APPENDIX 1: COUNTRY DATA AND TRENDS

This Appendix shows the performance of each country with respect to 22 economic and societal metrics and the perceived impact of megatrends within each country.

1.1 Names of Countries participating in the National Expert Survey:

1. Bangladesh
2. Cambodia
3. Fiji
4. India
5. Indonesia
6. Iran
7. Lao
8. Malaysia
9. Mongolia
10. Nepal
11. Pakistan
12. Philippines
13. Republic of China (ROC)
14. Sri Lanka
15. Thailand
16. Vietnam

1.2 Country Profile Data

1.2.1 Population

Country	Population Millions	APO Ranking	World Ranking
India	1,267	1	2
Indonesia	252	2	4
Pakistan	186	3	6
Bangladesh	158	4	8
Japan	127	5	10
Philippines	100	6	12
Vietnam	92.5	7	14
Iran	78.4	8	17
Thailand	67.2	9	20
Korea, Republic	49.2	10	27
Malaysia	30.1	11	43
Nepal	28.1	12	46
Republic of China	23.3	13	NA
Sri Lanka	21.4	14	57
Cambodia	15.4	15	68
Hong Kong	7.2	16	101
Lao PDR	6.8	17	105
Singapore	5.5	18	113
Mongolia	2.9	19	139
Fiji	0.88	20	158

Source: 2014 estimates, **Countries in the world (ranked by 2014 population)**
http://www.worldometers.info/world-population/population-by-country/
http://www.indexmundi.com/taiwan/demographics_profile.html

1.2.2 Population growth rate

Country	Rate %	APO Ranking	World Ranking
Singapore	1.96	1	55
Philippines	1.84	2	64
Nepal	1.81	3	66
Cambodia	1.67	4	73
Lao PDR	1.63	5	74
Bangladesh	1.59	6	76
Pakistan	1.52	7	77
Malaysia	1.51	8	80
Mongolia	1.44	9	85
India	1.28	10	92
Iran	1.24	11	95
Vietnam	1.03	12	113
Indonesia	0.99	13	117
Sri Lanka	0.89	14	126
Fiji	0.73	15	141
Thailand	0.52	16	150
Hong Kong	0.39	17	157
Republic of China	0.27	18	171
Korea Republic	0.18	19	179
Japan	-0.10	20	205

Source: CIA World Factbook 2014
http://www.photius.com/rankings/population/population_growth_rate_2014_0.html

1.2.3 Population ages 65 and above (% of total)

Country	% of Total	APO Ranking	World Ranking
Japan	24.8	1	2
Hong Kong	14.4	2	49
Korea Republic	12.3	3	63
Republic of China	11.6	4	68
Thailand	9.8	5	80
Sri Lanka	8.4	6	92
Singapore	8.1	7	98
Indonesia	6.4	8	122
India	5.7	9	133
Fiji	5.6	10	134
Vietnam	5.6	11	136
Malaysia	5.3	12	139
Iran	5.1	13	144
Bangladesh	4.9	14	148
Nepal	4.5	15	155
Philippines	4.4	16	156
Pakistan	4.3	17	157
Mongolia	4.0	18	169
Cambodia	3.9	19	172
Lao PDR	3.7	20	182

Source: CIA World Factbook 2013
http://www.nationmaster.com/country-info/stats/People/Age-structure/65-years-and-over

1.2.4 Labour productivity in 2012

Country	Thousands Of US$	APO Ranking	World Ranking
Singapore	114.4	1	22
Hong Kong	96.9	2	No data
Republic of China	83.8.	3	No data
Iran	67.1	4	No data
Japan	66.9	5	No data
Korea, Republic	54.8	6	No data
Malaysia	46.6	7	No data
Sri Lanka	23.3	8	No data
Thailand	22.9	9	No data
Indonesia	20	10	No data
Mongolia	19	11	No data
Fiji	17.4	12	No data
Philippine	14.7	13	No data
Pakistan	13.9	14	No data
India	11.9	15	No data
Vietnam	7.9	16	No data
Lao PDR	7.9	17	No data
Bangladesh	6.0	18	No data
Nepal	4.6	19	No data
Cambodia	4.6	20	No data

Source: APO Productivity Databook 2014,Conference Board Org data of GDP per person employed
http://www.apo-tokyo.org/publications/files/APO_Productivity_Databook_2014.pdf

1.2.5 Gross domestic product (GDP)

Country	Billion US$	APO Ranking	World Ranking
India	7,277.2	1	3
Japan	4,788.0	2	4
Indonesia	2,554.3	3	9
Korea, Republic	1,789.7	4	13
Iran	1,283.6	5	18
Republic of China	1,021.6	6	21
Thailand	990.0	7	22
Pakistan	884.2	8	26
Malaysia	746.8	9	28
Philippines	694.6	10	29
Bangladesh	535.6	11	35
Vietnam	509.4	12	36
Singapore	445.10	13	39
Hong Kong	400.60	14	44
Sri Lanka	217.0	15	62
Nepal	66.90	16	94
Cambodia	50.2	17	103
Lao PDR	34.48	18	109
Mongolia	29.71	19	121
Fiji	7.29	20	156

Source: International Monetary Fund,World Economic Outlook Database 2014
http://www.imf.org/external/pubs/ft/weo/2014/02/weodata/weoselgr.aspx

1.2.6 GDP per capita

Country	US$	APO Ranking	World Ranking
Singapore	78,763	1	4
Hong Kong	53,216	2	9
Japan	36,449	3	26
Korea, Republic	33,140	4	30
Malaysia	23,328	5	47
Iran	15,590	6	71
Thailand	14,394	7	76
Sri Lanka	9,738	8	98
Indonesia	9,561	9	100
Mongolia	9,435	10	102
Fiji	7,750	11	110
Philippines	6,536	12	118
India	5,412	13	124
Vietnam	5,294	14	126
Lao PDR	4,822	15	129
Pakistan	4,602	16	132
Cambodia	3,041	17	144
Bangladesh	2,948	18	148
Nepal	2,245	19	154
Republic of China	NA	NA	NA

Source – World bank 2013, based on actual data
http://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?order=wbapi_data_value_2013+wbapi_data_value+wbapi_data_value-last&sort=desc

1.2.7 Global Competitiveness

Country	APO Ranking	World Ranking
Singapore	1	2
Hong Kong	2	7
Japan	3	9
Republic of China	4	12
Malaysia	5	24
Korea, Republic	6	25
Thailand	7	37
Indonesia	8	38
Philippine	9	59
India	10	60
Sri Lanka	11	65
Vietnam	12	70
Lao PDR	13	81
Iran	14	82
Cambodia	15	88
Mongolia	16	107
Bangladesh	17	110
Nepal	18	117
Pakistan	19	133
Fiji	No Data	

Source: The Global Competitiveness Report 2013 - 2014, World Economic Forum
Page 15, WEF_GlobalCompetitivenessReport_2013-14.pdf

1.2.8 Ease of doing business

Country	APO Ranking	World Ranking
Singapore	1	1
Hong Kong	2	3
Korea Republic	3	5
Malaysia	4	18
Republic of China	5	19
Thailand	6	26
Japan	7	29
Mongolia	8	72
Vietnam	9	78
Fiji	10	81
Philippines	11	95
Sri Lanka	12	99
Nepal	13	108
Indonesia	14	114
Pakistan	15	128
Iran	16	130
India	17	142
Lao PDR	18	148
Bangladesh	19	173
Cambodia	NA	NA

Source: Doing Business 2015, World Bank
Page 5, DB15-Full-Report.pdf
http://www.doingbusiness.org/~/media/GIAWB/Doing%20Business/Documents/Annual-Reports/English/DB15-Full-Report.pdf

1.2.9 Information Technology – Networked Readiness Index

Country	APO Ranking	World Ranking
Singapore	1	2
Hong Kong	2	8
Korea, Republic	3	10
Republic of China	4	14
Japan	5	16
Malaysia	6	30
Mongolia	7	61
Indonesia	8	64
Thailand	9	67
Sri Lanka	10	76
Philippine	11	78
India	12	83
Vietnam	13	84
Iran	14	104
Cambodia	15	108
Lao PDR	16	109
Pakistan	17	111
Bangladesh	18	119
Nepal	19	123
Fiji	No Data	

Source: The Global Information Technology Report 2014, World Economic Forum
Page xxi, WEF_GlobalInformationTechnology_Report_2014.pdf

1.2.10 Education of 15 Year Old Student - Student Performance in Mathematics, Reading and Science

Country	Math Score	Reading Score	Science Score
Singapore	**573**	**542**	**551**
Hong Kong	**561**	**545**	**555**
Republic of China	**560**	**523**	**523**
Korea, Republic	**554**	**536**	**538**
Japan	**536**	**538**	**547**
Vietnam	**511**	**508**	**528**
Thailand	**427**	**441**	**444**
Malaysia	**421**	**398**	**420**
Indonesia	**375**	**396**	**382**

Source: PISA 2012 Results in Focus, OECD PISA
Page 5, pisa-2012-results-overview.pdf

1.2.11 Human development index

Country	HDI Value	APO Ranking	World Ranking
Singapore	0.901	1	9
Hong Kong	0.891	2	15
Korea, Republic	0.891	3	15
Japan	0.890	4	17
Malaysia	0.773	5	62
Sri Lanka	0.750	6	73
Iran	0.749	7	75
Fiji	0.724	8	88
Thailand	0.722	9	89
Indonesia	0.684	10	108
Philippines	0.660	11	117
Vietnam	0.638	12	121
India	0.586	13	135
Cambodia	0.584	14	136
Lao PDR	0.569	15	139
Bangladesh	0.558	16	142
Nepal	0.540	17	145
Pakistan	0.537	18	146
Mongolia	NA	NA	NA
Republic of China	NA	NA	NA

Source: Human Development Index 2013-2014 Human Development Report, released on 24 July 2014
http://hdr.undp.org/en/content/table-1-human-development-index-and-its-components

1.2.12 Innovation

Country	APO Ranking	World Ranking
Singapore	1	7
Hong Kong	2	10
Korea, Republic	3	16
Japan	4	21
Malaysia	5	33
Thailand	6	48
Mongolia	7	56
Vietnam	8	71
India	9	76
Indonesia	10	87
Fiji	11	95
Philippines	12	100
Sri Lanka	13	105
Cambodia	14	106
Iran	15	126
Bangladesh	16	129
Pakistan	17	134
Nepal	18	136
Lao PDR	No Data	
Republic of China	No Data	

Source: The Global Innovation Index Organisation 2014 results, https://www.globalinnovationindex.org/content.aspx?page=data-analysis

1.2.13 Perceived corruption in the public sector

Country	APO Ranking	World Ranking
Singapore	1	7
Japan	2	15
Hong Kong	3	17
Republic of China	4	35
Korea, Republic	5	43
Malaysia	6	50
Mongolia	7	80
India	8	85
Philippines	9	85
Sri Lanka	10	85
Thailand	11	85
Indonesia	12	107
Vietnam	13	119
Nepal	14	126
Pakistan	15	126
Iran	16	136
Bangladesh	17	145
Lao PDR	18	145
Cambodia	19	156
Fiji	No Data	

Source: Corruption Perceptions Index 2014, Transparency International Org.
https://www.transparency.org/cpi2014/results#myAnchor1

1.2.14 Political stability and Absence of Violence

Country	Percentile Rank	APO Ranking	World Ranking
Singapore	95.7	1	10
Japan	81.5	2	40
Hong Kong	74.4	3	55
Republic of China	72	4	60
Mongolia	63.9	5	77
Korea Republic	56.8	6	92
Vietnam	55.9	7	94
Lao PDR	49.2	8	108
Malaysia	47.8	9	111
Fiji	45.9	10	115
Cambodia	40.2	11	127
Indonesia	28.9	12	151
Sri Lanka	26.0	13	157
Philippines	16.5	14	177
Nepal	14.2	15	182
India	12.3	16	186
Iran	10.4	17	190
Thailand	9.0	18	193
Bangladesh	7.5	19	198
Pakistan	0.95	20	210

Source: Political stability and Absence of violence 2013,Worldbank data
http://info.worldbank.org/governance/wgi/index.aspx#home

1.2.15 Government effectiveness

Country	Percentile Rank	APO Ranking	World Ranking
Singapore	99.52	1	2
Hong Kong	95.69	2	10
Japan	93.78	3	14
Republic of China	83.73	4	35
Korea Republic	82.30	5	38
Malaysia	81.82	6	39
Thailand	61.24	7	82
Philippines	55.94	8	91
India	47.37	9	111
Sri Lanka	45.93	10	114
Indonesia	44.45	11	115
Vietnam	44.02	12	118
Mongolia	34.93	13	137
Iran	28.23	14	151
Lao PDR	24.88	15	158
Pakistan	23.44	16	161
Bangladesh	22.49	17	163
Cambodia	18.66	18	171
Nepal	18.18	19	172
Fiji	16.75	20	175

Source: World Bank 2013 data for Government effectiveness
http://info.worldbank.org/governance/wgi/index.aspx#home

1.2.16 Wellbeing of older people

Country	APO Ranking	World Ranking
Japan	1	9
Thailand	2	36
Sri Lanka	3	43
Philippines	4	44
Vietnam	5	45
Korea Republic	6	50
Bangladesh	7	59
India	8	69
Nepal	9	70
Indonesia	10	71
Mongolia	11	72
Cambodia	12	79
Lao PDR	13	84
Pakistan	14	90
Hong Kong	No Data	No Data
Republic of China	No Data	No Data
Malaysia	No Data	No Data
Singapore	No Data	No Data
Iran	No Data	No Data
Fiji	No Data	

Source: Global Age Watch Index 2014, Helpage International Report
http://www.helpage.org/global-agewatch/reports/global-agewatch-index-2014-insight-report-summary-and-methodology

1.2.17 Happiness index

Country	Score	APO Ranking	World Ranking
Singapore	6.546	1	30
Thailand	6.371	2	36
Korea Republic	6.267	3	41
Japan	6.064	4	43
Malaysia	5.76	5	56
Vietnam	5.533	6	63
Hong Kong	5.523	7	64
Indonesia	5.348	8	76
Pakistan	5.292	9	81
Philippines	4.985	10	92
Republic of China	4.978	11	93
Mongolia	4.834	12	102
Bangladesh	4.804	13	108
Lao PDR	4.787	14	109
India	4.772	15	111
Iran	4.643	16	115
Nepal	4.156	17	135
Sri Lanka	4.151	18	137
Cambodia	4.067	19	140
Fiji		No Data	

Source: World Happiness Report 2013
http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf

1.2.18 Homicide rates

Country	Rate	APO Ranking	World Ranking
Singapore	0.2	1	2
Hong Kong	0.4	2	4
Indonesia	0.6	3	6
Malaysia	2.3	4	43
Bangladesh	2.7	5	43
Vietnam	3.3	6	54
India	3.5	7	55
Fiji	4.0	8	60
Iran	4.1	9	61
Lao PDR	5.9	10	73
Cambodia	6.5	11	77
Pakistan	7.7	12	88
Philippine	8.8	13	99
Japan	No Data		
Republic of China	No Data		
Korea, Republic	No Data		
Thailand	No Data		
Sri Lanka	No Data		
Mongolia	No Data		
Nepal	No Data		

Source: Global Study on Homicide 2013, UNODC
GSH2013_Homicide_count_and_rate1.xlsx
http://www.unodc.org/gsh/

1.2.19 Life expectancy

Country	Years	APO Ranking	World Ranking
Japan	84.5	1	3
Singapore	84.4	2	4
Hong Kong	82.8	3	6
Republic of China	79.8	4	38
Korea, Republic	79.8	5	39
Sri Lanka	76.4	6	84
Malaysia	74.5	7	111
Thailand	74.2	8	116
Vietnam	72.9	9	130
Philippines	72.5	10	135
Indonesia	72.2	11	138
Fiji	72.2	12	140
Iran	70.9	13	149
Bangladesh	70.7	14	150
Mongolia	69.0	15	158
India	67.8	16	164
Nepal	67.2	17	166
Pakistan	67.1	18	168
Cambodia	63.8	19	180
Lao PDR	63.5	20	183

Source: CIA.gov,The World Fact Book, 2014
https://www.cia.gov/library/publications/the-world-factbook/rankorder/2102rank.html

1.2.20 Environmental performance

Country	Score	APO Ranking	World Ranking
Singapore	81.78	1	4
Japan	72.35	2	26
Korea Republic	63.79	3	43
Republic of China	62.18	4	46
Malaysia	59.31	5	51
Sri Lanka	53.88	6	69
Fiji	53.08	7	76
Thailand	52.83	8	78
Iran	51.08	9	83
Mongolia	44.67	10	111
Indonesia	44.36	11	112
Philippines	44.02	12	114
Lao PDR	40.37	13	127
Vietnam	38.17	14	136
Nepal	37.00	15	139
Cambodia	35.44	16	145
Pakistan	34.58	17	148
India	31.23	18	155
Bangladesh	25.61	19	169
Hong Kong		No Data	

Source: Environmental Performance Index 2014
http://epi.yale.edu/epi/country-rankings

1.2.21 Energy sustainability index

Country	Score	APO Ranking	World Ranking
Japan	ABB	1	23
Malaysia	ABC	2	26
Hong Kong	ABD	3	27
Republic of China	ACC	4	34
Singapore	BBD	5	41
Korea, Republic	BCD	6	55
Philippines	BBC	7	58
Indonesia	ACD	8	69
Sri Lanka	BCC	9	80
Vietnam	BDD	10	87
Iran	BCD	11	89
Thailand	CDD	12	90
Mongolia	BDD	13	98
Nepal	BDD	14	109
Cambodia	CDD	15	117
Pakistan	BDD	16	118
India	CDD	17	122
Bangladesh	CDD	18	125
Fiji		No Data	
Lao PDR		No Data	

Source: World Energy Council, Energy Sustainability Index 2014
http://www.worldenergy.org/data/trilemma-index

1.2.22 The Global Energy Architecture Performance Index 2015

Country	Per. Index	APO Ranking	World Ranking
Japan	0.67	1	32
Singapore	0.65	2	44
Korea Republic	0.63	3	53
Philippines	0.60	4	59
Thailand	0.60	5	60
Sri Lanka	0.58	6	68
Indonesia	0.54	7	76
Vietnam	0.54	8	77
Malaysia	0.54	9	80
India	0.51	10	95
Pakistan	0.47	11	111
Bangladesh	0.45	12	116
Nepal	0.45	13	117
Iran	0.44	14	118
Cambodia	0.43	15	121
Mongolia	0.41	16	124
Republic of China	NA	NA	NA
Hong Kong	NA	NA	NA
Fiji	NA	NA	NA
Lao PDR	NA	NA	NA

Source: Global Energy Architecture Report 2015
http://www3.weforum.org/docs/WEF_GlobalEnergyArchitecture_2015.pdf

1.3 Select the 5 MegaTrends that you think will have the most impact on productivity (good or bad) in your country in the next 5 years?

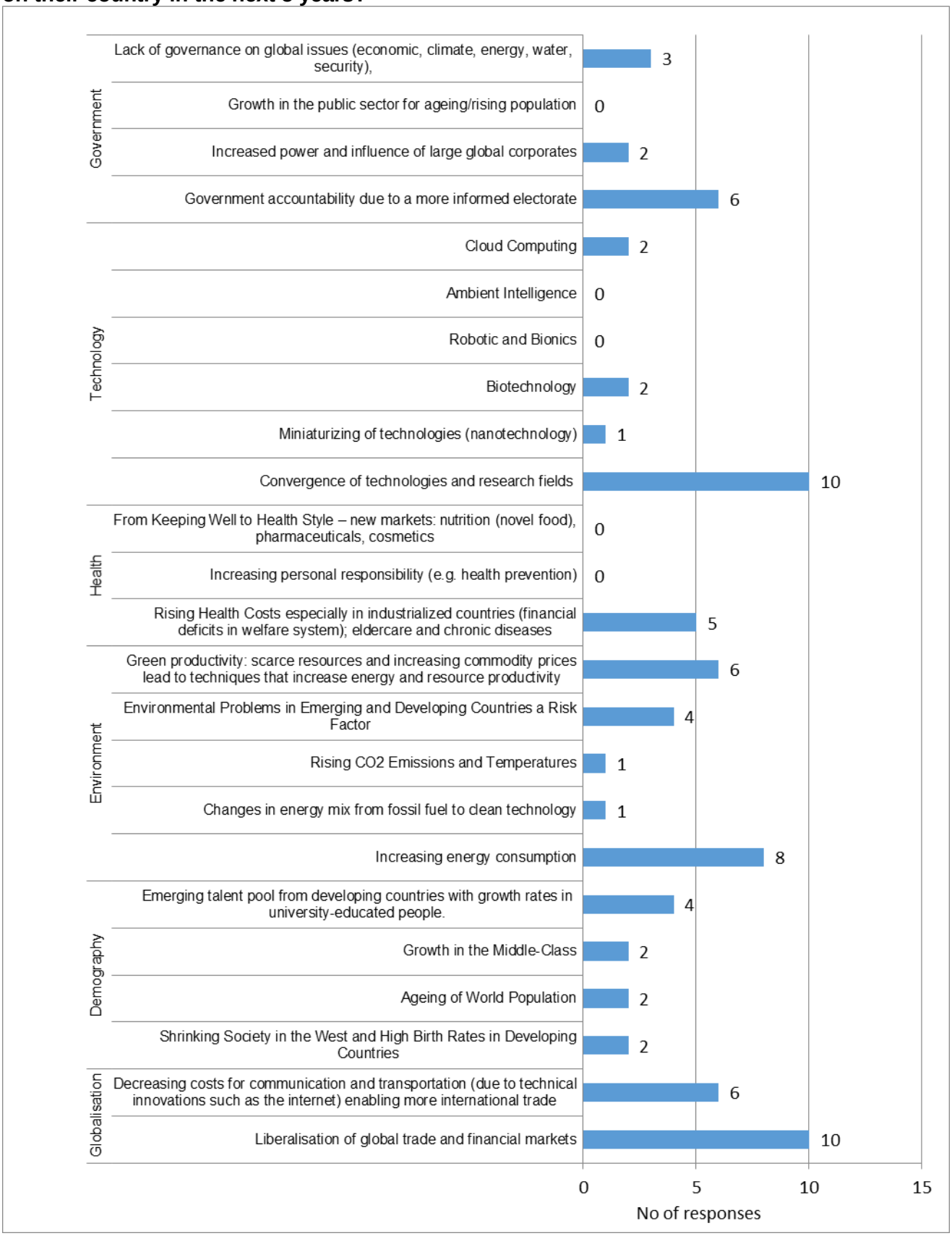
	Megatrends	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran*	Freq	Percentage %
Globalisation	Liberalisation of global trade and financial markets		1	1	1	1		1	1		1		1	1		1		10	63%
	Decreasing costs for communication and transportation (due to technical innovations such as the internet) enabling more international trade	1					1			1	1	1					1	6	38%
Demography	Shrinking Society in the West and High Birth Rates in Developing Countries												1			1		2	13%
	Ageing of World Population									1					1			2	13%
	Growth in the Middle-Class				1							1						2	13%
	Emerging talent pool from developing countries with growth rates in university-educated people.	1		1					1					1				4	25%
Environment	Increasing energy consumption			1	1	1	1	1			1		1			1		8	50%
	Changes in energy mix from fossil fuel to clean technology												1					1	6%
	Rising CO2 Emissions and Temperatures								1									1	6%
	Environmental Problems in Emerging and Developing Countries a Risk Factor		1								1	1		1				4	25%
	Green productivity: scarce resources and increasing commodity prices lead to techniques that increase energy and resource productivity	1				1	1	1		1					1			6	38%
Health	Rising Health Costs especially in industrialized countries (financial deficits in welfare system); eldercare and chronic diseases		1	1						1	1					1		5	31%
	Increasing personal responsibility (e.g. health prevention)																	0	0%

	From Keeping Well to Health Style – new markets: nutrition (novel food), pharmaceuticals, cosmetics																	0	0%
Technology	Convergence of technologies and research fields	1			1	1	1	1	1	1			1	1	1			10	63%
	Miniaturizing of technologies (nanotechnology)		1															1	6%
	Biotechnology											1			1			2	13%
	Robotic and Bionics																	0	0%
	Ambient Intelligence																	0	0%
	Cloud Computing														1		1	2	13%
Government	Government accountability due to a more informed electorate	1		1		1	1		1							1		6	38%
	Increased power and influence of large global corporates				1			1										2	13%
	Growth in the public sector for ageing/rising population																	0	0%
	Lack of governance on global issues (economic, climate, energy, water, security),		1									1		1				3	19%
	Total Megatrends (for each country)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2		

Notes: * 3 additional mega trends were included by Iran:

- **Environment** – **Large reduction in absolutely clean energy costs** (Major change in the concept of energy and hence energy productivity)
- **Health** - **Medical Genetics** (no medicine, structural change in health care and labor productivity)
- **Government** - **Change in the structure of government to just an operator with minimum mandate from population** (people use computerized systems to announce their preferences and do not refer to the governments to waste time and resources)

MegaTrends that the NPOs think will have the most impact on productivity (good or bad) on their country in the next 5 years?



APPENDIX 2: NPO STRATEGY, SYSTEMS AND SERVICES

This Appendix provides data and opinions of NPO CEO/directors, staff, customers and partners on 32 questions relating to NPOs' strategy, systems and services.

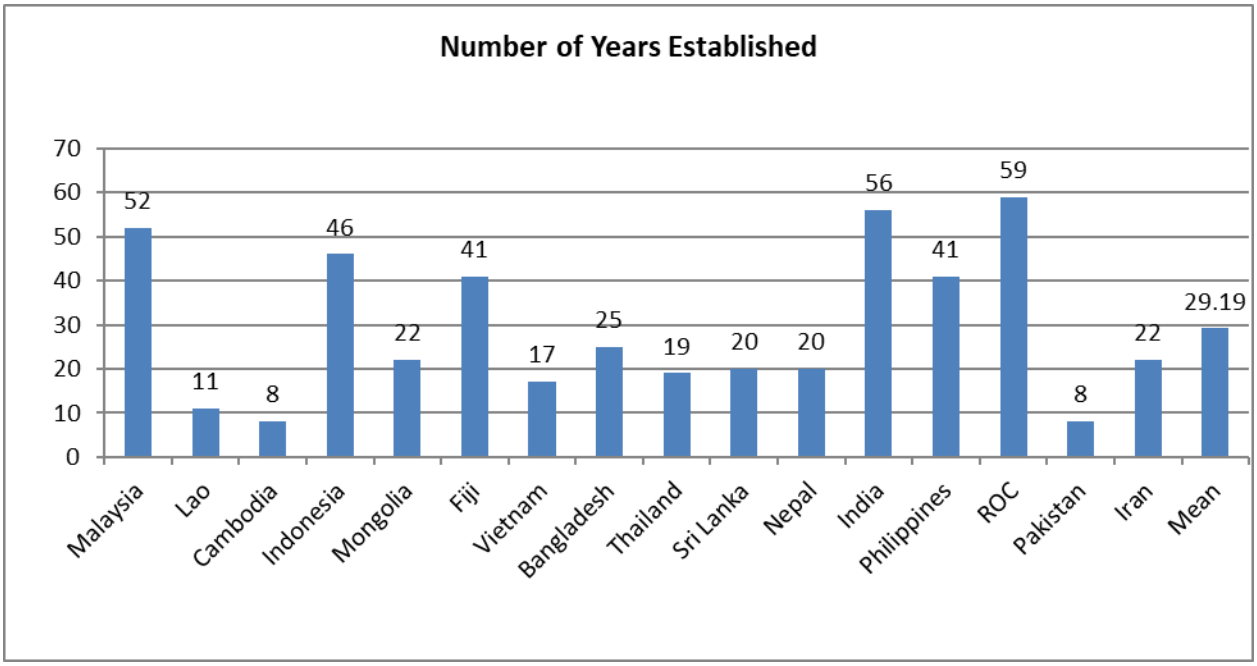
Within the Appendix the survey questions are shown, followed by the aggregated responses in data and graphical format. If a "No response" or "No data" has been recorded it means that the NPO has not responded to the question. "Na" refers to the question being "Not applicable" for the NPO.

2.1 Name of NPO

Malaysia	Malaysia Productivity Corporation
Lao	Department of SME's Promotion/Lao National Productivity Organization (DOSMEP/LNPO)
Cambodia	National Productivity Organization of Cambodia
Indonesia	Directorate of Productivity and Entrepreneurship
Mongolia	Mongolian Productivity Organization
Fiji	National Training and Productivity Centre
Vietnam	Vietnam National Productivity Institute
Bangladesh	National Productivity Organisation
Thailand	Thailand Productivity Institute
Sri Lanka	National Productivity Secretariat
Nepal	National Productivity and Economic Development Centre (NPEDC)
India	National Productivity Council
Philippines	Development Academy of The Philippines
ROC	China Productivity Center
Pakistan	NPO Pakistan
Iran	National Iranian Productivity Organization

2.2 Year of establishment

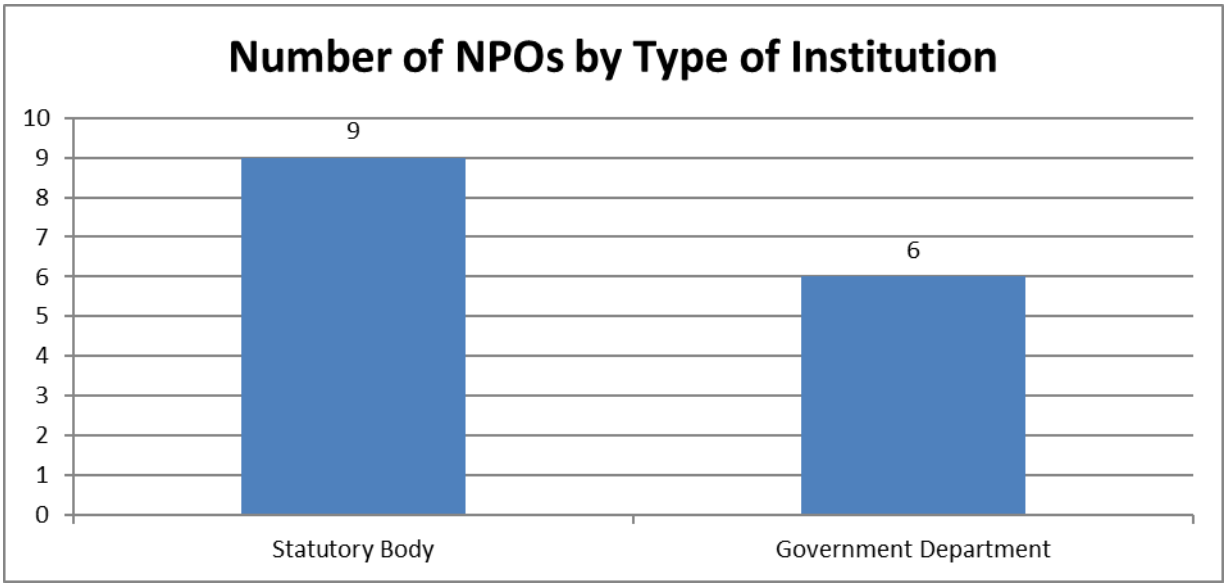
	Year of establishment	Number of years established
Malaysia	1962	52
Lao	2003	11
Cambodia	2006	8
Indonesia	1968	46
Mongolia	1992	22
Fiji	1973	41
Vietnam	1997	17
Bangladesh	1989	25
Thailand	1995	19
Sri Lanka	1994	20
Nepal	1994	20
India	1958	56
Philippines	1973	41
ROC	1955	59
Pakistan	2006	8
Iran	1992	22
Mean		29.19



2.3 Type of institution

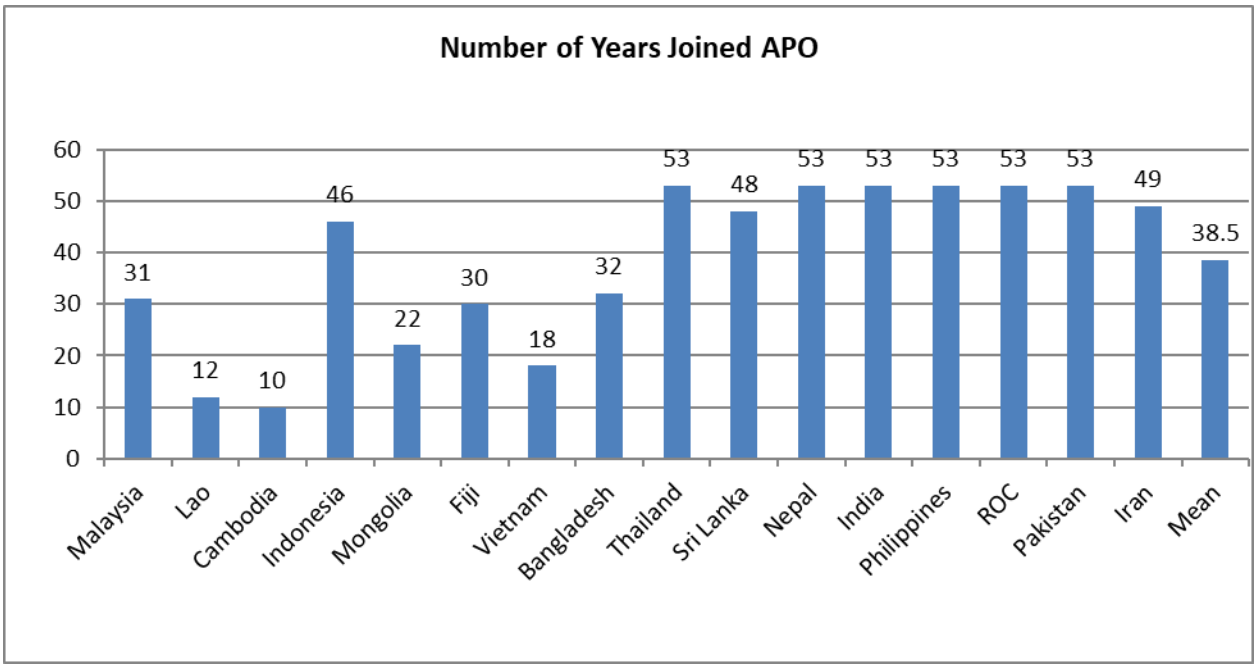
	Statutory Body	Government Department
Malaysia	1	
Lao		1
Cambodia		1
Indonesia		1
Mongolia	1	
Fiji	1	
Vietnam	1	
Bangladesh		1
Thailand	1	
Sri Lanka		1
Nepal	1	
Philippines	1	
ROC	1	
Pakistan		1
Iran	1	
Total	9	6

Note, India responded "none of the above" describing NPC as "an autonomous, multipartite, non – profit organization, established by Ministry of Industry, Government of India, in 1958"



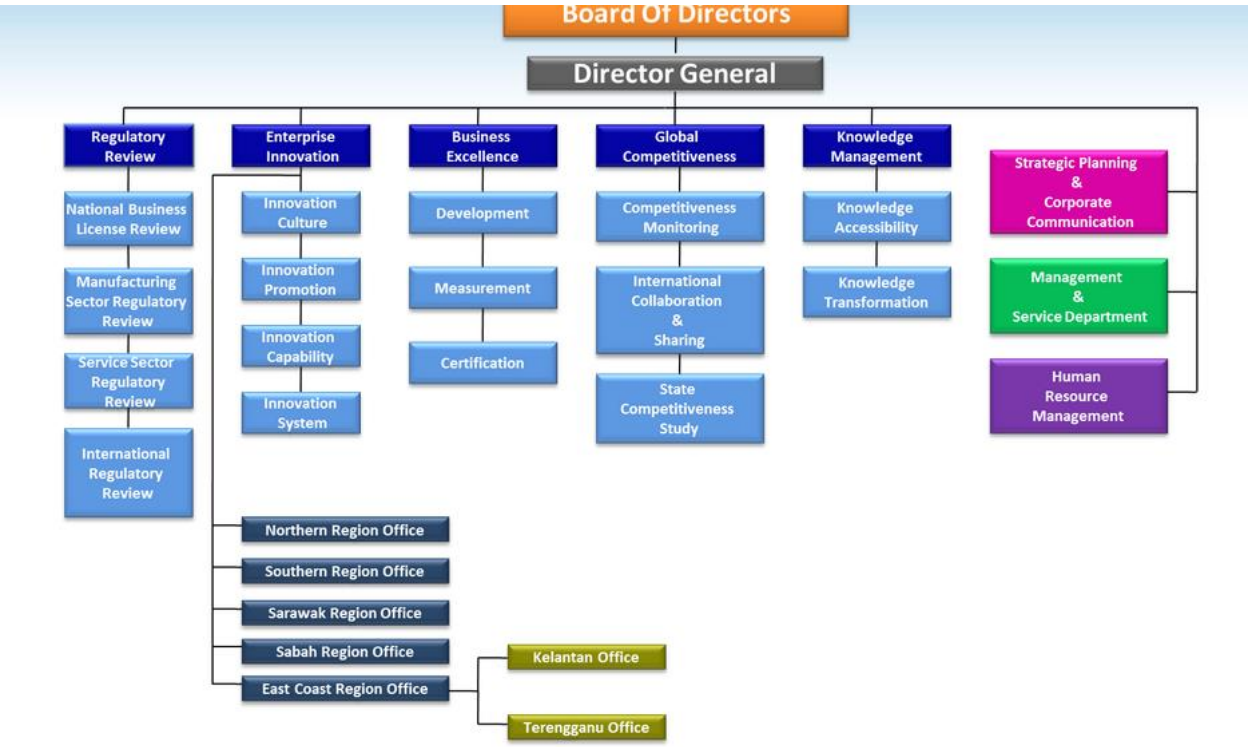
2.4 Year joined APO

	Year joined APO	Number of years joined APO
Malaysia	1983	31
Lao	2002	12
Cambodia	2004	10
Indonesia	1968	46
Mongolia	1992	22
Fiji	1984	30
Vietnam	1996	18
Bangladesh	1982	32
Thailand	1961	53
Sri Lanka	1966	48
Nepal	1961	53
India	1961	53
Philippines	1961	53
ROC	1961	53
Pakistan	1961	53
Iran	1965	49
Mean		38.5

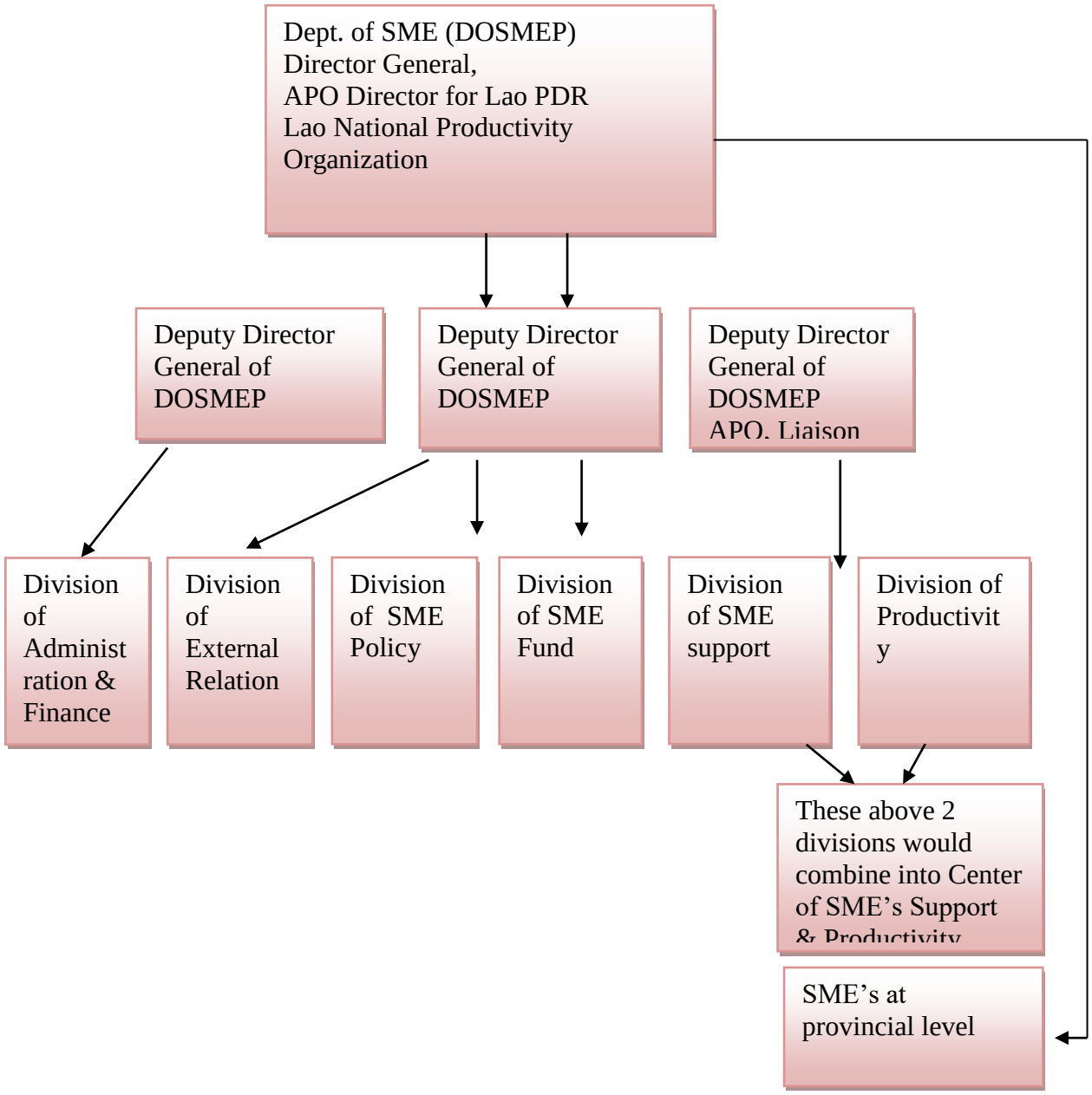


2.5 Organizational Chart

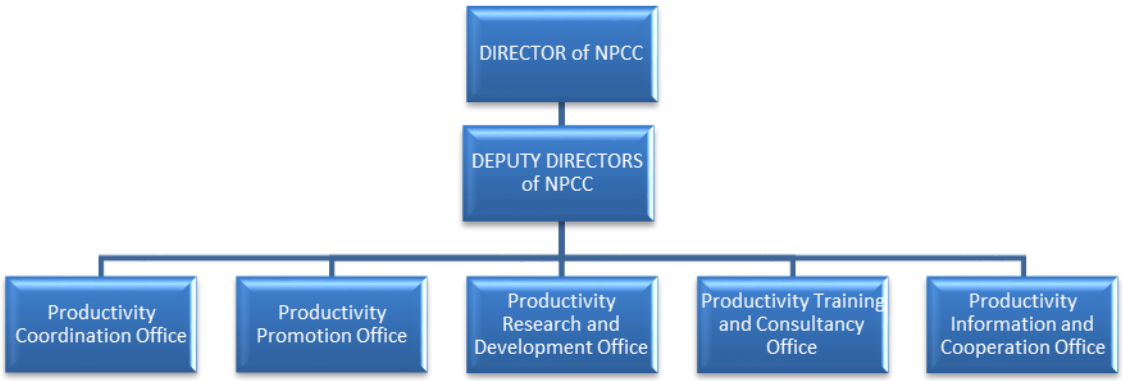
2.5.1 Malaysia: Malaysia Productivity Corporation



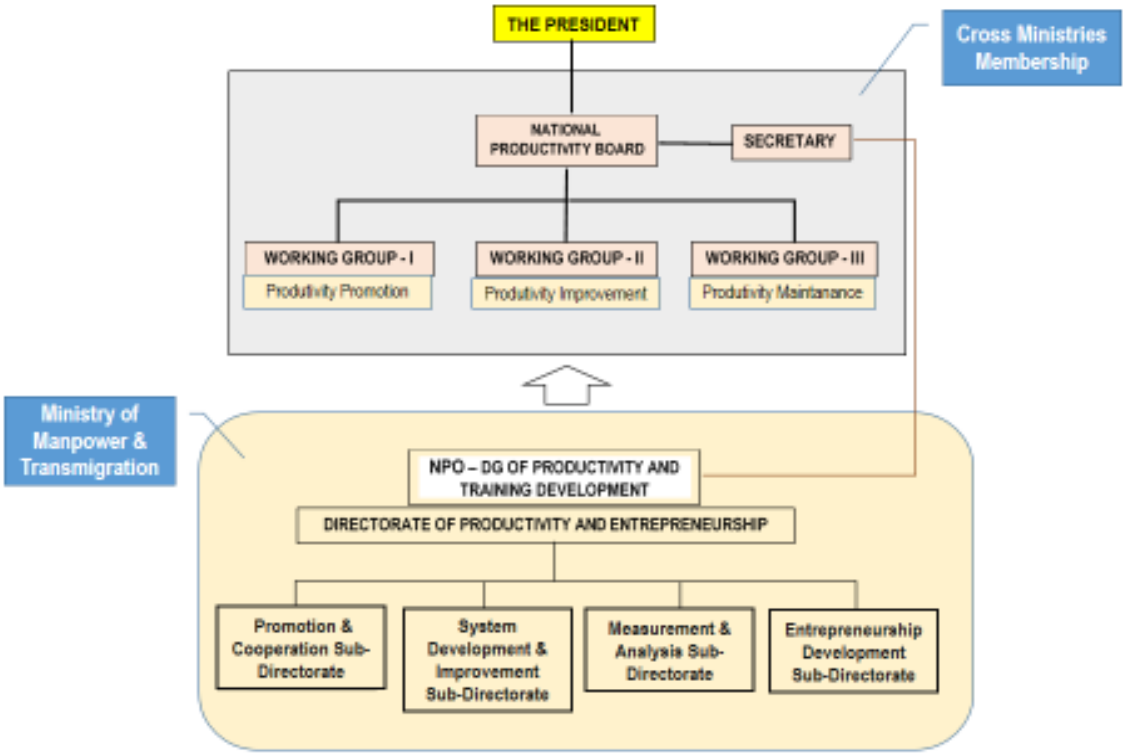
2.5.2 Lao: Department of SME's Promotion/Lao National Productivity Organization (DOSMEP/LNPO)



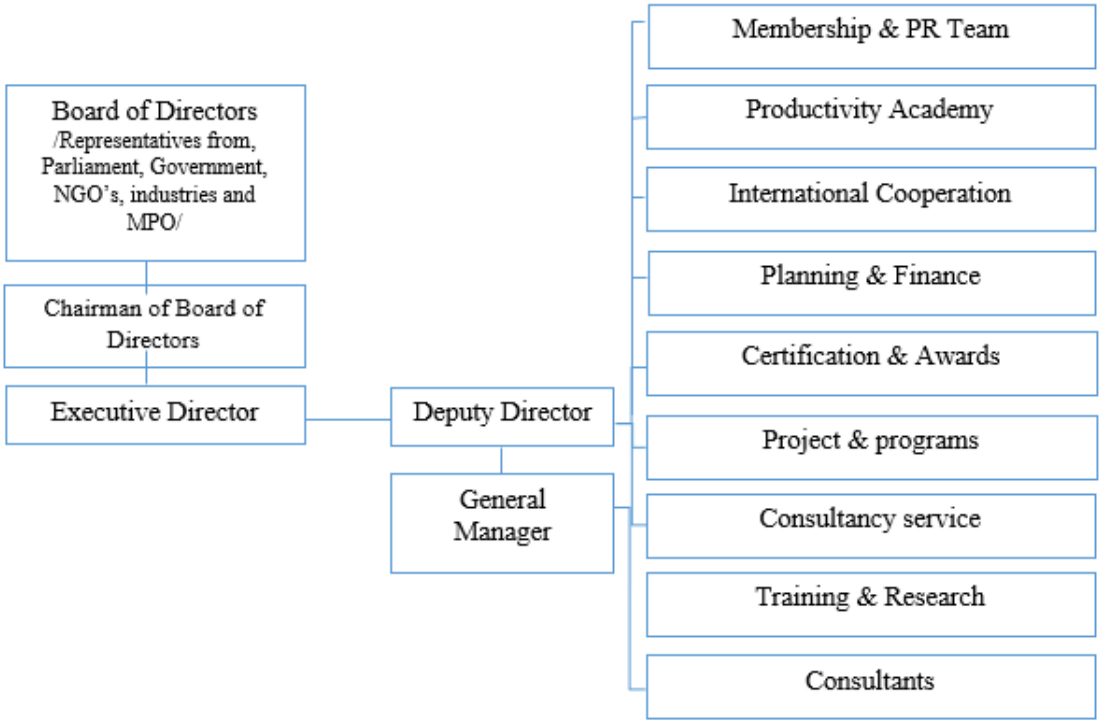
2.5.3 Cambodia: National Productivity Organization of Cambodia



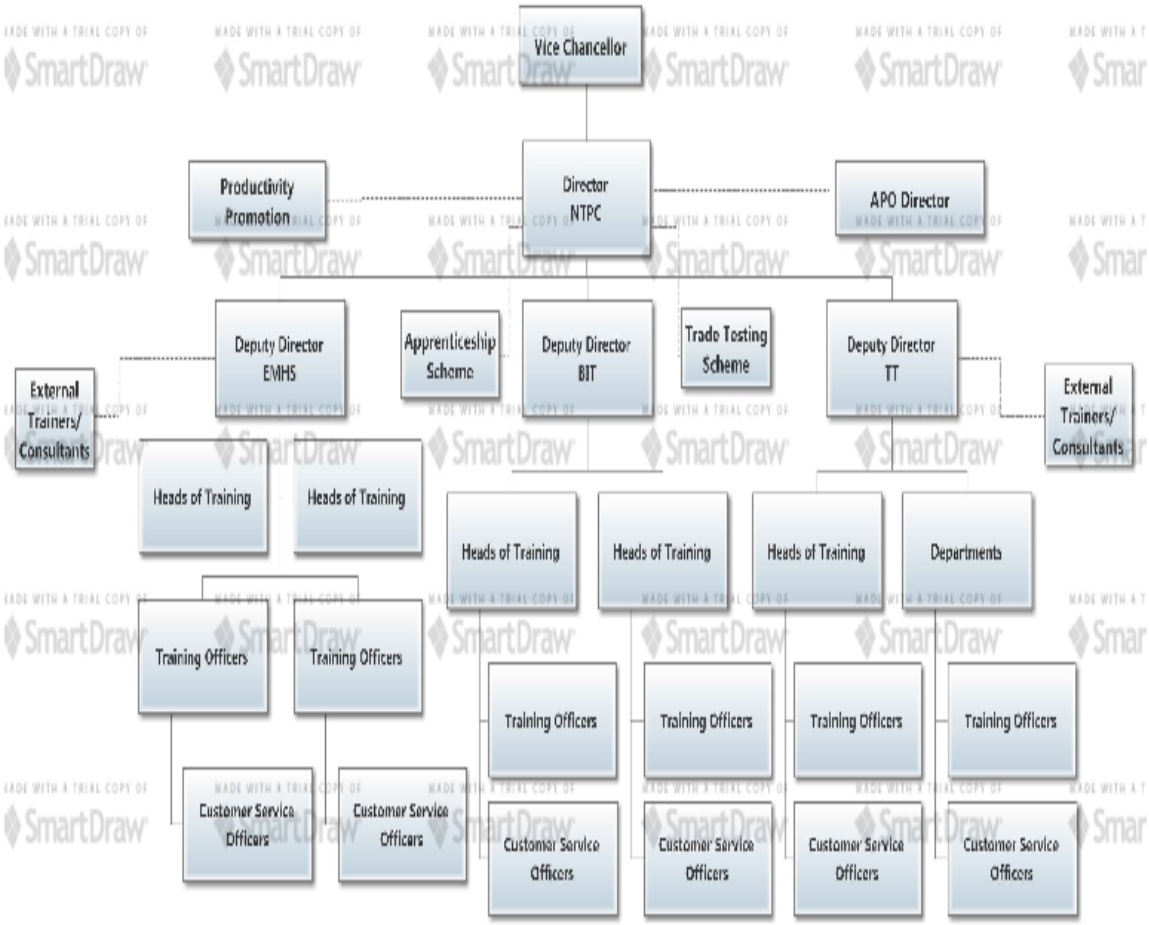
2.5.4 Indonesia: Directorate of Productivity and Entrepreneurship



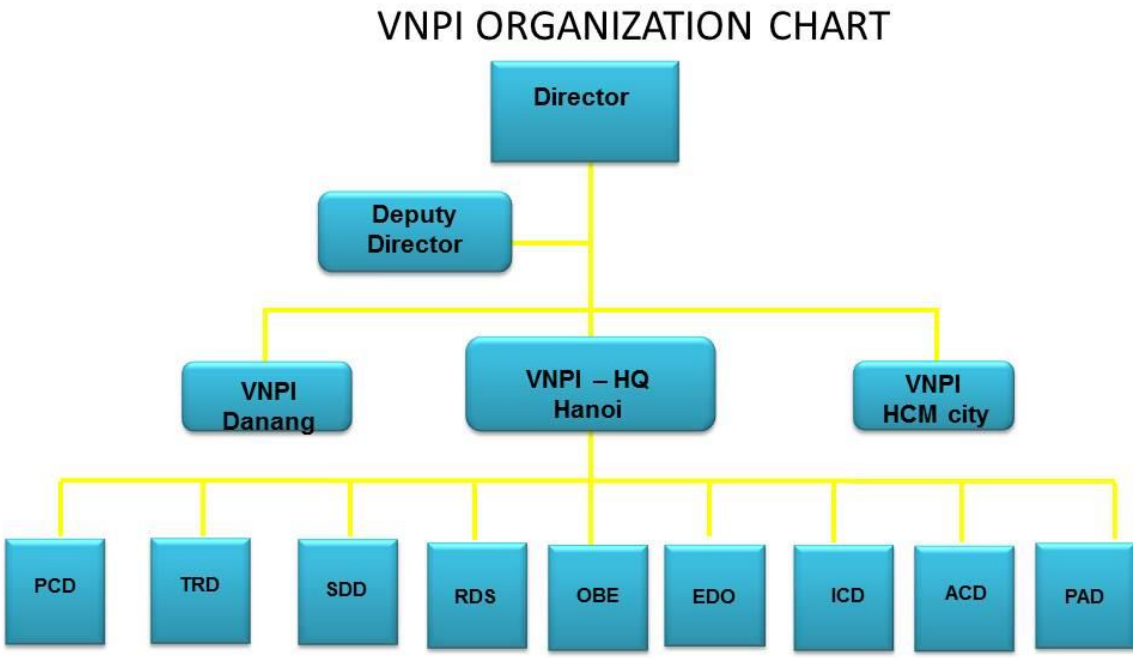
2.5.5 Mongolia: Mongolian Productivity Organization



2.5.6 Fiji: National Training and Productivity Centre

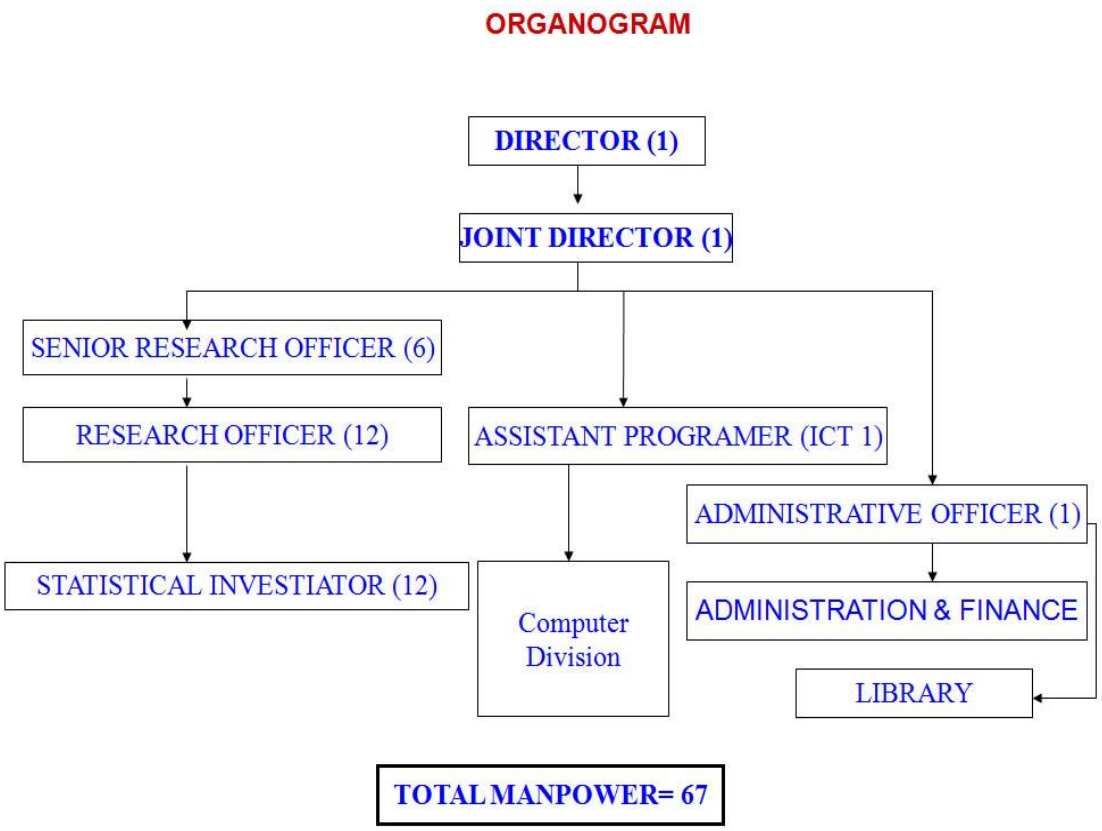


2.5.7 Vietnam: Vietnam National Productivity Institute

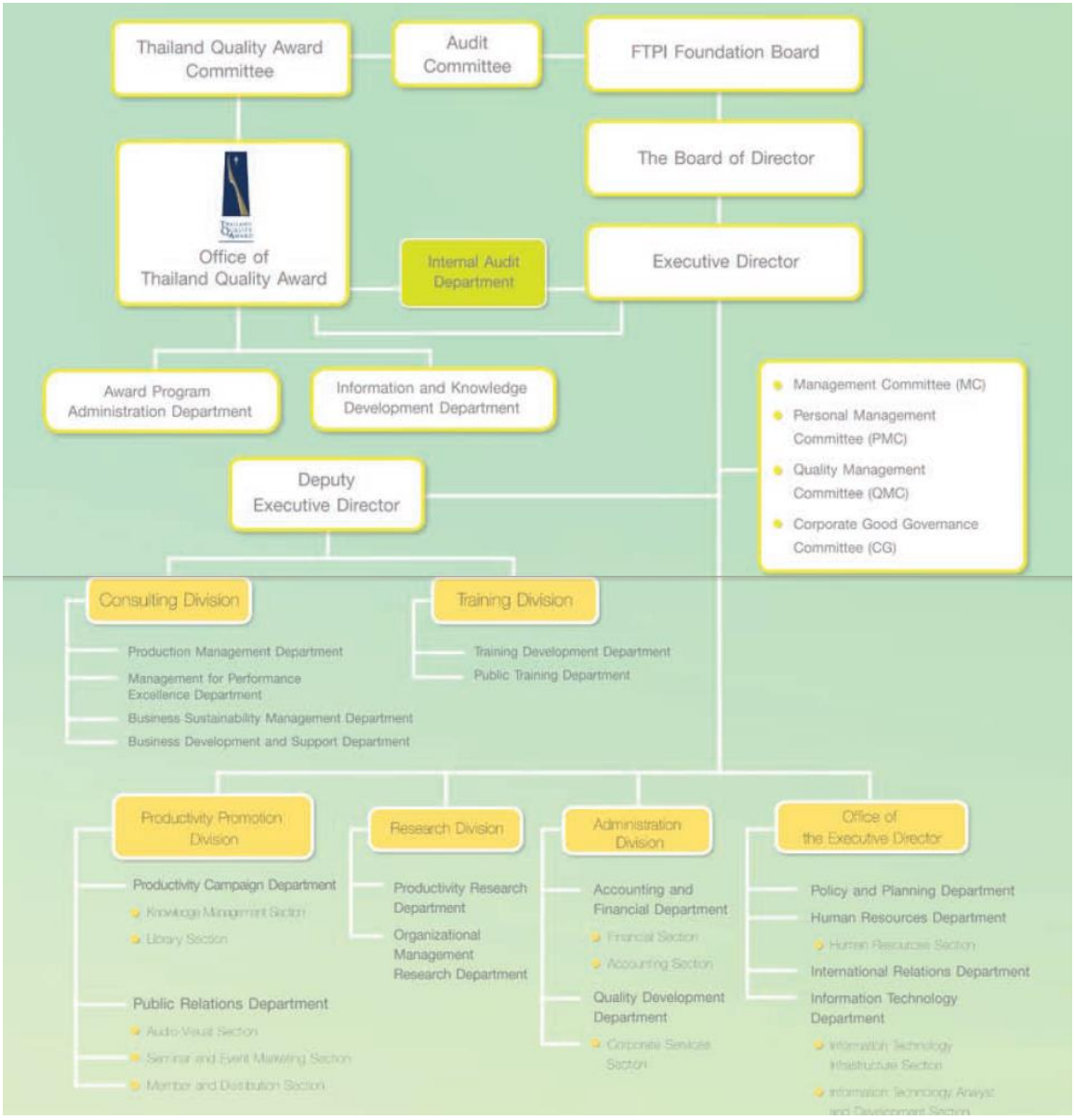


PCD: Productivity Consulting Div; TRD: Training Div; SDD: Service Development Div; RDS: Research & Developing Solution Div; OBE: Office for Business Excellence ; EDO: Office for Environement Office; ICD: Internatiional Cooperation Div; ACD: Accounting & Administration Div; PAD: Planning General Affair Div.

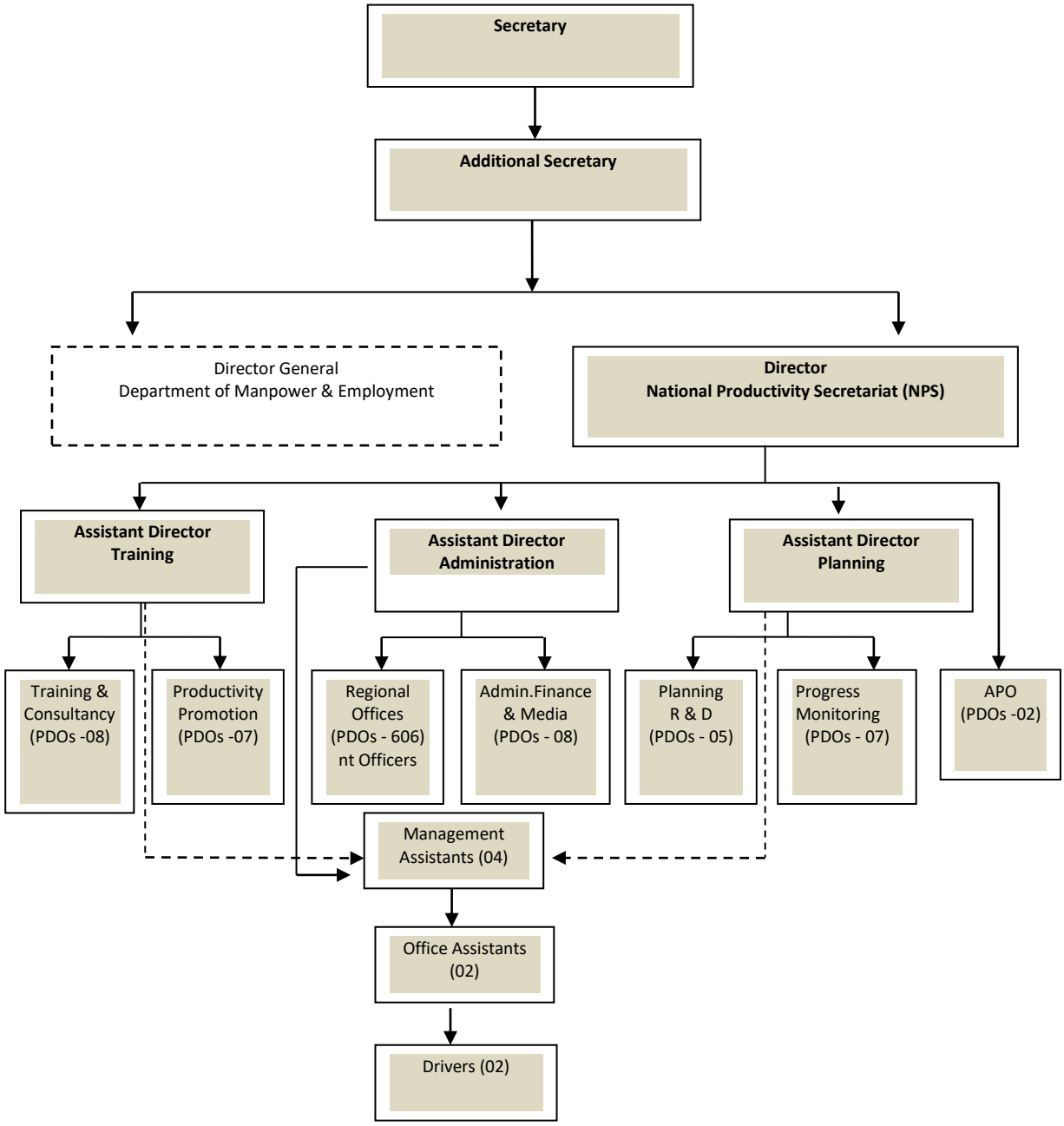
2.5.8 Bangladesh: National Productivity Organisation



2.5.9 Thailand: Thailand Productivity Institute



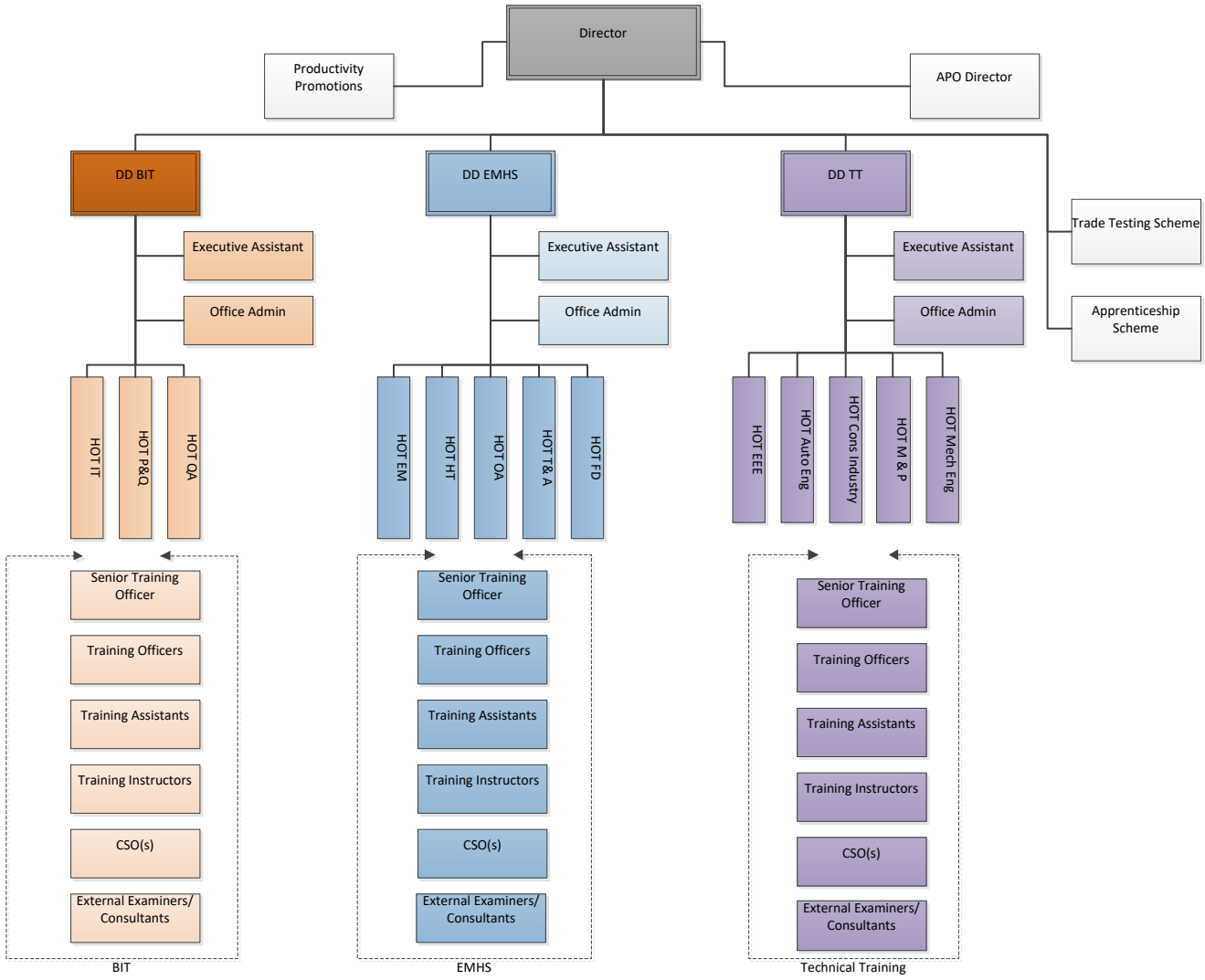
2.5.10 Sri Lanka: National Productivity Secretariat



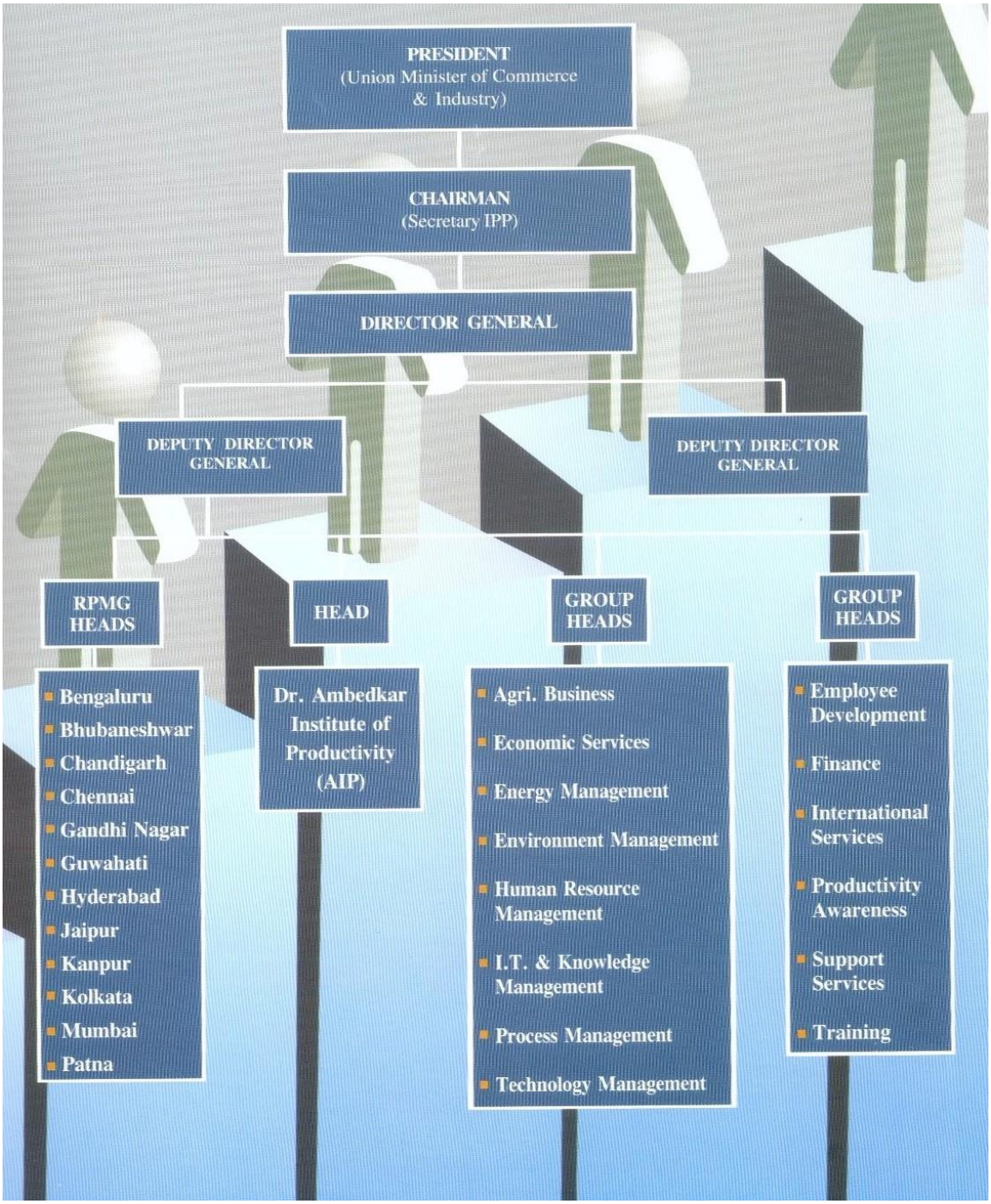
No of Regional Offices
Divisional Secretariats - 327
District Secretariats - 25 PDOs – Productivity Development Officers

2.5.11 Nepal: National Productivity and Economic Development Centre (NPEDC)

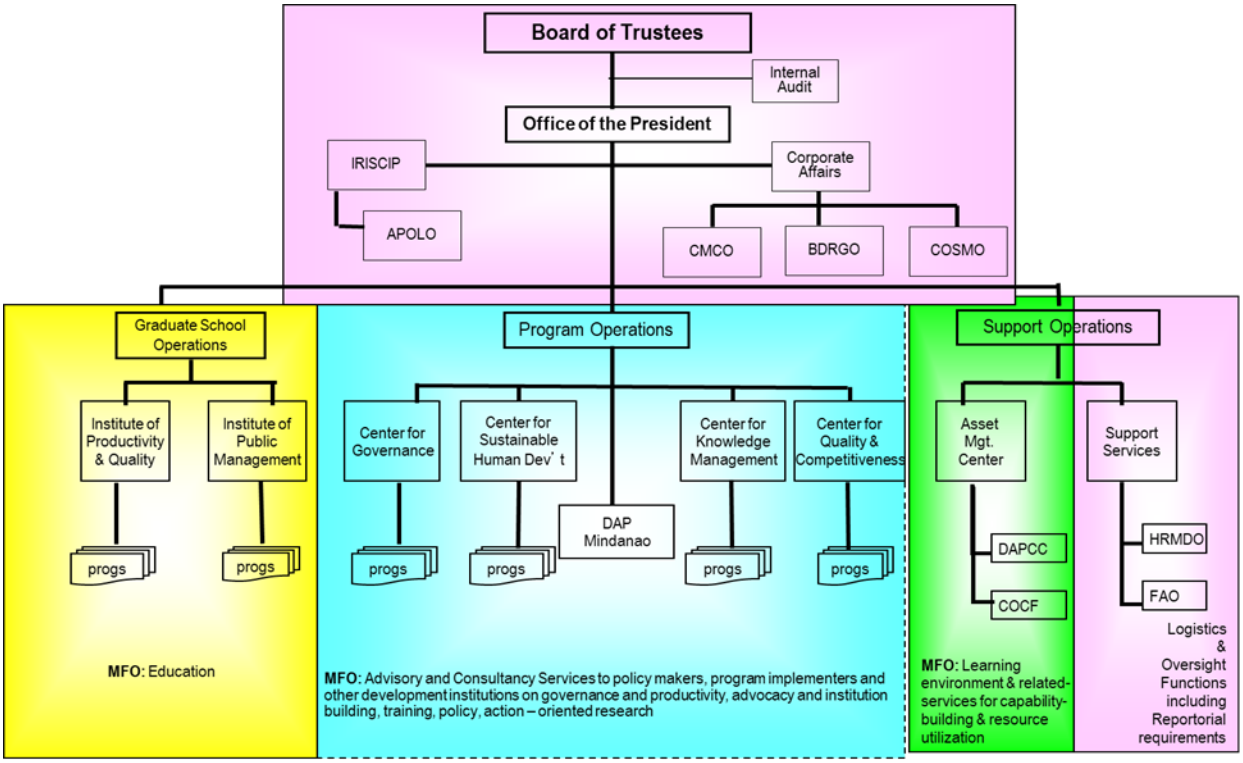
NTPC Organisational Structure



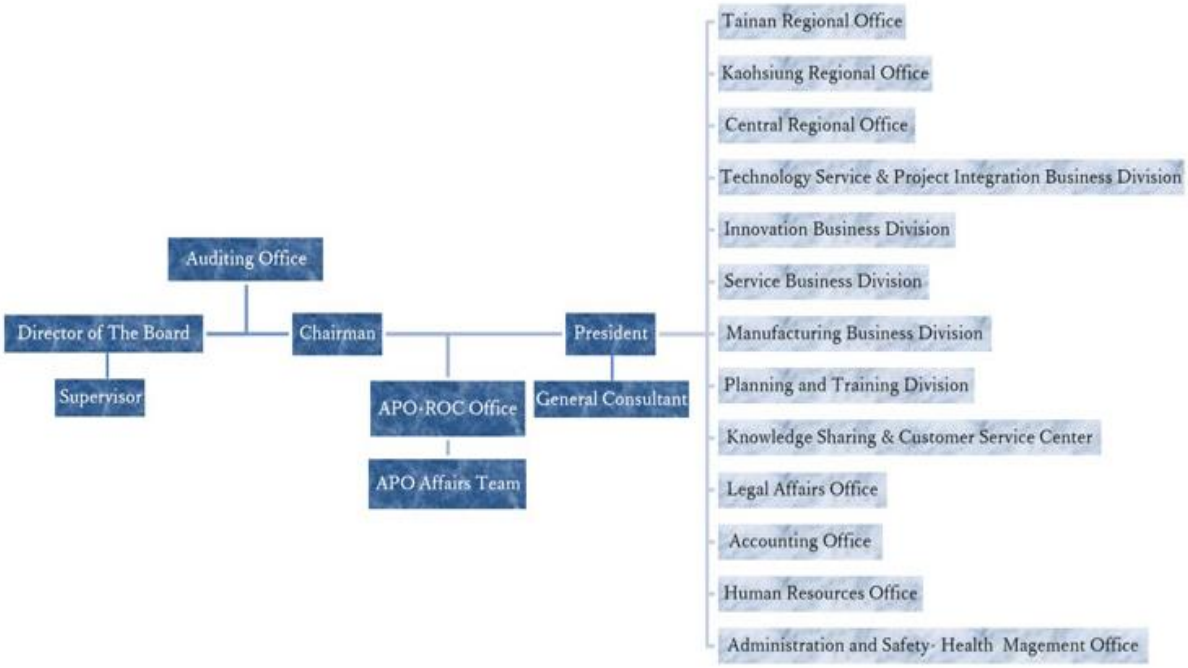
2.5.12 India: National Productivity Council



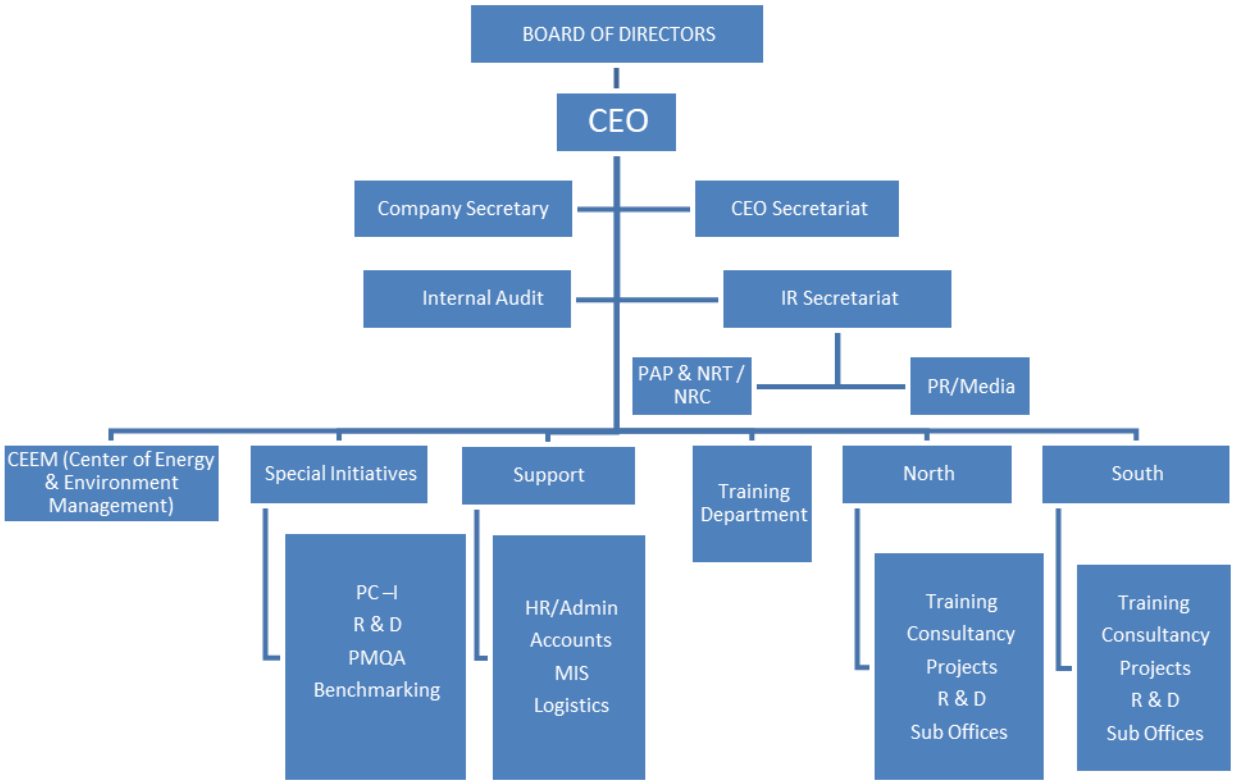
2.5.13 Philippines: Development Academy of The Philippines



2.5.14 ROC: China Productivity Centre

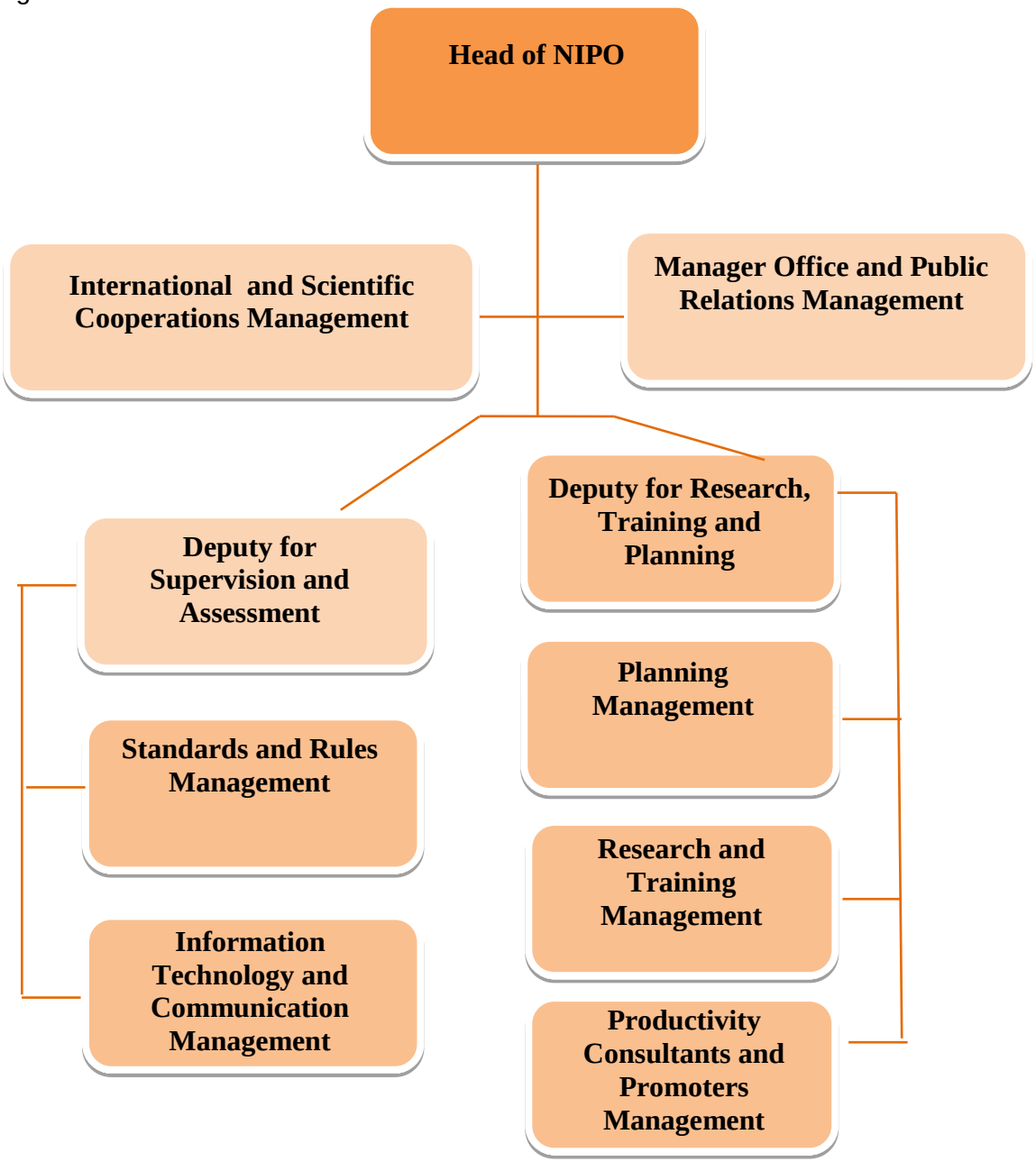


2.5.15 Pakistan: NPO Pakistan

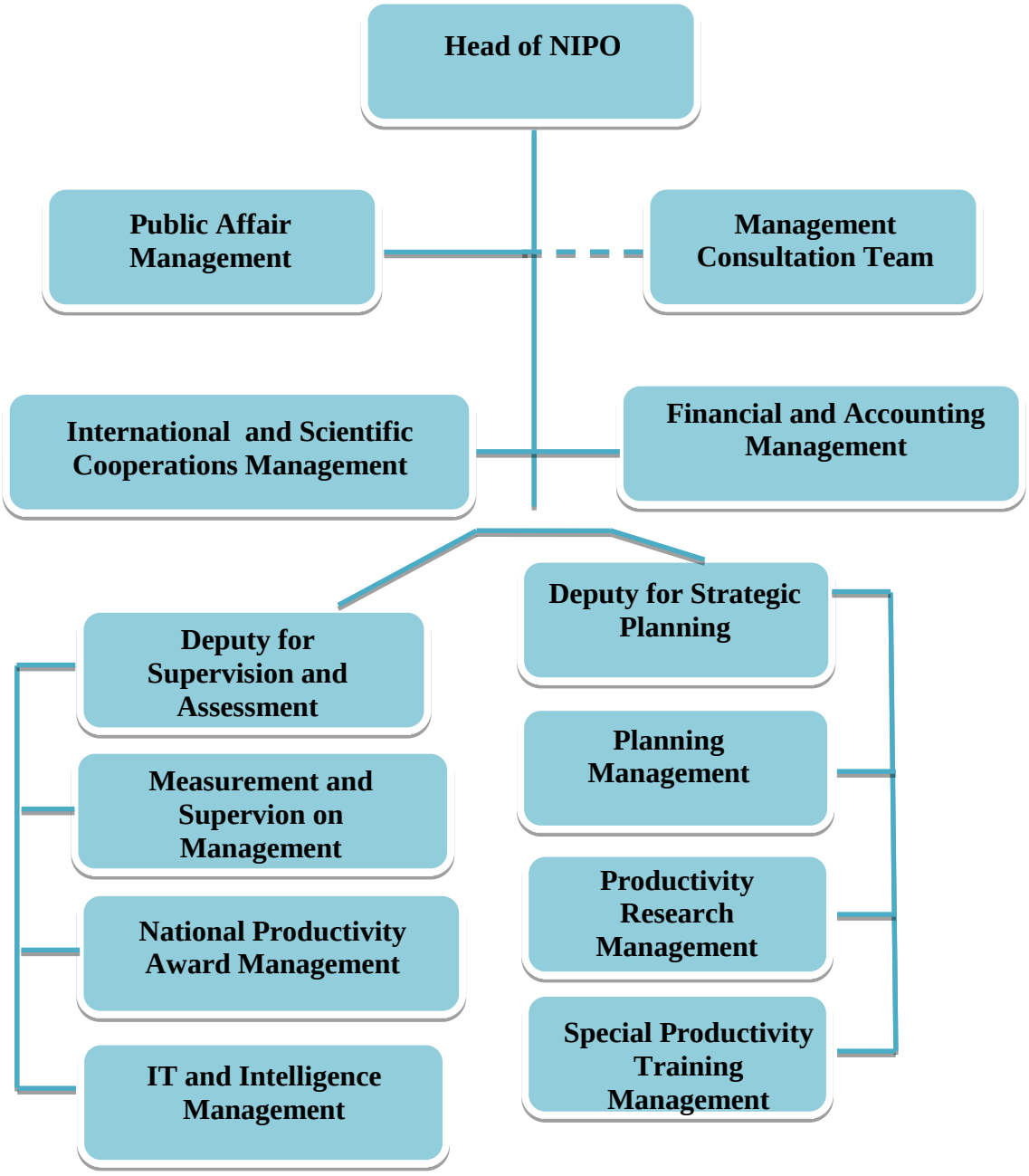


2.5.16 Iran: National Iranian Productivity Organization

Organization chart 1



Organization chart 2



2.6 NPO main partners that assist in delivering strategy and/or services

	Partners	
Malaysia	Board of Directors	Universities/ Government Agencies
	Consultative Panels	NGOs
	Working Groups/Task Force	International Agencies
	Training /System Development Service Providers	
Lao	Difference Lines Of Ministries	Technical Schools
	Lao National Chamber Of Commerce And Industry	International Organizations Like GIZ, ADB, JICA and BAF
	Enterprises	Local & International Ngo Organizations
	Universities	
Cambodia	Ministry of Industry and Handicraft	
Indonesia	National Productivity Board	Education and Training Providers
	Line Ministries and Provincial Government	Employers Association/Chamber of Commerce
Mongolia	Ministry of Labor	Mongolian University of Science and technology
	Government Office	Ministry of Environment and Green Development
Fiji	NTPC Advisory Board (Board)	University Senate/Vice Chancelloer
	FNU Council	Fiji Commerce and Employers Federation
	Ministry of Employment, Productivity and Industry Relations	Industry Associations
	Ministry of Education	Fiji Trades Union Congress
Vietnam	Ministry of Science and Technology, Directorate for Standards and Quality (STAMEQ) and Local Department of Science and Technology	Ministries such as Ministry of Industry and Trade, Ministry of Natural Resources and Environment, Ministry of Agriculture and Rural Development
	APO, NPOs	
	Universities, Institutions of research and training	Productivity and quality service providers (including Certification Bodies, companies, trainers, consultants and professional network)
Bangladesh	Ministry of Industries	National Productivity Executive Committee
	National Productivity Council	Productivity Advisory Committee
Thailand	Institute for small and medium Enterprise development	Thai-German institute
	National innovation agency	National science and technology development agency
Sri Lanka	All Government institutions	Freelance Trainers and NPS trainers
	Chambers	Parallel Training institutes
	Private sector institutions	

Nepal	Government agencies particularly, sectoral ministries and public corporations	United Nations Bodies and Agencies like UNIDO, UNCTAD, ILO, WIPO etc
	Enterprise established within Industrial Estates (Estates established by Government but enterprise are private owned)	Academic institutions particularly institutes for higher learning in management and marketing and technological capability building areas
	Intergovernmental Organizations like Technonet Asia, Int. Training Institute, WTO and ICC	Private Sector Organizations, industry associations and business/commerce associations
	Asian Productivity Organization (APO)	
India	Organizations with whom NPC has signed MOUs	Dept of Industrial Policy & Promotion
Philippines	Office of the President	Asian Productivity Organization
	National Economic Development Authority	Department of Agriculture
	Department of Budget and Management	Department of Energy
	Commission on Higher Education	Department of Trade and Industry
	University of the Philippines	Productivity Improvement Circles Association of the Philippines
	Philippine Productivity & Quality Movement	Department of Science and Technology
		Consultants
ROC	No data	No data
Pakistan	Ministry of Industries & Production	Development Sector Organizations
	All Federal Ministries	Private Sector Organizations
	Academia	
Iran	Vice Presidency in Human Resource and Management Development	Team of Consultants
	Group of Project-based Employees	

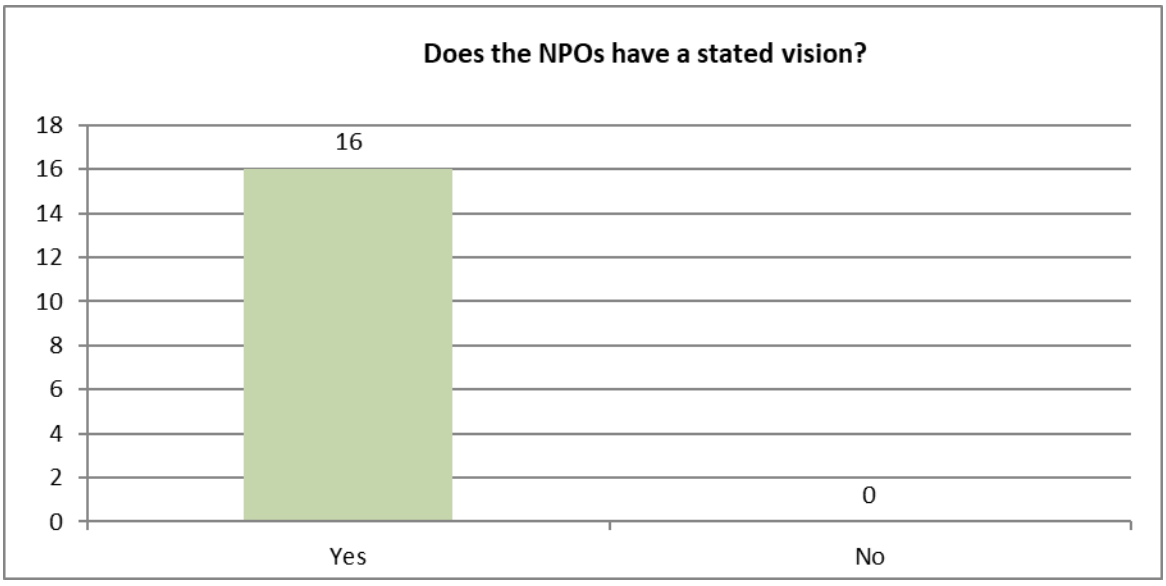
2.7 NPO's main customers

	Customers	
Malaysia	Public and government agencies	Private sector
	NGO	
Lao	Ministry Of Education	University
	Lao Chamber Of Commerce & Industry	Technical Institution
	Various Enterprises	Vocational School
Cambodia	Cambodian Micro, Small and Medium Enterprises from various associations and federations	Public officers from concerned ministries of the Government of Cambodia
Indonesia	Enterprises	Communities
	Education and Training Providers	Technical Sectoral Government Institutions and Provincial Government
Mongolia	Thermal power plants /Darkhan	Shunkhlai LLC
	Erdenet mining industry	Interactive LLC
	Golomt Bank	
Fiji	Employers that pay us a Levy	Franchise partners

	Government agencies	Internal customers
	Private students	NTPC Advisory Board
Vietnam	Enterprises	Hospitals, Universities
	Public Administration Organizations and Agencies	
Bangladesh	Public Industries, Bank, Hospital	School. Collage
	Private Industries	SME, MSME
Thailand	Government agency	Private enterprise
	State enterprise	
Sri Lanka	All government institutions	Communities
	Schools and Universities	Pre schools(Kindergarten)
	Private sector	
Nepal	Government and its affiliates like public corporations	Private sector enterprises particularly SMEs
	Training institutes in areas of management, marketing, technology information, standardization, quality control, WTO Agreements	Potential entrepreneurs for business and SME set-ups, Technology seekers
	Enterprises in the services sector like tourism, financial sector	Engineering and Consultancy firms
India	Reputed organizations in Manufacturing in Private Sector, Public Sector international organizations	Reputed organizations in Services sector viz Govt Depts, Enterprises, International organizations
	Constitutional Bodies	Legislature & Judiciary
	Government Corporations	International Organizations, funding institutions, private firms including small and medium enterprises, non-government organizations and academe
Philippines	National Line Agencies (NLAs)	Local Government Units (LGUs)
	Constitutional Bodies	Legislature & Judiciary
	Government Corporations	Others (International Organizations, funding institutions, private firms including small and medium enterprises, non-government organizations and academia)
ROC	Government agencies	Public
	Private sector	Related associations and organizations
Pakistan	Private Sector Organizations	Enterprises / Development Organizations
	Public Sector Organizations	Professionals / Individuals
	Academia	
Iran	Public sector and governmental organizations through their productivity offices	Industrial and Development Organizations in the public sector responsible for promotion of industrial activities
	Industrial organizations, public or private	Service and Utility organizations in the country
	Any individual or Group Organization in the private sector who may demand NIPO services	Agricultural organizations responsible for agricultural production units

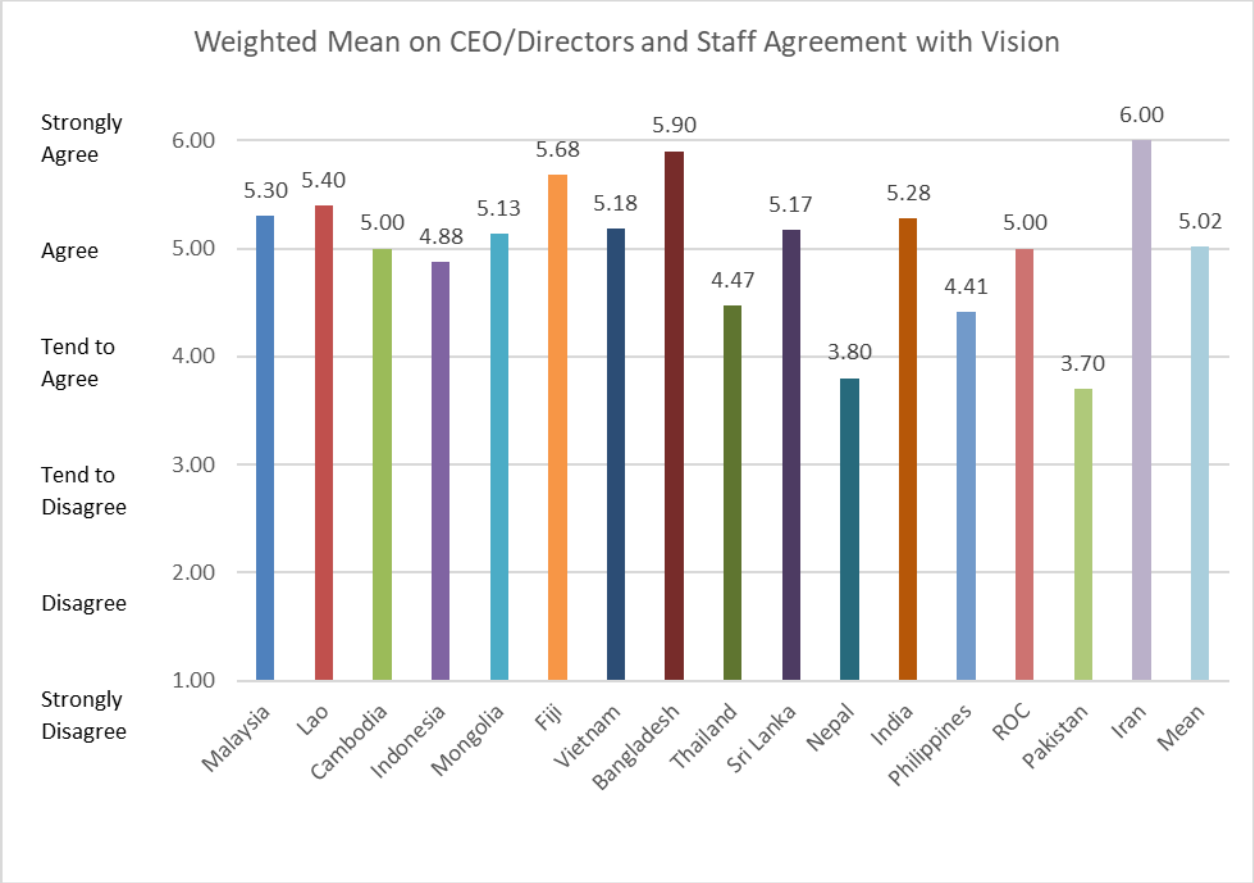
2.8 Does the NPO have a stated vision?

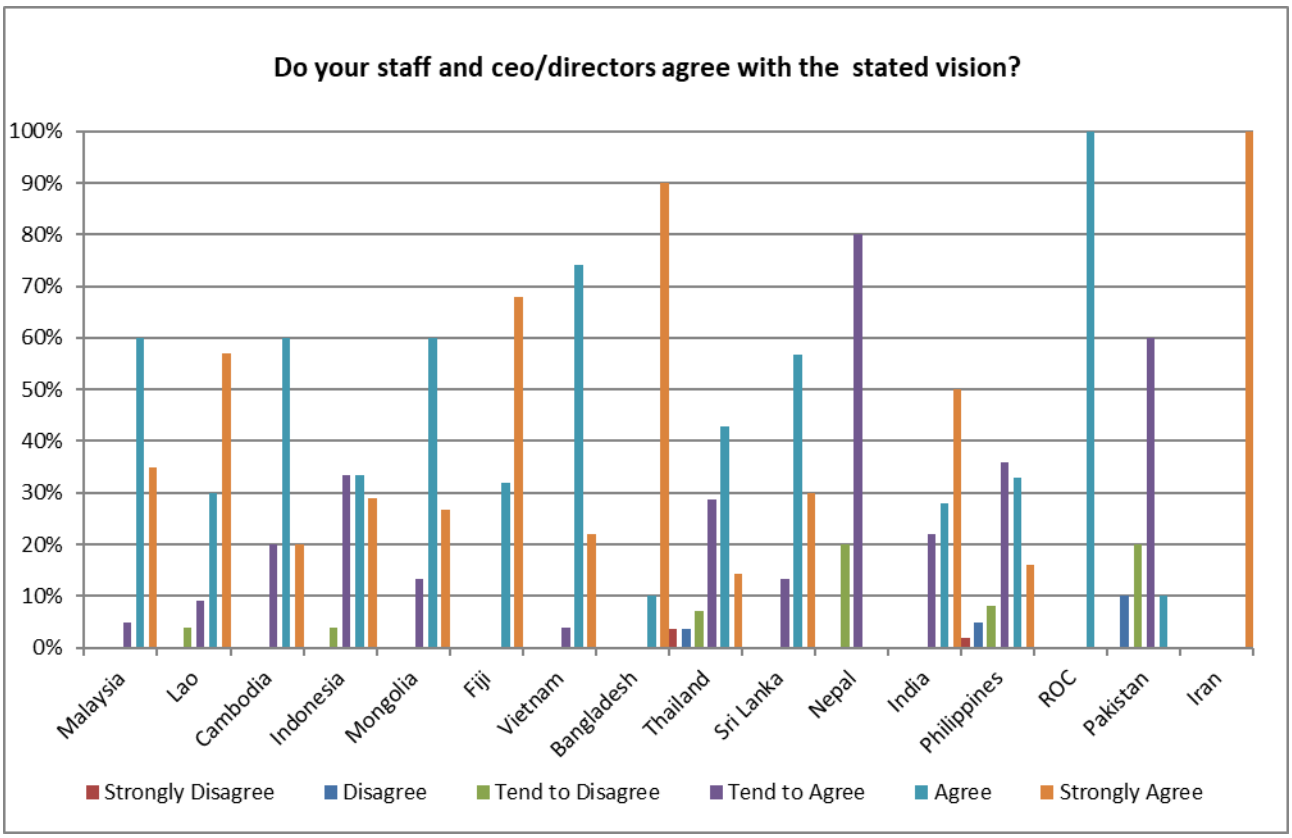
	Yes	No
Malaysia	1	0
Lao	1	0
Cambodia	1	0
Indonesia	1	0
Mongolia	1	0
Fiji	1	0
Vietnam	1	0
Bangladesh	1	0
Thailand	1	0
Sri Lanka	1	0
Nepal	1	0
India	1	0
Philippines	1	0
ROC	1	0
Pakistan	1	0
Iran	1	0
Total	16	0

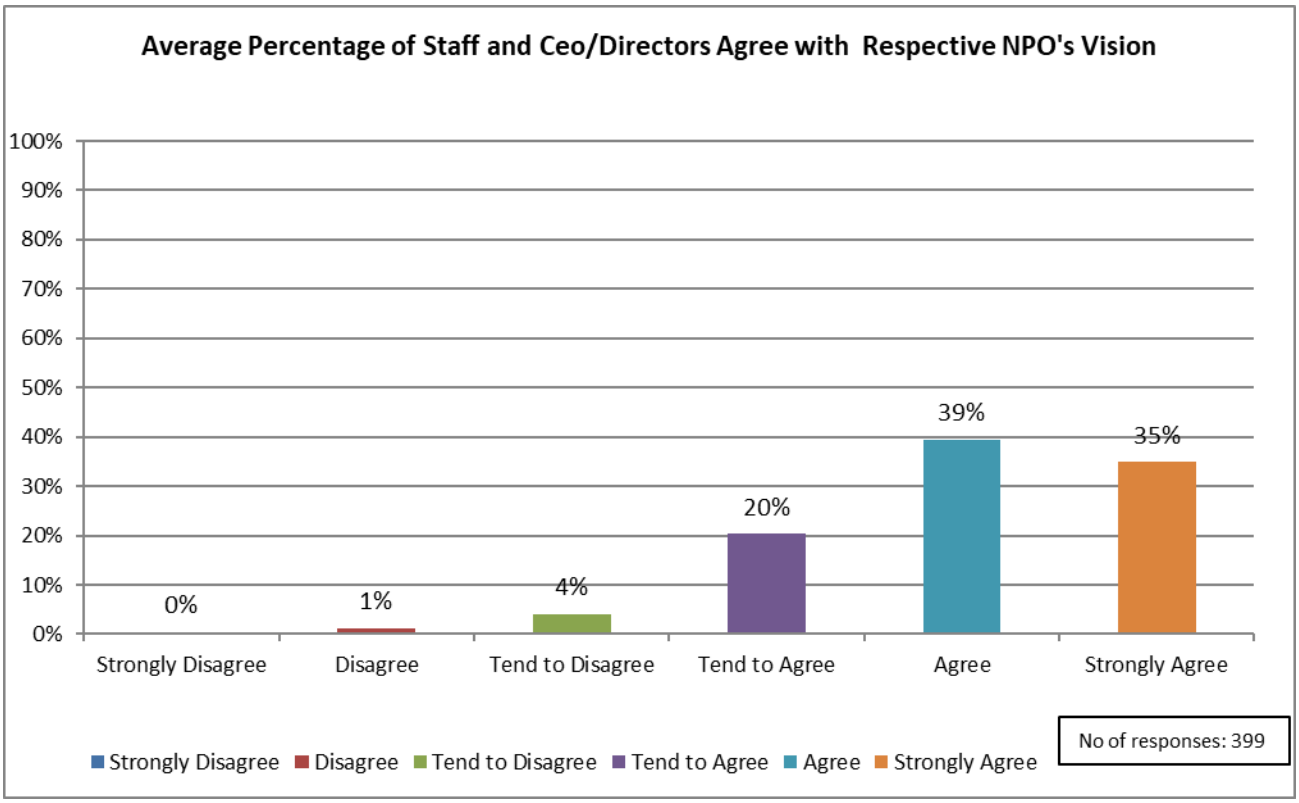


2.8 a) If yes, do your staff and CEO/directors agree with the vision:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	20	0%	0%	0%	5%	60%	35%	5.30
Lao	20	0%	0%	4%	9%	30%	57%	5.40
Cambodia	15	0%	0%	0%	20%	60%	20%	5.00
Indonesia	18	0%	0%	4%	34%	34%	29%	4.88
Mongolia	15	0%	0%	0%	13%	60%	27%	5.13
Fiji	22	0%	0%	0%	0%	32%	68%	5.68
Vietnam	27	0%	0%	0%	4%	74%	22%	5.18
Bangladesh	21	0%	0%	0%	0%	10%	90%	5.90
Thailand	28	4%	4%	7%	29%	43%	14%	4.47
Sri Lanka	30	0%	0%	0%	13%	57%	30%	5.17
Nepal	6	0%	0%	20%	80%	0%	0%	3.80
India	18	0%	0%	0%	22%	28%	50%	5.28
Philippines	39	2%	5%	8%	36%	33%	16%	4.41
ROC	70	0%	0%	0%	0%	100%	0%	5.00
Pakistan	20	0%	10%	20%	60%	10%	0%	3.70
Iran	30	0%	0%	0%	0%	0%	100%	6.00
Mean	24.9	0%	1%	4%	20%	39%	35%	5.02
Total Respondent	399							

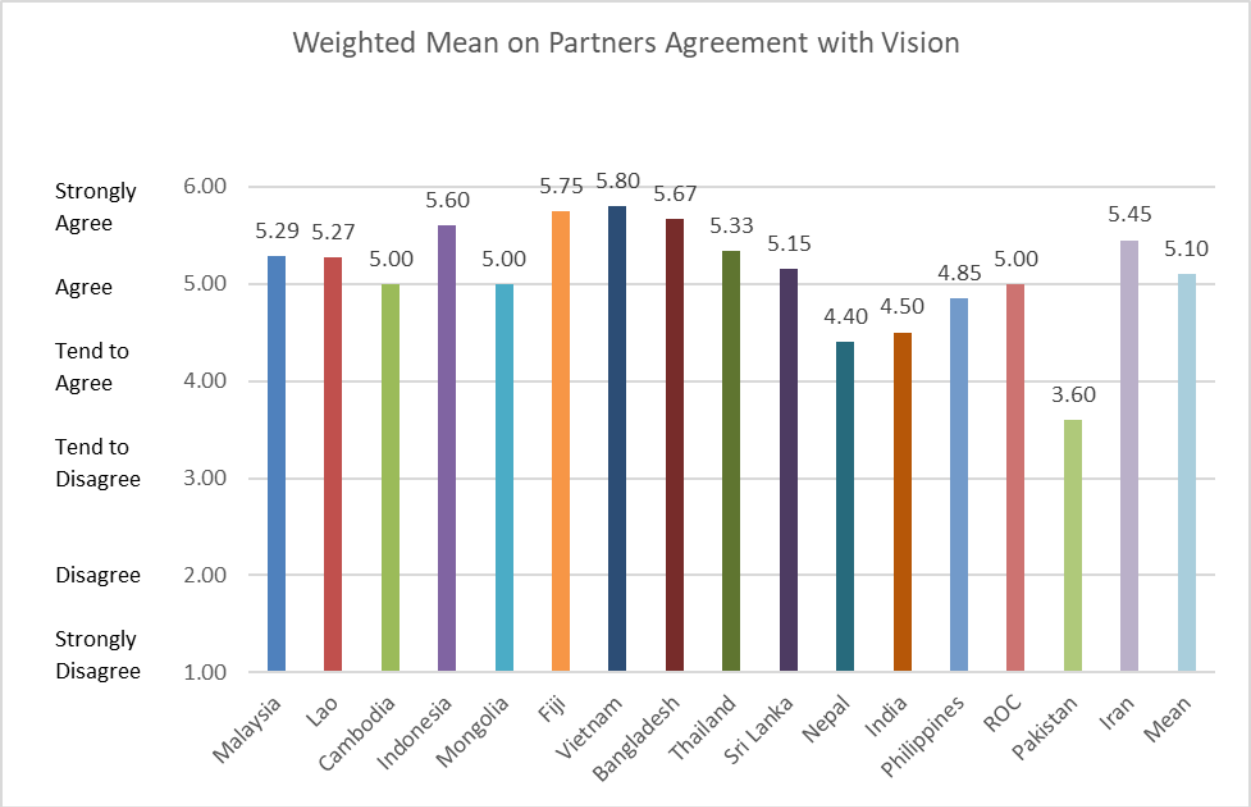

Weighted Mean on CEO/Directors and Staff Agreement with Vision
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.00
5.00
4.00
3.00
2.00
1.00
5.30
5.40
5.00
4.88
5.13
5.68
5.18
5.90
4.47
5.17
3.80
5.28
4.41
5.00
3.70
6.00
5.02
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


Do your staff and ceo/directors agree with the stated vision?
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Strongly Disagree
Disagree
Tend to Disagree
Tend to Agree
Agree
Strongly Agree



2.8 b) If yes, do your partners agree with the vision:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	7	0%	0%	0%	14%	43%	43%	5.29
Lao	3	0%	0%	5%	15%	28%	52%	5.27
Cambodia	3	0%	0%	0%	0%	100%	0%	5.00
Indonesia	5	0%	0%	0%	0%	40%	60%	5.60
Mongolia	3	0%	0%	0%	33%	33%	33%	5.00
Fiji	4	0%	0%	0%	0%	25%	75%	5.75
Vietnam	5	0%	0%	0%	0%	20%	80%	5.80
Bangladesh	3	0%	0%	0%	0%	33%	67%	5.67
Thailand	3	0%	0%	0%	0%	67%	33%	5.33
Sri Lanka	20	0%	0%	0%	10%	65%	25%	5.15
Nepal	5	0%	0%	0%	60%	40%	0%	4.40
India	2	0%	0%	0%	50%	50%	0%	4.50
Philippines	20	0%	5%	0%	20%	55%	20%	4.85
ROC	30	0%	0%	0%	0%	100%	0%	5.00
Pakistan	10	0%	10%	30%	50%	10%	0%	3.60
Iran	10	0%	0%	0%	11%	33%	56%	5.45
Mean	8.3	0%	1%	2%	16%	46%	34%	5.10
Total Respondent	133							



2.8 c) Suggested changes to the vision by staff and ceo/directors:

- The NPCC Vision 2030 should be broken into contingencies that would be based on reality of each stages (Cambodia).
- Some respondents would like to see a stronger focus on business excellence and productivity in the vision (Fiji).
- Others would like a separate vision statement for the NPO (as the NPO now is located within the Fiji National University) (Fiji).
- Vision statement is not inspiring (Fiji).
- Should be represented with a short word that is able to create inspiration to employee mindset (Thailand).
- Should specify how can use organization competency to obtain the vision (Thailand).
- Should include corporate governance (Thailand).
- Productive and Prosperous nation through Excellence (Sri Lanka).
- Establish as an excellent nationally and internationally recognized national productivity organization promoting productivity, quality and competitiveness of national products and services and perform the role of national focal point for productivity improvement campaign (Nepal).
- An internationally recognized institution producing top notch managers in the public and private sectors as well as innovative and strategic research in enhancing national productivity overall, defined as public sector effectiveness and private sector efficiency (Philippines).
- Vision needs to be revised. Should be more precise and relevant reflecting a specific long term vision (Pakistan).
- The only change suggested was in the nature of NIPO. One person said he is not sure if NIPO should be a government organization, or as suggested a state-based organization independent of government (like a central bank) (Iran).

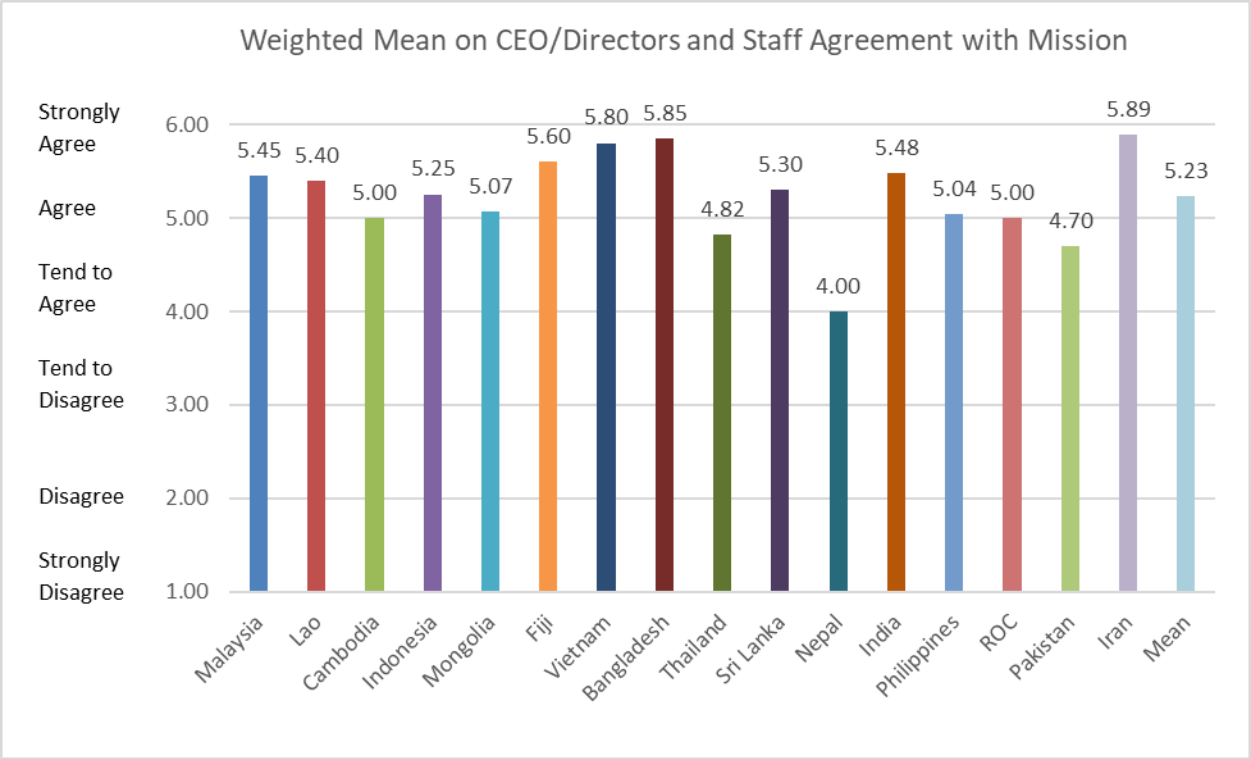
2.8 d) Suggested changes to the vision by partners:

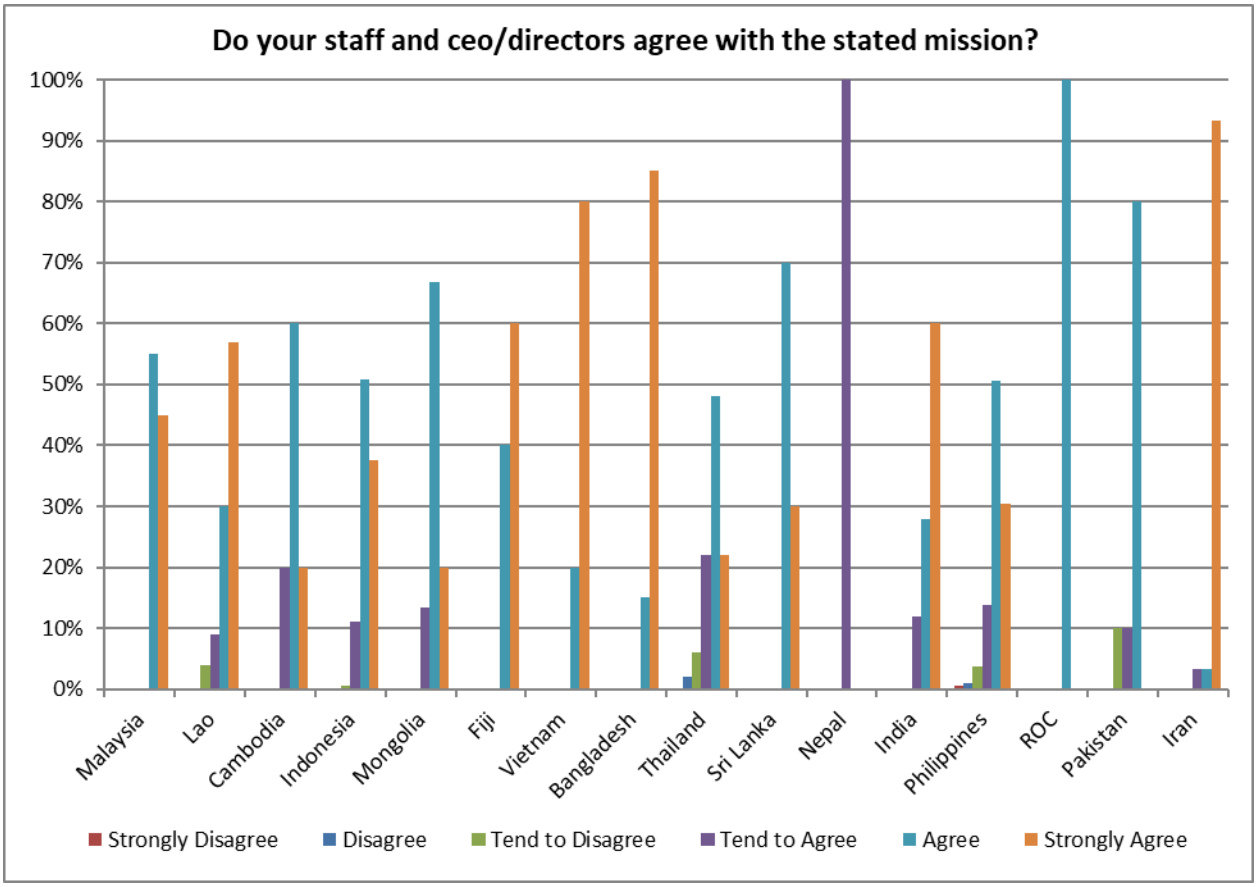
- Partners agree that a shorter and crispier vision statement would be fitting, and one that is measurable (Fiji).
- Also that the university has the higher education agenda as well as TVET and productivity so it's difficult to give same attention to all (Fiji).
- Sri Lanka to become the centre of excellence for Productivity Promotion in Asia" by the year 2020 (Sri Lanka).
- Sri Lanka to become the hub of excellence for the productivity promotion in Asia by empowering workforce (Sri Lanka)..
- The Vision appears to be too broad based – could be more focused on improving productivity in all sectors (with focus of SMEs) without compromising on quality and in line with national priorities (like how can NPC contribute to " Make in India" Vision) (India).
- Simplify the vision. Please make it short, direct to the point and concise. Here is a bold suggestion – "A globally recognized institution in public sector productivity and innovation." (Philippines).
- An internationally recognized institution which enhances national productivity by producing top-notch public managers, generate innovative and strategic research in public sector effectivity (Philippines).

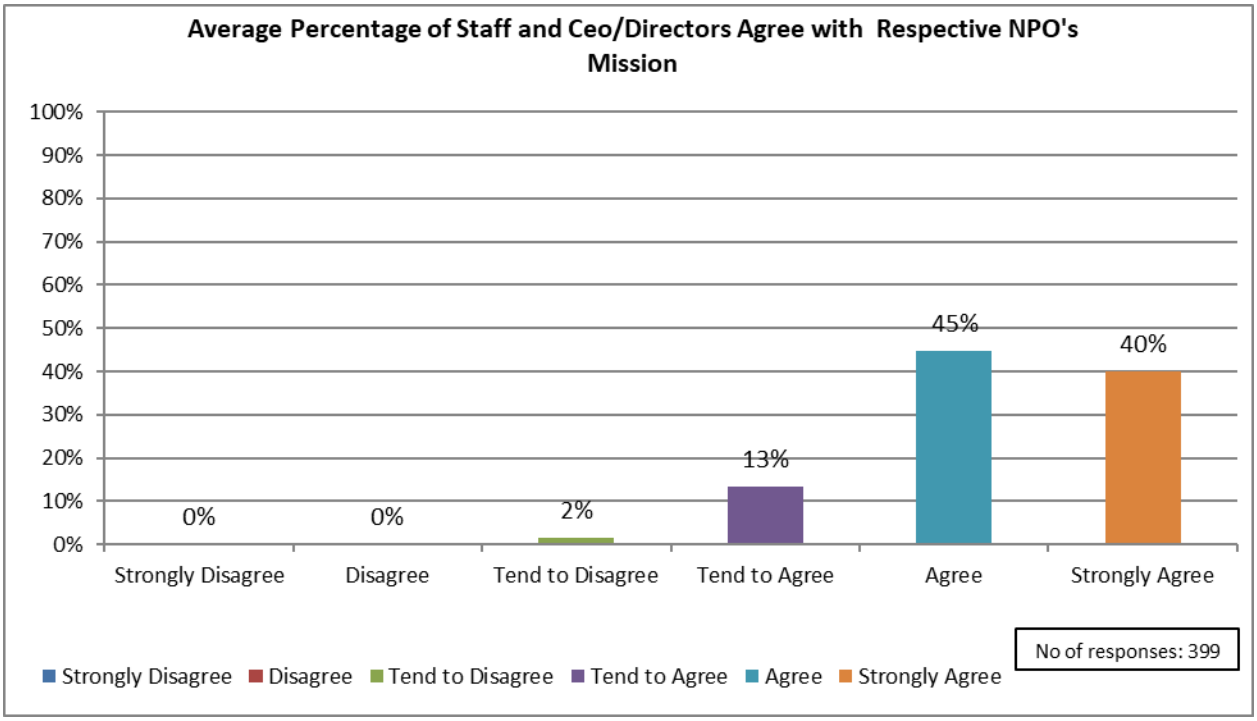
2.9 Does the NPO have a stated mission?

2.9 a) If yes, do your staff and ceo/directors agree with the mission:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	20	0%	0%	0%	0%	55%	45%	5.45
Lao	20	0%	0%	4%	9%	30%	57%	5.40
Cambodia	15	0%	0%	0%	20%	60%	20%	5.00
Indonesia	18	0%	0%	1%	11%	51%	38%	5.25
Mongolia	15	0%	0%	0%	13%	67%	20%	5.07
Fiji	22	0%	0%	0%	0%	40%	60%	5.60
Vietnam	27	0%	0%	0%	0%	20%	80%	5.80
Bangladesh	21	0%	0%	0%	0%	15%	85%	5.85
Thailand	28	0%	2%	6%	22%	48%	22%	4.82
Sri Lanka	30	0%	0%	0%	0%	70%	30%	5.30
Nepal	6	0%	0%	0%	100%	0%	0%	4.00
India	18	0%	0%	0%	12%	28%	60%	5.48
Philippines	39	1%	1%	4%	14%	51%	31%	5.04
ROC	70	0%	0%	0%	0%	100%	0%	5.00
Pakistan	20	0%	0%	10%	10%	80%	0%	4.70
Iran	30	0%	0%	0%	3%	3%	93%	5.90
Mean	24.9	0%	0%	2%	13%	45%	40%	5.23
Total Respondent	399							

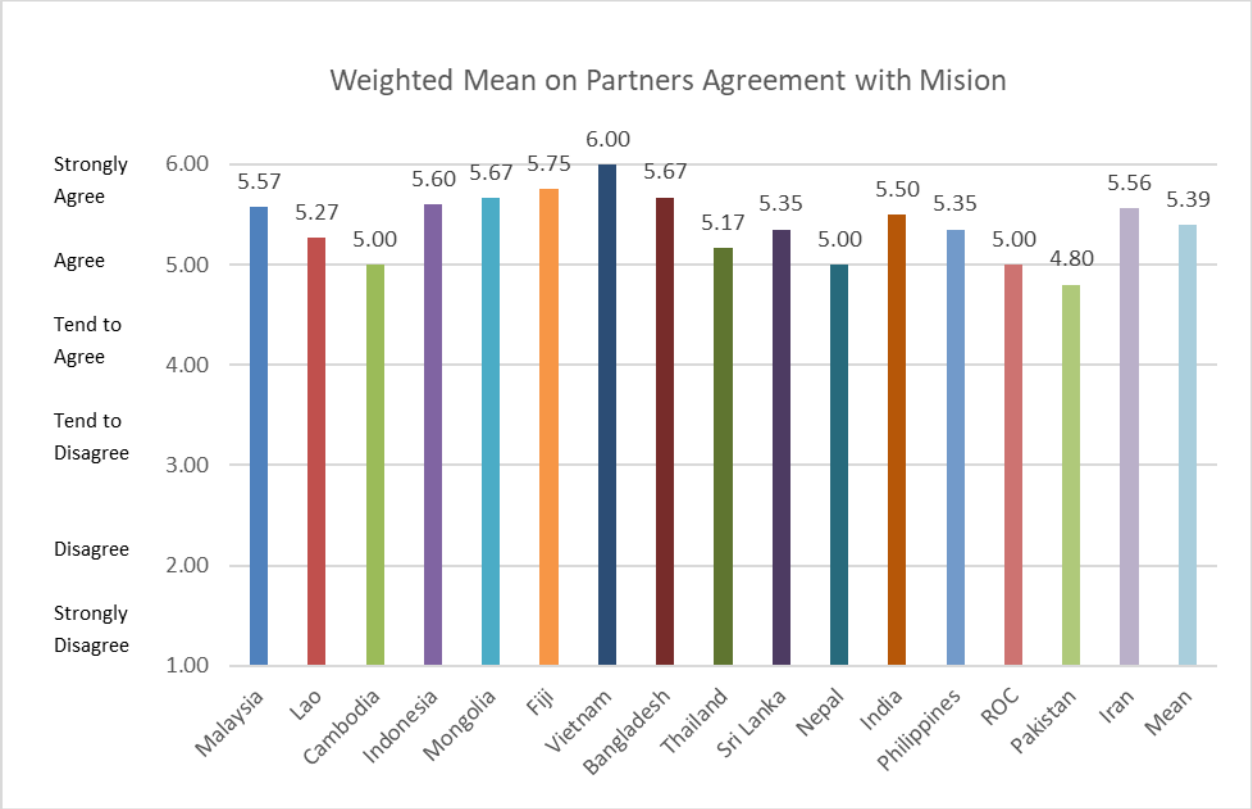

Weighted Mean on CEO/Directors and Staff Agreement with Mission
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.00
5.00
4.00
3.00
2.00
1.00
5.45
5.40
5.00
5.25
5.07
5.60
5.80
5.85
4.82
5.30
4.00
5.48
5.04
5.00
4.70
5.89
5.23
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


Do your staff and ceo/directors agree with the stated mission?
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Strongly Disagree
Disagree
Tend to Disagree
Tend to Agree
Agree
Strongly Agree



2.9 b) If yes, do your partners agree with the mission:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	7	0%	0%	0%	0%	43%	57%	5.57
Lao	3	0%	0%	5%	15%	28%	52%	5.27
Cambodia	3	0%	0%	0%	0%	100%	0%	5.00
Indonesia	5	0%	0%	0%	0%	40%	60%	5.60
Mongolia	3	0%	0%	0%	0%	33%	67%	5.67
Fiji	4	0%	0%	0%	0%	25%	75%	5.75
Vietnam	5	0%	0%	0%	0%	0%	100%	6.00
Bangladesh	3	0%	0%	0%	0%	33%	67%	5.67
Thailand	3	0%	0%	0%	17%	50%	33%	5.17
Sri Lanka	20	0%	0%	0%	0%	65%	35%	5.35
Nepal	5	0%	0%	0%	0%	100%	0%	5.00
India	2	0%	0%	0%	0%	50%	50%	5.50
Philippines	20	0%	0%	0%	6%	53%	41%	5.35
ROC	30	0%	0%	0%	0%	100%	0%	5.00
Pakistan	10	0%	0%	0%	20%	80%	0%	4.80
Iran	10	0%	0%	0%	0%	44%	56%	5.56
Mean	8.3	0%	0%	0%	4%	53%	43%	5.39
Total Respondent	133							



2.9 c) Suggested changes to the mission by staff and ceo/directors

- Strong effort should be put by NPCC to be attaining the above mission (Cambodia).
- Productivity (and quality) needs to be highlighted in the mission statement of the NPO (Fiji).
- Since the main business of the university is providing higher education, training, research and creation of knowledge, the “NPO” function (which is comparatively as lesser function) is not highlighted in the mission (Fiji).
- After the merger with higher education institutions under the Fiji National University, it has lost its autonomy in the sense that all its processes come under the University policies and procedures, and these tend to slow the speed of the business and define the character of NPO, and all its visions and directions are expressed within and under the university umbrella (Fiji).
- Some respondents feel a greater autonomy and expression for the NPO is more desirable (Fiji).
- To ensure career advancement and welfare of all personnel should not put in mission (Thailand).
- No 8 mission: To promote a productivity-based work culture is covered in mission No 2 (Thailand).
- No.1 mission: To collaborate with the public sector to propel target organizations forward and to introduce productivity concept on a broader scale: shall not only cover public sector but also private sector (Thailand).
- To enable Sri Lanka to face the International Competitiveness through the promotion of Productivity and contribute to the National Development and enhancing standard of life (Sri Lanka).
- To contribute to productivity improvement and economic development in the country by launching productivity campaign at national level and offering training and consultancy

and services as per the needs of the clients and its own institutional competency (Nepal).

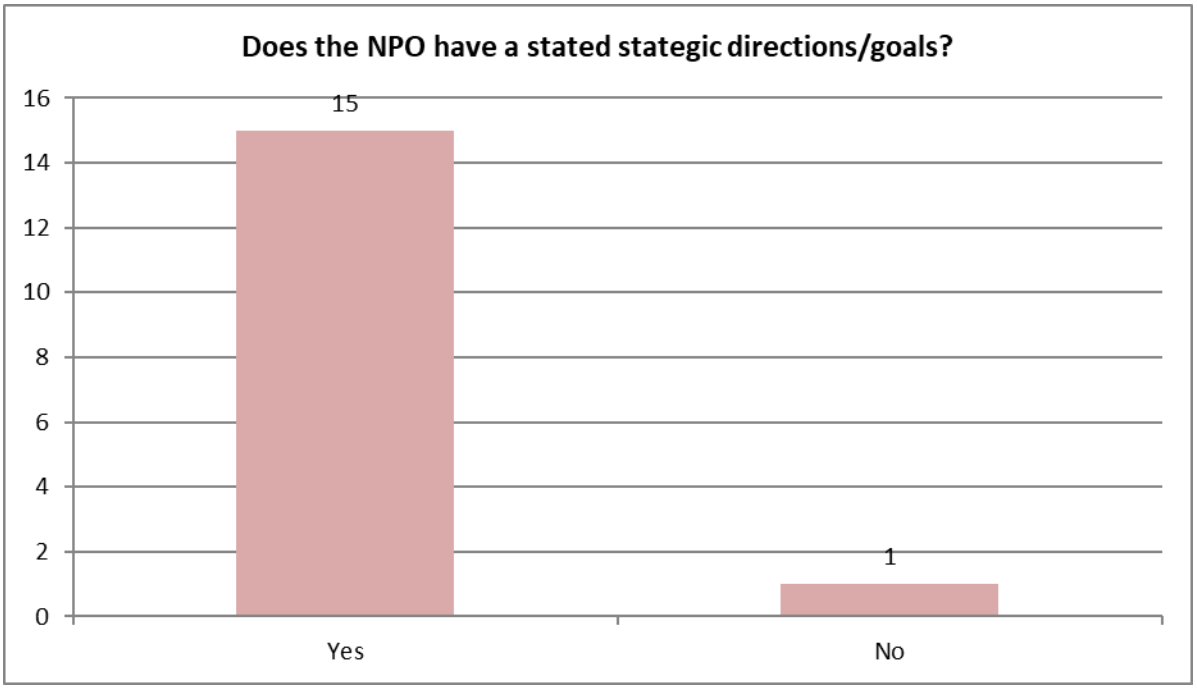
- May be revised and updated according to new initiatives taken by NPO Pakistan over recent years (Pakistan).

2.9 d) Suggested changes to the mission by partners:

- There is no mention of quality or productivity in the mission statement. This dilutes the NPO agenda of productivity promotion a bit (Fiji).
- By energizing all stakeholders to overcome international competition and to uplift the quality and the living standard of our people through national development (Sri Lanka).
- Enhance Sri Lankan productivity by energizing the sector to face international competition and to uplift living standard of our people through national development and contribute more to GDP (Sri Lanka).

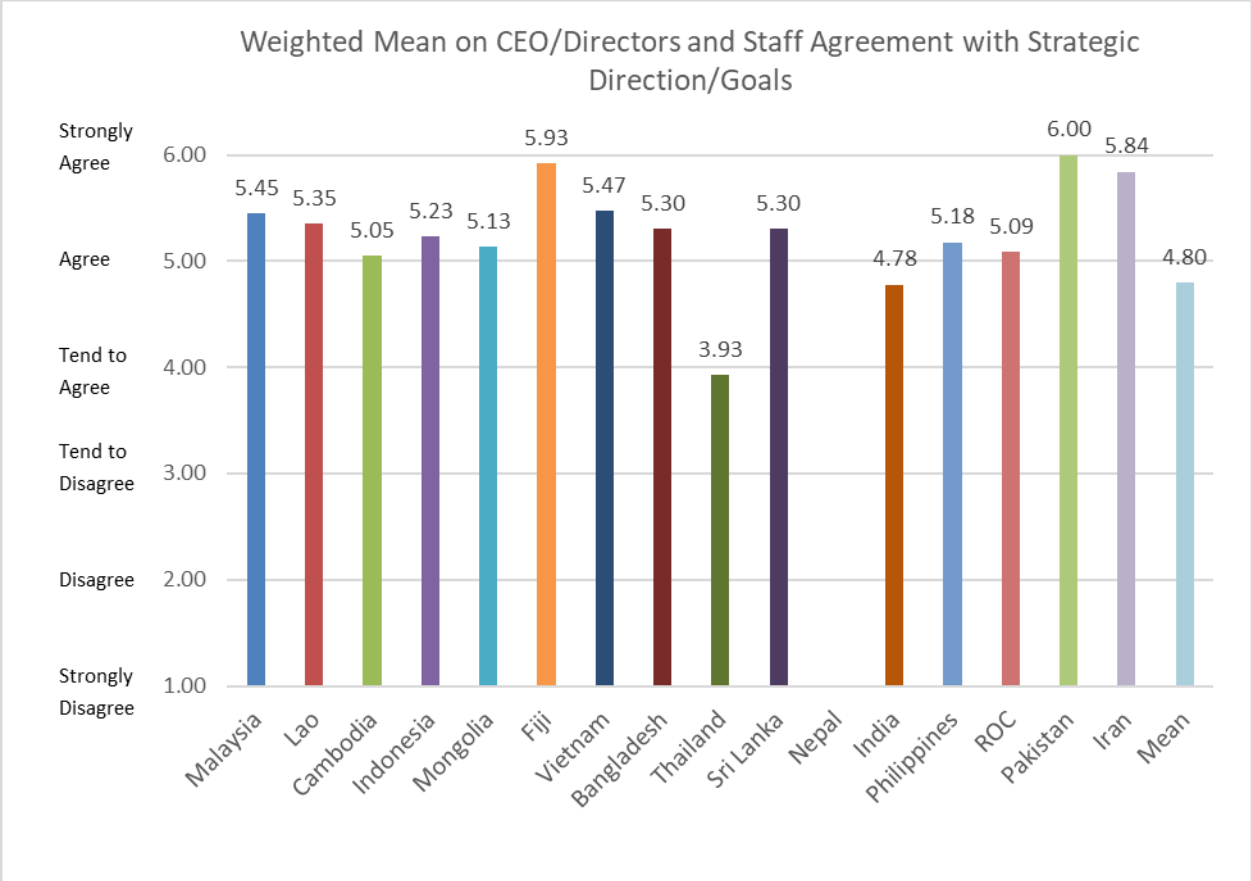
2.10 Does the NPO have a stated strategic direction/goals?

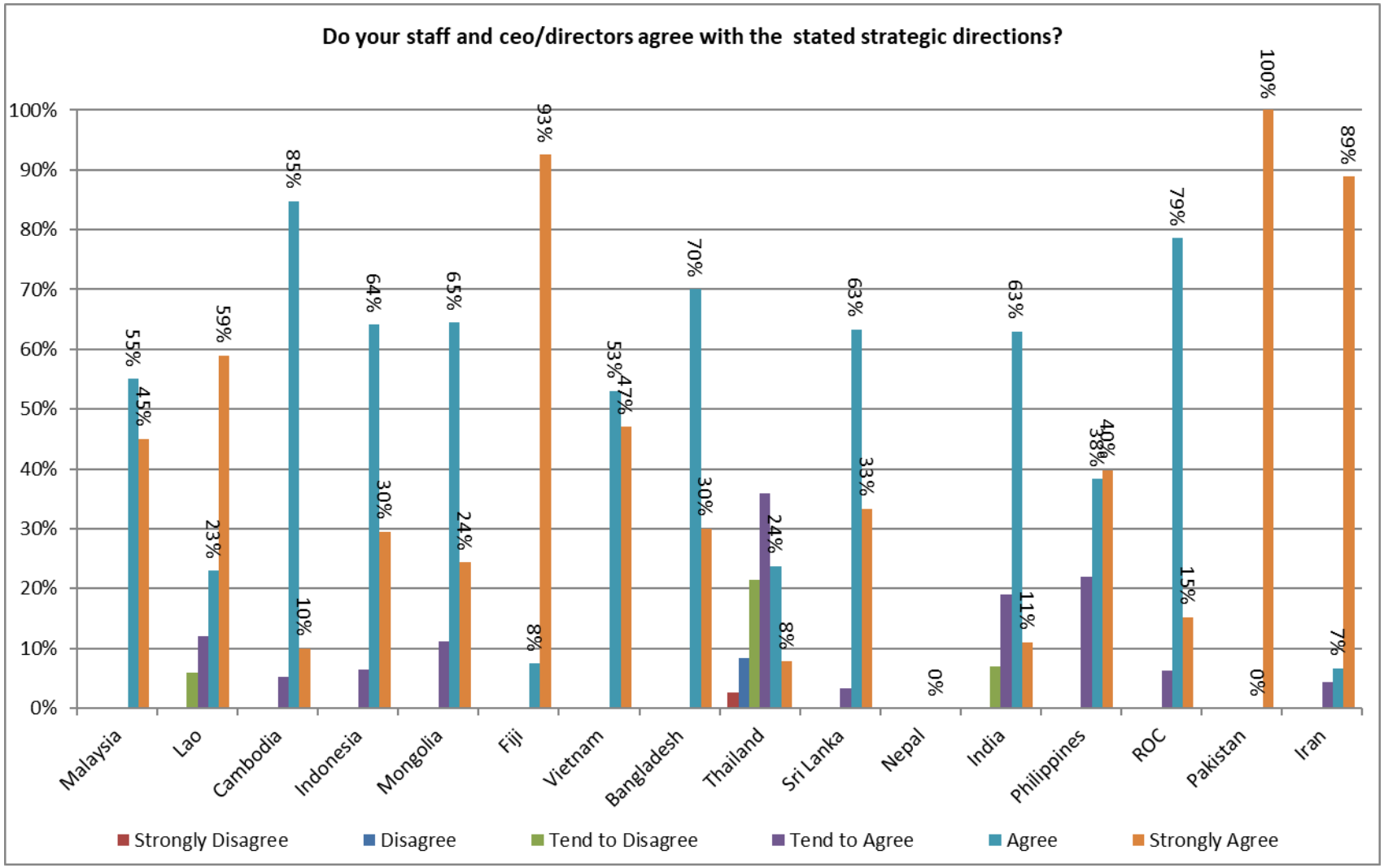
	Yes	No
Malaysia	1	0
Lao	1	0
Cambodia	1	0
Indonesia	1	0
Mongolia	1	0
Fiji	1	0
Vietnam	1	0
Bangladesh	1	0
Thailand	1	0
Sri Lanka	1	0
Nepal	0	1
India	1	0
Philippines	1	0
ROC	1	0
Pakistan	1	0
Iran	1	0
Total	15	1

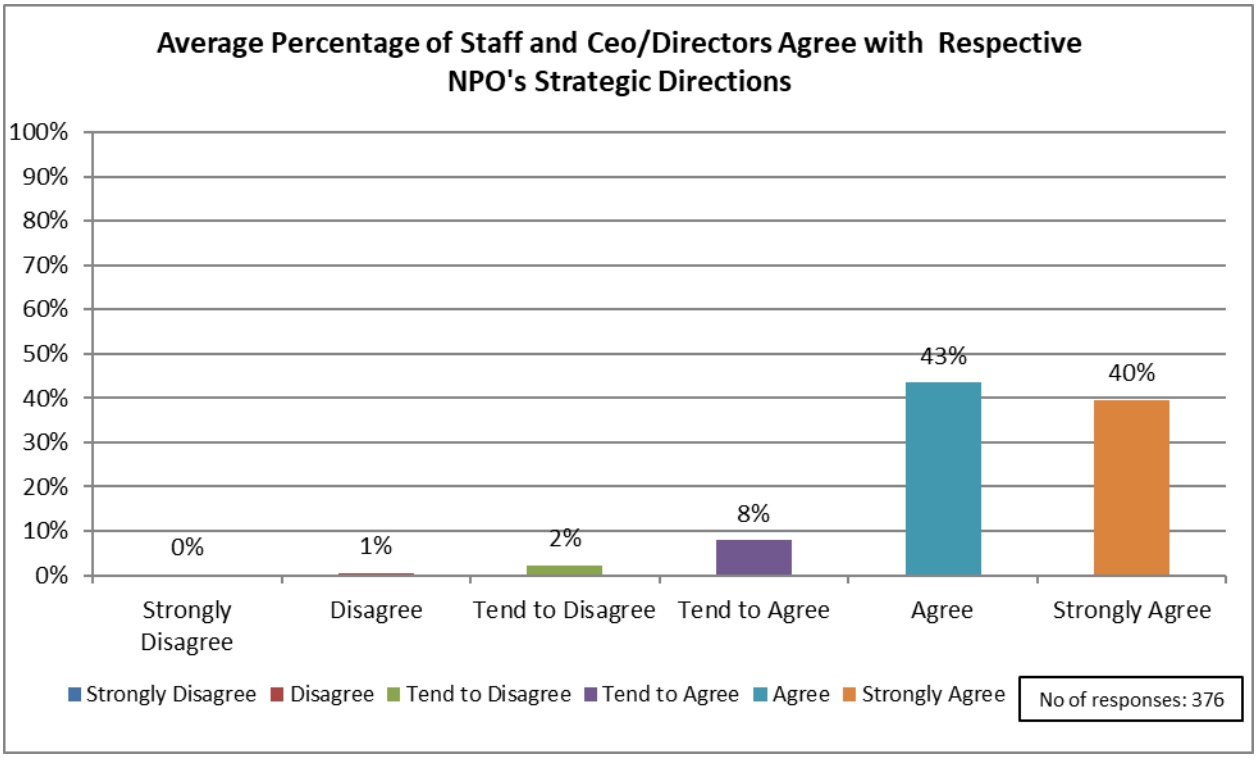


2.10 a) If yes, do your staffs agree with the strategic direction/goals:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	20	0%	0%	0%	0%	55%	45%	5.45
Lao	3	0%	0%	6%	12%	23%	59%	5.35
Cambodia	15	0%	0%	0%	5%	85%	10%	5.05
Indonesia	18	0%	0%	0%	6%	64%	30%	5.23
Mongolia	15	0%	0%	0%	11%	65%	24%	5.13
Fiji	22	0%	0%	0%	0%	8%	93%	5.93
Vietnam	27	0%	0%	0%	0%	53%	47%	5.47
Bangladesh	21	0%	0%	0%	0%	70%	30%	5.30
Thailand	28	3%	8%	21%	36%	24%	8%	3.93
Sri Lanka	30	0%	0%	0%	3%	63%	33%	5.30
Nepal	0	0%	0%	0%	0%	0%	0%	0.00
India	18	0%	0%	7%	19%	63%	11%	4.78
Philippines	39	0%	0%	0%	22%	38%	40%	5.18
ROC	70	0%	0%	0%	6%	79%	15%	5.09
Pakistan	20	0%	0%	0%	0%	0%	100%	6.00
Iran	30	0%	0%	0%	4%	7%	89%	5.84
Mean	23.5	0%	1%	2%	8%	43%	40%	4.80
Total Respondent	376							

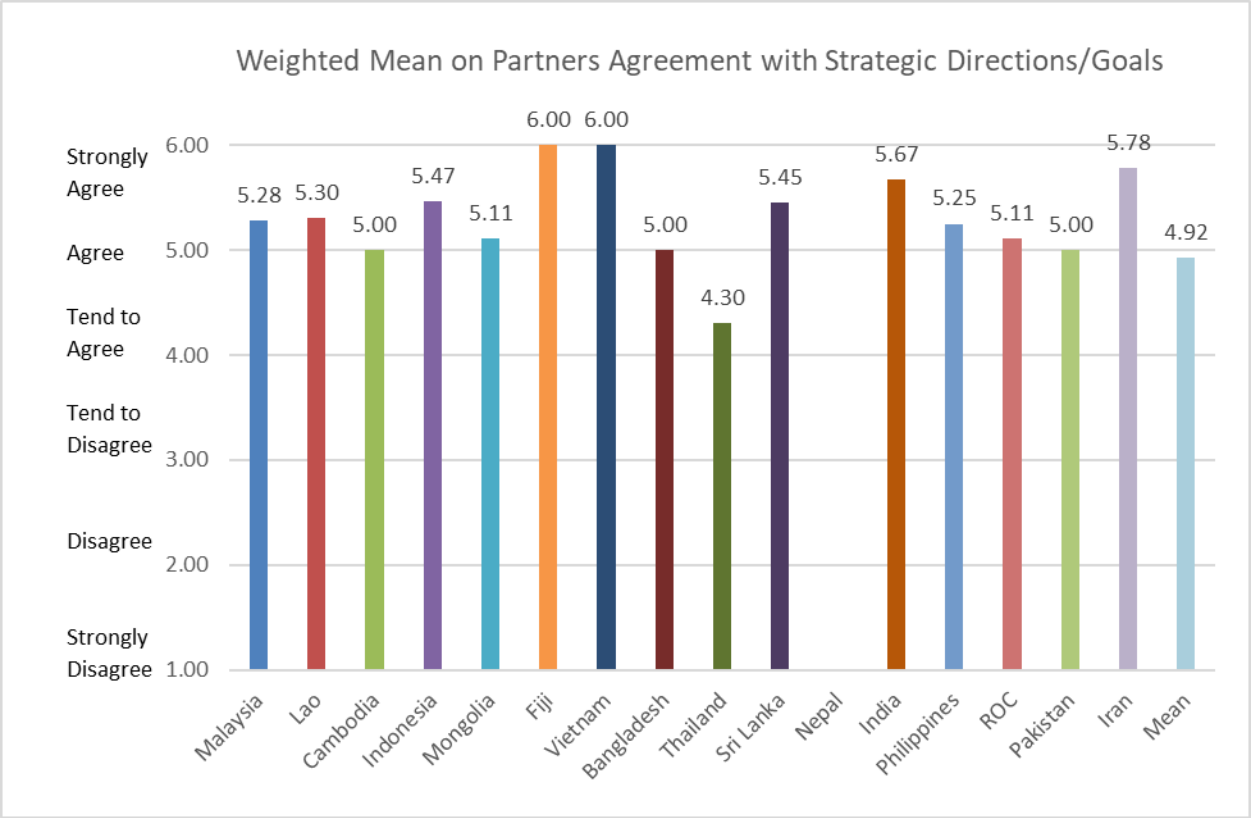

Weighted Mean on CEO/Directors and Staff Agreement with Strategic Direction/Goals
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.00
5.00
4.00
3.00
2.00
1.00
5.45
5.35
5.05
5.23
5.13
5.93
5.47
5.30
3.93
5.30
4.78
5.18
5.09
6.00
5.84
4.80
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


Do your staff and ceo/directors agree with the stated strategic directions?
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
55%
45%
59%
23%
85%
10%
64%
30%
65%
24%
93%
8%
53%
47%
70%
30%
24%
8%
63%
33%
0%
63%
11%
40%
38%
79%
15%
100%
0%
89%
7%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Strongly Disagree
Disagree
Tend to Disagree
Tend to Agree
Agree
Strongly Agree



2.10 b) If yes, do your partners agree with the strategic direction/goals:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	7	0%	0%	0%	0%	72%	28%	5.28
Lao	20	0%	0%	5%	14%	27%	54%	5.30
Cambodia	3	0%	0%	0%	0%	100%	0%	5.00
Indonesia	5	0%	0%	0%	0%	53%	47%	5.47
Mongolia	3	0%	0%	0%	22%	44%	33%	5.11
Fiji	4	0%	0%	0%	0%	0%	100%	6.00
Vietnam	5	0%	0%	0%	0%	0%	100%	6.00
Bangladesh	3	0%	0%	0%	0%	100%	0%	5.00
Thailand	3	0%	0%	3%	67%	27%	3%	4.30
Sri Lanka	20	0%	0%	4%	4%	36%	56%	5.45
Nepal	0	0%	0%	0%	0%	0%	0%	0.00
India	2	0%	0%	0%	0%	33%	67%	5.67
Philippines	20	0%	0%	3%	7%	52%	38%	5.25
ROC	30	0%	0%	0%	10%	69%	21%	5.11
Pakistan	10	0%	0%	0%	10%	80%	10%	5.00
Iran	10	0%	0%	0%	7%	7%	85%	5.78
Mean	9.1	0%	0%	1%	9%	44%	40%	4.92
Total Respondent	145							



2.10 c) Suggested changes to the strategic direction /goals by staff and ceo/directors:

- To add SME's development issue and Knowledge building institutions (Mongolia).
- In todays context, TVET is of strategic importance to the development of the country and the government has also emphasized this significant role (Fiji).
- TVET (and technical training in the trades areas) need to be separately emphasized. We are doing this though our activities, but it may not be expressed in the strategic directions as such (Fiji).
- Develop new products /services/improve professional /knowledge of consultants/technical officers (Thailand).
- Undertake research, trainings and consultancy in priority areas for manufacturing, agriculture services for productivity improvements and quality assurance (Nepal).
- Assist in building technological capability for SMEs through information sharing, negotiation and technological adaptations and diffusions (Nepal).
- Provide technical and managerial services for promotion of rural agro-based enterprises and value-chain creation through efficient resource utilization and networking (Nepal).
- Strengthen NPEDC capacity for technical, managerial and market enhancing services for export oriented rural enterprises (Nepal).

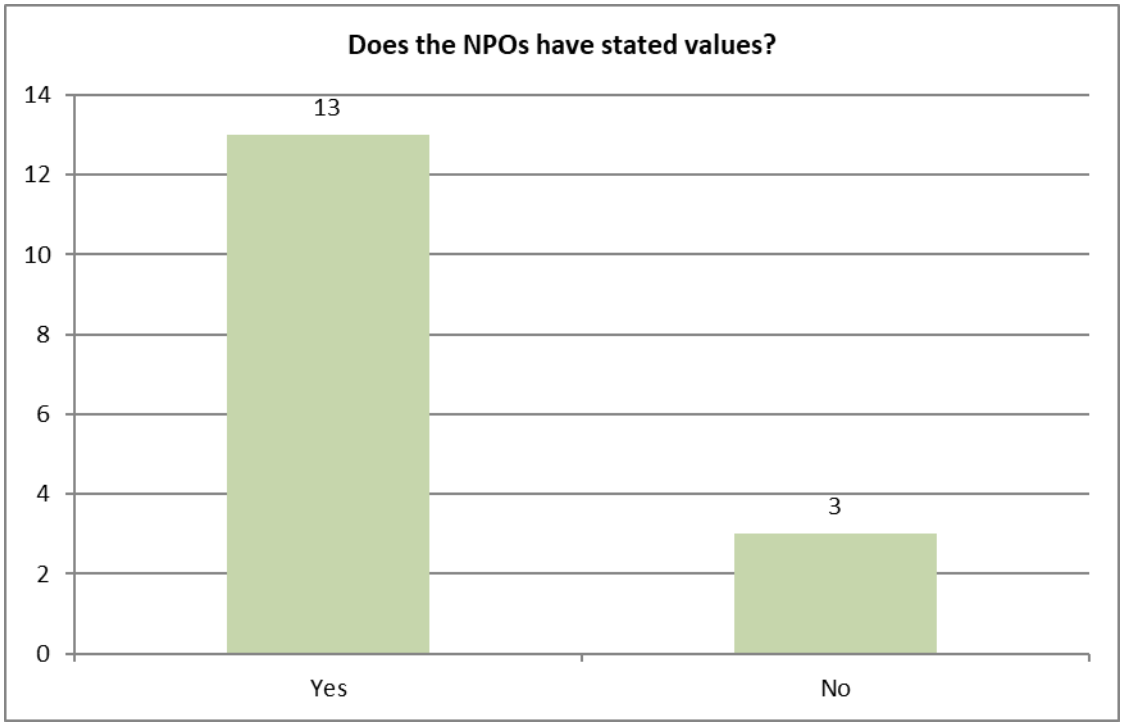
2.10 d) Suggested changes to the strategic direction /goals by partners:

- The NPO has too many functions and activities and they cannot be expressed in the strategic directions (Fiji).
- The directions of the university and the directions of the NTPC side may not be same as they serve different clients and purposes (Fiji).

- In the last strategic direction, the term “Sustainable Development” could replace part of the text starting with ‘environment’ (India).
- New goals as per latest industrial needs and initiatives of NPO can be added. Previous goals may be modified accordingly (Pakistan).

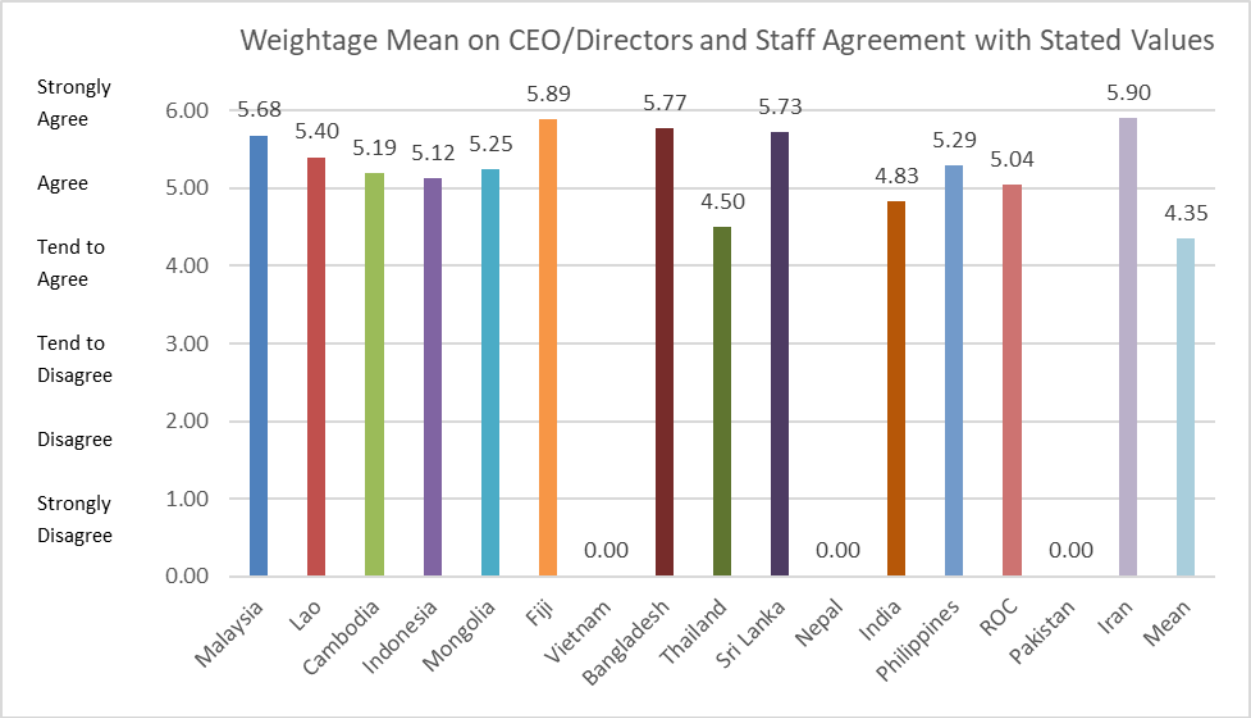
2.11 Does the NPO have stated values?

	Yes	No
Malaysia	1	0
Lao	1	0
Cambodia	1	0
Indonesia	1	0
Mongolia	1	0
Fiji	1	0
Vietnam	0	1
Bangladesh	1	0
Thailand	1	0
Sri Lanka	1	0
Nepal	0	1
India	1	0
Philippines	1	0
ROC	1	0
Pakistan	0	1
Iran	1	0
Total	13	3



2.11 a) If yes, do your staff and ceo/directors agree with the values of the NPO:

	n	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Weighted Mean
Malaysia	20	0%	0%	0%	2%	22%	75%	5.68
Lao	3	0%	0%	2%	12%	30%	56%	5.40
Cambodia	15	0%	0%	0%	12%	55%	33%	5.19
Indonesia	18	0%	0%	0%	13%	63%	25%	5.13
Mongolia	11	0%	0%	0%	0%	75%	25%	5.25
Fiji	22	0%	0%	0%	0%	11%	89%	5.89
Vietnam	0	0%	0%	0%	0%	0%	0%	0.00
Bangladesh	21	0%	0%	0%	0%	25%	75%	5.77
Thailand	28	2%	4%	7%	29%	45%	13%	4.50
Sri Lanka	30	0%	0%	0%	0%	27%	73%	5.73
Nepal	0	0%	0%	0%	0%	0%	0%	0.00
India	18	0%	0%	8%	11%	70%	11%	4.83
Philippines	39	0%	0%	1%	13%	44%	43%	5.29
ROC	70	0%	0%	0%	5%	87%	9%	5.04
Pakistan	20	0%	0%	0%	0%	0%	0%	0.00
Iran	30	0%	0%	0%	3%	3%	93%	5.90
Mean	21.6	0%	0%	1%	6%	35%	39%	4.35
Total Respondent	345							

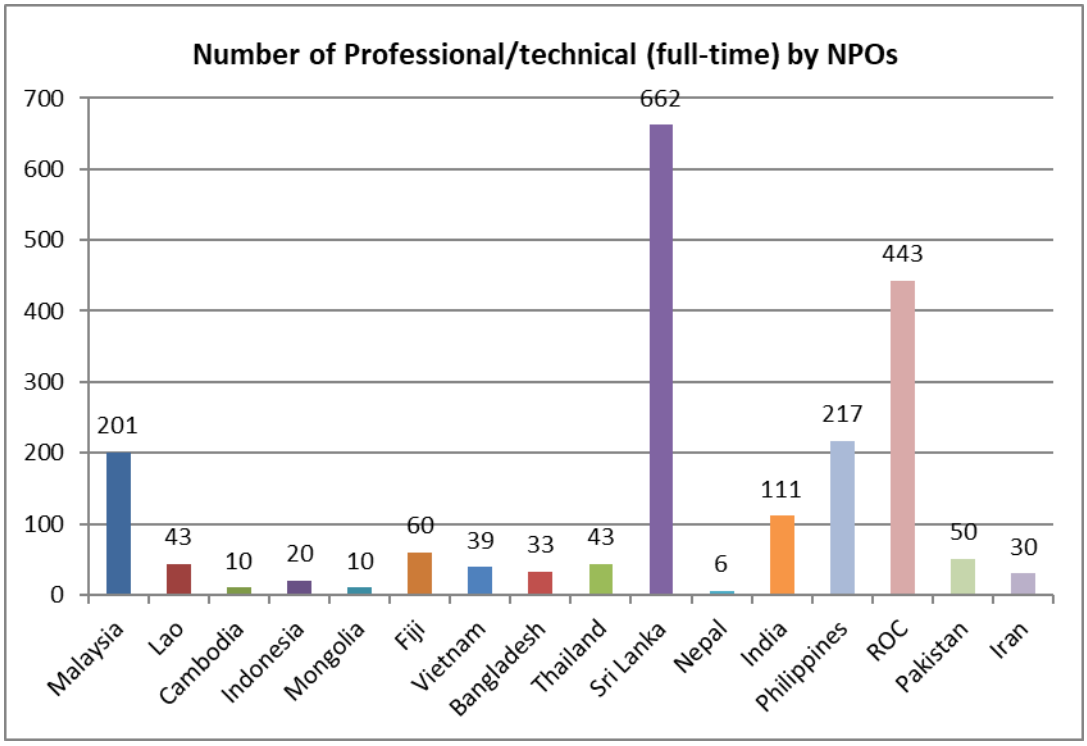


2.11 b) Suggested changes to the values by staff and ceo/directors:

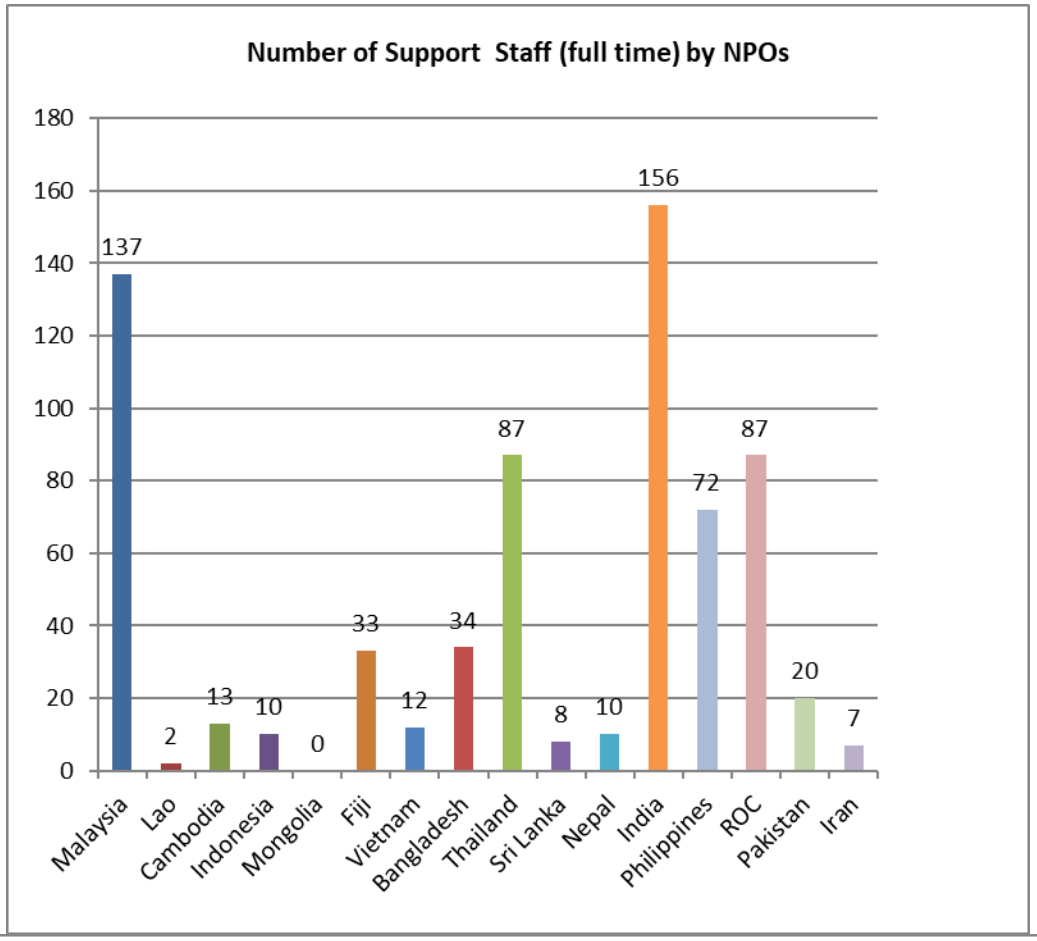
- There were suggestions for 1) Innovation, 2) Respect and Trust, and 3) Entrepreneurship (Fiji).
- Should consider the definition that support strategic objective rather than use FTPI without unique with vision (Thailand).
- Competitiveness through quality and fair business practices: Open and fair playing fields (Nepal).
- High technical and professional standards of Staffs. Competency and reward on merit based system (Nepal).
- Efficient and good working conditions at NPEDC (Nepal).
- New enhancements could include work ethics and work culture (India).
- Values can only be met if work comes from varied fields, but as for now it is only into industrial sector (India).

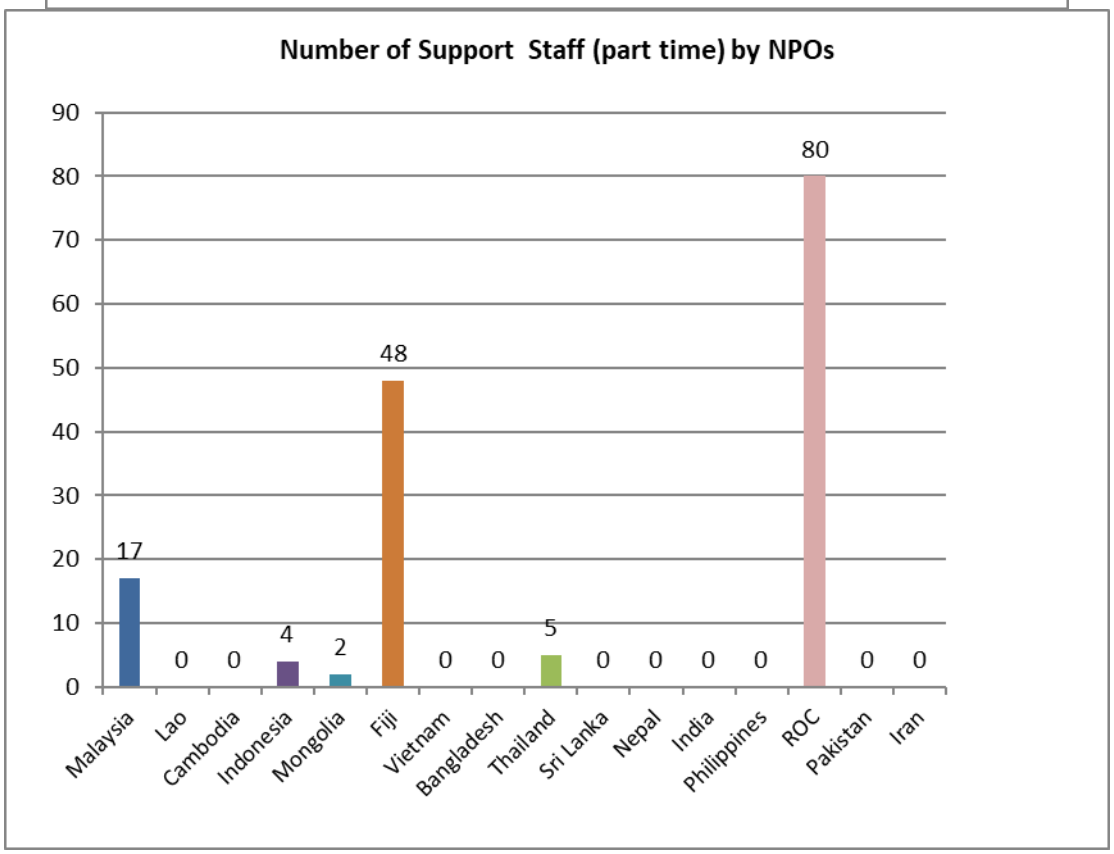
2.12 Total number of staff (employed and paid by the NPO):

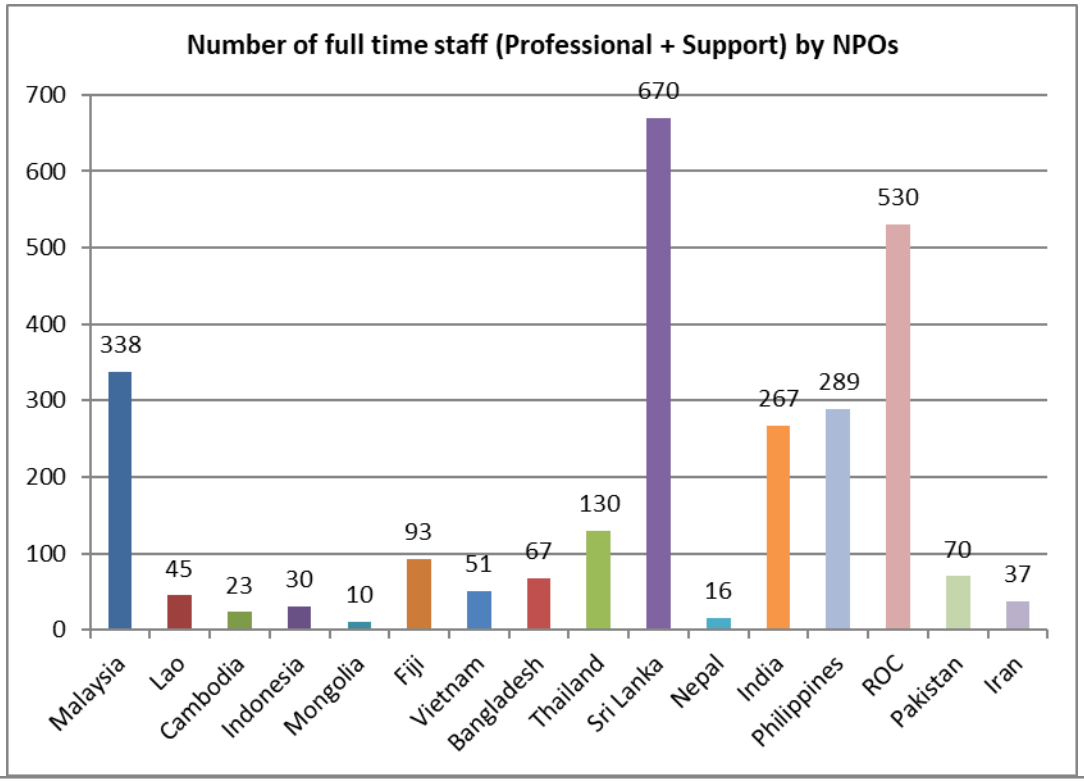
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Total	Mean
Professional/technical (full-time)	201	43	10	20	10	60	39	33	43	662	6	111	217	443	50	30	1978	124
Professional/technical (part-time)	36	2	0	0	4	83	0	0	0	0	0	0	0	1	0	0	126	8
Support (full time)	137	2	13	10	0	33	12	34	87	8	10	156	72	87	20	7	688	43
Support (part time)	17	0	0	4	2	48	0	0	5	0	0	0	0	80	0	0	156	10
Total number of staff	391	47	23	34	16	224	51	67	135	670	16	267	289	611	70	37	2948	184
Total full time staff (Professional + Support)	338	45	23	30	10	93	51	67	130	670	16	267	289	530	70	37	2666	167
Total number of professional/technical staff assuming part-time staff are 0.5FTEs	219	44	10	20	12	102	39	33	43	662	6	111	217	444	50	30	2041	128
Total number of support staff assuming part-time staff are 0.5FTEs	146	2	13	12	1	57	12	34	90	8	10	156	72	127	20	7	766	48
Ratio of Professional/Technical staff to Support staff (assuming support are 0.5FTEs)	1.51	22.00	0.77	1.67	12.00	1.78	3.25	0.97	0.48	82.75	0.60	0.71	3.01	3.49	2.50	4.29	2.66	2.66

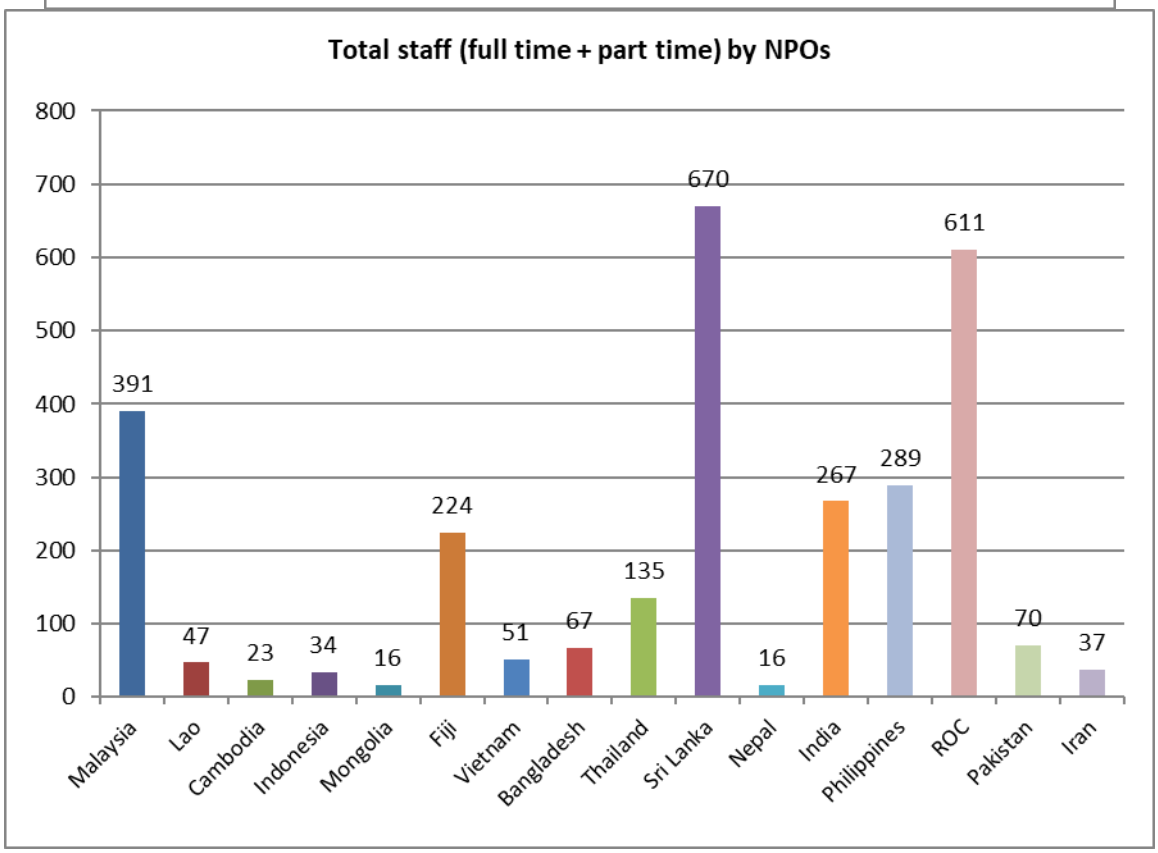

Number of Professional/technical (full-time) by NPOs
700
600
500
400
300
200
100
0
201
43
10
20
10
60
39
33
43
662
6
111
217
443
50
30
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

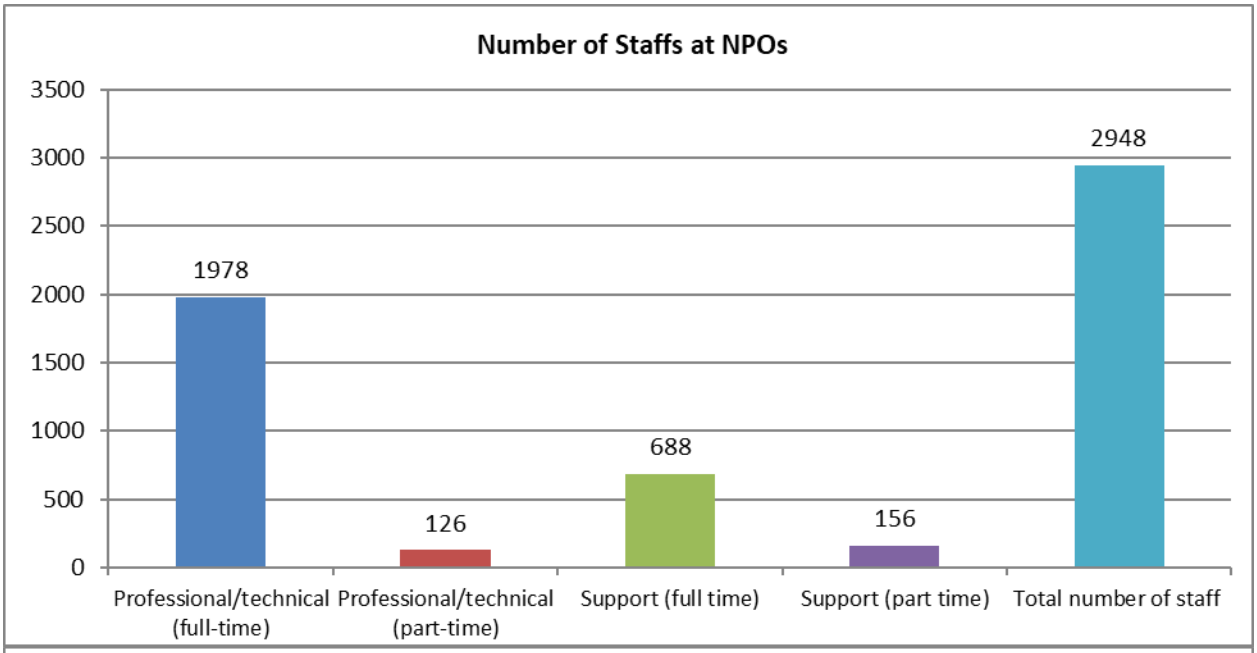
Number of Professional/technical (part-time) by NPOs
90
80
70
60
50
40
30
20
10
0
36
2
0
0
4
83
0
0
0
0
0
0
0
1
0
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

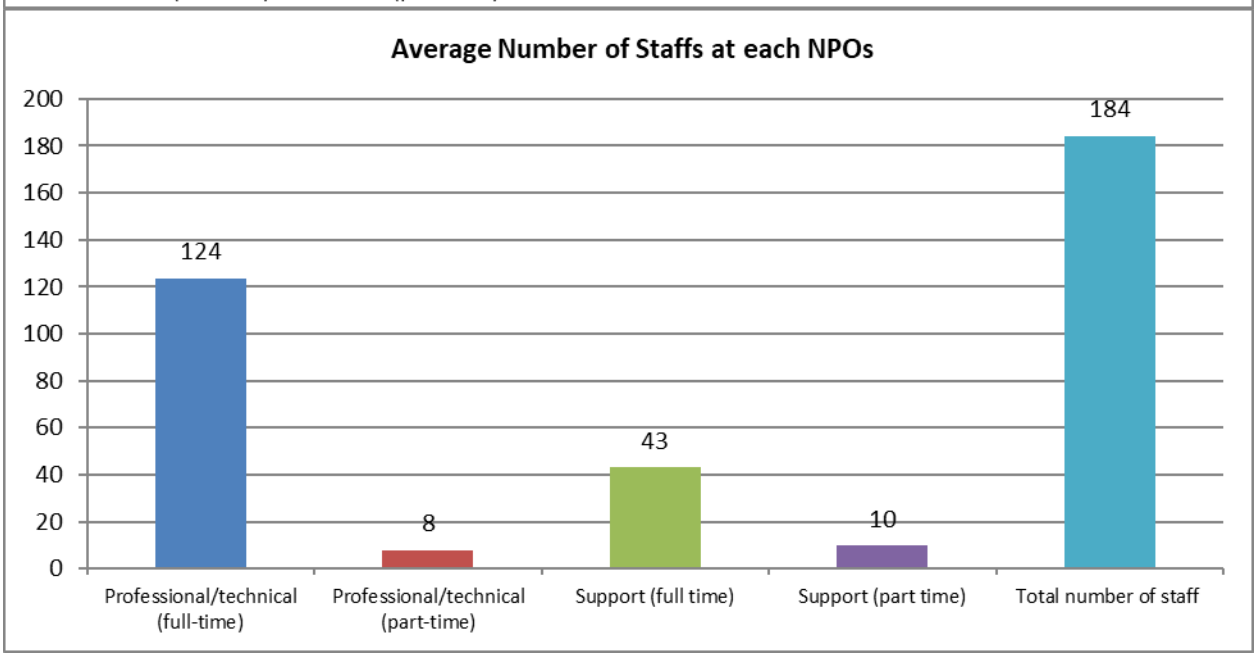

Number of Support Staff (full time) by NPOs
180
160
140
120
100
80
60
40
20
0
137
2
13
10
0
33
12
34
87
8
10
156
72
87
20
7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Number of Support Staff (part time) by NPOs
90
80
70
60
50
40
30
20
10
0
17
0
0
4
2
48
0
0
5
0
0
0
0
80
0
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Number of full time staff (Professional + Support) by NPOs
700
600
500
400
300
200
100
0
338
45
23
30
10
93
51
67
130
670
16
267
289
530
70
37
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Total staff (full time + part time) by NPOs
800
700
600
500
400
300
200
100
0
391
47
23
34
16
224
51
67
135
670
16
267
289
611
70
37
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

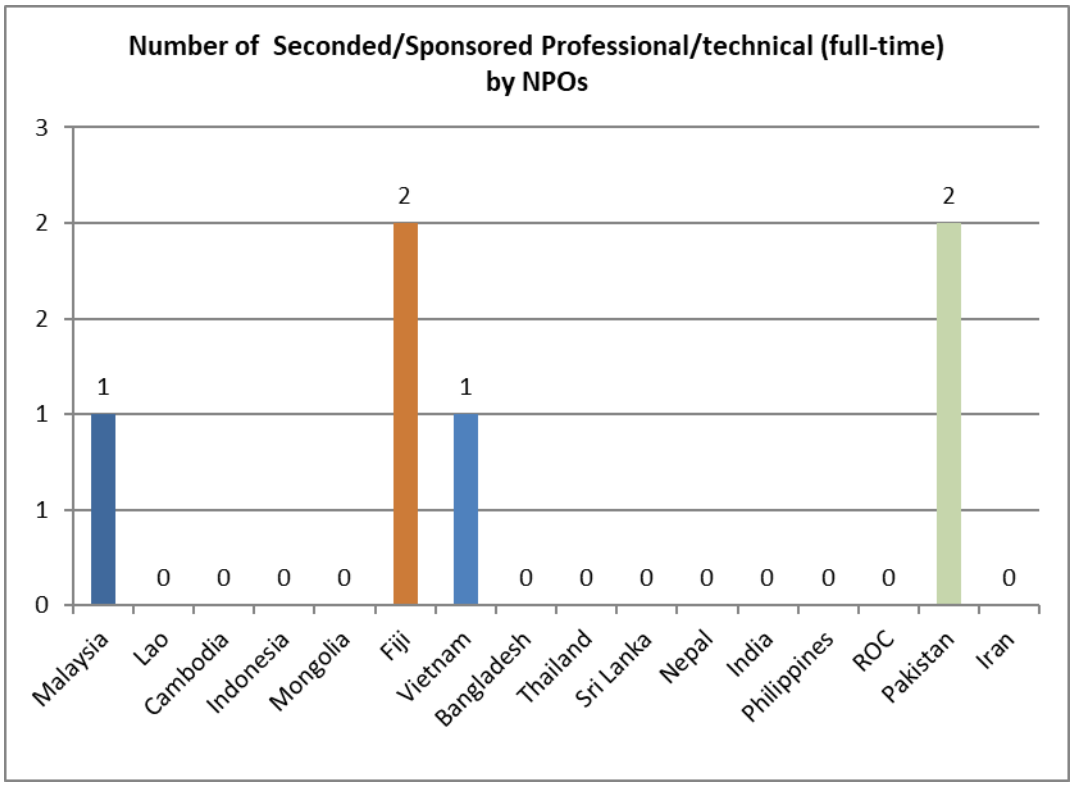


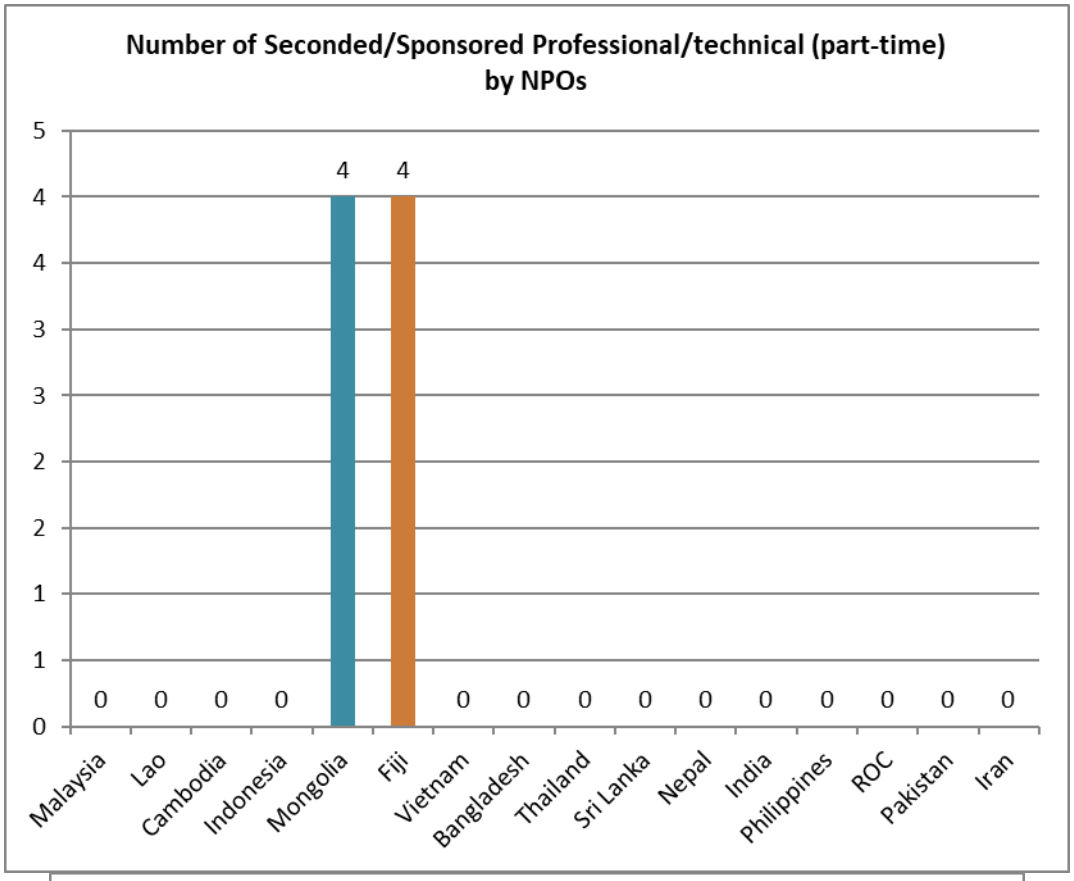


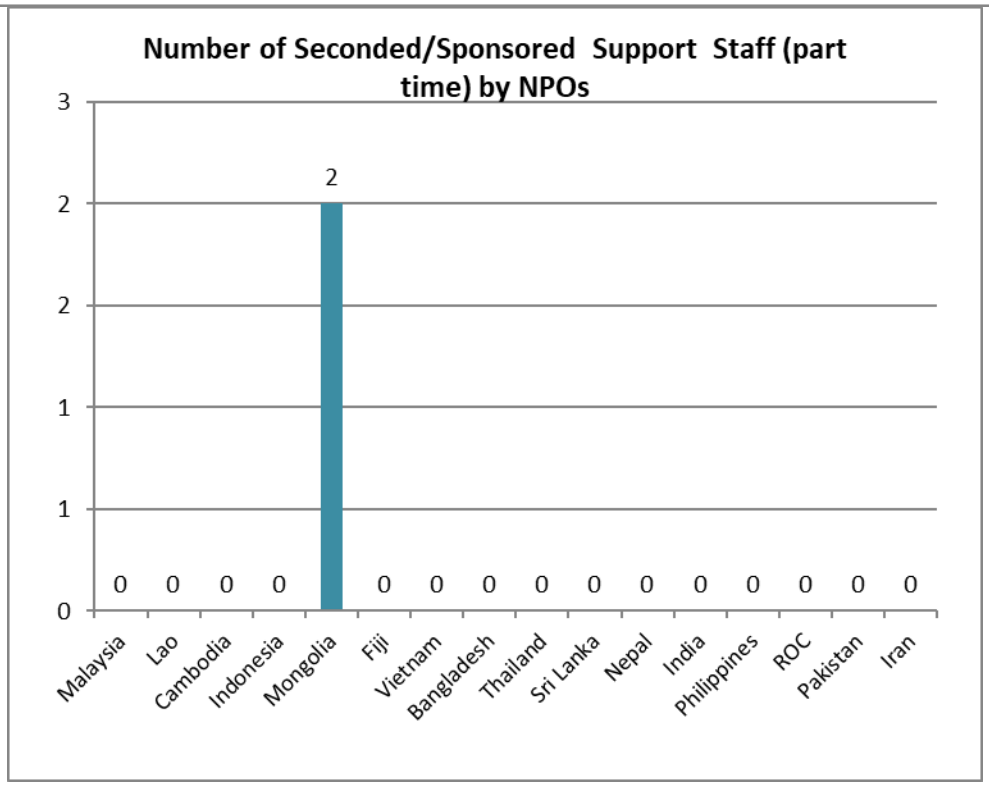
2.13 Total number of seconded or sponsored staff (therefore their salaries are paid by another organization):

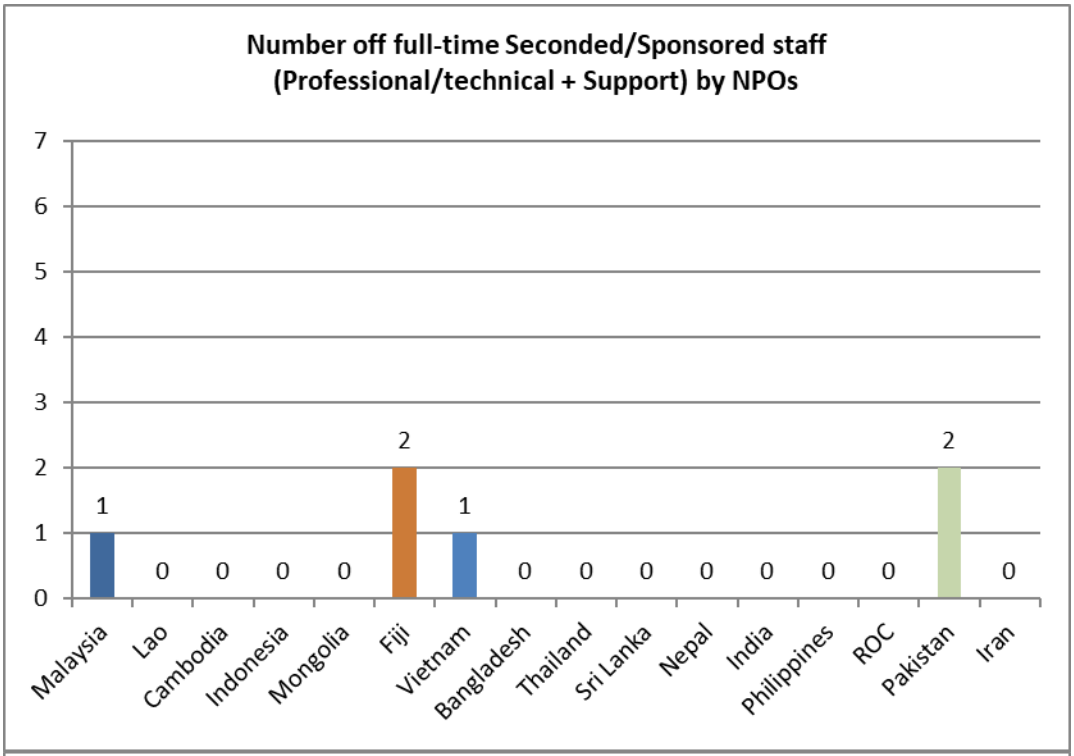
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Total	Mean
Professional/technical (full-time)	1	0	0	0	0	2	1	0	0	0	0	0	0	0	2	0	6	0
Professional/technical (part-time)	0	0	0	0	4	4	0	0	0	0	0	0	0	0	0	0	8	1
Support (full time)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Support (part time)	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	0

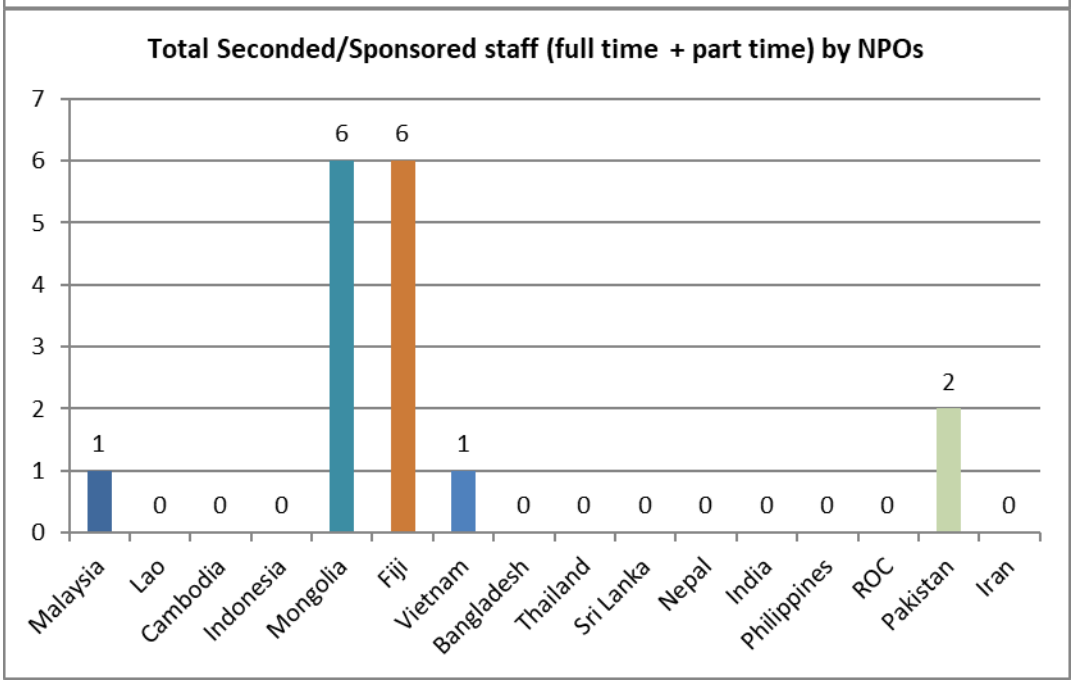
Total number of seconded or sponsored staff	1	0	0	0	6	6	1	0	0	0	0	0	0	0	2	0	16	1
Total full time staff (Professional + Support)	1	0	0	0	0	2	1	0	0	0	0	0	0	0	2	0	6	0

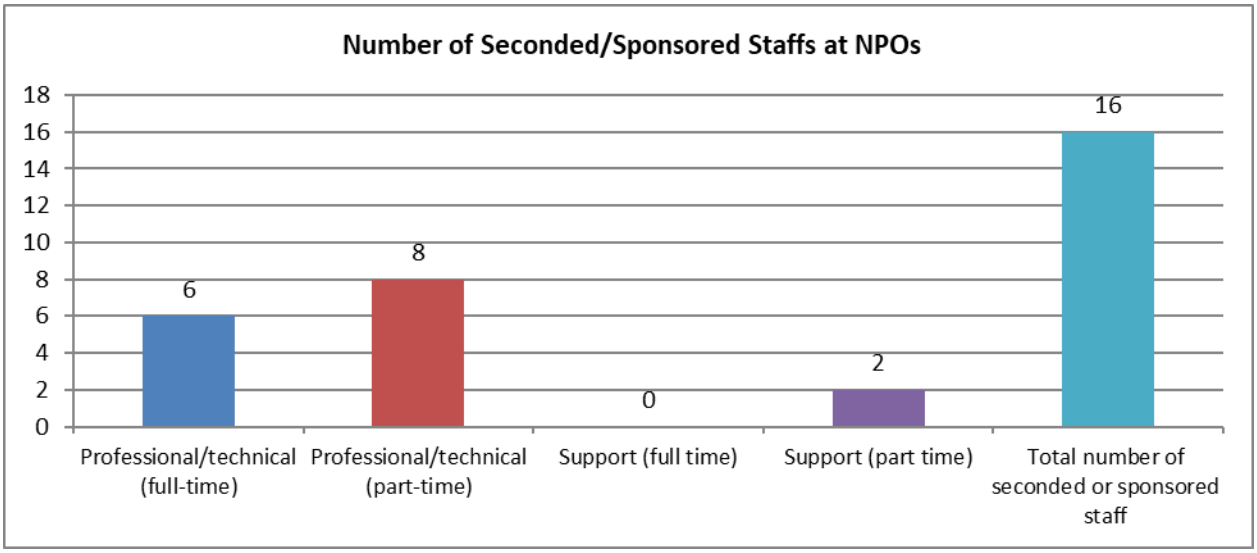


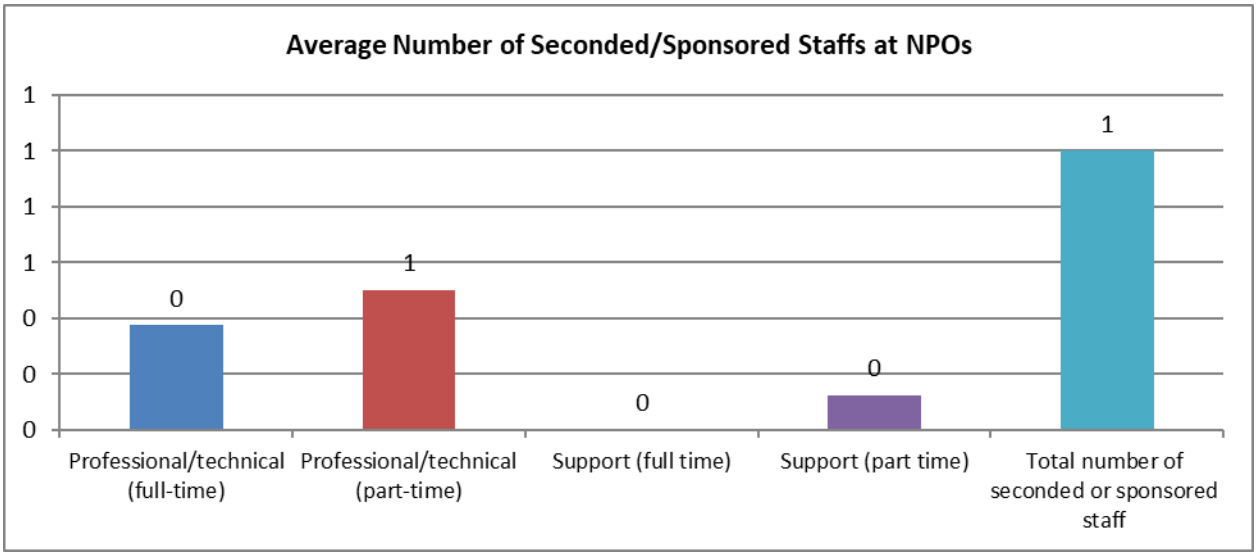

Number of Seconded/Sponsored Professional/technical (part-time) by NPOs
5
4
4
3
3
2
2
1
1
0
4
4
0
0
0
0
0
0
0
0
0
0
0
0
0
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Number of Seconded/Sponsored Support Staff (part time) by NPOs
3
2
2
1
1
0
2
0
0
0
0
0
0
0
0
0
0
0
0
0
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Number off full-time Seconded/Sponsored staff
(Professional/technical + Support) by NPOs
7
6
5
4
3
2
1
0
1
0
0
0
0
2
1
0
0
0
0
0
0
0
2
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Total Seconded/Sponsored staff (full time + part time) by NPOs
7
6
5
4
3
2
1
0
1
0
0
0
6
6
1
0
0
0
0
0
0
0
2
0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

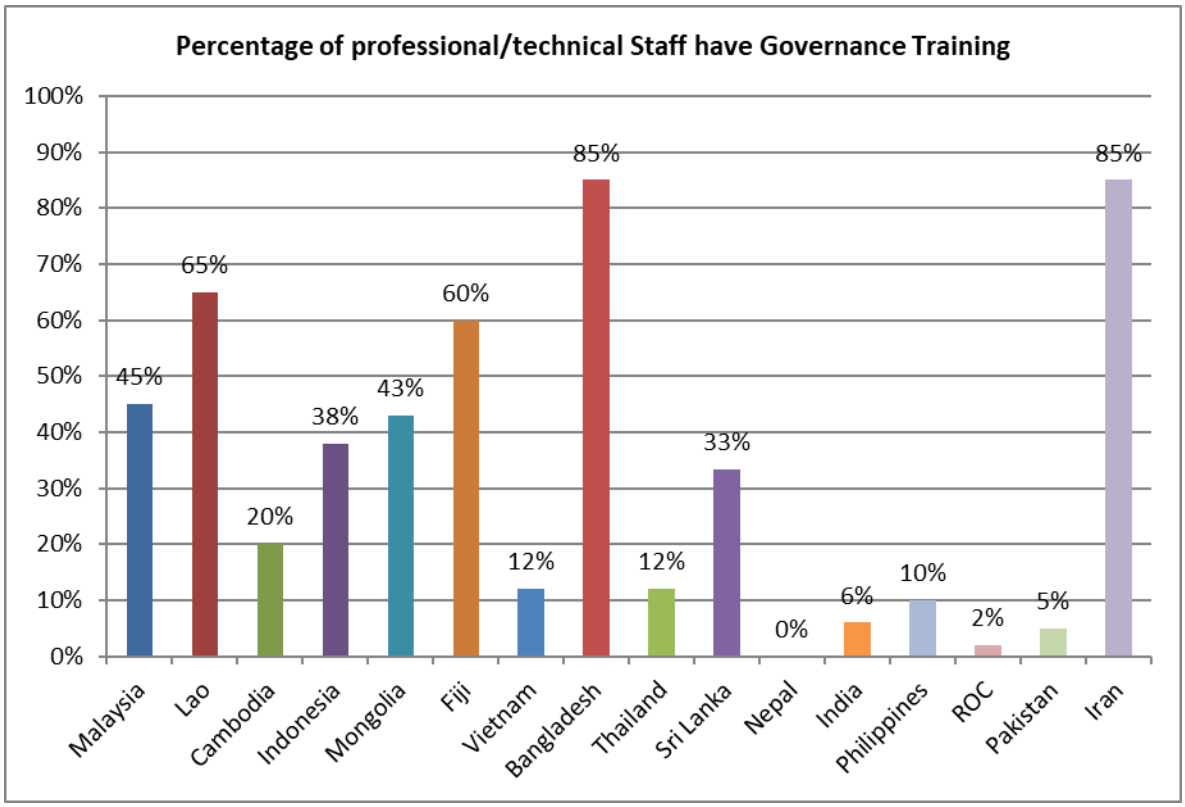


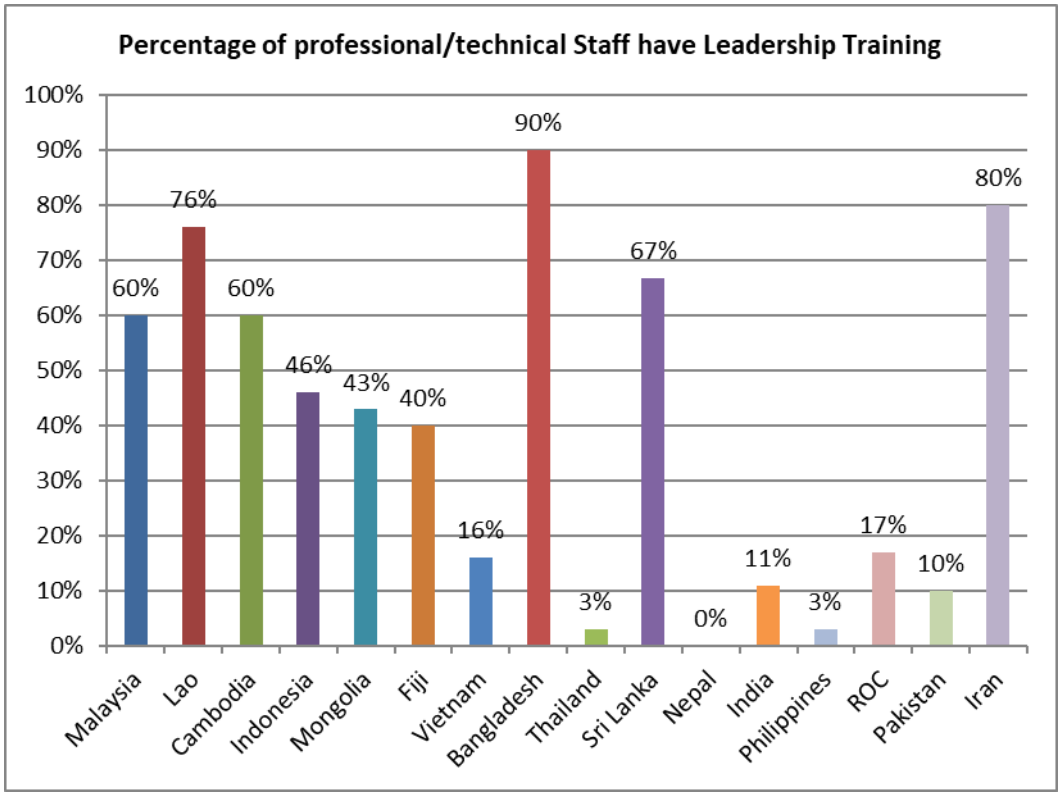


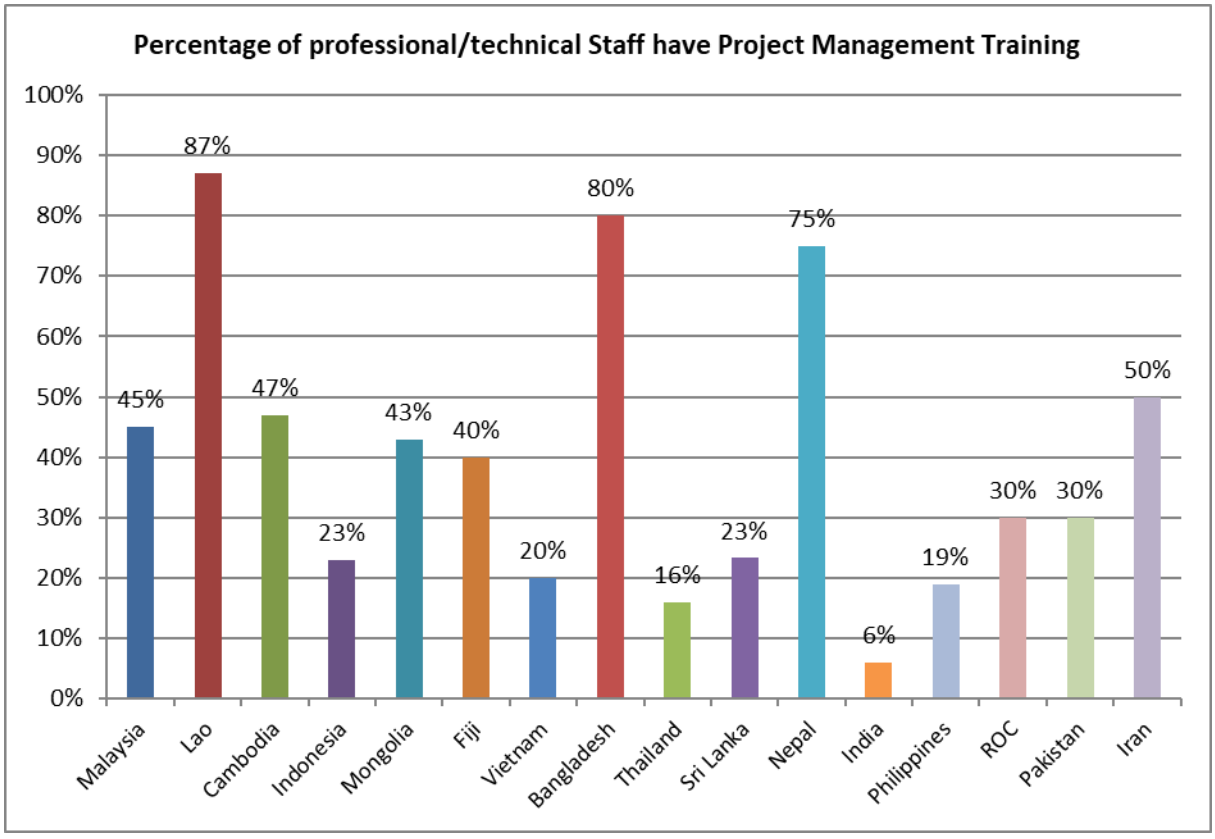
2.14 What percentage (%) of your professional/technical staff have received at least half a day's training on the following topics in the last 3 years:

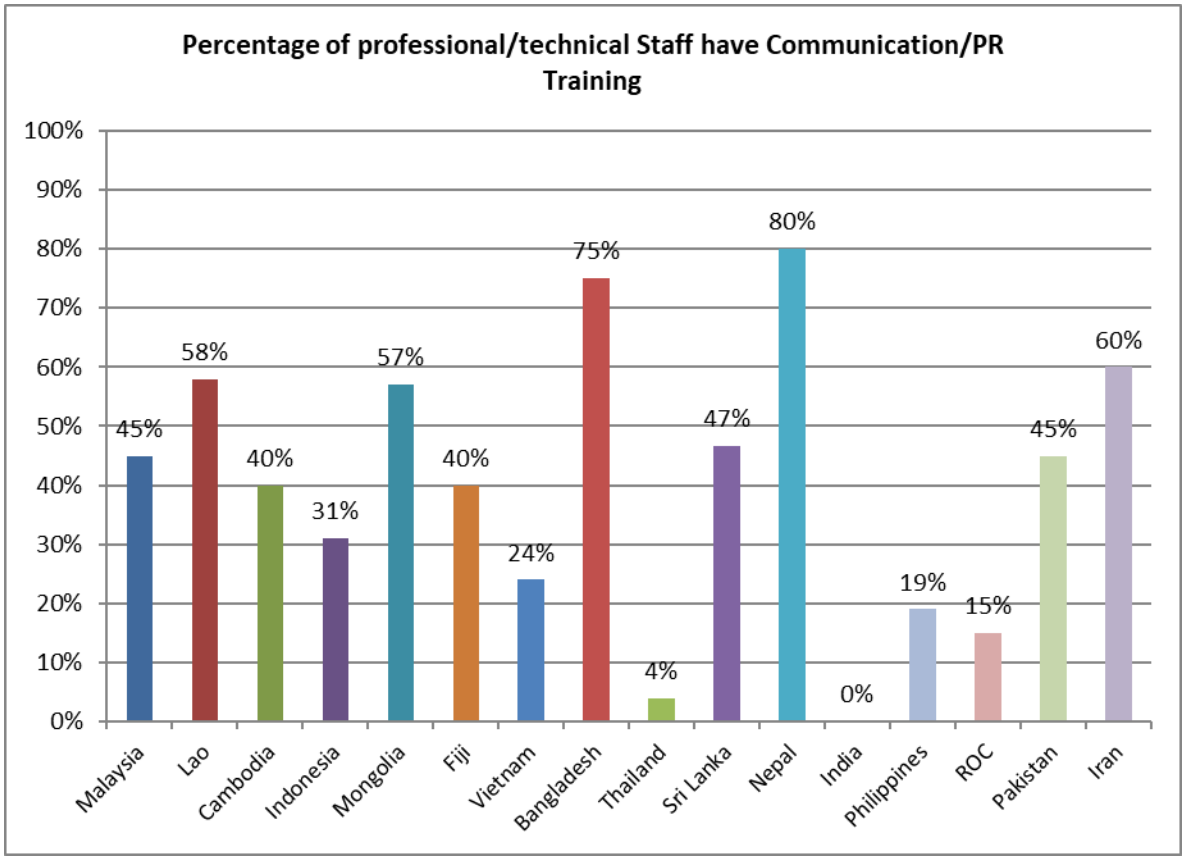
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Governance	45%	65%	20%	38%	43%	60%	12%	85%	12%	33%	0%	6%	10%	2%	5%	85%	33%
Leadership	60%	76%	60%	46%	43%	40%	16%	90%	3%	67%	0%	11%	3%	17%	10%	80%	39%
Project Management	45%	87%	47%	23%	43%	40%	20%	80%	16%	23%	75%	6%	19%	30%	30%	50%	40%
Communication / Public Relation Skills	45%	58%	40%	31%	57%	40%	24%	75%	4%	47%	80%	0%	19%	15%	45%	60%	40%

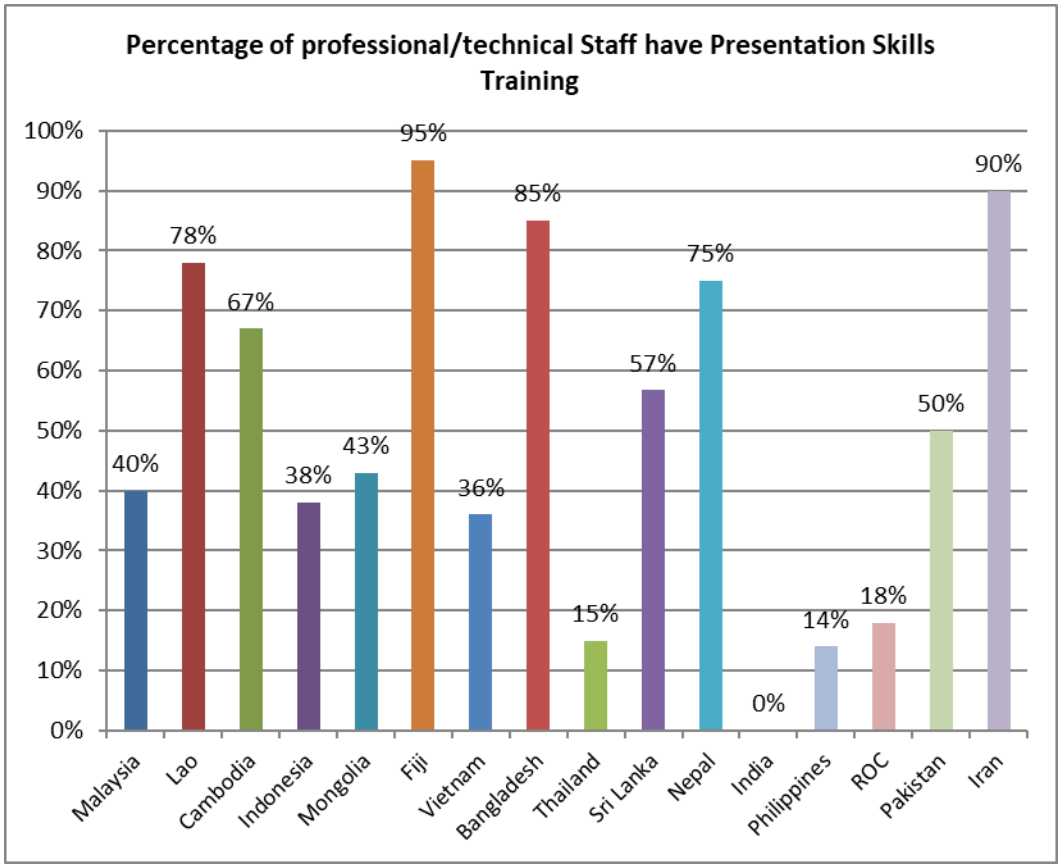
Presentation Skills	40%	78%	67%	38%	43%	95%	36%	85%	15%	57%	75%	0%	14%	18%	50%	90%	50%
Productivity Tools such as TQM, Six Sigma, Lean & 5S	75%	87%	73%	92%	100%	85%	96%	90%	27%	77%	80%	11%	27%	25%	70%	50%	67%
Business Excellence	75%	0%	53%	31%	29%	70%	32%	90%	56%	17%	0%	11%	1%	13%	20%	50%	34%

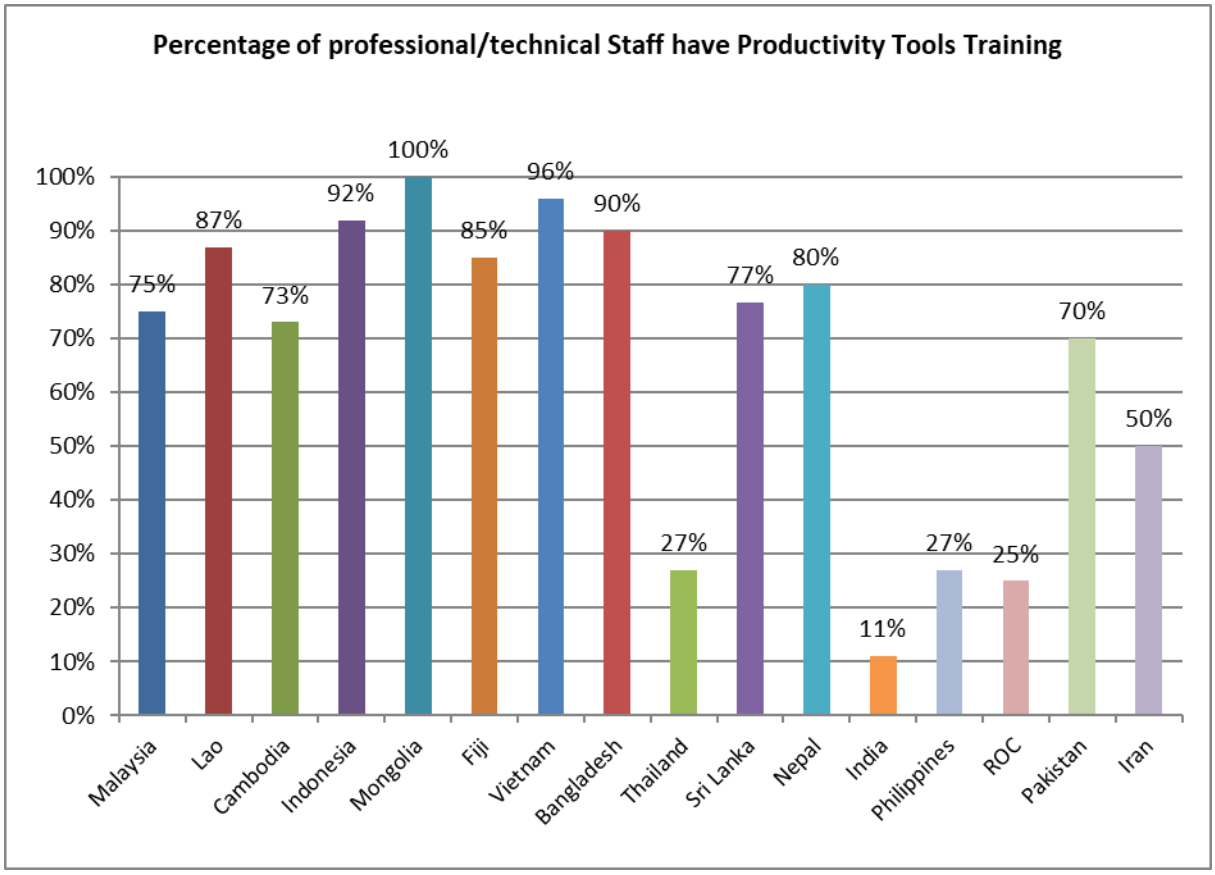


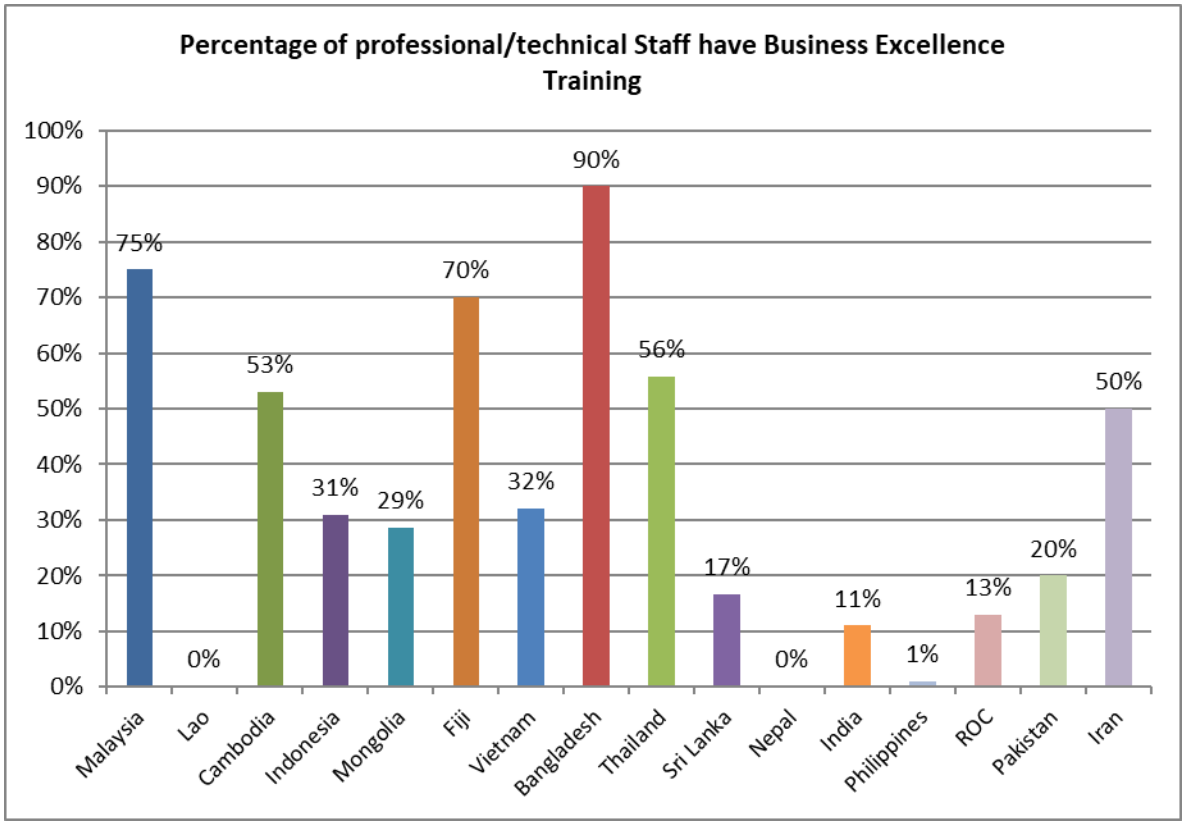

Percentage of professional/technical Staff have Leadership Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
60%
76%
60%
46%
43%
40%
16%
90%
3%
67%
0%
11%
3%
17%
10%
80%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

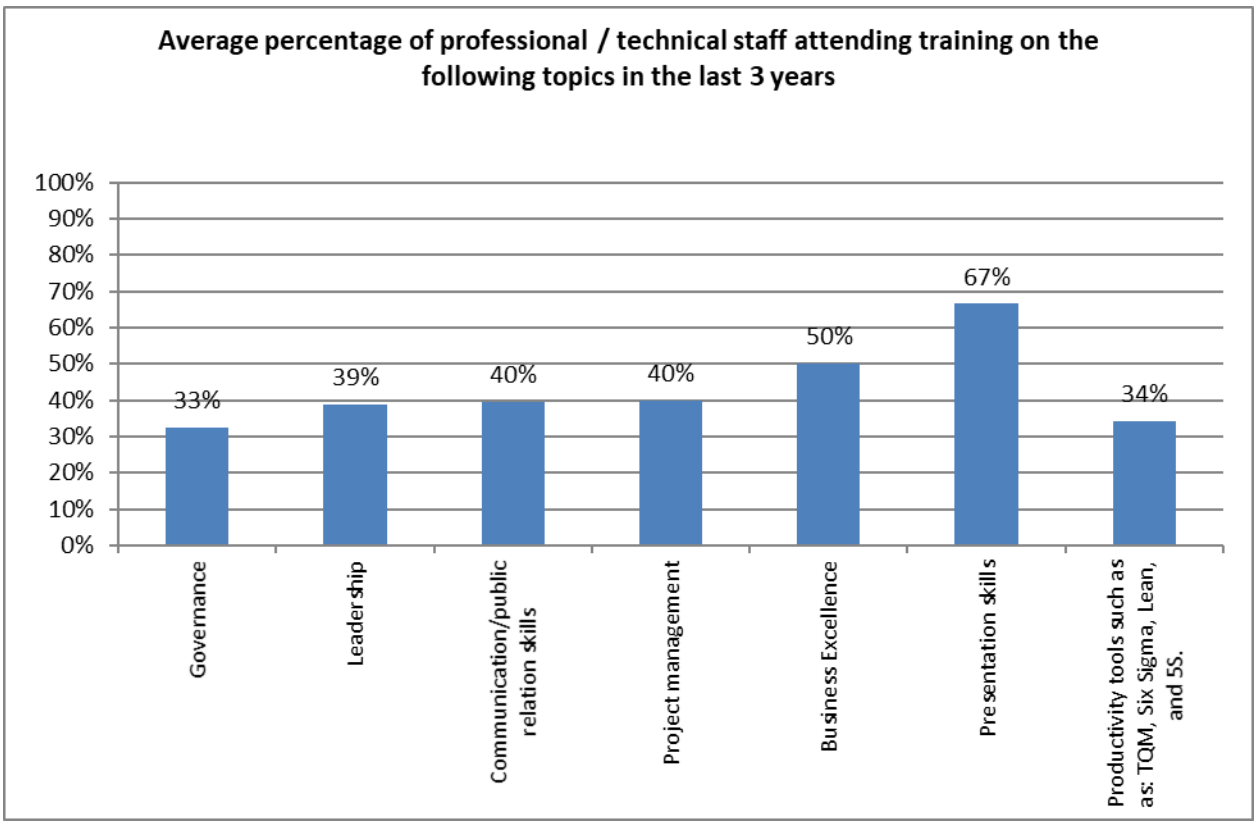

Percentage of professional/technical Staff have Project Management Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
45%
87%
47%
23%
43%
40%
20%
80%
16%
23%
75%
6%
19%
30%
30%
50%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Percentage of professional/technical Staff have Communication/PR Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
45%
58%
40%
31%
57%
40%
24%
75%
4%
47%
80%
0%
19%
15%
45%
60%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Percentage of professional/technical Staff have Presentation Skills Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
40%
78%
67%
38%
43%
95%
36%
85%
15%
57%
75%
0%
14%
18%
50%
90%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

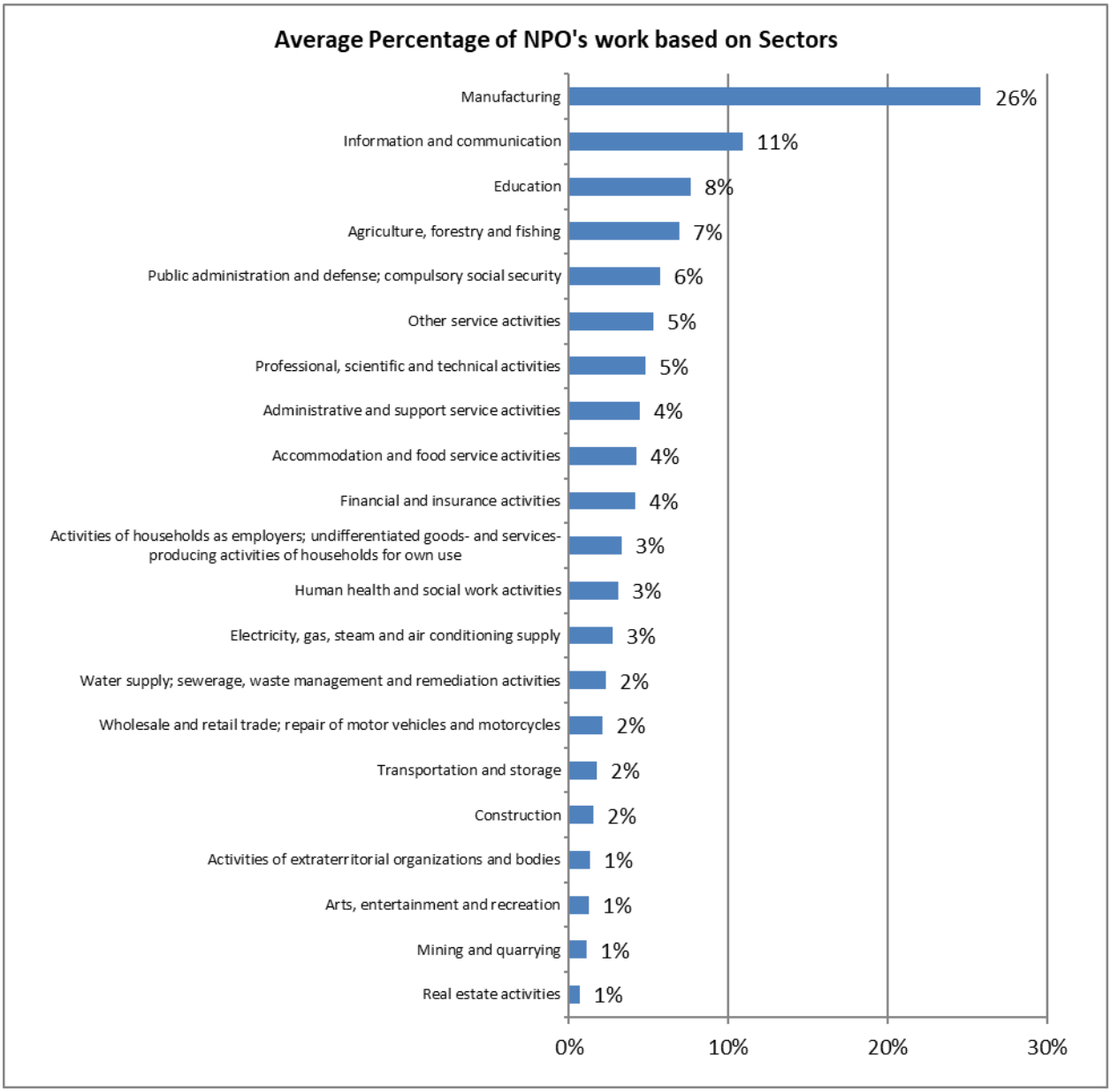

Percentage of professional/technical Staff have Productivity Tools Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
75%
87%
73%
92%
100%
85%
96%
90%
27%
77%
80%
11%
27%
25%
70%
50%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Percentage of professional/technical Staff have Business Excellence Training
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
75%
0%
53%
31%
29%
70%
32%
90%
56%
17%
0%
11%
1%
13%
20%
50%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


Average percentage of professional / technical staff attending training on the following topics in the last 3 years
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
33%
39%
40%
40%
50%
67%
34%
Governance
Leadership
Communication/public relation skills
Project management
Business Excellence
Presentation skills
Productivity tools such as as: TQM, Six Sigma, Lean, and 5S.

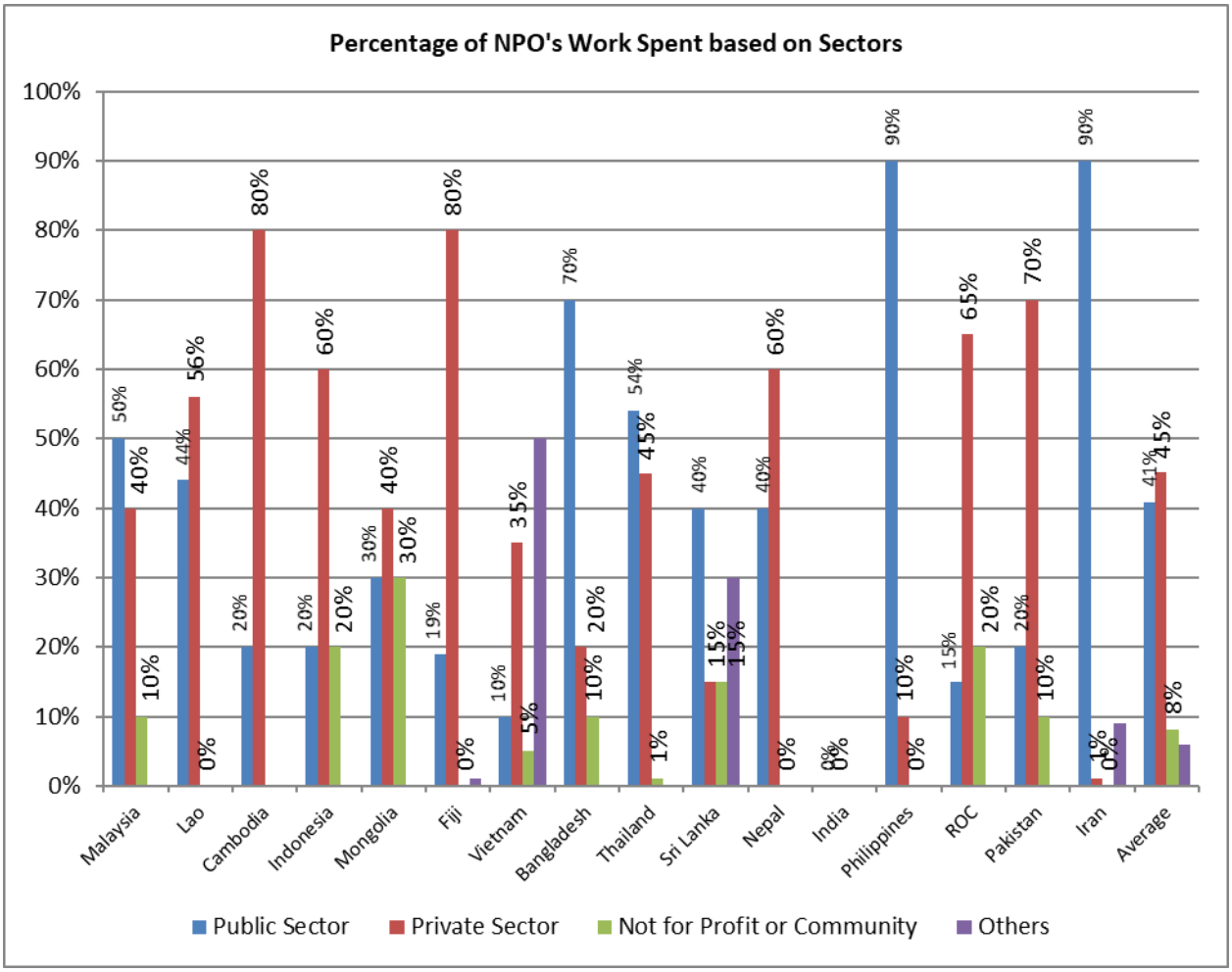
2.15 What percentage (%) of your NPO's work (based on budget spend) was spent at improving the following sectors in the last year? (Please ensure the overall total = 100%)

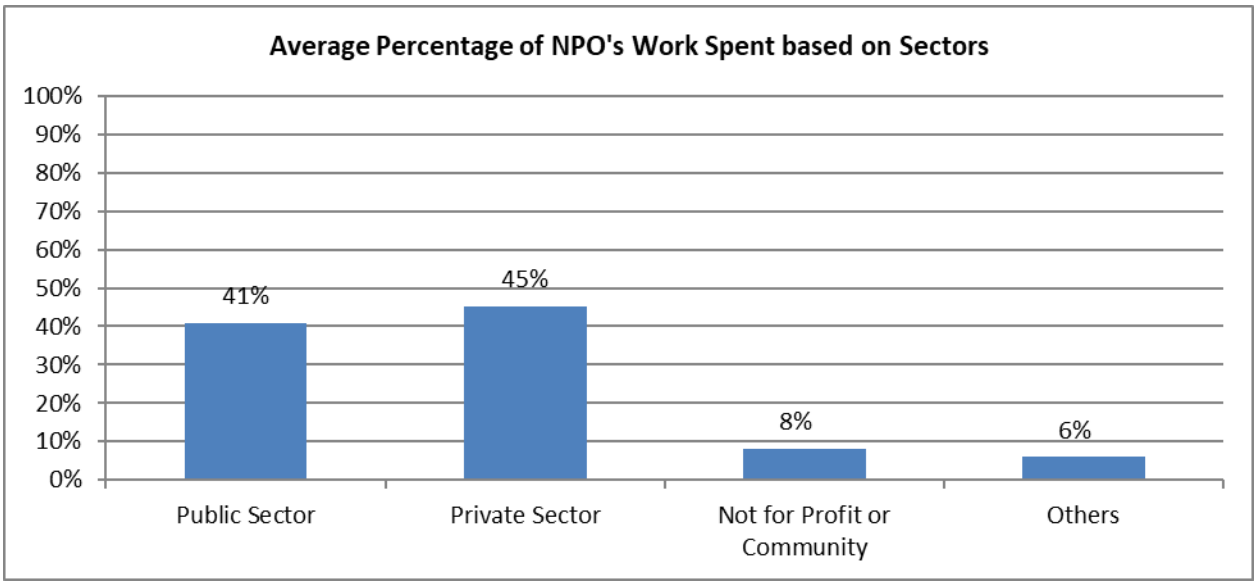
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka*	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Real estate activities	0%	5%	0%	0%	0%	1%	0%	0%	1%	0%	0%	No data	No data	0%	0%	3%	1%
Mining and quarrying	0%	5%	0%	0%	5%	3%	0%	0%	0%	0%	0%	No data	No data	0%	0%	3%	1%
Arts, entertainment and recreation	0%	5%	0%	0%	4%	1%	0%	0%	0%	0%	0%	No data	No data	5%	0%	3%	1%
Activities of extraterritorial organizations and bodies	0%	5%	0%	0%	2%	1%	0%	0%	0%	2%	0%	No data	No data	5%	0%	3%	1%
Construction	0%	5%	0%	0%	4%	3%	2%	0%	1%	2%	0%	No data	No data	2%	0%	3%	2%
Transportation and storage	0%	5%	0%	0%	2%	2%	1%	0%	5%	2%	0%	No data	No data	0%	5%	3%	2%
Wholesale and retail trade; repair of motor vehicles and motorcycles	0%	5%	0%	0%	5%	12%	1%	0%	3%	0%	0%	No data	No data	1%	0%	3%	2%
Water supply; sewerage, waste management and remediation activities	10%	5%	0%	0%	1%	4%	0%	0%	0%	5%	0%	No data	No data	0%	5%	3%	2%
Electricity, gas, steam and air conditioning supply	0%	5%	0%	0%	10%	4%	5%	0%	7%	5%	0%	No data	No data	0%	0%	3%	3%
Human health and social work activities	0%	5%	0%	0%	5%	1%	0%	0%	4%	15%	0%	No data	No data	5%	5%	3%	3%
Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use	0%	5%	0%	30%	2%	1%	1%	0%	0%	5%	0%	No data	No data	0%	0%	3%	3%
Financial and insurance activities	10%	5%	0%	0%	3%	6%	5%	10%	5%	10%	0%	No data	No data	1%	0%	3%	4%
Accommodation and food service activities	0%	5%	0%	0%	10%	16%	1%	0%	0%	5%	0%	No data	No data	20%	0%	3%	4%
Administrative and support service activities	10%	5%	0%	15%	2%	2%	0%	0%	0%	10%	0%	No data	No data	0%	10%	8%	4%
Professional, scientific and technical activities	10%	5%	0%	0%	7%	2%	0%	5%	9%	2%	0%	No data	No data	0%	10%	17 %	5%
Other service activities	0%	5%	0%	5%	5%	5%	32%	10%	0%	5%	0%	No data	No data	5%	0%	3%	5%
Public administration and defense; compulsory social security	20%	5%	0%	0%	3%	1%	10%	0%	17%	16%	0%	No data	No data	0%	5%	3%	6%
Agriculture, forestry and fishing	0%	5%	25%	0%	3%	2%	0%	10%	0%	5%	30%	No data	No data	2%	10%	6%	7%
Education	0%	5%	0%	20%	15%	3%	5%	5%	8%	17%	0%	No data	No data	17%	10%	3%	8%
Information and communication	10%	5%	0%	10%	7%	12%	2%	0%	1%	2%	70%	No data	No data	7%	10%	17 %	11%
Manufacturing	30%	5%	75%	20%	5%	18%	35%	60%	37%	9%	0%	No data	No data	30%	30%	8%	26%



2.16 What percentage (%) of your NPO's work (based on budget spend) is spent at improving the following sectors? (Please ensure the overall total = 100%):

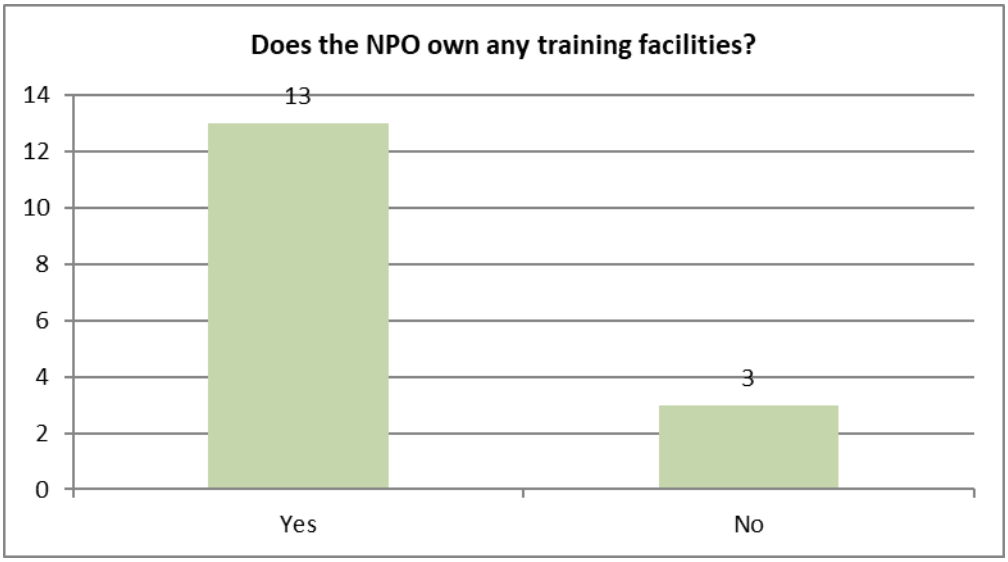
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Average
Public Sector	50%	44%	20%	20%	30%	19%	10%	70%	54%	40%	40%	No data	90%	15%	20%	90%	41%
Private Sector	40%	56%	80%	60%	40%	80%	35%	20%	45%	15%	60%	No data	10%	65%	70%	1%	45%
Not for Profit or Community	10%	0%	0%	20%	30%	0%	5%	10%	1%	15%	0%	No data	0%	20%	10%	0%	8%
Others	0%	0%	0%	0%	0%	1%	50%	0%	0%	30%	0%	No data	0%	0%	0%	9%	6%


Percentage of NPO's Work Spent based on Sectors
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Average
Public Sector
Private Sector
Not for Profit or Community
Others


Average Percentage of NPO's Work Spent based on Sectors
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
41%
45%
8%
6%
Public Sector
Private Sector
Not for Profit or Community
Others

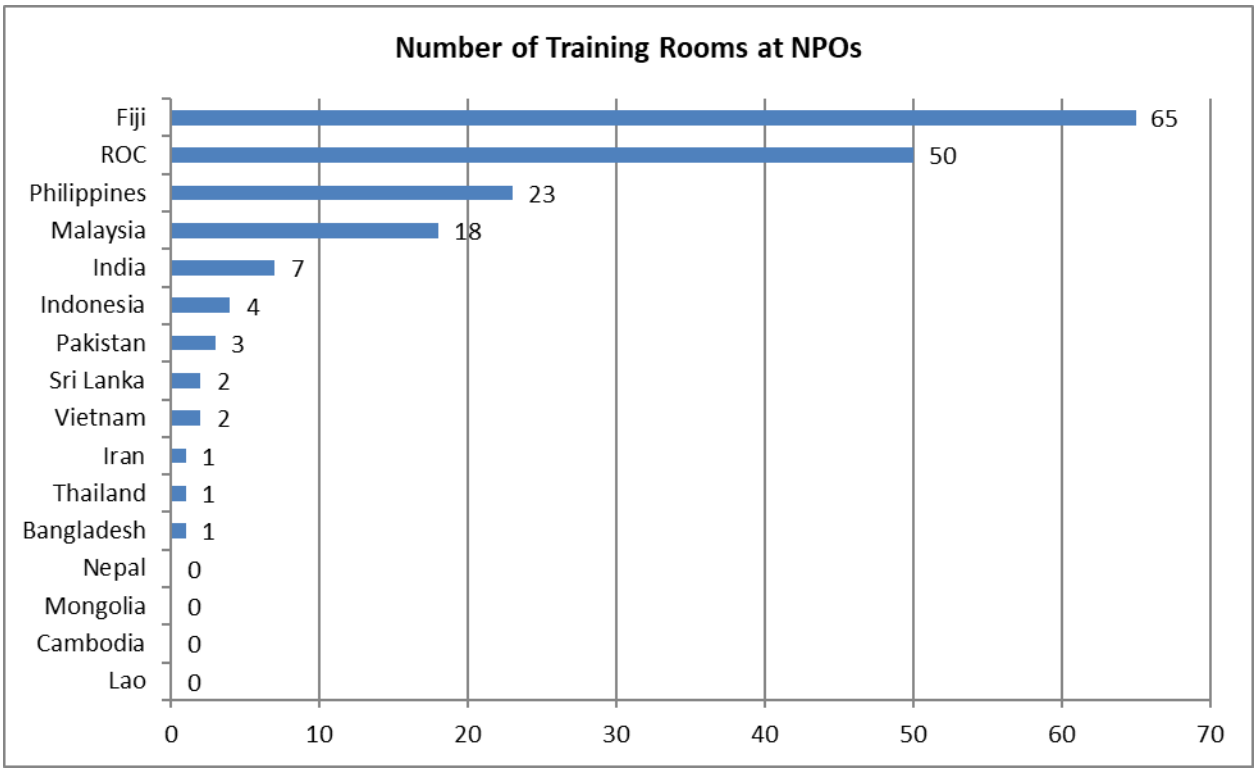
2.17 Does the NPO own any training facilities?

	Yes	No
Malaysia	1	0
Lao	1	0
Cambodia	0	1
Indonesia	1	0
Mongolia	0	1
Fiji	1	0
Vietnam	1	0
Bangladesh	1	0
Thailand	1	0
Sri Lanka	1	0
Nepal	0	1
India	1	0
Philippines	1	0
ROC	1	0
Pakistan	1	0
Iran	1	0
Total	13	3



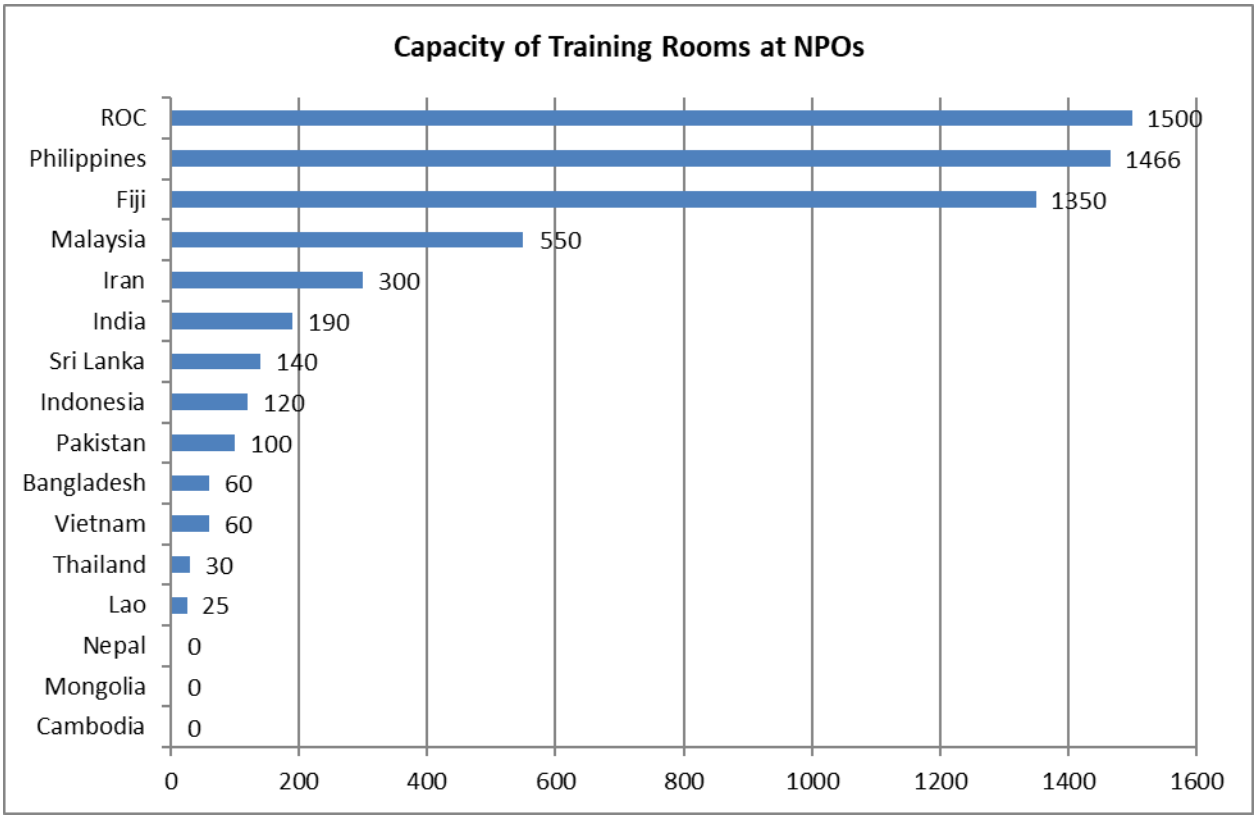
2.17 a) How many training rooms do you have?

	No
Lao	0
Cambodia	0
Mongolia	0
Nepal	0
Bangladesh	1
Thailand	1
Iran	1
Vietnam	2
Sri Lanka	2
Pakistan	3
Indonesia	4
India	7
Malaysia	18
Philippines	23
ROC	50
Fiji	65
Total	112



2.17 b) What is the total number of people that can be trained if all training rooms are used?

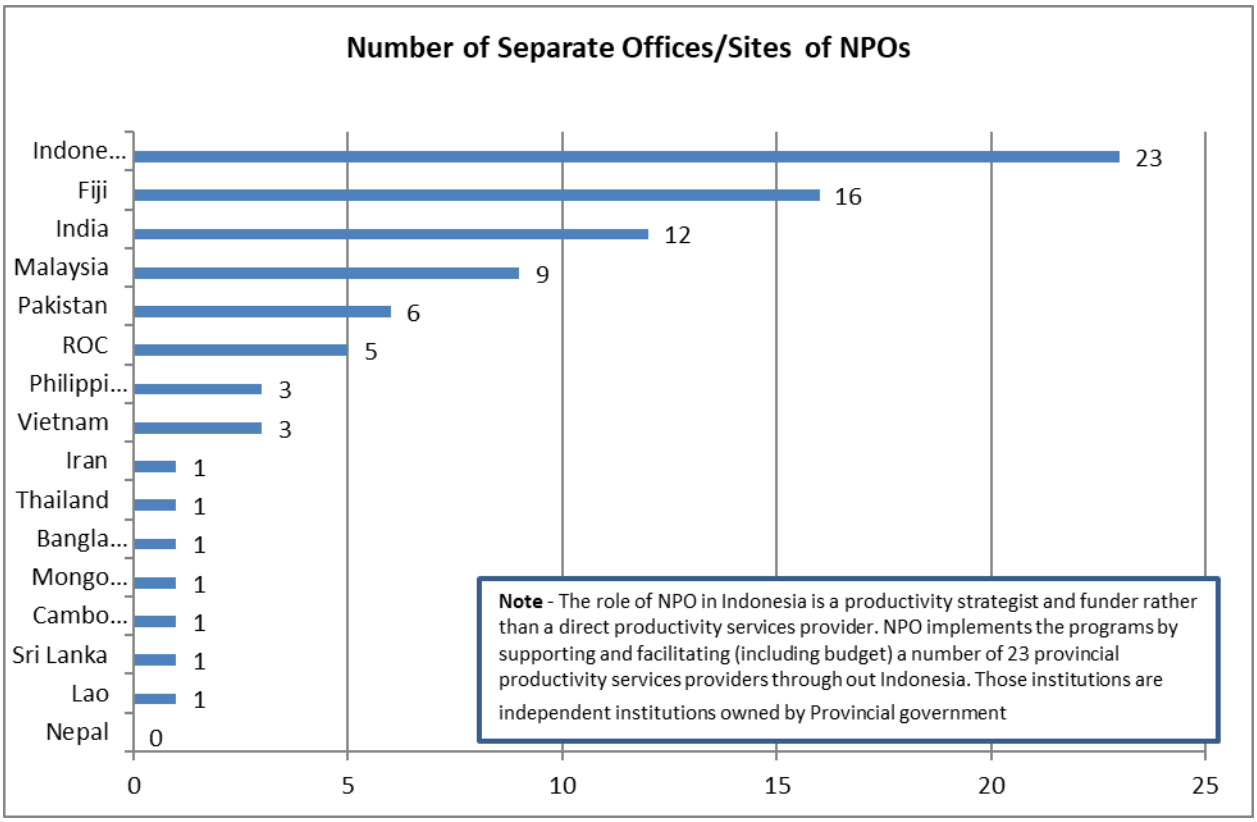
	No
Cambodia	**0**
Mongolia	**0**
Nepal	**0**
Lao	**25**
Thailand	**30**
Vietnam	**60**
Bangladesh	**60**
Pakistan	**100**
Indonesia	**120**
Sri Lanka	**140**
India	**190**
Iran	**300**
Malaysia	**550**
Fiji	**1350**
Philippines	**1466**
ROC	**1500**
Total	5891



2.18 NPO buildings and outreach/presence in the country

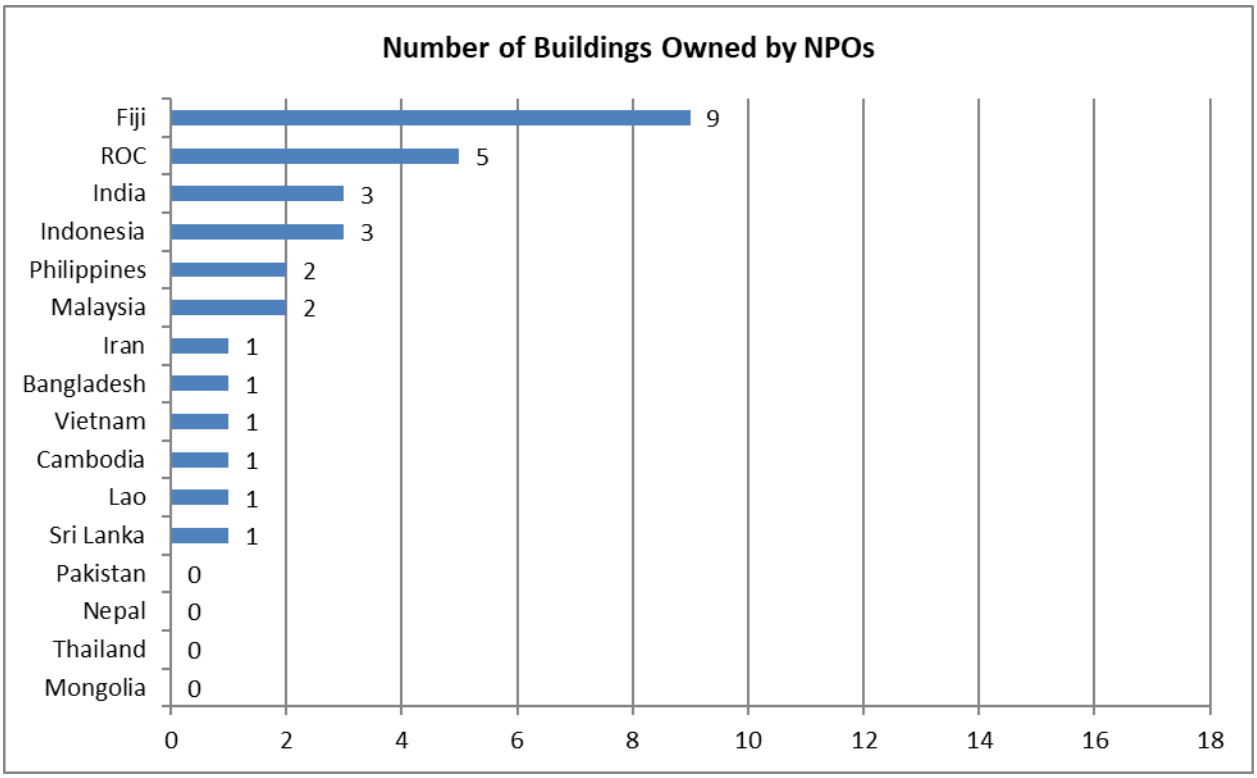
2.18 a) How many separate offices/sites does the NPO work from in your country? These may be owned or rented

	Number
Nepal	0
Lao	1
Sri Lanka	1
Cambodia	1
Mongolia	1
Bangladesh	1
Thailand	1
Iran	1
Vietnam	3
Philippines	3
ROC	5
Pakistan	6
Malaysia	9
India	12
Fiji	16
Indonesia	23
Total	61



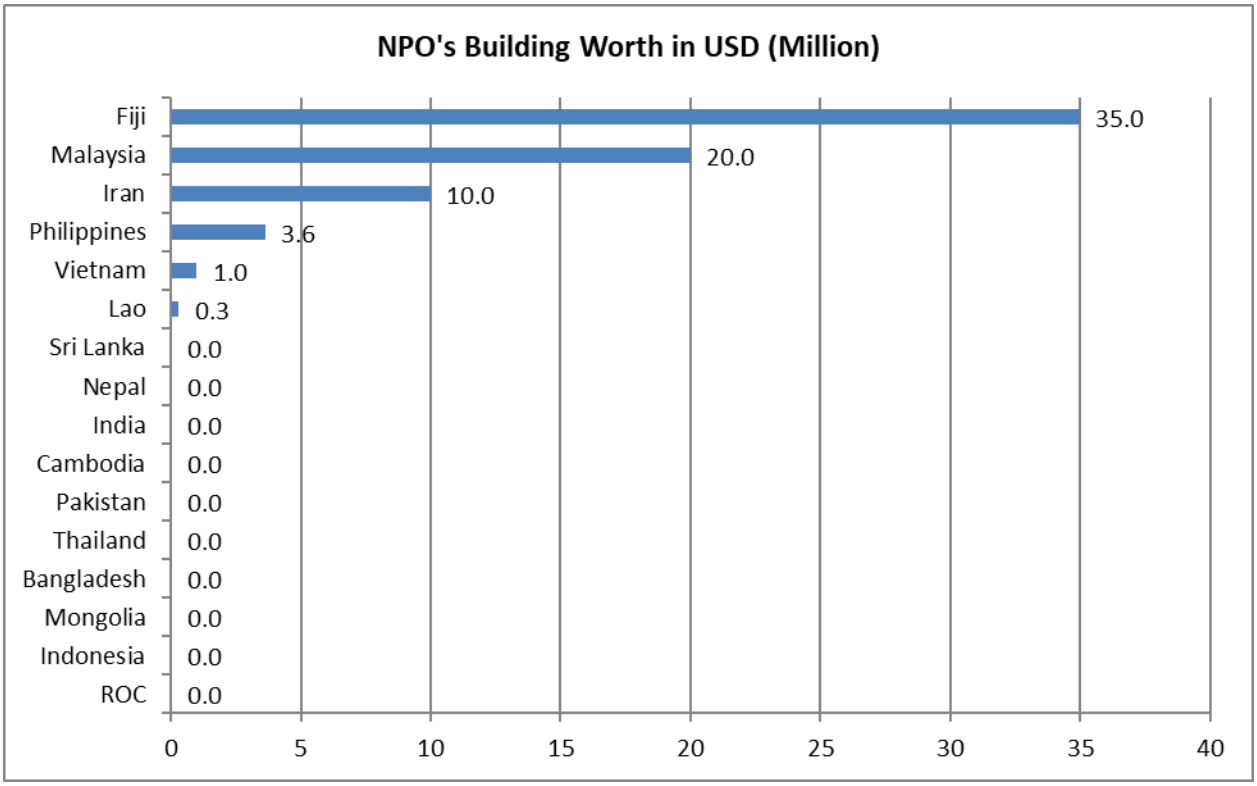
2.18 b) How many buildings does the NPO own?

Mongolia	**0**
Thailand	**0**
Nepal	**0**
Pakistan	**0**
Sri Lanka	**1**
Lao	**1**
Cambodia	**1**
Vietnam	**1**
Bangladesh	**1**
Iran	**1**
Malaysia	**2**
Philippines	**2**
Indonesia	**3**
India	**3**
ROC	**5**
Fiji	**9**
Total	21



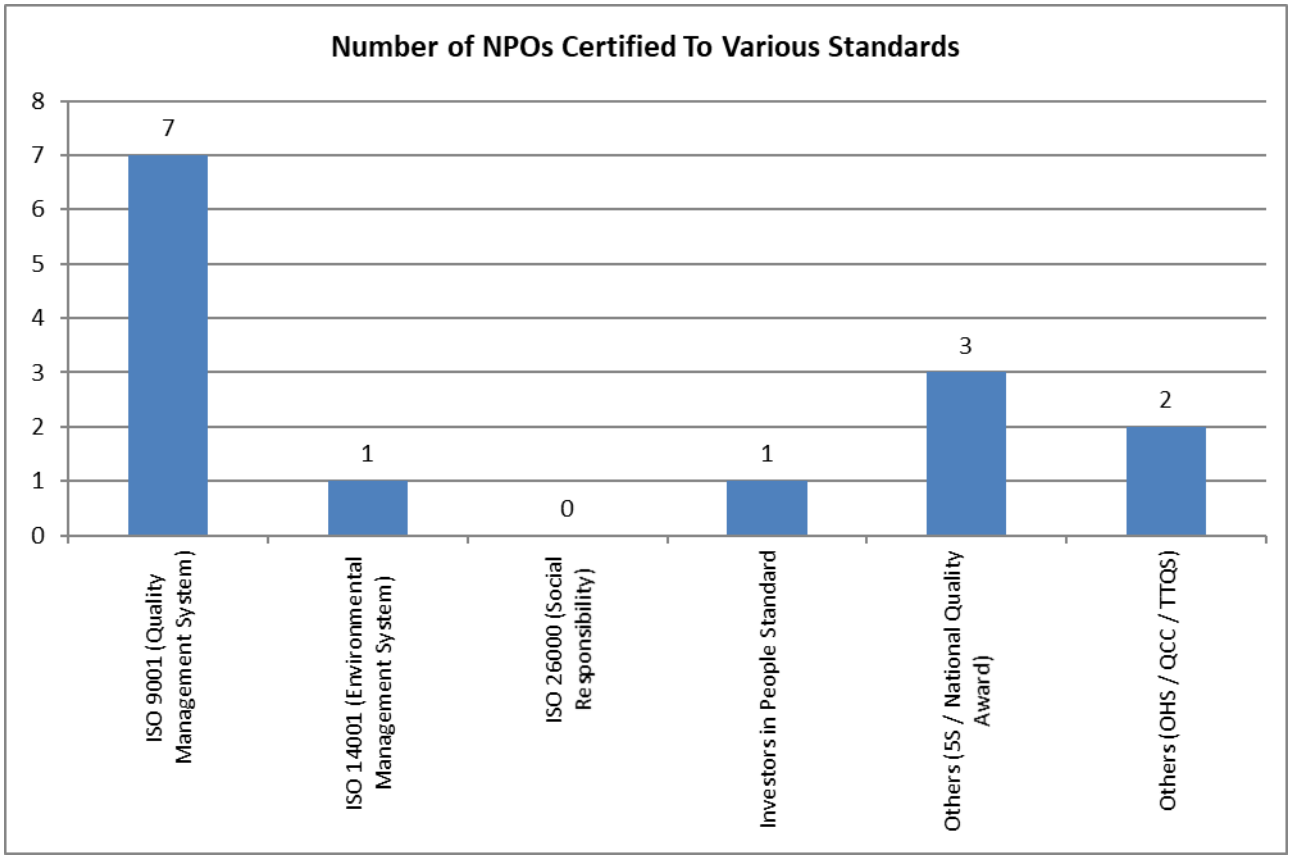
2.18 c) How much are the NPO's buildings worth in US dollars?

	USD (Million)
ROC	**No data**
Indonesia	**No data**
Mongolia	**No data**
Bangladesh	**No data**
Thailand	**No data**
Pakistan	**No data**
Cambodia	**No data**
India	**No data**
Nepal	**0**
Sri Lanka	**0.022**
Lao	**0.3**
Vietnam	**1**
Philippines	**3.63**
Iran	**10**
Malaysia	**20**
Fiji	**35**
Total	69.952



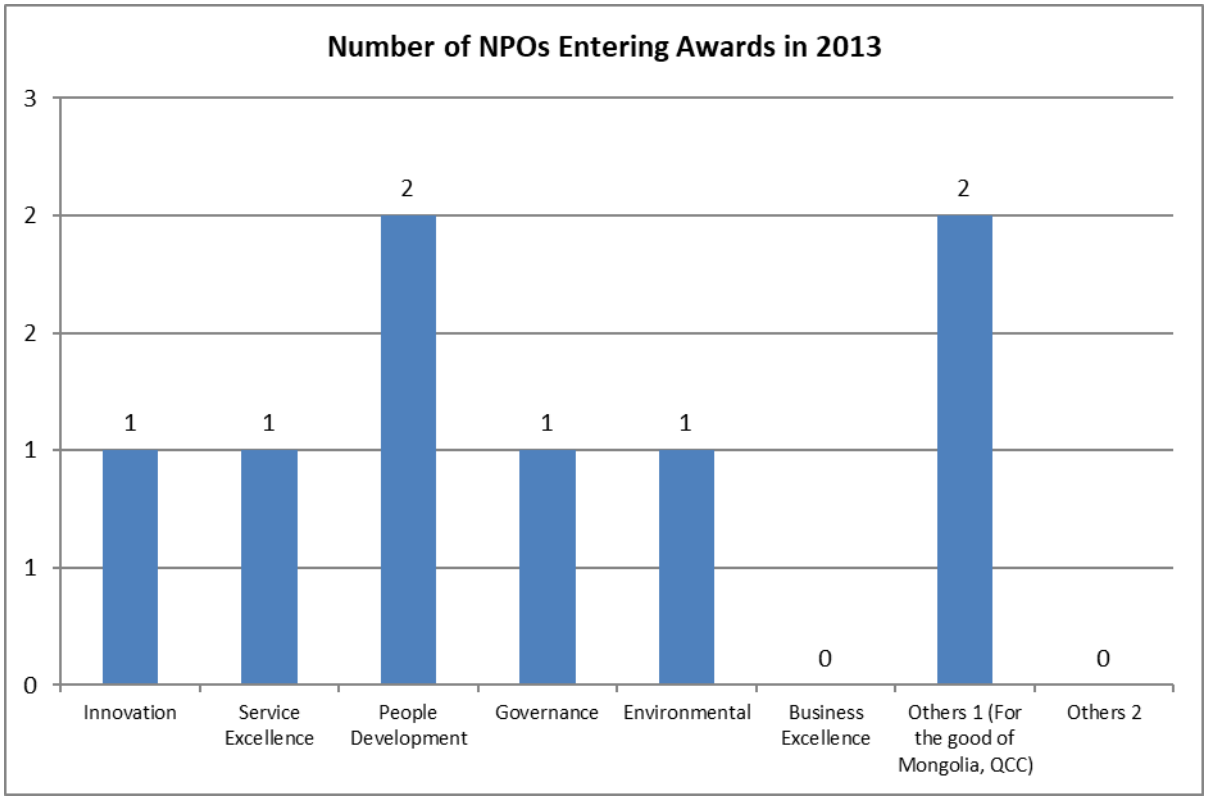
2.19 What standards are the NPO certified to?

	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Total
ISO 9001 (Quality Management System)	1	1				1	1		1				1	1			7
ISO 14001 (Environmental Management System)		1															1
ISO 26000 (Social Responsibility)																	0
Investors in People Standard		1															1
Others (5S / National Quality Award)			1			1								1			3
Others (OHS / QCC / TTQS)						1								1			2



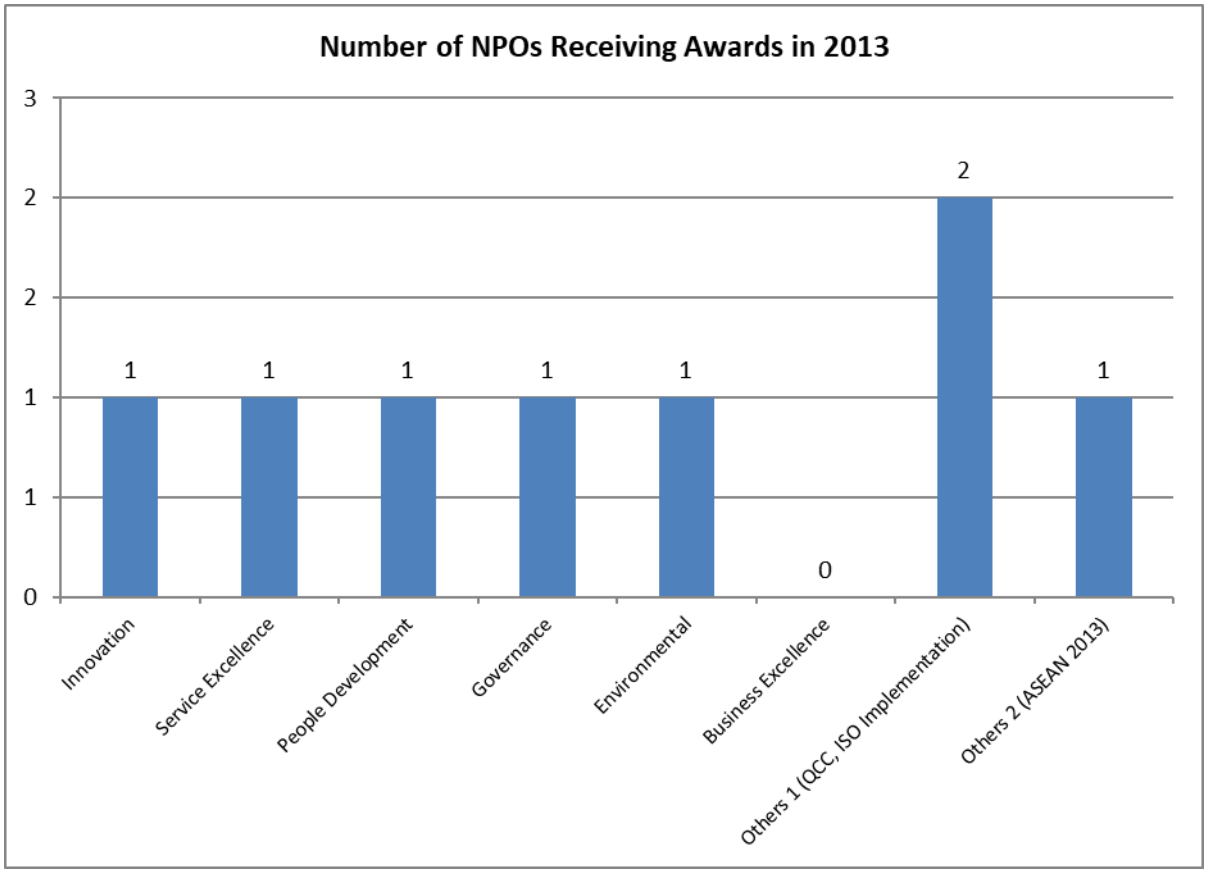
2.20 Did the NPO enter any awards in 2013?

	Innovation	Service Excellence	People Development	Governance	Environmental	Business Excellence	Others 1 (For the good of Mongolia, QCC)	Others 2
Malaysia	1	1	1	1	1			
Lao								
Cambodia								
Indonesia								
Mongolia							1	
Fiji							1	
Vietnam								
Bangladesh								
Thailand								
Sri Lanka								
Nepal								
India								
Philippines								
ROC			1					
Pakistan								
Iran								
Total	1	1	2	1	1	0	2	0



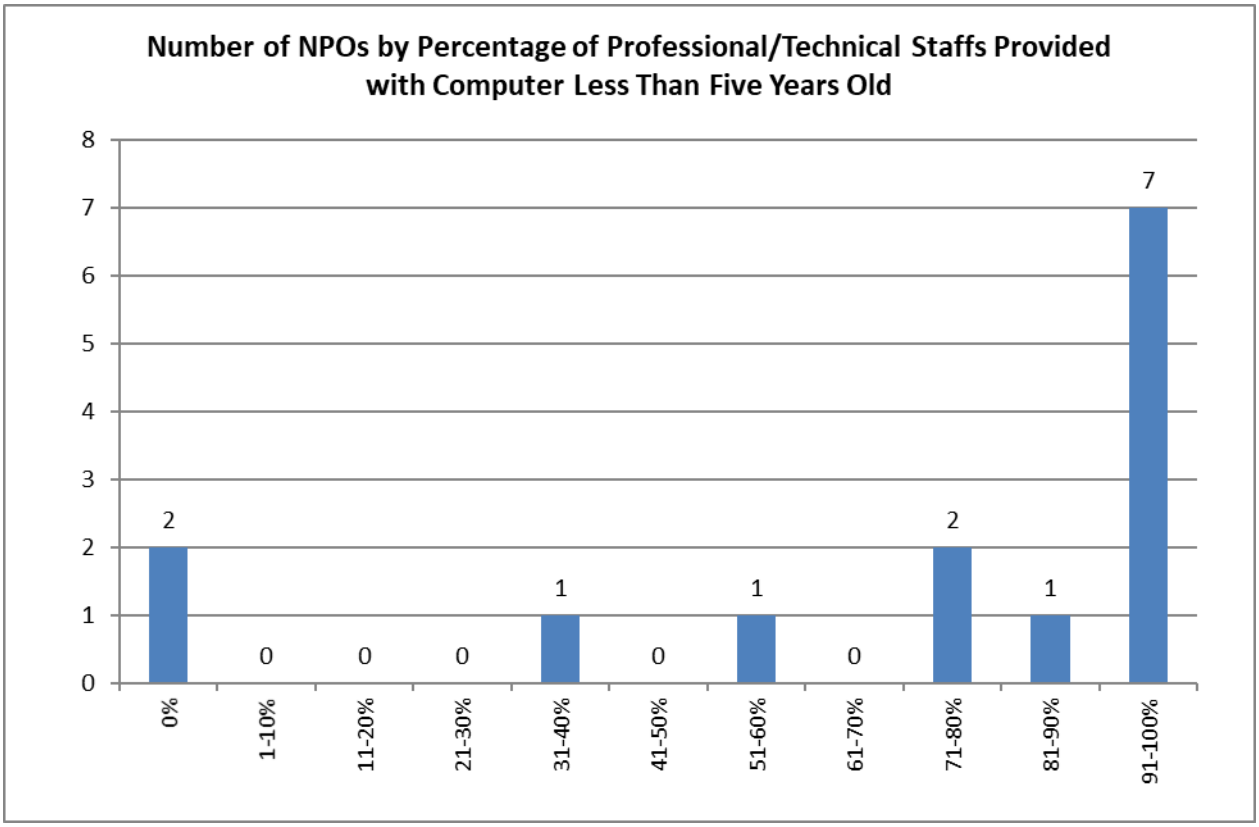
2.20 a) Did the NPO received awards recognition in 2013?

	Innovation	Service Excellence	People Development	Governance	Environmental	Business Excellence	Others 1 (QCC, ISO Implementati	Others 2 (ASEAN 2013)
Malaysia	1	1	1	1	1			
Lao								1
Cambodia								
Indonesia								
Mongolia								
Fiji							1	
Vietnam							1	
Bangladesh								
Thailand								
Sri Lanka								
Nepal								
India								
Philippines								
ROC								
Pakistan								
Iran								
Total	1	1	1	1	1	0	2	1



2.21 What is the percentage (%) of Professional/Technical staff that has been given a computer for their individual use and it is less than 5 years old?

	0%	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%
Malaysia											1
Lao									1		
Cambodia							1				
Indonesia											1
Mongolia	1										
Fiji											1
Vietnam					1						
Bangladesh											1
Thailand											1
Sri Lanka									1		
Nepal	1										
India											1
Philippines											1
ROC										1	
Pakistan						1					
Iran											1
Total	2	0	0	0	1	0	1	0	2	1	7



2.22 What productivity improvement services has your NPO provided in the last year and which ones are most important?

Productivity services	A. What productivity improvement services has your NPO provided in the last year? *(Data source: Obtained from CEO/directors and/or relevant personnel)*	B. For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations *(Data source: obtained from CEO/directors and/or relevant personnel)*	C. For each of the services below record the % of customers that indicated the service as one of their top 10 choices (Data source: from customer survey data show the top 5 services)	D. For each of the services below record the % of partners that indicated the service as one of their top 10 choices. (Data source: from partner surveys)	E.. From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?. (Data source: obtain the consensus view of CEO/directors at a meeting or use CEO/director survey data)
Training, Workshop, and/or e-learning					
Developing Organisational Capability					
Business excellence assessments, awards and models	☐		%	%	
Leadership Training, Workshop, and/or e-learning					
Leadership (vision, values, developing	☐		%	%	

leaders, ethics, governance)					
Risk management/ disaster recovery	☐		%	%	
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	☐		%	%	
Strategy Training, Workshop, and/or e-learning					
Strategic planning and deployment (balanced scorecard, performance management)	☐		%	%	
Customer and Market Focus Training, Workshop, and/or e-learning					
Customer focus (understanding customers, building customer relationships, managing customer complaints)	☐		%	%	
Marketing	☐		%	%	
Measurement, Analysis and Knowledge Management Training, Workshop, and/or e-learning					
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	☐		%	%	
Benchmarking (performance and best practice benchmarking)	☐		%	%	
Knowledge management	☐		%	%	
Information technology	☐		%	%	
Human Resource Focus Training, Workshop, and/or e-learning					
Personnel development (facilitation skills, presentation skills, communication skills)	☐		%	%	
Training needs analysis	☐		%	%	
Health and safety	☐		%	%	
Staff empowerment, motivation, and satisfaction	☐		%	%	
Process Management Training, Workshop, and/or e-learning					
Project Management	☐		%	%	
Productivity Tools (Problem solving, 5S – Industrial Housekeeping,	☐		%	%	

Lean, Six Sigma)					
Improvement Teams (including Quality Circles)	☐		%	%	
Quality Management System/Standards	☐		%	%	
Supply chain management	☐		%	%	
Green Productivity	☐		%	%	
Other (specify):	☐		%	%	
Conference and/or Forum					
Productivity	☐		%	%	
Business Excellence	☐		%	%	
Best Practice Sharing	☐		%	%	
Other (specify):	☐		%	%	
Mentoring, Coaching and/or Consultancy Services					
Developing organizational capability – SMEs	☐		%	%	
Developing organizational capability – public sector	☐		%	%	
Business excellence	☐		%	%	
Leadership	☐		%	%	
Strategic planning	☐		%	%	
Customer and market focus	☐		%	%	
Measurement, analysis and knowledge management	☐		%	%	
Human resources	☐		%	%	
Process management	☐		%	%	
Other (specify):	☐		%	%	
Information Dissemination					
Benchmarking Database/Website	☐		%	%	
Blogs or case studies of best practices on your website	☐		%	%	
Study Missions (In-Country and International)	☐		%	%	
Productivity or Best Practice Sharing Newsletter	☐		%	%	
Publications on Productivity/Best Practices	☐		%	%	
Best Practice Sharing Seminars/roadshows	☐		%	%	
Other (specify):	☐		%	%	

Other (specify):	☐		%	%	
Other (specify):	☐		%	%	
Toolkits/assessment tools					
Business Excellence assessment tool	☐		%	%	
People developer assessment tool	☐		%	%	
Innovation assessment tool	☐		%	%	
Service excellence assessment tool	☐		%	%	
Governance assessment tool	☐		%	%	
Marketing assessment tool	☐		%	%	
Productivity assessment tool	☐		%	%	
Financial management assessment tool	☐		%	%	
SME start up assessment tool	☐		%	%	
SME growth assessment tool	☐		%	%	
Other (specify):	☐		%	%	
Other (specify):	☐		%	%	
Other (specify):	☐		%	%	
Awards and standards					
Business Excellence Awards	☐		%	%	
Business Excellence certification	☐		%	%	
People Developer Award	☐		%	%	
Innovation Awards	☐		%	%	
Service Excellence Awards	☐		%	%	
5S Awards	☐		%	%	
Quality Control Circle Awards	☐		%	%	
ISO 9001 (Quality Management System)	☐		%	%	
ISO 14001 (Environmental Management System)	☐		%	%	
ISO 26000 (Social Responsibility)	☐		%	%	
Investors in People Standard	☐		%	%	
Other (specify):	☐		%	%	
Research					
Productivity	☐		%	%	
Business excellence	☐		%	%	

SME development	☐		%	%	
Public sector development	☐		%	%	
Other (specify):	☐		%	%	
Networking and support groups					
Community of productivity practitioners network	☐		%	%	
Training provider network	☐		%	%	
Consultant network	☐		%	%	
Business Excellence Award winners network	☐		%	%	
Business Excellence Assessors network	☐		%	%	
CEO roundtable	☐		%	%	
Other (specify):	☐		%	%	
Financial assistance to encourage organisations to participate in NPO programs					
Tax incentives	☐		%	%	
Grants	☐		%	%	
Loans	☐		%	%	
Subsidized training and workshop	☐		%	%	
Subsidized consultancy and advice	☐		%	%	
Other (specify):	☐		%	%	

2.22.1 Training, Workshop, and/or e-learning

Elements	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs.			% Customer indicated as top 10 most important.	% Partner indicated as top 10 most important.	NPO CEO indicated as top 10 most important.	Weighted Organizations Interest Level
		Low	Medium	High				
Business excellence assessments, awards and models	11	0	6	3	36.19	45.54	9	1.31
Leadership (vision, values, developing leaders, ethics, governance)	11	0	8	1	40.98	41.48	12	1.19
Risk management/disaster recovery	6	2	2	0	16.20	15.21	4	0.38
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	6	1	3	0	12.75	16.08	4	0.44
Strategic planning and deployment (balanced scorecard, performance management)	13	1	7	3	38.69	43.63	11	1.50

Customer focus (understanding customers, building customer relationships, managing customer complaints)	11	0	5	3	43.43	41.21	10	1.19
Marketing	2	0	2	0	18.07	17.54	2	0.25
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	7	2	1	2	13.58	22.12	5	0.63
Benchmarking (performance and best practice benchmarking)	8	0	5	1	20.51	20.64	3	0.81
Knowledge management	12	0	7	3	31.33	26.79	14	1.44
Information technology	6	1	1	1	21.75	19.46	3	0.38
Personnel development (facilitation skills, presentation skills, communication skills)	9	0	4	3	28.95	26.37	4	1.06
Training needs analysis	7	1	4	1	16.28	11.19	1	0.75
Health and safety	7	2	2	1	14.37	8.50	0	0.56
Staff empowerment, motivation, and satisfaction	8	1	3	1	23.02	25.83	5	0.63
Project Management	8	1	3	2	20.05	19.64	4	0.81
Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)	14	0	2	10	38.11	43.81	9	2.13
Improvement Teams (including Quality Circles)	10	0	2	7	24.79	21.89	1	1.56
Quality Management System/Standards	11	0	4	5	30.97	26.58	5	1.44
Supply chain management	5	2	2	0	9.52	6.46	3	0.38
Green Productivity	13	2	6	2	19.71	32.29	4	1.25
Other (specify):	1	0	0	1	0.00	0.00	1	0.19

	Business excellence assessments, awards and models					Leadership (vision, values, developing leaders, ethics, governance)					Risk management/disaster recovery					Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)				
Country	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	35	71	1	1	M	42	28	1	0	na	32	0	1	0	na	10	0	0
Lao	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	1	M	30	52	1
Cambodia	0	na	62	100	1	0	na	85	100	1	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	38.8	40	1	0	na	61.1	60	1	0	na	5.5	20	0	0	na	33.3	20	0
Mongolia	1	M	31.25	33.3	1	1	M	62.5	33.3	1	0	na	18.75	0	0	0	na	18.75	33.3	1
Fiji	1	M	58	75	1	1	M	0	50	1	1	L	0	0	0	1	L	0	0	0
Vietnam	0	na	11	60	0	1	M	11	0	0	0	na	21	20	1	1	No response	0	60	0
Bangladesh	1	M	80	67	1	1	M	75	67	1	1	M	20	100	0	1	M	10	67	0
Thailand	1	H	50	33.3	0	1	M	35	33.3	1	1	M	55	33.3	0	1	M	15	0	1
Sri Lanka	1	H	0	40	1	1	H	52	75	1	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	10	0	0	1	No response	30	0	1	1	No response	10	0	0	1	No response	40	0	0
Philippines	1	No response	53	55	1	1	No response	47	60	1	1	No response	47	30	0	0	na	47	25	0
ROC	1	H	80	94	0	1	M	85	97	0	0	na	0	0	1	0	na	0	0	1
Pakistan	1	M	70	60	1	1	M	70	60	1	1	L	50	40	0	0	na	0	0	0
Iran	1	M	0	0	0	0	na	0	0	1	0	na	0	0	1	0	na	0	0	0
Total	11				9	11				12	6				4	6				4
Mean			36.19	45.54				40.98	41.48				16.20	15.21				12.75	16.08	

	Strategic planning and deployment (balanced scorecard, performance management)					Customer focus (understanding customers, building customer relationships, managing customer complaints)					Marketing					Performance measurement (selecting measures, analysis, reporting, triple bottom-line)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	45	28	1	1	M	39	29	1	0	na	10	0	0	0	na	19	14	0
Lao	1	M	32	50	1	0	na	0	0	0	1	M	27	48	1	0	na	0	0	0
Cambodia	1	M	77	100	1	0	na	77	100	1	0	na	0	0	0	0	na	0	100	1
Indonesia	0	0	55.5	20	1	0	na	61.1	20	1	0	na	16.6	0	0	1	M	27.7	20	0
Mongolia	1	H	62.5	33.3	1	1	H	43.75	33.3	1	0	na	12.5	33.3	0	1	H	37.5	66.6	1
Fiji	1	M	54	50	1	1	H	50	75	1	0	na	0	0	0	1	L	0	0	1
Vietnam	1	M	16	40	0	0	na	21	0	0	0	na	0	0	0	0	na	21	20	0
Bangladesh	1	L	30	100	0	1	M	70	100	1	0	na	0	0	0	0	na	30	0	0
Thailand	1	H	55	66.7	1	1	H	60	100	1	0	na	30	33.3	0	1	L	45	33.3	1
Sri Lanka	1	H	52	60	0	0	na	43	0	0	0	na	0	0	0	1	H	0	0	0
Nepal	0	0	0	0	0	1	No response	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	30	50	0	1	No response	20	0	0	0	na	0	0	0	1	No response	10	50	0
Philippines	1	No response	40	40	1	1	No response	33	35	1	0	na	27	10	0	1	No response	27	50	1
ROC	1	M	0	0	1	1	M	97	97	1	0	na	96	96	0	0	na	0	0	0
Pakistan	1	M	70	60	1	1	M	80	70	1	1	M	70	60	1	0	na	0	0	0
Iran	0	na	0	0	1	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	13				11	11				10	2				2	7				5
Mean			38.69	43.63				43.43	41.21				18.07	17.54				13.58	22.12	

	Benchmarking (performance and best practice benchmarking)					Knowledge management					Information technology					Personnel development (facilitation skills, presentation skills, communication skills)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	26	0	1	1	M	19	14	1	0	na	10	14	0	0	na	42	14	0
Lao	1	M	30	42	0	1	M	30	40	1	1	M	22	17	0	0	na	0	0	0
Cambodia	0	na	81	100	0	1	M	58	0	1	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	44.4	0	0	0	na	55.5	20	0	0	na	22.2	0	0	0	na	27.7	20	1
Mongolia	0	na	18.75	0	0	1	M	18.75	33.3	0	0	na	43.75	0	0	1	M	37.5	66.6	0
Fiji	1	M	0	0	0	1	M	0	0	1	1	H	0	0	1	1	H	0	0	0
Vietnam	0	na	5	20	0	0	na	0	20	0	0	na	16	40	0	1	M	37	60	0
Bangladesh	0	na	10	0	0	0	na	60	33	1	0	na	40	67	0	0	na	80	34	1
Thailand	1	M	20	33.3	1	1	H	45	33.3	1	0	na	15	33.3	0	1	H	40	33.3	0
Sri Lanka	1	H	0	0	0	1	H	0	35	0	0	na	0	0	0	1	H	0	0	0
Nepal	0	na	0	0	0	1	No response	0	0	0	1	No response	0	0	0	0	na	0	0	0
India	1	No response	20	50	0	1	No response	30	0	0	1	No response	0	0	0	1	No response	20	0	0
Philippines	1	No response	13	35	0	0	na	20	45	5	1	No response	33	15	1	1	No response	13	40	0
ROC	0	na	0	0	0	1	H	95	95	1	0	na	96	95	1	1	M	96	94	1
Pakistan	1	M	60	50	1	1	M	70	60	1	1	L	50	30	0	1	M	70	60	1
Iran	0	na	0	0	0	1	M	0	0	1	0	na	0	0	0	0	na	0	0	0
Total	8				3	12				14	6				3	9				4
Mean			20.51	20.64				31.33	26.79				21.75	19.46				28.95	26.37	

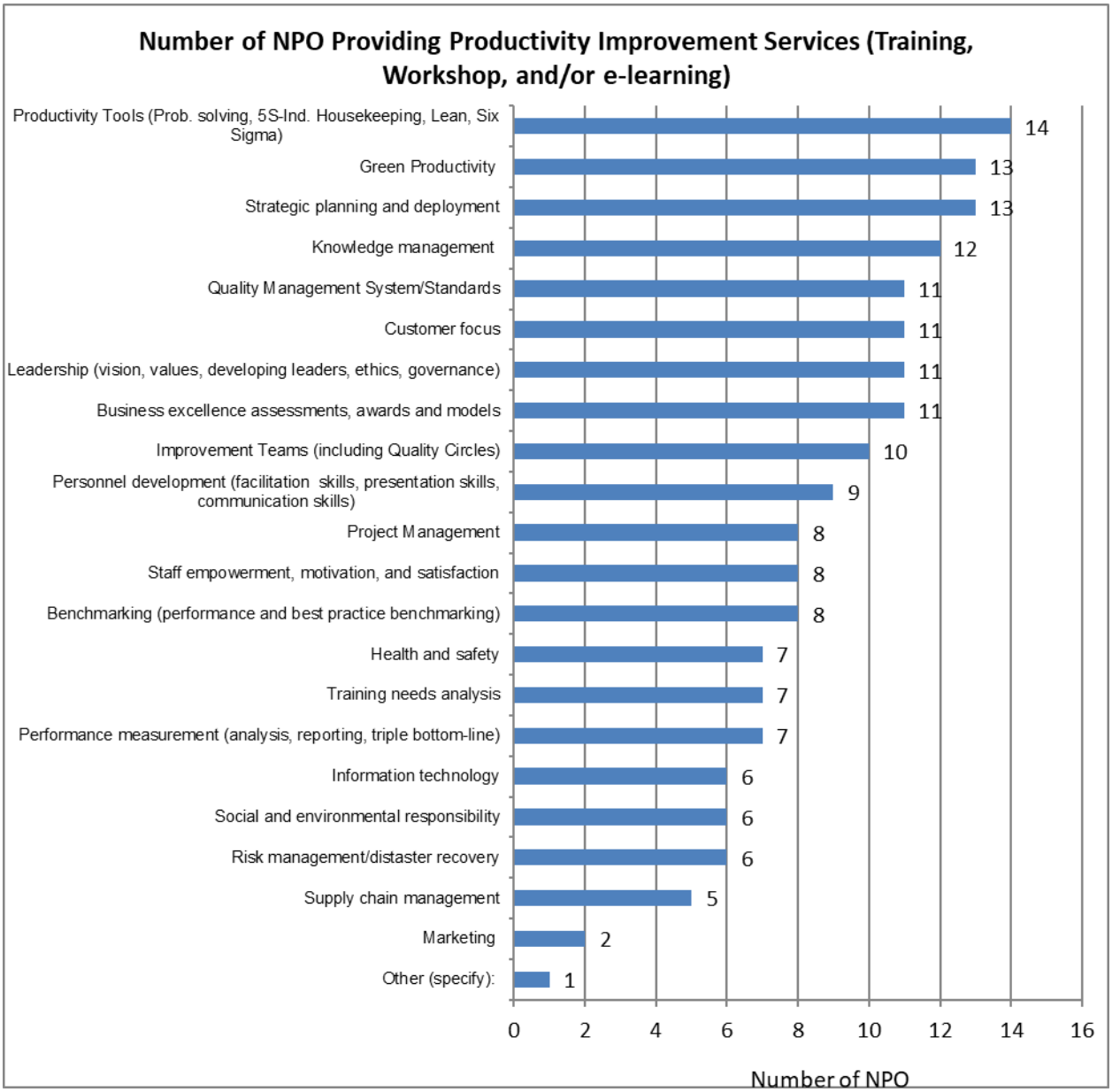
	Training needs analysis					Health and safety					Staff empowerment, motivation, and satisfaction					Project Management				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	16	0	0	0	na	16	0	0	1	na	29	0	0	1	H	10	43	0
Lao	1	M	35	14	0	1	M	37	21	0	0	na	0	0	0	1	M	32	22	1
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	100	1	No response	na	0	0	0
Indonesia	0	na	0	20	0	0	na	11.1	0	0	0	na	33.3	20	0	0	na	16.6	0	0
Mongolia	0	na	12.5	0	0	0	na	18.75	0	0	1	L	25	33.3	0	0	na	6.25	33.3	0
Fiji	1	H	0	0	1	1	H	0	0	0	1	M	0	0	0	1	L	38	0	0
Vietnam	0	na	0	0	0	1	L	0	0	0	0	na	21	20	0	0	na	5	0	0
Bangladesh	0	na	0	0	0	0	na	20	0	0	0	na	70	100	0	0	na	0	0	1
Thailand	0	na	5	0	0	1	L	5	0	0	1	M	20	0	0	1	H	35	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	1	H	60	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	15	0	0	1	No response	15	50	0	1	No response	20	50	1	1	No response	10	50	1
Philippines	0	na	27	10	0	1	No response	47	15	0	1	No response	20	30	1	1	No response	7	20	1
ROC	1	M	90	95	0	0	na	0	0	0	0	na	0	0	1	1	M	91	96	0
Pakistan	1	L	60	40	0	1	M	60	50	0	1	M	70	60	1	1	M	70	50	0
Iran	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	7				1	7				0	8				5	8				4
Mean			16.28	11.19				14.37	8.50				23.02	25.83				20.05	19.64	

	Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)					Improvement Teams (including Quality Circles)					Quality Management System/Standards					Supply chain management				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	35	57	1	1	H	3	14	0	1	H	26	29	0	0	na	3	0	0
Lao	1	M	10	13	1	0	na	0	0	0	1	M	22	15	1	1	M	12	20	1
Cambodia	1	H	92	0	0	0	na	0	0	0	0	na	50	100	1	0	na	0	0	0
Indonesia	1	H	22.2	20	1	0	na	27.7	0	0	0	na	38.8	20	0	0	na	33.3	0	1
Mongolia	1	H	37.5	66.6	0	1	H	25	0	0	1	H	43.75	0	1	0	na	0	0	0
Fiji	1	H	0	50	1	1	H	0	0	0	1	M	0	50	1	1	L	0	0	0
Vietnam	1	H	84	80	1	1	H	32	0	0	1	H	58	0	0	0	na	11	0	0
Bangladesh	1	H	60	33	1	1	H	85	100	0	0	na	30	0	0	0	na	0	0	0
Thailand	1	H	30	33.3	0	1	H	25	33.3	0	1	H	30	33.3	0	1	M	30	33.3	1
Sri Lanka	1	H	48	70	1	1	H	0	0	0	1	H	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	10	100	0	1	No response	0	50	0	1	No response	10	0	0	1	No response	0	0	0
Philippines	1	No response	13	20	1	0	No response	33	5	0	1	No response	20	20	0	0	na	13	20	0
ROC	1	H	98	98	0	1	M	96	98	0	1	M	97	98	0	0	na	0	0	0
Pakistan	1	M	70	60	0	1	M	70	50	0	1	M	70	60	0	1	L	50	30	0
Iran	0	na	0	0	1	0	na	0	0	1	0	na	0	0	1	0	na	0	0	0
Total	14				9	10				1	11				5	5				3
Mean			38.11	43.81				24.79	21.89				30.97	26.58				9.52	6.46	

	Green Productivity					Other (specify):				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	27	14	0	0	na	0	0	1
Lao	1	M	0	10	1	0	na	0	0	0
Cambodia	1	L	0	0	0	0	na	0	0	0
Indonesia	0	na	33.3	40	0	0	na	0	0	0
Mongolia	1	M	0	66.6	1	0	na	0	0	0
Fiji	1	M	0	50	0	0	na	0	0	0
Vietnam	1	L	11	40	1	1	H	0	0	0
Bangladesh	1	M	60	33	0	0	na	0	0	0
Thailand	0	na	15	0	0	0	na	0	0	0
Sri Lanka	1	H	0	40	0	0	na	0	0	0
Nepal	1	No response	0	0	0	0	na	0	0	0
India	1	No response	0	50	0	0	na	0	0	0
Philippines	0	na	0	15	0	0	na	0	0	0
ROC	1	H	99	98	1	0	na	0	0	0
Pakistan	1	M	70	60	0	0	na	0	0	0
Iran	1	No response	0	0	0	0	na	0	0	0
Total	13				4	1				1
Mean			19.71	32.29				0.00	0.00	

2.22.1 A) What Training, Workshop, and/or e-learning services has your NPO provided in the last year?

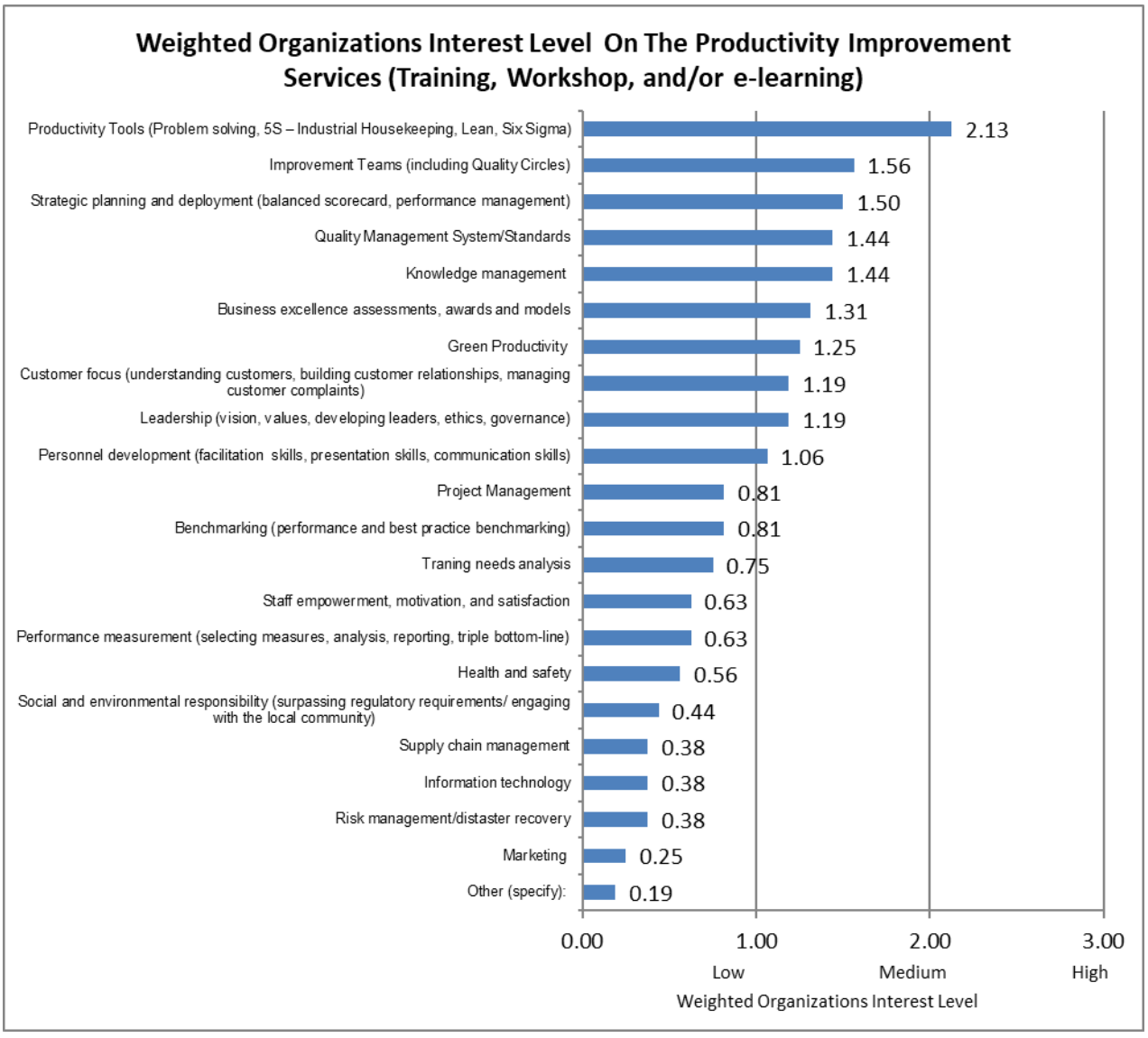
Training, Workshop, and/or e-learning services	No. of NPO
Productivity Tools(Problem solving, 5S-Ind. Housekeeping, Lean, Six Sigma)	14
Strategic planning and deployment (balanced scorecard, performance management)	13
Green Productivity	13
Knowledge management	12
Business excellence assessments, awards and models	11
Leadership (vision, values, developing leaders, ethics, governance)	11
Customer focus (understanding customers, building customer relationships, managing customer complaints)	11
Quality Management System/Standards	11
Improvement Teams (including Quality Circles)	10
Personnel development (facilitation skills, presentation skills, communication skills)	9
Benchmarking (performance and best practice benchmarking)	8
Staff empowerment, motivation, and satisfaction	8
Project Management	8
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	7
Training needs analysis	7
Health and safety	7
Risk management/disaster recovery	6
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	6
Information technology	6
Supply chain management	5
Marketing	2
Other (specify):	1



2.22.1 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

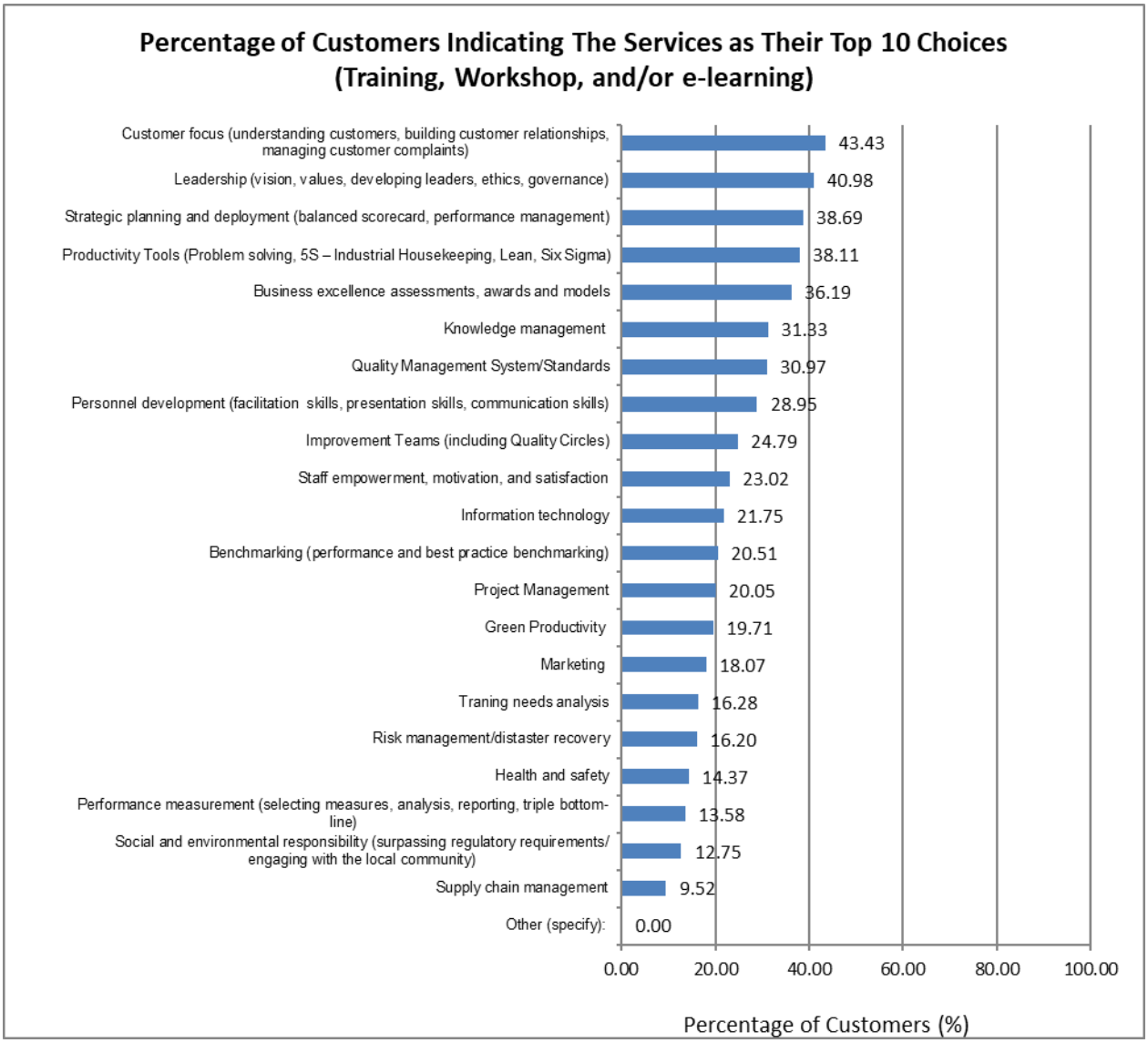
Training, Workshop, and/or e-learning services	Weighted Organizations Interest Level
Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)	2.13
Improvement Teams (including Quality Circles)	1.56
Strategic planning and deployment (balanced scorecard, performance management)	1.50
Knowledge management	1.44
Quality Management System/Standards	1.44

Business excellence assessments, awards and models	1.31
Green Productivity	1.25
Leadership (vision, values, developing leaders, ethics, governance)	1.19
Customer focus (understanding customers, building customer relationships, managing customer complaints)	1.19
Personnel development (facilitation skills, presentation skills, communication skills)	1.06
Benchmarking (performance and best practice benchmarking)	0.81
Project Management	0.81
Training needs analysis	0.75
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	0.63
Staff empowerment, motivation, and satisfaction	0.63
Health and safety	0.56
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	0.44
Risk management/disaster recovery	0.38
Information technology	0.38
Supply chain management	0.38
Marketing	0.25
Other (specify):	0.19



2.22.1 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

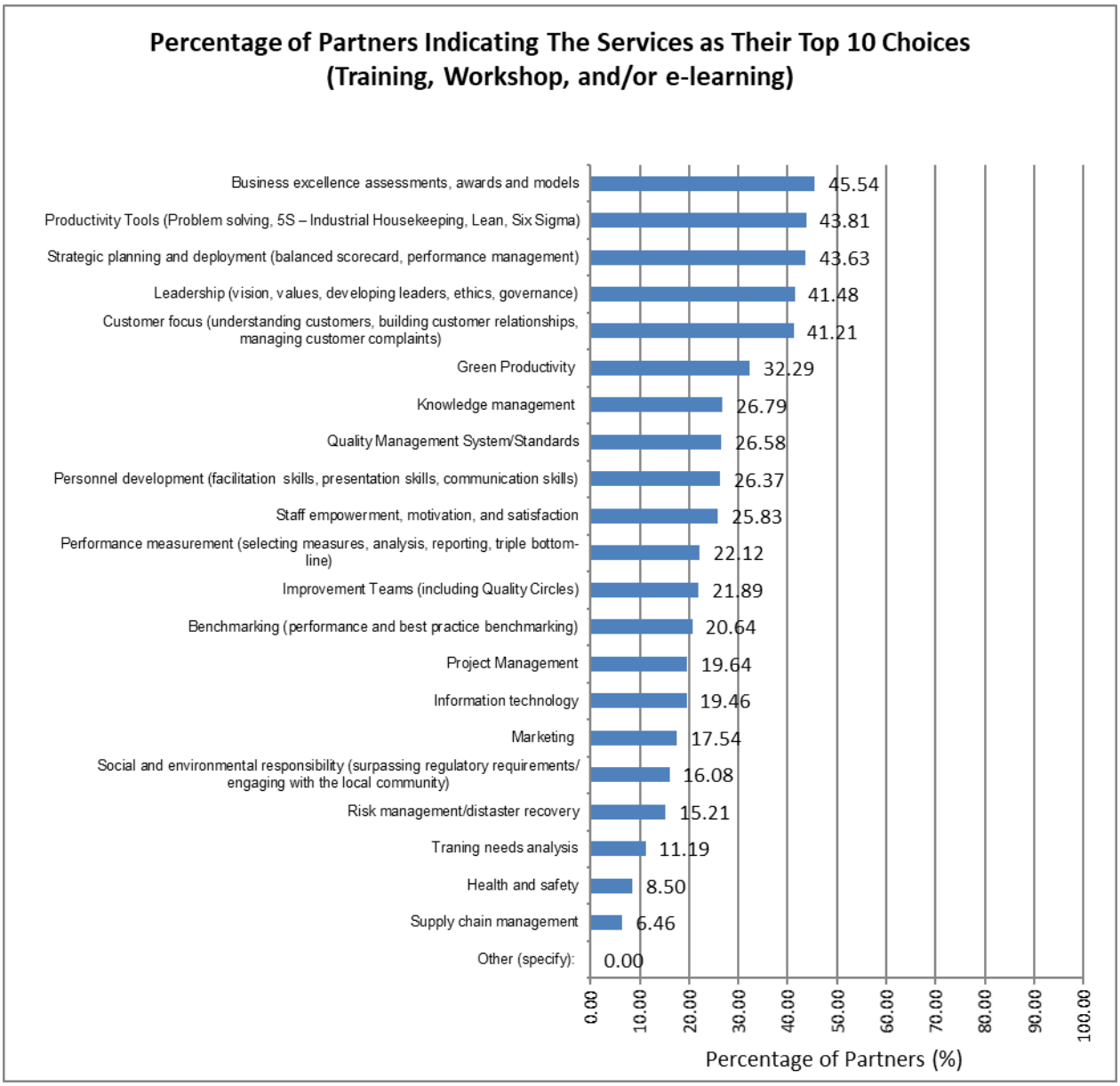
Training, Workshop, and/or e-learning services	% Customer indicated as top 10
Customer focus (understanding customers, building customer relationships, managing customer complaints)	43.43
Leadership (vision, values, developing leaders, ethics, governance)	40.98
Strategic planning and deployment (balanced scorecard, performance management)	38.69
Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)	38.11
Business excellence assessments, awards and models	36.19
Knowledge management	31.33
Quality Management System/Standards	30.97
Personnel development (facilitation skills, presentation skills, communication skills)	28.95
Improvement Teams (including Quality Circles)	24.79
Staff empowerment, motivation, and satisfaction	23.02
Information technology	21.75
Benchmarking (performance and best practice benchmarking)	20.51
Project Management	20.05
Green Productivity	19.71
Marketing	18.07
Training needs analysis	16.28
Risk management/disaster recovery	16.20
Health and safety	14.37
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	13.58
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	12.75
Supply chain management	9.52
Other (specify):	0.00



2.22.1 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

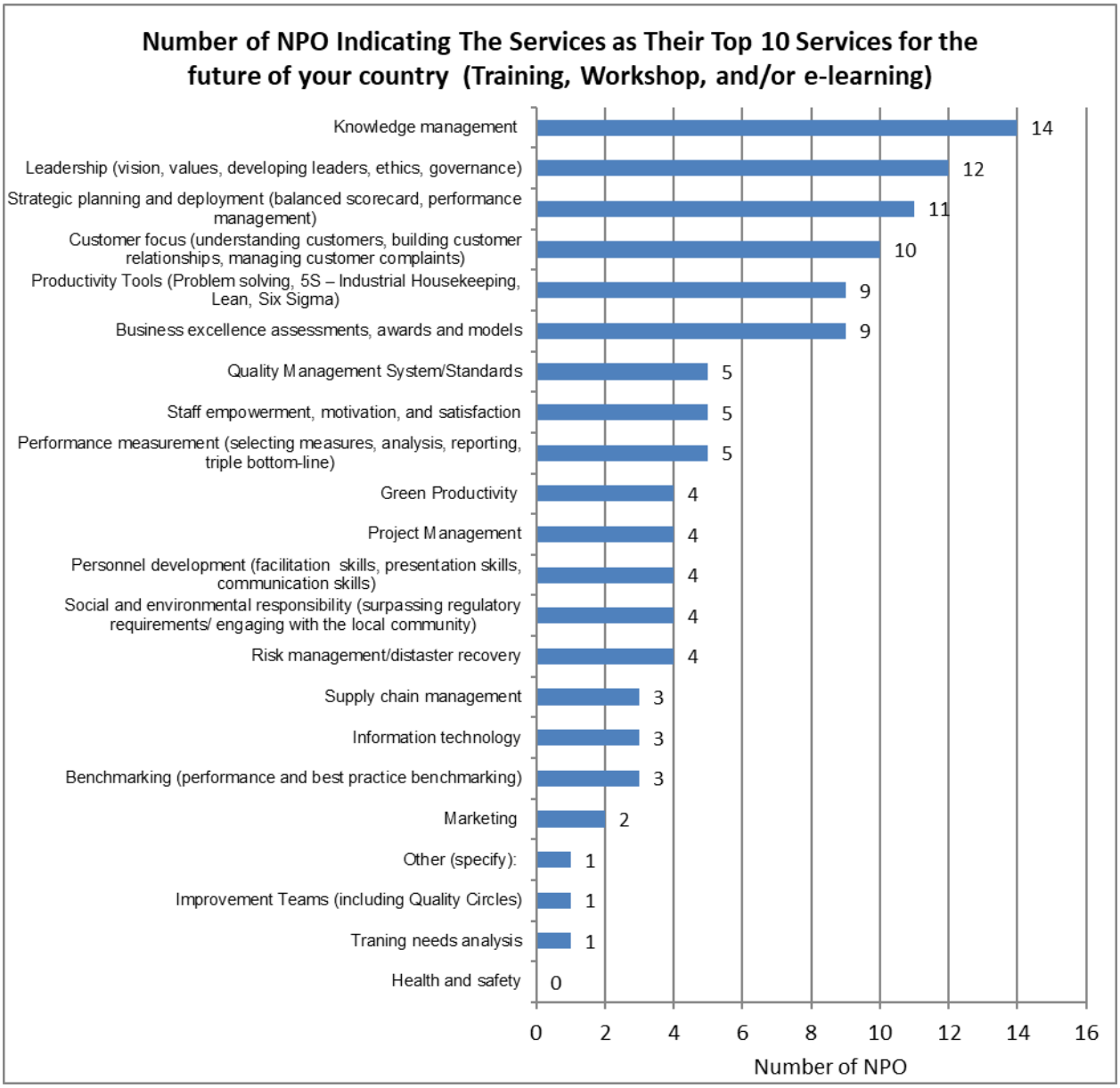
Training, Workshop, and/or e-learning services	% Partner indicated as top 10
Business excellence assessments, awards and models	45.54
Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)	43.81
Strategic planning and deployment (balanced scorecard, performance management)	43.63
Leadership (vision, values, developing leaders, ethics, governance)	41.48
Customer focus (understanding customers, building customer relationships, managing customer complaints)	41.21
Green Productivity	32.29
Knowledge management	26.79
Quality Management System/Standards	26.58
Personnel development (facilitation skills, presentation skills, communication skills)	26.37

Staff empowerment, motivation, and satisfaction	25.83
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	22.12
Improvement Teams (including Quality Circles)	21.89
Benchmarking (performance and best practice benchmarking)	20.64
Project Management	19.64
Information technology	19.46
Marketing	17.54
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	16.08
Risk management/disaster recovery	15.21
Training needs analysis	11.19
Health and safety	8.50
Supply chain management	6.46
Other (specify):	0.00



2.22.1 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Training, Workshop, and/or e-learning services	NPO CEO indicated as top 10
Knowledge management	14
Leadership (vision, values, developing leaders, ethics, governance)	12
Strategic planning and deployment (balanced scorecard, performance management)	11
Customer focus (understanding customers, building customer relationships, managing customer complaints)	10
Business excellence assessments, awards and models	9
Productivity Tools (Problem solving, 5S – Industrial Housekeeping, Lean, Six Sigma)	9
Performance measurement (selecting measures, analysis, reporting, triple bottom-line)	5
Staff empowerment, motivation, and satisfaction	5
Quality Management System/Standards	5
Risk management/disaster recovery	4
Social and environmental responsibility (surpassing regulatory requirements/ engaging with the local community)	4
Personnel development (facilitation skills, presentation skills, communication skills)	4
Project Management	4
Green Productivity	4
Benchmarking (performance and best practice benchmarking)	3
Information technology	3
Supply chain management	3
Marketing	2
Training needs analysis	1
Improvement Teams (including Quality Circles)	1
Other (specify):	1
Health and safety	0



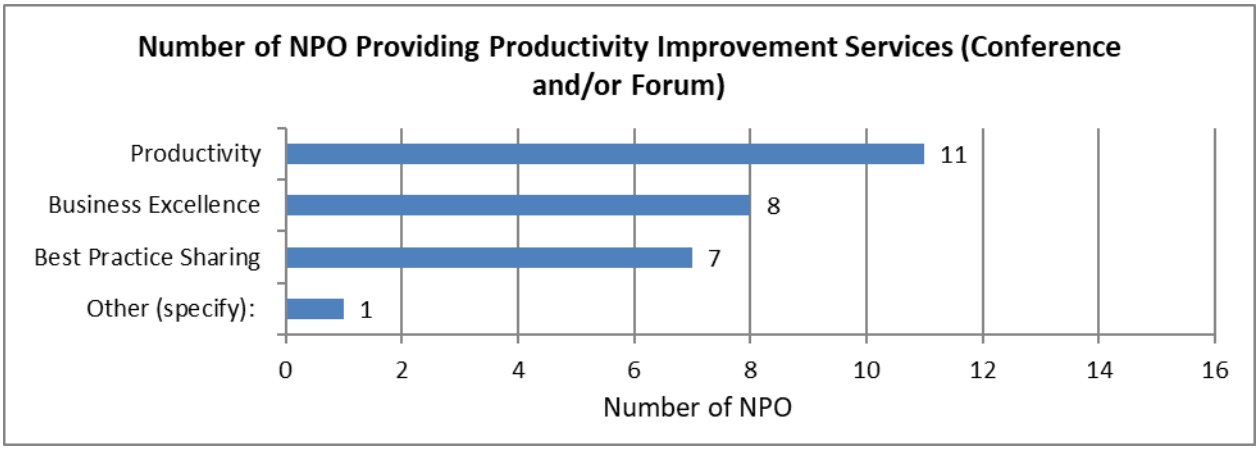
2.22.2 Conference and/or Forum

Elements	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Productivity	11	0	3	6	21.38	25.27	2	1.50
Business Excellence	8	0	2	4	12.51	10.56	1	1.00
Best Practice Sharing	7	1	0	5	10.47	22.92	2	1.00
Other (specify):	1	0	0	1	0.00	0.00	0	0.19

	Productivity					Business Excellence					Best Practice Sharing					Other (specify):				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	26	14	0	1	H	10	0	1	1	H	26	0	0	0	na	0	0	0
Lao	1	M	10	12	1	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	100	1	0	na	0	0	0
Indonesia	1	M	11.1	20	0	1	M	22.2	0	0	0	na	38.8	20	1	0	na	0	0	0
Mongolia	1	H	0	33.3	0	0	na	0	0	0	1	H	18.75	0	0	0	na	0	0	0
Fiji	1	H	0	0	0	1	H	0	0	0	1	L	0	75	0	0	na	0	0	0
Vietnam	1	H	47	20	0	0	na	0	0	0	1	H	11	40	0	1	H	0	0	0
Bangladesh	0	na	40	33	0	0	na	50	67	0	0	na	40	0	0	0	na	0	0	0
Thailand	1	H	10	0	0	1	H	10	0	0	1	H	20	66.7	0	0	na	0	0	0
Sri Lanka	0	na	0	35	0	1	H	0	0	0	1	H	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	50	0	1	No response	0	0	0	1	No response	0	50	0	0	na	0	0	0
Philippines	0	na	13	10	0	1	No response	13	5	0	0	na	13	15	0	0	na	0	0	0
ROC	1	M	95	97	0	1	M	95	97	0	0	na	0	0	0	0	na	0	0	0
Pakistan	1	H	90	80	1	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	1	No response	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	11				2	8				1	7				2	1				0
Mean			21.38	25.27				12.51	10.56				10.47	22.92				0.00	0.00	

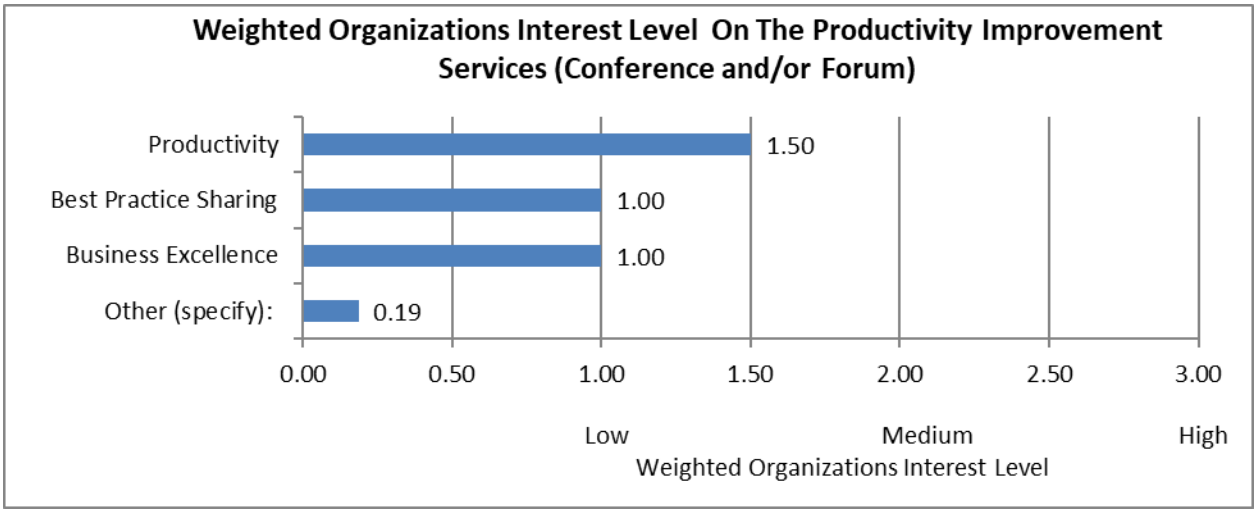
2.22.2 A) What Conference and/or Forums has your NPO provided in the last year?

Conference and/or Forum	No. of NPO
Productivity	11
Business Excellence	8
Best Practice Sharing	7
Other (specify):	1



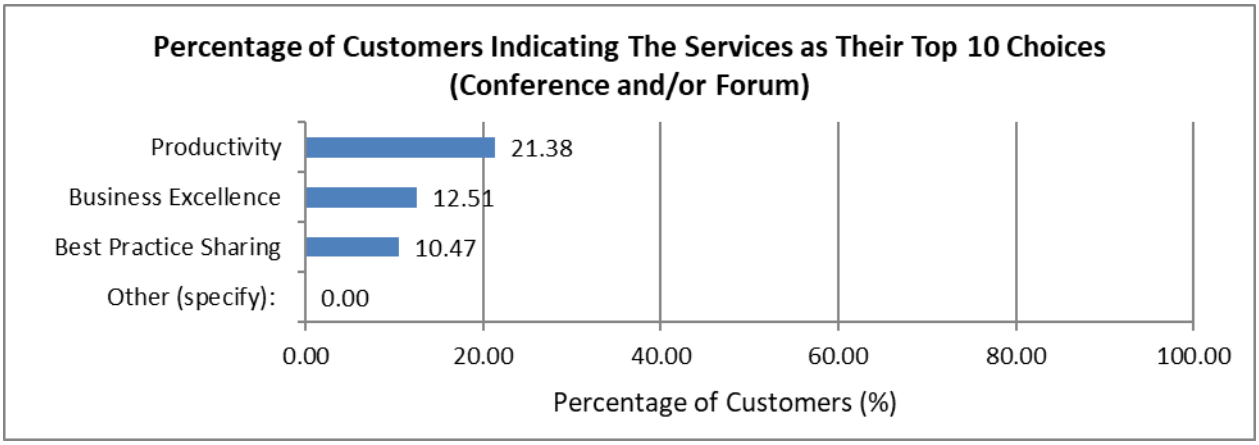
2.22.2 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Conference and/or Forum	Weighted Organizations Interest Level
Productivity	1.50
Business Excellence	1.00
Best Practice Sharing	1.00
Other (specify):	0.19



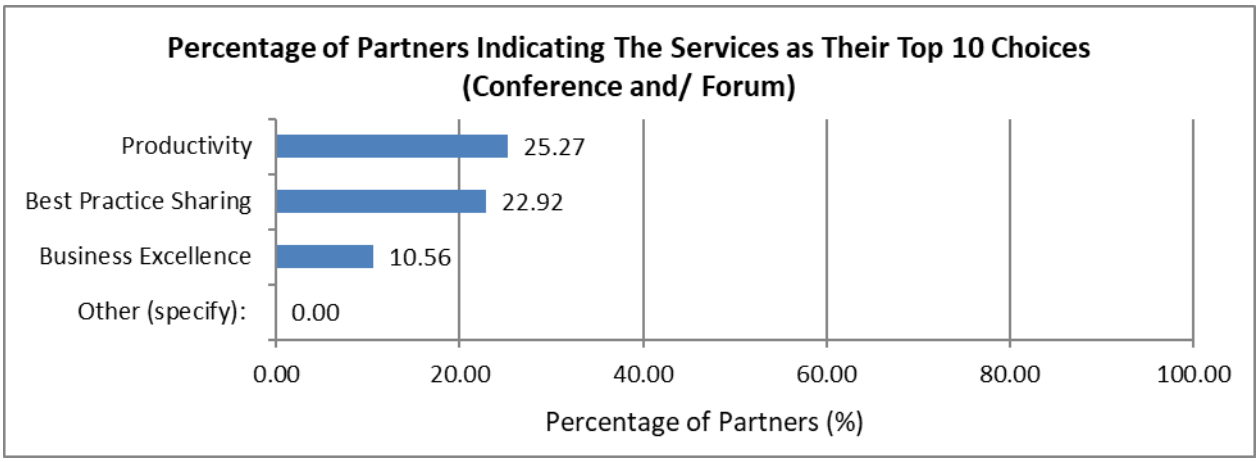
2.22.2 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Conference and/or Forum	% Customer indicated as top 10
Productivity	21.38
Business Excellence	12.51
Best Practice Sharing	10.47
Other (specify):	0.00



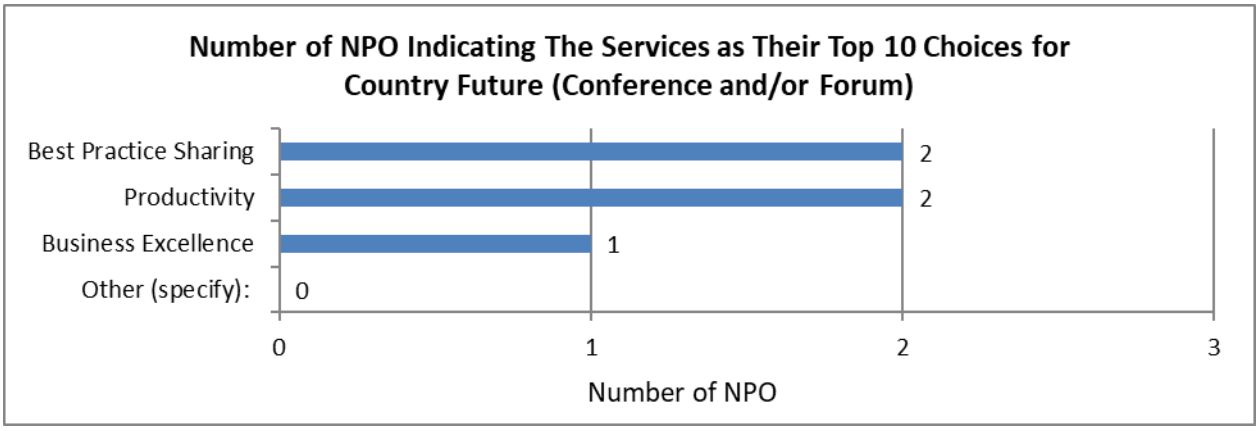
2.22.2 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Conference and/or Forum	% Partner indicated as top 10
Productivity	25.27
Best Practice Sharing	22.92
Business Excellence	10.56
Other (specify):	0.00



2.22.2 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Conference and/or Forum	NPO CEO indicated as top 10
Productivity	2
Best Practice Sharing	2
Business Excellence	1
Other (specify):	0



2.22.3 Mentoring, Coaching and/or Consultancy Services

Mentoring, Coaching and/or Consultancy Services	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Developing organizational capability – SMEs	11	3	2	4	24.68	37.48	5	1.19
Developing organizational capability – public sector	9	2	5	1	19.14	16.38	3	0.94
Business excellence	6	1	3	1	13.55	12.71	1	0.63
Leadership	7	2	3	1	17.51	9.69	1	0.69
Strategic planning	7	0	4	2	17.11	12.88	0	0.88
Customer and market focus	5	0	3	2	13.38	10.50	0	0.75
Measurement, analysis and knowledge management	11	2	2	4	13.69	16.50	1	1.13
Human resources	7	3	1	2	24.67	15.13	1	0.69
Process management	8	1	4	2	14.75	16.25	0	0.94
Other (specify):	2	0	0	1	0.00	0.00	1	0.19

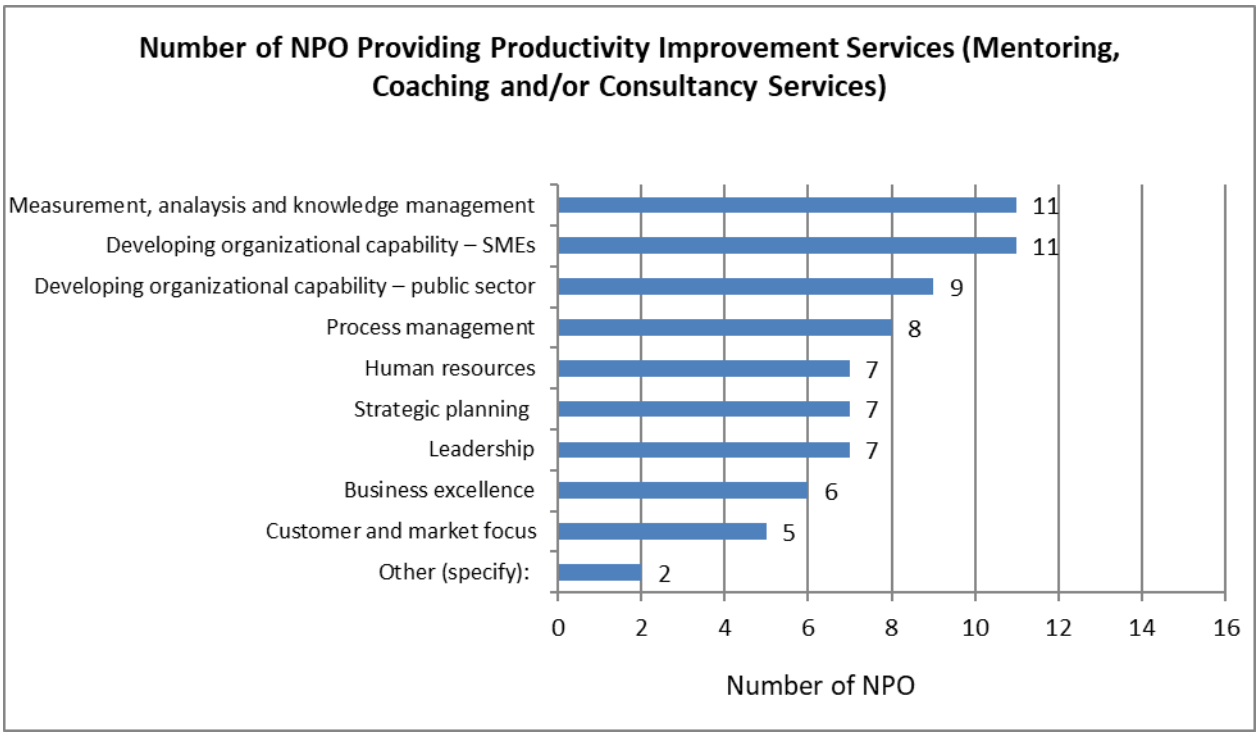
	Developing organizational capability – SMEs					Developing organizational capability – public sector					Business excellence					Leadership				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	L	13	57	0	0	na	6	0	0	0	na	6	29	0	0	na	23	0	0
Lao	1	M	18	48	0	1	M	20	30	0	0	na	0	0	0	1	M	11	9	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	38.8	40	0	0	na	22.2	20	0	0	na	16.6	0	0	0	na	11.1	0	0
Mongolia	1	L	0	0	0	1	L	0	0	1	0	na	6.25	33.3	0	0	na	25	0	0
Fiji	1	L	0	0	0	0	na	0	0	0	1	M	0	0	0	1	M	0	0	0
Vietnam	1	M	47	40	1	1	M	0	0	0	0	na	5	0	0	0	na	11	0	0
Bangladesh	0	na	60	33	1	1	M	80	67	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	H	0	36.7	0	1	M	5	0	0	1	M	15	0	1	1	L	25	0	0
Sri Lanka	1	H	0	35	1	1	H	0	0	1	1	H	0	0	0	1	H	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	20	100	1	1	No response	0	0	1	1	No response	15	0	0	1	No response	10	0	0
Philippines	1	No response	20	45	0	0	na	40	20	0	0	na	13	15	0	0	na	13	10	0
ROC	1	H	98	95	0	1	M	93	95	0	1	M	90	96	0	1	M	91	96	0
Pakistan	1	H	80	70	1	1	L	40	30	0	1	L	50	30	0	1	L	60	40	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	1
Total	11				5	9				3	6				1	7				1
Mean			24.68	37.48				19.14	16.38				13.55	12.71				17.51	9.69	

	Strategic planning					Customer and market focus					Measurement, analysis and knowledge management					Human resources				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	na	13	0	0	0	na	19	0	0	1	H	16	14	0	0	na	6	0	0
Lao	1	M	11	9	0	0	M	0	0	0	1	M	5	3	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	54	0	0
Indonesia	0	na	38.8	20	0	0	na	0	0	0	0	na	11.1	40	0	0	na	22.2	20	0
Mongolia	0	na	0	0	0	0	na	0	0	0	1	H	0	0	1	0	na	12.5	0	0
Fiji	1	M	0	0	0	1	H	0	0	0	1	M	0	0	0	1	H	54	0	1
Vietnam	0	na	5	0	0	0	na	11	0	0	0	na	5	20	0	1	L	21	40	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	40	0	0
Thailand	1	M	20	0	0	0	na	5	0	0	1	L	25	0	0	1	L	15	0	0
Sri Lanka	1	H	0	0	0	1	H	0	0	0	1	H	0	0	0	1	H	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	1	No response	0	0	0	1	No response	0	50	0	1	No response	0	0	0
Philippines	0	na	13	10	0	0	na	13	5	0	1	No response	7	5	0	0	na	0	15	0
ROC	1	H	93	97	0	1	M	96	98	0	1	H	95	97	0	1	L	95	97	0
Pakistan	1	M	80	70	0	1	M	70	65	0	1	L	55	35	0	1	M	75	70	0
Iran	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	0	0	na	0	0	0
Total	7				0	5				0	11				1	7				1
Mean			17.11	12.88				13.38	10.50				13.69	16.50				24.67	15.13	

	Process management					Other (specify):(Vietnam,Productivity and Quality improvement tools)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	0	29	0	0	na	0	0	0
Lao	1	M	0	10	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	5.5	0	0	0	na	0	0	0
Mongolia	0	na	37.5	0	0	0	na	0	0	0
Fiji	1	M	0	50	0	0	na	0	0	0
Vietnam	0	na	11	20	0	1	H	0	0	1
Bangladesh	0	na	30	0	0	0	na	0	0	0
Thailand	1	M	5	0	0	0	na	0	0	0
Sri Lanka	1	H	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	1	No response	0	0	0
Philippines	0	na	0	15	0	0	na	0	0	0
ROC	1	M	97	96	0	0	na	0	0	0
Pakistan	1	L	50	40	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0
Total	8				0	2				1
Mean			14.75	16.25				0.00	0.00	

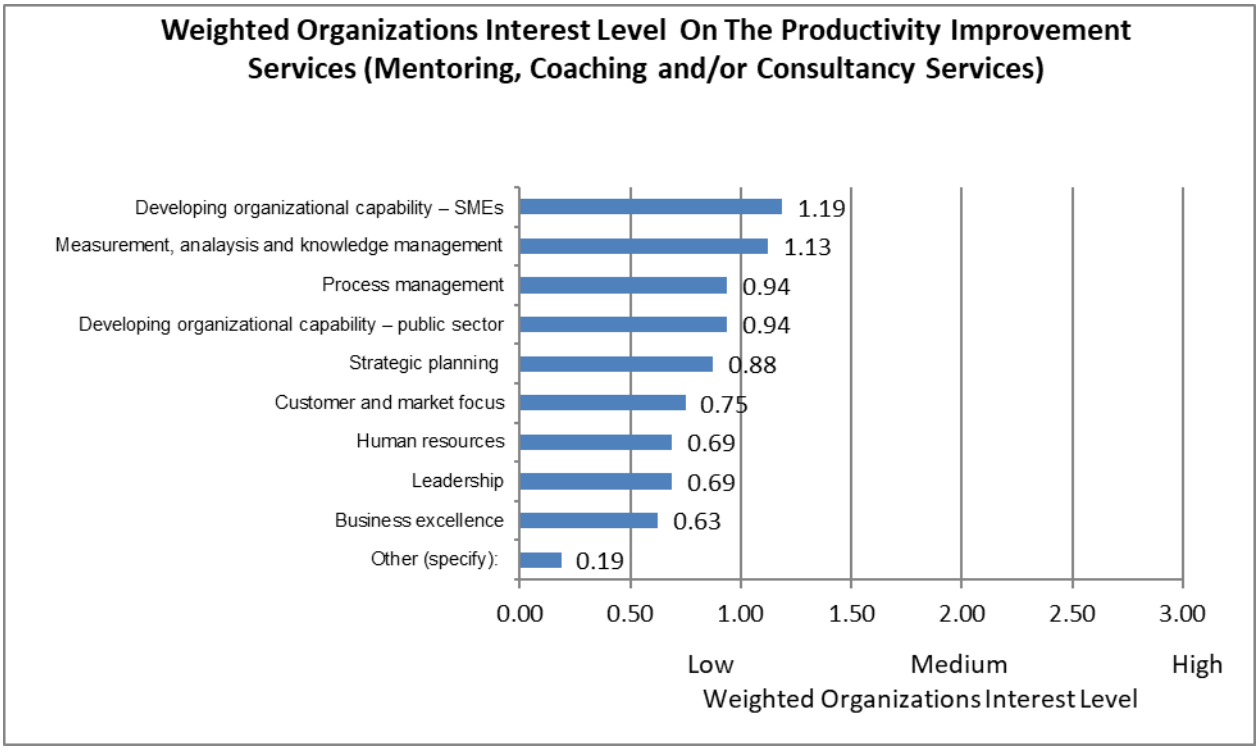
2.22.3 A) What Mentoring, Coaching and/or Consultancy Services has your NPO provided in the last year?

Mentoring, Coaching and/or Consultancy Services	No. of NPO
Developing organizational capability – SMEs	11
Measurement, analysis and knowledge management	11
Developing organizational capability – public sector	9
Process management	8
Leadership	7
Strategic planning	7
Human resources	7
Business excellence	6
Customer and market focus	5
Other (specify):	2



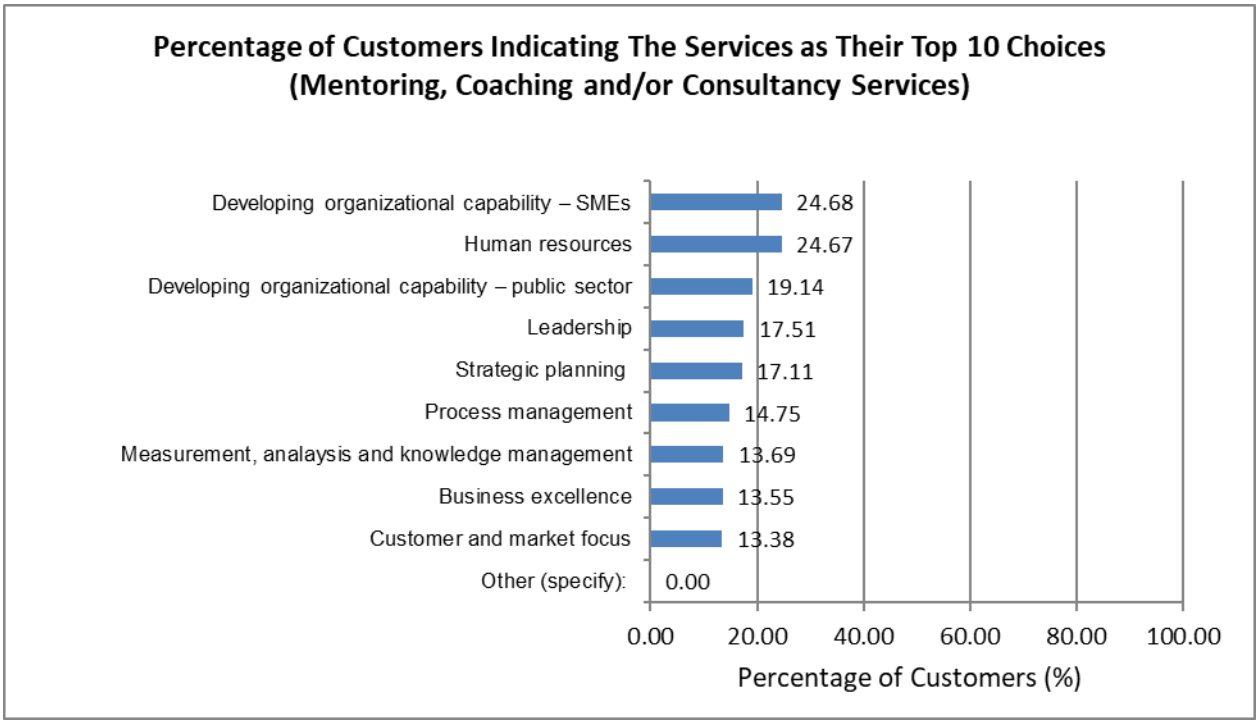
2.22.3 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Mentoring, Coaching and/or Consultancy Services	Weighted Organizations Interest Level
Developing organizational capability – SMEs	1.19
Measurement, analysis and knowledge management	1.13
Developing organizational capability – public sector	0.94
Process management	0.94
Strategic planning	0.88
Customer and market focus	0.75
Leadership	0.69
Human resources	0.69
Business excellence	0.63
Other (specify):	0.19



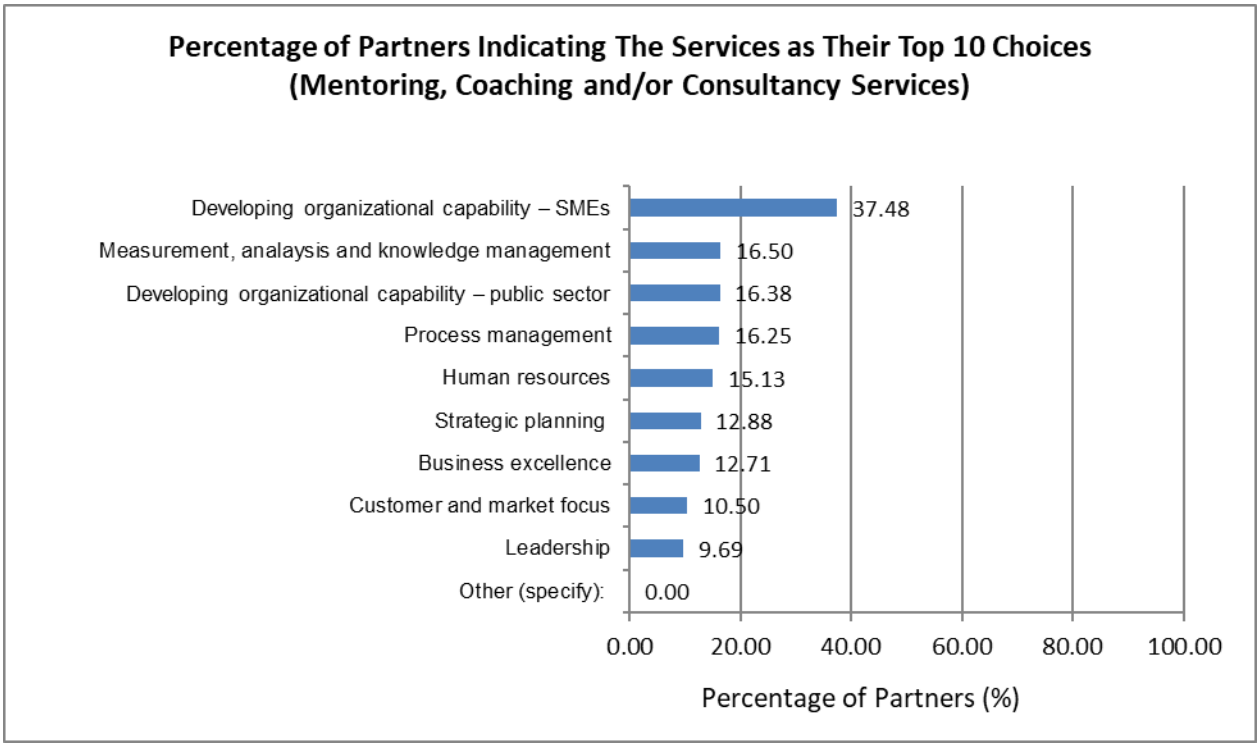
2.22.3 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Mentoring, Coaching and/or Consultancy Services	% Customer indicated as top 10
Developing organizational capability – public sector	19.14
Leadership	17.51
Strategic planning	17.11
Business excellence	13.55
Customer and market focus	13.38
Other (specify):	0.00
Measurement, analysis and knowledge management	13.69
Process management	14.75
Human resources	24.67
Developing organizational capability – SMEs	24.68



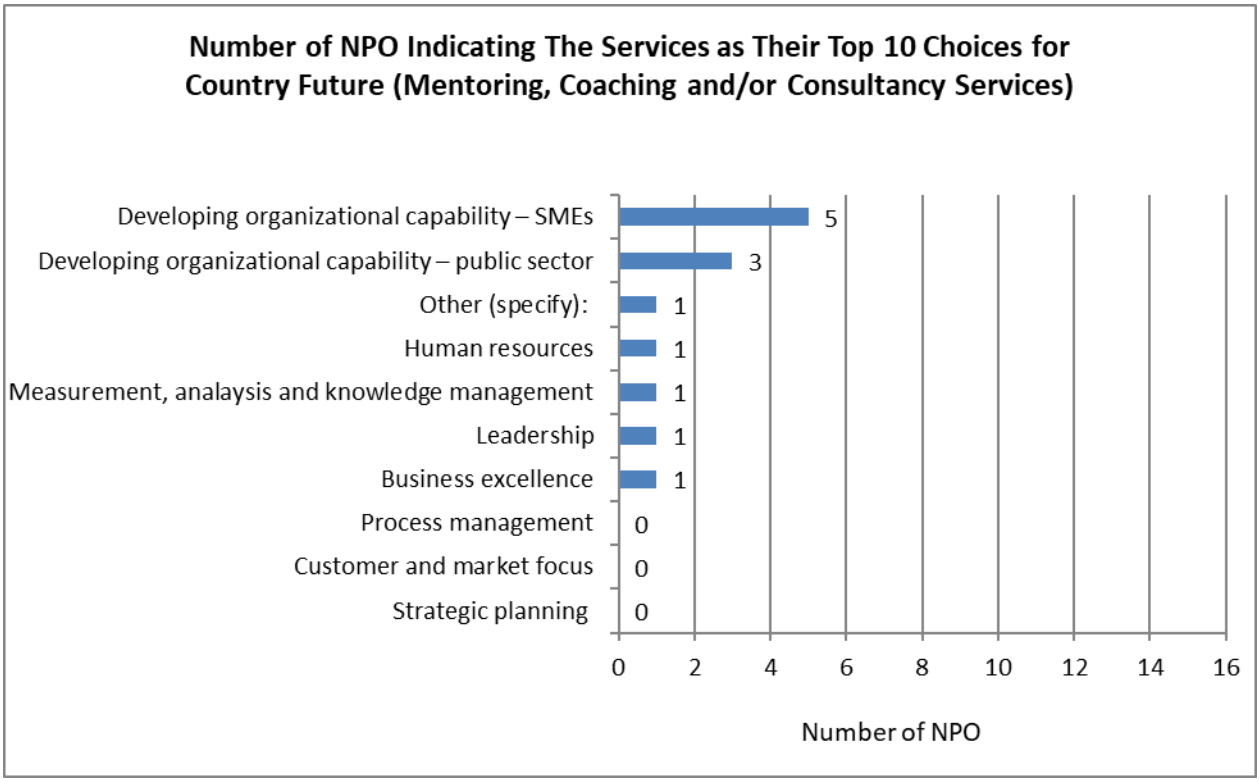
2.22.3 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Mentoring, Coaching and/or Consultancy Services	% Partner indicated as top 10
Developing organizational capability – SMEs	37.48
Measurement, analysis and knowledge management	16.50
Developing organizational capability – public sector	16.38
Process management	16.25
Human resources	15.13
Strategic planning	12.88
Business excellence	12.71
Customer and market focus	10.50
Leadership	9.69
Other (specify):	0.00



2.22.3 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Mentoring, Coaching and/or Consultancy Services	NPO CEO indicated as top 10
Developing organizational capability – SMEs	5
Developing organizational capability – public sector	3
Business excellence	1
Leadership	1
Measurement, analysis and knowledge management	1
Human resources	1
Other (specify):	1
Strategic planning	0
Customer and market focus	0
Process management	0



2.22.4 Information Dissemination

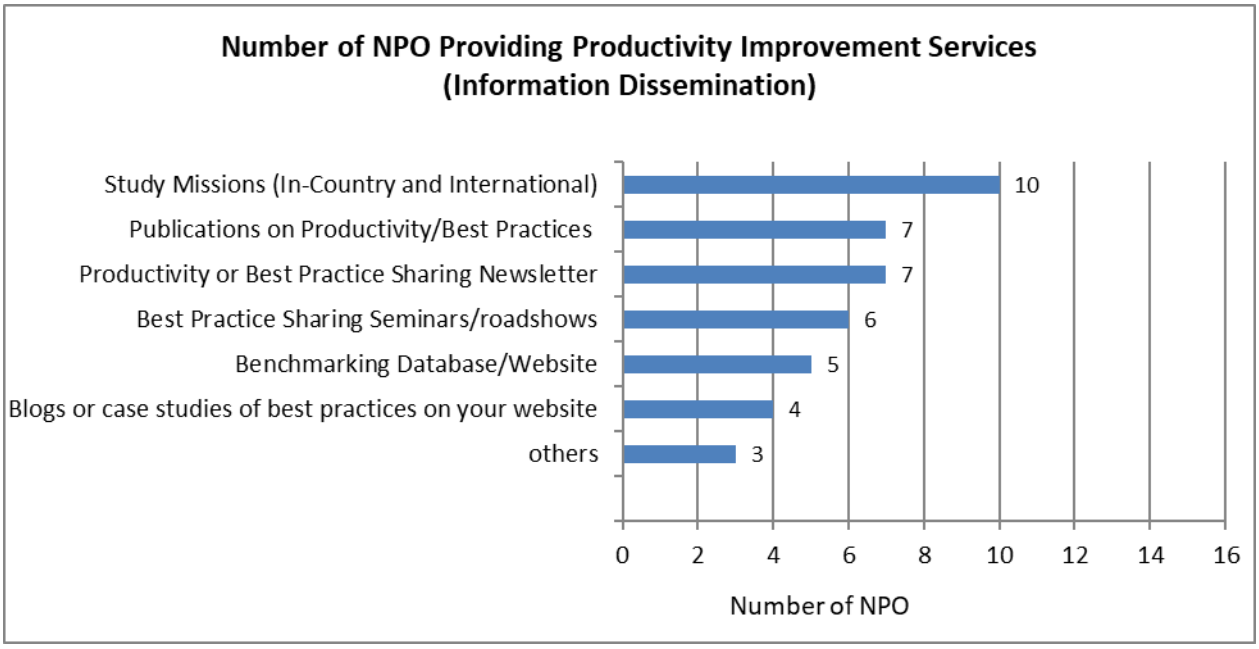
Information Dissemination	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Benchmarking Database/Website	5	3	2	0	9.95	6.44	1	0.44
Blogs or case studies of best practices on your website	4	1	1	0	1.03	5.08	0	0.19
Study Missions (In-Country and International)	10	1	4	1	5.30	7.63	0	0.75
Productivity or Best Practice Sharing Newsletter	7	3	2	2	5.63	6.81	1	0.81
Publications on Productivity/Best Practices	7	1	3	2	2.16	1.25	1	0.81
Best Practice Sharing Seminars/roadshows	6	1	2	2	3.20	3.89	1	0.69
Others	3	1	0	1	0.00	0.00	0	0.25

	Benchmarking Database/Website					Blogs or case studies of best practices on your website					Study Missions (In-Country and International)					Productivity or Best Practice Sharing Newsletter				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	L	16	0	0	0	na	6	43	0	1	M	13	14	0	0	M	3	14	0
Lao	0	M	0	0	0	0	na	0	0	0	1	M	5	8	0	0	na	0	0	0
Cambodia	0	na	46	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	22.2	0	0	0	na	5.5	0	0	0	na	38.8	20	0	0	na	0	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	1	M	0	0	0
Fiji	0	na	0	0	0	0	na	0	0	0	1	L	0	0	0	1	L	0	0	0
Vietnam	0	na	5	20	0	1	M	5	0	0	1	M	11	20	0	1	H	37	20	0
Bangladesh	0	na	0	0	1	0	na	0	0	0	0	na	0	0	0	0	na	10	0	0
Thailand	1	M	20	33	0	0	na	0	33.3	0	1	M	0	0	0	1	H	0	0	0
Sri Lanka	1	L	0	0	0	1	L	0	0	0	1	H	0	0	0	1	L	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	1	No response	0	0	0	1	No response	10	50	0	1	No response	0	50	0
Philippines	0	na	0	10	0	1	No response	0	5	0	1	No response	7	10	0	0	na	0	5	0
ROC	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	0	0	na	0	0	0
Pakistan	1	L	50	40	0	0	na	0	0	0	0	na	0	0	0	1	L	40	20	0
Iran	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	0	0	na	0	0	1
Total	5				1	4				0	10				0	7				1
Mean			9.95	6.44				1.03	5.08				5.30	7.63				5.63	6.81	

	Publications on Productivity/Best Practices					Best Practice Sharing Seminars/roadshows					others(SriLanka, social media)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	M	3	0	0	1	M	3	29	0	0	na	0	0	0
Lao	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	16.6	20	0	0	na	22.2	0	0	0	na	0	0	0
Mongolia	1	M	0	0	0	1	M	0	33.3	0	0	na	0	0	0
Fiji	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	1	H	5	0	0	1	H	16	0	1	1	H	0	0	0
Bangladesh	0	na	10	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	H	0	0	0	1	H	0	0	0	0	na	0	0	0
Sri Lanka	1	L	0	0	0	1	L	0	0	0	1	L	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	1	1	No response	10	0	0	1	No response	0	0	0
Philippines	1	No response	0	0	0	0	na	0	0	0	0	na	0	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	7				1	6				1	3				0
Mean			2.16	1.25				3.20	3.89				0.00	0.00	

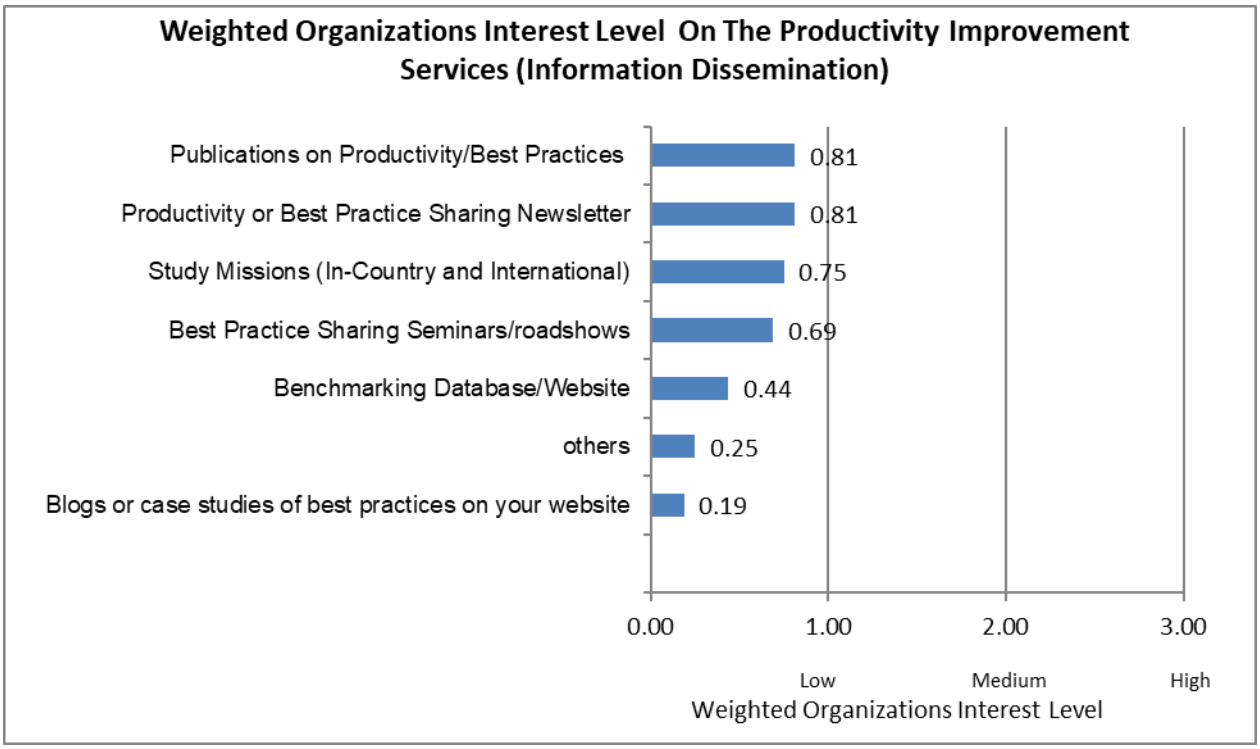
2.22.4 A) What Information Dissemination services has your NPO provided in the last year?

Elements	No. of NPO
Study Missions (In-Country and International)	10
Productivity or Best Practice Sharing Newsletter	7
Publications on Productivity/Best Practices	7
Best Practice Sharing Seminars/road shows	6
Benchmarking Database/Website	5
Blogs or case studies of best practices on your website	4
others	3



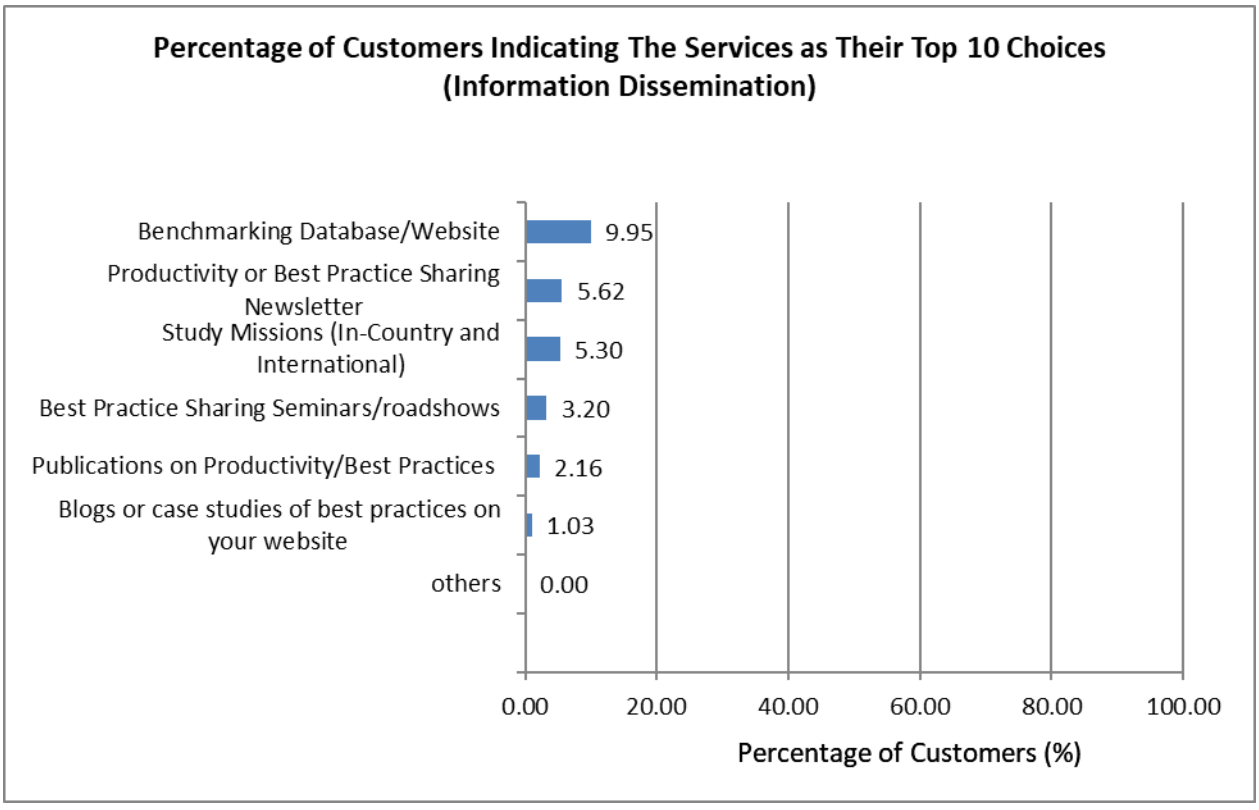
2.4 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Elements	Weighted Organizations Interest Level
Productivity or Best Practice Sharing Newsletter	0.81
Publications on Productivity/Best Practices	0.81
Study Missions (In-Country and International)	0.75
Best Practice Sharing Seminars/road shows	0.69
Benchmarking Database/Website	0.44
others	0.25
Blogs or case studies of best practices on your website	0.19



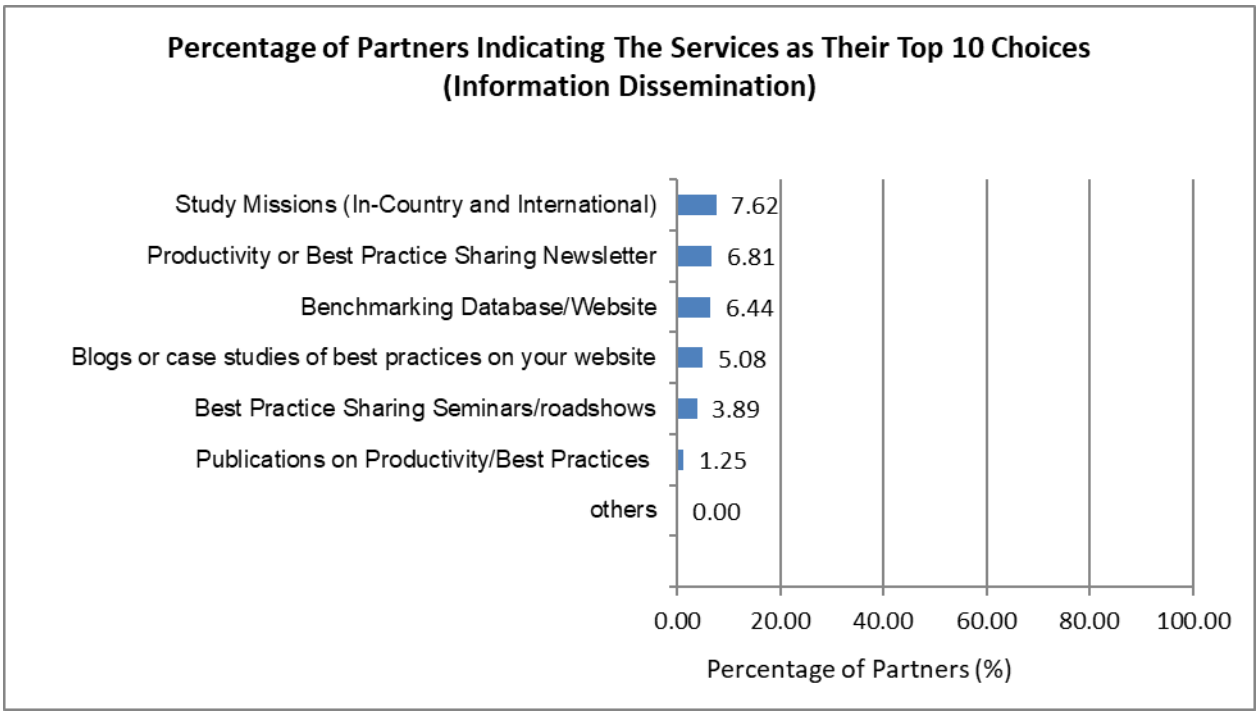
2.22.4 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Information Dissemination	% Customer indicated as top 10
Benchmarking Database/Website	9.95
Productivity or Best Practice Sharing Newsletter	5.63
Study Missions (In-Country and International)	5.30
Best Practice Sharing Seminars/road shows	3.20
Publications on Productivity/Best Practices	2.16
Blogs or case studies of best practices on your website	1.03
others	0.00



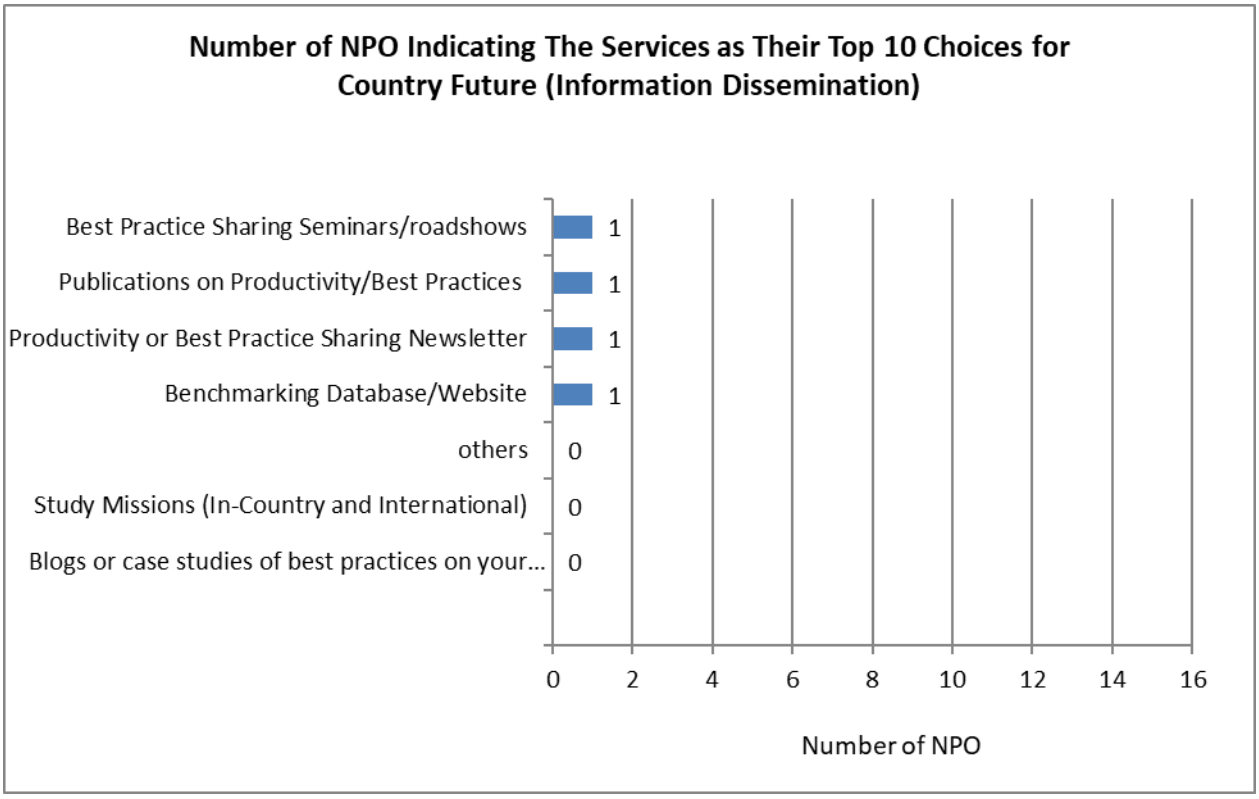
2.22.4 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Information Dissemination	% Partner indicated as top 10
Study Missions (In-Country and International)	7.63
Productivity or Best Practice Sharing Newsletter	6.81
Benchmarking Database/Website	6.44
Blogs or case studies of best practices on your website	5.08
Best Practice Sharing Seminars/road shows	3.89
Publications on Productivity/Best Practices	1.25
others	0.00



2.22.4 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Information Dissemination	NPO CEO indicated as top 10
Benchmarking Database/Website	1
Productivity or Best Practice Sharing Newsletter	1
Publications on Productivity/Best Practices	1
Best Practice Sharing Seminars/road shows	1
Blogs or case studies of best practices on your website	0
Study Missions (In-Country and International)	0
others	0



2.22.5 Toolkits/assessment tools

Toolkits/assessment tools	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Business Excellence assessment tool	8	2	3	2	9.02	14.77	1	0.88
People developer assessment tool	2	0	1	0	8.02	6.56	0	0.13
Innovation assessment tool	4	1	1	1	11.72	7.31	1	0.38
Service excellence assessment tool	3	1	1	0	5.35	0.31	0	0.19
Governance assessment tool	3	1	1	0	3.95	0.31	0	0.19
Marketing assessment tool	3	0	2	0	6.96	4.06	0	0.25
Productivity assessment tool	8	0	3	2	13.26	21.71	3	0.75
Financial management assessment tool	2	0	1	0	1.31	0.31	1	0.13
SME start up assessment tool	3	0	2	1	13.72	12.56	1	0.44
SME growth assessment tool	4	0	2	1	5.66	7.71	0	0.44
Other (specify):	0	0	0	0	0.00	0.88	0	0.00

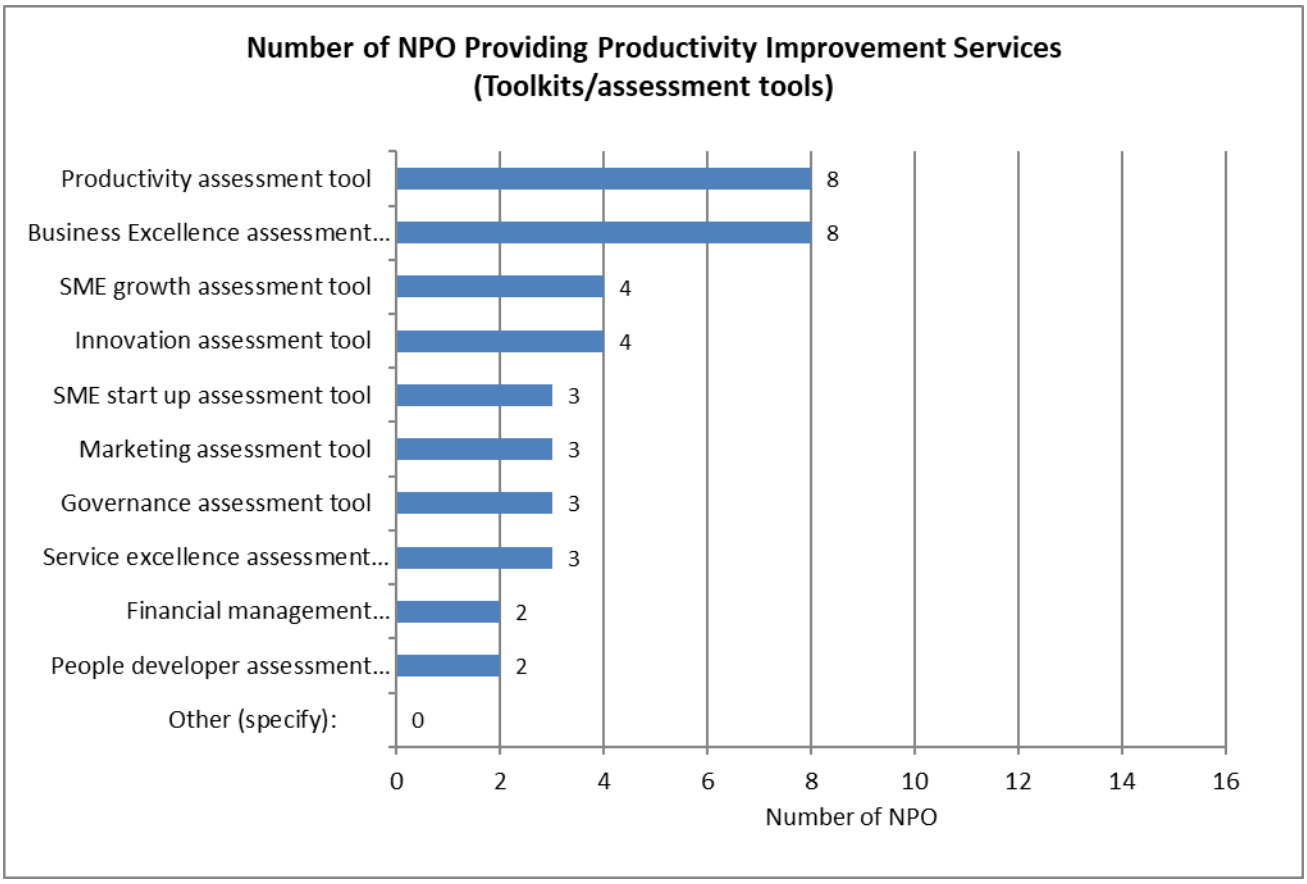
	Business Excellence assessment tool					People developer assessment tool					Innovation assessment tool					Service excellence assessment tool				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	16	29	0	0	na	0	0	0	0	na	23	0	0	1	No response	6	0	0
Lao	1	M	7	5	0	0	na	0	0	0	1	M	11	0	0	0	M	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	1	M	11.1	0	0	0	na	0	0	0	0	na	22.2	0	0	0	na	33.3	0	0
Mongolia	0	na	6.25	33.3	0	0	na	31.25	0	0	0	na	6.25	0	0	0	na	6.25	0	0
Fiji	1	L	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	16	0	0	0	na	5	40	0	0	na	0	20	0	0	na	5	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	M	15	33	1	0	na	15	0	0	1	L	5	0	0	1	L	15	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	0	na	0	0	0	1	No response	0	0	0	0	na	10	0	0	1	No response	0	0	0
Philippines	1	No response	13	10	0	0	na	7	0	0	1	No response	13	0	0	0	na	20	5	0
ROC	1	H	0	96	0	0	na	0	0	0	1	H	97	97	0	0	na	0	0	0
Pakistan	1	L	60	30	0	1	M	70	65	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	1	0	na	0	0	0
Total	8				1	2				0	4				1	3				0
Mean			9.02	14.77				8.02	6.56				11.72	7.31				5.35	0.31	

	Governance assessment tool					Marketing assessment tool					Productivity assessment tool					Financial management assessment tool				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	na	0	0	0	0	na	3	0	0	1	H	3	0	0	0	na	3	0	0
Lao	0	M	0	0	0	1	M	4	0	0	1	M	0	67	0	1	M	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	27.7	0	0	0	na	11.1	0	0	1	M	16.6	0	1	0	na	5.5	0	0
Mongolia	0	na	12.5	0	0	0	na	6.25	0	0	0	na	12.5	33.3	0	0	na	12.5	0	0
Fiji	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	60	67	1	0	na	0	0	0
Thailand	1	L	0	0	0	0	na	10	0	0	1	M	10	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	35	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	10	0	0	1	No response	0	0	0	1	No response	10	50	1	1	No response	0	0	0
Philippines	0	na	13	5	0	0	na	7	0	0	1	No response	0	0	0	0	na	0	5	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	1	M	70	65	0	1	H	100	95	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	0	0	na	0	0	1
Total	3				0	3				0	8				3	2				1
Mean			3.95	0.31				6.96	4.06				13.26	21.71				1.31	0.31	

	SME start up assessment tool					SME growth assessment tool					Others (SME Diagnostic tool)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	na	3	0	0	0	na	0	0	0	0	na	0	14	0
Lao	1	M	0	2	0	1	M	0	5	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	22.2	20	0	0	na	5.5	0	0	0	na	0	0	0
Mongolia	0	na	6.25	0	0	0	na	0	0	0	0	na	0	0	0
Fiji	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	0	na	0	0	0	1	M	0	33.3	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	0	na	0	0	0	1	No response	0	0	0	0	na	0	0	0
Philippines	0	na	0	5	0	0	na	0	10	0	0	na	0	0	0
ROC	1	M	98	94	1	0	na	0	0	0	0	na	0	0	0
Pakistan	1	H	90	80	0	1	H	85	75	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	3				1	4				0	0				0
Mean			13.72	12.56				5.66	7.71				0.00	0.88	

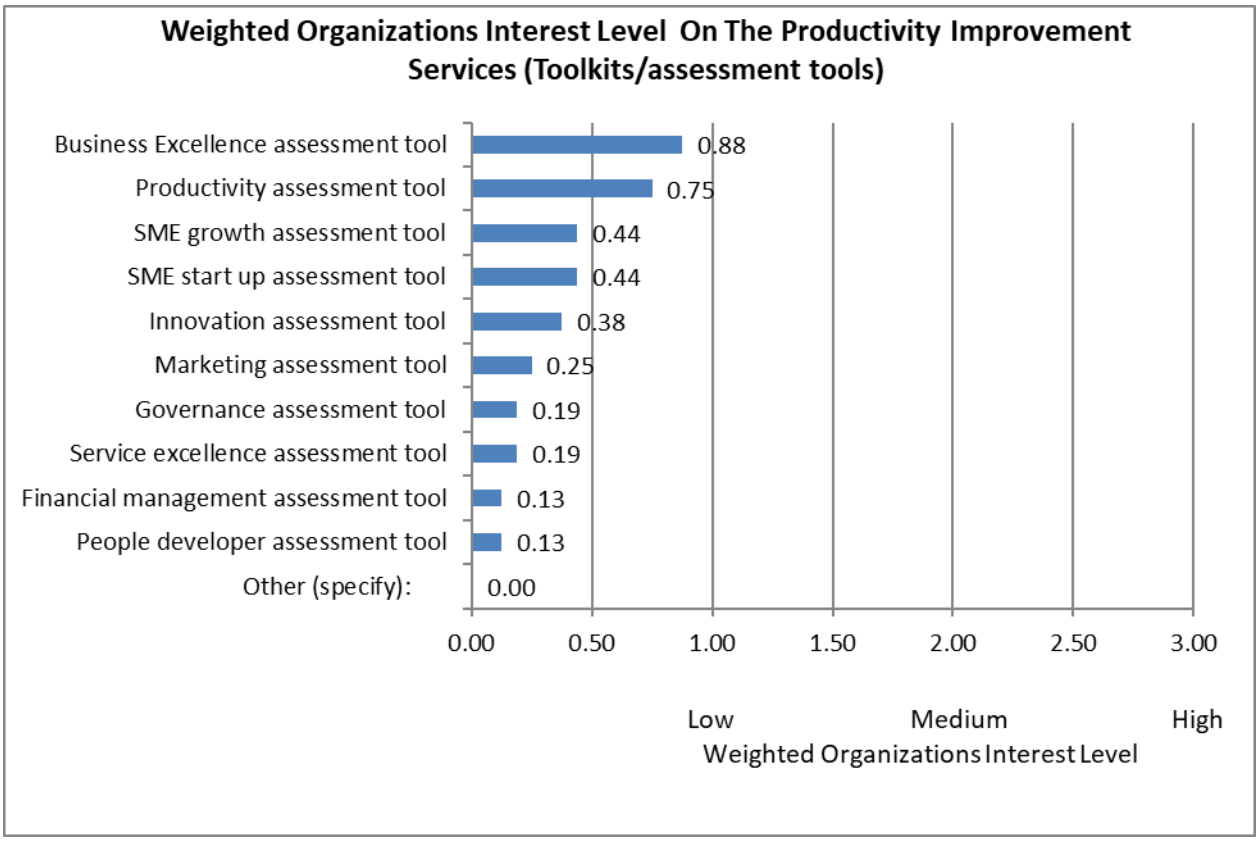
2.22.5 A) What Toolkits/assessment tools has your NPO provided in the last year?

Elements	No. of NPO
Business Excellence assessment tool	8
Productivity assessment tool	8
Innovation assessment tool	4
SME growth assessment tool	4
Service excellence assessment tool	3
Governance assessment tool	3
Marketing assessment tool	3
SME start up assessment tool	3
People developer assessment tool	2
Financial management assessment tool	2
Other (specify):	0



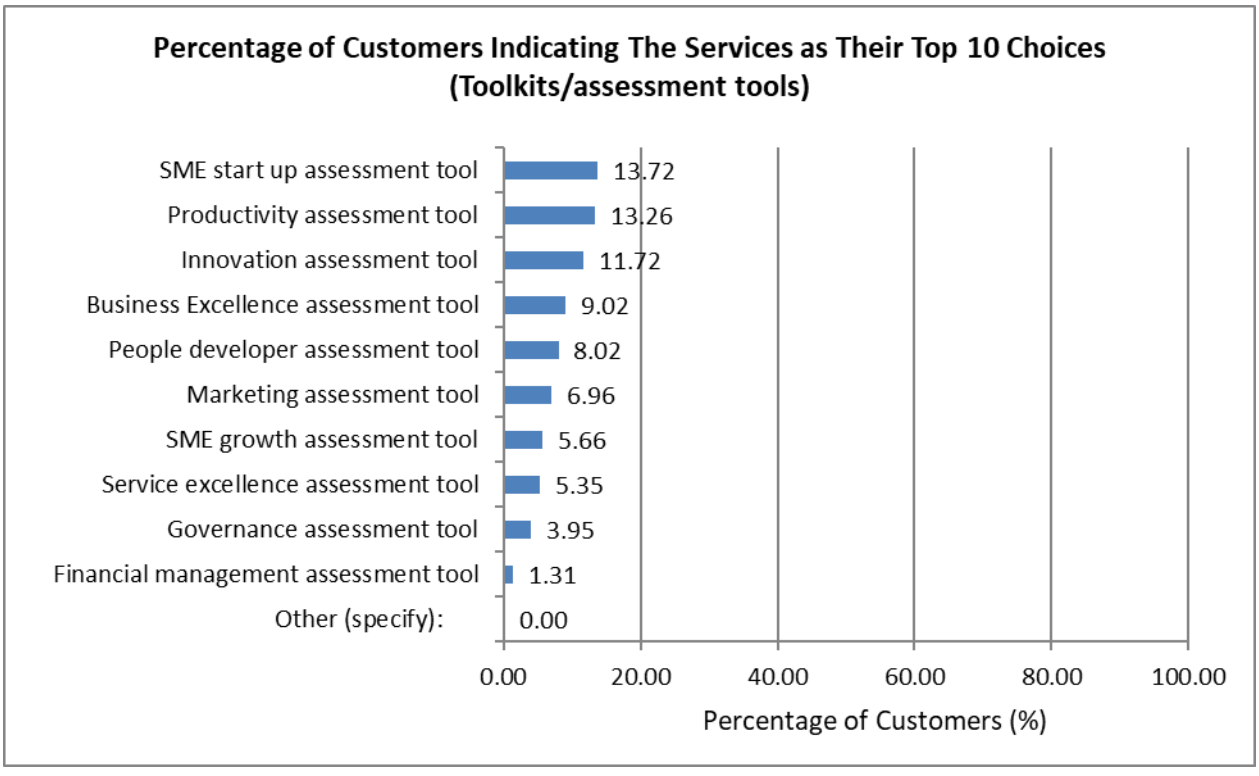
2.22.5 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Toolkits/assessment tools	Weighted Organizations Interest Level
Business Excellence assessment tool	0.88
Productivity assessment tool	0.75
SME start up assessment tool	0.44
SME growth assessment tool	0.44
Innovation assessment tool	0.38
Marketing assessment tool	0.25
Service excellence assessment tool	0.19
Governance assessment tool	0.19
People developer assessment tool	0.13
Financial management assessment tool	0.13
Other (specify):	0.00



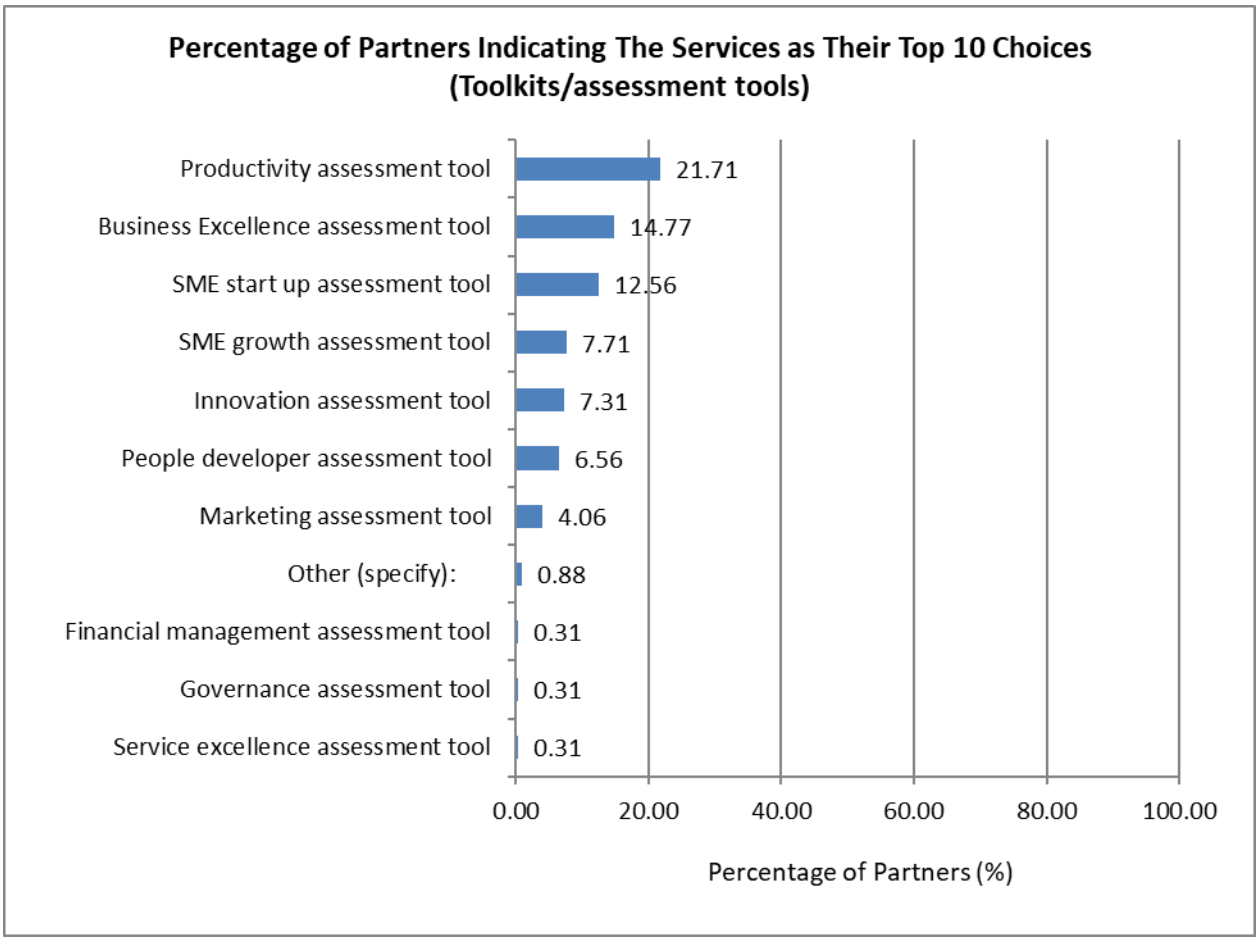
2.22.5 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Toolkits/assessment tools	% Customer indicated as top 10
SME start up assessment tool	13.72
Productivity assessment tool	13.26
Innovation assessment tool	11.72
Business Excellence assessment tool	9.02
People developer assessment tool	8.02
Marketing assessment tool	6.96
SME growth assessment tool	5.66
Service excellence assessment tool	5.35
Governance assessment tool	3.95
Financial management assessment tool	1.31
Other (specify):	0.00



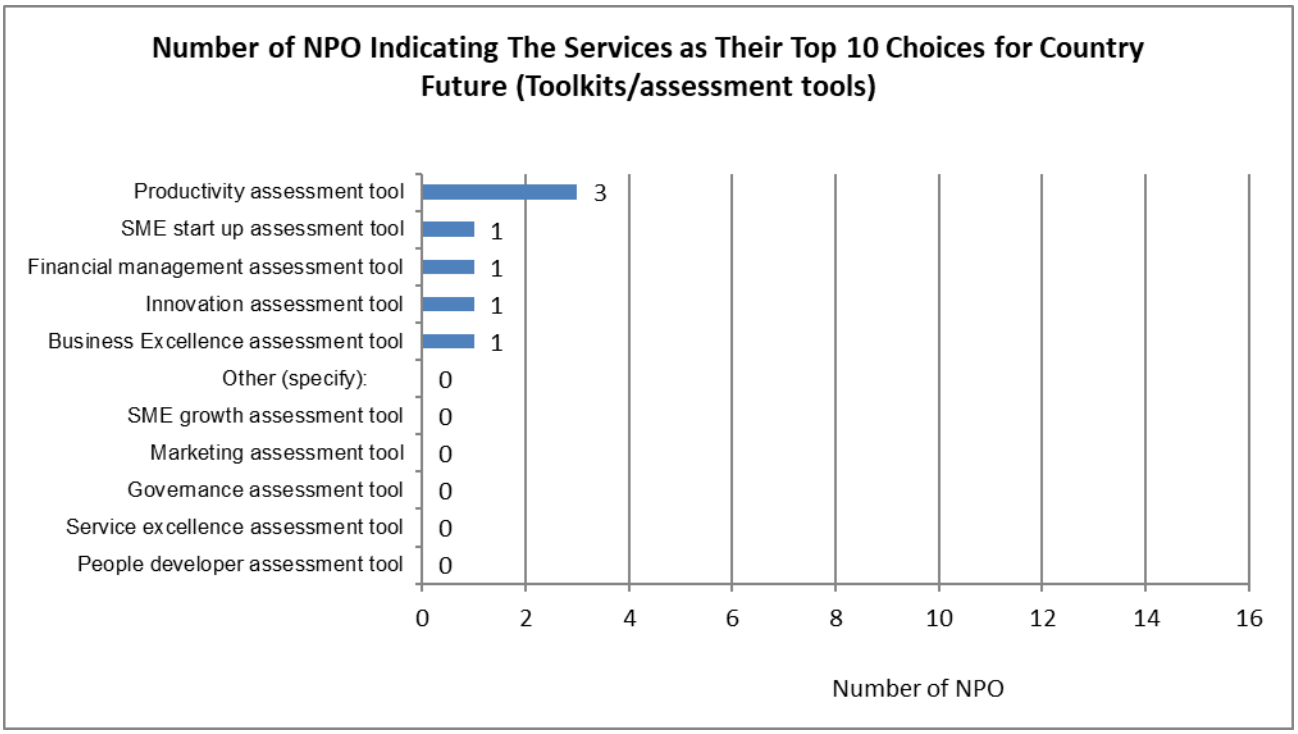
2.22.5 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Toolkits/assessment tools	% Partner indicated as top 10
Productivity assessment tool	21.71
Business Excellence assessment tool	14.77
SME start up assessment tool	12.56
SME growth assessment tool	7.71
Innovation assessment tool	7.31
People developer assessment tool	6.56
Marketing assessment tool	4.06
Other (specify):	0.88
Service excellence assessment tool	0.31
Governance assessment tool	0.31
Financial management assessment tool	0.31



2.22.5 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Toolkits/assessment tools	NPO CEO indicated as top 10
Productivity assessment tool	3
Business Excellence assessment tool	1
Innovation assessment tool	1
Financial management assessment tool	1
SME start up assessment tool	1
People developer assessment tool	0
Service excellence assessment tool	0
Governance assessment tool	0
Marketing assessment tool	0
SME growth assessment tool	0
Other (specify):	0



2.22.6 Awards and standards

Awards and standards	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Business Excellence Awards	8	0	5	3	10.66	17.44	0	1.19
Business Excellence certification	3	0	2	1	8.85	6.06	0	0.44
People Developer Award	1	0	1	0	6.58	5.88	0	0.13
Innovation Awards	2	0	1	0	8.16	8.56	1	0.13
Service Excellence Awards	3	0	2	1	8.94	6.06	0	0.44
5S Awards	5	1	2	1	10.26	7.25	0	0.50
Quality Control Circle Awards	4	0	3	3	7.17	12.25	1	0.94
ISO 9001 (Quality Management System)	3	1	3	1	11.95	11.38	0	0.63
ISO 14001 (Environmental Management System)	2	1	2	0	1.70	0.00	0	0.31
ISO 26000 (Social Responsibility)	1	0	1	0	1.08	0.31	0	0.13
Investors in People Standard	0	0	0	0	0.00	0.00	0	0.00
Other (specify):	2	0	0	0	0.00	0.00	2	0.00

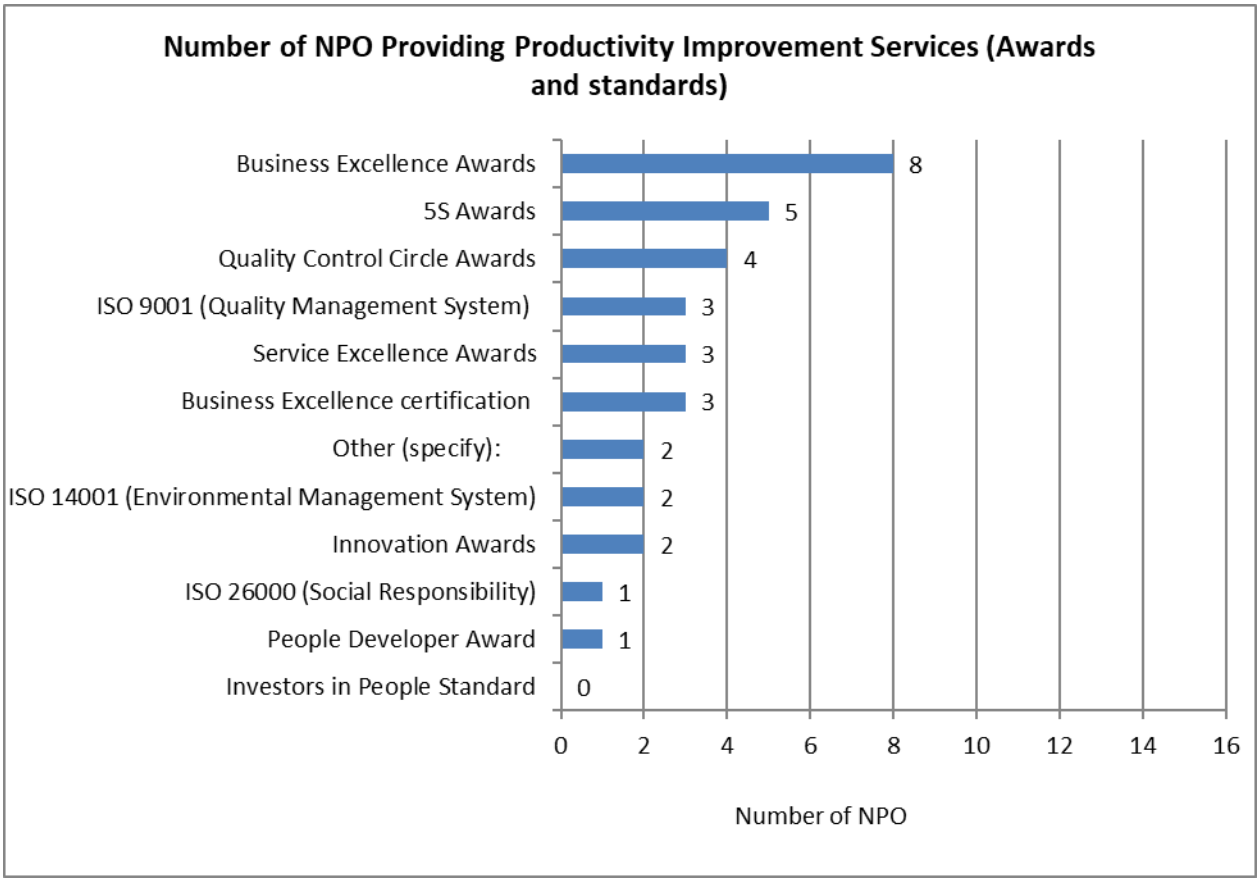
	Business Excellence Awards					Business Excellence certification					People Developer Award					Innovation Awards				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	6	57	0	1	H	10	0	0	0	na	0	0	0	0	na	3	0	0
Lao	0	M	0	0	0	0	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	1	M	5.5	20	0	0	na	16.6	0	0	0	na	0	0	0	0	na	16.6	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0	0	na	6.25	0	0	0	na	0	0	0
Fiji	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	16	0	0	0	na	0	0	0	0	na	5	0	0	0	na	0	40	0
Bangladesh	1	M	20	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	H	15	0	0	0	na	0	0	0	0	na	0	0	0	0	na	5	0	0
Sri Lanka	1	H	0	35	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	50	0	1	No response	0	0	0	0	na	0	0	0	1	No response	10	0	1
Philippines	0	na	13	20	0	0	na	20	0	0	0	na	0	0	0	0	na	0	0	0
ROC	1	M	95	97	0	1	M	95	97	0	1	M	94	94	0	1	M	96	97	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	8				0	3				0	1				0	2				1
Mean			10.66	17.44				8.85	6.06				6.58	5.88				8.16	8.56	

	Service Excellence Awards					5S Awards					Quality Control Circle Awards					ISO 9001 (Quality Management System)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	na	10	0	0	1	H	10	0	0	0	H	0	0	0	0	H	10	0	0
Lao	0	M	0	0	0	0	na	0	0	0	0	M	0	0	0	0	M	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	100	1	0	na	0	0	0
Indonesia	0	na	11.1	0	0	0	na	22.2	20	0	0	na	11.5	0	0	0	na	22.2	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0	1	H	6.25	0	0	0	na	25	0	0
Fiji	0	na	0	0	0	1	M	0	0	0	1	M	0	0	0	1	M	0	0	0
Vietnam	0	na	5	0	0	1	L	37	0	0	0	na	0	0	0	0	na	5	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	20	0	0
Thailand	0	na	10	0	0	0	na	0	0	0	0	na	0	0	0	1	L	10	0	0
Sri Lanka	1	H	0	0	0	0	na	0	0	0	1	H	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	na	10	0	0	1	No response	0	0	0	0	na	0	0	0	0	na	0	50	0
Philippines	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	7	35	0
ROC	1	M	97	97	0	1	M	95	96	0	1	M	97	96	0	1	M	92	97	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	3				0	5				0	4				1	3				0
Mean			8.94	6.06				10.26	7.25				7.17	12.25				11.95	11.38	

	ISO 14001 (Environmental Management System)					ISO 26000 (Social Responsibility)					Investors in People Standard					Other (specify): Malaysia,Lean Recognition: Vietnam,Productivity and Quality improvement tools Awards: India, Productivity awards				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	na	3	0	0	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	0
Lao	0	M	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	0	0	0	0	na	11.1	0	0	0	na	0	0	0	0	na	0	0	0
Mongolia	0	na	6.25	0	0	0	na	6.25	0	0	0	na	0	0	0	0	na	0	0	0
Fiji	1	L	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	5	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	1
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	M	0	0	0	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	1	No response	0	0	1
Philippines	0	na	13	0	0	0	na	0	5	0	0	na	0	0	0	0	na	0	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	2				0	1				0	0				0	2				2
Mean			1.70	0.00				1.08	0.31				0.00	0.00				0.00	0.00	

2.22.6 A) What Awards and standards has your NPO provided in the last year?

Awards and standards	No. of NPO
Business Excellence Awards	8
5S Awards	5
Quality Control Circle Awards	4
Business Excellence certification	3
Service Excellence Awards	3
ISO 9001 (Quality Management System)	3
Innovation Awards	2
ISO 14001 (Environmental Management System)	2
Other (specify):	2
People Developer Award	1
ISO 26000 (Social Responsibility)	1
Investors in People Standard	0

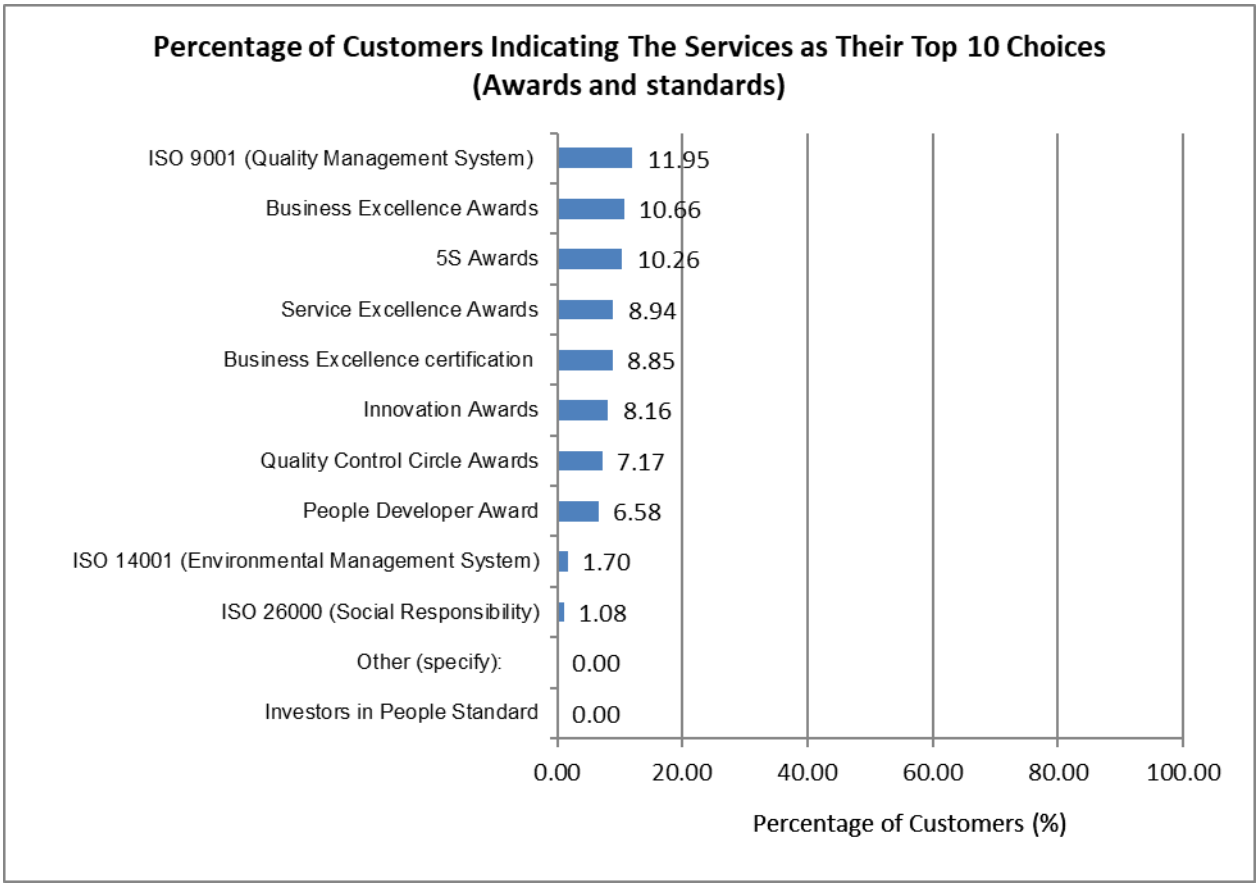


2.22.6 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Awards and standards	Weighted Organizations Interest Level
Business Excellence Awards	1.19
Quality Control Circle Awards	0.94
ISO 9001 (Quality Management System)	0.63
5S Awards	0.50
Business Excellence certification	0.44
Service Excellence Awards	0.44
ISO 14001 (Environmental Management System)	0.31
People Developer Award	0.13
Innovation Awards	0.13
ISO 26000 (Social Responsibility)	0.13
Investors in People Standard	0.00
Other (specify):	0.00

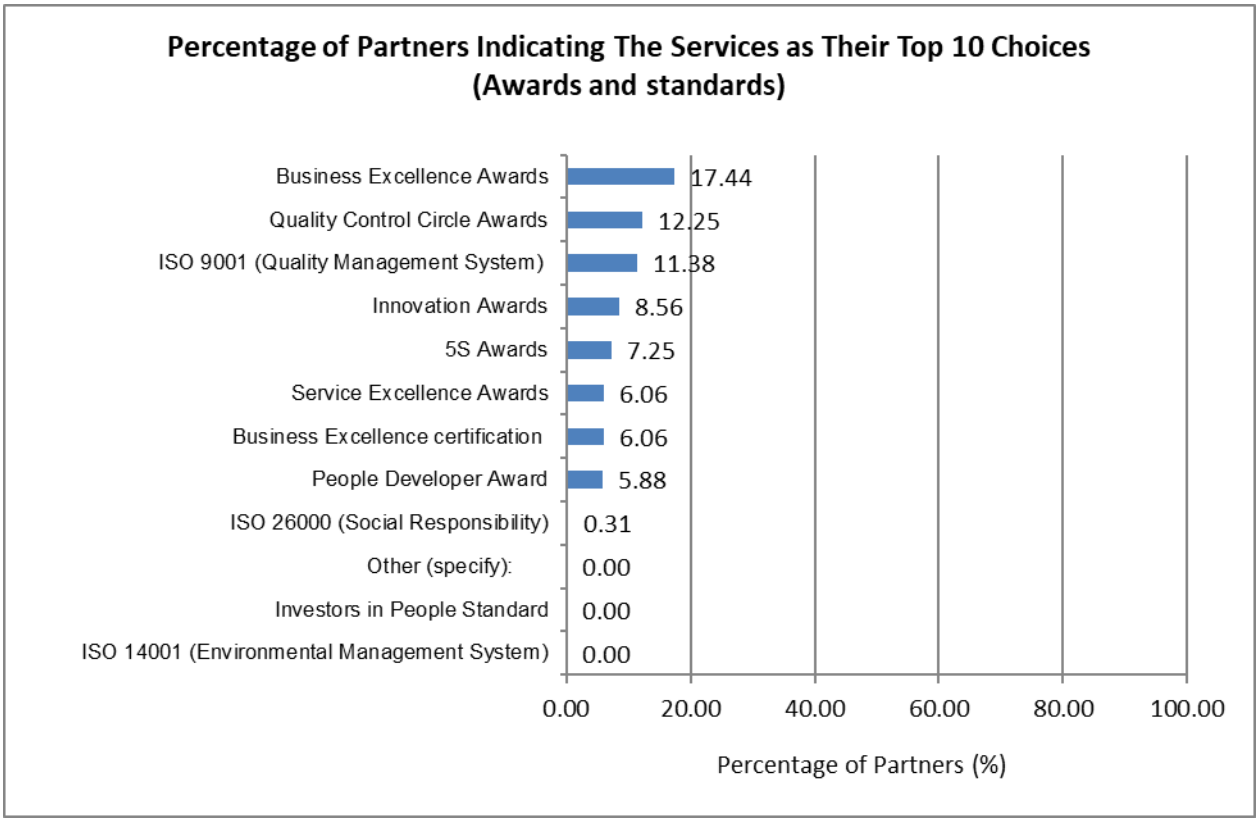
2.22.6 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Awards and standards	% Customer indicated as top 10
ISO 9001 (Quality Management System)	11.95
Business Excellence Awards	10.66
5S Awards	10.26
Service Excellence Awards	8.94
Business Excellence certification	8.85
Innovation Awards	8.16
Quality Control Circle Awards	7.17
People Developer Award	6.58
ISO 14001 (Environmental Management System)	1.70
ISO 26000 (Social Responsibility)	1.08
Investors in People Standard	0.00
Other (specify):	0.00



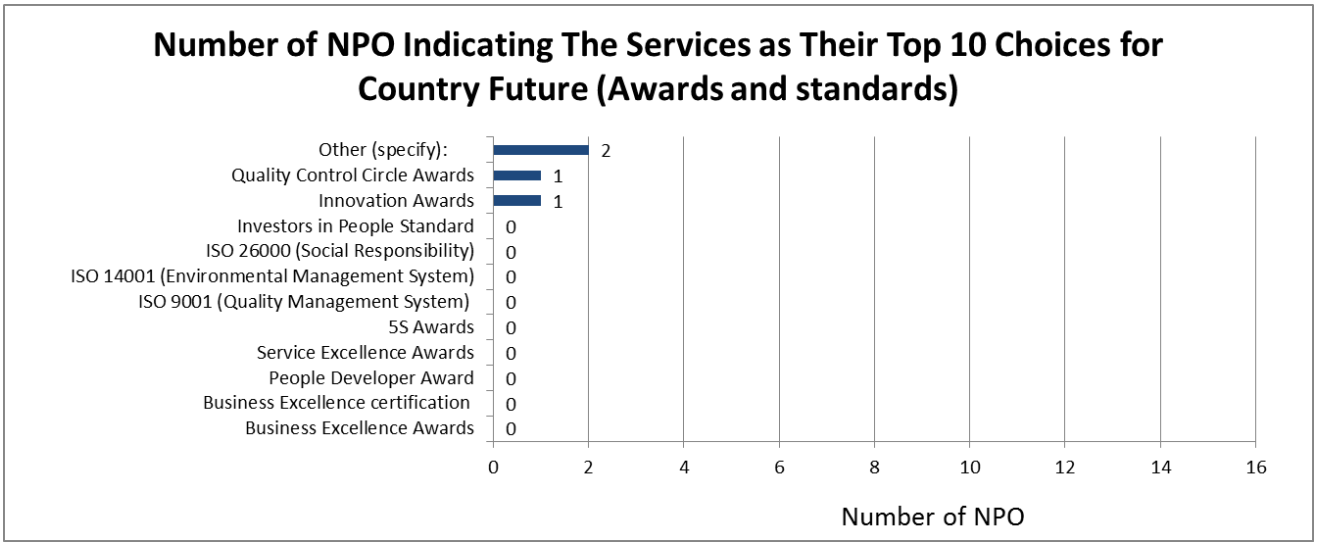
2.22.6 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Awards and standards	% Partner indicated as top 10
Business Excellence Awards	17.44
Quality Control Circle Awards	12.25
ISO 9001 (Quality Management System)	11.38
Innovation Awards	8.56
5S Awards	7.25
Business Excellence certification	6.06
Service Excellence Awards	6.06
People Developer Award	5.88
ISO 26000 (Social Responsibility)	0.31
ISO 14001 (Environmental Management System)	0.00
Investors in People Standard	0.00
Other (specify):	0.00



2.22.6 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Awards and standards	NPO CEO indicated as top 10
Other (specify):	2
Innovation Awards	1
Quality Control Circle Awards	1
Business Excellence Awards	0
Business Excellence certification	0
People Developer Award	0
Service Excellence Awards	0
5S Awards	0
ISO 9001 (Quality Management System)	0
ISO 14001 (Environmental Management System)	0
ISO 26000 (Social Responsibility)	0
Investors in People Standard	0



2.22.7 Research

Research	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Productivity	10	0	4	1	14.16	22.83	4	0.69
Business excellence	4	1	0	1	3.97	4.38	0	0.25
SME development	3	0	2	0	7.27	17.08	0	0.25
Public sector development	6	0	3	0	6.29	5.00	0	0.38
Other (specify):	3	1	1	0	0.00	0.00	0	0.19

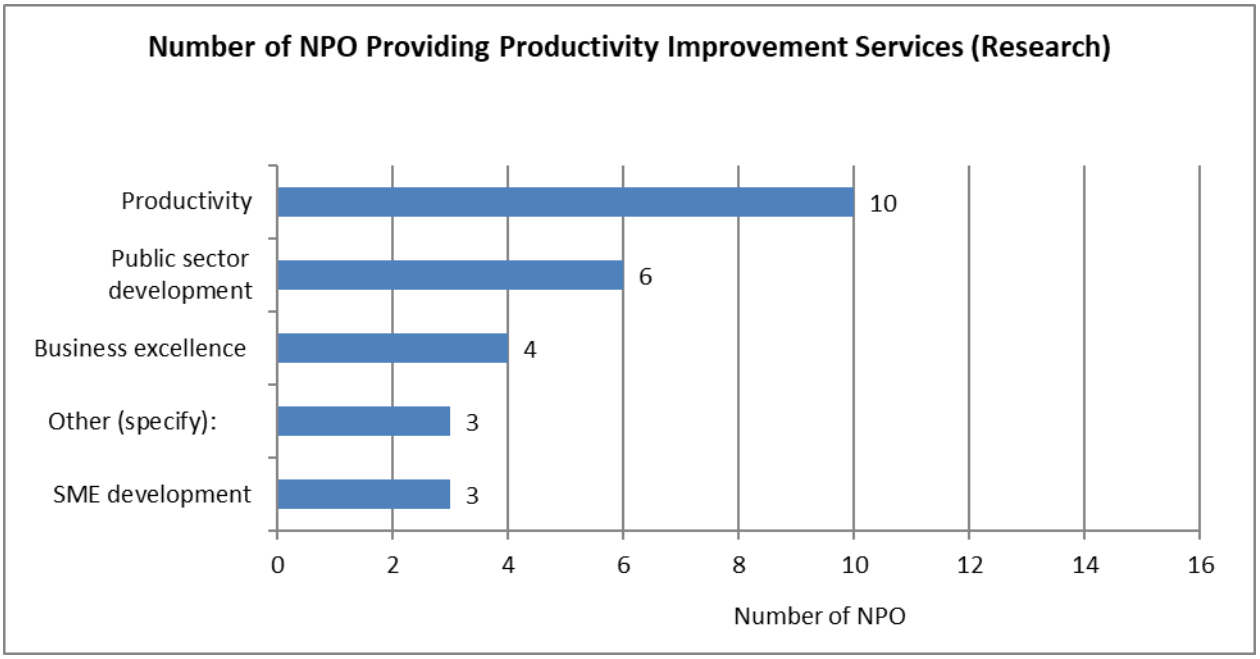
	Productivity					Business excellence					SME development				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	H	6	29	0	1	H	3	0	0	0	na	3	0	0
Lao	1	M	0	0	0	0	na	0	0	0	1	M	3	20	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	33.3	40	1	0	na	5.5	0	0	0	na	33.3	0	0
Mongolia	1	No response	6.25	33.3	1	0	na	0	0	0	0	na	0	0	0
Fiji	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	1	M	63	20	1	0	na	5	0	0	0	na	0	20	0
Bangladesh	1	M	30	33	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	No response	5	0	0	0	na	10	0	0	0	na	0	33.3	0
Sri Lanka	0	na	0	40	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	100	1	1	No response	0	50	0	1	No response	0	100	0
Philippines	1	No response	13	10	0	1	No response	0	0	0	0	na	7	35	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	1	M	70	60	0	1	L	40	20	0	1	M	70	65	0
Iran	1	No response	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	10				4	4				0	3				0
Mean			14.16	22.83				3.97	4.38				7.27	17.08	

	Public sector development					Other (specify:SriLanka,KnowledgeManagement)				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	M	3	0	0	0	na	0	0	0
Lao	1	M	0	5	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	27.7	0	0	0	na	0	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0
Fiji	0	na	0	0	0	0	na	0	0	0
Vietnam	0	na	0	0	0	1	M	0	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0
Thailand	0	na	0	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	1	L	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	1	No response	0	0	0
Philippines	1	No response	0	10	0	0	na	0	0	0
ROC	0	na	0	0	0	0	na	0	0	0

Pakistan	1	M	70	65	0	0	na	0	0	0
Iran	1	No response	0	0	0	0	na	0	0	0
Total	6				0	3				0
Mean			6.29	5.00				0.00	0.00	

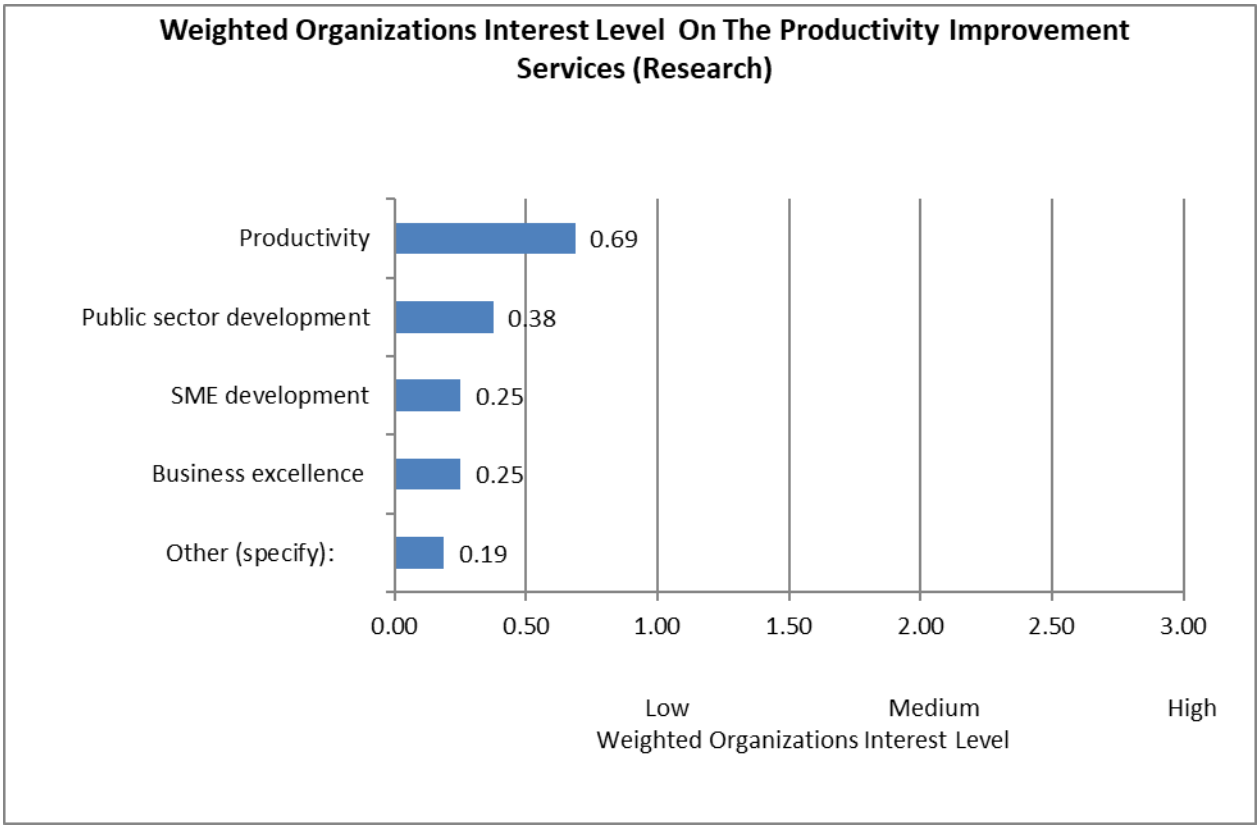
2.22.7 A) What Research services has your NPO provided in the last year?

Research	No. of NPO
Productivity	10
Public sector development	6
Business excellence	4
SME development	3
Other (specify):	3



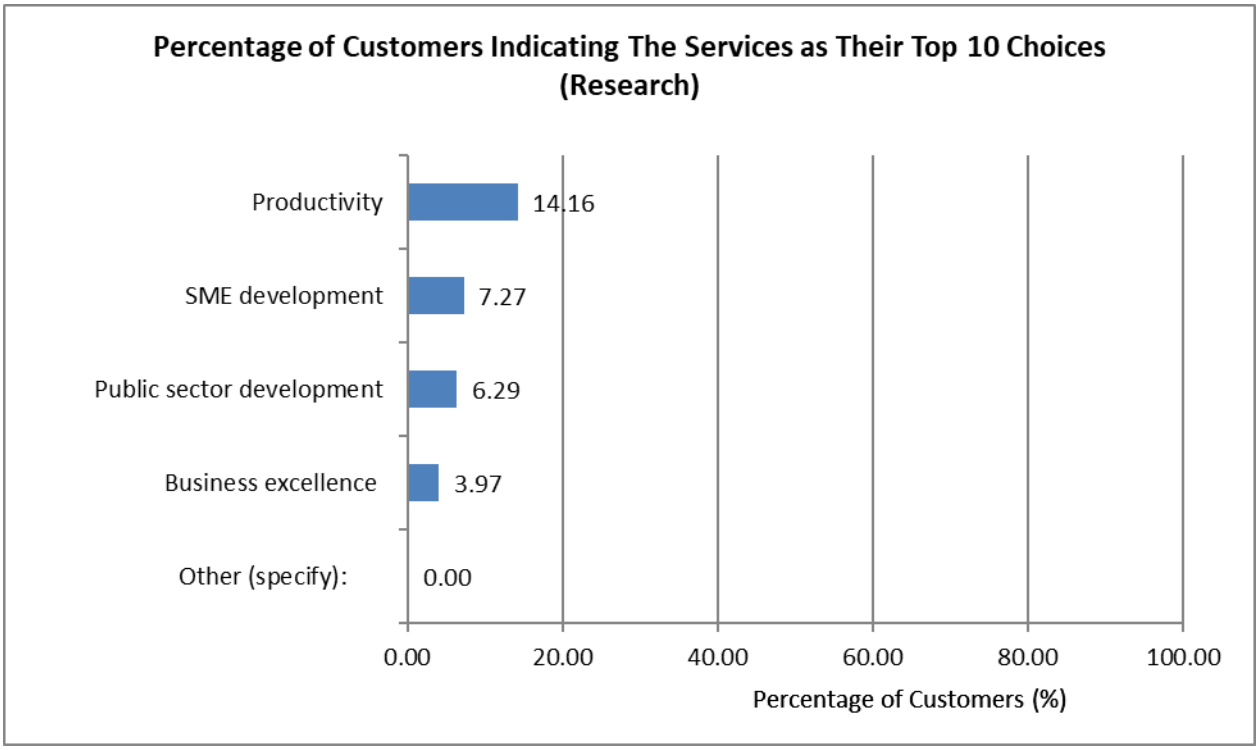
2.22.7 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Research	Weighted Organizations Interest Level
Productivity	0.69
Public sector development	0.38
Business excellence	0.25
SME development	0.25
Other (specify):	0.19



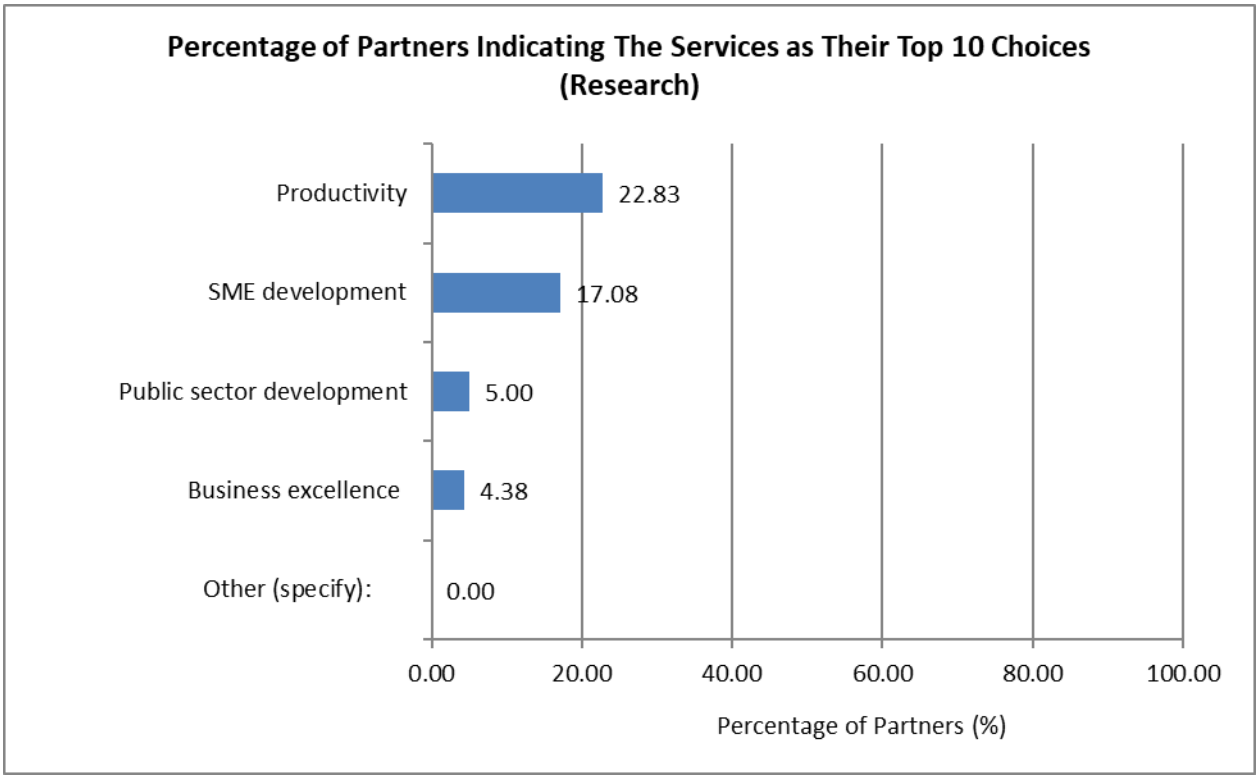
2.22.7 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Research	% Customer indicated as top 10
Productivity	14.16
SME development	7.27
Public sector development	6.29
Business excellence	3.97
Other (specify):	0.00



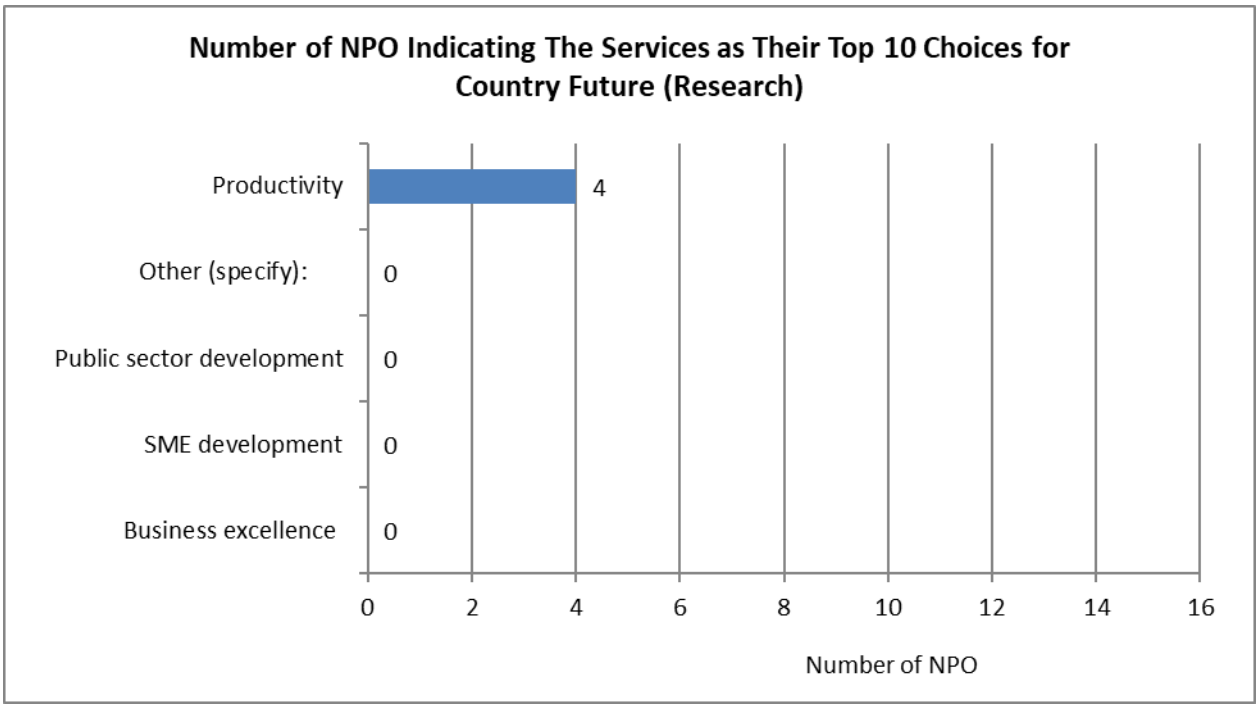
2.22.7 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Research	% Partner indicated as top 10
Productivity	22.83
SME development	17.08
Public sector development	5.00
Business excellence	4.38
Other (specify):	0.00



2.22.7 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Research	NPO CEO indicated as top 10
Productivity	4
Business excellence	0
SME development	0
Public sector development	0
Other (specify):	0



2.22.8 Networking and support groups

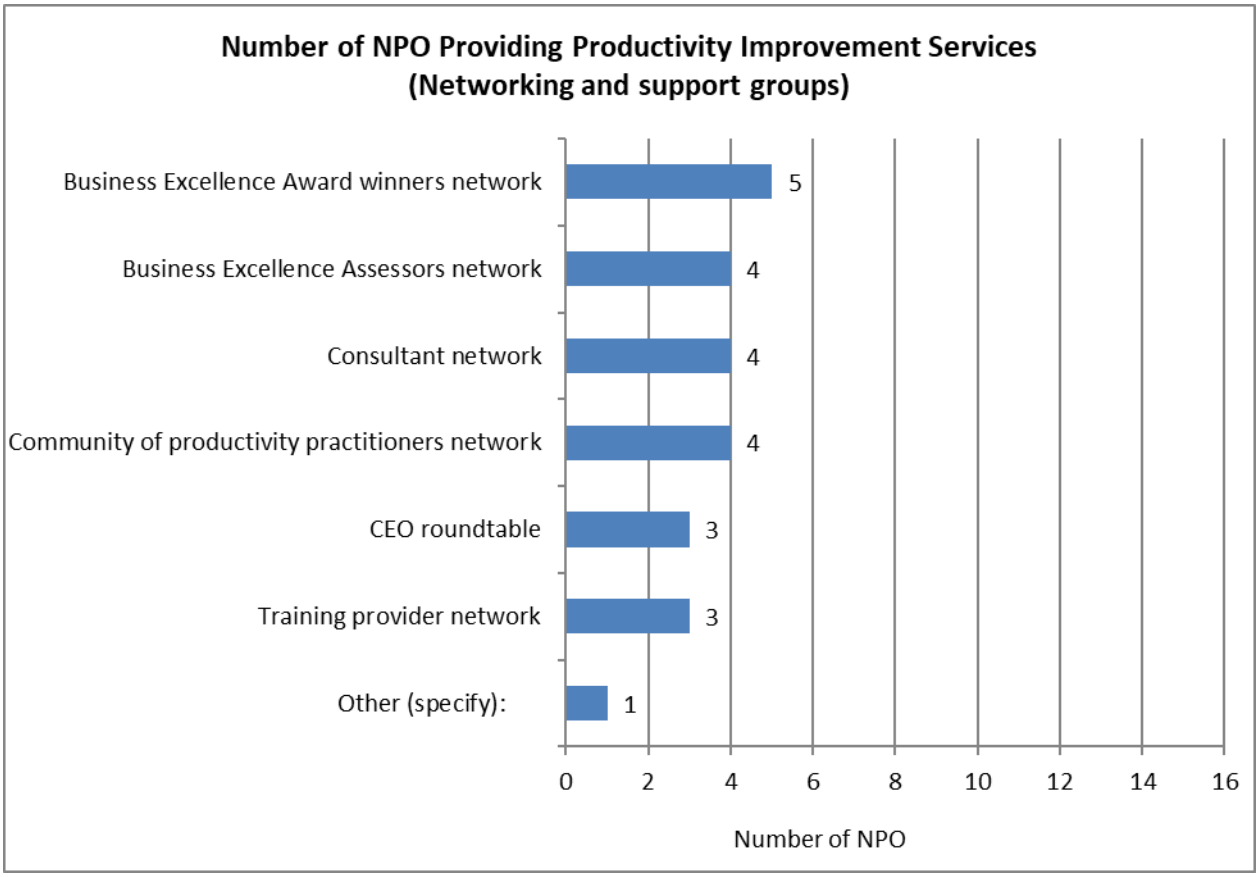
Elements	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Community of productivity practitioners network	4	1	1	0	4.09	9.21	0	0.19
Training provider network	3	1	1	0	2.94	3.69	1	0.19
Consultant network	4	2	1	0	4.48	1.25	0	0.25
Business Excellence Award winners network	5	2	3	0	0.97	2.13	0	0.50
Business Excellence Assessors network	4	0	3	1	0.31	0.31	0	0.56
CEO roundtable	3	1	2	0	1.59	5.56	1	0.31
Other (specify):	1	0	0	0	0.69	0.00	0	0.00

	Community of productivity practitioners network					Training provider network					Consultant network					Business Excellence Award winners network				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	No response	19	29	0	0	na	6	29	0	0	na	3	0	0	1	M	3	14	0
Lao	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0	1	M	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	22.2	40	0	0	na	5.5	20	0	0	na	16.6	0	0	1	L	5.5	0	0
Mongolia	0	na	6.25	0	0	0	na	12.5	0	0	1	M	0	0	0	0	na	0	0	0
Fiji	1	L	0	0	0	1	M	0	0	0	1	L	0	0	0	1	M	0	0	0
Vietnam	0	na	11	40	0	1	L	16	0	1	1	L	37	20	0	0	na	0	20	0
Banglades h	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	0	na	0	33.3	0	0	na	0	0	0	0	na	5	0	0	1	L	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	1	No response	0	0	0	1	No response	10	0	0	0	na	0	0	0
Philippine s	0	na	7	5	0	0	na	7	10	0	0	na	0	0	0	0	na	7	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	4				0	3				1	4				0	5				0
Mean			4.09	9.21				2.94	3.69				4.48	1.25				0.97	2.13	

	Business Excellence Assessors network					CEO roundtable					Other (specify):				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	M	0	0	0	0	M	0	14	0	0	na	0	0	0
Lao	1	M	0	0	0	1	M	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	1	0	na	0	0	0
Indonesia	0	na	0	0	0	0	na	5.5	0	0	0	na	11.1	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Fiji	1	M	0	0	0	1	L	0	75	0	0	na	0	0	0
Vietnam	0	na	0	0	0	0	na	5	0	0	0	na	0	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	H	5	0	0	0	na	5	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	0	na	0	0	0	1	No response	10	0	0	1	No response	0	0	0
Philippines	1	No response	0	5	0	0	na	0	0	0	0	na	0	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	4				0	3				1	1				0
Mean			0.31	0.31				1.59	5.56				0.69	0.00	

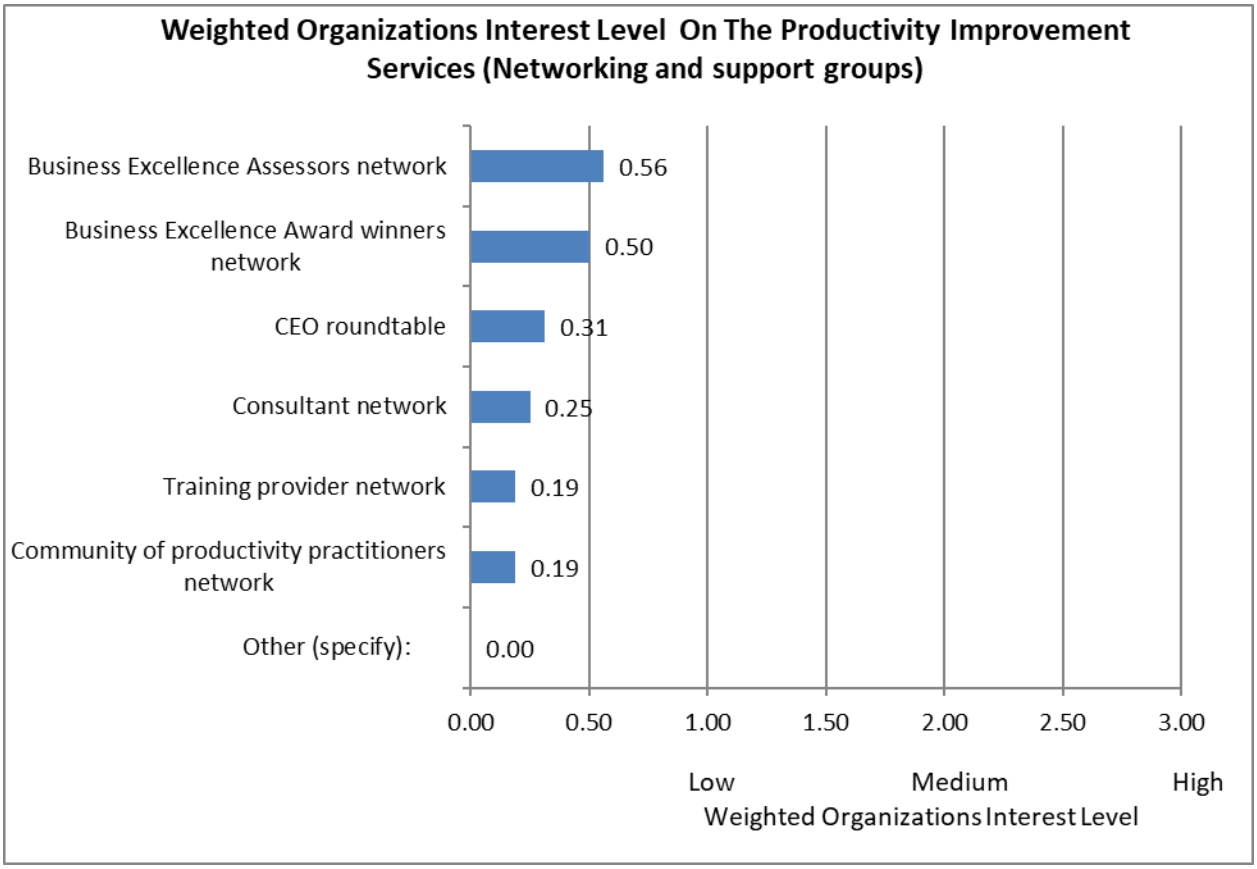
2.22.8 A) What Networking and support groups has your NPO provided in the last year?

Networking and support groups	No. of NPO
Business Excellence Award winners network	5
Community of productivity practitioners network	4
Consultant network	4
Business Excellence Assessors network	4
Training provider network	3
CEO roundtable	3
Other (specify):	1



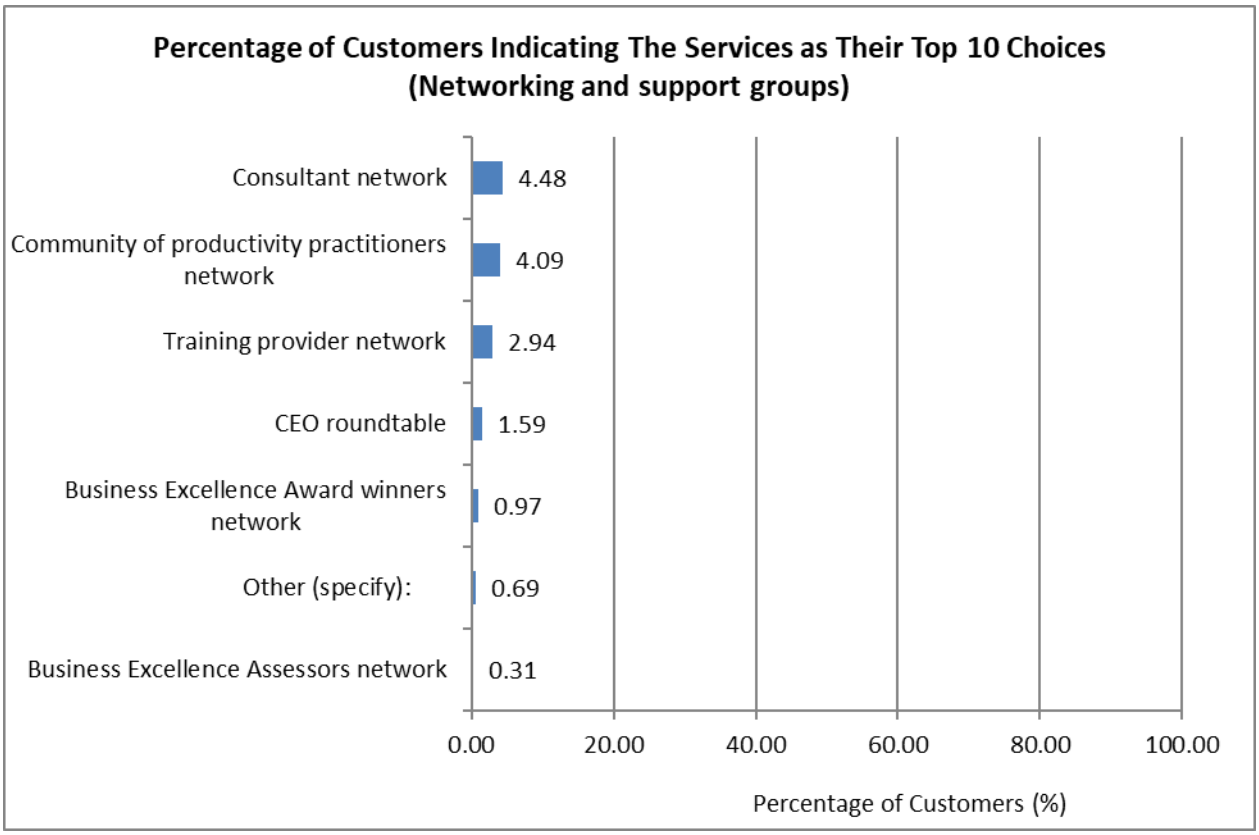
2.22.8 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Networking and support groups	Weighted Organizations Interest Level
Business Excellence Assessors network	0.56
Business Excellence Award winners network	0.50
CEO roundtable	0.31
Consultant network	0.25
Community of productivity practitioners network	0.19
Training provider network	0.19
Other (specify):	0.00



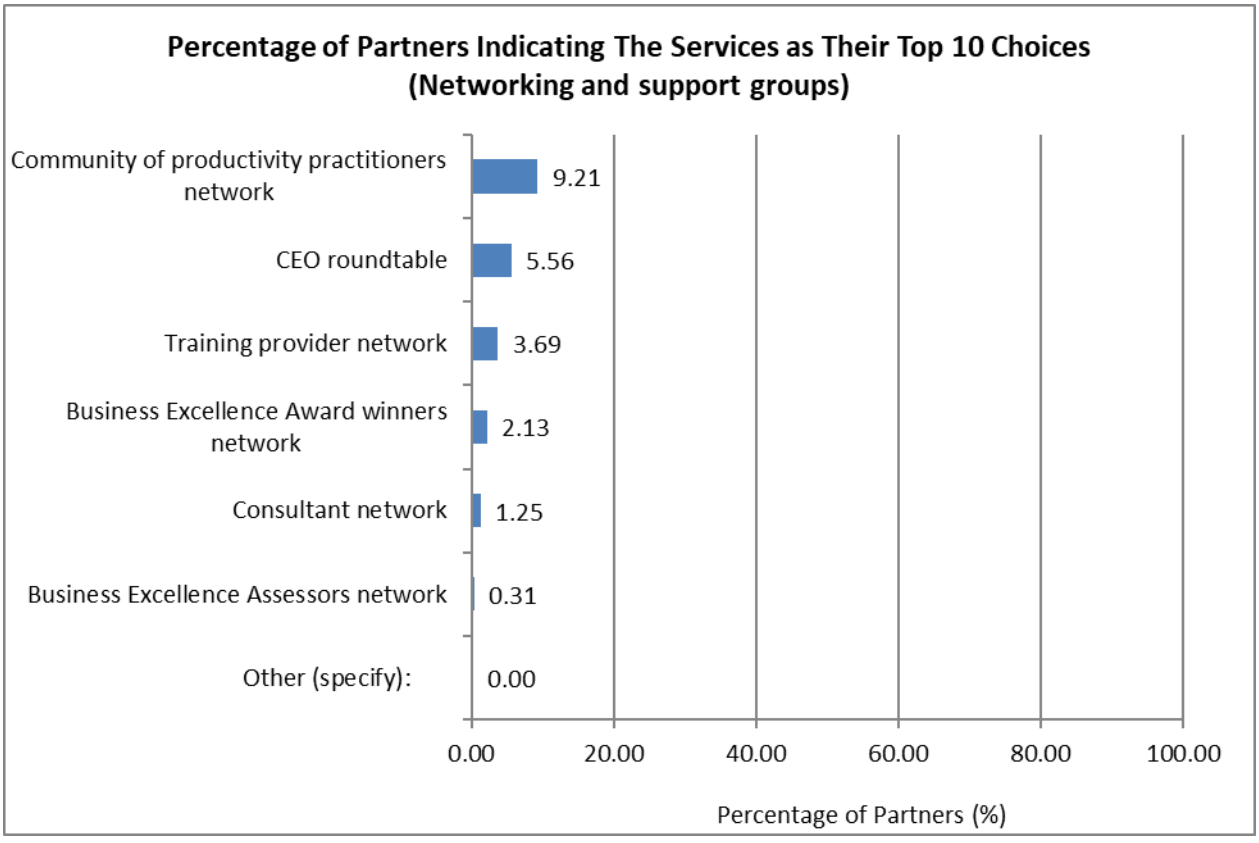
2.22.8 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Networking and support groups	% Customer indicated as top 10
Consultant network	4.48
Community of productivity practitioners network	4.09
Training provider network	2.94
CEO roundtable	1.59
Business Excellence Award winners network	0.97
Other (specify):	0.69
Business Excellence Assessors network	0.31



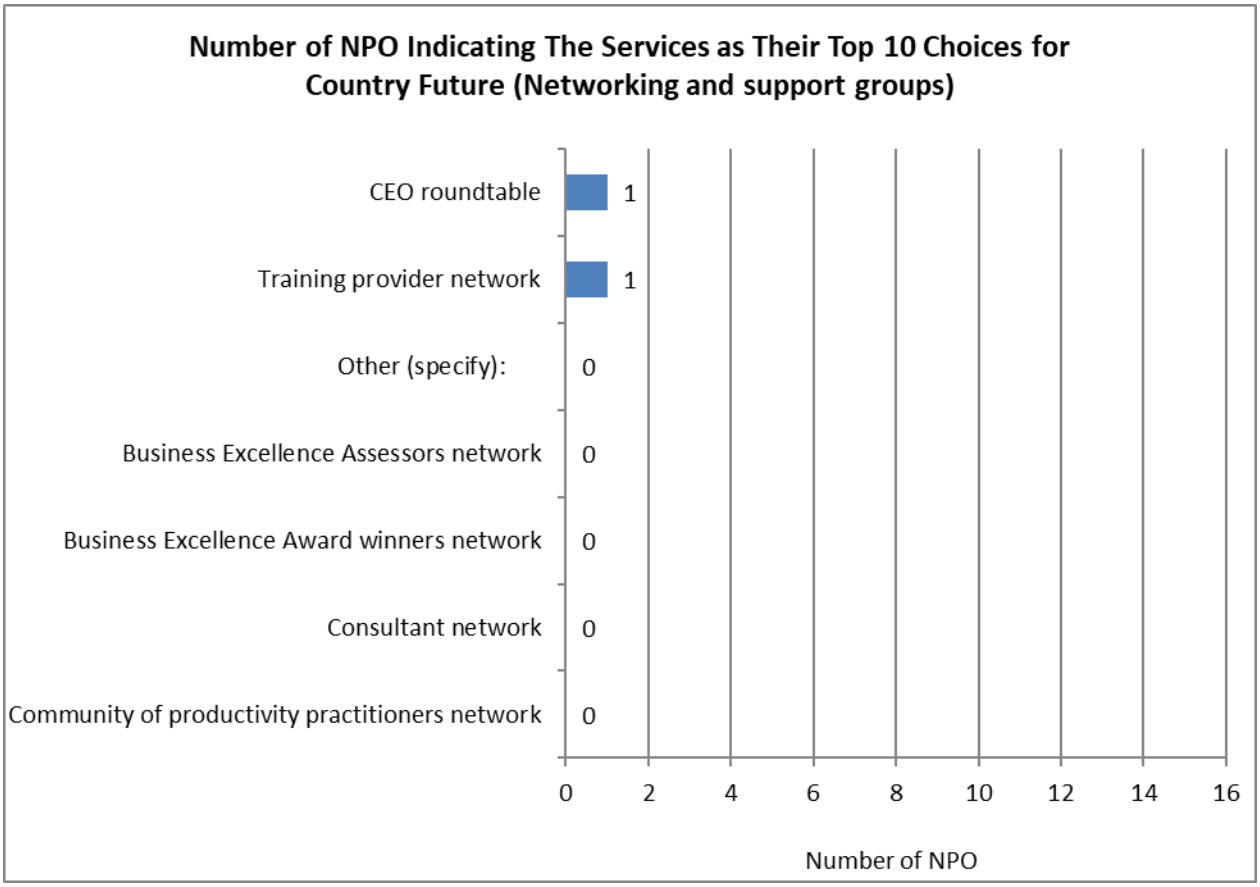
2.22.8 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Networking and support groups	% Partner indicated as top 10
Community of productivity practitioners network	9.21
CEO roundtable	5.56
Training provider network	3.69
Business Excellence Award winners network	2.13
Consultant network	1.25
Business Excellence Assessors network	0.31
Other (specify):	0.00



2.22.8 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

Networking and support groups	NPO CEO indicated as top 10
Training provider network	1
CEO roundtable	1
Community of productivity practitioners network	0
Consultant network	0
Business Excellence Award winners network	0
Business Excellence Assessors network	0
Other (specify):	0



2.22.9 Financial assistance to encourage organisations to participate in NPO programs

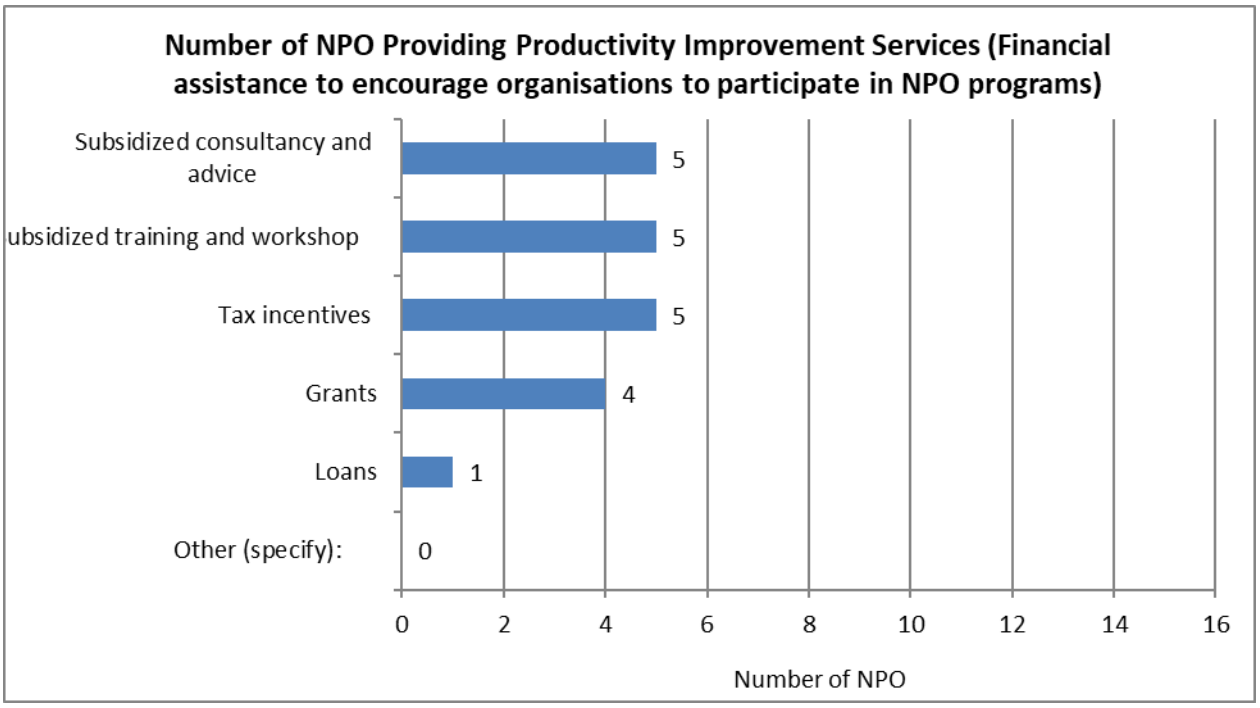
Financial assistance	No. of NPO	The number of NPOs that provided the service and indicated the level of interest as Low (L) – used by less than 20 orgs, Medium (M) – used by 21 to 100 orgs, or High (H) – used by 100's of orgs			% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Weighted Organizations Interest Level
		Low	Medium	High				
Tax incentives	5	1	1	1	1.47	5.14	0	0.38
Grants	4	0	0	1	5.40	0.00	0	0.19
Loans	1	0	0	0	1.44	0.00	0	0.00
Subsidized training and workshop	5	0	2	2	11.46	10.77	1	0.63
Subsidized consultancy and advice	5	0	1	3	10.29	5.88	2	0.69
Other (specify):	0	0	0	0	0.19	0.00	0	0.00

	Tax incentives					Grants					Loans				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	1	No response	6	14	0	1	No response	6	0	0	0	na	0	0	0
Lao	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	5.5	20	0	0	na	44.4	0	0	0	na	11.1	0	0
Mongolia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Fiji	1	L	0	0	0	1	H	0	0	0	0	na	0	0	0
Vietnam	0	na	0	0	0	0	na	16	0	0	0	na	5	0	0
Bangladesh	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	1	H	5	33.3	0	0	na	0	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	0	na	0	0	0	1	No response	0	0	0	1	No response	0	0	0
Philippines	1	No response	7	15	0	1	No response	20	0	0	0	na	7	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	5				0	4				0	1				0
Mean			1.47	5.14				5.40	0.00				1.44	0.00	

	Subsidized training and workshop					Subsidized consultancy and advice					Other (specify):				
	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10	Provide the service	Organizations interest	% Customer indicated as top 10	% Partner indicated as top 10	NPO CEO indicated as top 10
Malaysia	0	na	13	14	0	0	na	3	14	0	0	na	3	0	0
Lao	1	M	0	0	0	1	M	0	0	0	0	na	0	0	0
Cambodia	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Indonesia	0	na	11.1	20	0	0	na	11.1	0	0	0	na	0	0	0
Mongolia	0	na	6.25	0	0	0	na	12.5	0	1	0	na	0	0	0
Fiji	1	M	0	0	0	0	na	0	0	0	0	na	0	0	0
Vietnam	1	H	16	20	1	1	H	21	0	0	0	na	0	0	0
Bangladesh	0	na	20	0	0	0	na	0	0	0	0	na	0	0	0
Thailand	0	na	10	33.3	0	1	H	10	0	0	0	na	0	0	0
Sri Lanka	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Nepal	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
India	1	No response	0	0	0	0	na	0	0	1	0	na	0	0	0
Philippines	0	na	27	10	0	1	No response	27	10	0	0	na	0	0	0
ROC	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Pakistan	1	H	80	75	0	1	H	80	70	0	0	na	0	0	0
Iran	0	na	0	0	0	0	na	0	0	0	0	na	0	0	0
Total	5				1	5				2	0				0
Mean			11.46	10.77				10.29	5.88				0.19	0.00	

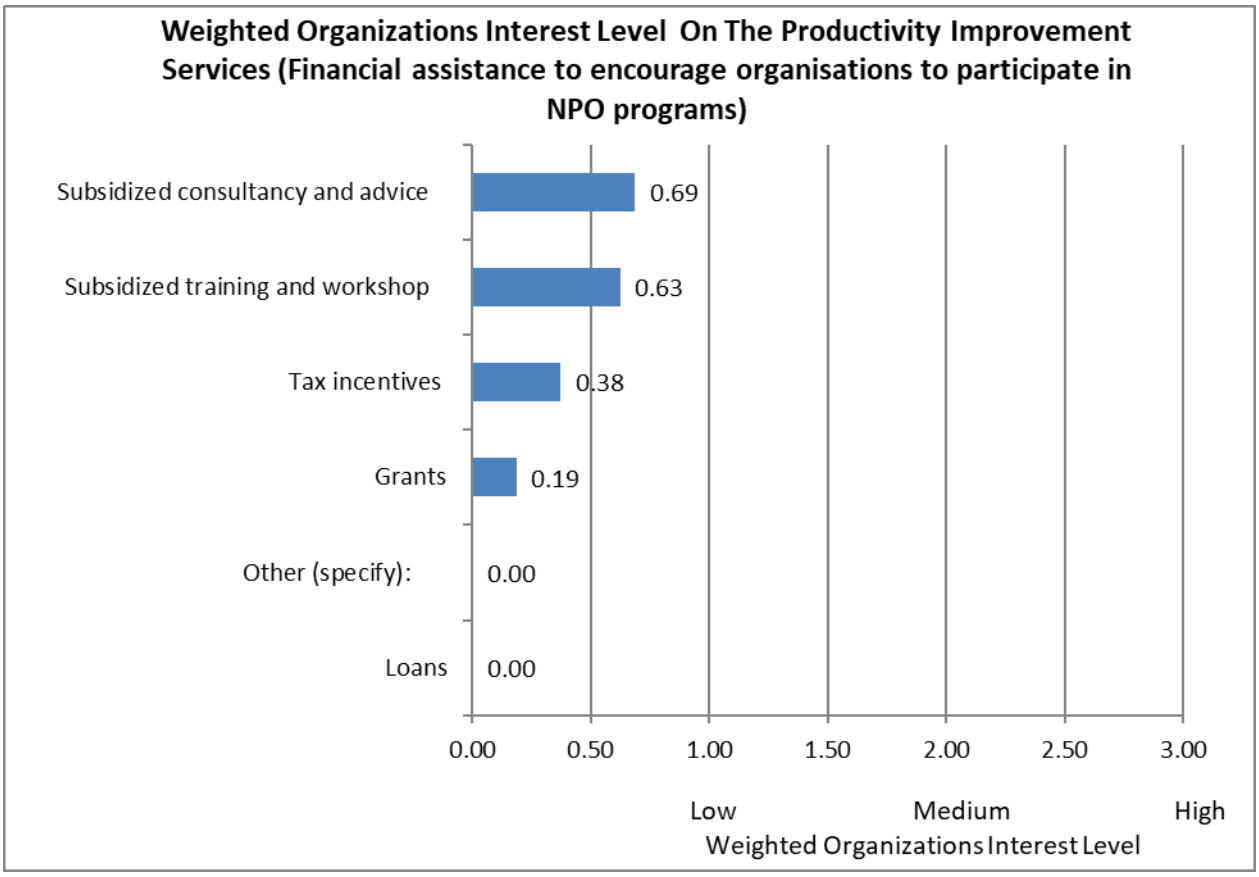
2.22.9 A) What Financial assistance has your NPO provided in the last year?

Financial assistance	No. of NPO
Tax incentives	5
Subsidized training and workshop	5
Subsidized consultancy and advice	5
Grants	4
Loans	1
Other (specify):	0



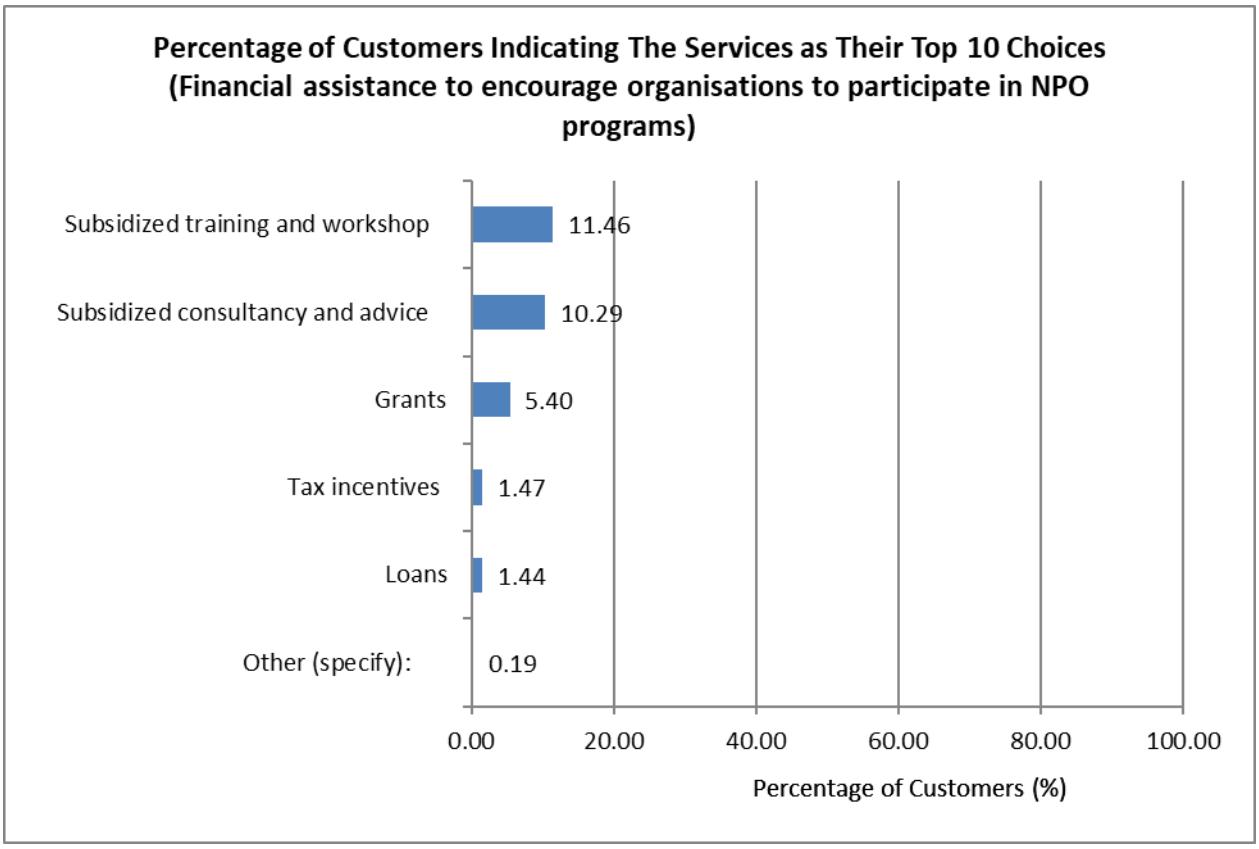
2.22.9 B) For those that you have placed an X against: what was the level of interest in these services? Low (L) – used by less than 20 organizations, Medium (M) – used by 21 to 100 organizations, or High (H) – used by 100's of organizations

Financial assistance	Weighted Organizations Interest Level
Subsidized consultancy and advice	0.69
Subsidized training and workshop	0.63
Tax incentives	0.38
Grants	0.19
Loans	0.00
Other (specify):	0.00



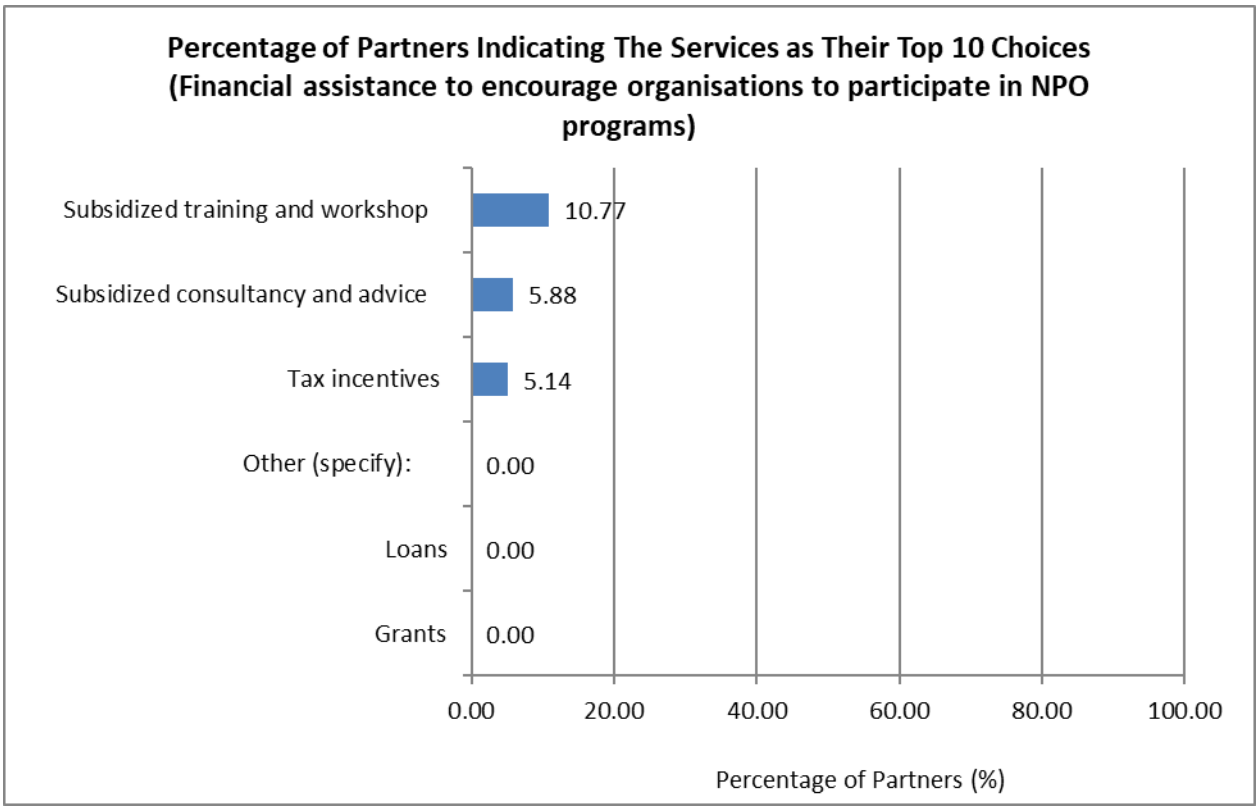
2.22.9 C) For each of the services below record the % of customers that indicated the service as one of their top 10 choices

Financial assistance	% Customer indicated as top 10
Subsidized training and workshop	11.46
Subsidized consultancy and advice	10.29
Grants	5.40
Tax incentives	1.47
Loans	1.44
Other (specify):	0.19



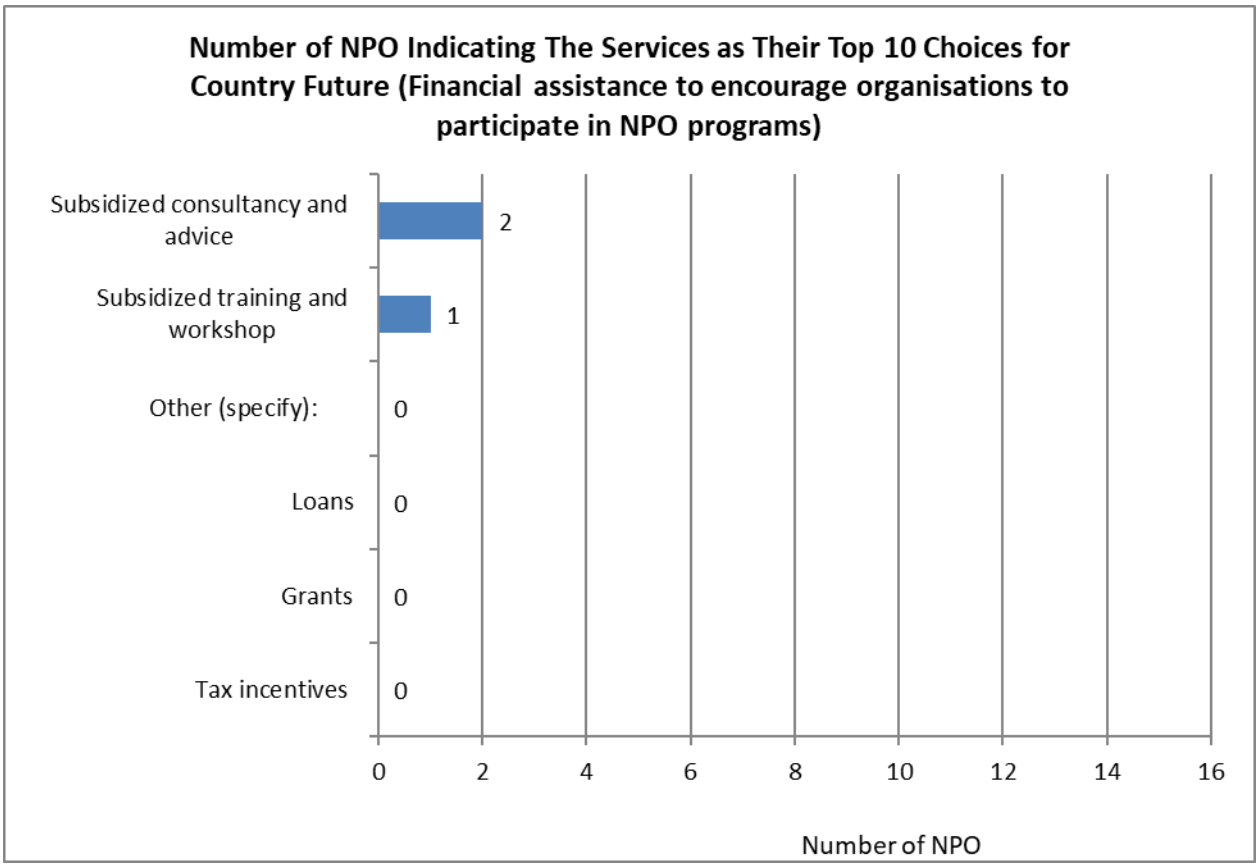
2.22.9 D) For each of the services below record the % of partners that indicated the service as one of their top 10 choices.

Financial assistance	% Partner indicated as top 10
Subsidized training and workshop	10.77
Subsidized consultancy and advice	5.88
Tax incentives	5.14
Grants	0.00
Loans	0.00
Other (specify):	0.00



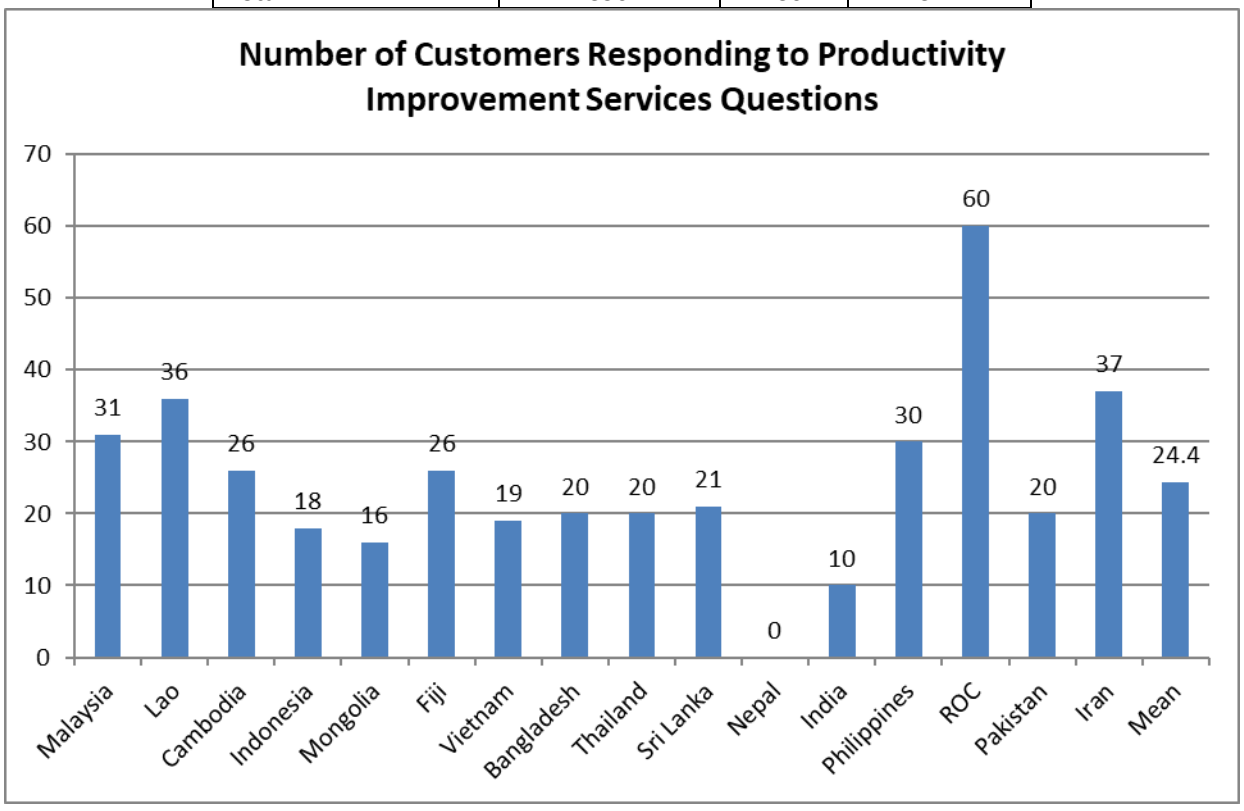
2.22.9 E) From the whole list of services which 10 services did your CEO/directors think are the most important for the future for your country?

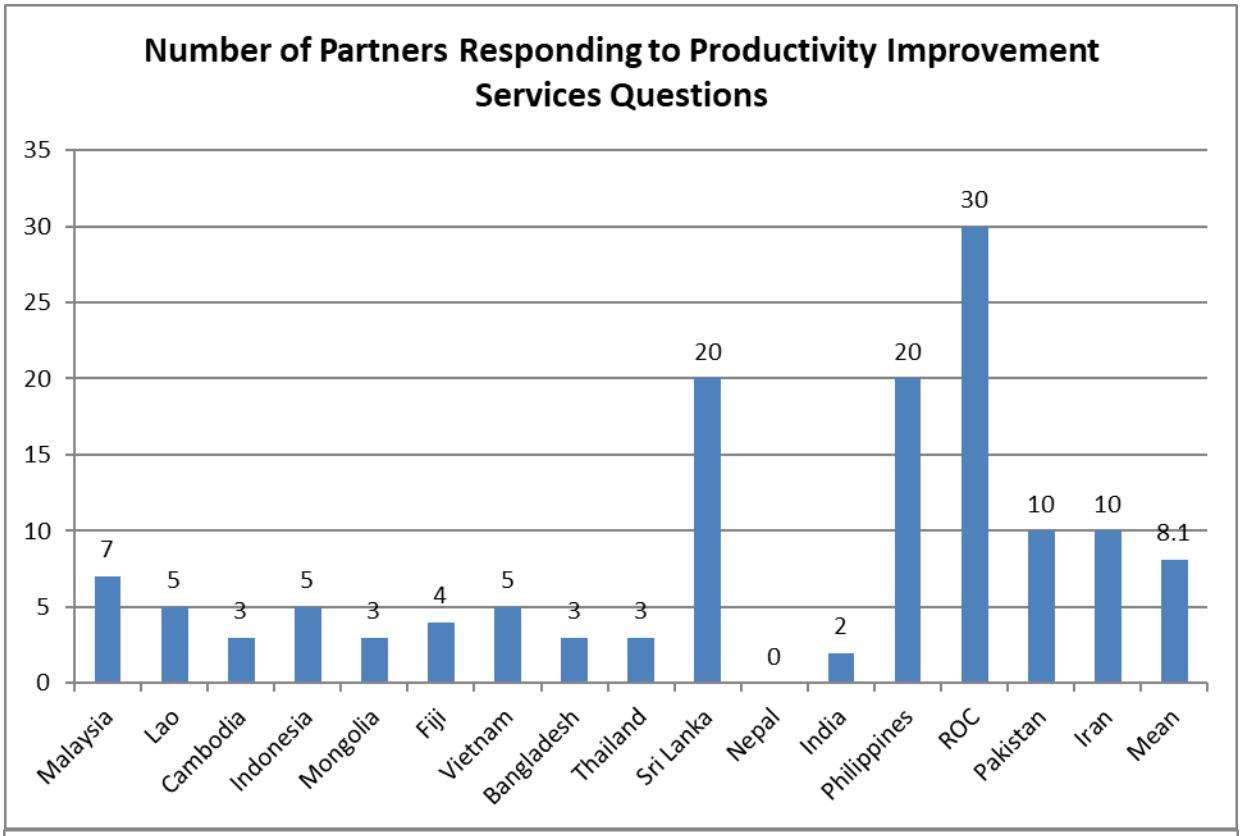
Financial assistance	NPO CEO indicated as top 10
Subsidized consultancy and advice	2
Subsidized training and workshop	1
Tax incentives	0
Grants	0
Loans	0
Other (specify):	0

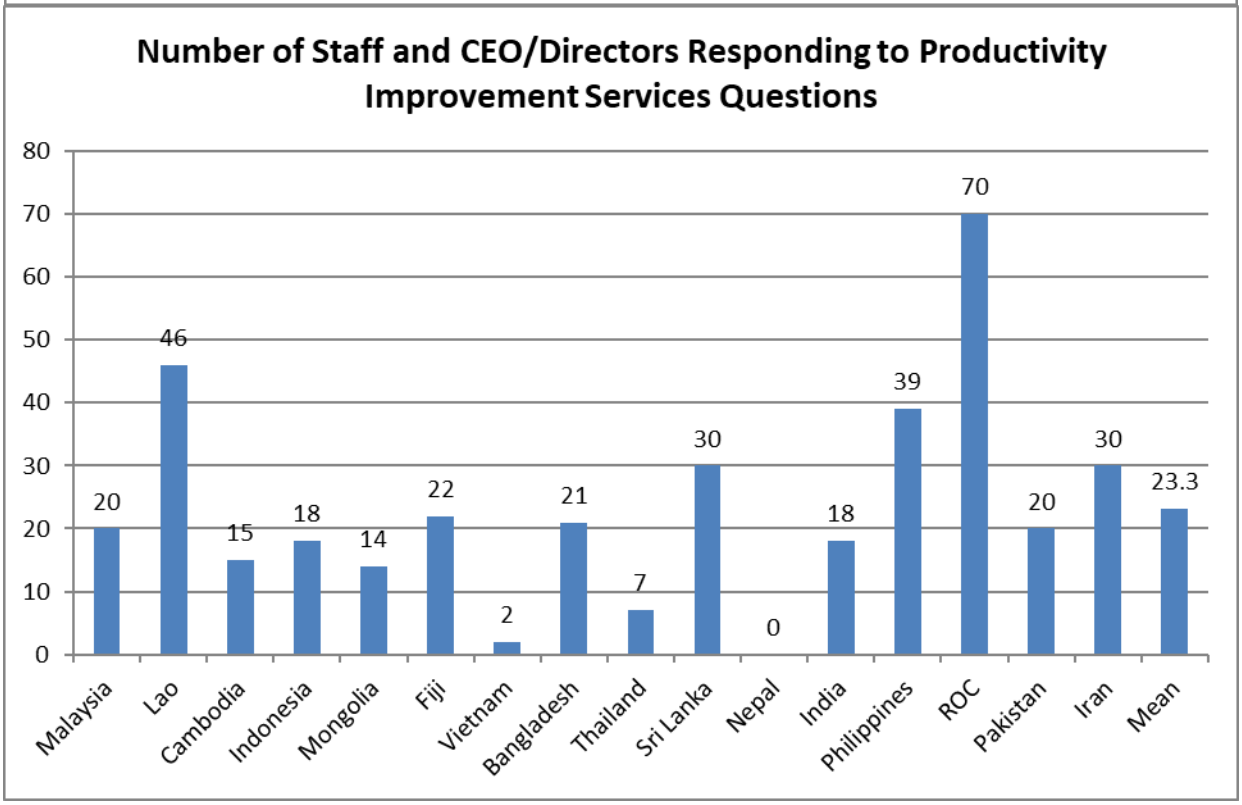


2.22.10 Number of Respondents for Productivity Improvement Services Questions

	Customers	Partners	Staff and CEO/Directors
Malaysia	31	7	20
Lao	36	5	46
Cambodia	26	3	15
Indonesia	18	5	18
Mongolia	16	3	14
Fiji	26	4	22
Vietnam	19	5	2
Bangladesh	20	3	21
Thailand	20	3	7
Sri Lanka	21	20	30
Nepal	0	0	0
India	10	2	18
Philippines	30	20	39
ROC	60	30	70
Pakistan	20	10	20
Iran	37	10	30
Mean	24.4	8.1	23.3
Total	390	130	372



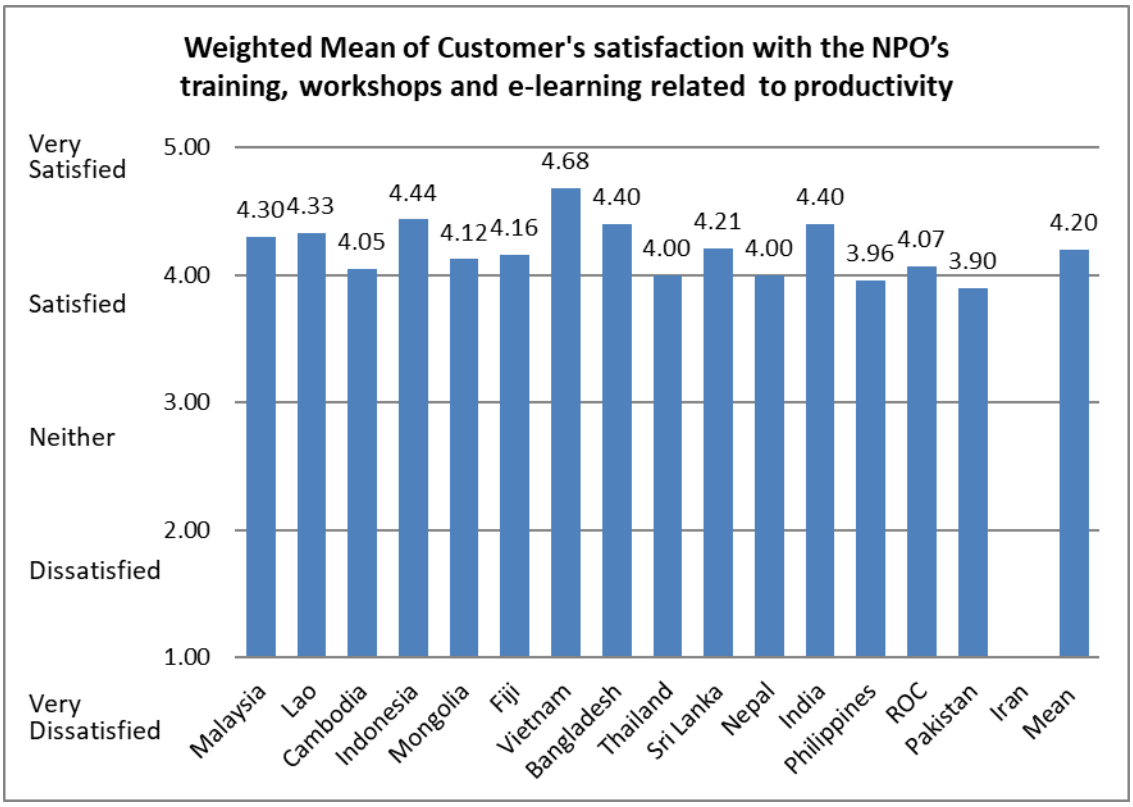

Number of Partners Responding to Productivity Improvement Services Questions
35
30
25
20
15
10
5
0
7
5
3
5
3
4
5
3
3
20
0
2
20
30
10
10
8.1
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


Number of Staff and CEO/Directors Responding to Productivity Improvement Services Questions
80
70
60
50
40
30
20
10
0
20
46
15
18
14
22
2
21
7
30
0
18
39
70
20
30
23.3
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

2.23 Level of customer satisfaction with the NPO's services in the following areas:

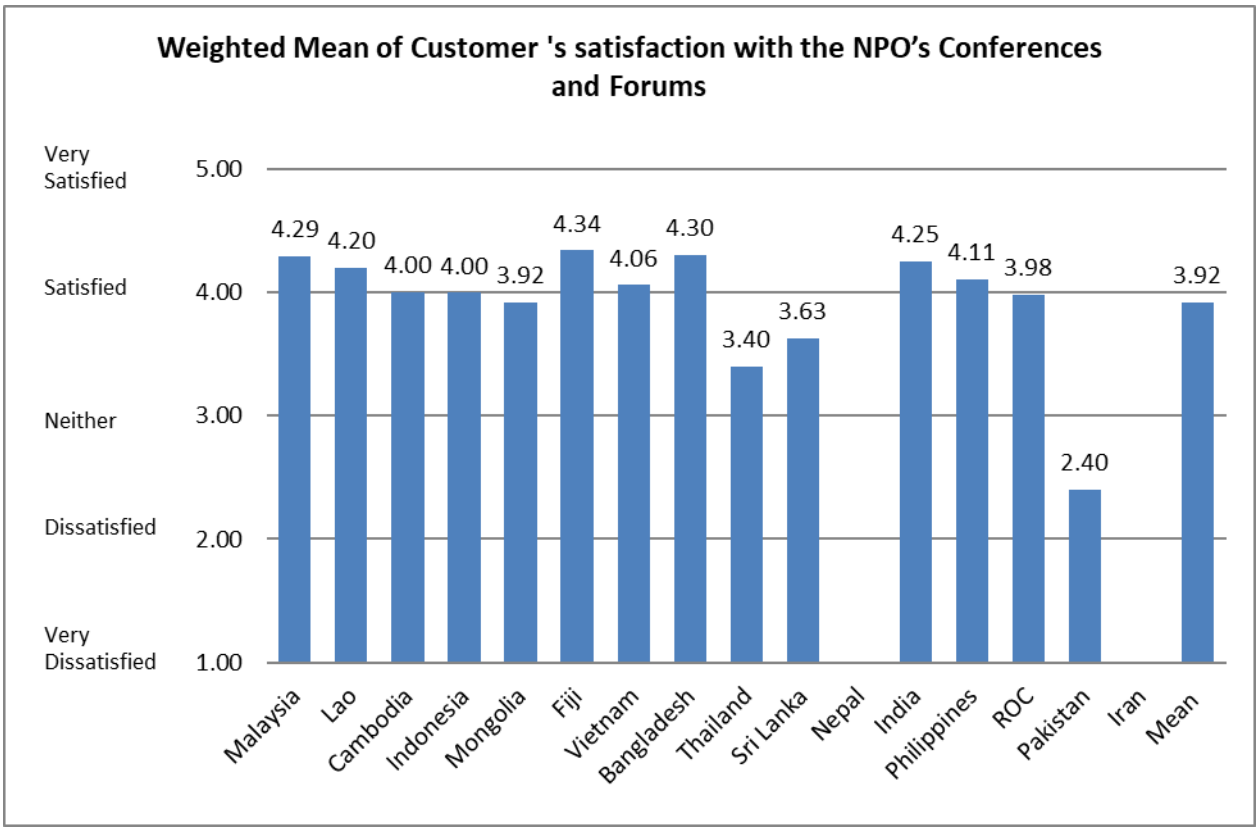
2.23 a) Level of customer satisfaction with the NPO's Training, workshops and e-learning related to productivity

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	24	0%	4%	0%	58%	38%	4.30
Lao	15	0%	0%	5%	57%	38%	4.33
Cambodia	21	0%	0%	14%	67%	19%	4.05
Indonesia	16	6%	0%	0%	31%	63%	4.44
Mongolia	16	0%	0%	13%	63%	25%	4.13
Fiji	26	0%	0%	19%	46%	35%	4.16
Vietnam	19	0%	0%	0%	32%	68%	4.68
Bangladesh	20	0%	0%	0%	60%	40%	4.40
Thailand	12	0%	0%	25%	50%	25%	4.00
Sri Lanka	19	0%	5%	5%	53%	37%	4.21
Nepal	0	0%	0%	0%	100%	0%	4.00
India	7	0%	0%	0%	60%	40%	4.40
Philippines	22	0%	0%	4%	91%	4%	3.96
ROC	60	0%	0%	5%	83%	12%	4.07
Pakistan	20	0%	10%	0%	80%	10%	3.90
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	20						4.20



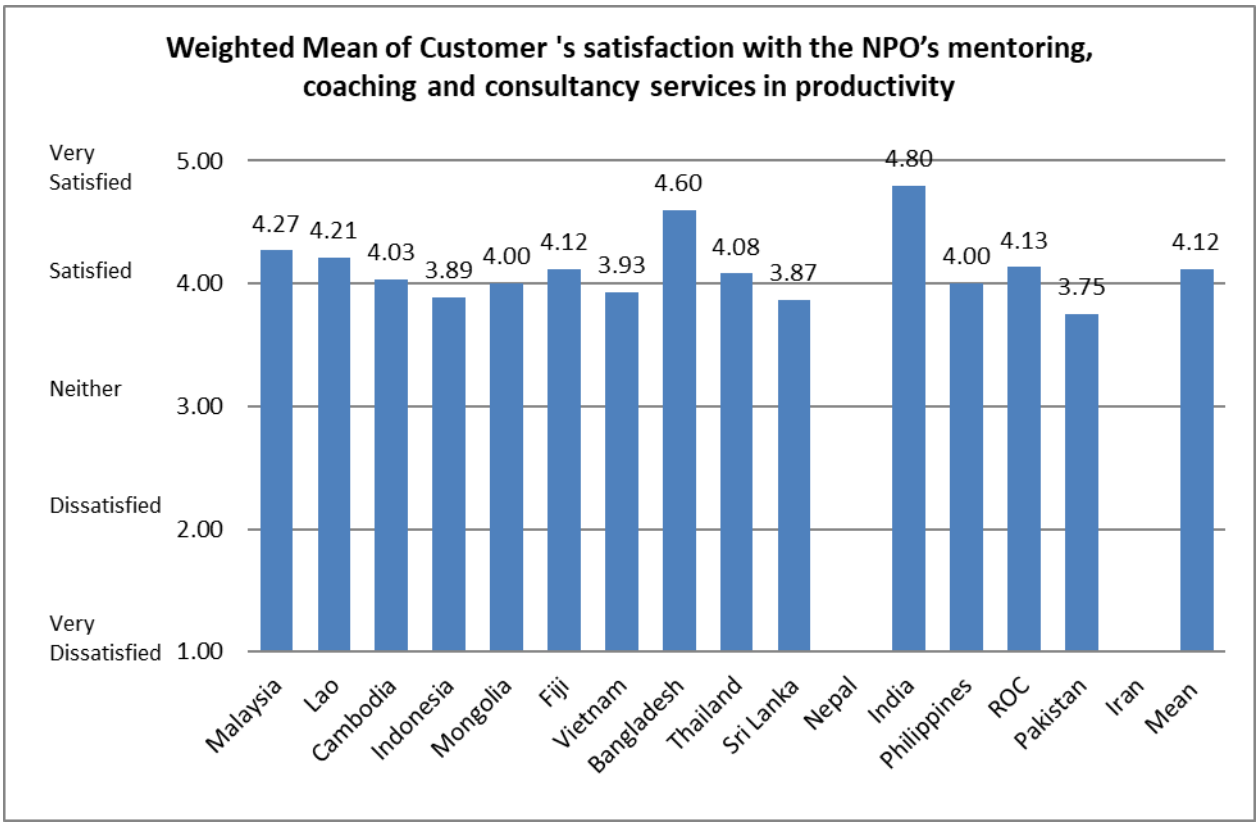
2.23 b) Level of customer satisfaction with the NPO's Conferences and Forums

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	27	0%	0%	4%	63%	33%	4.29
Lao	20	0%	0%	10%	60%	30%	4.20
Cambodia	21	0%	0%	7%	86%	7%	4.00
Indonesia	9	0%	0%	11%	78%	11%	4.00
Mongolia	16	0%	0%	19%	69%	12%	3.92
Fiji	26	0%	0%	8%	50%	42%	4.34
Vietnam	17	0%	0%	6%	82%	12%	4.06
Bangladesh	20	0%	0%	0%	70%	30%	4.30
Thailand	10	0%	0%	60%	40%	0%	3.40
Sri Lanka	16	0%	6%	38%	44%	13%	3.63
Nepal	No data	No data	No data	No data	No data	No data	No data
India	4	0%	0%	25%	25%	50%	4.25
Philippines	19	0%	0%	0%	89%	11%	4.11
ROC	60	0%	0%	5%	92%	3%	3.98
Pakistan	20	0%	70%	20%	10%	0%	2.40
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	20.36						3.92



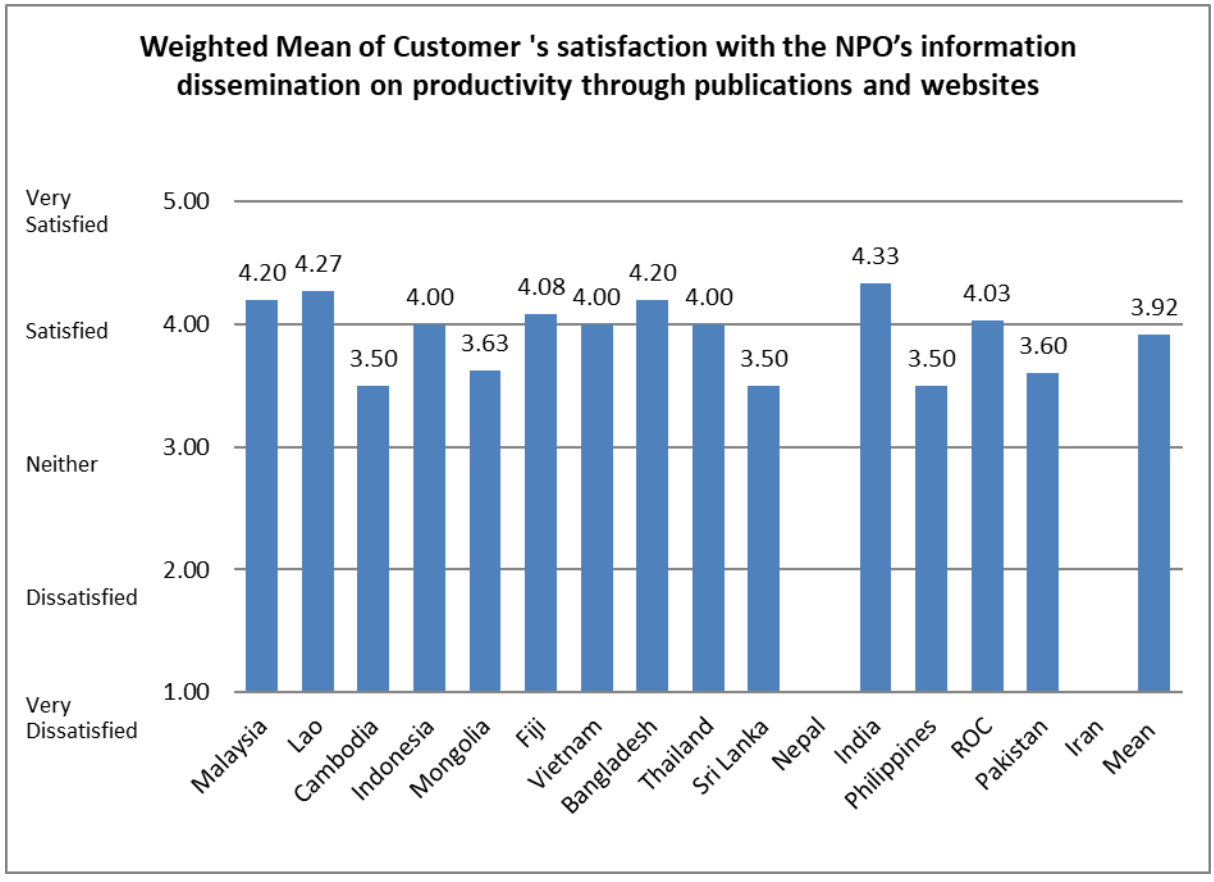
2.23 c) Level of customer satisfaction with the NPO's Mentoring, coaching and consultancy services in productivity

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	23	0%	0%	8%	57%	35%	4.27
Lao	25	0%	0%	13%	68%	22%	4.21
Cambodia	14	0%	0%	14%	64%	21%	4.03
Indonesia	9	0%	0%	22%	67%	11%	3.89
Mongolia	16	0%	6%	13%	56%	25%	4.00
Fiji	26	0%	0%	19%	50%	31%	4.12
Vietnam	15	0%	0%	7%	93%	0%	3.93
Bangladesh	20	0%	0%	0%	40%	60%	4.60
Thailand	13	0%	0%	23%	46%	31%	4.08
Sri Lanka	15	0%	7%	20%	53%	20%	3.87
Nepal	No data	No data	No data	No data	No data	No data	No data
India	5	0%	0%	0%	20%	80%	4.80
Philippines	20	0%	0%	10%	80%	10%	4.00
ROC	60	0%	0%	3%	80%	17%	4.13
Pakistan	20	0%	15%	5%	70%	10%	3.75
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	20.07						4.12



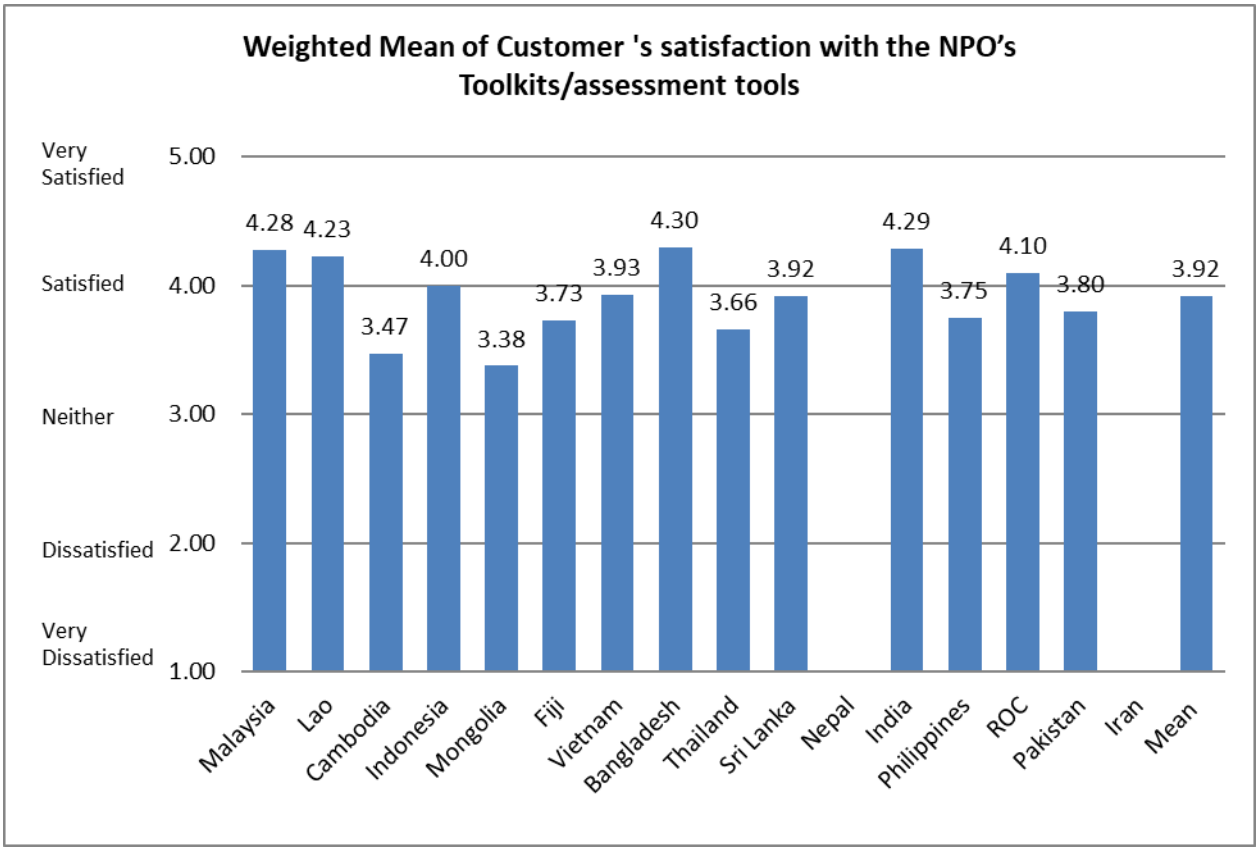
2.23 d) Level of customer satisfaction with the NPO's Information dissemination on productivity through publications and websites

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	20	0%	0%	5%	70%	25%	4.20
Lao	23	0%	0%	13%	47%	40%	4.27
Cambodia	14	0%	0%	50%	50%	0%	3.50
Indonesia	8	0%	0%	25%	50%	25%	4.00
Mongolia	16	0%	13%	19%	63%	6%	3.63
Fiji	26	0%	0%	19%	54%	27%	4.08
Vietnam	15	0%	0%	7%	86%	7%	4.00
Bangladesh	20	0%	0%	0%	80%	20%	4.20
Thailand	12	0%	0%	25%	50%	25%	4.00
Sri Lanka	14	0%	14%	21%	64%	0%	3.50
Nepal	No data	No data	No data	No data	No data	No data	No data
India	6	0%	0%	17%	33%	50%	4.33
Philippines	8	0%	0%	50%	50%	0%	3.50
ROC	60	0%	0%	5%	87%	8%	4.03
Pakistan	20	5%	10%	10%	70%	5%	3.60
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	18.71						3.92



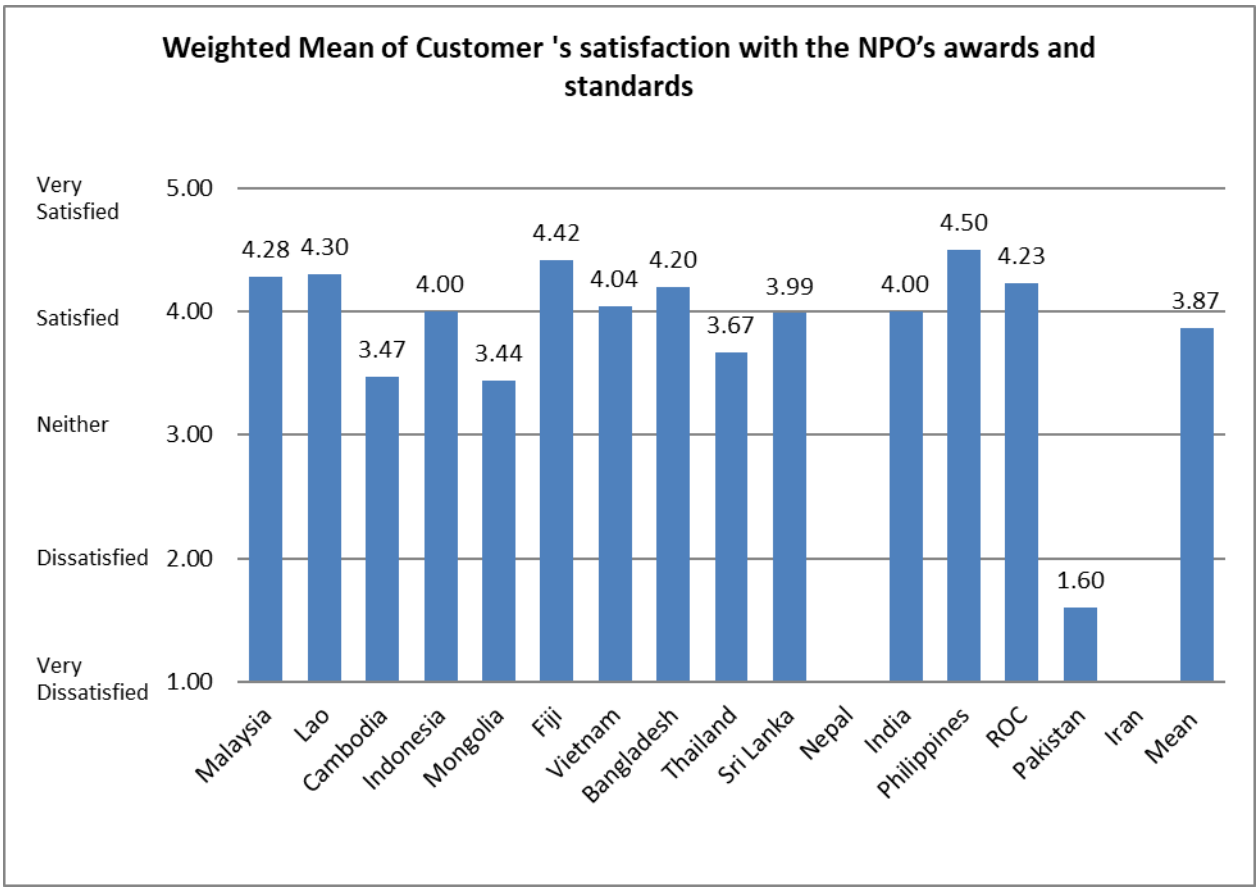
2.23 e) Level of customer satisfaction with the NPO's Toolkits/assessment tools

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	22	0%	0%	4%	64%	32%	4.28
Lao	15	0%	1%	3%	68%	28%	4.23
Cambodia	13	0%	15%	23%	62%	0%	3.47
Indonesia	10	0%	0%	10%	80%	10%	4.00
Mongolia	16	0%	13%	44%	38%	6%	3.38
Fiji	26	0%	0%	35%	57%	8%	3.73
Vietnam	14	0%	0%	7%	93%	0%	3.93
Bangladesh	20	0%	0%	0%	70%	30%	4.30
Thailand	9	0%	0%	44%	44%	11%	3.66
Sri Lanka	12	0%	0%	17%	75%	8%	3.92
Nepal	No data	No data	No data	No data	No data	No data	No data
India	3	0%	0%	0%	66%	33%	4.29
Philippines	8	0%	0%	25%	75%	0%	3.75
ROC	60	0%	0%	7%	77%	17%	4.10
Pakistan	20	0%	10%	10%	70%	10%	3.80
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	17.71						3.92



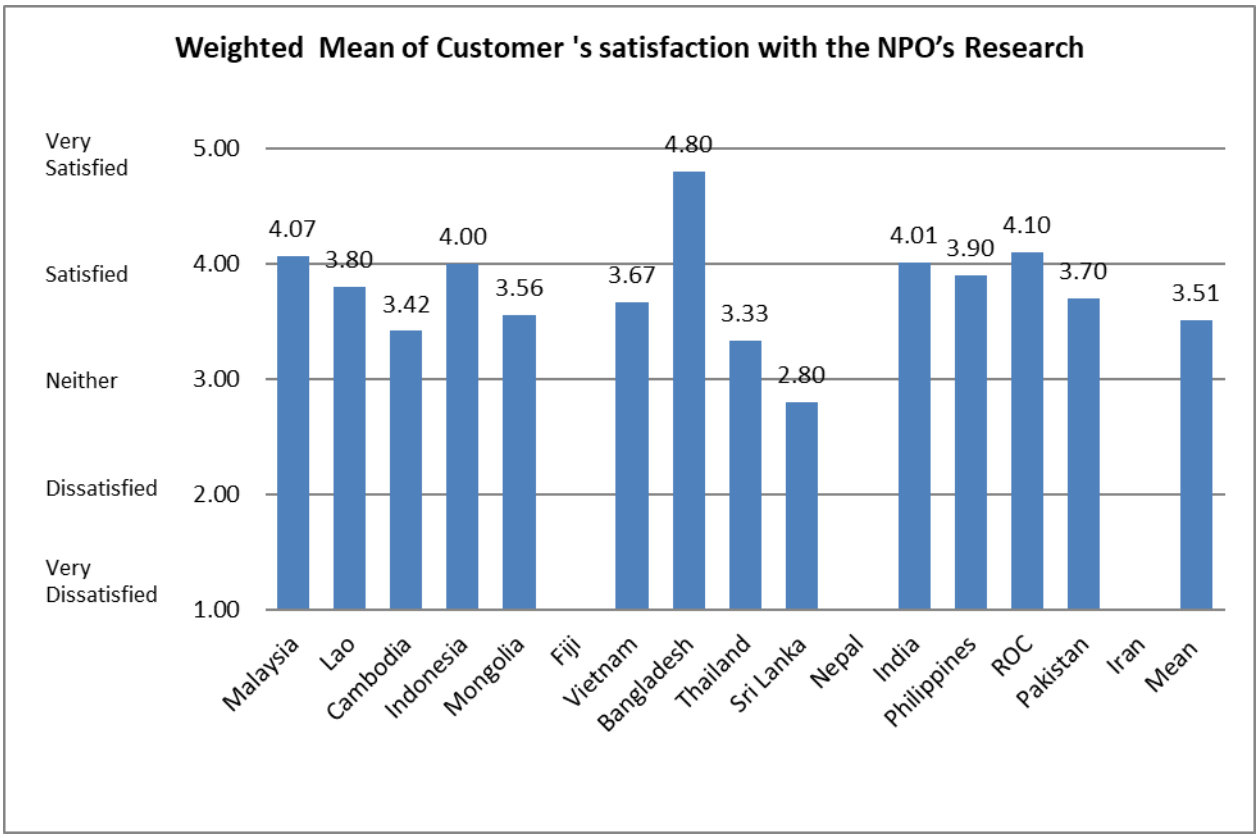
2.23 f) Level of customer satisfaction with the NPO's Awards and standards

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	21	0%	0%	5%	62%	33%	4.28
Lao	12	0%	0%	6%	58%	36%	4.30
Cambodia	15	0%	0%	60%	33%	7%	3.47
Indonesia	9	0%	0%	22%	56%	22%	4.00
Mongolia	16	0%	19%	38%	25%	19%	3.44
Fiji	26	0%	0%	0%	58%	42%	4.42
Vietnam	8	0%	0%	13%	75%	13%	4.04
Bangladesh	20	0%	0%	0%	80%	20%	4.20
Thailand	12	0%	0%	33%	67%	0%	3.67
Sri Lanka	17	0%	5%	18%	47%	30%	3.99
Nepal	No data	No data	No data	No data	No data	No data	No data
India	2	0%	0%	50%	0%	50%	4.00
Philippines	6	0%	0%	0%	50%	50%	4.50
ROC	60	0%	0%	5%	67%	28%	4.23
Pakistan	20	60%	25%	10%	5%	0%	1.60
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	17.43						3.87



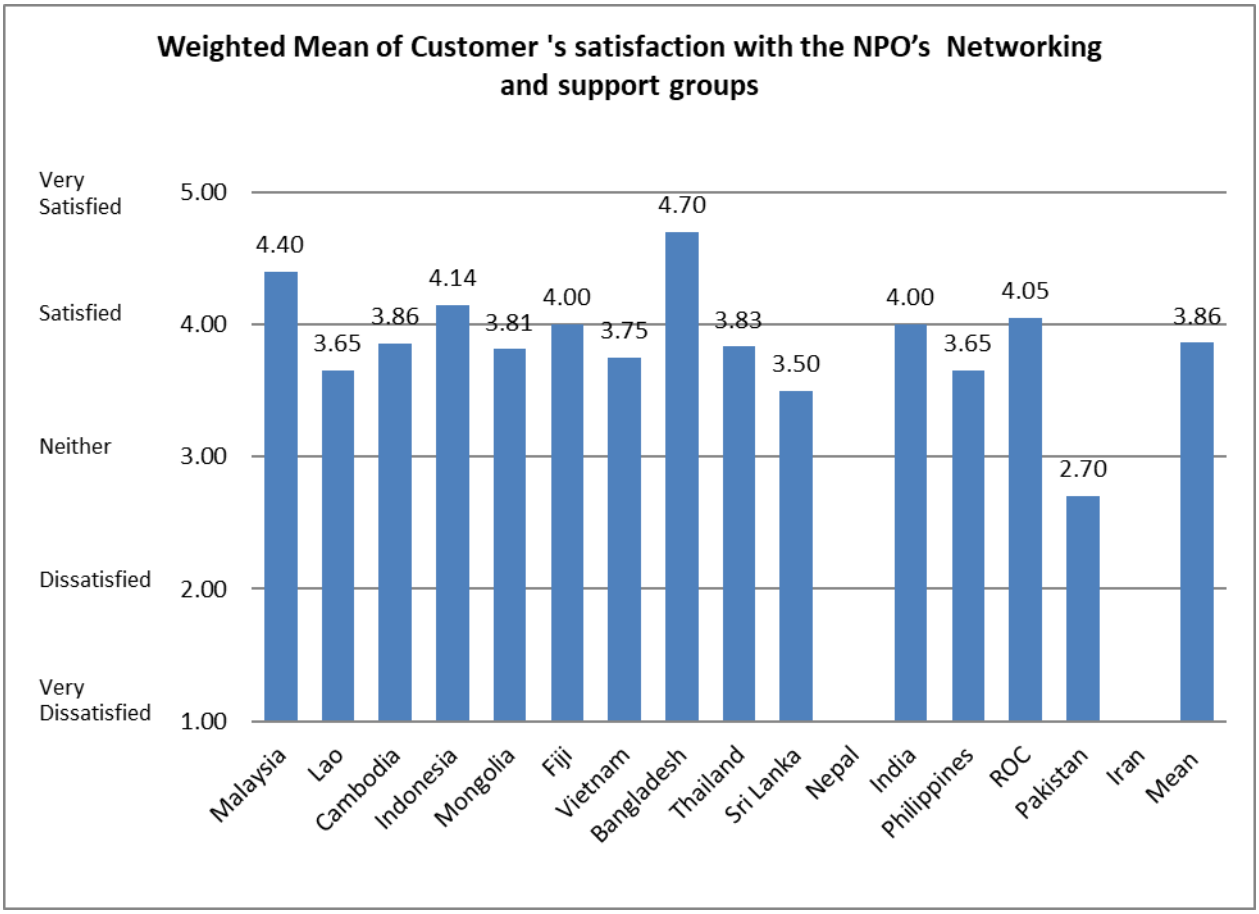
2.23 g) Level of customer satisfaction with the NPO's Research

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	17	0%	0%	11%	71%	18%	4.07
Lao	8	0%	0%	35%	50%	15%	3.80
Cambodia	12	0%	0%	58%	42%	0%	3.42
Indonesia	10	0%	0%	10%	80%	10%	4.00
Mongolia	16	0%	19%	19%	50%	13%	3.56
Fiji	26	0%	0%	0%	0%	0%	0.00
Vietnam	3	0%	0%	33%	67%	0%	3.67
Bangladesh	20	0%	0%	0%	20%	80%	4.80
Thailand	9	0%	0%	67%	33%	0%	3.33
Sri Lanka	14	0%	40%	47%	7%	7%	2.80
Nepal	No data	No data	No data	No data	No data	No data	No data
India	3	0%	33%	0%	0%	67%	4.01
Philippines	6	0%	0%	30%	50%	20%	3.90
ROC	60	0%	0%	3%	83%	13%	4.10
Pakistan	20	0%	0%	30%	70%	0%	3.70
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	16.00						3.51



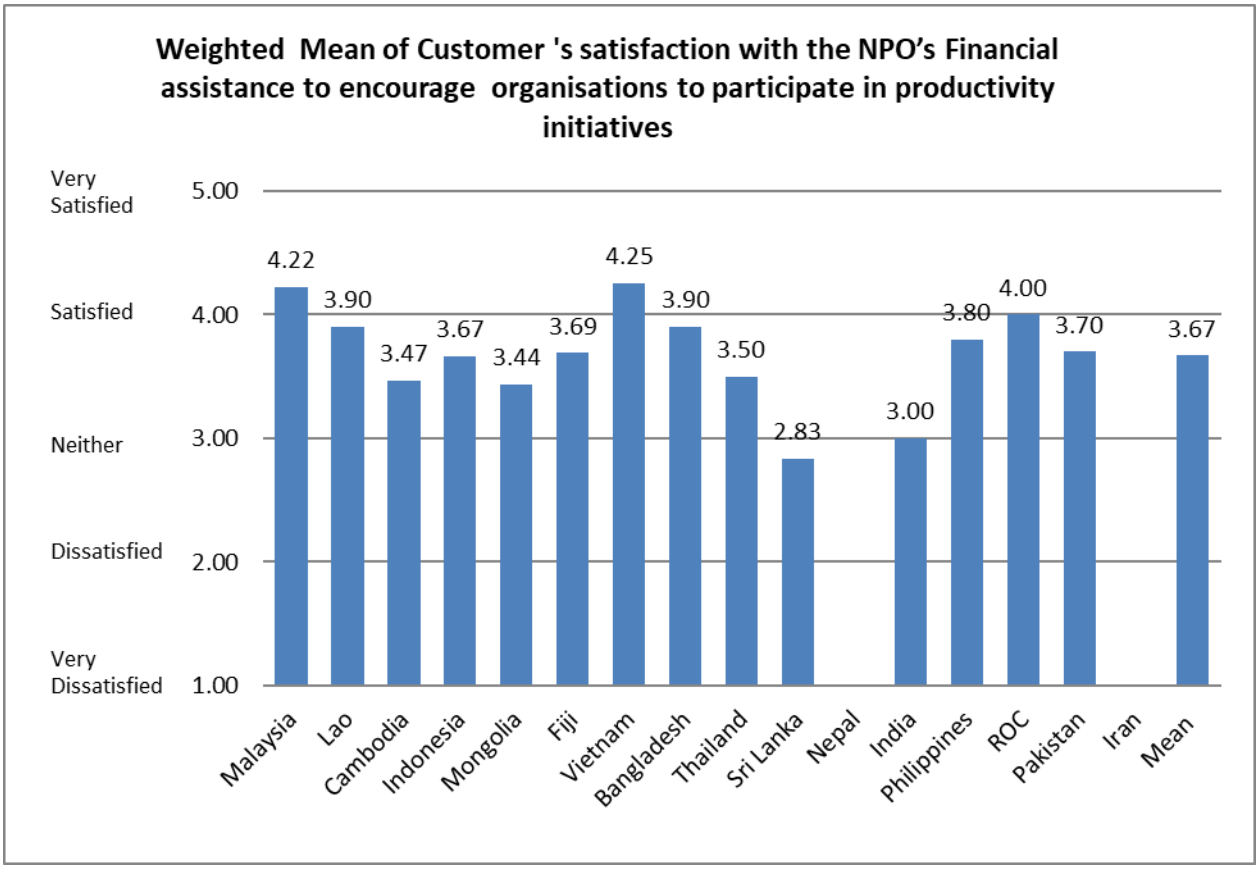
2.23 h) Level of customer satisfaction with the NPO's Networking and support groups

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	20	0%	0%	0%	60%	40%	4.40
Lao	7	0%	0%	35%	65%	0%	3.65
Cambodia	16	0%	6%	19%	63%	13%	3.86
Indonesia	7	0%	0%	43%	0%	57%	4.14
Mongolia	16	0%	6%	19%	63%	13%	3.81
Fiji	26	0%	0%	20%	60%	20%	4.00
Vietnam	7	0%	0%	25%	75%	0%	3.75
Bangladesh	20	0%	0%	0%	30%	70%	4.70
Thailand	12	0%	0%	25%	67%	8%	3.83
Sri Lanka	13	0%	8%	42%	42%	8%	3.50
Nepal	No data	No data	No data	No data	No data	No data	No data
India	4	0%	0%	25%	50%	25%	4.00
Philippines	6	0%	0%	35%	65%	0%	3.65
ROC	60	0%	0%	7%	82%	12%	4.05
Pakistan	20	0%	50%	30%	20%	0%	2.70
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	16.71						3.86



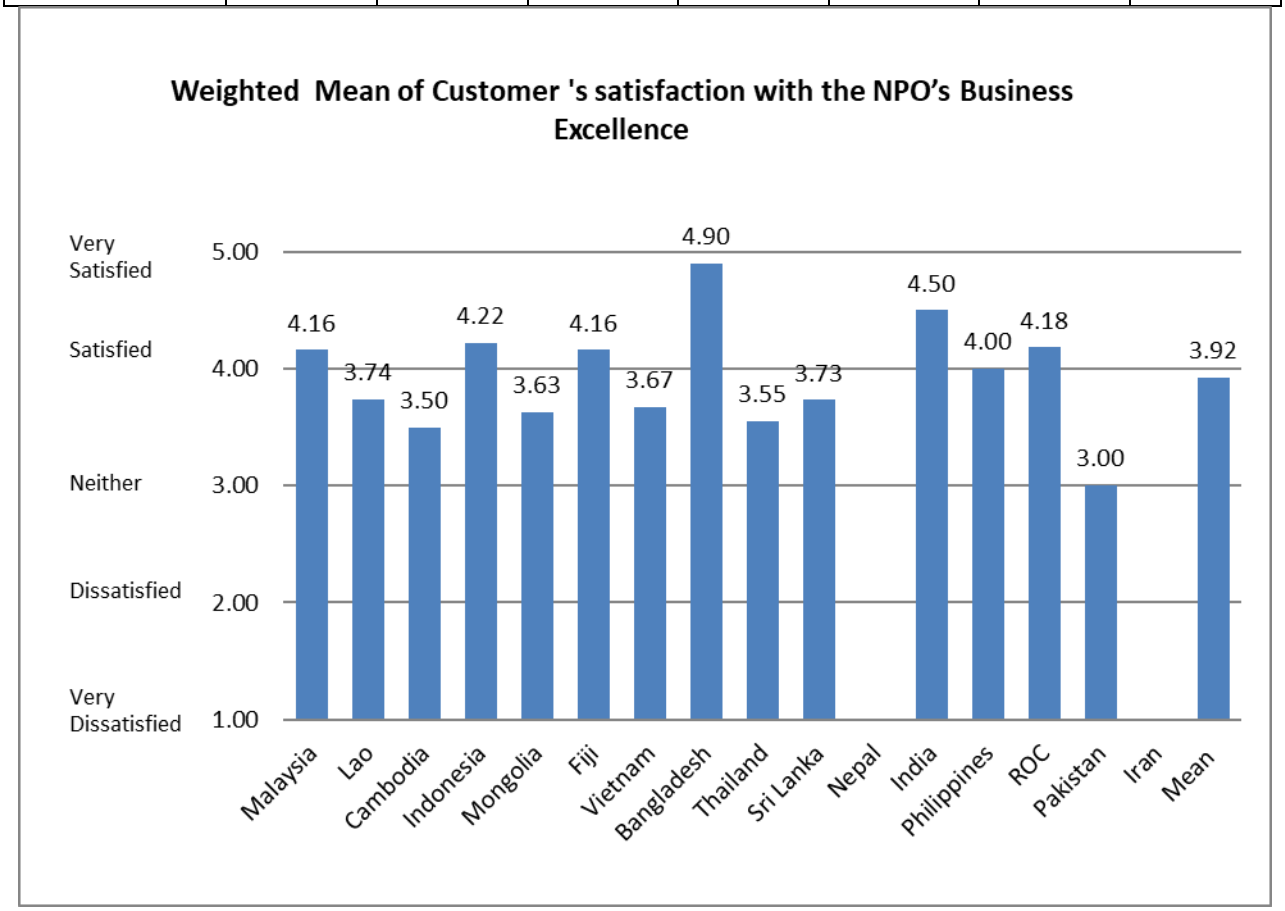
2.23 i) Level of customer satisfaction with the NPO's Financial assistance to encourage organizations to participate in productivity initiatives

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	17	0%	0%	7%	64%	29%	4.22
Lao	5	0%	0%	10%	90%	0%	3.90
Cambodia	15	0%	13%	27%	60%	0%	3.47
Indonesia	6	0%	0%	50%	33%	17%	3.67
Mongolia	16	6%	19%	25%	25%	25%	3.44
Fiji	26	0%	8%	38%	31%	23%	3.69
Vietnam	4	0%	0%	25%	25%	50%	4.25
Bangladesh	20	0%	0%	20%	70%	10%	3.90
Thailand	10	0%	10%	50%	20%	20%	3.50
Sri Lanka	12	8%	33%	25%	33%	0%	2.83
Nepal	No data	No data	No data	No data	No data	No data	No data
India	2	0%	50%	0%	50%	0%	3.00
Philippines	6	0%	0%	20%	80%	0%	3.80
ROC	60	0%	0%	8%	83%	8%	4.00
Pakistan	20	0%	10%	20%	60%	10%	3.70
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	15.64						3.67



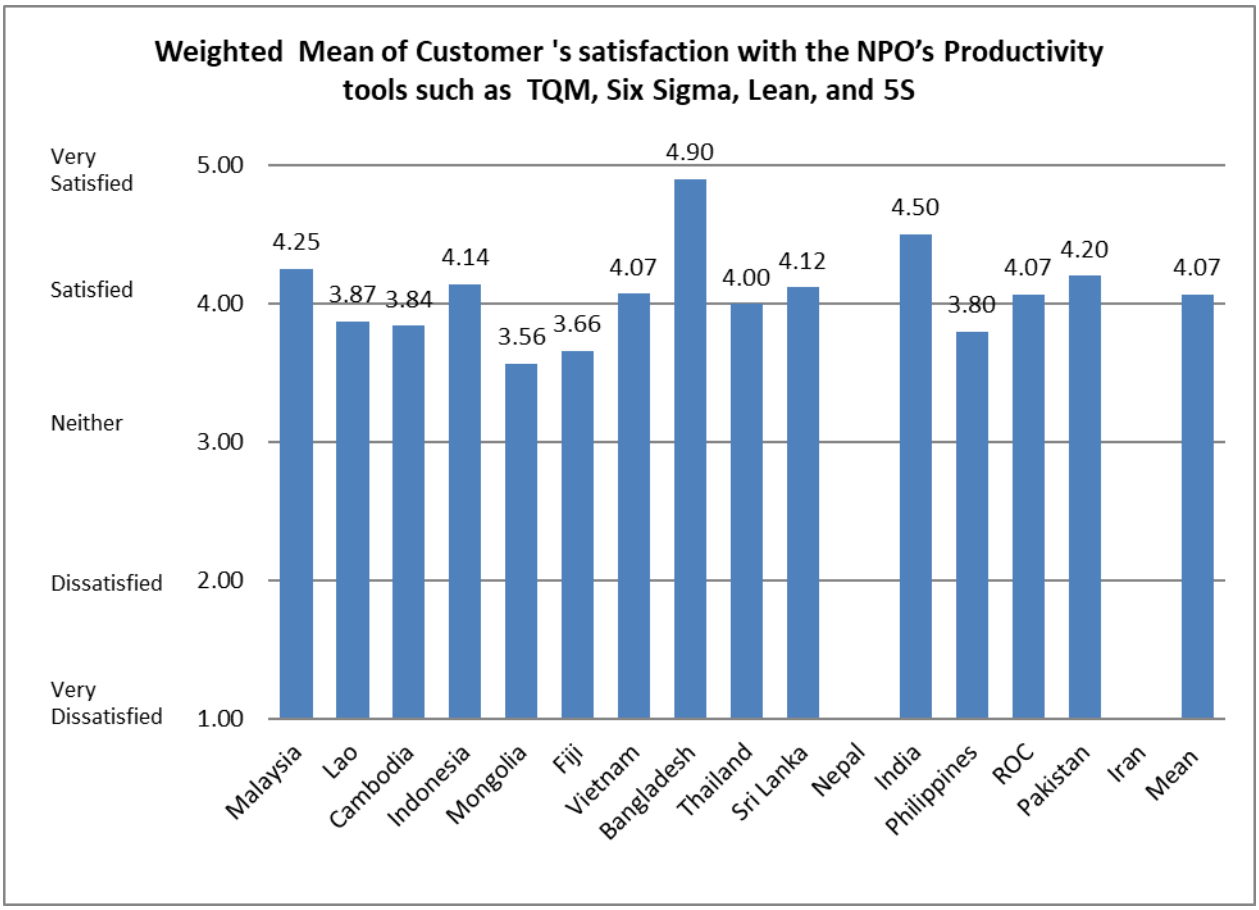
2.23 j) Level of customer satisfaction with the NPO's Business Excellence

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	19	0%	0%	5%	74%	21%	4.16
Lao	5	0%	0%	35%	56%	9%	3.74
Cambodia	14	0%	7%	36%	57%	0%	3.50
Indonesia	9	0%	0%	11%	56%	33%	4.22
Mongolia	16	0%	0%	50%	38%	13%	3.63
Fiji	26	0%	0%	19%	46%	35%	4.16
Vietnam	3	0%	0%	33%	67%	0%	3.67
Bangladesh	20	0%	0%	0%	10%	90%	4.90
Thailand	9	0%	11%	33%	44%	11%	3.55
Sri Lanka	15	0%	7%	20%	67%	7%	3.73
Nepal	No data	No data	No data	No data	No data	No data	No data
India	4	0%	0%	0%	50%	50%	4.50
Philippines	4	0%	0%	25%	50%	25%	4.00
ROC	60	0%	0%	5%	72%	23%	4.18
Pakistan	20	0%	40%	20%	40%	0%	3.00
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	16.00						3.92



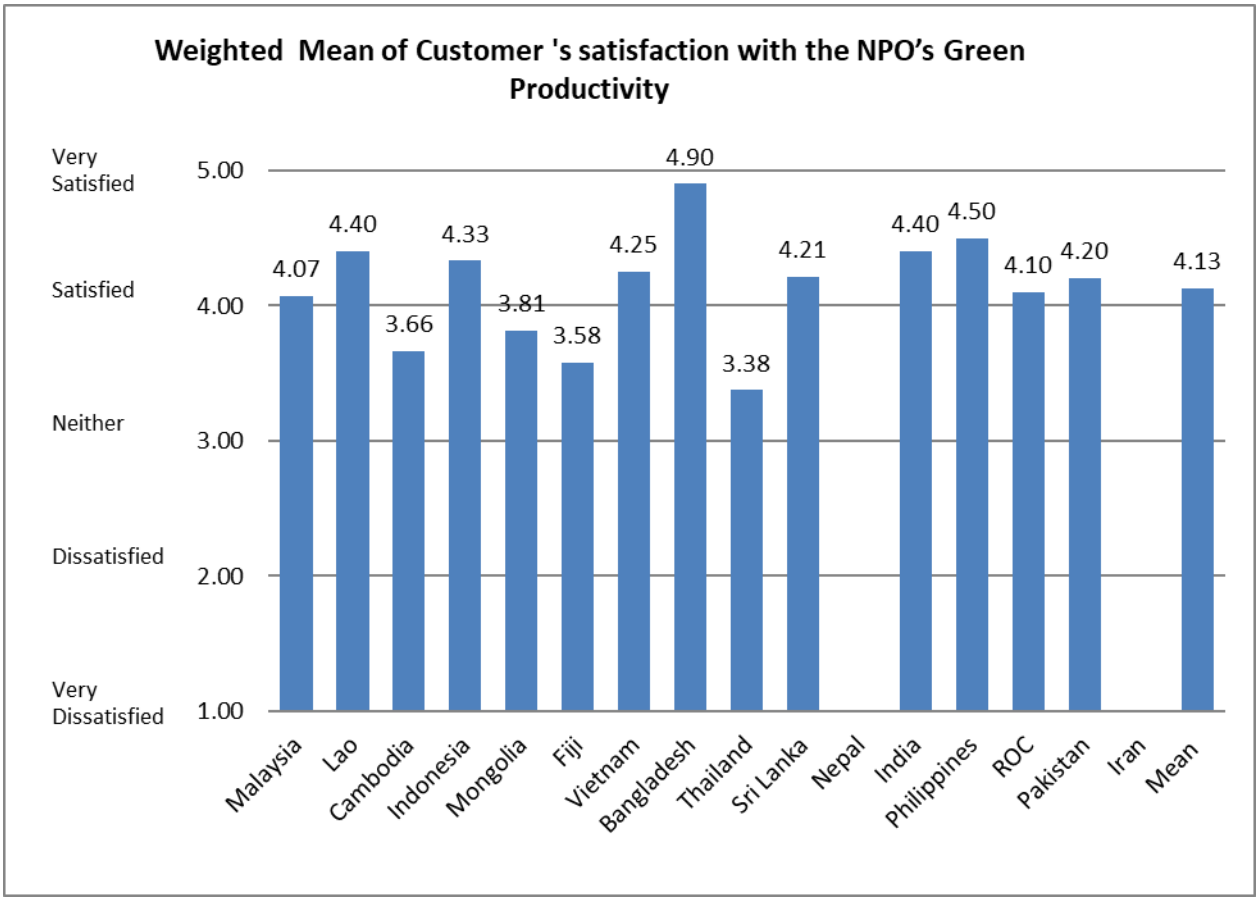
2.23 k) Level of customer satisfaction with the NPO's Productivity tools such as TQM, Six Sigma, Lean, and 5S

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	21	0%	0%	4%	67%	29%	4.25
Lao	6	0%	0%	13%	87%	0%	3.87
Cambodia	15	0%	0%	27%	67%	7%	3.84
Indonesia	7	0%	0%	29%	29%	43%	4.14
Mongolia	16	0%	6%	44%	38%	13%	3.56
Fiji	26	0%	4%	34%	54%	8%	3.66
Vietnam	15	0%	0%	0%	93%	7%	4.07
Bangladesh	20	0%	0%	0%	10%	90%	4.90
Thailand	12	0%	0%	8%	83%	8%	4.00
Sri Lanka	17	0%	0%	6%	77%	18%	4.12
Nepal	No data	No data	No data	No data	No data	No data	No data
India	4	0%	0%	0%	50%	50%	4.50
Philippines	6	0%	0%	20%	80%	0%	3.80
ROC	60	0%	0%	3%	87%	10%	4.07
Pakistan	20	0%	0%	0%	80%	20%	4.20
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	17.50						4.07



2.23 l) Level of customer satisfaction with the NPO's Green Productivity

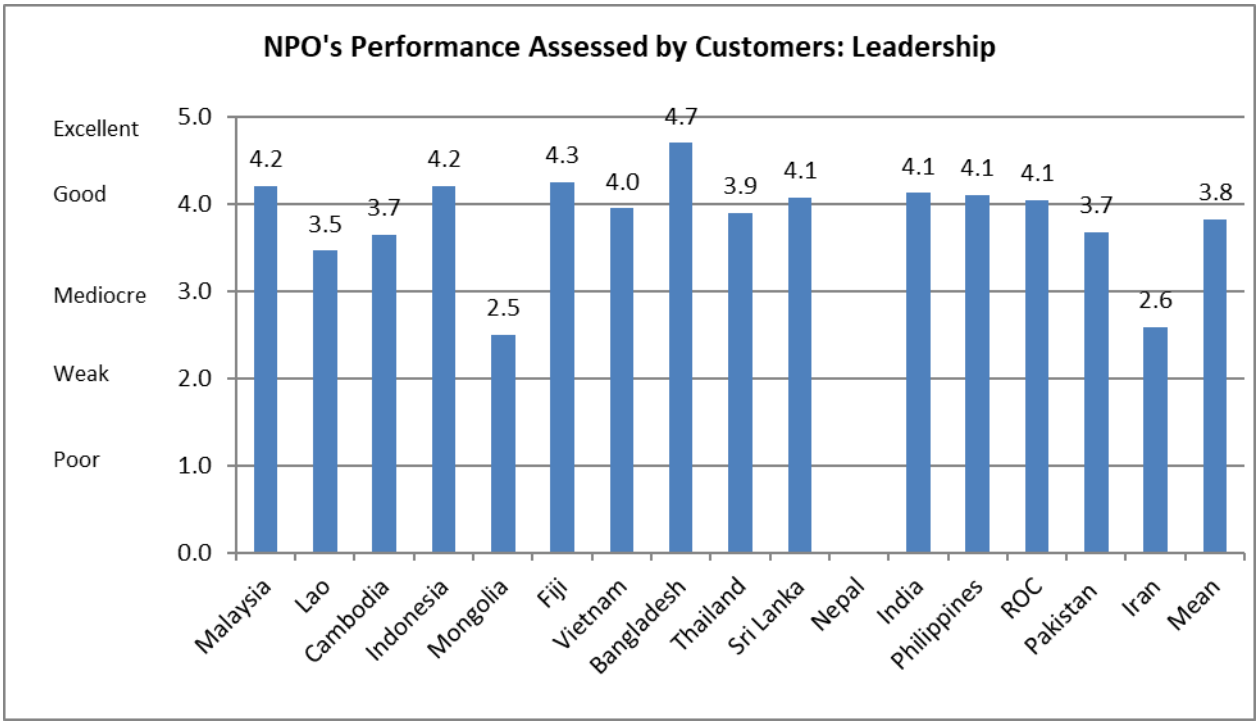
	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	16	0%	6%	0%	75%	19%	4.07
Lao	3	0%	0%	0%	60%	40%	4.40
Cambodia	15	0%	7%	33%	47%	13%	3.66
Indonesia	9	0%	0%	11%	44%	44%	4.33
Mongolia	16	0%	6%	13%	75%	6%	3.81
Fiji	26	0%	0%	50%	42%	8%	3.58
Vietnam	4	0%	0%	25%	25%	50%	4.25
Bangladesh	20	0%	0%	0%	10%	90%	4.90
Thailand	8	0%	0%	63%	38%	0%	3.38
Sri Lanka	19	0%	0%	5%	68%	26%	4.21
Nepal	No data	No data	No data	No data	No data	No data	No data
India	5	0%	0%	0%	60%	40%	4.40
Philippines	4	0%	0%	0%	50%	50%	4.50
ROC	60	0%	0%	7%	77%	17%	4.10
Pakistan	20	0%	0%	0%	80%	20%	4.20
Iran	No data	No data	No data	No data	No data	No data	No data
Mean	16.07						4.13

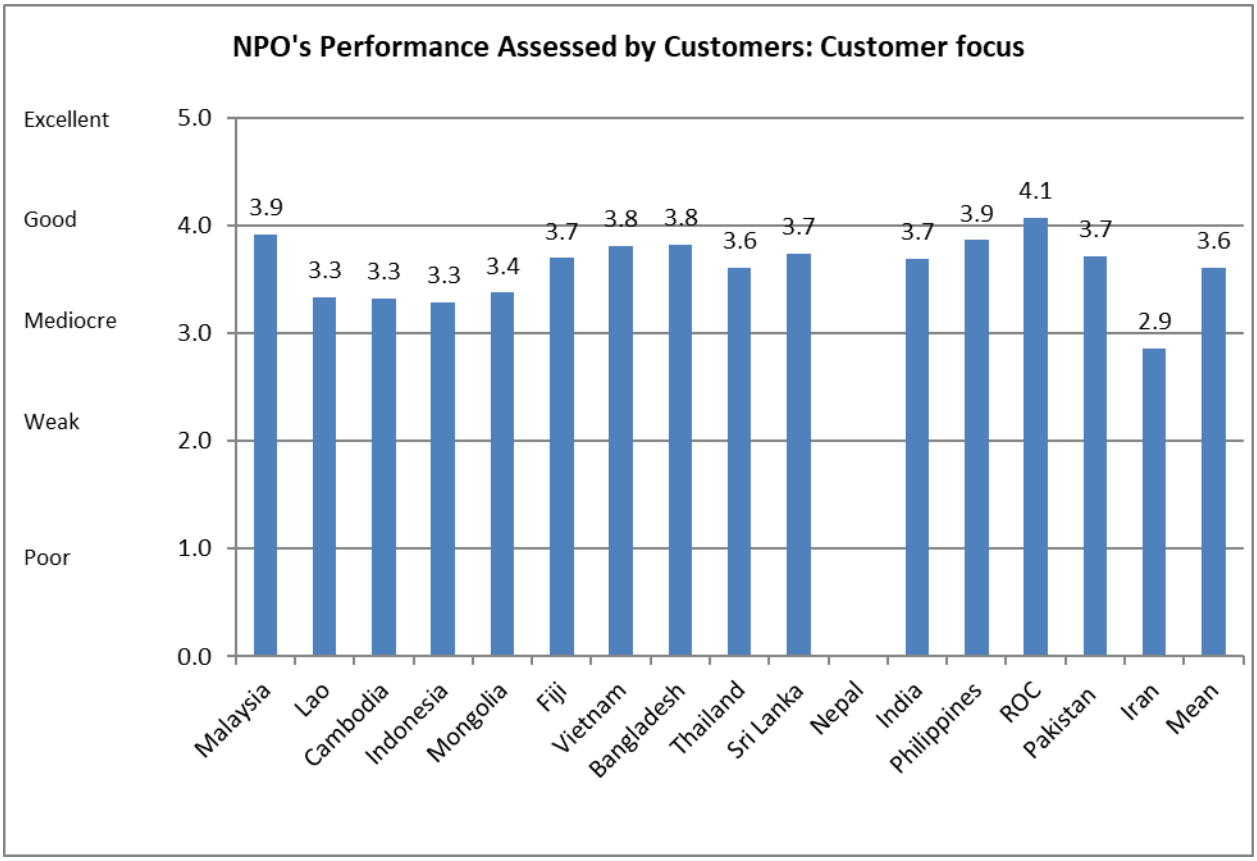


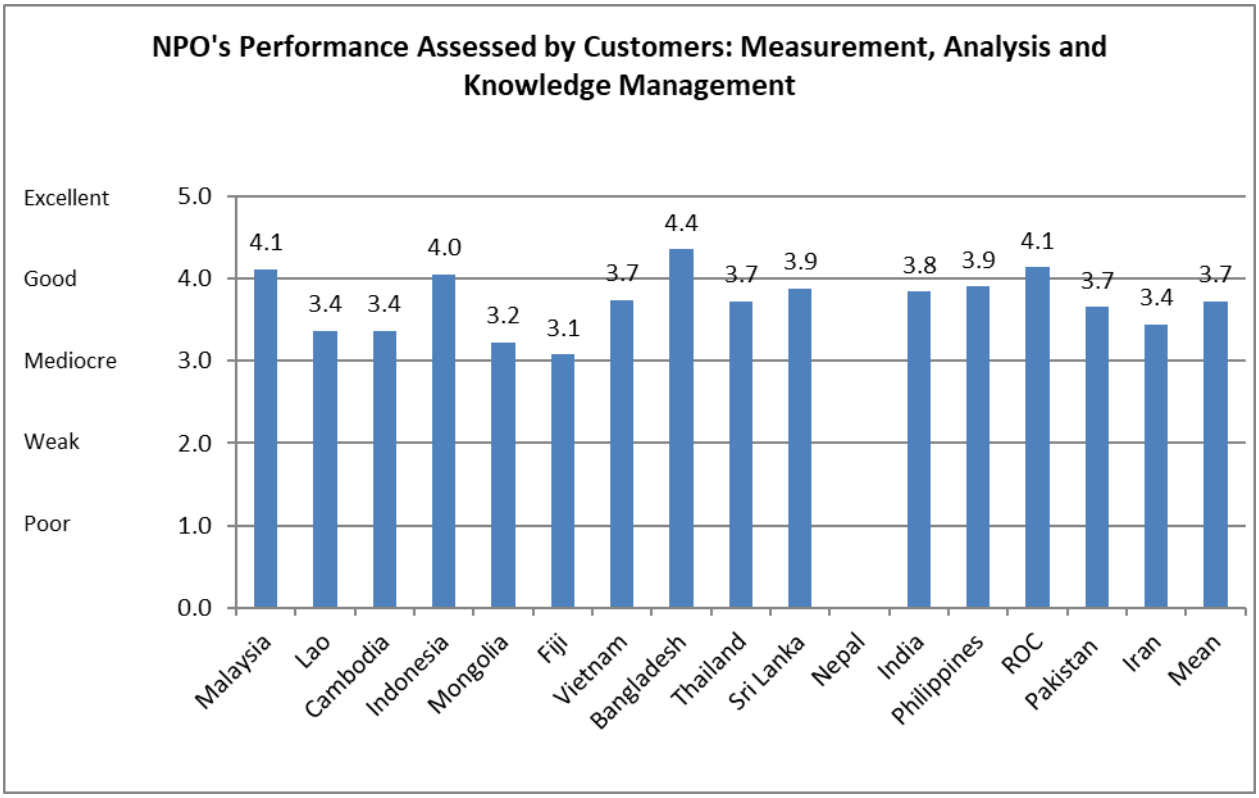
2.24 NPO's performance as assessed by customers:

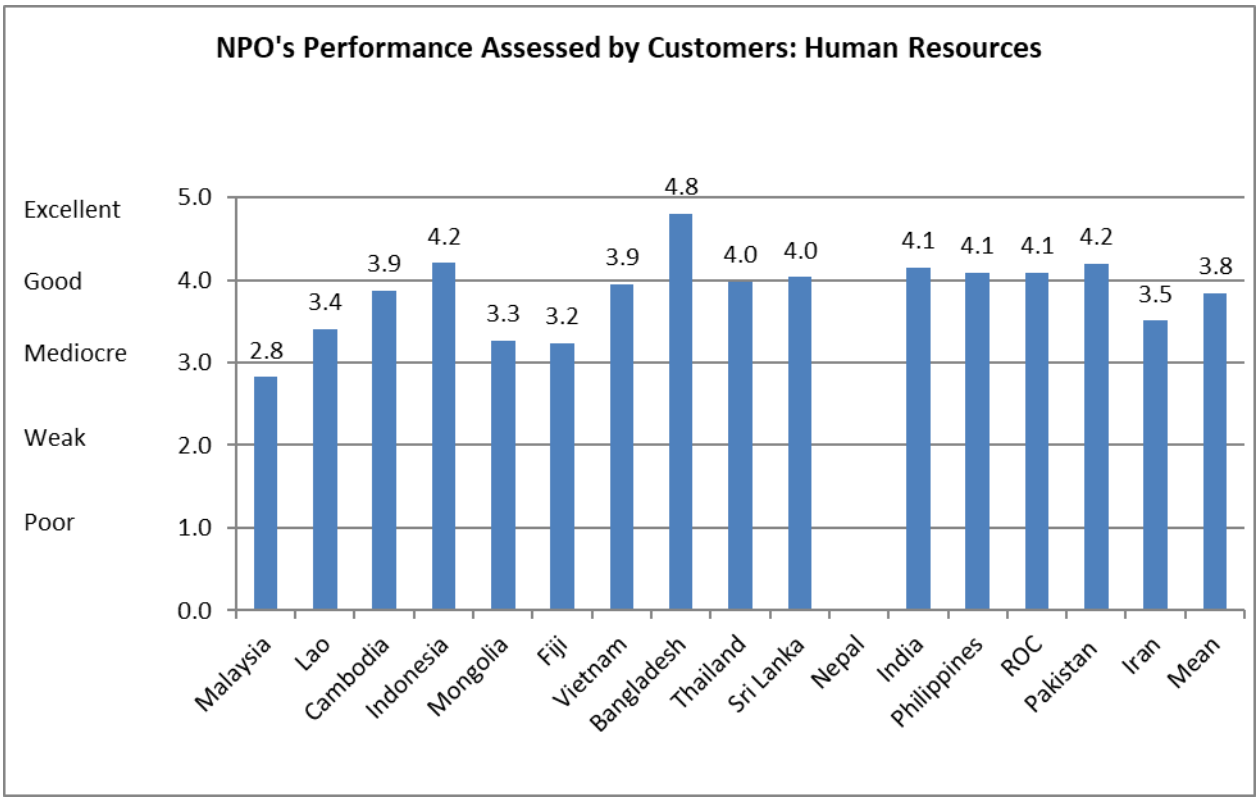
Weighted mean of NPO's performance as assessed by customers

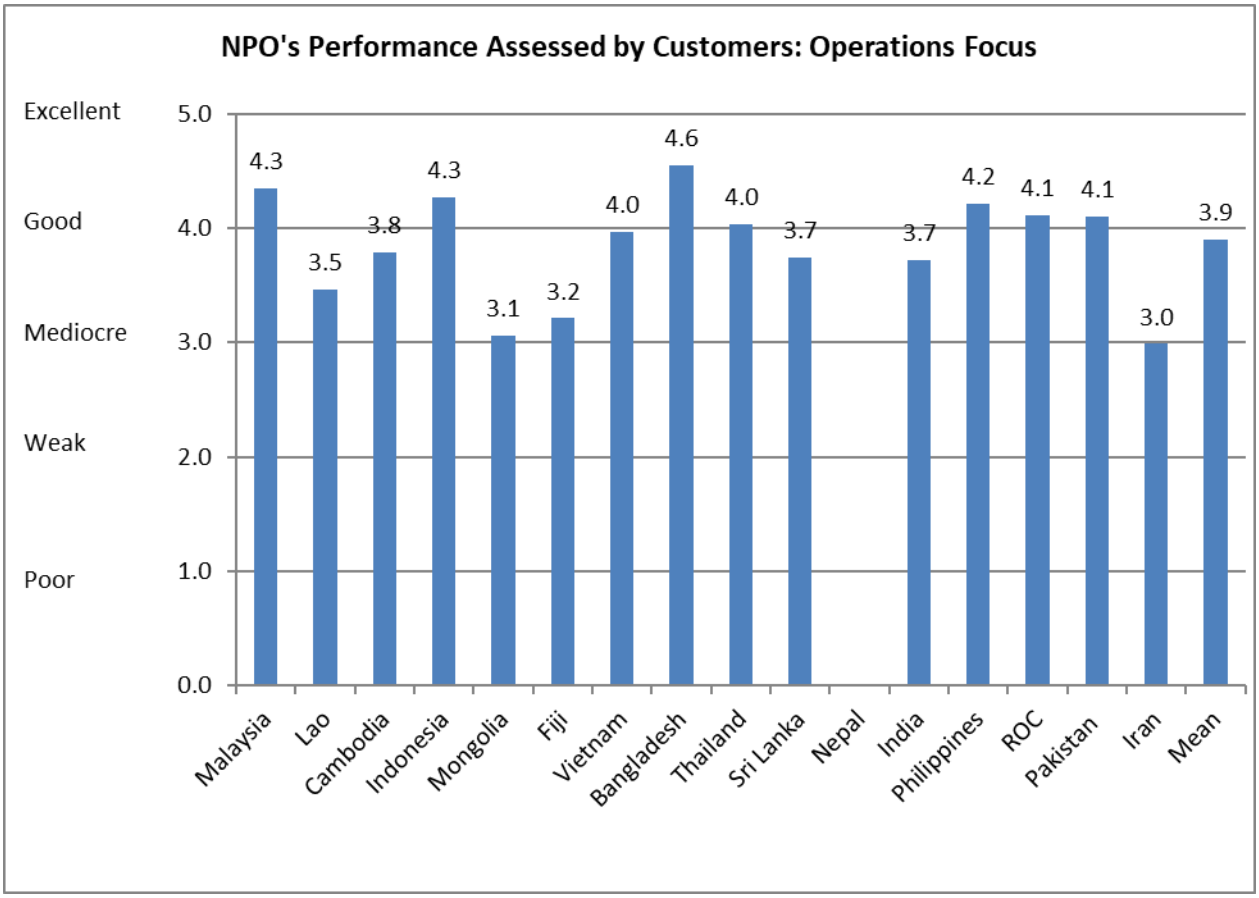
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Leadership																	
The leadership of the NPO	4.2	3.4	3.9	4.3	2.3	4.3	3.9	4.7	3.8	4.2	No data	3.9	4.2	4.1	3.5	3.2	3.8
Reputation of NPO	4.2	3.5	3.4	4.1	2.8	4.2	4.0	4.7	4.1	4.0	No data	4.4	4.1	4.0	3.9	2.0	3.8
Mean	4.2	3.5	3.7	4.2	2.5	4.3	4.0	4.7	3.9	4.1	No data	4.1	4.1	4.1	3.7	2.6	3.8
Customer Focus																	
NPO understanding of customer needs	4.1	3.6	3.5	4.3	4.0	4.2	3.7	4.7	3.7	3.7	No data	4.1	4.0	4.0	4.0	3.6	3.9
NPO flexibility in meeting customer needs	4.1	3.3	3.7	4.3	3.3	4.2	4.3	4.6	4.0	3.7	No data	4.0	4.0	4.1	4.1	3.7	4.0
Visibility of the NPO and promotion of NPO nationwide	3.8	3.2	3.3	3.9	3.3	3.4	4.4	4.1	3.8	4.9	No data	3.6	3.6	4.1	3.6	3.3	3.8
Design of NPO website	3.9	3.2	3.1	2.9	3.2	3.7	3.2	4.0	3.4	3.6	No data	3.8	4.0	4.0	3.5	2.1	3.4
Contents in NPO website	3.7	3.2	3.4	1.7	3.3	3.6	3.9	3.7	3.6	3.6	No data	4.0	3.9	4.0	3.7	2.4	3.4
Design of NPO newsletter	3.9	3.4	3.1	2.5	3.3	3.8	3.9	2.6	3.7	3.6	No data	3.8	3.8	4.1	3.8	2.0	3.4
Contents of NPO newsletter	3.9	3.4	3.2	3.4	3.4	3.6	3.9	2.9	3.7	3.6	No data	3.8	3.8	4.2	3.5	2.8	3.5
Use of Social Media.	3.9	3.5	3.3	3.3	3.3	3.1	3.2	4.0	3.2	3.3	No data	2.5	3.7	4.1	3.8	2.8	3.4
Mean	3.9	3.3	3.3	3.3	3.4	3.7	3.8	3.8	3.6	3.7	No data	3.7	3.9	4.1	3.7	2.9	3.6
Measurement, Analysis and Knowledge Management																	
Sharing of knowledge and learning from NPO projects/work	4.1	3.3	3.3	4.4	3.1	3.3	3.8	4.5	4.1	4.0	No data	3.8	4.0	4.2	4.1	3.3	3.8
Reporting on the impact of the NPO work as a whole	4.1	3.4	3.4	3.7	3.3	2.8	3.7	4.2	3.4	3.8	No data	3.9	3.8	4.1	3.3	3.6	3.6
Mean	4.1	3.4	3.4	4.0	3.2	3.1	3.7	4.4	3.7	3.9	No data	3.8	3.9	4.1	3.7	3.4	3.7
Human Resources																	
Professionalism of NPO staff	4.4	3.3	3.8	4.3	3.3	3.1	3.9	4.7	4.1	4.0	No data	3.9	4.1	4.0	4.3	3.2	3.9
Technical competence of NPO staff	4.1	3.4	3.8	4.2	3.1	3.2	3.9	4.7	3.9	4.0	No data	4.5	4.2	4.0	4.1	3.6	3.9
Communication skills of NPO staff	0.0	3.5	4.1	4.2	3.5	3.4	4.0	5.0	4.0	4.2	No data	4.1	4.0	4.2	4.2	3.7	3.7
Mean	2.8	3.4	3.9	4.2	3.3	3.2	3.9	4.8	4.0	4.0	No data	4.1	4.1	4.1	4.2	3.5	3.8
Operations Focus																	
Competition of projects on time	4.2	3.5	3.9	4.3	3.4	3.3	4.0	4.9	4.1	3.7	No data	3.8	4.3	4.0	4.2	2.8	3.9
Clear standards and systems	4.5	3.5	3.7	4.2	2.8	3.2	4.0	4.2	4.2	3.7	No data	3.6	4.2	4.2	4.0	3.2	3.8
Quality of project output	4.3	No data	3.8	4.3	No data	No data	4.0	No data	3.9	3.9	No data	No data	No data	No data	No data	No data	4.0
Mean	4.3	3.5	3.8	4.3	3.1	3.2	4.0	4.6	4.0	3.7	No data	3.7	4.2	4.1	4.1	3.0	3.9


NPO's Performance Assessed by Customers: Leadership
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
4.2
3.5
3.7
4.2
2.5
4.3
4.0
4.7
3.9
4.1
4.1
4.1
4.1
3.7
2.6
3.8
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Customers: Customer focus
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
3.9
3.3
3.3
3.3
3.4
3.7
3.8
3.8
3.6
3.7
3.7
3.9
4.1
3.7
2.9
3.6
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Customers: Measurement, Analysis and Knowledge Management
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
4.1
3.4
3.4
4.0
3.2
3.1
3.7
4.4
3.7
3.9
3.8
3.9
4.1
3.7
3.4
3.7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Customers: Human Resources
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
2.8
3.4
3.9
4.2
3.3
3.2
3.9
4.8
4.0
4.0
4.1
4.1
4.1
4.2
3.5
3.8
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Customers: Operations Focus
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
4.3
3.5
3.8
4.3
3.1
3.2
4.0
4.6
4.0
3.7
3.7
4.2
4.1
4.1
3.0
3.9
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

2.24.1 NPO's performance as assessed by customers: Leadership

Leadership	The leadership of the NPO							Reputation of NPO						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	21	0%	0%	4%	71%	25%	4.2	26	0%	0%	11%	58%	31%	4.2
Lao	15	0%	12%	33%	55%	0%	3.4	14	0%	14%	38%	52%	0%	3.5
Cambodia	18	0%	0%	24%	71%	6%	3.9	20	6%	0%	44%	44%	6%	3.4
Indonesia	12	0%	0%	0%	67%	33%	4.3	13	0%	0%	8%	77%	15%	4.1
Mongolia	16	0%	13%	6%	38%	6%	2.3	16	6%	13%	13%	44%	6%	2.8
Fiji	26	0%	0%	0%	70%	30%	4.3	26	0%	0%	0%	80%	20%	4.2
Vietnam	19	0%	0%	11%	84%	5%	3.9	19	0%	0%	5%	89%	5%	4.0
Bangladesh	20	0%	0%	0%	30%	70%	4.7	20	0%	0%	0%	30%	70%	4.7
Thailand	20	5%	0%	15%	75%	5%	3.8	20	5%	0%	0%	75%	20%	4.1
Sri Lanka	20	0%	0%	0%	80%	20%	4.2	20	0%	0%	20%	65%	15%	4.0
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	8	0%	25%	0%	37%	38%	3.9	8	0%	0%	13%	37%	50%	4.4
Philippines	28	0%	0%	7%	71%	22%	4.2	26	0%	0%	4%	85%	11%	4.1
ROC	60	0%	0%	8%	77%	15%	4.1	60	0%	0%	7%	83%	10%	4.0
Pakistan	20	0%	15%	25%	60%	0%	3.5	20	0%	5%	15%	65%	15%	3.9
Iran	34	12%	18%	24%	35%	12%	3.2	34	21%	27%	14%	11%	8%	2.0
Mean	22.47						3.8	22.80						3.8
Total	337							342						

2.24.2 NPO's performance as assessed by customers: Customer focus

Customer Focus	NPO understanding of customer needs							NPO flexibility in meeting customer needs							Visibility of the NPO and promotion of NPO nationwide						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	30	0%	0%	10%	70%	20%	4.1	29	0%	0%	7%	72%	21%	4.1	28	0%	7%	21%	54%	18%	3.8
Lao	13	0%	9%	54%	46%	0%	3.6	12	0%	7%	59%	34%	0%	3.3	15	0%	15%	48%	37%	0%	3.2
Cambodia	20	5%	11%	26%	47%	11%	3.5	19	6%	0%	24%	59%	12%	3.7	20	7%	13%	33%	40%	7%	3.3
Indonesia	10	0%	0%	10%	50%	40%	4.3	10	0%	0%	10%	50%	40%	4.3	9	0%	0%	22%	67%	11%	3.9
Mongolia	16	0%	6%	36%	38%	25%	4.0	16	0%	6%	44%	31%	13%	3.3	16	6%	6%	19%	56%	6%	3.3
Fiji	26	0%	0%	4%	77%	19%	4.2	26	0%	0%	4%	77%	19%	4.2	26	0%	15%	23%	42%	15%	3.4
Vietnam	19	0%	5%	16%	79%	0%	3.7	19	0%	5%	21%	16%	58%	4.3	19	5%	0%	5%	32%	58%	4.4
Bangladesh	20	0%	0%	0%	30%	70%	4.7	20	0%	0%	0%	40%	60%	4.6	20	0%	0%	0%	90%	10%	4.1
Thailand	20	5%	0%	25%	60%	10%	3.7	20	0%	0%	25%	55%	20%	4.0	20	0%	5%	30%	50%	15%	3.8
Sri Lanka	21	0%	5%	29%	57%	10%	3.7	21	0%	5%	33%	48%	14%	3.7	20	0%	10%	25%	80%	15%	4.9
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	9	0%	0%	22%	44%	34%	4.1	9	0%	0%	44%	11%	45%	4.0	8	0%	25%	25%	12%	38%	3.6
Philippines	26	0%	0%	4%	88%	8%	4.0	26	0%	0%	4%	88%	8%	4.0	24	0%	0%	4%	82%	4%	3.6
ROC	60	0%	0%	3%	90%	7%	4.0	60	0%	0%	5%	83%	12%	4.1	60	0%	0%	7%	75%	18%	4.1
Pakistan	20	0%	5%	10%	70%	15%	4.0	20	0%	0%	5%	80%	15%	4.1	20	0%	10%	25%	65%	0%	3.6
Iran	34	7%	13%	21%	27%	32%	3.6	34	12%	10%	14%	22%	43%	3.7	34	14%	18%	18%	23%	27%	3.3
Mean	22.93						3.9	22.73						4.0	22.60						3.8
Total	344							341							339						

	Design of NPO website							Contents in NPO website							Design of NPO newsletter						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	27	0%	0%	26%	63%	11%	3.9	27	0%	4%	26%	63%	7%	3.7	26	0%	0%	17%	75%	8%	3.9
Lao	13	0%	10%	65%	25%	0%	3.2	12	0%	9%	66%	25%	0%	3.2	11	0%	10%	32%	55%	0%	3.4
Cambodia	20	8%	8%	46%	38%	0%	3.1	20	8%	8%	23%	62%	0%	3.4	19	8%	17%	33%	42%	0%	3.1
Indonesia	8	0%	0%	25%	40%	10%	2.9	12	0%	0%	0%	33%	8%	1.7	10	0%	0%	50%	25%	0%	2.5
Mongolia	16	0%	0%	38%	44%	6%	3.2	16	0%	0%	31%	50%	6%	3.3	16	0%	0%	31%	50%	6%	3.3
Fiji	26	0%	8%	31%	46%	15%	3.7	26	0%	8%	31%	50%	11%	3.6	26	0%	4%	23%	62%	11%	3.8
Vietnam	17	6%	0%	71%	24%	0%	3.2	17	0%	0%	12%	82%	6%	3.9	16	0%	0%	13%	88%	0%	3.9
Bangladesh	20	0%	0%	0%	100%	0%	4.0	20	0%	0%	30%	70%	0%	3.7	20	0%	30%	40%	20%	0%	2.6
Thailand	20	5%	5%	35%	55%	0%	3.4	20	5%	0%	25%	70%	0%	3.6	20	5%	0%	35%	45%	15%	3.7
Sri Lanka	18	6%	6%	22%	61%	6%	3.6	18	6%	6%	17%	67%	6%	3.6	18	6%	0%	33%	56%	6%	3.6
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	8	0%	0%	37%	50%	13%	3.8	8	0%	0%	25%	50%	25%	4.0	6	0%	0%	50%	25%	25%	3.8
Philippines	24	0%	4%	4%	82%	10%	4.0	24	0%	4%	4%	92%	0%	3.9	24	0%	4%	8%	88%	0%	3.8
ROC	60	0%	0%	7%	83%	10%	4.0	60	0%	0%	5%	92%	3%	4.0	60	0%	0%	7%	80%	13%	4.1
Pakistan	20	0%	10%	30%	60%	0%	3.5	20	0%	5%	35%	50%	10%	3.7	20	0%	10%	15%	65%	10%	3.8
Iran	34	46%	15%	23%	15%	0%	2.1	34	37%	19%	17%	22%	6%	2.4	34	45%	26%	13%	13%	4%	2.0
Mean	22.07						3.4	22.27						3.4	21.73						3.4
Total	331							334							326						

	Contents of NPO newsletter							Use of Social Media.						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	24	0%	0%	27%	58%	15%	3.9	26	0%	0%	27%	58%	15%	3.9
Lao	14	0%	9%	40%	51%	0%	3.4	10	0%	7%	37%	56%	0%	3.5
Cambodia	20	8%	15%	31%	46%	0%	3.2	19	0%	15%	46%	31%	8%	3.3
Indonesia	9	0%	11%	45%	33%	11%	3.4	8	0%	25%	38%	25%	13%	3.3
Mongolia	16	0%	0%	31%	63%	0%	3.4	16	0%	0%	25%	56%	6%	3.3
Fiji	26	0%	8%	31%	54%	7%	3.6	26	0%	31%	35%	23%	11%	3.1
Vietnam	16	0%	0%	6%	94%	0%	3.9	16	0%	0%	81%	19%	0%	3.2
Bangladesh	20	0%	30%	50%	20%	0%	2.9	20	0%	0%	0%	100%	0%	4.0
Thailand	20	5%	0%	30%	55%	10%	3.7	20	15%	0%	35%	50%	0%	3.2
Sri Lanka	18	6%	0%	33%	56%	6%	3.6	20	0%	5%	60%	35%	0%	3.3
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	6	0%	0%	25%	75%	0%	3.8	7	30%	30%	0%	40%	0%	2.5
Philippines	24	0%	4%	8%	88%	0%	3.8	20	0%	10%	10%	80%	0%	3.7
ROC	60	0%	0%	8%	67%	25%	4.2	60	0%	0%	3%	83%	13%	4.1
Pakistan	20	0%	15%	25%	60%	0%	3.5	20	0%	10%	15%	65%	10%	3.8
Iran	34	22%	16%	31%	19%	13%	2.8	34	10%	25%	39%	27%	0%	2.8
Mean	21.80						3.5	21.47						3.4
Total	327							322						

2.24.3 NPO's performance as assessed by customers: Measurement, Analysis and Knowledge Management

Measurement, Analysis and Knowledge Management	Sharing of knowledge and learning from NPO projects/work							Reporting on the impact of the NPO work as a whole						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	29	0%	0%	4%	79%	17%	4.1	29	0%	0%	13%	66%	21%	4.1
Lao	10	0%	9%	48%	43%	0%	3.3	11	0%	11%	40%	49%	0%	3.4
Cambodia	19	13%	13%	13%	56%	6%	3.3	19	0%	13%	38%	50%	0%	3.4
Indonesia	14	0%	7%	7%	57%	36%	4.4	9	0%	11%	22%	56%	11%	3.7
Mongolia	16	13%	19%	25%	31%	13%	3.1	16	6%	25%	19%	31%	19%	3.3
Fiji	26	4%	15%	31%	46%	4%	3.3	26	8%	23%	46%	23%	0%	2.8
Vietnam	17	0%	6%	12%	82%	0%	3.8	17	0%	12%	6%	82%	0%	3.7
Bangladesh	20	0%	0%	0%	50%	50%	4.5	20	0%	0%	0%	80%	20%	4.2
Thailand	20	0%	0%	15%	65%	20%	4.1	20	10%	0%	30%	60%	0%	3.4
Sri Lanka	20	5%	5%	10%	70%	15%	4.0	21	0%	5%	24%	62%	10%	3.8
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	9	0%	22%	12%	33%	33%	3.8	10	0%	10%	10%	60%	20%	3.9
Philippines	24	0%	0%	17%	66%	17%	4.0	20	0%	5%	15%	75%	5%	3.8
ROC	60	0%	0%	7%	67%	27%	4.2	60	0%	0%	5%	83%	12%	4.1
Pakistan	20	0%	0%	15%	65%	20%	4.1	20	0%	15%	45%	40%	0%	3.3
Iran	34	8%	11%	40%	26%	16%	3.3	34	7%	9%	26%	39%	20%	3.6
Mean	22.53						3.8	22.13						3.6
Total	338							332						

2.24.4 NPO's performance as assessed by customers: Human Resources

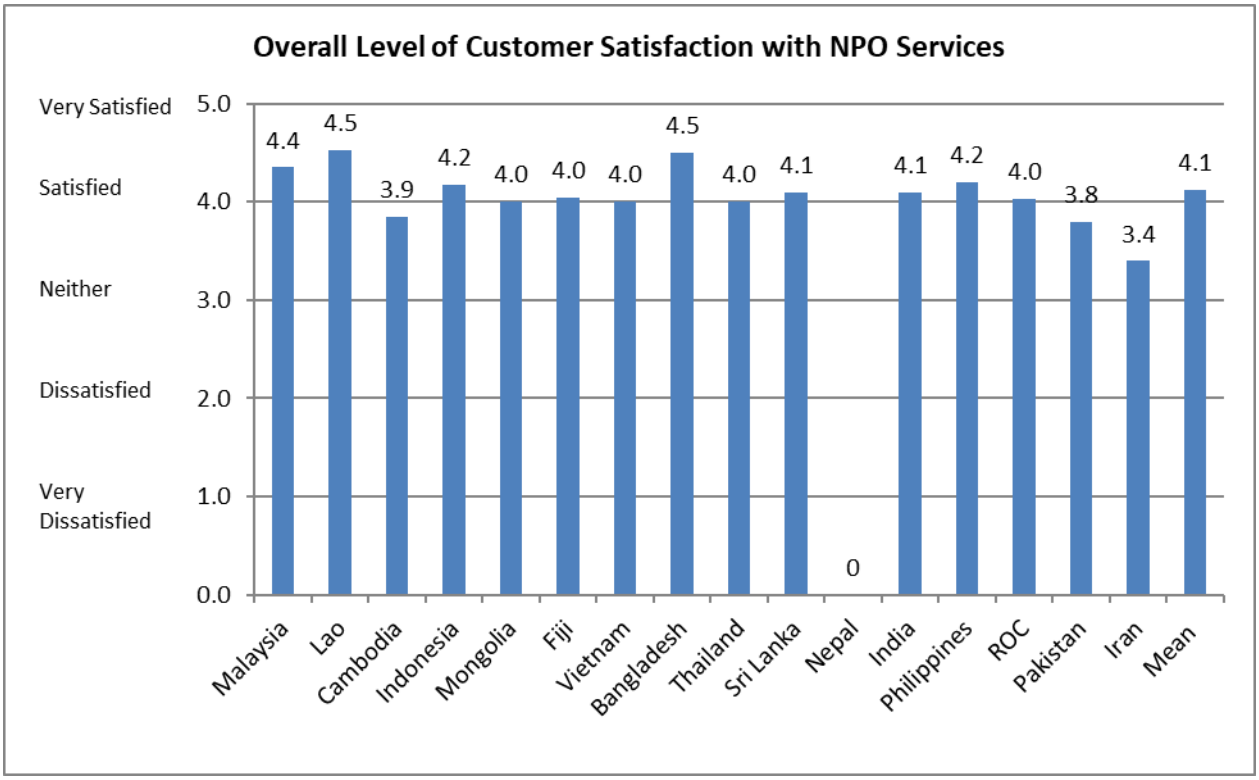
Human Resources	Professionalism of NPO staff							Technical competence of NPO staff							Communication skills of NPO staff						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	30	0%	0%	0%	63%	37%	4.4	29	0%	0%	14%	62%	24%	4.1	29	0%	0%	3%	66%	31%	4.3
Lao	12	0%	15%	37%	48%	0%	3.3	10	0%	13%	34%	53%	0%	3.4	13	0%	7%	37%	56%	0%	3.5
Cambodia	20	0%	0%	32%	58%	11%	3.8	20	0%	0%	30%	65%	5%	3.8	21	0%	0%	19%	57%	24%	4.1
Indonesia	14	0%	0%	7%	57%	36%	4.3	13	0%	0%	8%	69%	23%	4.2	17	0%	0%	12%	59%	29%	4.2
Mongolia	16	0%	13%	38%	31%	13%	3.3	16	0%	19%	19%	38%	13%	3.1	16	0%	0%	38%	44%	13%	3.5
Fiji	26	8%	15%	46%	19%	12%	3.1	26	8%	15%	42%	23%	12%	3.2	26	4%	8%	38%	42%	8%	3.4
Vietnam	19	0%	0%	11%	84%	5%	3.9	19	0%	0%	11%	84%	5%	3.9	19	0%	0%	5%	95%	0%	4.0
Bangladesh	20	0%	0%	0%	30%	70%	4.7	20	0%	0%	0%	30%	70%	4.7	20	0%	0%	0%	0%	100%	5.0
Thailand	20	0%	0%	10%	70%	20%	4.1	20	5%	0%	15%	60%	20%	3.9	20	0%	0%	20%	65%	15%	4.0
Sri Lanka	21	0%	0%	19%	67%	14%	4.0	21	0%	0%	19%	67%	14%	4.0	21	0%	0%	10%	62%	29%	4.2
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	9	0%	12%	22%	33%	33%	3.9	9	0%	0%	0%	55%	45%	4.5	9	0%	0%	33%	22%	45%	4.1
Philippines	24	0%	0%	9%	70%	21%	4.1	24	0%	0%	13%	58%	29%	4.2	24	0%	0%	17%	66%	17%	4.0
ROC	60	0%	0%	8%	82%	10%	4.0	60	0%	0%	5%	87%	8%	4.0	60	0%	0%	7%	67%	27%	4.2
Pakistan	20	0%	0%	5%	60%	35%	4.3	20	0%	0%	10%	70%	20%	4.1	20	0%	0%	5%	70%	25%	4.2
Iran	34	14%	14%	34%	18%	21%	3.2	34	3%	16%	14%	46%	21%	3.6	34	6%	6%	23%	39%	26%	3.7
Mean	23.00						3.9	22.73						3.9	23.27						4.0
Total	345							341							349						

2.24.5 NPO's performance as assessed by customers: Operations Focus

Operations Focus	Completion of projects on time							Clear standards and systems							Quality of project output						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	25	0%	0%	8%	64%	28%	4.2	25	0%	0%	0%	78%	28%	4.5	25	0%	0%	0%	68%	32%	4.3
Lao	14	0%	9%	36%	55%	0%	3.5	12	0%	8%	38%	54%	0%	3.5	No data	No data	No data	No data	No data	No data	No data
Cambodia	19	0%	0%	28%	50%	22%	3.9	20	0%	11%	32%	42%	16%	3.7	20	0%	6%	22%	61%	11%	3.8
Indonesia	14	0%	0%	0%	71%	29%	4.3	14	0%	0%	7%	64%	29%	4.2	14	0%	0%	7%	85%	14%	4.3
Mongolia	16	6%	13%	19%	31%	25%	3.4	16	0%	13%	13%	38%	13%	2.8	No data	No data	No data	No data	No data	No data	No data
Fiji	26	8%	12%	35%	37%	8%	3.3	26	4%	16%	31%	42%	4%	3.2	No data	No data	No data	No data	No data	No data	No data
Vietnam	19	0%	0%	5%	95%	0%	4.0	19	0%	0%	0%	100%	0%	4.0	19	0%	0%	5%	95%	0%	4.0
Bangladesh	20	0%	0%	0%	10%	90%	4.9	20	0%	0%	0%	80%	20%	4.2	No data	No data	No data	No data	No data	No data	No data
Thailand	20	0%	0%	10%	70%	20%	4.1	20	0%	0%	5%	75%	20%	4.2	20	0%	0%	25%	65%	10%	3.9
Sri Lanka	21	0%	5%	38%	43%	14%	3.7	21	0%	5%	24%	67%	5%	3.7	21	0%	5%	19%	62%	14%	3.9
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	8	0%	14%	30%	14%	42%	3.8	8	0%	14%	42%	14%	30%	3.6	No data	No data	No data	No data	No data	No data	No data
Philippines	24	0%	0%	8%	58%	34%	4.3	24	0%	0%	13%	58%	29%	4.2	No data	No data	No data	No data	No data	No data	No data
ROC	60	0%	0%	7%	83%	10%	4.0	60	0%	0%	5%	70%	25%	4.2	No data	No data	No data	No data	No data	No data	No data
Pakistan	20	0%	0%	5%	70%	25%	4.2	20	0%	5%	5%	75%	15%	4.0	No data	No data	No data	No data	No data	No data	No data
Iran	34	23%	23%	19%	23%	12%	2.8	34	14%	17%	23%	28%	18%	3.2	No data	No data	No data	No data	No data	No data	No data
Mean	22.67						3.9	22.60						3.8	19.83						4.0
Total	340							339							119						

2.25 Overall level of customer satisfaction with NPO services:

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	31	0%	0%	0%	65%	35%	4.4
Lao	16	0%	5%	0%	32%	63%	4.5
Cambodia	26	0%	4%	15%	73%	8%	3.9
Indonesia	18	0%	0%	12%	59%	29%	4.2
Mongolia	0	0%	0%	0%	100%	0%	4.0
Fiji	26	0%	0%	19%	58%	23%	4.0
Vietnam	19	0%	0%	0%	100%	0%	4.0
Bangladesh	20	0%	0%	0%	50%	50%	4.5
Thailand	20	0%	0%	10%	80%	10%	4.0
Sri Lanka	21	0%	5%	0%	76%	19%	4.1
Nepal	No data	No data	No data	No data	No data	No data	No data
India	10	0%	0%	30%	30%	40%	4.1
Philippines	28	0%	0%	10%	60%	30%	4.2
ROC	60	0%	0%	5%	87%	8%	4.0
Pakistan	20	0%	15%	5%	65%	15%	3.8
Iran	34	3%	12%	33%	46%	6%	3.4
Mean	295						4.1



2.26 How can customer satisfaction levels be raised in future?

- More promotion/marketing to my organization to introduce MPC's training and knowledge sharing activities (Malaysia)
- Recommend to participants' organizations future courses (Malaysia)
- Conduct more training in future (Malaysia)
- How we can get service in AEC that offer zero percent of imported and exported products and how to compete with other ASEAN as well as regional? (Lao)
- Proactive initiative to meet customer expectation, especially from leadership of NPCC with support from professional staffs (Cambodia).
- Build stakeholdership networking (Indonesia).
- Disseminate what Directorate has to do to increase awareness of stakeholders (Indonesia).
- Directorate should be more open information and promotion, especially to the private sector and other stakeholders (Indonesia).
- To teach and guide for Productivity measurement tools. It was very useful for their improvement of competitiveness (Mongolia)
- To do research and surveys do the customers/clients demands (Mongolia)
- To organize different type of best practice sharing activities such as meeting and exchange experience clubs between the different member organizations (Mongolia)
- Organize special training for top management /management approach, have a very important impact (Mongolia).
- To invite more experienced foreign experts in specific areas for training in Mongolia /Integrated management system, 6 sigma, risk assessment, supply chain management, strategy analyze etc (Mongolia)

- Mongolian features business organizations, labor productivity and trends APO with large baseline. On this basis, the Mongolian people more productive positive way possible approaches to the modern theory, a combination of external best practices process (Mongolia)
- Doing research activities professionally for each sector (Mongolia).
- Doing professional consulting services to ensure customers/ clients (Mongolia).
- MPO to be reach the professional level. /Development of themselves, leadership, experience and knowledge of professional experts (Mongolia).
- To change location of MPO office /move to city center (Mongolia).
- To increase the number of MPO experts that qualified and experienced personnel to focus on creating, consulting etc (Mongolia).
- To provide training and consultancy services based on their needs for customers/client organizations (Mongolia).
- MPO is non-profit organizations that focus on policy to reduce fees (Mongolia).
- NTPC needs to build on the technical competence of trainers and consultants in all the core areas (Fiji).
- Professional staffs need to be up to date with technology and with good practices in all industries (Fiji).
- Do more demonstration projects to training staff and have good practice initiated in industry (Fiji).
- Seek feedback from customers in all aspects of the project cycle and training activities (Fiji).
- Be focused on delivering in-service training based on the needs of employers; use levy money for the needs of employers and capital/equipment upgrading (Fiji).
- Set training course more in upcountry (Thailand).
- Adjust training content fit with specific customer need (Thailand).
- After sale service such as any additional information that good for company improvement (Thailand).
- Active sustainable participation in productivity improvement at all levels of public and private sector (Sri Lanka).
- To support for challenge National Productivity Awards (Sri Lanka).
- By providing more training and consultancies on the subject of productivity improvement (Sri Lanka).
- Assistants to participate training programs in local and foreign (Sri Lanka).
- Establish a network of award winners and productivity practitioners to share their knowledge (Sri Lanka).
- Invite foreign experts to share their knowledge (Sri Lanka).
- Conduct more training workshops at affordable prices and giving opportunities to participate more people (Sri Lanka).
- Provide more attention on organizations that locate in remote areas (Sri Lanka).
- Maintain continuity, better lecture halls and more effective resource panel (Sri Lanka).
- Improve NPS activities (Sri Lanka).
- Increase competitiveness among National Productivity Award applications by developing the standards of the award (Sri Lanka).
- BY providing effective and efficient services through strengthening of staff resources and budgetary support at least for the next five years. Then NPEDC could generate resources on its own (Nepal).

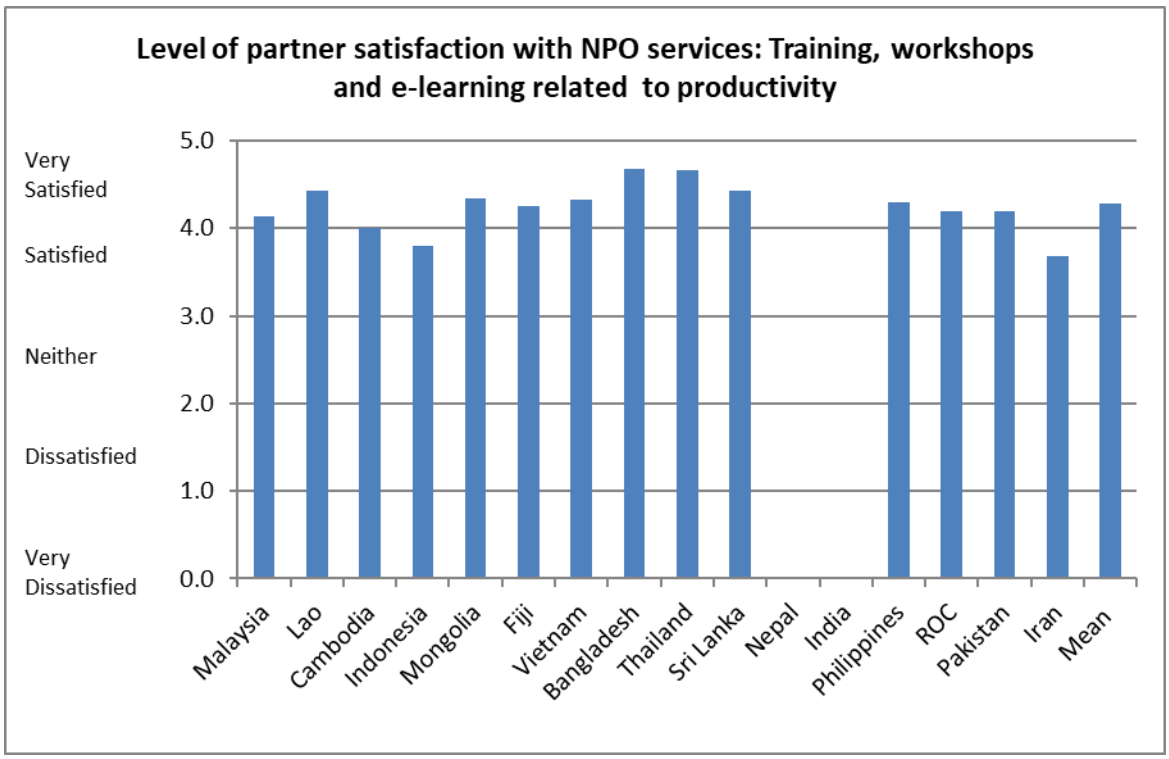
- By sustaining its level of Excellence, professionalism and Perfection in its processes, systems and delivery (India).
- Organization A along with NPC can be engaged in various capacity building workshops / training programmes in the power sector and also participate in various proposals of donor funded agencies such as Asian development Bank (ADB) , World Bank (WB) (India).
- Through joining hands with Organization B and help industries to be more energy competitive (India).
- Remain in touch with its customers and be a partner of the customers in their journey of continual improvement (India).
- By delegating more powers to its consultants to take decisions instead of taking approvals for each and every issue (India).
- Through understanding the customer's need & providing services at nominal rates. The charges are exorbitantly higher compared to the charges prevailing in the market these days (India).
- NPC should try to complete jobs in time. The performance level of various regional offices should be under same standard (India).
- There is a requirement to increase the manpower strength of NPC particularly by inducting fresh talents (India).
- Productivity in India should be given more importance through inter-departmental interactions and governmental regulations (India).
- Also stress should be given for improving the skill development particularly for the SMEs (India).
- Customer Feedback Surveys (Pakistan).
- Customer Satisfaction Surveys (Pakistan).
- Customer Surveys or Focus Groups Meetings to know about customer needs and preferences etc (Pakistan).
- Generally the customers asked for more professional help and more attention to the needs of the customers (Iran).
- There were comments like the need for higher attachment to the government and more funds to be allocated to customers' needs (Iran).

2.27 If as a Partner you worked with NPO in the design or delivery of the following services how satisfied were you with the final services that were delivered:

2.27 a) Level of partner satisfaction with NPO services: Training, workshops and e-learning related to productivity

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	86%	14%	4.1
Lao	0%	5%	0%	42%	53%	4.4
Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	0%	20%	80%	0%	3.8
Mongolia	0%	0%	0%	67%	33%	4.3

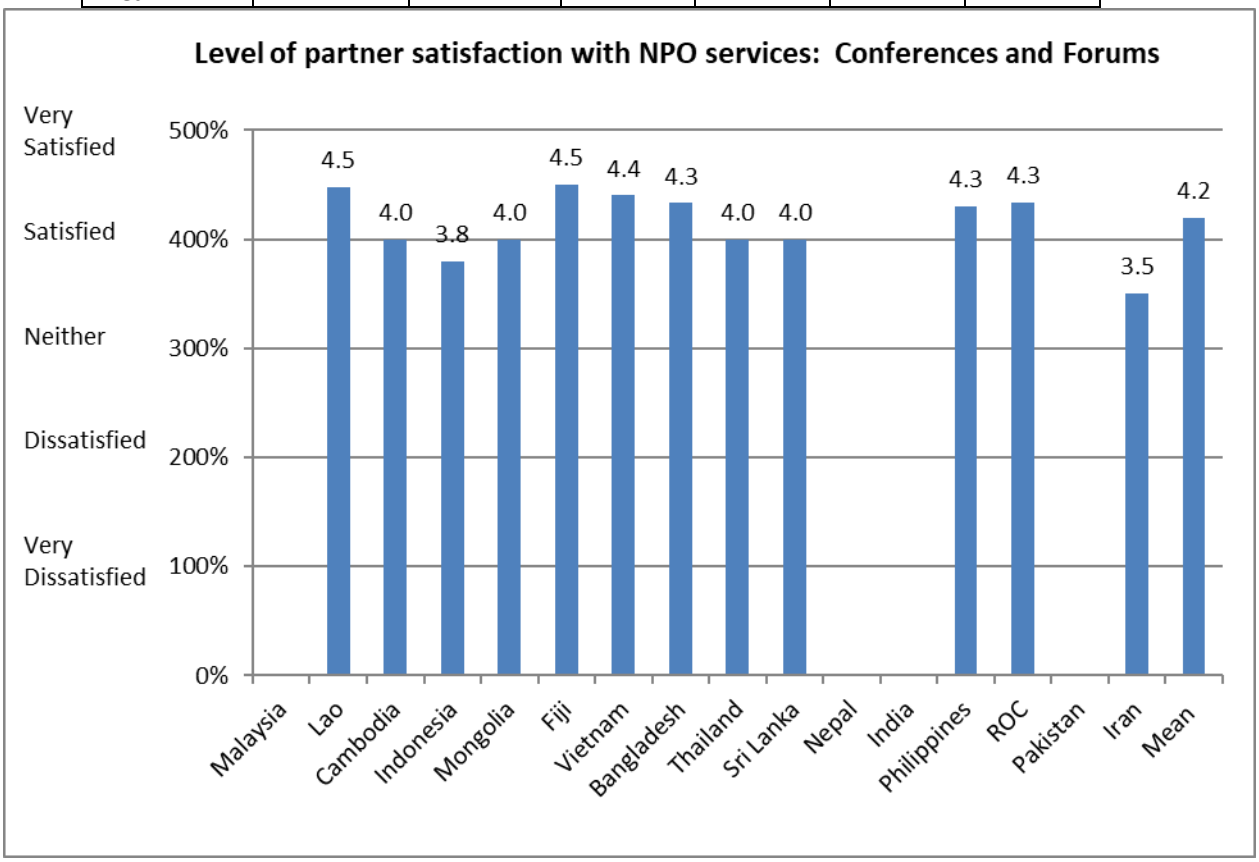
Fiji	0%	0%	0%	75%	25%	4.3
Vietnam	0%	0%	0%	67%	33%	4.3
Bangladesh	0%	0%	0%	33%	67%	4.7
Thailand	0%	0%	0%	33%	67%	4.7
Sri Lanka	0%	0%	5%	47%	47%	4.4
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	0%	70%	30%	4.3
ROC	0%	0%	7%	67%	27%	4.2
Pakistan	0%	0%	0%	80%	20%	4.2
Iran	6%	12%	18%	41%	24%	3.7
Mean						4.3



2.27 b) Level of partner satisfaction with NPO services: Conferences and Forums

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	No data	No data	No data	No data	No data	No data
Lao	0%	3%	0%	43%	54%	4.5
Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	0%	20%	80%	0%	3.8
Mongolia	0%	0%	0%	100%	0%	4.0

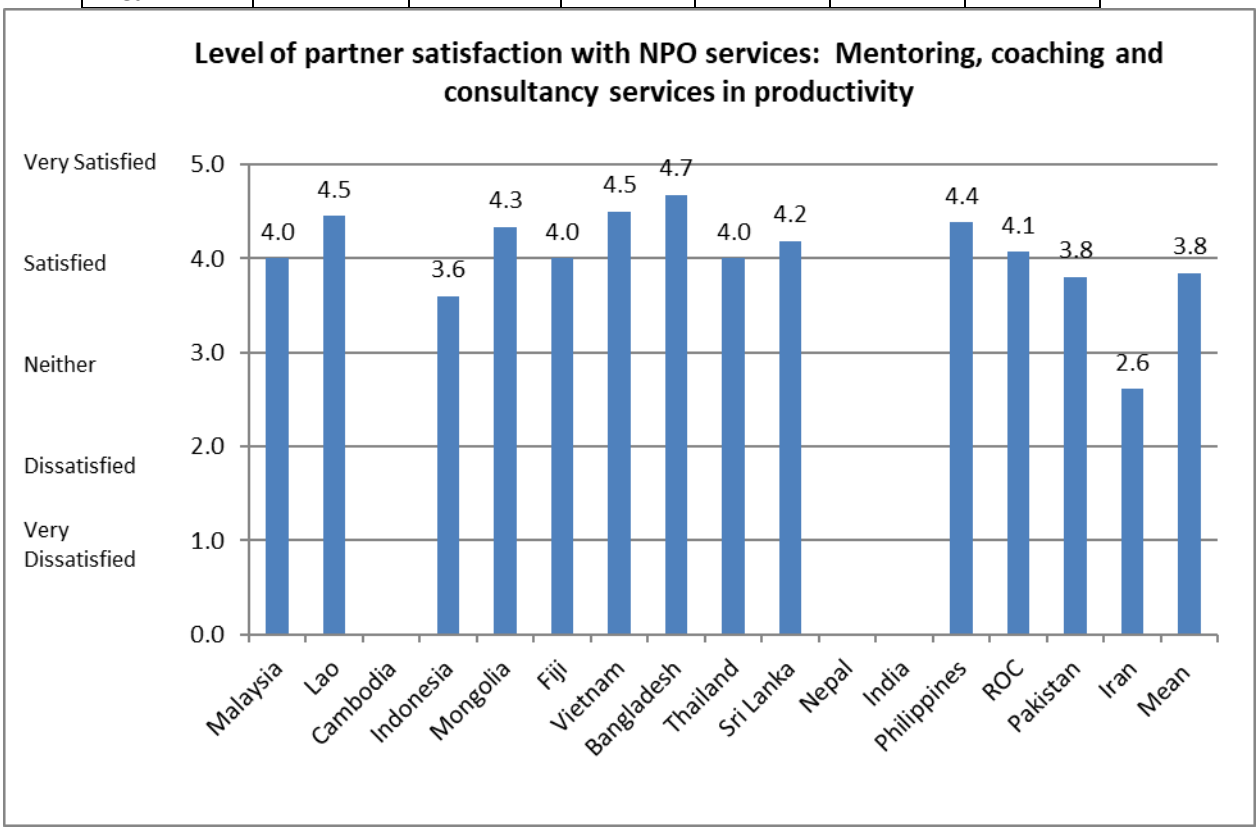
Fiji	0%	0%	0%	50%	50%	4.5
Vietnam	0%	0%	0%	60%	40%	4.4
Bangladesh	0%	0%	0%	67%	33%	4.3
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	0%	22%	56%	22%	4.0
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	0%	70%	30%	4.3
ROC	0%	0%	3%	60%	37%	4.3
Pakistan	No data	No data	No data	No data	No data	No data
Iran	14%	11%	11%	39%	25%	3.5
Mean						4.2



2.27 c) Level of partner satisfaction with NPO services: Mentoring, coaching and consultancy services in productivity

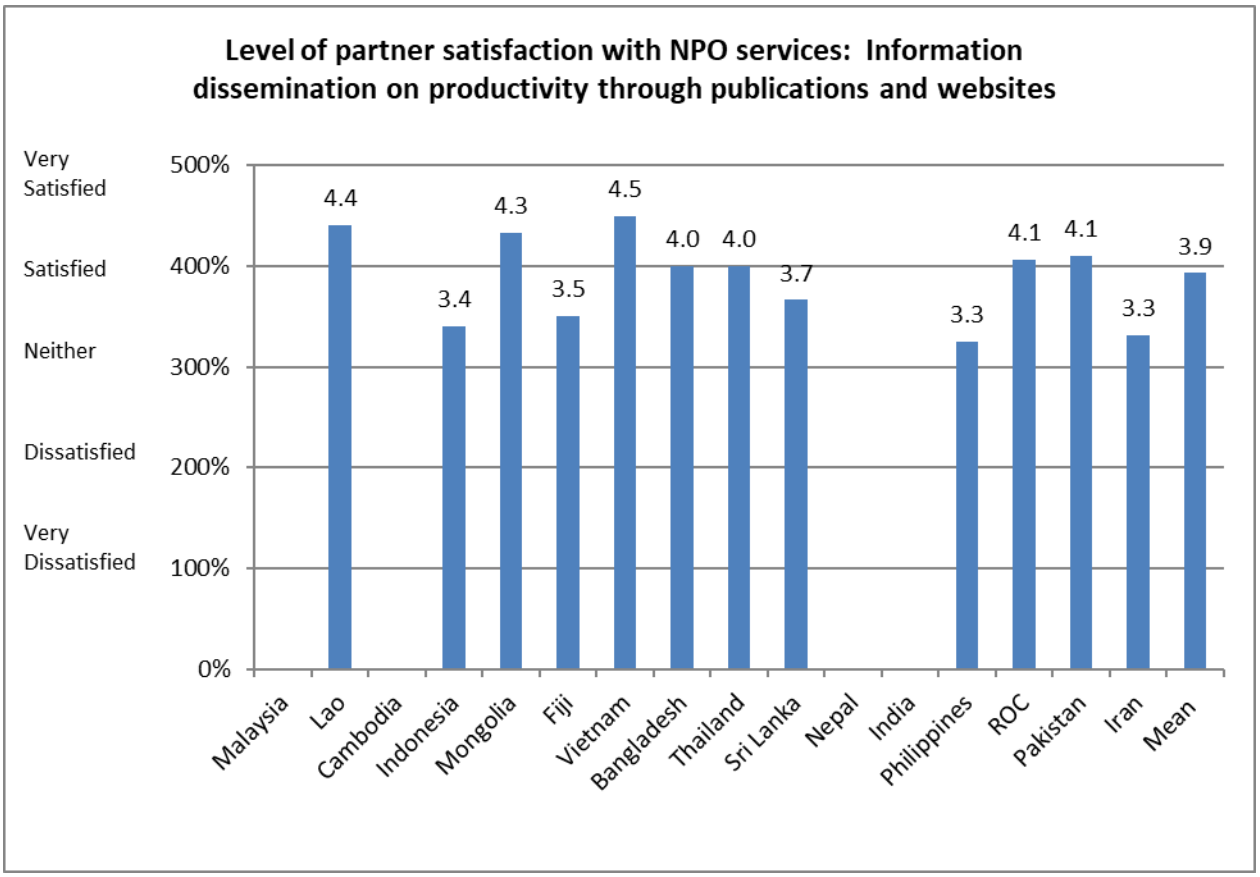
	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	100%	0%	4.0
Lao	0%	6%	0%	37%	57%	4.5
Cambodia	0%	0%	0%	0%	0%	0.0

Indonesia	0%	0%	40%	60%	0%	3.6
Mongolia	0%	0%	0%	67%	33%	4.3
Fiji	0%	0%	25%	50%	25%	4.0
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	33%	67%	4.7
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	9%	9%	37%	46%	4.2
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	12%	38%	50%	4.4
ROC	0%	0%	10%	73%	17%	4.1
Pakistan	0%	10%	10%	70%	10%	3.8
Iran	23%	16%	43%	13%	5%	2.6
Mean						3.8



2.27 d) Level of partner satisfaction with NPO services: Information dissemination on productivity through publications and websites

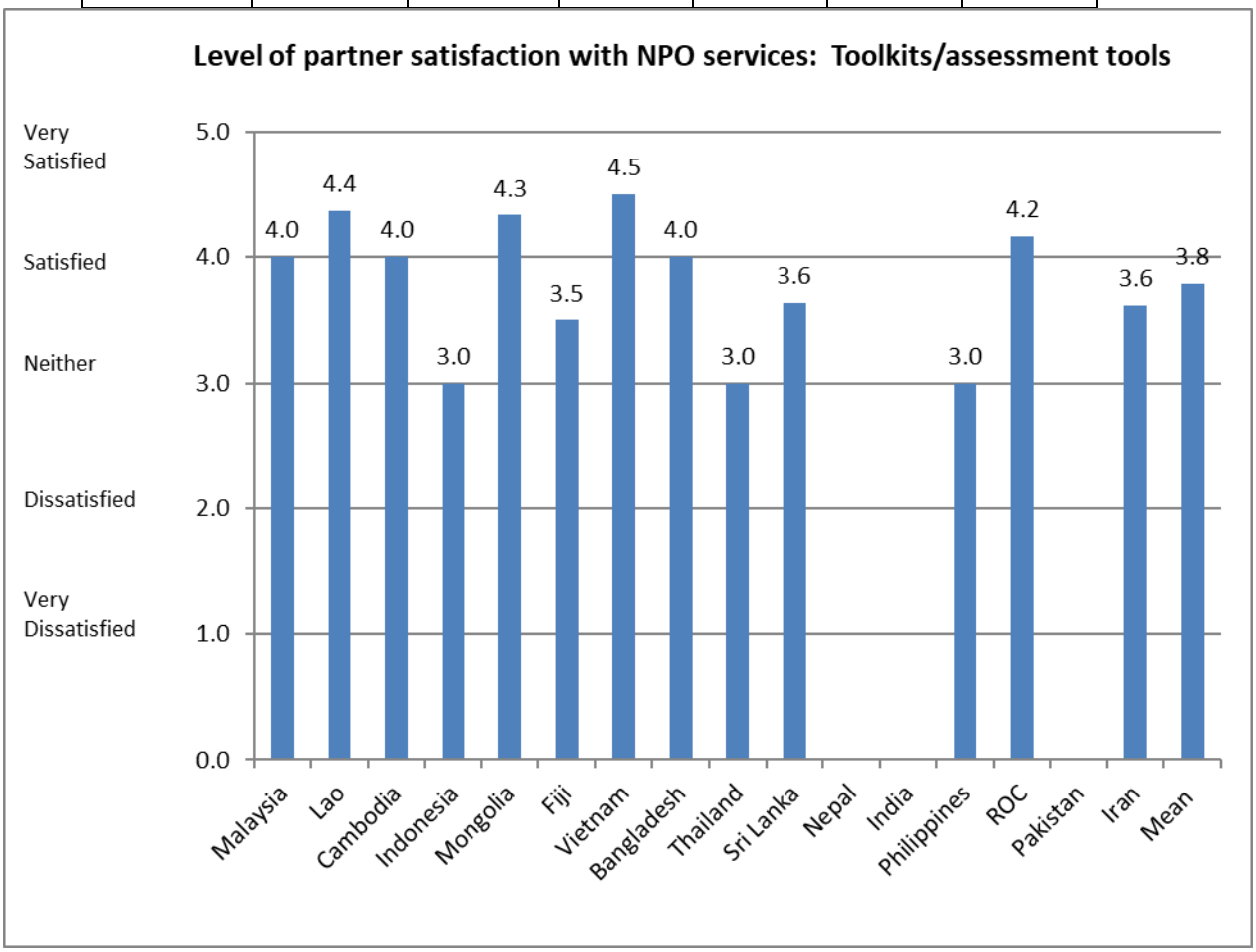
	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	No data	No data	No data	No data	No data	No data
Lao	0%	7%	0%	38%	55%	4.4
Cambodia	No data	No data	No data	No data	No data	No data
Indonesia	0%	20%	20%	60%	0%	3.4
Mongolia	0%	0%	0%	67%	33%	4.3
Fiji	0%	0%	50%	50%	0%	3.5
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	100%	0%	4.0
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	13%	20%	31%	31%	3.7
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	25%	25%	50%	0%	3.3
ROC	0%	0%	7%	80%	13%	4.1
Pakistan	0%	0%	10%	70%	20%	4.1
Iran	5%	8%	49%	27%	11%	3.3
Mean						3.9



2.27 e) Level of partner satisfaction with NPO services: Toolkits/assessment tools

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	100%	0%	4.0
Lao	0%	8%	0%	34%	57%	4.4
Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	25%	50%	25%	0%	3.0
Mongolia	0%	0%	0%	67%	33%	4.3
Fiji	0%	0%	50%	50%	0%	3.5
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	100%	0%	4.0
Thailand	0%	0%	100%	0%	0%	3.0
Sri Lanka	0%	18%	18%	45%	18%	3.6
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	100%	0%	0%	3.0
ROC	0%	0%	13%	57%	30%	4.2

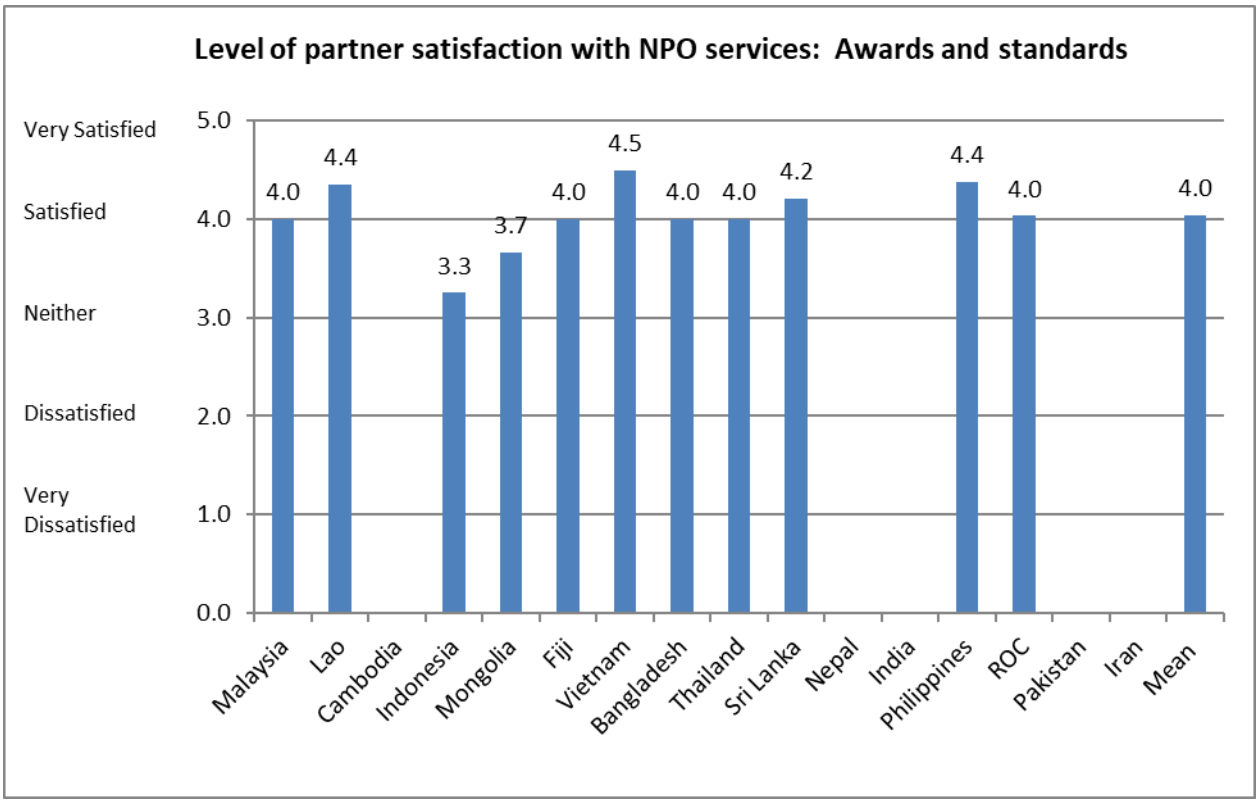
Pakistan	No data	No data	No data	No data	No data	No data
Iran	8%	8%	18%	46%	20%	3.6
Mean						3.8



2.27 f) Level of partner satisfaction with NPO services: Awards and standards

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	100%	0%	4.0
Lao	0%	9%	0%	38%	53%	4.4
Cambodia	No data	No data	No data	No data	No data	No data
Indonesia	0%	0%	75%	25%	0%	3.3
Mongolia	0%	0%	33%	67%	0%	3.7
Fiji	0%	0%	25%	50%	25%	4.0
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	100%	0%	4.0
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	0%	0%	79%	21%	4.2
Nepal	No data	No data	No data	No data	No data	No data

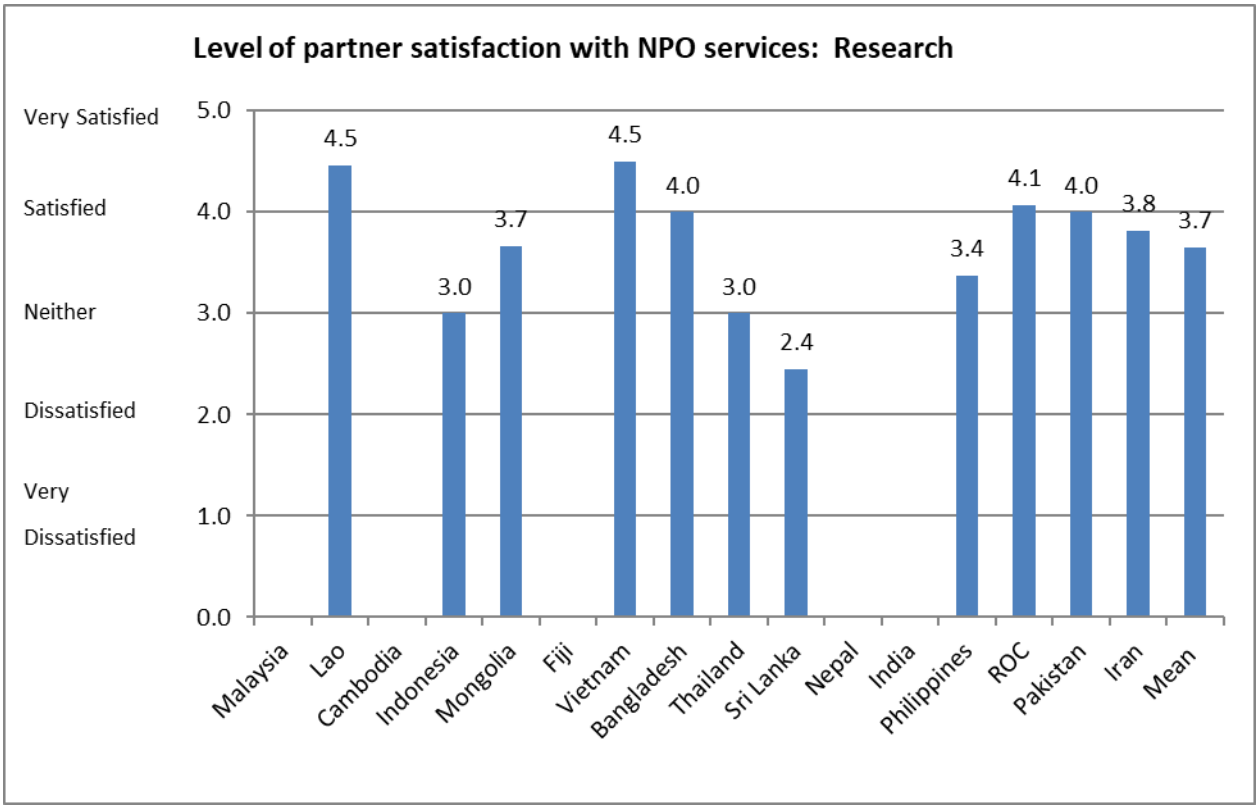
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	12%	38%	50%	4.4
ROC	0%	0%	7%	83%	10%	4.0
Pakistan	No data	No data	No data	No data	No data	No data
Iran	No data	No data	No data	No data	No data	No data
Mean						4.0



2.27 g) Level of partner satisfaction with NPO services: Research

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	No data	No data	No data	No data	No data	No data
Lao	0%	5%	0%	39%	56%	4.5
Cambodia	No data	No data	No data	No data	No data	No data
Indonesia	0%	25%	50%	25%	0%	3.0
Mongolia	0%	0%	33%	67%	0%	3.7
Fiji	No data	No data	No data	No data	No data	No data
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	100%	0%	4.0
Thailand	0%	0%	100%	0%	0%	3.0
Sri Lanka	33%	22%	11%	33%	0%	2.4

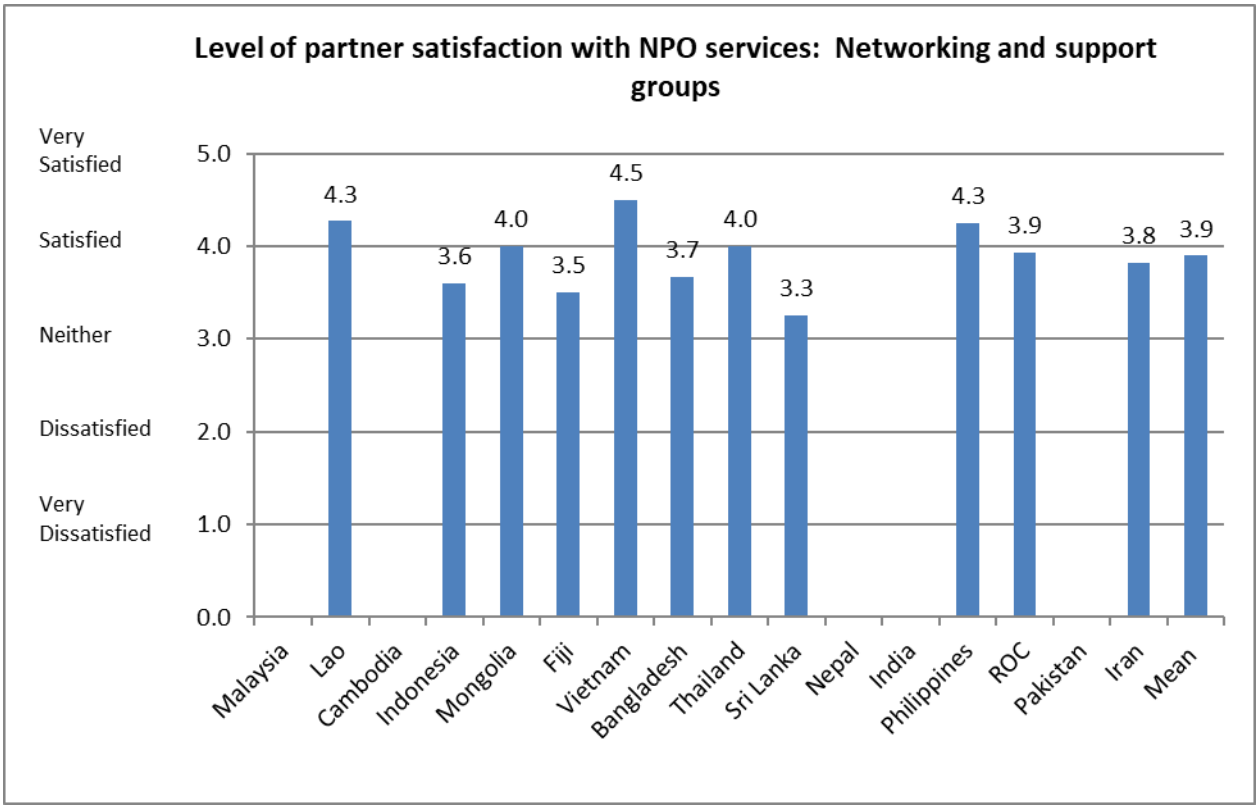
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	17%	50%	17%	17%	3.4
ROC	0%	0%	10%	73%	17%	4.1
Pakistan	0%	0%	10%	80%	10%	4.0
Iran	3%	10%	21%	34%	32%	3.8
Mean						3.7



2.27 h) Level of partner satisfaction with NPO services: Networking and support groups

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	No data	No data	No data	No data	No data	No data
Lao	0%	12%	0%	37%	51%	4.3
Cambodia	No data	No data	No data	No data	No data	No data
Indonesia	0%	0%	40%	60%	0%	3.6
Mongolia	0%	0%	0%	100%	0%	4.0
Fiji	0%	0%	50%	50%	0%	3.5
Vietnam	0%	0%	0%	50%	50%	4.5

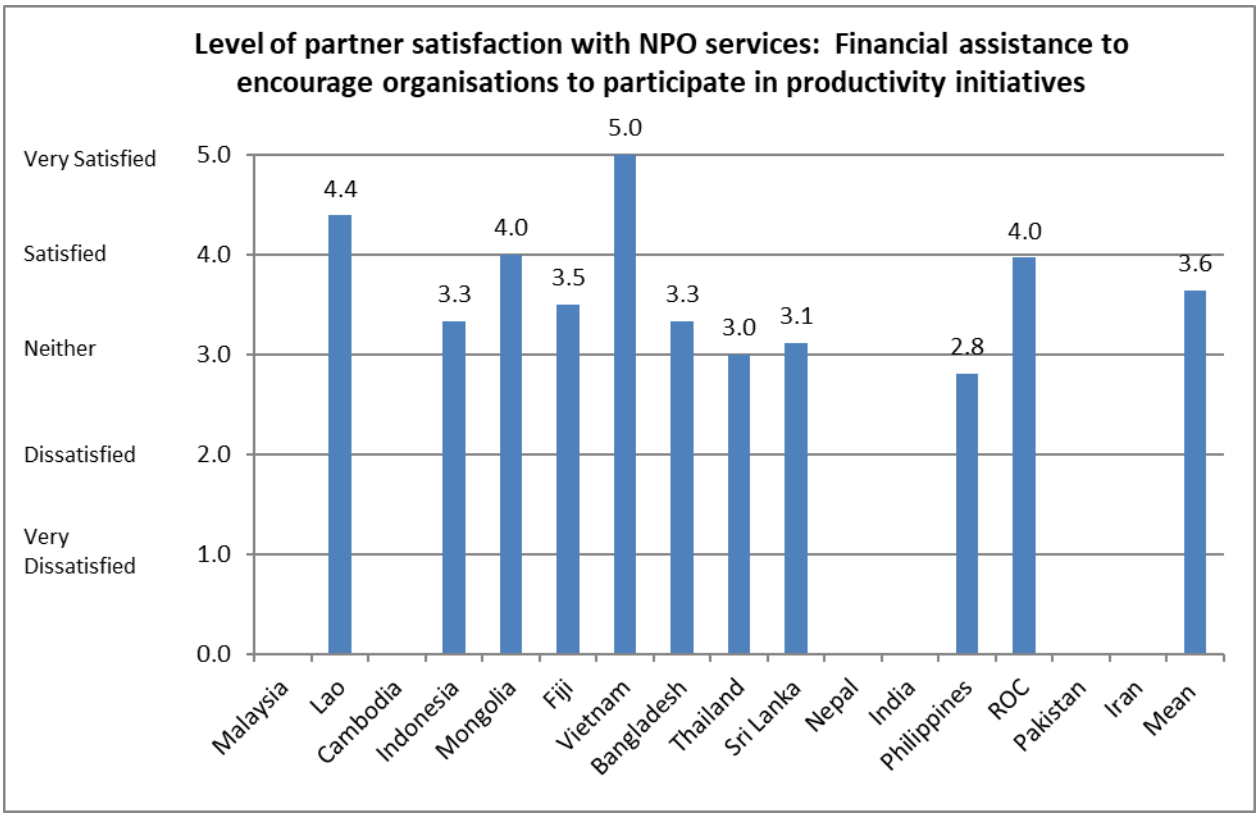
Bangladesh	0%	0%	33%	67%	0%	3.7
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	13%	50%	38%	0%	3.3
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	25%	25%	50%	4.3
ROC	0%	0%	10%	87%	3%	3.9
Pakistan	No data	No data	No data	No data	No data	No data
Iran	5%	7%	23%	31%	34%	3.8
Mean						3.9



2.27 i) Level of partner satisfaction with NPO services: Financial assistance to encourage organizations to participate in productivity initiatives

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	No data	No data	No data	No data	No data	No data
Lao	0%	7%	0%	40%	53%	4.4
Cambodia	No data	No data	No data	No data	No data	No data
Indonesia	0%	0%	67%	33%	0%	3.3

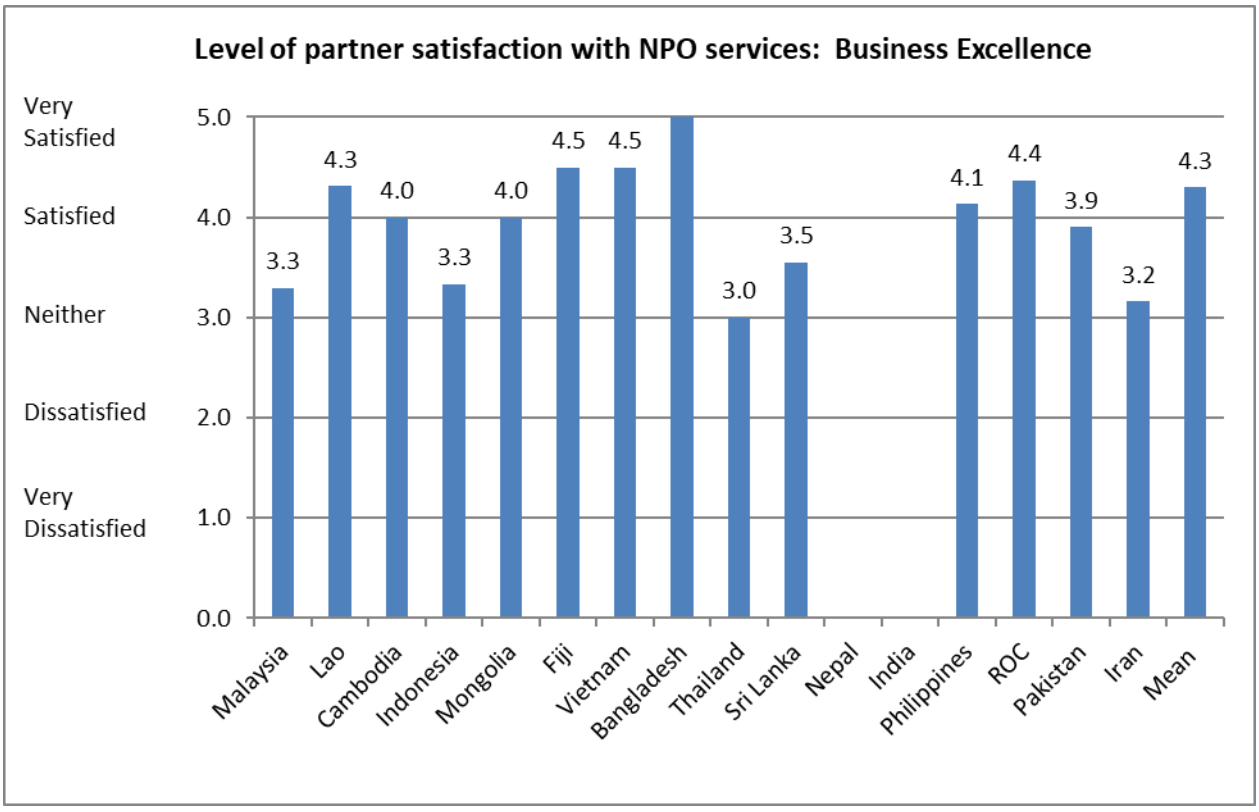
Mongolia	0%	0%	0%	100%	0%	4.0
Fiji	0%	0%	50%	50%	0%	3.5
Vietnam	0%	0%	0%	0%	100%	5.0
Bangladesh	0%	0%	67%	33%	0%	3.3
Thailand	0%	0%	100%	0%	0%	3.0
Sri Lanka	0%	22%	44%	33%	0%	3.1
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	40%	40%	20%	0%	2.8
ROC	0%	0%	7%	90%	3%	4.0
Pakistan	No data	No data	No data	No data	No data	No data
Iran	No data	No data	No data	No data	No data	No data
Mean						3.6



2.27 j) Level of partner satisfaction with NPO services: Business Excellence

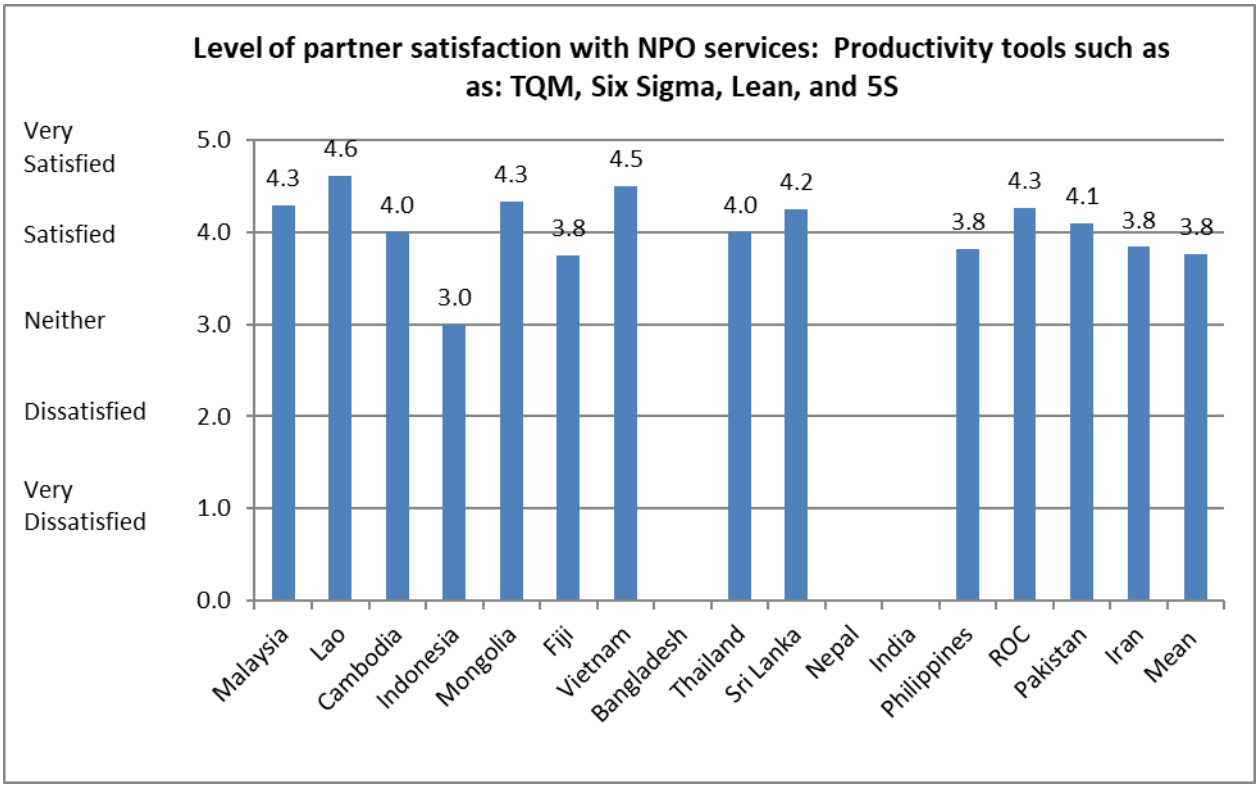
	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	71%	29%	0%	3.3
Lao	0%	10%	0%	39%	51%	4.3

Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	33%	33%	0%	33%	3.3
Mongolia	0%	0%	0%	100%	0%	4.0
Fiji	0%	0%	0%	50%	50%	4.5
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	100%	100%	9.0
Thailand	0%	0%	100%	0%	0%	3.0
Sri Lanka	0%	9%	36%	46%	9%	3.5
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	33%	16%	50%	4.1
ROC	0%	0%	3%	57%	40%	4.4
Pakistan	0%	10%	10%	60%	20%	3.9
Iran	12%	21%	21%	31%	15%	3.2
Mean						4.3



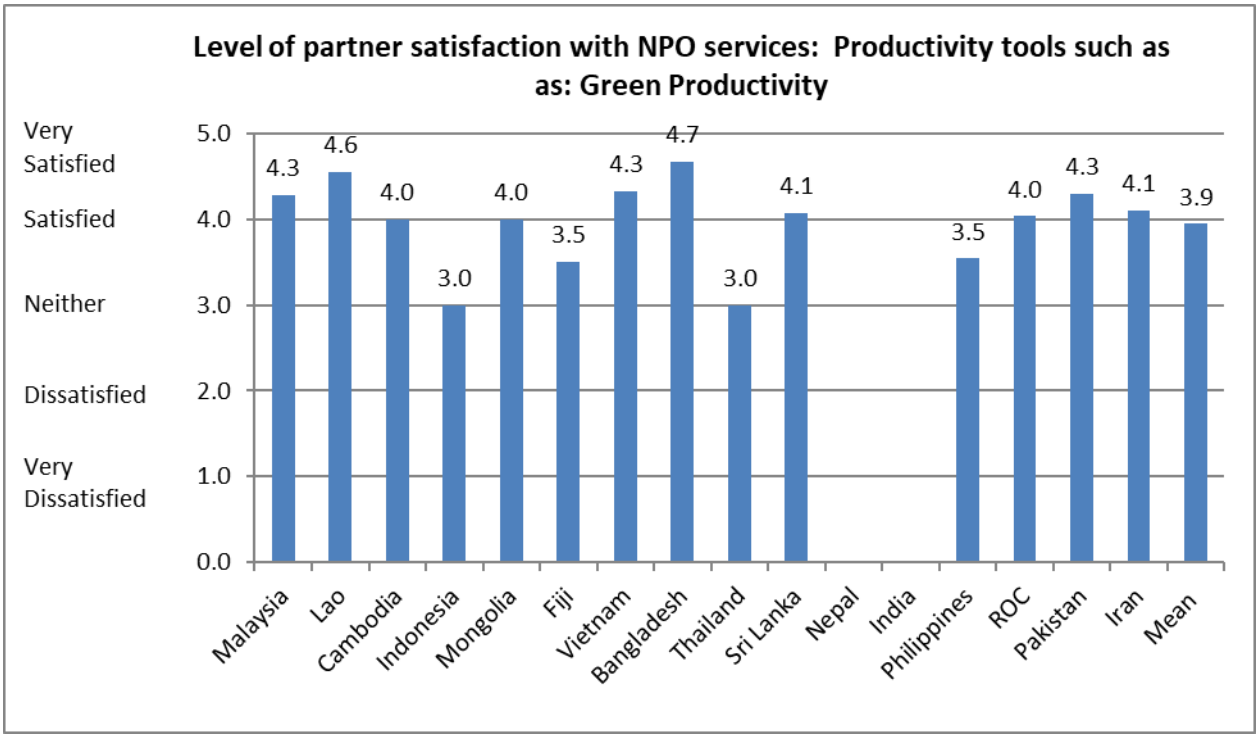
2.27 k) Level of partner satisfaction with NPO services: Productivity tools such as as: TQM, Six Sigma, Lean, and 5S

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	71%	29%	4.3
Lao	0%	4%	0%	27%	69%	4.6
Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	33%	33%	33%	0%	3.0
Mongolia	0%	0%	0%	67%	33%	4.3
Fiji	0%	0%	50%	25%	25%	3.8
Vietnam	0%	0%	0%	50%	50%	4.5
Bangladesh	0%	0%	0%	0%	0%	0.0
Thailand	0%	0%	0%	100%	0%	4.0
Sri Lanka	0%	0%	8%	58%	33%	4.2
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	0%	28%	57%	14%	3.8
ROC	0%	0%	3%	67%	30%	4.3
Pakistan	0%	0%	10%	70%	20%	4.1
Iran	7%	8%	11%	42%	32%	3.8
Mean						3.8



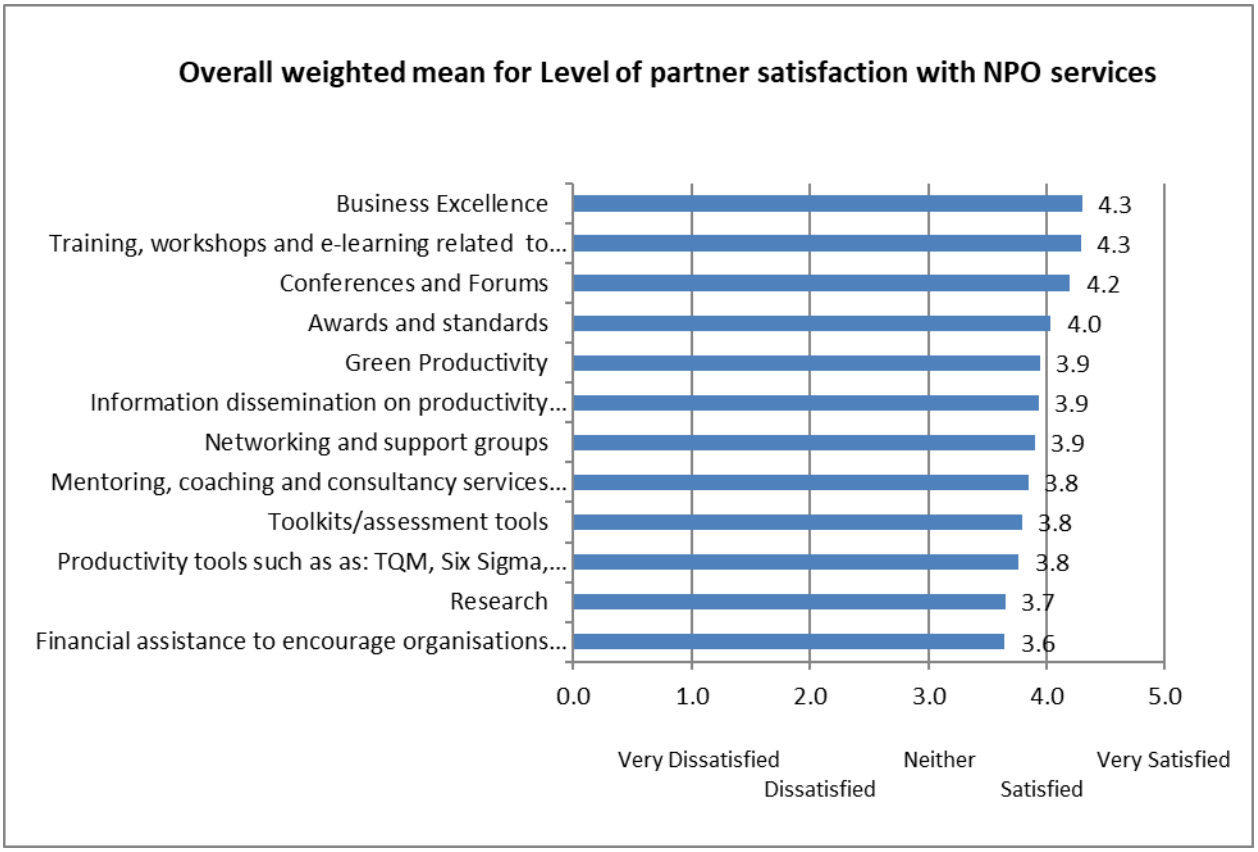
2.27 l) Level of partner satisfaction with NPO services: Green Productivity

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	0%	0%	0%	72%	28%	4.3
Lao	0%	5%	0%	30%	65%	4.6
Cambodia	0%	0%	0%	100%	0%	4.0
Indonesia	0%	50%	25%	0%	25%	3.0
Mongolia	0%	0%	0%	100%	0%	4.0
Fiji	0%	0%	50%	50%	0%	3.5
Vietnam	0%	0%	0%	67%	33%	4.3
Bangladesh	0%	0%	0%	33%	67%	4.7
Thailand	0%	0%	100%	0%	0%	3.0
Sri Lanka	0%	0%	20%	53%	27%	4.1
Nepal	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data
Philippines	0%	14%	28%	43%	14%	3.5
ROC	0%	0%	13%	70%	17%	4.0
Pakistan	0%	0%	0%	70%	30%	4.3
Iran	7%	6%	11%	22%	54%	4.1
Mean						3.9



2.27 m) Overall weighted mean for Level of partner satisfaction with NPO services

Element	Weighted Mean
Training, workshops and e-learning related to productivity	4.3
Business Excellence	4.3
Conferences and Forums	4.2
Awards and standards	4.0
Information dissemination on productivity through publications and websites	3.9
Networking and support groups	3.9
Green Productivity	3.9
Mentoring, coaching and consultancy services in productivity	3.8
Toolkits/assessment tools	3.8
Productivity tools such as TQM, Six Sigma, Lean, and 5S.	3.8
Research	3.7
Financial assistance to encourage organizations to participate in productivity initiatives	3.6

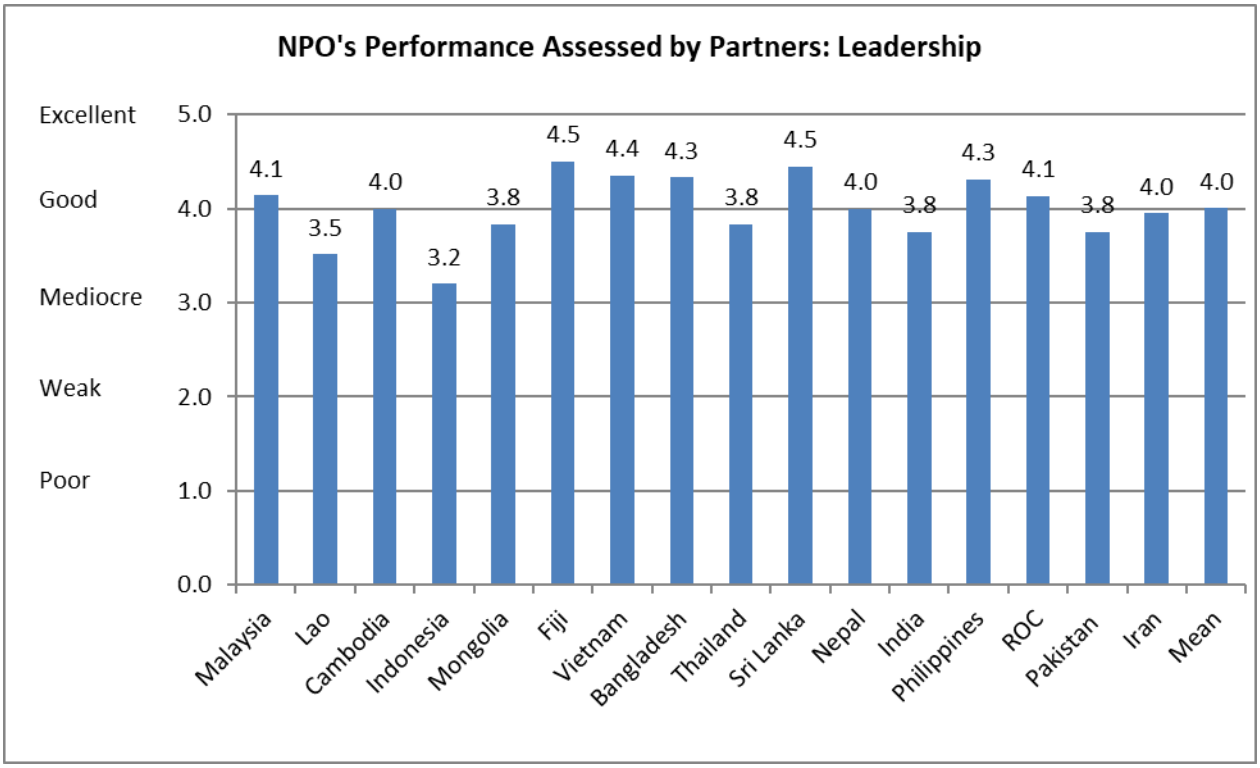


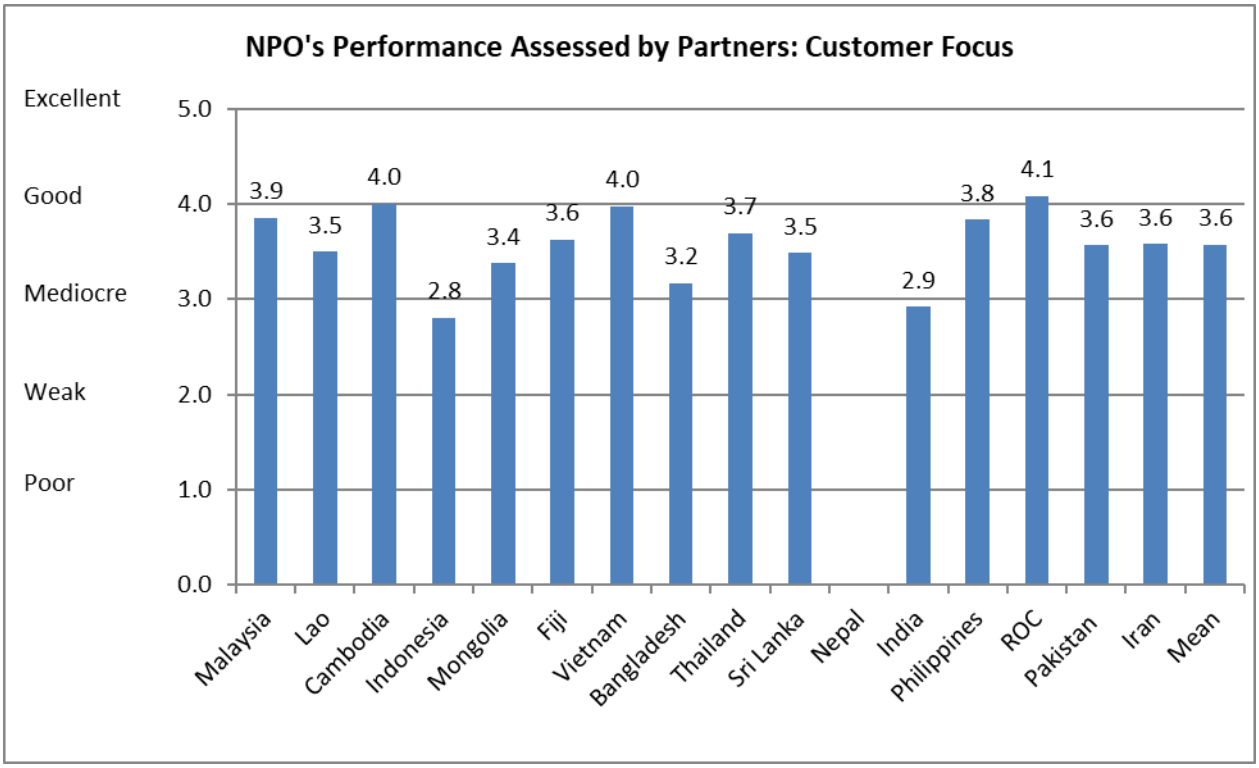
2.28 NPO's performance as assessed by partners:

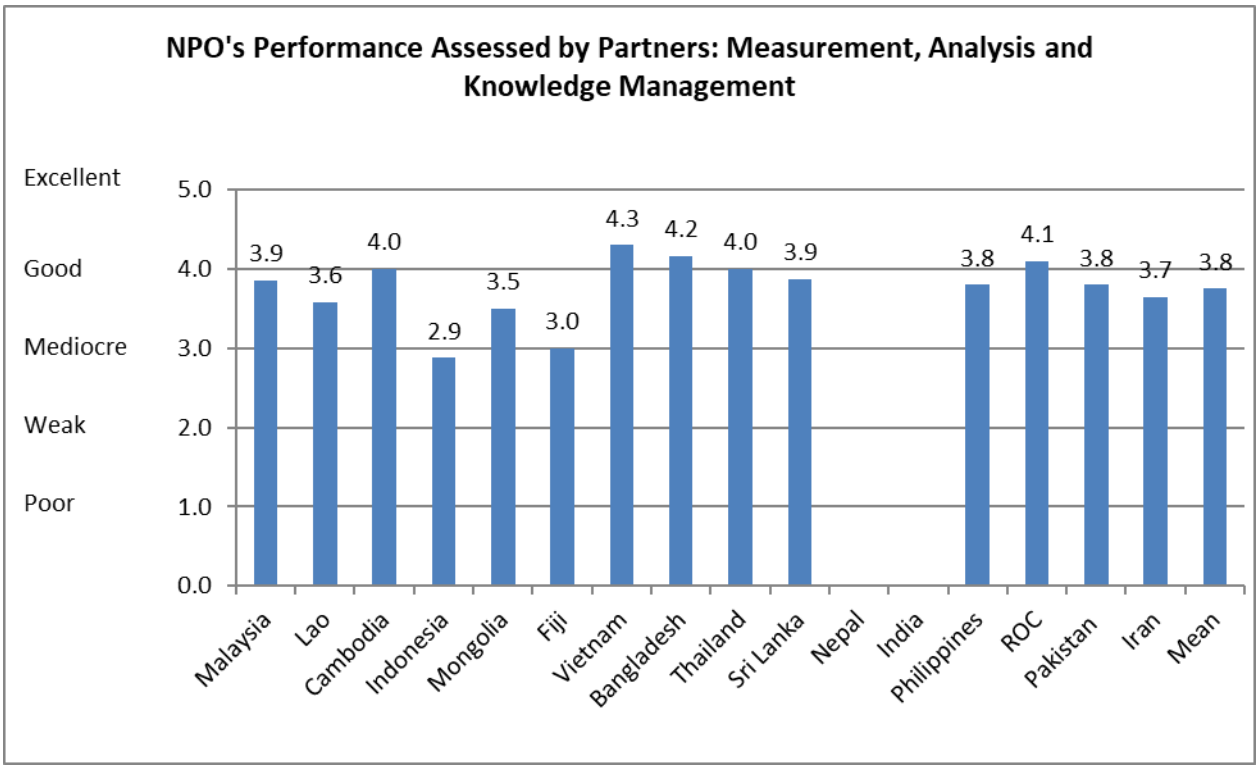
Weighted mean of NPO's performance as assessed by partners

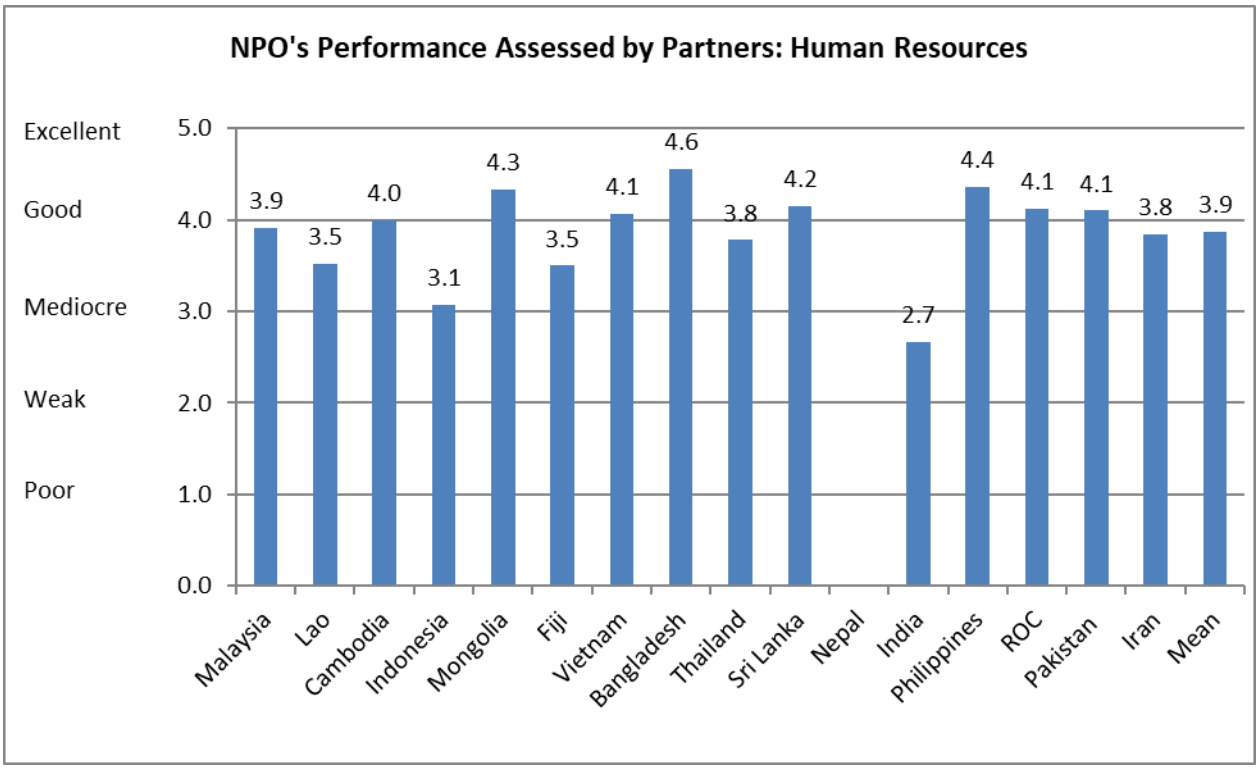
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Leadership																	
The leadership of the NPO	4.1	3.6	4.0	3.2	3.7	4.5	4.2	4.3	3.7	4.5	4.0	4.0	4.3	4.3	3.7	4.0	4.0
Reputation of NPO	4.1	3.4	4.0	3.2	4.0	4.5	4.5	4.3	4.0	4.5	No data	3.5	4.4	4.0	3.8	3.9	4.0
Mean	4.1	3.5	4.0	3.2	3.8	4.5	4.4	4.3	3.8	4.5	4.0	3.8	4.3	4.1	3.8	4.0	4.0
Customer Focus																	
NPO understanding of customer needs	4.0	3.5	4.0	3.0	4.0	4.0	4.0	3.4	3.3	4.1	No data	3.0	4.1	4.0	4.0	3.9	3.7
NPO flexibility in meeting customer needs	3.9	3.5	4.0	3.0	4.0	4.3	4.2	1.0	3.7	3.9	No data	2.5	4.1	4.3	3.4	4.1	3.6
Visibility of the NPO and promotion of NPO nationwide	4.2	3.5	4.0	3.2	3.7	3.5	4.0	4.0	3.5	3.7	No data	3.5	3.8	4.1	3.8	3.7	3.7
Design of NPO website	3.9	3.5	4.0	2.8	3.7	3.5	4.2	4.0	4.0	3.7	No data	3.5	3.9	4.1	3.3	3.5	3.7
Contents in NPO website	3.4	3.5	4.0	2.8	3.7	3.5	4.2	4.0	4.0	3.6	No data	3.5	4.0	4.0	3.3	3.5	3.7
Design of NPO	4.1	3.5	4.0	2.4	2.7	3.5	3.8	2.7	4.0	3.5	No	No	3.8	4.1	3.4	3.5	3.5

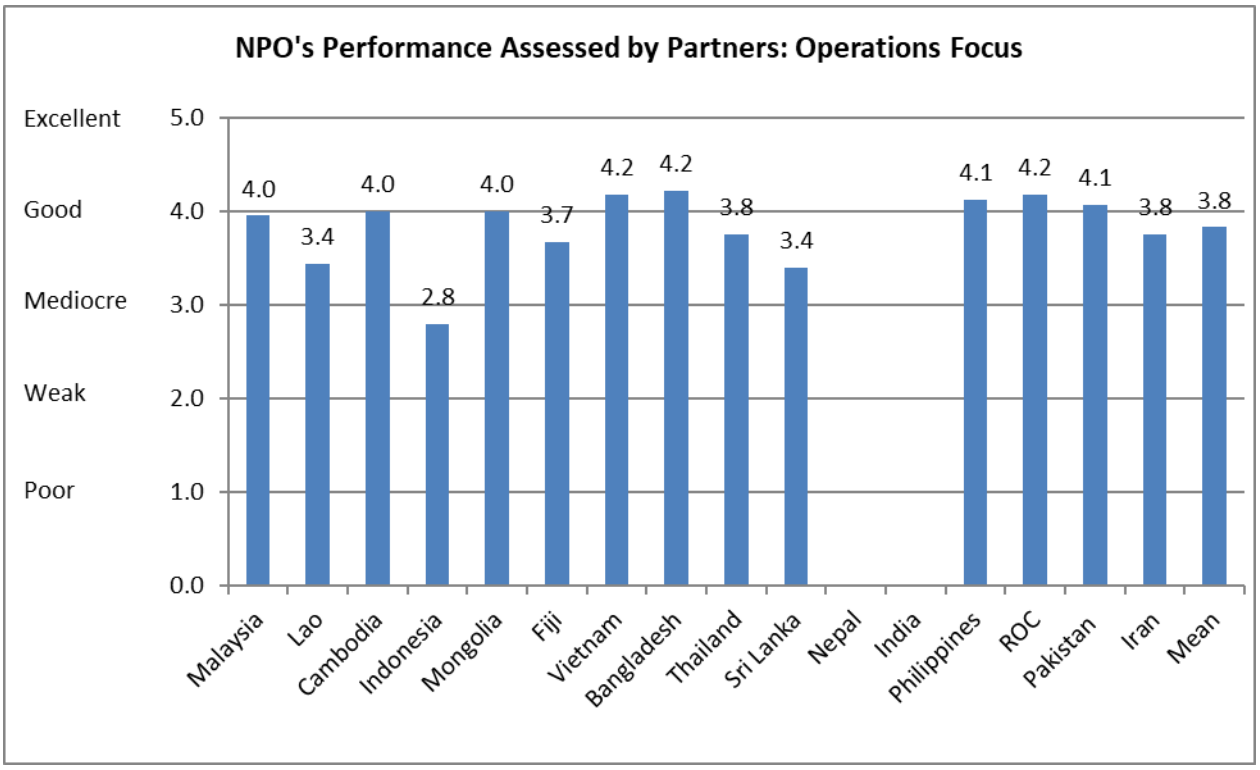
newsletter											data	data					
Contents of NPO newsletter	4.1	3.5	4.0	2.6	2.7	3.8	3.8	2.7	4.0	3.4	No data	No data	3.8	4.0	3.6	3.5	3.5
Use of Social Media.	3.3	3.5	4.0	2.6	2.7	3.0	3.6	3.7	3.0	2.0	No data	1.5	3.3	4.1	3.7	3.0	3.1
Mean	3.9	3.5	4.0	2.8	3.4	3.6	4.0	3.2	3.7	3.5	No data	2.9	3.8	4.1	3.6	3.6	3.6
Measurement, Analysis and Knowledge Management																	
Sharing of knowledge and learning from NPO projects/work	3.9	3.6	4.0	3.3	3.7	3.0	4.4	4.3	4.3	3.8	No data	No data	4.0	4.1	4.0	3.5	3.8
Reporting on the impact of the NPO work as a whole	3.9	3.6	4.0	2.5	3.3	3.0	4.2	4.0	3.7	3.9	No data	No data	3.6	4.1	3.6	3.8	3.7
Mean	3.9	3.6	4.0	2.9	3.5	3.0	4.3	4.2	4.0	3.9	No data	No data	3.8	4.1	3.8	3.7	3.8
Human Resources																	
Professionalism of NPO staff	4.0	3.5	4.0	3.2	4.3	3.8	4.0	4.7	3.7	4.3	No data	2.0	4.5	4.2	4.2	3.7	3.9
Technical competence of NPO staff	3.9	3.5	4.0	3.2	4.3	3.3	4.0	4.3	3.7	4.1	No data	2.0	4.3	4.0	4.0	4.2	3.8
Communication skills of NPO staff	3.9	3.5	4.0	2.8	4.3	3.5	4.2	4.7	4.0	4.2	No data	4.0	4.3	4.1	4.1	3.6	3.9
Mean	3.9	3.5	4.0	3.1	4.3	3.5	4.1	4.6	3.8	4.2	No data	2.7	4.4	4.1	4.1	3.8	3.9
Operations Focus																	
Completion of projects on time	4.0	3.4	4.0	2.8	4.0	3.5	4.0	4.7	4.0	3.3	No data	No data	4.1	4.2	4.1	3.5	3.8
Clear standards and systems	3.9	3.5	4.0	2.8	4.0	3.5	4.4	4.0	3.5	3.5	No data	No data	4.2	4.1	4.0	3.9	3.8
Quality of project output	4.0	3.4	4.0	2.8	4.0	4.0	No data	4.0	No data	No data	No data	No data	4.2	4.2	4.1	3.9	3.9
Mean	4.0	3.4	4.0	2.8	4.0	3.7	4.2	4.2	3.8	3.4	No data	No data	4.1	4.2	4.1	3.8	3.8




NPO's Performance Assessed by Partners: Customer Focus
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
3.9
3.5
4.0
2.8
3.4
3.6
4.0
3.2
3.7
3.5
2.9
3.8
4.1
3.6
3.6
3.6
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Partners: Measurement, Analysis and Knowledge Management
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
3.9
3.6
4.0
2.9
3.5
3.0
4.3
4.2
4.0
3.9
3.8
4.1
3.8
3.7
3.8
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Partners: Human Resources
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
3.9
3.5
4.0
3.1
4.3
3.5
4.1
4.6
3.8
4.2
2.7
4.4
4.1
4.1
3.8
3.9
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


NPO's Performance Assessed by Partners: Operations Focus
Excellent
Good
Mediocre
Weak
Poor
5.0
4.0
3.0
2.0
1.0
0.0
4.0
3.4
4.0
2.8
4.0
3.7
4.2
4.2
3.8
3.4
4.1
4.2
4.1
3.8
3.8
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

2.28.1 Leadership

	The leadership of the NPO							Reputation of NPO						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	0%	86%	14%	4.1	7	0%	0%	0%	86%	14%	4.1
Lao	3	0%	5%	31%	64%	0%	3.6	3	0%	10%	36%	54%	0%	3.4
Cambodia	3	0%	0%	0%	100%	0%	4.0	2	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	20%	40%	40%	0%	3.2	5	0%	20%	40%	40%	0%	3.2
Mongolia	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	0%	100%	0%	4.0
Fiji	4	0%	0%	0%	50%	50%	4.5	4	0%	0%	0%	50%	50%	4.5
Vietnam	5	0%	0%	0%	80%	20%	4.2	4	0%	0%	0%	50%	50%	4.5
Bangladesh	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	0%	67%	33%	4.3
Thailand	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	33%	33%	33%	4.0
Sri Lanka	20	0%	0%	0%	55%	45%	4.5	20	0%	0%	0%	55%	45%	4.5
Nepal	3	0%	0%	0%	100%	0%	4.0	no data	no data	no data	no data	no data	no data	no data
India	2	0%	0%	0%	100%	0%	4.0	2	0%	0%	50%	50%	0%	3.5
Philippines	16	0%	0%	6%	63%	31%	4.3	16	0%	0%	0%	63%	37%	4.4
ROC	30	0%	0%	7%	60%	33%	4.3	30	0%	0%	13%	73%	13%	4.0
Pakistan	10	0%	10%	20%	60%	10%	3.7	10	0%	0%	30%	60%	10%	3.8
Iran	10	0%	0%	30%	40%	30%	4.0	10	0%	10%	20%	40%	30%	3.9
Mean	7.94						4.0	8.13						4.0
Total	127							122						

2.28.2 Customer focus

Customer Focus	NPO understanding of customer needs							NPO flexibility in meeting customer needs						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	0%	100%	0%	4.0	7	0%	0%	14%	86%	0%	3.9
Lao	3	0%	5%	40%	55%	0%	3.5	3	0%	4%	46%	50%	0%	3.5
Cambodia	no data	0%	0%	0%	100%	0%	4.0	no data	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	0%	100%	0%	0%	3.0	5	0%	20%	60%	20%	0%	3.0
Mongolia	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Fiji	4	0%	0%	25%	50%	25%	4.0	4	0%	0%	0%	75%	25%	4.3
Vietnam	5	0%	0%	20%	60%	20%	4.0	5	0%	0%	0%	80%	20%	4.2
Bangladesh	3	0%	0%	0%	0%	67%	3.4	3	0%	0%	33%	0%	0%	1.0
Thailand	3	0%	0%	67%	33%	0%	3.3	3	0%	0%	33%	67%	0%	3.7
Sri Lanka	20	0%	5%	5%	70%	20%	4.1	19	5%	0%	11%	68%	16%	3.9
Nepal	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
India	2	0%	50%	0%	50%	0%	3.0	2	0%	50%	50%	0%	0%	2.5
Philippines	15	0%	0%	13%	66%	21%	4.1	14	0%	0%	14%	64%	22%	4.1
ROC	30	0%	0%	10%	77%	13%	4.0	30	0%	0%	10%	53%	37%	4.3
Pakistan	10	0%	0%	20%	60%	20%	4.0	10	0%	10%	10%	60%	10%	3.4
Iran	10	0%	11%	22%	33%	33%	3.9	10	0%	0%	33%	22%	44%	4.1
Mean	8.57						3.7	8.43						3.6
Total	120							118						

Customer Focus	Visibility of the NPO and promotion of NPO nationwide							Design of NPO website						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	14%	57%	29%	4.2	7	0%	0%	29%	57%	14%	3.9
Lao	3	0%	10%	33%	57%	0%	3.5	3	0%	5%	39%	56%	0%	3.5
Cambodia	1	0%	0%	0%	100%	0%	4.0	2	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	20%	40%	40%	0%	3.2	5	0%	40%	40%	20%	0%	2.8
Mongolia	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	33%	67%	0%	3.7
Fiji	4	0%	0%	50%	50%	0%	3.5	4	0%	0%	50%	50%	0%	3.5
Vietnam	5	0%	0%	0%	100%	0%	4.0	5	0%	0%	0%	80%	20%	4.2
Bangladesh	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Thailand	2	0%	0%	50%	50%	0%	3.5	3	0%	0%	0%	100%	0%	4.0
Sri Lanka	20	0%	5%	35%	45%	15%	3.7	18	0%	0%	33%	61%	6%	3.7
Nepal	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
India	2	0%	0%	50%	50%	0%	3.5	2	0%	0%	50%	50%	0%	3.5
Philippines	15	0%	13%	13%	53%	21%	3.8	14	0%	0%	14%	86%	0%	3.9
ROC	30	0%	0%	3%	80%	17%	4.1	30	0%	0%	7%	77%	17%	4.1
Pakistan	10	0%	10%	20%	50%	20%	3.8	10	10%	20%	10%	50%	10%	3.3
Iran	10	0%	10%	40%	20%	30%	3.7	10	0%	10%	50%	20%	20%	3.5
Mean	8.00						3.7	7.93						3.7
Total	120							119						

Customer Focus	Contents in NPO website							Design of NPO newsletter						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	14%	57%	14%	3.4	7	0%	0%	0%	86%	14%	4.1
Lao	3	0%	7%	36%	57%	0%	3.5	3	0%	6%	36%	58%	0%	3.5
Cambodia	1	0%	0%	0%	100%	0%	4.0	1	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	40%	40%	20%	0%	2.8	5	0%	60%	40%	0%	0%	2.4
Mongolia	3	0%	0%	33%	67%	0%	3.7	3	33%	0%	33%	33%	0%	2.7
Fiji	4	0%	0%	50%	50%	0%	3.5	4	0%	0%	50%	50%	0%	3.5
Vietnam	5	0%	0%	0%	80%	20%	4.2	5	0%	0%	20%	80%	0%	3.8
Bangladesh	3	0%	0%	0%	100%	0%	4.0	3	0%	33%	67%	0%	0%	2.7
Thailand	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Sri Lanka	18	0%	0%	44%	50%	6%	3.6	17	6%	12%	12%	71%	0%	3.5
Nepal	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
India	2	0%	0%	50%	50%	0%	3.5	No data	No data	No data	No data	No data	No data	No data
Philippines	14	0%	0%	29%	43%	28%	4.0	12	0%	0%	25%	75%	0%	3.8
ROC	30	0%	0%	17%	70%	13%	4.0	30	0%	0%	7%	73%	20%	4.1
Pakistan	10	10%	10%	30%	40%	10%	3.3	10	10%	10%	20%	50%	10%	3.4
Iran	10	0%	10%	50%	20%	20%	3.5	10	0%	10%	50%	20%	20%	3.5
Mean	7.87						3.7	8.07						3.5
Total	118							113						

Customer Focus	Contents of NPO newsletter							Use of Social Media.						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	0%	86%	14%	4.1	7	0%	0%	71%	29%	0%	3.3
Lao	3	0%	8%	32%	60%	0%	3.5	3	0%	6%	40%	54%	0%	3.5
Cambodia	1	0%	0%	0%	100%	0%	4.0	2	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	40%	60%	0%	0%	2.6	no data	0%	40%	60%	0%	0%	2.6
Mongolia	3	33%	0%	33%	33%	0%	2.7	3	33%	0%	33%	33%	0%	2.7
Fiji	4	0%	0%	25%	75%	0%	3.8	4	0%	25%	50%	25%	0%	3.0
Vietnam	5	0%	0%	20%	80%	0%	3.8	5	0%	0%	60%	20%	20%	3.6
Bangladesh	3	0%	33%	67%	0%	0%	2.7	3	0%	0%	33%	67%	0%	3.7
Thailand	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	100%	0%	0%	3.0
Sri Lanka	18	6%	6%	39%	39%	11%	3.4	19	0%	3%	9%	21%	16%	2.0
Nepal	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
India	No data	No data	No data	No data	No data	No data	No data	1	0%	0%	100%	0%	0%	3.0
Philippines	12	0%	8%	8%	84%	0%	3.8	13	0%	23%	23%	54%	0%	3.3
ROC	30	0%	0%	13%	77%	10%	4.0	30	0%	0%	10%	73%	17%	4.1
Pakistan	10	0%	10%	30%	50%	10%	3.6	10	0%	10%	20%	60%	10%	3.7
Iran	10	0%	10%	50%	20%	20%	3.5	10	10%	20%	30%	40%	0%	3.0
Mean	8.14						3.5	8.07						3.2
Total	114							113						

2.28.3 Measurement, Analysis and Knowledge Management

	Sharing of knowledge and learning from NPO projects/work							Reporting on the impact of the NPO work as a whole						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	14%	86%	0%	3.9	7	0%	0%	14%	86%	0%	3.9
Lao	3	0%	9%	23%	68%	0%	3.6	3	0%	10%	24%	66%	0%	3.6
Cambodia	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Indonesia	4	0%	0%	75%	25%	0%	3.3	4	0%	50%	50%	0%	0%	2.5
Mongolia	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	67%	33%	0%	3.3
Fiji	4	0%	25%	50%	25%	0%	3.0	4	0%	25%	50%	25%	0%	3.0
Vietnam	5	0%	0%	0%	60%	40%	4.4	5	0%	0%	20%	40%	40%	4.2
Bangladesh	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	0%	100%	0%	4.0
Thailand	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	33%	67%	0%	3.7
Sri Lanka	16	6%	6%	19%	38%	31%	3.8	18	0%	0%	28%	50%	22%	3.9
Nepal	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
India	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data	no data
Philippines	16	0%	0%	12%	76%	12%	4.0	15	0%	0%	40%	60%	0%	3.6
ROC	30	0%	0%	17%	60%	23%	4.1	30	0%	0%	10%	67%	23%	4.1
Pakistan	10	0%	0%	20%	60%	20%	4.0	10	0%	10%	30%	50%	10%	3.6
Iran	10	10%	10%	20%	40%	20%	3.5	10	0%	10%	20%	50%	20%	3.8
Mean	8.36						3.8	8.43						3.7
Total	117							118						

2.28.4 Human Resources

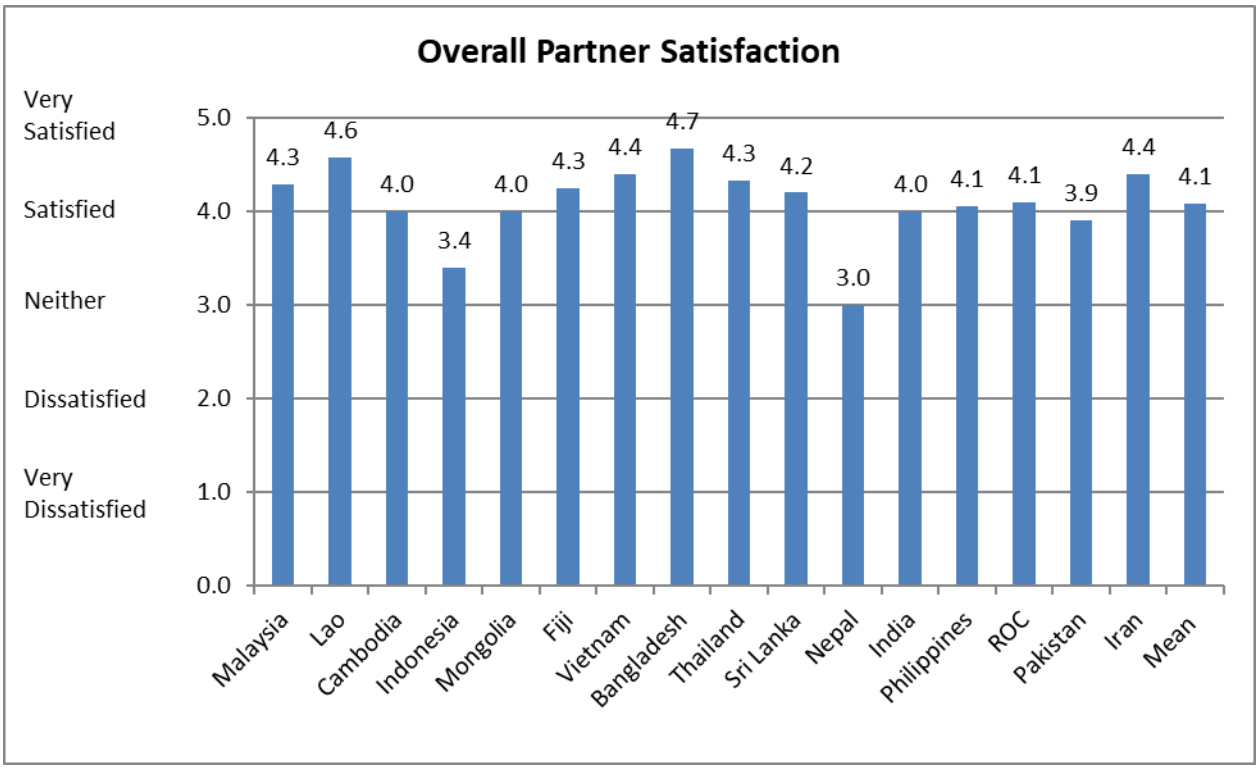
Human Resources	Professionalism of NPO staff							Technical competence of NPO staff							Communication skills of NPO staff						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	0%	100%	0%	4.0	7	0%	0%	14%	86%	0%	3.9	7	0%	0%	14%	86%	0%	3.9
Lao	3	0%	12%	24%	64%	0%	3.5	3	0%	13%	22%	65%	0%	3.5	3	0%	14%	21%	65%	0%	3.5
Cambodia	3	0%	0%	0%	100%	0%	4.0	2	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	20%	40%	40%	0%	3.2	5	0%	20%	40%	40%	0%	3.2	5	0%	20%	80%	0%	0%	2.8
Mongolia	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	0%	67%	33%	4.3
Fiji	4	0%	0%	25%	75%	0%	3.8	4	0%	25%	25%	50%	0%	3.3	4	0%	0%	50%	50%	0%	3.5
Vietnam	5	0%	0%	20%	60%	20%	4.0	5	0%	0%	0%	100%	0%	4.0	5	0%	0%	20%	40%	40%	4.2
Bangladesh	3	0%	0%	0%	33%	67%	4.7	3	0%	0%	0%	67%	33%	4.3	3	0%	0%	0%	33%	67%	4.7
Thailand	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	33%	67%	0%	3.7	3	0%	0%	0%	100%	0%	4.0
Sri Lanka	20	0%	5%	0%	60%	35%	4.3	20	0%	5%	10%	60%	25%	4.1	20	5%	0%	10%	45%	40%	4.2
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	1	0%	0%	0%	100%	0%	4.0	1	0%	0%	0%	100%	0%	4.0	2	0%	0%	0%	100%	0%	4.0
Philippines	15	0%	0%	0%	53%	47%	4.5	15	0%	0%	0%	67%	33%	4.3	14	0%	0%	0%	71%	29%	4.3
ROC	30	0%	0%	3%	70%	27%	4.2	30	0%	0%	7%	83%	10%	4.0	30	0%	0%	3%	83%	13%	4.1
Pakistan	10	0%	0%	10%	60%	30%	4.2	10	0%	0%	20%	60%	20%	4.0	10	0%	0%	10%	70%	20%	4.1
Iran	10	0%	20%	20%	30%	30%	3.7	10	0%	0%	20%	40%	40%	4.2	10	0%	11%	33%	33%	22%	3.6
Mean	8.13						4.0	8.07						3.9	8.13						3.9
Total	122							121							122						

2.28.5 Operations Focus

Operations Focus	Completion of projects on time							Clear standards and systems							Quality of project output						
	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean	n	Poor	Weak	Mediocre	Good	Excellent	Weighted Mean
Malaysia	7	0%	0%	0%	100%	0%	4.0	7	0%	0%	14%	86%	0%	3.9	7	0%	0%	0%	100%	0%	4.0
Lao	3	0%	8%	44%	48%	0%	3.4	3	0%	7%	35%	58%	0%	3.5	3	0%	13%	34%	53%	0%	3.4
Cambodia	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Indonesia	5	0%	20%	80%	0%	0%	2.8	5	0%	20%	80%	0%	0%	2.8	No data	0%	20%	80%	0%	0%	2.8
Mongolia	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Fiji	4	0%	0%	50%	50%	0%	3.5	4	0%	0%	50%	50%	0%	3.5	4	0%	0%	25%	50%	25%	4.0
Vietnam	4	0%	0%	25%	50%	25%	4.0	3	0%	0%	0%	65%	35%	4.4	No data	No data	No data	No data	No data	No data	No data
Bangladesh	3	0%	0%	0%	33%	67%	4.7	3	0%	0%	0%	100%	0%	4.0	3	0%	0%	0%	100%	0%	4.0
Thailand	2	0%	0%	0%	100%	0%	4.0	2	0%	0%	50%	50%	0%	3.5	No data	No data	No data	No data	No data	No data	No data
Sri Lanka	15	13%	0%	27%	60%	0%	3.3	15	7%	7%	20%	67%	0%	3.5	No data	No data	No data	No data	No data	No data	No data
Nepal	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
India	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
Philippines	15	0%	0%	20%	53%	27%	4.1	14	0%	0%	21%	43%	36%	4.2	14	0%	0%	14%	57%	29%	4.2
ROC	30	0%	0%	7%	67%	27%	4.2	30	0%	0%	7%	77%	17%	4.1	30	0%	0%	3%	70%	27%	4.2
Pakistan	10	0%	0%	10%	70%	20%	4.1	10	0%	0%	20%	60%	20%	4.0	10	0%	0%	10%	70%	20%	4.1
Iran	10	10%	10%	20%	40%	20%	3.5	10	0%	10%	30%	20%	40%	3.9	10	0%	11%	22%	33%	33%	3.9
Mean	8.14						3.8	8.00						3.8	8.70						3.9
Total	114							112							87						

2.29 Overall Partner Satisfaction:

	n	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	Weighted Mean
Malaysia	7	0%	0%	0%	71%	29%	4.3
Lao	3	0%	4%	0%	30%	66%	4.6
Cambodia	3	0%	0%	0%	100%	0%	4.0
Indonesia	2	0%	20%	20%	60%	0%	3.4
Mongolia	3	0%	0%	0%	100%	0%	4.0
Fiji	4	0%	0%	0%	75%	25%	4.3
Vietnam	5	0%	0%	0%	60%	40%	4.4
Bangladesh	3	0%	0%	0%	33%	67%	4.7
Thailand	3	0%	0%	0%	67%	33%	4.3
Sri Lanka	20	0%	5%	5%	55%	35%	4.2
Nepal	6	0%	0%	100%	0%	0%	3.0
India	2	0%	0%	0%	100%	0%	4.0
Philippines	17	0%	0%	18%	59%	23%	4.1
ROC	30	0%	0%	3%	83%	13%	4.1
Pakistan	10	0%	10%	10%	60%	20%	3.9
Iran	10	0%	0%	10%	40%	50%	4.4
Mean	108						4.1



2.30 How can the partner relationship be enhanced in future?

Feedback

- Sharing knowledge with MPC and communication with other consultants in similar project type (Malaysia).
- Chance to conduct any related APO programs (Malaysia).
- Relationship based on mutual respect and more open for mutual benefits to both parties (Malaysia)
- LNPO should be aware of working together with partner very often to exchange information and opinion on the socio-economic development, mainly in the SMEs' technical support in order to uplift the quality standard of existed product of factory/company as a whole country (Lao).
- Pro-active initiative by NPCC (Cambodia).
- It is possible to extent the partnership such as in research, consultancy and training
- Clear assignment of each designated staff to facilitate the Secretariat of NPB (Indonesia).
- MPO's mission and strategic objectives are consistent with the implementation of policy at the level of transactions. So it will be strong (Mongolia).
- Addressing the most important sector was public and would work to promote public well done (Mongolia).
- Improving operations base on customer satisfaction as regular surveys (Mongolia).
- Improving promotion activities /for disseminate productivity improvement activities (Mongolia).
- Include the key partners in dialogue and in all industry discussion forum's Fiji wide (Fiji).
- Partners can contribute to the delivery in their core areas and industry participation will enhance the NPO services (Fiji).
- Have more labor management cooperation type projects, refer data sheet for more (Fiji).
- The core partners should be included in all Industry Technical Advisory Committees (ITACs)–some do not attend now (Fiji).
- Partners can contribute to policy and some of these policies can be taken back to industry (Fiji).
- Partners can help sponsor some of the big events of the Centre (Fiji).
- Extend the cooperation in other services (Thailand).
- By maintaining a updated website and designing a very good communicational channel with partners (Sri Lanka).
- Relationship can be enhanced by providing more opportunities for training programs, conference and workshops (Sri Lanka).
- Communication (Sri Lanka).
- Constant dialogue with the stakeholders is necessary. At present the two ways communication is only one sided. Partner or stakeholder views should be encouraged. For action plans, the stakeholder dialogue should be made available for all. All partners should be used to attain the strategic goals of the NPS (Sri Lanka).
- Implementing joint training, research and consultancies (Sri Lanka).
- Organize conference for once in 3 months. Enhance training opportunities local

and foreign (Sri Lanka).

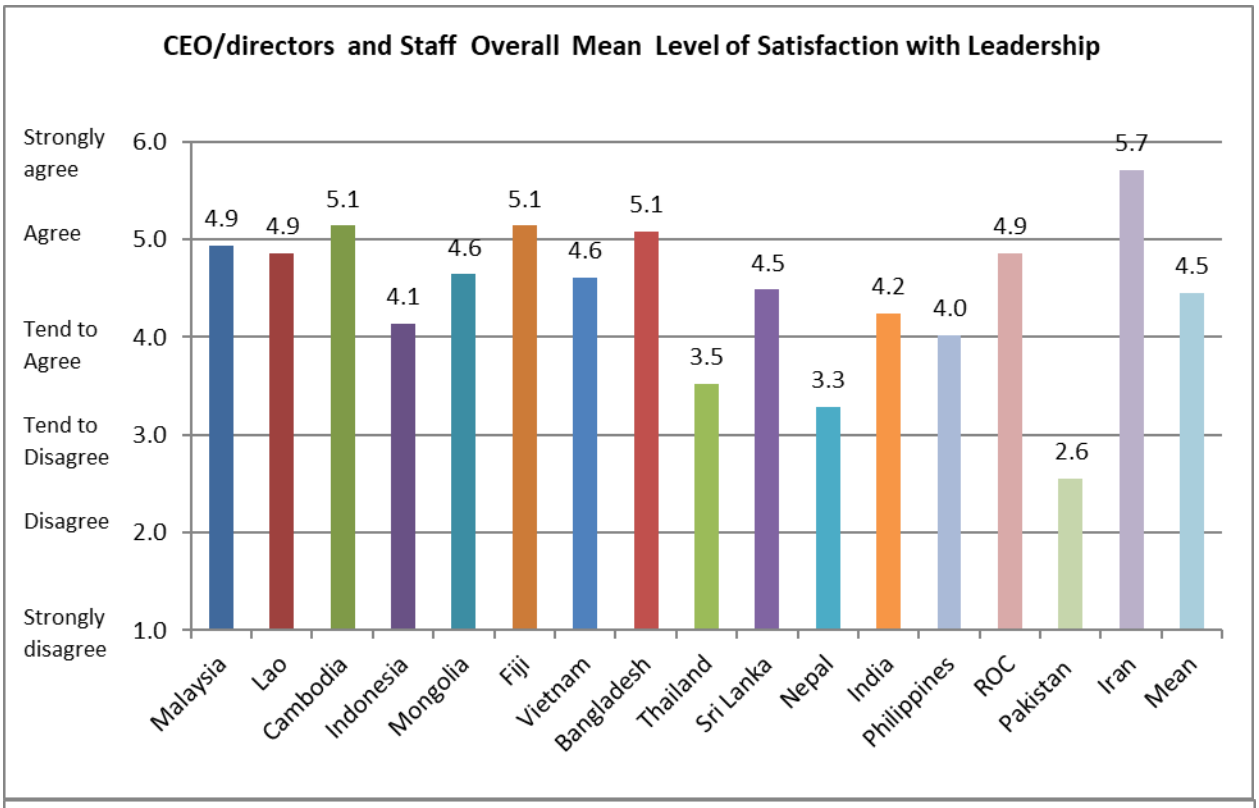
- Provide more time for involvement with NPS activities (Sri Lanka).
- NPS had to have an Event Calendar where any organization can access (Sri Lanka).
- The government should declare that the implementation of productivity tools and techniques as a mandatory requirement. Especially for the public sector (Sri Lanka).
- NPEDC needs to be strengthened first (Nepal).
- QCI's main objective is quality promotion and conformity assessment (India).
- Productivity and quality need to go hand in hand and both organizations could benefit from a robust partnership (India).
- Areas for cooperation could be in creating awareness, promoting quality / productivity tools in SMEs, consultancy in improving quality / productivity (India).
- NC can join hands with NITIE to offer executive education programs in specific areas and development of cases (India).
- Possibilities of utilizing lab facilities at both the institutes can be explored for the benefit of wider audience (India).
- Organizing more Joint Projects with partners (Pakistan).
- Arranging study missions for partners to have better understanding about APO and its mission/programs (Pakistan).
- Organizing programs as per Partner needs and preferences (Pakistan).
- Over time and by moving to more active projects, NIPO shall be more effective (Iran).
- In project productivity improvements can make NIPO very powerful (Iran).

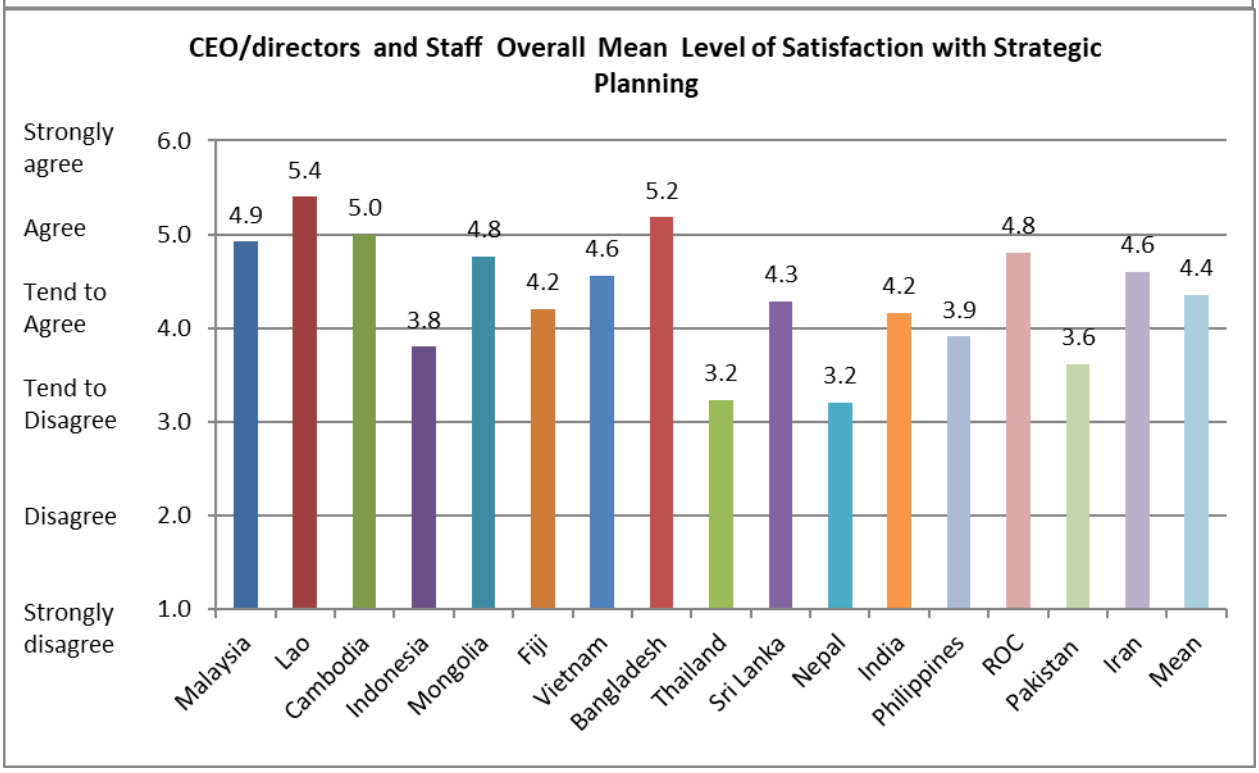
2.31 Please indicate the level of agreement of NPO CEO/Directors and staff with the following statements:

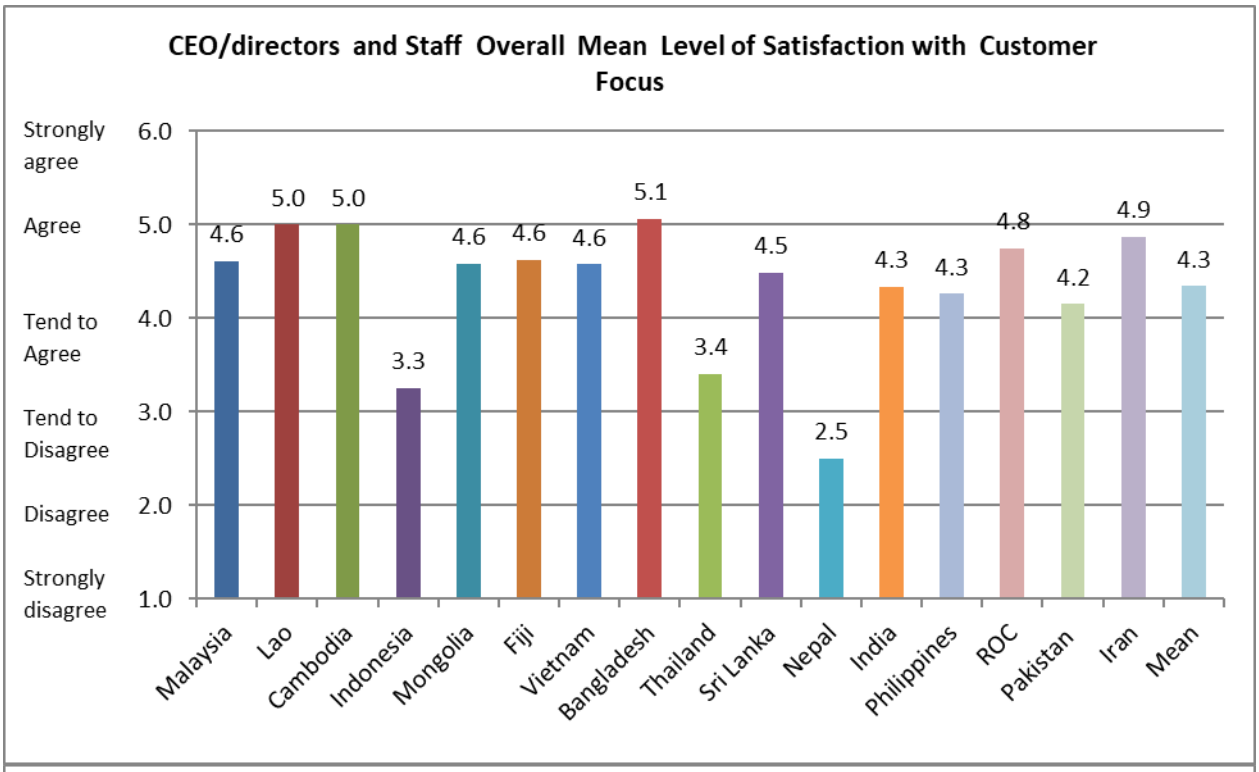
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
n	20	38	15	18	10	22	27	21	28	30	6	18	39	70	20	30	25.8
Leadership																	
Our vision, mission, and values have been developed with the involvement of all stakeholders	5	6.0	5.0	4.0	4.6	5.0	4.6	5.1	3.5	4.8	4.0	4.5	3.7	5.0	2.9	6.0	4.6
Our vision, mission, and values are frequently communicated to all managers and employees.	5	5.0	5.0	4.0	4.8	5.0	4.4	5.7	3.2	4.7	4.0	4.2	4.0	5.0	2.5	6.0	4.5
Our leadership team is always seeking new ways to sustain and grow the organization.	5	5.0	6.0	4.0	5.1	6.0	4.6	5.2	3.3	4.6	4.0	5.0	3.9	5.0	2.5	6.0	4.7
Our leadership team provides employees with sufficient resources (e.g. financial, physical and technical) to do their work effectively.	4.8	4.0	5.0	4.0	4.9	5.0	4.5	4.2	3.7	4.0	1.0	4.8	4.2	5.0	2.4	6.0	4.2
We hold discussions and meetings to see how we can address and minimize the negative impact of our products, services, processes and sites to the environment and community.	4.9	4.0	5.0	4.0	4.4	5.0	4.6	5.1	3.1	4.5	4.0	3.8	4.1	5.0	2.3	5.0	4.3
We have established a system for governance with a clearly defined purpose and role	4.9	5.0	5.0	4.0	4.4	5.0	4.8	5.1	4.0	4.3	2.0	3.4	4.0	4.0	2.0	5.0	4.2

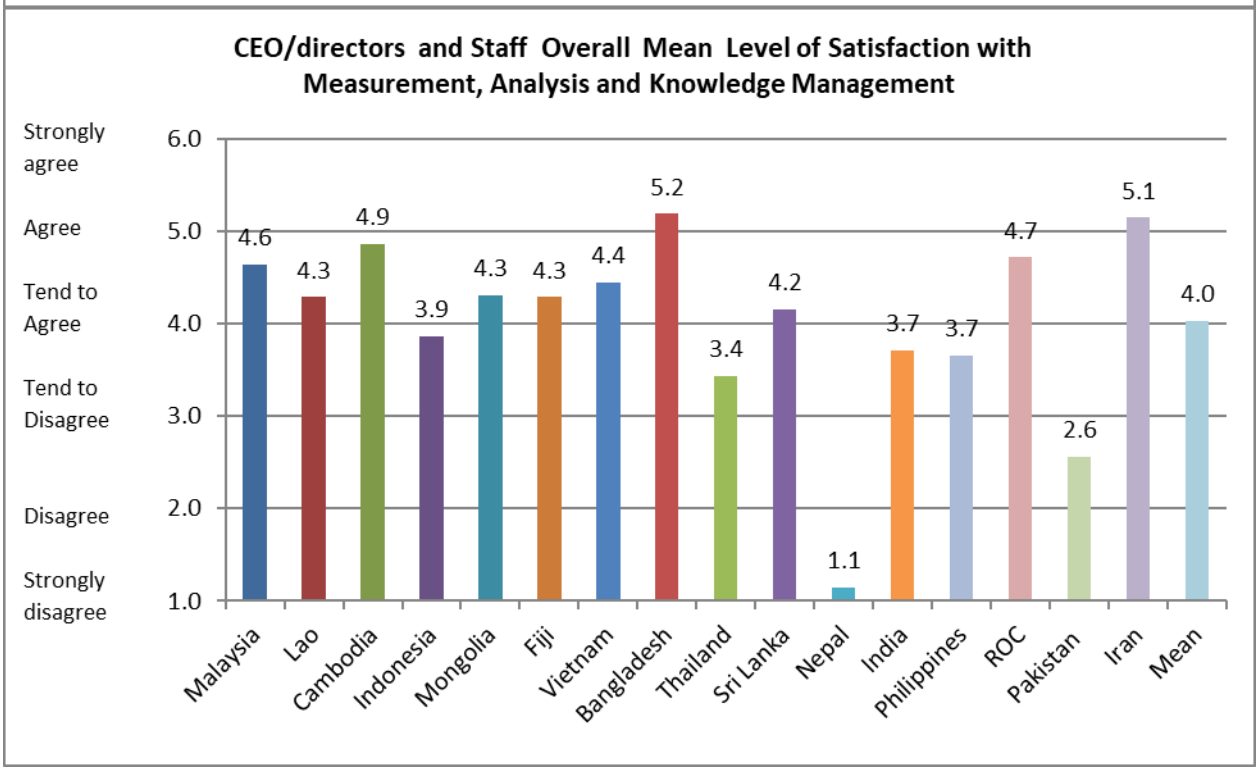
We ensure management accountability for the organization's actions, fiscal accountability, and independence in review and audits	5	5.0	5.0	5.0	4.3	5.0	4.8	5.2	3.9	4.5	4.0	4.0	4.4	5.0	3.3	6.0	4.6
Mean	4.9	4.9	5.1	4.1	4.6	5.1	4.6	5.1	3.5	4.5	3.3	4.2	4.0	4.9	2.6	5.7	4.5
Strategic planning																	
We have an effective process for formulating short and longer-term strategies	4.7	5.0	5.0	4.0	4.6	4.0	4.4	5.3	3.0	4.2	4.0	4.1	3.7	5.0	3.0	5.0	4.3
We consider our organization's overall strengths and weaknesses when deriving and reviewing our strategy	5	6.0	5.0	4.0	5.2	4.0	4.8	5.2	3.2	4.2	5.0	4.2	4.2	5.0	3.9	5.0	4.6
We develop organizational strategic plans using information from customers, other stakeholders, competitors as well as on potential and emerging markets	5.1	5.0	5.0	3.0	4.8	4.0	4.5	5.1	3.2	4.3	1.0	4.2	4.1	4.0	4.6	4.0	4.1
Our departments, teams, and employees have missions, plans and performance targets aligned to key strategic objectives	5	6.0	5.0	4.0	4.6	5.0	4.6	5.1	3.4	4.2	2.0	4.5	4.2	5.0	3.6	5.0	4.4
We ensure effective communication of our strategies both internally to employees and, where relevant, externally to customers and suppliers	4.8	5.0	5.0	4.0	4.6	4.0	4.5	5.2	3.4	4.5	4.0	3.8	3.5	5.0	3.0	4.0	4.3
Mean	4.9	5.4	5.0	3.8	4.8	4.2	4.6	5.2	3.2	4.3	3.2	4.2	3.9	4.8	3.6	4.6	4.4
Customer focus																	
We define who our customers are (from which market segments) and clearly identify their needs	4.6	5.0	5.0	4.0	4.8	4.0	4.8	4.8	3.4	4.7	4.0	4.7	4.6	5.0	4.0	4.0	4.5
We determine key service features and their relative importance to customers	4.7	5.0	5.0	3.0	5.1	4.0	5.0	5.1	3.6	4.6	3.0	4.4	4.4	5.0	4.6	4.0	4.4
We determine the expectation of current and potential customers	4.5	5.0	5.0	3.0	4.7	5.0	4.6	5.7	3.4	4.6	2.0	4.3	4.3	4.0	4.6	5.0	4.4
We regularly track and assess our customers' needs and requirements, and their satisfaction levels.	4.3	5.0	5.0	3.0	4.7	4.0	4.5	4.8	3.6	4.3	1.0	4.6	4.3	5.0	4.7	6.0	4.3
We have an effective process in place to build customer loyalty, as well as generate positive referrals.	4.6	5.0	5.0	4.0	4.4	4.0	4.3	5.2	3.1	4.3	1.0	4.7	3.9	4.0	4.5	5.0	4.2
We provide adequate marketing and promotion of our products and/or services	4.7	5.0	5.0	3.0	4.3	5.0	4.4	4.8	3.4	4.4	2.0	3.7	3.7	5.0	3.9	3.0	4.1
We use a variety of methods to make it easy for clients to seek assistance and comment on the quality of the services or products we provide.	4.8	6.0	5.0	3.0	4.3	5.0	4.5	5.0	3.4	4.6	3.0	4.1	4.3	5.0	3.9	6.0	4.5
We seek, monitor and record customer complaints and take appropriate action to ensure that problems do not occur again.	4.7	4.0	5.0	3.0	4.4	6.0	4.5	5.1	3.4	4.4	4.0	4.2	4.6	5.0	3.0	6.0	4.5
Mean	4.6	5.0	5.0	3.3	4.6	4.6	4.6	5.1	3.4	4.5	2.5	4.3	4.3	4.8	4.2	4.9	4.3
Measurement, Analysis and Knowledge Management																	
We track daily operations and overall organizational performance using a full range of information (e.g. financial, customer satisfaction, employee satisfaction, environmental, suppliers, and key processes).	4.8	4.0	4.0	3.0	4.0	5.0	4.1	4.9	3.4	4.1	1.0	2.8	3.6	5.0	2.6	4.0	3.8
We ensure that the comparative data we use is reliable, relevant and interpreted correctly	4.3	4.0	5.0	4.0	4.2	4.0	4.5	5.6	3.4	4.3	1.0	3.9	3.9	4.0	2.0	4.0	3.9
Our major organizational decisions are based upon a thorough analysis of data and information	4.9	4.0	5.0	4.0	3.6	5.0	4.5	5.6	3.3	4.2	1.0	3.6	3.9	4.0	2.5	6.0	4.1
We identify and share best practices throughout our organization to improve organizational performance	4.8	5.0	5.0	4.0	4.7	3.0	4.6	5.0	3.2	4.3	1.0	3.8	3.6	5.0	3.0	6.0	4.1
We make sure that the information is centrally captured and disseminated quickly to employees, customers and other stakeholders	4.5	5.0	5.0	4.0	4.7	3.0	4.5	5.2	3.0	4.2	1.0	3.4	3.6	5.0	2.4	6.0	4.0
We ensure that our hardware and software systems are reliable and user friendly	4.6	4.0	5.0	4.0	4.6	5.0	4.5	5.0	4.1	3.9	2.0	4.5	3.6	5.0	3.0	5.0	4.2
We review all our mechanisms for providing and sharing information (including hardware and software) to ensure that they continue to meet our future directions	4.6	4.0	5.0	4.0	4.3	5.0	4.4	5.0	3.7	4.1	1.0	4.0	3.5	5.0	2.4	5.0	4.1
Mean	4.6	4.3	4.9	3.9	4.3	4.3	4.4	5.2	3.4	4.2	1.1	3.7	3.7	4.7	2.6	5.1	4.0

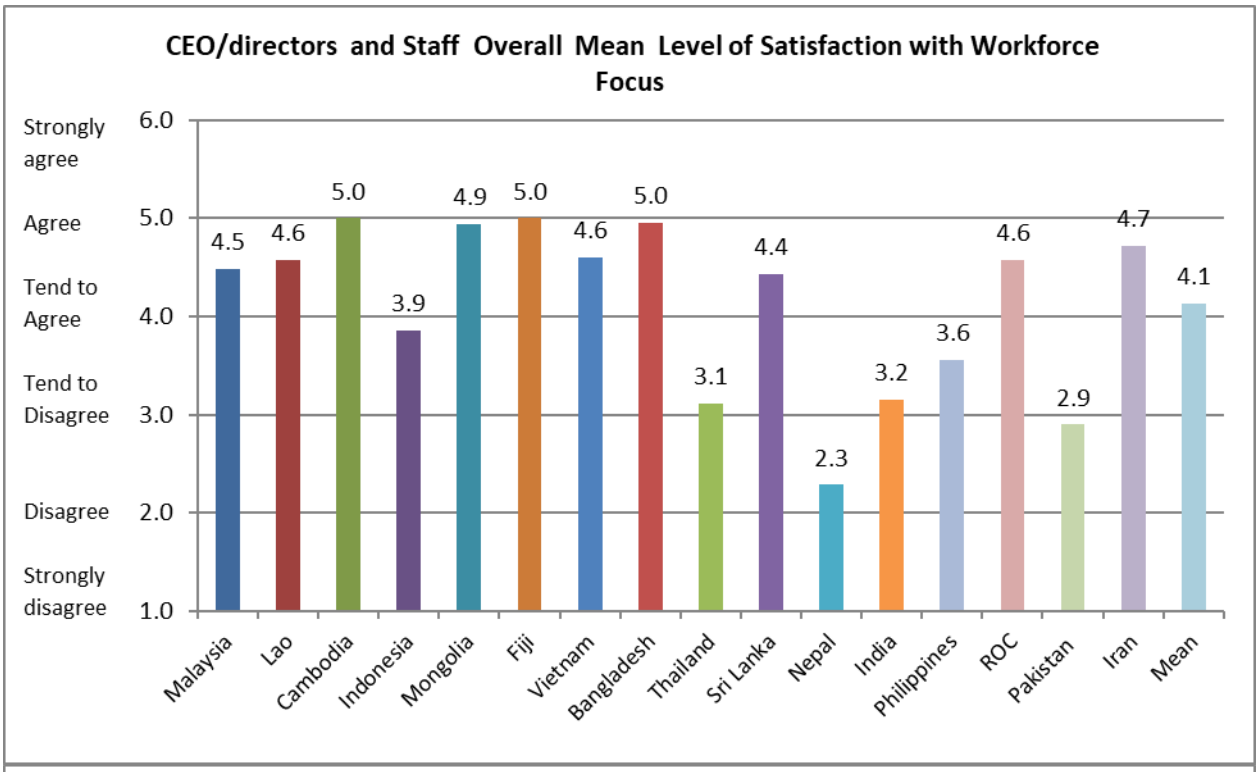
Workforce Focus																		
We encourage individual initiative, innovation, rapid response, cooperation and effective communication throughout our organization.	4.9	4.0	5.0	5.0	5.3	6.0	4.9	5.7	3.5	4.5	4.0	3.8	4.0	5.0	2.5	6.0	4.6
We determine and monitor the key factors that affect employee well-being, satisfaction and motivation so that we can improve the work environment.	4.7	4.0	5.0	4.0	4.9	5.0	4.3	5.0	3.4	4.4	3.0	3.1	3.4	5.0	2.6	6.0	4.2
We have human resource plans for staffing, selection, training, involvement, empowerment and recognition that are aligned to meet our strategic objectives.	4.1	5.0	5.0	4.0	5.0	5.0	4.5	5.2	3.0	4.5	2.0	3.3	3.7	5.0	3.0	4.0	4.1
We develop succession plans for leadership and management positions, and career progression plans for employees.	4.2	4.0	5.0	3.0	5.0	4.0	4.4	4.9	2.6	4.2	1.0	2.6	2.9	4.0	2.4	4.0	3.6
We determine and monitor the learning and development needs for employees that are aligned to organizational strategies and goals	4.3	5.0	5.0	3.0	5.0	5.0	4.7	4.7	2.9	4.6	1.0	3.0	3.3	4.0	3.6	5.0	4.0
We train our employees in key service processes to delight customers	4.4	5.0	5.0	4.0	5.1	4.0	4.7	5.2	3.3	4.5	2.0	3.3	3.8	5.0	3.2	3.0	4.1
We recognize and reward the performance of employees	4.8	5.0	5.0	4.0	4.3	6.0	4.7	4.0	3.0	4.3	3.0	3.0	4.0	4.0	3.0	5.0	4.2
Mean	4.5	4.6	5.0	3.9	4.9	5.0	4.6	5.0	3.1	4.4	2.3	3.2	3.6	4.6	2.9	4.7	4.1
Operations Focus																		
We effectively identify and define key design and delivery processes and understand how these processes interact	4.9	5.0	5.0	4.0	4.3	4.0	4.6	5.2	3.7	4.4	4.0	3.5	4.1	4.0	2.7	5.0	4.3
We incorporate critical requirements of customers and other stakeholders into service/product features and operational requirements when designing or enhancing the services / products	4.6	5.0	5.0	4.0	4.4	5.0	4.6	5.1	3.5	4.4	3.0	4.5	4.5	5.0	3.0	5.0	4.4
We measure process performance and set targets	4.8	5.0	5.0	5.0	4.4	4.0	4.6	5.0	3.6	4.2	3.0	4.4	4.1	4.0	2.3	5.0	4.3
We use a valid and thorough approach to control and improve key processes involved in delivering our services	4.7	4.0	5.0	4.0	4.6	4.0	4.5	5.2	3.5	4.2	2.0	4.1	3.9	4.0	2.6	6.0	4.1
We have many initiatives in place to improve the quality of our processes, products and/or services.	5	4.0	5.0	4.0	4.8	5.0	4.5	4.2	3.6	4.7	2.0	4.0	4.2	4.0	2.0	6.0	4.2
We continuously improve capabilities of suppliers and partners to meet organization's requirements	4.9	5.0	5.0	4.0	4.6	4.0	4.4	5.0	3.4	4.4	2.0	3.8	3.6	5.0	1.5	6.0	4.2
Mean	4.8	4.7	5.0	4.2	4.5	4.3	4.5	5.0	3.5	4.4	2.7	4.1	4.0	4.3	2.4	5.5	4.2

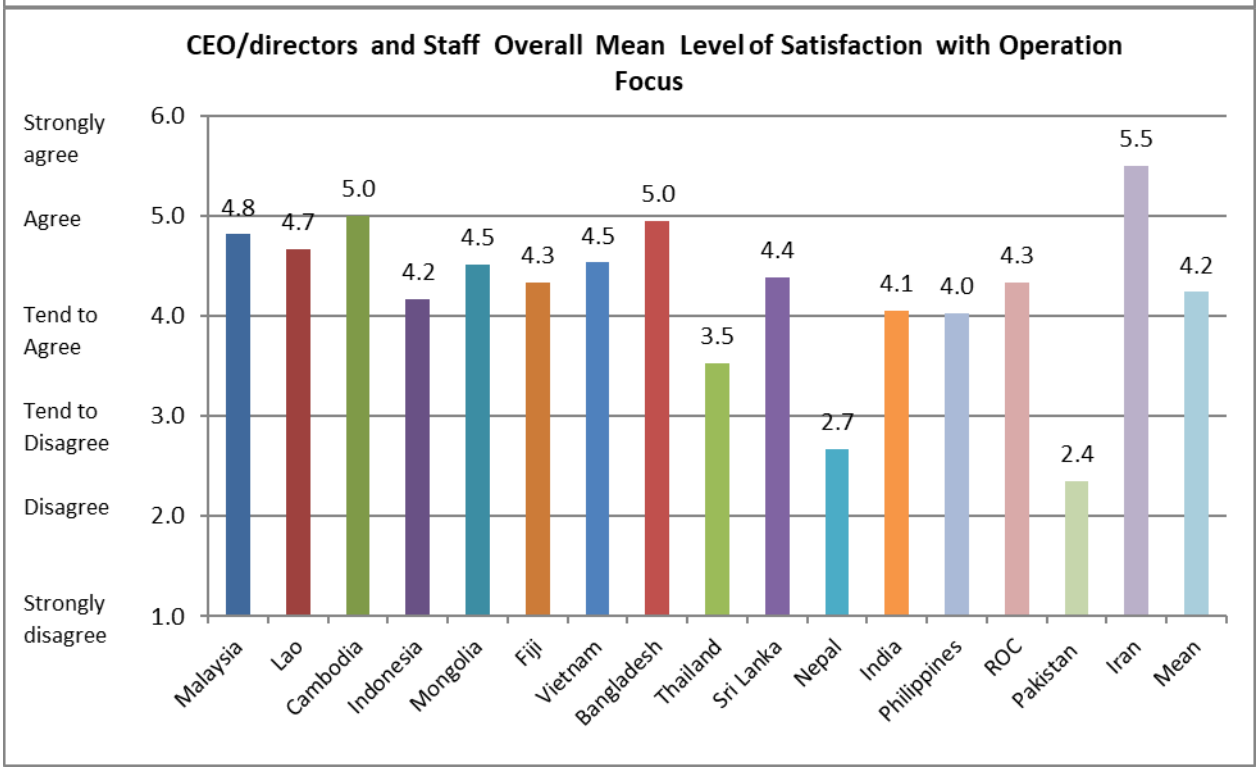

CEO/directors and Staff Overall Mean Level of Satisfaction with Leadership
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.9
4.9
5.1
4.1
4.6
5.1
4.6
5.1
3.5
4.5
3.3
4.2
4.0
4.9
2.6
5.7
4.5
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


CEO/directors and Staff Overall Mean Level of Satisfaction with Strategic Planning
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.9
5.4
5.0
3.8
4.8
4.2
4.6
5.2
3.2
4.3
3.2
4.2
3.9
4.8
3.6
4.6
4.4
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


CEO/directors and Staff Overall Mean Level of Satisfaction with Customer Focus
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.6
5.0
5.0
3.3
4.6
4.6
4.6
5.1
3.4
4.5
2.5
4.3
4.3
4.8
4.2
4.9
4.3
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

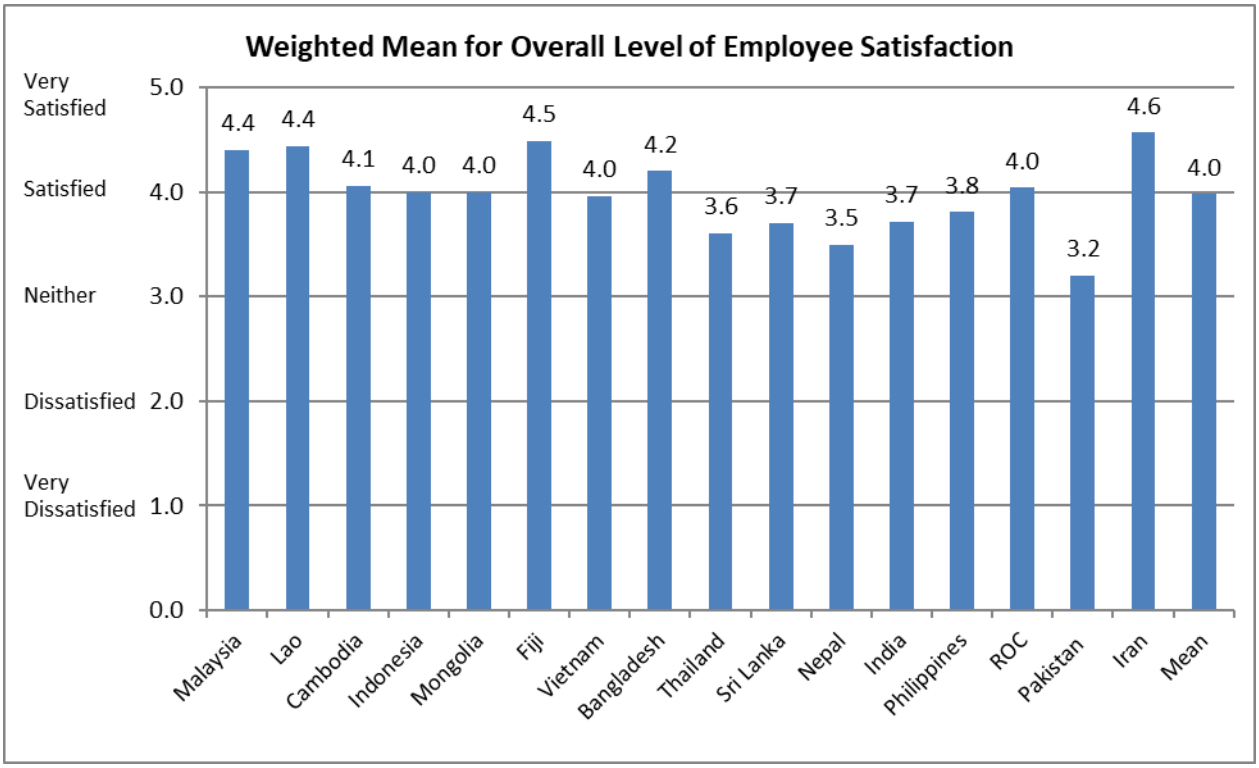

CEO/directors and Staff Overall Mean Level of Satisfaction with Measurement, Analysis and Knowledge Management
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.6
4.3
4.9
3.9
4.3
4.3
4.4
5.2
3.4
4.2
1.1
3.7
3.7
4.7
2.6
5.1
4.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

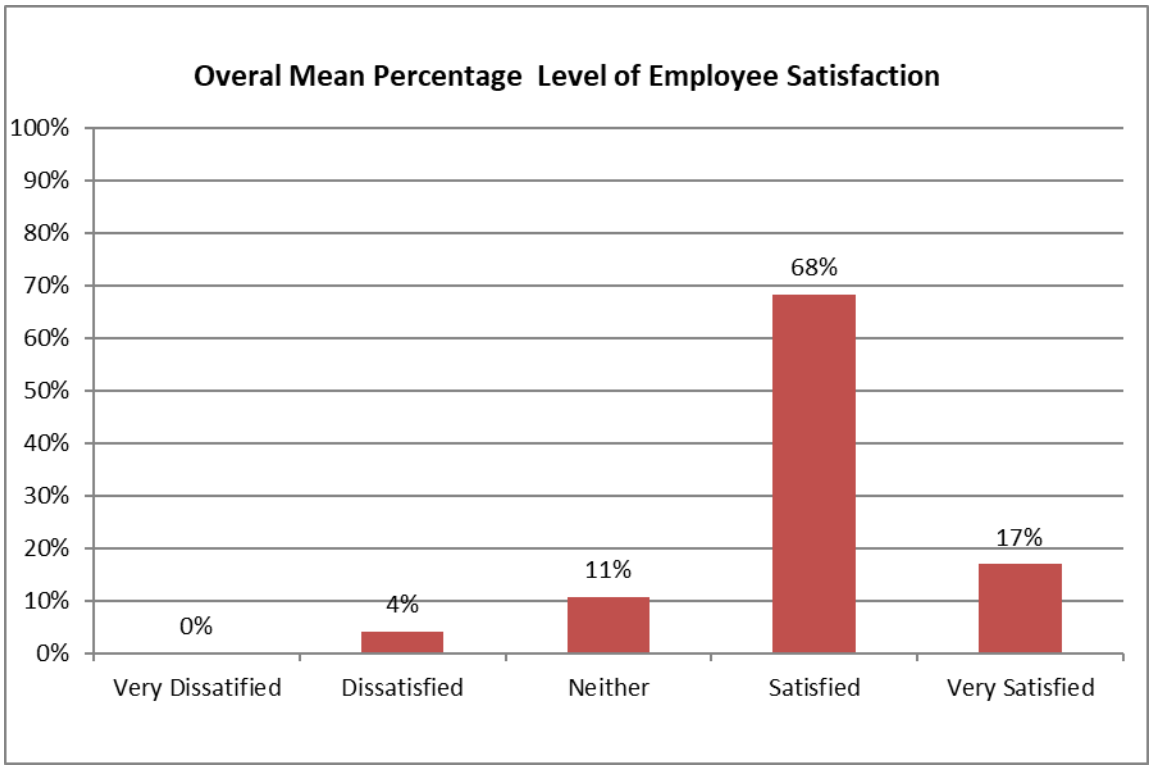

CEO/directors and Staff Overall Mean Level of Satisfaction with Workforce Focus
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.5
4.6
5.0
3.9
4.9
5.0
4.6
5.0
3.1
4.4
2.3
3.2
3.6
4.6
2.9
4.7
4.1
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean


CEO/directors and Staff Overall Mean Level of Satisfaction with Operation Focus
Strongly agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly disagree
6.0
5.0
4.0
3.0
2.0
1.0
4.8
4.7
5.0
4.2
4.5
4.3
4.5
5.0
3.5
4.4
2.7
4.1
4.0
4.3
2.4
5.5
4.2
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Mean

2.32 Overall level of employee satisfaction:

	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Level/n	**20**	**43**	**15**	**6**	**14**	**22**	**25**	**21**	**28**	**30**	**6**	**10**	**39**	**70**	**15**	**29**	**24.6**
Very Dissatisfied	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dissatisfied	0%	3%	0%	0%	0%	0%	0%	0%	7%	10%	0%	0%	2%	0%	40%	3%	4%
Neither	0%	1%	7%	0%	0%	8%	8%	0%	29%	10%	50%	28%	15%	9%	0%	7%	11%
Satisfied	60%	45%	80%	100%	100%	35%	89%	80%	61%	80%	50%	72%	83%	79%	60%	20%	68%
Very Satisfied	40%	51%	13%	0%	0%	57%	4%	20%	4%	0%	0%	0%	0%	13%	0%	70%	17%
Weighted Mean	4.4	4.4	4.1	4.0	4.0	4.5	4.0	4.2	3.6	3.7	3.5	3.7	3.8	4.0	3.2	4.6	4.0




Overal Mean Percentage Level of Employee Satisfaction
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
0%
4%
11%
68%
17%
Very Dissatified
Dissatisfied
Neither
Satisfied
Very Satisfied

APPENDIX 3: NPO PERFORMANCE RESULTS

This Appendix shows the performance of each NPO with respect to a balanced set of performance measures covering:

7. *Product and Process Outcomes*
8. *Customer Focused Outcomes*
9. *Workforce Focused Outcomes*
10. *Leadership and Governance Focused Outcomes*
11. *Financial and Market Outcomes (Indirect outcomes – national outcomes NPOs contribute to but it is difficult to measure their impact on. Some measures are repeated from Appendix 1)*
12. *Financial and Market Outcomes (Direct outcomes – outcomes the NPO can directly measure)*

If "No data" has been recorded it means that the NPO has not responded to the question. "Na" refers to the question being "Not applicable" for the NPO.

3.1 This question seeks information about your NPO's performance results. For all calculations in the Workforce Focused Outcomes section include only full-time/professional/technical staff.

3.1.1 Product and Process Outcomes

3.1.1.1 Training course attendees

Country	Training course attendees * Result 2012	APO Ranking 2012	Country	Training course attendees * Result 2013	APO Ranking 2013
MALAYSIA	121,841	1	**MALAYSIA**	130,517	1
ROC	95,270	2	**ROC**	101,845	2
SRI LANKA	67,612	3	**SRI LANKA**	85,598	3
FIJI	24,015	4	**FIJI**	36,279	4
THAILAND	20,530	5	**THAILAND**	22,510	5
INDONESIA	8,720	6	**PAKISTAN**	5230	6
PAKISTAN	4037	7	**INDONESIA**	4,270	7
PHILIPPINES	3,554	8	**PHILIPPINES**	3,621	8
VIETNAM	1800	9	**VIETNAM**	3500	9
MONGOLIA	970	10	**MONGOLIA**	1917	10
IRAN	45	11	**CAMBODIA**	100	11
LAO PDR	17	12	**IRAN**	60	12
BANGLADESH	14	13	**LAO PDR**	18	13
CAMBODIA	No data	NA	**BANGLADESH**	12	14
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Total number of people that attended your training courses. Only include training courses of one day length or more.**

3.1.1.2 Conference/exhibition attendees

Country	Conference/exhibition attendees * Result 2012	APO Ranking 2012	Country	Conference/exhibition attendees * Result 2013	APO Ranking 2013
MALAYSIA	6,562	1	**MALAYSIA**	9,435	1
PHILIPPINES	3,554	2	**PHILIPPINES**	3,621	2
THAILAND	3415	3	**THAILAND**	3534	3
VIETNAM	1850	4	**VIETNAM**	2530	4
IRAN	1000	5	**IRAN**	1000	5
SRI LANKA	350	6	**SRI LANKA**	625	6
FIJI	140	7	**FIJI**	350	7
LAO PDR	5	8	**LAO PDR**	6	8
BANGLADESH	2	9	**CAMBODIA**	3	9
MONGOLIA	0	10	**BANGLADESH**	2	10
CAMBODIA	No data	NA	**MONGOLIA**	0	11
ROC	No data	NA	**ROC**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Total number of attendees at conferences/exhibits.**

3.1.1.3 Consultancy/research projects private sector

Country	Consultancy/research projects private sector * Result 2012	APO Ranking 2012	Country	Consultancy/research projects private sector* Result 2013	APO Ranking 2013
ROC	343	1	**ROC**	369	1
SRI LANKA	102	2	**SRI LANKA**	285	2
FIJI	20	3	**FIJI**	25	3
THAILAND	18	4	**MALAYSIA**	23	4
MALAYSIA	15	5	**THAILAND**	19	5
PHILIPPINES	12	6	**PHILIPPINES**	8	5
PAKISTAN	9	7	**MONGOLIA**	8	7
MONGOLIA	3	8	**LAO PDR**	5	8
VIETNAM	No data	NA	**IRAN**	5	9
CAMBODIA	No data	NA	**PAKISTAN**	4	10
IRAN	No data	NA	**CAMBODIA**	0	11
LAO PDR	No data	NA	**VIETNAM**	No data	NA
INDONESIA	No data	NA	**BANGLADESH**	No data	NA
NEPAL	No data	NA	**INDONESIA**	No data	NA
INDIA	No data	NA	**NEPAL**	No data	NA
IRAN	No data	NA	**INDIA**	No data	NA

*** Number of consultancy/research projects undertaken for the private sector**

3.1.1.4 Consultancy/research projects government sector

Country	Consultancy/research projects government sector* Result 2012	APO Ranking 2012	Country	Consultancy/research projects government sector* Result 2013	APO Ranking 2013
SRI LANKA	255	1	**SRI LANKA**	445	1
ROC	112	2	**ROC**	102	2
THAILAND	80	3	**PHILIPPINES**	93	3
PHILIPPINES	68	4	**THAILAND**	73	4
IRAN	30	5	**IRAN**	20	5
FIJI	6	6	**FIJI**	8	6
BANGLADESH	4	7	**MALAYSIA**	5	7
MALAYSIA	4	8	**BANGLADESH**	4	8
MONGOLIA	0	9	**MONGOLIA**	4	8
LAO PDR	No data	NA	**PAKISTAN**	1	10
PAKISTAN	No data	NA	**CAMBODIA**	1	10
CAMBODIA	No data	NA	**LAO PDR**	No data	NA
VIETNAM	No data	NA	**VIETNAM**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Number of consultancy/research projects undertaken for the government sector**

3.1.1.5 Consultancy/research projects total

Country	Consultancy/research projects total* Result 2012	APO Ranking 2012	Country	Consultancy/research projects total* Result 2013	APO Ranking 2013
ROC	455	1	**SRI LANKA**	730	1
SRI LANKA	357	2	**ROC**	471	2
THAILAND	98	3	**VIETNAM**	164	3
VIETNAM	95	4	**PHILIPPINES**	101	4
PHILIPPINES	80	5	**THAILAND**	92	5
FIJI	28	6	**FIJI**	30	6
MALAYSIA	25	7	**MALAYSIA**	28	7
PAKISTAN	9	8	**MONGOLIA**	12	8
MONGOLIA	3	9	**PAKISTAN**	5	9
BANGLADESH	No data	NA	**CAMBODIA**	1	10
CAMBODIA	No data	NA	**BANGLADESH**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Total number of consultancy/research projects undertaken**

3.1.1.6 Publications sold

Country	Publications sold * Result 2012	APO Ranking 2012	Country	Publications sold * Result 2013	APO Ranking 2013
ROC	35,746	1	**ROC**	37,348	1
THAILAND	19,958	2	**THAILAND**	12,348	2
FIJI	100	3	**VIETNAM**	2000	3
MALAYSIA	44	4	**FIJI**	150	4
SRI LANKA	0	5	**MALAYSIA**	79	5
VIETNAM	0	5	**MONGOLIA**	2	6
PHILIPPINES	0	5	**SRI LANKA**	0	7
MONGOLIA	No data	NA	**PHILIPPINES**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

***Number of books/publications sold**

3.1.1.7 New publications published

Country	New publications published * Result 2012	APO Ranking 2012	Country	New publications published * Result 2013	APO Ranking 2013
ROC	8	1	**ROC**	17	1
BANGLADESH	8	2	**MALAYSIA**	10	2
MALAYSIA	7	3	**BANGLADESH**	8	3
SRI LANKA	5	4	**SRI LANKA**	5	4
THAILAND	2	5	**VIETNAM**	2	5
VIETNAM	0	6	**MONGOLIA**	2	6
FIJI	0	6	**THAILAND**	1	7
MONGOLIA	0	6	**FIJI**	0	8
PHILIPPINES	No data	NA	**PHILIPPINES**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Number of new publications published or produced by NPO staff**

3.1.1.8 QCC participation rates

Country	QCC participation rates * Result 2012	APO Ranking 2012	Country	QCC participation rates * Result 2013	APO Ranking 2013
MALAYSIA	95	1	**MALAYSIA**	167	1
FIJI	40	2	**FIJI**	90	2
SRI LANKA	32	3	**MONGOLIA**	14	3
PHILIPPINES	No data	NA	**SRI LANKA**	0	4
MONGOLIA	No data	NA	**PHILIPPINES**	No data	NA
ROC	No data	NA	**ROC**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
VIETNAM	No data	NA	**VIETNAM**	No data	NA
THAILAND	No data	NA	**THAILAND**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Number of organisations participating in the national Quality Control Circle convention**

3.1.1.9 BE award applications

Country	BE award applications * Result 2012	APO Ranking 2012	Country	BE award applications * Result 2013	APO Ranking 2013
SRI LANKA	2086	1	**SRI LANKA**	1376	1
MALAYSIA	1386	2	**MALAYSIA**	1356	2
INDONESIA	198	3	**INDONESIA**	198	3
THAILAND	25	4	**ROC**	37	4
ROC	25	4	**THAILAND**	34	5
FIJI	12	6	**FIJI**	16	6
PHILIPPINES	5	7	**CAMBODIA**	10	7
MONGOLIA	0	8	**PHILIPPINES**	8	8
BANGLADESH	No data	NA	**MONGOLIA**	0	9
VIETNAM	No data	NA	**BANGLADESH**	No data	NA
PAKISTAN	No data	NA	**VIETNAM**	No data	NA
CAMBODIA	No data	NA	**PAKISTAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

Number of BE award applications received

3.1.1.10 BE award winners

Country	BE award winners* Result 2012	APO Ranking 2012	Country	BE award winners* Result 2013	APO Ranking 2013
SRI LANKA	352	1	**SRI LANKA**	500	1
MALAYSIA	190	2	**MALAYSIA**	198	2
INDONESIA	14	3	**INDONESIA**	14	3
ROC	5	4	**ROC**	6	4
PHILIPPINES	5	4	**PHILIPPINES**	4	6
FIJI	1	6	**CAMBODIA**	3	6
THAILAND	0	7	**FIJI**	1	7
MONGOLIA	0	7	**MONGOLIA**	0	8
CAMBODIA	No data	NA	**THAILAND**	0	8
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
VIETNAM	No data	NA	**VIETNAM**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Number of BE award winners at the highest level**

3.1.2 Customer Focused Outcomes

3.1.2.1 Customer complaints

Country	Customer complaints* Result 2012	APO Ranking 2012	Country	Customer complaints* Result 2013	APO Ranking 2013
FIJI	50**	1	**FIJI**	80**	1
ROC	18	2	**VIETNAM**	15	2
VIETNAM	13	3	**ROC**	14	3
MONGOLIA	3	4	**MONGOLIA**	2	4
PHILIPPINES	1	5	**CAMBODIA**	1	5
THAILAND	0	6	**PHILIPPINES**	0	6
MALAYSIA	0	6	**THAILAND**	0	6
SRI LANKA	No data	NA	**MALAYSIA**	0	6
INDONESIA	No data	NA	**SRI LANKA**	No data	NA
NEPAL	No data	NA	**INDONESIA**	No data	NA
INDIA	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**INDIA**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Number of customer complaints**

** Fiji's comment on customer complaints "we encourage customers to send us written complaints/suggestions through our CC/CPA system online. We are now receiving increased feedback even for trivial matters through customers and this helps us improve our quality system and delivery".

3.1.2.2 Customer satisfaction overall

Country	Customer satisfaction overall * Result 2012	APO Ranking 2012	Country	Customer satisfaction overall * Result 2013	APO Ranking 2013
MALAYSIA	100	1	**MONGOLIA**	100	1
ROC	90	2	**VIETNAM**	100	2
FIJI	81	3	**MALAYSIA**	100	3
PAKISTAN	80	4	**SRI LANKA**	96.2	4
MONGOLIA	75	5	**ROC**	90	5
LAO PDR	35	6	**FIJI**	90	5
VIETNAM	No data	NA	**PHILIPPINES**	90	5
CAMBODIA	No data	NA	**THAILAND**	90	5
PHILIPPINES	No data	NA	**PAKISTAN**	80	9
THAILAND	No data	NA	**CAMBODIA**	80	9
SRI LANKA	No data	NA	**LAO PDR**	45	11
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of satisfied or very satisfied customers with NPO**
(Data source: data extrapolated from Q2.25)

3.1.2.3 Customer satisfaction with training courses

Country	Customer satisfaction with training courses * Result 2012	APO Ranking 2012	Country	Customer satisfaction with training courses * Result 2013	APO Ranking 2013
MALAYSIA	92	1	**VIETNAM**	100	1
ROC	90	2	**MALAYSIA**	96	2
PAKISTAN	90	3	**PHILIPPINES**	95	3
FIJI	81	4	**ROC**	93	4
MONGOLIA	75	5	**PAKISTAN**	90	5
INDONESIA	65	6	**FIJI**	90	5
BANGLADESH	60	7	**MONGOLIA**	87.5	7
LAO PDR	47	8	**CAMBODIA**	86	8
VIETNAM	No data	NA	**SRI LANKA**	85.7	9
SRI LANKA	No data	NA	**BANGLADESH**	80	10
PHILIPPINES	No data	NA	**THAILAND**	75	11
THAILAND	No data	NA	**INDONESIA**	70	12
CAMBODIA	No data	NA	**LAO PDR**	58	13
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of satisfied or very satisfied customers with training courses (include workshops and e-learning)**
(Data source: data extrapolated from Q2.23)

3.1.2.4 Customer satisfaction with conferences/exhibitions

Country	Customer satisfaction with conferences /exhibitions * Result 2012	APO Ranking 2012	Country	Customer satisfaction with conferences /exhibitions * Result 2013	APO Ranking 2013
MALAYSIA	95	1	**PHILIPPINES**	100	1
FIJI	92	2	**MALAYSIA**	96	2
ROC	90	3	**FIJI**	95	3
INDONESIA	60	4	**ROC**	94	4
LAO PDR	45	5	**VIETNAM**	94	4
PAKISTAN	10	6	**CAMBODIA**	93	6
MONGOLIA	No data	NA	**MONGOLIA**	80.9	7
VIETNAM	No data	NA	**INDONESIA**	65	8
PHILIPPINES	No data	NA	**LAO PDR**	47	9
CAMBODIA	No data	NA	**THAILAND**	40	10
SRI LANKA	No data	NA	**PAKISTAN**	10	11
BANGLADESH	No data	NA	**SRI LANKA**	No data	NA
THAILAND	No data	NA	**BANGLADESH**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of satisfied or very satisfied or delighted customers at conferences/forums**
(Data source: data extrapolated from Q2.23)

3.1.2.5 Customer satisfaction with consultancy projects

Country	Customer satisfaction with consultancy projects* Result 2012	APO Ranking 2012	Country	Customer satisfaction with consultancy projects* Result 2013	APO Ranking 2013
ROC	94	1	**ROC**	94	1
MALAYSIA	90	2	**VIETNAM**	93	2
FIJI	81	3	**MALAYSIA**	92	3
PAKISTAN	80	4	**PHILIPPINES**	90	4
BANGLADESH	65	5	**FIJI**	86	5
LAO PDR	57	6	**CAMBODIA**	86	5
MONGOLIA	No data	NA	**MONGOLIA**	81.25	7
PHILIPPINES	No data	NA	**PAKISTAN**	80	8
VIETNAM	No data	NA	**THAILAND**	77	9
CAMBODIA	No data	NA	**BANGLADESH**	70	10

INDONESIA	No data	NA	**LAO PDR**	68	11
THAILAND	No data	NA	**INDONESIA**	No data	NA
SRI LANKA	No data	NA	**SRI LANKA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of satisfied or very satisfied customers with consultancy projects (include mentoring/coaching) (Data source: data extrapolated from Q2.23)**

3.1.3 Workforce Focused Outcomes

3.1.3.1 Education – doctorates

Country	Education – doctorates* Result 2012	APO Ranking 2012	Country	Education – doctorates* Result 2013	APO Ranking 2013
IRAN	30.0%	1	**IRAN**	30.0%	1
MONGOLIA	14.3%	2	**MONGOLIA**	12.5%	2
THAILAND	6.0%	3	**THAILAND**	7.8%	3
MALAYSIA	2.7%	4	**CAMBODIA**	7.0%	4
PHILIPPINES	2.0%	5	**MALAYSIA**	3.7%	5
LAO PDR	1.0%	6	**PHILIPPINES**	1.6%	6
ROC	0.5%	7	**LAO PDR**	1.0%	7
FIJI	0.0%	8	**FIJI**	1.0%	8
SRI LANKA	0.0%	8	**ROC**	0.4%	9
INDONESIA	No data	NA	**SRI LANKA**	0.0%	10
VIETNAM	No data	NA	**INDONESIA**	No data	NA
CAMBODIA	No data	NA	**VIETNAM**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Percentage % of professional/technical staff that have a doctorate**

3.1.3.2 Education – MSc/MBA

Country	Education – MSc/MBA* Result 2012	APO Ranking 2012	Country	Education – MSc/MBA* Result 2013	APO Ranking 2013
THAILAND	72.0%	1	**THAILAND**	70.0%	1
PAKISTAN	60.0%	2	**PAKISTAN**	70.0%	2
IRAN	55.0%	3	**IRAN**	55.0%	3
ROC	41.1%	4	**MALAYSIA**	43.2%	4
MALAYSIA	40.5%	5	**ROC**	42.5%	5
MONGOLIA	35.7%	6	**INDONESIA**	35.0%	6
INDONESIA	25.0%	7	**CAMBODIA**	33.0%	7

FIJI	20.0%	8	**MONGOLIA**	31.3%	8
PHILIPPINES	19.5%	9	**SRI-LANKA**	31.3%	9
SRI-LANKA	13.3%	10	**FIJI**	30.0%	10
LAO PDR	9.0%	11	**VIETNAM**	29.0%	11
CAMBODIA	No data	NA	**PHILIPPINES**	19.1%	12
VIETNAM	No data	NA	**LAO PDR**	12.0%	13
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Percentage % of professional/technical staff that have a Masters degree**

3.1.3.3 Education – Degree

Country	Education – Degree* Result 2012	APO Ranking 2012	Country	Education – Degree* Result 2013	APO Ranking 2013
MONGOLIA	100%	1	**MONGOLIA**	100%	1
MALAYSIA	100%	2	**MALAYSIA**	100%	2
SRI-LANKA	100%	3	**SRI-LANKA**	100%	3
PHILIPPINES	78.54%	4	**CAMBODIA**	80%	4
INDONESIA	66%	5	**PHILIPPINES**	79.30%	5
FIJI	50%	6	**VIETNAM**	71%	6
ROC	40.60%	7	**FIJI**	70%	7
PAKISTAN	40%	8	**PAKISTAN**	60%	8
LAO PDR	30%	9	**INDONESIA**	56%	9
THAILAND	22%	10	**ROC**	40.40%	10
CAMBODIA	No data	NA	**LAO PDR**	30%	11
VIETNAM	No data	NA	**THAILAND**	21.50%	12
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of professional/technical staff that have a Bachelors degree**

3.1.3.4 Staff training

Country	Staff training * Result 2012	APO Ranking 2012	Country	Staff training * Result 2013	APO Ranking 2013
SRI LANKA	100%	1	**SRI LANKA**	100%	1
ROC	100%	1	**ROC**	100%	1
MONGOLIA	100%	1	**MONGOLIA**	100%	1
MALAYSIA	100%	1	**FIJI**	100%	1

VIETNAM	96%	5	**MALAYSIA**	100%	1
FIJI	80%	6	**CAMBODIA**	100%	1
PHILIPPINES	66%	7	**VIETNAM**	96%	7
THAILAND	64%	8	**THAILAND**	80%	8
BANGLADESH	60%	9	**BANGLADESH**	70%	9
PAKISTAN	40%	10	**PHILIPPINES**	56%	10
INDONESIA	23%	11	**PAKISTAN**	50%	11
LAO PDR	22%	12	**INDONESIA**	29%	12
IRAN	10%	13	**LAO PDR**	25%	13
CAMBODIA	No data	NA	**IRAN**	15%	14
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Percentage % of professional/technical staff that have attended a training course in the last year. Only include training courses of one day length or more**

3.1.3.5 Staff experience

Country	Staff experience * Result 2012	APO Ranking 2012	Country	Staff experience * Result 2013	APO Ranking 2013
SRI LANKA	100%	1	**THAILAND**	91%	1
THAILAND	95%	2	**CAMBODIA**	87%	2
FIJI	70%	3	**BANGLADESH**	80%	3
BANGLADESH	70%	3	**PAKISTAN**	80%	3
PAKISTAN	70%	3	**VIETNAM**	70%	5
INDONESIA	66%	6	**MALAYSIA**	69%	6
MALAYSIA	60%	7	**INDONESIA**	66%	7
LAO PDR	43%	8	**FIJI**	65%	8
PHILIPPINES	37.07%	9	**LAO PDR**	43%	9
ROC	35%	10	**ROC**	35%	10
MONGOLIA	21.50%	11	**PHILIPPINES**	28.91%	11
CAMBODIA	No data	NA	**MONGOLIA**	18.75%	12
VIETNAM	No data	NA	**SRI LANKA**	3%**	13
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of professional/technical staff that have worked at the NPO for longer than 5 years**
**** Due to new recruitments**

3.1.3.6 Employee satisfaction

Country	Employee satisfaction* Result 2012	APO Ranking 2012	Country	Employee satisfaction* Result 2013	APO Ranking 2013
MALAYSIA	100%	1	**MONGOLIA**	100%	1
FIJI	92%	2	**MALAYSIA**	100%	1
MONGOLIA	90%	3	**FIJI**	95%	3
BANGLADESH	80%	4	**VIETNAM**	92.50%	4
PAKISTAN	60%	5	**PHILIPPINES**	83%	5
LAO PDR	No data	NA	**BANGLADESH**	80%	6
THAILAND	No data	NA	**CAMBODIA**	80%	6
CAMBODIA	No data	NA	**SRI LANKA**	80%	6
VIETNAM	No data	NA	**THAILAND**	64.30%	9
INDONESIA	No data	NA	**PAKISTAN**	60%	10
PHILIPPINES	No data	NA	**LAO PDR**	No data	NA
SRI LANKA	No data	NA	**INDONESIA**	No data	NA
ROC	No data	NA	**ROC**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Percentage % of satisfied or very satisfied professional/technical staff**
(Data source: data extrapolated from Q2.32)

3.1.3.7 Employee turnover

Country	Employee turnover * Result 2012	APO Ranking 2012	Country	Employee turnover * Result 2013	APO Ranking 2013
INDONESIA	3%	1	**THAILAND**	2%	1
VIETNAM	4%	2	**PAKISTAN**	2.80%	2
SRI LANKA	6.20%	3	**INDONESIA**	3%	3
PHILIPPINES	6.34%	4	**MONGOLIA**	5%	4
MALAYSIA	7.70%	5	**VIETNAM**	6%	5
MONGOLIA	10%	6	**PHILIPPINES**	6.25%	6
ROC	12%	7	**MALAYSIA**	10.30%	7
FIJI	15%	8	**ROC**	12%	8
THAILAND	15%	8	**CAMBODIA**	12%	8
LAO PDR	No data	NA	**SRI LANKA**	14.70%	9
CAMBODIA	No data	NA	**FIJI**	22%	10
PAKISTAN	No data	NA	**LAO PDR**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

*** Number of professional/technical staff resigning or being terminated as a % of total number of professional/technical staff**

3.1.3.8 Employee absenteeism

Country	Employee absenteeism* Result 2012	APO Ranking 2012	Country	Employee absenteeism* Result 2013	APO Ranking 2013
MONGOLIA	0.0%	1	**MONGOLIA**	0.0%	1
THAILAND	0.0%	1	**THAILAND**	0.0%	1
IRAN	0.0%	1	**LAO PDR**	0.0%	1
LAO PDR	0.0%	1	**ROC**	0.0%	1
ROC	0.0%	1	**MALAYSIA**	0.2%	5
MALAYSIA	0.2%	6	**INDONESIA**	3.0%	6
FIJI	3.0%	7	**FIJI**	3.5%	7
INDONESIA	5.0%	8	**VIETNAM**	6.0%	8
SRI LANKA	6.0%	9	**PHILIPPINES**	8.6%	9
VIETNAM	7.0%	10	**SRI LANKA**	9.0%	10
PHILIPPINES	8.4%	11	**CAMBODIA**	No data	NA
CAMBODIA	No data	NA	**PAKISTAN**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
PAKISTAN	No data	NA	**NEPAL**	No data	NA
NEPAL	No data	NA	**INDIA**	No data	NA
INDIA	No data	NA	**IRAN**	No data	NA

*** The total number of working days lost due to absenteeism as % of maximum number of working days available. Working days lost - are those days which employees are unavailable for work (i.e. excluding holidays, weekends and considering shifts where appropriate)**

3.1.4 Leadership and Governance Focused Outcomes

3.1.4.1 Leadership/governance training

Country	Leadership/governance training * Result 2012	APO Ranking 2012	Country	Leadership/governance training * Result 2013	APO Ranking 2013
SRI LANKA	100.0	1	**SRI LANKA**	100.0	1
VIETNAM	100.0	1	**VIETNAM**	100.0	1
BANGLADESH	100.0	1	**BANGLADESH**	100.0	1
PHILIPPINES	83.0	4	**FIJI**	80.0	4
FIJI	80.0	5	**PHILIPPINES**	76.0	5
PAKISTAN	20.0	6	**CAMBODIA**	67.0	6
MALAYSIA	19.4	7	**PAKISTAN**	40.0	7
THAILAND	14.3	8	**IRAN**	20.0	8
LAO PDR	12.0	9	**MONGOLIA**	20.0	9
IRAN	10.0	10	**MALAYSIA**	15.7	10
MONGOLIA	0.0	11	**THAILAND**	14.3	11
INDONESIA	No data	NA	**LAO PDR**	13.0	12
CAMBODIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
ROC	No data	NA	**ROC**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

*** Percentage (%) of directors that have attended a leadership or governance related training course in the last two years. Only include training courses of one day length or more**

3.1.4.2 Community projects/activities

Country	Community projects/activities * Result 2012	APO Ranking 2012	Country	Community projects/activities * Result 2013	APO Ranking 2013
INDONESIA	66	1	**SRI LANKA**	238	1
SRI LANKA	20	2	**INDONESIA**	66	2
FIJI	9	3	**MONGOLIA**	8	3
MALAYSIA	4	4	**FIJI**	6	4
MONGOLIA	3	5	**MALAYSIA**	4	5
VIETNAM	1	6	**PAKISTAN**	3	6
PAKISTAN	1	6	**ROC**	3	6
THAILAND	1	6	**VIETNAM**	1	8
ROC	1	6	**THAILAND**	1	8
PHILIPPINES	0	10	**PHILIPPINES**	0	10
LAO PDR	0	11	**LAO PDR**	0	11
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA

IRAN	No data	NA	**IRAN**	No data	NA

*** Number of community projects that the organization has led or supported in the last year**

3.1.5 Financial and Market Outcomes

3.1.5.1 Indirect outcomes

National outcomes the NPO contributes to but it is difficult to measure the NPO's impact *(copied from Appendix 1)*

3.1.5.1a Labor productivity in 2011 & 2013

Country	Thousands Of US$ in 2011	APO Ranking 2011	Country	Thousands Of US$ in 2013	APO Ranking 2013
Singapore	92.0	1	**Singapore**	114.4	1
Hong Kong	90.2	2	**Hong Kong**	96.9	2
Republic of China	74.6	3	**Republic of China**	83.8	3
Japan	63.3	4	**Iran**	67.1	4
Korea, Republic	58.7	5	**Japan**	66.9	5
Iran	44.8	6	**Korea, Republic**	54.8	6
Malaysia	33.3	7	**Malaysia**	46.6	7
Thailand	15.4	8	**Sri Lanka**	23.3	8
Sri Lanka	14.4	9	**Thailand**	22.9	9
Fiji	12.3	10	**Indonesia**	20.0	10
Mongolia	11.7	11	**Mongolia**	19.0	11
Indonesia	9.5	12	**Fiji**	17.4	12
Philippine	9.2	13	**Philippine**	14.7	13
India	8.5	14	**Pakistan**	13.9	14
Pakistan	8.3	15	**India**	11.9	15
Vietnam	5.5	16	**Vietnam**	7.9	16
Lao PDR	5.0	17	**Lao PDR**	7.9	17
Bangladesh	4.4	18	**Myanmar**	6.7	18
Cambodia	3.6	19	**Bangladesh**	6.0	19
Nepal	3.0	20	**Nepal**	4.6	20

Source: Source: APO Productivity Databook 2014,Conference Board Org data of GDP per person employed
http://www.apo-tokyo.org/publications/files/APO_Productivity_Databook_2014.pdf
APO Productivity Databook 2013,Wikipedia Worldbank data of GDP per person employed
http://www.apo-tokyo.org/publications/wp-content/uploads/sites/5/APO_Productivity_Databook_20131.pdf
http://en.wikipedia.org/wiki/List_of_countries_by_GDP_(PPP)_per_person_employed

3.1.5.1b Easy of Doing Business

Country	APO Ranking	World Ranking
Singapore	1	1
Hong Kong	2	3
Korea Republic	3	5
Malaysia	4	18
Republic of China	5	19
Thailand	6	26
Japan	7	29
Mongolia	8	72
Vietnam	9	78
Fiji	10	81
Philippines	11	95
Sri Lanka	12	99
Nepal	13	108
Indonesia	14	114
Pakistan	15	128
Iran	16	130
India	17	142
Lao PDR	18	148
Bangladesh	19	173
Cambodia	NA	NA

Source -Doing Business 2015, World Bank
Page 5, DB15-Full-Report.pdf
http://www.doingbusiness.org/~/media/GIAWB/Doing%20Business/Documents/Annual-Reports/English/DB15-Full-Report.pdf

3.1.5.1d Innovation

Country	APO Ranking	World Ranking
Singapore	1	7
Hong Kong	2	10
Korea, Republic	3	16
Japan	4	21
Malaysia	5	33
Thailand	6	48
Mongolia	7	56
Vietnam	8	71
India	9	76
Indonesia	10	87
Fiji	11	95
Philippines	12	100
Sri Lanka	13	105
Cambodia	14	106
Iran	15	126
Bangladesh	16	129
Pakistan	17	134
Nepal	18	136
Lao PDR	No Data	
Republic of China	No Data	

Source: The Global Innovation Index Organisation 2014 results,
https://www.globalinnovationindex.org/content.aspx?page=data-analysis

3.1.5.1e Perceived corruption in the public sector

Country	APO Ranking	World Ranking
Singapore	1	7
Japan	2	15
Hong Kong	3	17
Republic of China	4	35
Korea, Republic	5	43
Malaysia	6	50
Mongolia	7	80
India	8	85
Philippines	9	85
Sri Lanka	10	85
Thailand	11	85
Indonesia	12	107
Vietnam	13	119
Nepal	14	126
Pakistan	15	126
Iran	16	136
Bangladesh	17	145
Lao PDR	18	145
Cambodia	19	156
Fiji	No Data	

Source: Corruption Perceptions Index 2014, Transparency International Org.
https://www.transparency.org/cpi2014/results#myAnchor1

3.1.5.1f Environmental performance

Country	Score	APO Ranking	World Ranking
Singapore	81.78	1	4
Japan	72.35	2	26
Korea Republic	63.79	3	43
Republic of China	62.18	4	46
Malaysia	59.31	5	51
Sri Lanka	53.88	6	69
Fiji	53.08	7	76
Thailand	52.83	8	78
Iran	51.08	9	83
Mongolia	44.67	10	111
Indonesia	44.36	11	112
Philippines	44.02	12	114
Lao PDR	40.37	13	127
Vietnam	38.17	14	136
Nepal	37.00	15	139
Cambodia	35.44	16	145
Pakistan	34.58	17	148
India	31.23	18	155
Bangladesh	25.61	19	169
Hong Kong	No Data		

Source: Environmental Performance Index 2014
http://epi.yale.edu/epi/country-rankings

3.1.5.2 Direct outcomes

Outcomes the NPO can directly measure its performance on.

3.1.5.2a Total Income (USD)

Country	Total Income (in million USD)	APO Ranking	Country	Total Income (in million USD)	APO Ranking
ROC	40.1000	1	**ROC**	39.93	1
MALAYSIA	21.7000	2	**MALAYSIA**	20.5000	2
FIJI	11.0000	3	**FIJI**	12.5000	3
PHILIPPINES	8.2700	4	**PHILIPPINES**	9.5800	4
THAILAND	6.1000	5	**THAILAND**	5.7700	5
PAKISTAN	0.5450	6	**PAKISTAN**	0.6857	6
SRI LANKA	0.3269	7	**SRI LANKA**	0.2616	7
MONGOLIA	0.017	8	**MONGOLIA**	0.0816	8
VIETNAM	0.0004	9	**VIETNAM**	0.0013	9
LAO PDR	0.0001	10	**LAO PDR**	0.0001	10
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

3.1.5.2b Total Expenditure (USD)

Country	Total Expenditure (in million USD)	APO Ranking	Country	Total Expenditure (in million USD)	APO Ranking
ROC	39.7300	1	**ROC**	39.0400	1
MALAYSIA	20.1000	2	**MALAYSIA**	19.7000	2
FIJI	9.3500	3	**FIJI**	10.2000	3
PHILIPPINES	8.2200	4	**PHILIPPINES**	9.4900	4
THAILAND	6.1000	5	**THAILAND**	5.8800	5
PAKISTAN	0.5523	6	**PAKISTAN**	0.6538	6
SRI LANKA	0.2738	7	**SRI LANKA**	0.2408	7
MONGOLIA	0.0183	8	**MONGOLIA**	0.0825	8
VIETNAM	0.0004	9	**VIETNAM**	0.0012	9
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

3.1.5.2c Income from education

Country	Income from education* Result 2012	APO Ranking 2012	Country	Income from education* Result 2013	APO Ranking 2013
PAKISTAN	20%	1	**PAKISTAN**	30%	1
PHILIPPINES	12.61%	2	**PHILIPPINES**	16.28%	2
FIJI	6%	3	**FIJI**	3%	3
MONGOLIA	0	4	**MONGOLIA**	0	4
VIETNAM	0	4	**VIETNAM**	0	4
THAILAND	0	4	**THAILAND**	0	4
MALAYSIA	0	4	**MALAYSIA**	0	4
SRI LANKA	No data	NA	**SRI LANKA**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
ROC	No data	NA	**ROC**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA

***Percentage % of income from education – long term education programs extending at least a year such as diploma/degrees or higher degrees.**

3.1.5.2d Income from training

Country	Income from training* Result 2012	APO Ranking 2012	Country	Income from training* Result 2013	APO Ranking 2013
MONGOLIA	80%	1	**PAKISTAN**	60%	1
PAKISTAN	50%	2	**MONGOLIA**	56.60%	2
THAILAND	34%	3	**THAILAND**	34%	3
VIETNAM	25.80%	4	**INDIA**	25%	4
FIJI	23%	5	**FIJI**	24%	5
ROC	21%	6	**ROC**	22%	6
MALAYSIA	17%	7	**MALAYSIA**	14%	7
SRI-LANKA	13%	8	**VIETNAM**	11.70%	8
PHILIPPINES	2.75%	9	**SRI-LANKA**	6.4%	9
INDONESIA	No data	NA	**PHILIPPINES**	1.64%	10
NEPAL	No data	NA	**INDONESIA**	No data	NA
INDIA	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

***Percentage % of income from training – short term training programs typically one-off workshops/seminars.**

3.1.5.2e Income from conferences

Country	Income from conferences* Result 2012	APO Ranking 2012	Country	Income from conferences* Result 2013	APO Ranking 2013
MALAYSIA	5%	1	**MALAYSIA**	6%	1
THAILAND	3%	2	**THAILAND**	4%	2
PHILIPPINES	2.75%	3	**PHILIPPINES**	1.64%	3
FIJI	1%	4	**FIJI**	1%	4
ROC	1%	4	**ROC**	1%	4
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
MONGOLIA	No data	NA	**MONGOLIA**	No data	NA
INDIA	No data	NA	**INDIA**	No data	NA
VIETNAM	No data	NA	**VIETNAM**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
SRI LANKA	No data	NA	**SRI LANKA**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

***Percentage % of income from conferences**

3.1.5.2f Income from consultancy

Country	Income from consultancy* Result 2012	APO Ranking 2012	Country	Income from consultancy* Result 2013	APO Ranking 2013
VIETNAM	56.70%	1	**PHILIPPINES**	43.98%	1
PHILIPPINES	43.70%	2	**THAILAND**	34%	2
PAKISTAN	30%	3	**INDIA**	25%	3
THAILAND	21%	4	**ROC**	14%	4
ROC	14%	5	**VIETNAM**	13.80%	5
FIJI	4%	6	**PAKISTAN**	10%	6
MALAYSIA	3%	7	**FIJI**	5%	7
MONGOLIA	0%	8	**MONGOLIA**	4%	8
SRI LANKA	0%	9	**MALAYSIA**	1%	9
INDIA	No data	NA	**SRI LANKA**	0%	10
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

***Percentage % of income from consultancy**

3.1.5.2g Income from books/publications

Country	Income from book/publications* Result 2012	APO Ranking 2012	Country	Income from book/publications * Result 2013	APO Ranking 2013
THAILAND	4%	1	**THAILAND**	3%	1
ROC	2%	2	**ROC**	1%	2
MONGOLIA	1%	3	**PHILIPPINES**	0.23%	3
PHILIPPINES	0.21%	4	**MONGOLIA**	0.10%	4
MALAYSIA	0% (negligible %)	5	**MALAYSIA**	0% (negligible %)	5
SRI LANKA	0%	5	**SRI LANKA**	0%	5
INDIA	No data	NA	**INDIA**	No data	NA
VIETNAM	No data	NA	**VIETNAM**	No data	NA
PAKISTAN	No data	NA	**PAKISTAN**	No data	NA
FIJI	No data	NA	**FIJI**	No data	NA
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

***Percentage % of income from book/publications**

3.1.5.2h Income from other

Country	Income from other* Result 2012	APO Ranking 2012	Country	Income from other * Result 2013	APO Ranking 2013
FIJI	66%	1	**FIJI**	67%	1
PHILIPPINES	26.15%	2	**PHILIPPINES**	15.22%	2
MONGOLIA	9%	3	**PAKISTAN**	10%	3
THAILAND	7%	4	**THAILAND**	7%	4
PAKISTAN	5%	5	**INDIA**	5%	5
MALAYSIA	4%	6	**MALAYSIA**	2%	6
SRI LANKA	3.2%	7	**MONGOLIA**	1.80%	7
VIETNAM	0.30%	8	**SRI LANKA**	1,6%	8
ROC	0%	9	**ROC**	1.0%	9
INDIA	No data	NA	**VIETNAM**	0.60%	10
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

***Percentage % of income from book/publications**

3.1.5.2i Government funding

Country	Government funding* Result 2012	APO Ranking 2012	Country	Government funding * Result 2013	APO Ranking 2013
SRI LANKA	83.8%	1	**SRI LANKA**	98.5%	1
MALAYSIA	71%	2	**MALAYSIA**	77%	2
ROC	62%	3	**VIETNAM**	73.80%	3
PAKISTAN	60%	4	**ROC**	61%	4
THAILAND	31%	5	**PAKISTAN**	50%	5
VIETNAM	17.30%	6	**INDIA**	30%	6
PHILIPPINES	14.58%	7	**PHILIPPINES**	22.65%	7
FIJI	0%	8	**THAILAND**	18%	8
MONGOLIA	0%	8	**FIJI**	0%	9
INDIA	No data	NA	**MONGOLIA**	0%	9
INDONESIA	No data	NA	**INDONESIA**	No data	NA
NEPAL	No data	NA	**NEPAL**	No data	NA
CAMBODIA	No data	NA	**CAMBODIA**	No data	NA
BANGLADESH	No data	NA	**BANGLADESH**	No data	NA
IRAN	No data	NA	**IRAN**	No data	NA
LAO PDR	No data	NA	**LAO PDR**	No data	NA

Percentage % of income provided by the government (this includes government funded projects, sponsorship and any other contributions)

APPENDIX 4: NPO SWOT ANALYSIS

This Appendix shows each NPOs' most important strengths, weaknesses, opportunities and threats (SWOT) in relation to Government/Partners, Private Sector and Public Sector. The SWOT analysis was undertaken by the senior executive team of each NPO.

In addition, nine countries (Sri Lanka, Indonesia, Fiji, Malaysia, Nepal, Lao, Thailand, India and Bangladesh) ranked their three most important strengths, weaknesses, opportunities and threats with the most important strength, weakness, opportunity or threat ranked as "1", the second most important as "2" and the third most important as "3". This data is summarised at the end of the Appendix.

4.1 Bangladesh

Criteria: - What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Strengths**	**Weaknesses**	Criteria: - What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Government/partners	**Government/partners**	
	1. NPO has an opportunity for searching ideas, guidelines and package profile from the highest body named National Productivity Council (NPC) headed by Honorable Minister Ministry of Industries subject to need and utilities of the stakeholders. 2. Active networking with Ministries and different Government department. 3. Productivity wage commission.	1. NPC the Apex body of government to take long time change of productivity program to meet the requirement. 2. Absence of productivity policy/ rules/regulation to integrate other policies to productivity. 3. Take long time to implement policy, decision and implement program.	
	Private Sector	**Private Sector**	
	1. Private sectors are providing recurring expenditure and other facilities to perform NPO productivity activities in private sector. 2. Render Consultancy services to get better result. 3. Conduct benchmarking survey to identify their position.	1. To train and upgrade the skills of industrial personnel in the technical and managerial field. 2. Information technology is very weak to develop the partnership for sustainable development of productivity. 3. Lack of willingness to implement government decision and policy.	
	Public Sector	**Public Sector**	
	1. Render Consultancy services to get better result. 2. Quality Management: 5s, Kaizen, TQM, QCC, ISO 9000. 3. Creation of Consciousness building of productivity as normal why of life.	1. Low quality of raw materials and product, poor maintenance of machine/equipment, absence of cleaner production system, bad layout, want of harmonious labor management relation. 2. Labor incentive. 3. Information technology is very weak to develop the partnership for sustainable development of productivity.	

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** 1. Ministries & Departments should have specific task for productivity improvement activities. 2. Donor/government project may help NPO to implement new program. 3. National conference on productivity program implementation. **Private Sector** 1. Formulate mechanism for fair distribution of productivity gains. 2. Link NPO with private apex body like FBCCI and other trade body. 3. Arrange seminar, symposium and workshop. **Public Sector** 1. Establishing various productivity competitions and award. 2. Counseling and interaction with the presence of management and base level people. 3. Create productivity improvement cell in enterprises to implement integrated productivity strategies.	**Government/partners** 1. Most of the Ministries & Departments do not possess any specific task for productivity improvement. 2. Government agencies are busy to solve their own problem and take long time to take decision. 3. NPC decision is time consuming and enterprises have no obligation to follow NPC decision. **Private Sector** 1. Private sector may not provide recurring expenditure and other facilities to perform productivity program. 2. Private sector may not encourage with the new techniques and instruments of productivity and may think as burden to their work. 3. Enterprise linked productivity with their performance. **Public Sector** 1. Workers and unions are less motivated. 2. Enterprise linked productivity with their performance. 3. Public sector may not encourage with the new techniques and instruments of productivity and may think as burden to their work.	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.2 Cambodia

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • NPCC is in the Ministry of Industry and Handicraft (MIH) of the Government of Cambodia which is a potential partners in official cooperation to support SMEs and Private sector) • NPCC is an NPO of APO • Implemented Productivity movement/Development • Implemented MIH agenda by providing BDS to SMEs and implemented Rectangular Strategy III of Government • Productivity Promotion • BDS providing on productivity improvement and general management • Government Budget and development partner's fund APO, JICA, IFC • Effective organization • Reliable Productivity Development Center	**Government/partners** • Budget of Government is very limited • Recruitment more staff for NPCC is not on demand • Limited Facility and Space • No freedom in income management • Lack of Budget • NPCC Consultants have limited in number and skills on Productivity improvement tools • If Supporting by High leadership of MIH • NPCC lack of flexible decision making authority. • Limited ability to respond to the BDS demand • Government looked NPCC as less important than others	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Private Sector • Proven reliable partners in cooperation for productivity promotion, implementation and productivity tool and techniques. (Strong cooperation with FASMEC, YEAC, CWEA and etc.) • Some basic quality managements and Productivity tools (5S, GMP, HACCP and etc.) • Training and consulting: 5S, GMP, HACCP • Two programs per year and several programs of APO • Productivity improvement resources, • Government support and cooperative spirit	**Private Sector** • Private Sector mind's set on free service • Limited Consultants and skill on productivity tool and techniques • Limited Facility and Budget If private sector support by sharing burden on budget and facility • Limited Consultants and skill on productivity tool and techniques • Private saw NPCC as on project based	
	Public Sector • NPCC used to successfully introduced Knowledge Management (KM) has priority among ministries' members of Council of Administrative Reform (CAR) in council of Ministers • Introduced Knowledge Management (KM) to the lines ministries • Able to request lines ministries to use their own resource • Productivity improvement resources, • Line Ministry with cooperative spirit	**Public Sector** • Free Service Expectation • Limited Consultants and skill on productivity tool and techniques • Limited Facility and Budget • If concerned Ministries support by sharing burden on budget and facility • Limited Consultants and skill on productivity tool and techniques • Limited Facility and Budget • Other ministries lack of awareness and/or confidence on NPCC capability	

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Opportunities**	**Threats**	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Government/partners	**Government/partners**	
	• Having strong leadership support Leadership (Senior Minister, Secretary of State (SS), Under-Secretary of State (USS)) support and networking (Provincial Departments). • NPCC Consultants would be able to serve as focal/epic centered for productivity movement in Cambodia • Government Rectangular Strategy III • Government and APO support in attaining the assigned tasks and duties	• Consistency of NPCC's Management and support from Capable leadership of MIH • Limited Budget support from government • In flow of oversea or international consultants • NPCC competitiveness so far has been doing fine with basic tools like 5S and GMP, HACCP, KM and etc. • NPCC competency has been still very limited	
	Private Sector	**Private Sector**	
	• NPCC has been so far credited by private sector and they are looking for innovative support from NPCC • NPCC success story from provide training and consulting: 5S, GMP, HACCP and etc. would be the models • Increasing Demand for Training and consulting: 5S, GMP, HACCP • Private sector willing to contribute	• Fragile economy and limited capability of local business (entrepreneurship capacity) • Lack of support (especially on budget) from government and stakeholders • Business development Service Providers from other countries	
	Public Sector	**Public Sector**	
	• Other ministries would cooperate with NPCC if they could benefit from certain programs • The Cambodia Government welcoming the Public Sector Improvement. KM (Knowledge Management) is the best product to launch to promote NPCC • Designing practical programs to convince public sector to enhance productivity	• Understanding on Benefit of Productivity enhancement among Leadership's of the others ministries • Public Sector Lacks of motivation in improving productivity	

Note:
BDS: Business Development Service
FASMEC: Federation of Associations of Small and Medium Enterprises in Cambodia
MIH: Ministry of Industry and Handicraft,
NPCC: National Productivity Centre of Cambodia

4.3 India

Criteria:	Strengths	Weaknesses	Criteria:
	Government/partners	**Government/partners**	
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	1. Tripartite arrangement where stakeholders cover government, employers, and labor – so NPC is seen as a fair, independent, unbiased, impartial organization: This is seen as a very positive strength across all sectors. Large team of Multidisciplinary Consultants/ Knowledge workers: Competencies enable Consultants to provide interventions in diverse fields and offer total solutions to the client. 3. Long standing organization with Pan India presence, with offices in 12 ROs & 1 Training Center: This strength enables the organization to cater to Govt., Private Sector as well as to the Public Sector needs across the country. • Niche areas of work and developed strengths such as Energy, Environment, Process Audit, Impact evaluation, Quality auditing and Institution Building: This makes NPC a preferred organization for providing consultancy support in all sectors • Government funds part of the NPC budget and quite frequently awards assignments to NPC on nomination basis: NPC is always prepared to provide consultancy support when required by the Govt. • The reputation and size of NPC encourages international organizations like Deloitte, PwC, KPMG, E&Y like to sign MOUs / Collaborate with NPC, mutually benefitting both parties: This is a major strength and such collaborations benefit all stakeholders • Excellent relations with institutions of higher learning. The Director General is a member on the governing body of institutions like IIMs, AICTE. Collaborating with reputed institutions like IITD, for working on combined projects, studies: Qualitative improvement in research and project output through latest knowledge inputs benefits all sectors • Have MOU with NIT (Trichy) whose students can gain hands – on experience as Interns for 3 months in Energy Efficiency technology, at NPC's Center of Excellence, at AIP, which has state – of – the – art facility h) This hands – on experience enables such students to play a very professional role in the relevant field in all the 3 sectors. Such Centers of Excellence should be replicated in other locations with other reputed educational institutions • AIP Training Facility for in-house training and education of newcomers for continual supply of professionally trained workforce both for NPC requirements and industry requirements like Process Management (Industrial Engineering) Environment Management, Energy, HR and certain programs to further NPC's strengths) A	1. Ratio of Technical to Support staff is skewed /not favorable (1: 1.26). Because of carrying a large number of support staff and overheads, can't really bid at L1 level: This gets reflected in the costing as the ideal ratio for consultancy organizations is generally 1:0.5. There should be a regular intake of consultants at entry level, which is held up for the last around 4 years. 2. Need to increase visibility – Certain sectors / organizations know NPC as specialized in certain areas: Branding needs to be done which will help position NPC as a preferred Consultancy and Training organization. . 3. Not all are competent or self-motivated. The organization is being run as a government department and not as a professional set up: This is serious and making the organization professionally run will benefit all sectors and turnover will also grow. There should be mobility / collaboration between NPC & professional institutions like the IIMs in understanding as well as in demonstrating practical industrial experience in productivity. • Recognition for good work is not happening across the organization. Standardized increments seem to hinder performance and motivation: There is need to work within the government structure. • Sometimes much time is spent on administrative work / procedures losing out on quality time for core work: Ease of doing business and simplification of procedures needs to be looked into which will enhance productivity and thus benefit all sectors • Can't take up smaller assignments as it turns out to be cost ineffective while other organizations can clinch such deals due to their size: This impacts the bidding by NPC and thus in losing assignments all sectors lose out on the expert services that could have been provided by NPC. • Governing Body is too big – needs to be reshaped with	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people,

	clear strength for all sectors • In depth experience of evaluation and impact assessment of government schemes: Great benefit to the government and enables any mid course correction • Good reputation with Public Sector , gel well with them in style of working as they too are tied up with government rules: This is a great strength to the Public Sector and fees too are generally in line and acceptable to the Public Sector • NPC brings out a monthly magazine " Productivity News " and also a quarterly Productivity Journal on contemporary themes and shares the activities and events that NPC has undertaken during the quarter as also dissemination of Productivity data: This is very informative and is widely used by all sectors • Consultancy fees are generally less than that of large private agencies: Seen as an important factor in awarding assignments to NPC	smaller number of members: Needs to be looked into for enhancing the efficiency of NPC • Issue of leadership - DGs come for short durations – change in leadership hinders the stability: Increase the duration of their stay so that they are able to consolidate the growth / performance of the organization which will be beneficial across sectors • In some cases, private sector views NPC as a government organization. Their view is that NPC may not be able to deliver on time, quality may not be up to the mark. They may therefore prefer to assign the work to a private agency: Need to look at Public Private Partnership for synergy and strategic working • There are other competing Government Consulting companies like Agri Finance Corporation (AFC) promoted by Financial institutions, NABARD Consulting Services, IIM L etc. While NPC is on the top on the Technical competency, but can't give a lower quotation: NPC management needs to take a comprehensive look at the issue, the outcome of which will benefit all sectors	processes, that are INTERNAL to the NPO)
	Private Sector	**Private Sector**	
	Similar as above	Similar as above	
	Public Sector	**Public Sector**	
	Similar as above	Similar as above	

Criteria:	**Opportunities**	**Threats**	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** 1. This will be mandatory and all sectors will enhance their productivity resulting in overall growth and development of the economy: Plans and projections reflect and assure this which will be a big opportunity. 2. There is appropriate environment for collaboration with other organizations and experts to bring in synergy: This will strengthen the contribution that NPC will make and will open up more opportunities for NPC. • To enhance the competitiveness of the organization through up gradating of knowledge, skills, competencies in new areas of work / new niche areas e.g. Risk management related to operations etc.: NPC to take a relook at present areas of work, to develop new areas which will be relevant to all sectors. • To have a comprehensive National Productivity Policy covering primary, secondary and the tertiary sectors of the economy with incentive schemes built in: This will be mandatory and all sectors will enhance their productivity resulting in overall growth and development of the economy • Government should create a corpus for Productivity promotion: This will facilitate the generation of greater awareness, which will become a thrust area for all sectors to focus on	**Government/partners** 1. Depletion of professional manpower and no replacement: New ideas missed out and average age becomes high. 2. On the one hand, not to spread too thin. But on the other hand, NPC on the lookout for assignments and therefore willing to take up anything which comes its way. So sometimes NPC does not take up assignments that are in the core competency or focus area of work: Focus on revenue generation and no creation of USPs. 3. Mushrooming of small or 1 man – show organizations (Private) who can afford to quote much less: Low overhead and manpower costs.	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Private Sector Similar as above	**Private Sector** Similar as above	
	Public Sector Similar as above	**Public Sector** Similar as above	

4.4 Indonesia

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners**	**Government/partners**	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	• NPB/NPO is a public institution and directly responsible to The President where the membership consisting of cross sectorial ministries senior officers (Director General/Director level). 3. NPB/NPO's programs and activities are supported by government budget. • NPB/NPO's vision mission and values are supported by stakeholders	1. There is unclear relationship dealing with position, task and responsibility among NPB and NPO in encouraging National Productivity Movement. 2. Lack of conceptual and systematic program and activities in promoting, driving and facilitating productivity improvement. 3. Lack of participation of cross sectorial NPB's members in formulating policy, strategy and controlling National Productivity Movement. • Lack of access and coordination to other related organization (public as well as private) in the management of National Productivity Movement • Limited technical staffs in term of quantity and quality, compared to the huge number of customers in the whole big country.	
	Private Sector	**Private Sector**	
	2. Most of NPO's customers in private sector are satisfied to the services of NPO and assessed NPO has a good performance.	1. Limited involvement and participation of private sector in National Productivity Movement. 2. Limited services programs delivered to customers both in term of area as well as volume of services. 3. Limited information and network dealing with NPB/NPO, National Productivity Movement and productivity improvement services.	
	Public Sector	**Public Sector**	
	2. Most of NPO's customers in public sector are satisfied to the services of NPO and assessed NPO has a good performance.	• Lack of coordination and synchronized programs in productivity improvement • Limited involvement and participation of public sector in National Productivity Movement • Limited services programs delivered to customers both in term of area as well as volume of services • Limited information and network dealing with NPB/NPO, National Productivity Movement and productivity improvement services	

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Opportunities**	**Threats**	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Government/partners	**Government/partners**	
	1. There is a big opportunity to consolidate NPB/NPO and other stakeholders to become an "Integrated National Productivity Movement Organization and Network" • The existence of various organizations/institutions who conduct programs and activities dealing with the essence of productivity improvement. • Good relationship with APO and other APO's member countries • Enhancing productivity and competitiveness of the country is one of the 9 national priority program in the third mid-term development plan 2015-2019	1. Each ministry tends to work in sectorial wise. • Due to the decentralized government system, there are a lot of local regulations and policies that need to be harmonized to support productivity improvement • Limited resources available to serve productivity improvement programs to all of customers in the country, in term of provider institutions, technical personnel, facilities and financial	
	Private Sector	**Private Sector**	
	2. The growing of middle class in the economic structure. • Productivity improvement has become the crucial need of private companies and organizations due to the tighter competition in the global market. • Availability of productivity improvement best practice in various areas and companies • Availability of practitioners consultants and specialists in various areas • Availability of organizations/institutions dealing with productivity improvement activities.	2. Majority of business units are in informal sectors such as self-employment, micro, small and medium enterprises (Their awareness and understanding in productivity and quality usually are still very week) • Competition among private stakeholders tend to become barrier in developing cooperation and networking	
	Public Sector	**Public Sector**	
	3. Availability of related national productivity improvement programs (namely Biro racy Reformation Programs). • Availability of productivity practitioners consultants and specialists in various areas • Availability of organizations/institutions dealing with productivity improvement activities	3. Lack of productive culture and tend to work in the manner of business as usual. • Awareness and understanding of public sector in productivity and quality usually are still very week.	

4.5 Iran

Criteria:	Strengths	Weaknesses	Criteria:
	Government/partners	**Government/partners**	
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/ Training Providers /Consultants/Employer Groups/Institutions of Higher Learning/ Trade Union/ NPO Council Members /Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do	• Existence of Clearly Defined supra-governmental documents. There are several supra-governmental documents that have emphasized the importance of productivity and /or the ultimate power of productivity in long-term development of the country. The following show a list of these documents: -The country has a written vision document that is issued by the Leader and is valid up to 2025. Vision Document is issued by the Leader and is the only vision document of the country. -Meta policy documents issued by the leader. There are 43 current meta policy documents that are to be observed by all agents in the country. Meta Policies issued by the Leader are long-term documents on specific issues. These documents have no termination dates (except the meta policy documents related to the development plans). Any medium-term plan and all laws of the country are supposed to consider the contents of the meta policies. In a sense, the long-term vision document and all long-term plans are affected by meta policy documents. It is possible to have meta policies that affect the development plan and the current state of the economy as well. -Resilient Economy Meta Policy Document: This is a specific meta policy document that is almost entirely based on the role of productivity in making Iranian economy resilient to all sorts of shocks, external and internal. The importance of this meta policy is that all public sector organizations are obliged by the order of the Government, to make their action plans related to this meta policy. This means that the public sector is legally determined to facilitate movement of productivity rise. • Fifth Development Plan Meta Policy Document: This is a meta policy document setting the guidelines for national development of country. This document has assigned a role to productivity to provide one-third of the growth of the economy during the planning period Existence of medium-term development plan with clear assignments to productivity and NIPO as explained below: • Economic Development Plan: Iran's current development plan, Fifth Development Plan, has several articles about productivity. In particular, according to the article 79 of the 5th Development Plan of the country, National Iranian Productivity Organization (NIPO) was established as a public sector organization dependent on the Vice Presidency for Strategic Planning and Supervision (VSPS). The nature of supervision is not clearly defined in the law, however, being dependent means to have a legal obligation to receive formal approval of VSPS for legal issues. Recently a new organization chart of the NIPO is approved by VSPS and in this chart NIPO has become entitled to have its own independent financial department and to become independent of VSPS in financial issues. Regarding the activities of NIPO, VSPS is informed about all NIPO activities, internal and with regards to other national and international bodies. All assignments are done with the formal and/or verbal approval of	• Lack of independence of NIPO: NIPO is not officially an independent national office and this can affect the policies adopted by NIPO both from time and budget point of view. • Being New: NIPO, as an organization, is established only recently and this means a good part of the effort of NIPO should be diverted to its own institutional setup.	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/ Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/ Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses

others see as your strengths ? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	VSPS. Under the law, NIPO's main tasks include planning, policy-making, supervision and guidance, assessment and auditing of productivity of all factors of production, including labor force, capital, energy, water and soil. The 5th Development Plan requires that 30% of growth of the country come from productivity increase. NIPO is also assigned with the task of providing a "Productivity Master Plan" for the country. This plan naturally goes beyond the 5th Development Plan. This plan must be obeyed by all institutions and agents in the country and NIPO is legally ordered to publish the reports of progress regarding the master plan periodically. • By-law for operational aspects of Article 79 of the 5th Development Law (1390-1394) [2011-2014] (Refer to http://rc.majlis.ir/fa/law/show/803382) • Roadmap to making the Resilient Economy Meta Policy Operative. This is a document to show how public sector should act to increase the resilience of the economy. (Refer to http://aftabnews.ir/fa/news/235267) • Strong relationship with the planning arm of the Government: According to the article 79 of the 5th Development Plan, NIPO is organized under the supervision of the Vice Presidency for Strategic Planning and Supervision (VSPS). This means NIPO has a close relationship with the planning arm of the Government and this provides a good influence for NIPO on planning activity of the country. It should be noted that, however, there is no official document or law to announce VSPS's policies, strategies and priorities related to NIPO activity except article 79 of the 5th Development Law of the country. However, in order to make resilient economy meta policy working, the president has assigned tasks to various departments and ministries, including VSPS. This way, VSPS has asked NIPO to provide its policies regarding the issue of productivity in the said meta policy document. The policies approved based on this initial proposal of NIPO shall form another set of policies issued by VSPS to NIPO. • Master plan for productivity of the country: NIPO is the authority responsible to design the master plan for productivity in Iran. Such document is finalized and it is to be the main guideline for productivity movement in the country. The role of NIPO and the need to strengthen NIPO is clearly stated in this master plan.		typically relate to practices, people, processes, that are INTERNAL to the NPO)

	Private Sector • NIPO cooperation with NGO's and private sector in the field of productivity: NIPO has departments that work closely with NGO's and private sector organizations. They have regular meetings with the purpose of monitoring productivity movement. • NIPO's ability to provide technical support for productivity improvements: NIPO, in collaboration with national and international organizations (like APO) is able to provide technical support to the private sector with the goal of rising productivity. Examples: Technical support and model projects. • NIPO's ability to provide training at national and international level in the field of productivity: NIPO has close ties with various economic agents in the field of productivity and NIPO is able to provide training with the aim of raising the productivity of the agents. • Public relations: NIPO has a good public relation with both private and public sector of the country: This makes a good environment for NIPO influence on the agents. Furthermore, NIPO is able to use the good relationship with different agents to outsource many activities in the future. NIPO has established good relationship with semi-counterpart organizations in the private sector. • Technical Expertise: NIPO has a team of Technical advisors who are known for deep knowledge in their fields. Some of these experts have individual long-term relationship with some public and private sector offices. This gives NIPO a good chance to be accepted as a reference source in many cases. • Technical support from APO: APO is a unique source of help to NIPO and NIPO intends to use this source as a tool to tighten its close relationship with the economy. • Technical knowledge and expertise of the team working with NIPO: The team of NIPO consisting of its employees and consultants associated with NIPO, are able to provide unique advice to any public and private sector. • High respect and acceptance for NIPO: Both the public and the private sector believe that NIPO should provide them with the road map to productivity improvement both in their units and at national level.	**Private Sector** • Limited tools to monitor and audit private sector productivity: NIPO has no instrument to monitor the productivity in the private sector. NIPO can provide assistance but cannot oblige the private sector to accept such assistance. • Being a small organization: NIPO is a very small organization. Even in the recently organization chart of NIPO, the maximum number of employees in this organization should be 53 employees. • Lack of productivity model to help NIPO is giving direction to productivity movement in the country: If NIPO should work towards improving the productivity of the country, it is essential to have a national level productivity model. NIPO is planning to make such a model but no outcome has come out yet. This weakens NIPO's authority and influence. • Limited management tools for productivity in the country: NIPO does not have enough of management tools to monitor productivity movement in the country. Legally the financial incentive is limited only to the public sector and not for the private sector. • Inability to influence Government policies: Many policies affect productivity movement of the country. NIPO is not considered as one of the main authorities exposed to other authorities' policies. External pressures out of control of NIPO are numerous. Devaluation and high inflation deeply affect the productivity activities in the country. • Limited financial budget: Present budget allocated to NIPO is very limited and this will limit the practical scope of NIPO activity. • Limited technical sources: Ideally NIPO should have a Reserve list of technical experts both at national and international level with a formal relationship, who can be called upon in case of need. To have such virtual human resource, NIPO should have some sort of financial power to make binding obligations to call the experts in case of need. This virtual technical power has not yet materialized. • Non-existence of enough of quantity parameters to make the plan a serious guideline for actions and policies. Most of macro-level variable did not have numerical and/or directional	

		targets • Being too small: NIPO is too small to work at national level for productivity improvement.	

	Public Sector • Existence of a legal financial incentive to monitor productivity changes of the public sector by NIPO: According to the 5th Development Plan law, a share of 3% of the budget of all institutions listed in the budget laws would be blocked and the release of this sum should be on the basis of receipt of a written approval of NIPO to VSPS regarding the performance of the institution in the field of productivity. • Existence of a legally-defined counterpart for NIPO in all public sector organizations: Under the 5th Development Plan law of the country, all public sector organizations are instructed to establish their own productivity offices. These offices shall be responsible for productivity changes in their organization. The offices are legally ordered to work close to the NIPO and to monitor their activities with NIPO. This means a strong legal relationship between NIPO and public sector organizations. • Existence of individual productivity plans in various offices of the public sector: Even before NIPO becomes active, various offices of the public sector have designed their own productivity plan and their productivity departments are now closely related to NIPO. This means at least in public sector there are several actions plans that are working plans of the time and they can be monitored by NIPO. • NIPO's ability to provide technical support for productivity improvements: NIPO is able to provide technical support for productivity improvement to the public sector with the help of experts locally and internationally. • NIPO's ability to provide training at national and international level in the field of productivity: NIPO is able to provide training services for productivity improvement to the public sector with the help of experts locally and internationally.	**Public Sector** • Problems in management and monitoring ability: Public sector management suffers problems widespread inefficiencies that affects the relationship between NIPO and Government	

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Opportunities**	**Threats**	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Government/partners	**Government/partners**	
	• Being close to a new national development plan: Given that NIPO is now active and has its master plan, it is very likely that NIPO can bargain a better position for productivity in the next development plan.	• Non-existence of enough of quantity parameters to make the plan a serious guideline for actions and policies. Most of macro-level variable did not have numerical and/or directional targets. This would reduce the ability of NIPO to monitor various developments towards productivity improvement. In cases NIPO shall not be able to act timely. • International Sanctions that caused deep fall in the revenue obtained from petroleum export. This shall limit NIPO ability to seek technical assistance. • Pursuing the law for targeting subsidies that caused deep divergence from normal path of economic life and a very high rate of inflation not foreseen in the plan. This shall divert efforts from productivity improvement to government financing. • Soft budgeting policing that led to deficits not covered by law and led to further devaluation of national currency. This causes delays in financial flows to NIPO. • Lack of binding auditing and supervision over policies and programs expected by the plan. This loosens NIPO's monitoring power. • Lack of institutional support to run the plan due to changing the structure of the country's planning organization and converting it to an office of Presidency with the aim of elimination of independence of expert supervision and control. This loosens NIPO's monitoring power. • Lack of institutional support to run the plan due to changing the structure of the country's planning organization and converting it to an office of Presidency with the aim of elimination of independence of expert supervision and control. This loosens NIPO's monitoring power.	
	Private Sector	**Private Sector**	
	• Emphasis on private sector development: The authorities have realized the need to develop private sector in the country and to make this sector as strong as possible. This means NIPO has a good opportunity to continue its relationship with privatized organizations. • Resilience economy meta policy: This is an absolutely positive trend in the sense that it puts productivity in the center of all positive events. NIPO should use this opportunity to enhance the productivity trends in the country. • Materialization of Productivity Master Plan: Given the detailed plan designed for the productivity of the country, NIPO aims at realization of the plan. This means many new opportunities shall be provided during the implementation of the master plan that can lead to more efficient economic sectors.	• Over-engagement of the private sector with economic problems: This would divert private sector attraction toward NIPO to other issues and NIPO shall lose grounds to help the sector to improve its productivity. • Power straggle to take over NIPO: If NIPO cannot keep its independence and is reduced to an office of the planning sector of the country, NIPO's ability to implement the master plan for productivity shall be reduced considerably. This is a threat to successful implementation of productivity improvement in the country. • Inability to run the productivity master plan and loss of general public confidence: If NIPO cannot overcome its technical and financial weaknesses, with all possibility the implementation of productivity master plan shall be threatened. In this case NIPO shall lose the confidence of the general public. • Continuation of sanctions: This shall limit the ability of NIPO to receive international technical support • Continuation of environmental destruction in the country: This would divert the attention of all economic and political groups to natural systems and may divert their attention from the positive role of productivity in environmental support. • Inability of the Government to reduce corruption level: This would deteriorate the general air of cooperation between NIPO and the active agents in the country.	
	Public Sector	**Public Sector**	
	No Data	No Data	

4.6 Fiji

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/ Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • Very strong relationship; • National university; • Recognized by FHEC; Respected by the FNU Council, Minister, and NTPC Board; • Advisory role and contribute to policy; • Strong customization to needs; • Wi-Fi in all centers • Leadership in training and development in the country; • Staff/expertise in a range of areas at the University; • Only P&Q institute; ISO9001 certified; • Access to technical experts from partner institutions; • Promotion of QCC and business excellence in the country; • TOT; • OSH and hospitality/tourism programs • Government mandate and support through the budget and levy funds; • Moral support/presence in major events; • Affordable and accessible programs; • National and regional presence; • Strong leadership; • Financial and human resources; **Private Sector** 1. Very strong relationship with Fiji Commerce and Employers Federation and all employers who pay Levy; 2. Wide national outreach of programs through the 41 centers around the country; 3. Practical focus of all programs which are so short and skills oriented in nature; • Programs are affordable and accessible; • Skills development for all, especially the SMEs; • National recognition based on track record of delivery in the past; • Resource repository and library; • Initiation of demonstration projects; • Short courses for operators/process staff; supervisors and managers; • Information Technology and technical training classes in some 24 trades; • Contribution of the 1% Levy on gross payroll to the NTPC; • Collaboration and partnership through different for a, including FCEF meetings, industry discussion forums, Industry Advisory Groups; • Strong practical focus in programs; • TVET focus and competency based training programs.	**Government/partners** 1. High staff turnover; 2. Lack of business acumen and slow speed of some departments; • Lacking in productivity statistics and measurements • Budget from government to promote productivity in the country; • Productivity statistics and measurements; • ICT/E-commerce programs; • IT Security; • Entrepreneurship; • In ISO9000 QMS, ISO14000 EMS, • HACCP, • IT Security • E-commerce; • Cloud computing; • Innovation and KM; • Energy Efficiency and auditing; • Sustainable development • High staff turnover; • Duplication of roles; **Private Sector** 3. Poor marketing/PR and branding; • Training fee is perceived to be expensive; • Cannot satisfy needs in all areas esp. technical and ICT related; • Trainers lacking business acumen and speed; • Departmental/silo mentality when responding to needs; • Timeliness and quality of services rendered; • Business excellence assessors training; • Knowledge Management and innovation programs; • Renewable energy, GP and Agricultural programs; • Climate Change and sustainable development programs • Productivity Measurement; BSC; • Strategic HR and Strategic Planning; • Six Sigma • Benchmarking • High fees and policy to pay upfront before courses commence;	Criteria: - What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

	Public Sector • Govt. pays Levy; supporter of NTPC/FNU; • Strong financial backing through the Training and Grants Scheme; • Host the National Apprenticeship Training Scheme, as well as the National Trade Testing scheme and the NPO function; • Competency Based Training; • Recognition of Prior Learning and pathways for all to further education through the TVET or Higher education stream; • Strong quality focus and our Business Excellence efforts nationwide; • Public sector benchmarks against our FBEA awards; • Implementation of BE in the public sector organizations; • Range of P&Q initiatives; • Government support through different line ministries; • Presence of Ministers, Prime Minister, • President and Permanent Secretaries in functions. • National and international networks; • Nationwide presence and speed; • Flexibility to respond to needs and customize.	**Public Sector** • Duplication of some roles; • E-Governance skills lacking in NPO • Stiff competition as government outsources all services. • Perception that NPO programs are only for the private sector; • Need more environmental management programs; • Need more surveys and research; • Evaluation and monitoring to highlight benefits of training and P&Q programs • Productivity Statistics; • Organic farming; • Packaging and accessing markets; • Eco-Tourism; • Healthcare reforms; • Energy Auditing; • Sustainable development. • Too private sector-focused; • Not having needs met due to heavy bookings; • Low resource productivity.	

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** 1. Creating new knowledge through research and studies and collaborating with industry, government, and academia to solve national issues like environment, energy, water, transportation and sustainable livelihood for all. 2. Initiating MoUs with other NPOs and international partners; • NPO can become the preferred provider of training; • MOUs with renounced productivity organizations & universities; • Opportunities to collaborate with key players to undertake research and deliver different/new programs; • Corporate and governmental reforms; • Need greater collaboration and engagement with all stakeholders; **Private Sector** 3. Improving image with state of the art facilities and establishment of centers of excellence; • Providing a range of training and consultancy services in areas like aviation, fashion; sustainable livelihood and utilizing the Internet as the new platform to impart learning and education; • Greening the supply chain and developing the creative industries; • Providing GP, environmental and other energy saving techniques to assist the country and all organizations in both the public and private sector to save energy which is a huge challenge for the nation. • Development of online training programs and content (training packages) for self-learning in all sectors and making programs available to the rest of the world; • Development of corporate programs and granting of cross credits through the academic and Senate recognition, and study pathways; • Cloud computing; • Emphasis on soft skills; • Need more and strategic partnerships to deliver more effectively;	**Government/partners** • Change in Government; • Loss of confidence in the NPO for some reason; • Change on policies; • Natural disasters; • De-merger; • Perception of slackness, slow speed and poor customer service; • Copying our programs and services; • Embarking upon the TVET sector and also the P&Q programs which was our stronghold; • The threats make us vulnerable and have implications on business continuity and can erode our leadership and image in the marketplace; **Private Sector** 1. Intense competition can drain our share of the market; • Change in customer preferences; • Loss of support from the tripartite social partners especially the employers; • Bureaucracy or inflexible/slow internal processes; • Poaching staff; • Turning to competency based training programs; • There can be risk of loss of business and market share;	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

	Public Sector • Preferred supplier of FBEA related services and using the business excellence framework to assist SMEs to enter new markets; • Strategic re-focusing to meet critical skills shortages in the country and assisting with augmenting resource productivity in the country. • Provide programs for climate change adaptation and mitigation. • Develop innovative and entrepreneurship programs for job creation for the youthful population. • Conducting national manpower needs surveys; • Assisting with e-Government and making government more accessible to the people in the country, and especially in the remote areas. • Providing training around MDGs, NCDs and health/wellness; • Attracting regional and international students on NPO programs; • NPO initiated study missions locally and abroad; • Focus on corporate governance and transparency; • Emphasis on outcomes or results; • Need better understanding of customer needs; and technical training of trainers and consultants in areas seen as lacking;	**Public Sector** 2. Change in government policies that may have adverse impact on us; 3. Removal of the Levy order will drain our resource base; • Any likelihood of a de-merger; and wrong composition of the Board/Council; • Change in FNPF policies that support funding towards training and education; • Poor quality and out dated technology and facilities; • Providing cheaper fees and providing options in the marketplace; • Making alliances with other players in industry; • There can be loss of confidence in us; and this can damage our reputation as the NPO.	

4.7 Lao PDR

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** 1. Good cooperation with higher level decision makers. 1. Strong ability to inculcate educational institutions with the concepts of productivity. 1. Young and energetic staff those are eager to learn. 2. Highly educated and well trained staff. 2. Dissemination of the latest information through the network of international cooperation. 2. Good linkages with APO and other NPOs. 2. Good linkages with local business associations, academic and training institutions. • Good institutional image	**Government/partners** 1. Lack of an efficient mechanism for conducting training and consulting at all levels. 1. Low salary of staff and their movement. • Inability to reach in all sectors due to lack of human resources	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Private Sector 1. Assist various factory/company to follow the international guidelines by providing service to be a demonstration project in Good Manufacturing Practice in order to be prepared to join the ASEAN Economic Community (AEC) as well as the international standard like WTO in the future. 2. The strengths of NPO are doing others still see less importance.	**Private Sector** 1. NPO still less convinces the government and other partner to see the importance of productivity.	
	Public Sector No Data	**Public Sector** No Data	

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** 1. Learning from APO members. 1. Adaptation of advanced and sophisticated production technologies and skills to improve productivities. 1. Technological spill-over by foreign direct investment. 1. Increase in official aid and foreign direct investment. 1. Possibilities of expanding coverage of NPO services in agriculture and service sectors Possibilities to have more demand of training, research and consulting services related with productivity improvement from the stakeholders. 1. Vitality of SMEs. 2. Future development-oriented national age structure. • World economic community **Private Sector** No Data **Public Sector** No Data	**Government/partners** 1. Low saving rate and low domestic investment in R&D. 1. Negative impact on environment. 1. Lack of staff motivation. 1. Research and consulting services are negligible. 2. Small market and limited export. 2. Poor base of technology. 2. Low savings. 2. Weak banking and finance mechanism. 2. Lack of short-term work plan. 2. Lack of periodic strategic plan. **Private Sector** No Data **Public Sector** No Data	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.8 Malaysia

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** 1. Very good and strong support from Government in terms of increasing annual budget. 2. Active participation of other partners in MPC programs. Strong Networking local and International 3. Broad-based programs including innovation and Best Practices- integrated & focused in 5 areas of BE, EI, RR, GC and KM 4. Productivity, Quality, Innovation, Global Competitiveness including BP, BE, EI, RR , GC, 5. Local and International resources and sourcing Best Practices 6. The National Institute for Productivity, Quality and Global Competitiveness	**Government/partners** 1. Need to further improve coordination with agencies 2. Limited reach < 1% of companies reached; Impact of its programs 3. More focused on Outcomes rather than output or activities (nos.?) 4. Limited by lack of subject experts i.e. RR, Productivity Measurement Analysis for policy formation 5. More expertise in new areas such as regulatory reform/ review	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Private Sector 1. Very good; Private sector in MPC BOD, Chairs and participate in Consultative Panels and Work groups, CoI 2. Involvement of Business Associates/Consultants 3. Productivity, Quality, Innovation, 4. Global Competitiveness including BPR, BE, EI, RR, GC, 5. Industry experts and Associate consultants 6. The National Institute for Productivity, Quality and Global Competitiveness	**Private Sector** 1. Need to collaborate more 2. Training Portfolio overlaps; 3. Limited P & Q promotional events 4. More integrated programs to create impact and Best practices 5. limited subject experts ~ lean; PM at company level 6. Participation of industry players to invest time and resources in collaborative innovation comprising different parties	
	Public Sector 1. Very good; Represented in MPC BOD, MPC secretariat to PEMUDA, RR and BPR Activities AND MoUs 2. Involvement of agencies in RR and BPR activities 3. Productivity, Quality, Innovation, 4. Global Competitiveness incl. BPR, BE, EI, RR , GC, 5. To work with the agency staff 6. The National Institute for Productivity, Quality and Global Competitiveness	**Public Sector** 1. Need to further enhance collaboration 2. Need to train more subject experts e.g. in RR and BPR 3. Need to train more expertise in agencies to carry out BPR and RR 4. limited subject experts to standardize and cascade best practices 5. Enhance capability to facilitate and coordinate for better productivity of business community	

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** 1. High relevancy of MPC activities that aligns to the national development plans 2. Elimination of waste for higher value creation and productivity programs 3. Work on the use of appropriate tools for collaborative innovation 4. Global Competitiveness, RR, Cost of Doing Business; Quantum leap in Productivity 5. Delivering and showing impact of programs; Strategic Alliance; Working in sync	**Government/partners** 1. A number of new agencies established to deal with cross-cutting issues that hinder productivity 2. Lack of critical mass of subject experts 3. Lack of support for productivity planning and implementation linked to productivity 4. No Competitors 5. Visibility and effectiveness of productivity enhancement programs	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Private Sector 1. Public and private sectors consultation in co-creating programs for higher productivity and competitiveness of nation, sector, industry and firms 2. Heavy reliance on low-skilled foreign workers and labor market structure that is still aligned towards low skilled jobs 3. Work with industry players on the best practice processes along the supply chain management 4. Global competitiveness RR; Quantum leap in Productivity Cost of DB 5. Delivering and showing impact of programs	**Private Sector** 1. Culture of over-reliance on the Government for assistance to improve business 2. Lack of sustainable collaboration between public and private institutions 3. Economic programs that are not linked to actual productivity and sustainability 4. Certification and Awards programs on Performance Excellence 5. Using services of productivity enhancement from other countries	
	Public Sector 1. High relevancy of MPC activities that aligns to the national development plans 2. Productive and efficient approach in managing labor market and foreign workers as a whole 3. Collaborate with agencies to identify best practices where the processes in public agencies interfaced with processes in industry for higher productivity 4. GC, RR, 5. Delivering and showing impact of programs	**Public Sector** 1. Getting buy-in to support holistic and whole one government initiatives 2. Outdated or unnecessary regulations 3. Overlapping functions on innovation and regulatory with no link to productivity 4. Creation and implementation of productivity training programs as non-core function and additional revenue generation 5. Not able to deliver multi-agencies holistic and integrated productivity programs	

Note:

Abbreviations: MEF~ Malaysia Employers Federation; Unis ~ Institution of Higher Learning; BoD~ Board of Directors; BE~ Business Excellence; EI~ Enterprise Innovation; RR~ Regulatory Review; GC~ Global Competitiveness, KM~ Knowledge Management; BPR~ Business Process Re-engineering; CoI~ Community of Innovation; PEMUDAH~ Special Task Force to Facilitate Business

4.9 Mongolia

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants /Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • Independent • BDS provider • Good network with public & private • Professional for productivity field **Private Sector** • BDS provider • Experienced • Independent • APO member **Public Sector** • BDS provider • Experienced • Good network with public & private • APO member	**Government/partners** • Lack of professional workforce • Lack of funding system • Lack of experience and capacity • Sufficient staff **Private Sector** • Lack of professional workforce • Lack of experience and capacity • Lack of research& study **Public Sector** • Lack of practical experience and capacity • Lack of professional workforce • Lack of funding • Promotion system • Award system	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** • New policy of new government • Economic growth and positive national development situation • Increasing demand for BDS • Consulting market **Private Sector** • Economic growth and positive national development situation • Increasing demand for BDS • Funding opportunities • Development of SMEs **Public Sector** • Public awareness • Economic growth and positive national development situation • Increasing demand for BDS	**Government/partners** • Political changes /parties/ • Increasing competitors • No legal procedure or framework **Private Sector** • Increasing competitors • No legal procedure or framework **Public Sector** • No legal procedure or framework • Misunderstanding	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.10 Nepal

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • NPEDC is funded by the Govt. • A Public Ltd. Company but treated as Public Enterprise. Fully institutionalized; • Under patronage of Govt., but an independent body governed through a Board of governors. • Designated as the Secretariat of the 'National Productivity Council' headed by the Minister of Industry. • Long and wide experience in productivity enhancements measures as APO founding member and government sponsored institution	**Government/partners** • Decreasing Staffs, 116 in the past now only 16. New recruitment not allowed. • Highly inadequate financing. No regular budget provided. • Inadequate office infrastructure causing constraints in providing effective services to clients, customers and partners.	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Private Sector 1. Had Good image in the past, as it provided capacity building services 2. Good working relation and image with private enterprises, associations like Federation of Chambers and Industry, Management association of Nepal, other training institutions. 3. Also good networks with International agencies, INGOs and Intergovernmental bodies like Techonet, Singapore, UNCTAD, UNIDO and APO.	**Private Sector** • Eroding image as NPEDC not able to deliver services due limited staff and logistic resources. • Not able to cope with competitive situation as other NGOs with good staff and office resources emerging • Private sector enterprises not willing to fund productivity enhancing capacity building services.	
	Public Sector 1. Though a Public Limited Company yet so far treated as. 2. Direct linkage National Planning Commission, sectorial ministries, other public corporate bodies and institutions. 3. Good and experienced working processes with public bodies agencies and international organizations. • Public Enterprise and could easily perform as a strong institutionalized entity provided adequate resources are budgeted for a period of five years.	**Public Sector** • Public, private sector partners losing interest, as visibility is decreasing international partners losing interest.	

Criteria:	**Opportunities**	**Threats**	Criteria:
	Government/partners	**Government/partners**	
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	• New reforms and policies enacted opening new avenues for productivity enhancements in manufacturing, trade and services. Adoption of open, liberal eco and commerce strategy, identification of comparative adventure areas and push for export-oriented SMEs provide new opportunities for NPEDC. • Growing demands for productivity increasing services, awareness on • WTO agreements, Duty free access to Nepal's product and services in China, India and EU • Growing demands on capacity building programs on productivity increase, standardization, quality, and green growth, environmental sustainability	• Highly inadequate financial resources, staffs and restrictions on new recruitment causing image erosion and losing services threatening NPEDC"s future prospects for delivering services. • Productivity awareness, capacity building services for productivity and competiveness of SMEs services and products losing ground • Possible closure of NPEDC and cessation of NPO's independent activities for productivity increase, APO liaison official and many services highly useful to government offices discontinued	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Private Sector	**Private Sector**	
	• Private sector increasingly demanding services on technology information negotiation, and managerial and marketing methods. • As new industrial estates , SEZ, EPZ being opened for private sector SMEs set ups new demands for capacity building activities for managerial, marketing and competitiveness building services will be demanded	• Private sector enterprises losing effective services • Productivity movements, technology capability building and training opportunities. • Private sector SMEs loosing facilities for information, sensitization and capacity building on international mandates and agreements causing restrictions on international markets.	
	Public Sector	**Public Sector**	
	• Public agencies, private organizations and international bodies would require institutional support on sensitizing on international mandates and agreements for SMES AND microenterprises.	• Long time negligence for NPEDC'S basic needs for resources for organizational and routine logistic costs would sharply erode further NPEDC'S image and harm its capacity for delivering services and existence.	

4.11 Pakistan

Criteria:	Strengths	Weaknesses	Criteria:
	Government/partners	**Government/partners**	
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	• NPO is the sole government body with the mandate to undertake productivity with quality and innovation • Active Networking with Ministries and various Government departments/agencies & Development agencies Resources, knowhow and knowledge is shared • Nil • Trainings • Collaborations • Providing Platform • NA • APO Programs • International Linkages	• Lengthy procedures • Take long time to implement policies • Continuity • Ownership • Control • Lack of adoption of ICT • Innovative ideas • Typical way of working and thinking • Result oriented programs • Branding of services • Own Infrastructure with modern training facilities • Financial resources • Government funding	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)
	Private Sector	**Private Sector**	
	• Connected to All Chambers of Commerce and Industry • Offer Programs to SME, Medium and Large Scale Organizations on discounted rates • Render Consultancy Services to enhance productivity and get better results • Conduct benchmarking study to identify growth and export potential • Feedback • Up to date knowledge of new tools • Innovation • Trainings • Consultancy Services • Technical Assistance • Awareness about new methodologies, latest innovations, tools & techniques • NA • APO Programs • Range of Services	• Weak Processes • Inability to retain potential clients • Unaware of all the strengths • Underutilization of manpower skills • Weak implementation of Information technology • Resistance to implement government policies and decisions • Approach used is obsolete • Repetition of same modules • Few signatory programs like DPP • Lack of sector specific programs • Focus on outcomes and achievements rather than number of activities • Certifications • Modern Facilities • Quality of programs	
	Public Sector	**Public Sector**	
	• MOUs and joint collaborations • Provide training opportunities both national and international • Provide consultancy services • Feedback • Up to date knowledge of new tools • Innovation • Capacity Development • NA • APO Programs	• Most of the sectors and areas are untapped • Poor quality of work • Lack of labor incentives • Lack of IT • NA • Linkages with Public Sector Organizations • Performance Improvement • Programs • NA • NA	

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities ? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Opportunities**	**Threats**	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Government/partners	**Government/partners**	
	• Develop Clusters • Ministry and related departments must adopt productivity related tasks • Donor / Government projects must help and involve NPO to introduce new programs that can enhance productivity • Collaborations within the Country and Outside country with renowned institutions and organizations for joint programs • Design flagship programs • National Conference on Productivity • Bilateral and multilateral cooperation between countries • By assigning yearly targets and strictly follow and deliver on them and play role as strategic player in economic fields that are focused by the government	• Organizations with similar interests as of NPO • NA • Lack of support from Government in terms of mandate; finance; funding etc. • Donor funded programs with heavy budgets • NA	
	Private Sector	**Private Sector**	
	• Bring Associations on board for Specific discussions on problems and opportunities on regular basis to keep liaison • Formulate mechanism for adopting latest productivity related methods • Develop feedback systems and invite suggestions on industry related programs (need assessment) • Organize Productivity Seminars to spread awareness at large scale • Market access opportunities special focus on Export promotion • Benchmarking of various sectors to enhance their export base • Introducing PMQA business excellence model to make organizations globally competitive	• Lack of contact with associations and service delivery as per expectations • NA • Lack of research backed programs and customized services • New multinationals emerging and entering the market • Increasing competition, shrinking market due to customers choice and taste • NA	
	Public Sector	**Public Sector**	
	• Develop models and associations of similar public organizations to act as think tank • Establish various productivity competitions • Involving and mentoring middle and base level personnel to improve work efficiency • Introduce Public Sector • Governance and Reference • Framework Documents • Introduce Public performance management • Become the Leading Public • Sector Productivity • Organization in the Public Sector by becoming role model in every aspect • Develop Productivity Enhancement Cells to implement productivity related plans and strategies • Readiness to improve service delivery of public sector organizations due to special emphasis given by the Prime Minister • Adoption of specified performance measures improving governance and service delivery	• Lack of motivation to adopt productivity improvement measures • NA • Resistance to Change management • Resistance to link productivity with performance • International training opportunities funded by government and donor agencies • NA	

4.12 Philippines

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO) ? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • Support of National Government for mandated programs (e.g., PMDP, RBPMS, ARTA) • Track record, competence and recognition as trainer/ capability builder of government executives and managers • Network of partner institutions/agencies in the public and private sectors • Government "think tank" which has pioneered and institutionalized various governance and productivity related programs. • Professional staff and resource persons on P&Q • Mandate and track record as NPO in spearheading the productivity movement in the country • Physical assets (building, land, training facilities) • Linkages with Alumni of its programs (e.g. Graduate program, APO program) • Existing mandate to implement policies/programs (e.g., ARTA, ISO 9000 QMS) **Private Sector** • Partner of the private sector in promoting Productivity, Quality and Innovation • Builder of institutions/associations on quality and productivity in the public and private sectors • Competent officers and staff • Track record on training and education for government executives **Public Sector** • Track record in productivity promotion, training, and institutional infrastructure development • Physical Assets (building, land, training facilities • Track record in Training programs for government executives/managers	**Government/partners** • Weakness in the internal support systems and processes (e.g. KM, HRD, Finance, Logistics) • Constraints/inadequacies of current organizational structure • Lack of, inadequate impact assessment of various programs/projects implemented • Inadequate internal financial resources particularly for R&D activities • Depletion of the NPO core technical staff on P&Q due to departure/ resignation • Inadequate ICT infrastructure like Broadband Internet connection in Pasig and Tagaytay Facilities • Weak NPO promotion strategy and no clear productivity agenda **Private Sector** • Unsustainable collaboration with various P&Q organizations • Currently "has limited presence" felt or project intervention in the private industry sector (e.g. SMEs) • Limited exposure of P&Q technical staff in the private sector (e.g., SMEs) **Public Sector** • Weak institutional marketing and promotion • Government Procurement Policy and procedures adversely affect project contracting • Need to maximize opportunities to harness existing network of partner organizations locally and internationally	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO) ? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses ? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO) ? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage	**Opportunities**	**Threats**	Criteria: - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO) ? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically
	Government/partners • Current government reform programs to improve governance and quality agencies in public sector (e.g. National Line agencies, GOCCs, SUCs and local government units need training and technical assistance • Opportunities for institutional partnerships/strategic alliance with regional/international organizations/agencies along DAP's focus areas/ thrusts • Various program of the Asian Productivity Organization and its network offers capability building opportunities (e.g. COE on GP) • There is a need to review various productivity related laws, policies and regulations to determine relevance and impact which require research capability building/strengthening • Opportunities in the area of sustainable development • ASEAN Quality Award • Expected expansion and growth of the business and industry sector • Productivity and Quality Improvement in Education Sector (Primary, Higher & Technical/Vocational	**Government/partners** • Impact of the policies, regulations of oversight agencies on the operations of the Academy (e.g. COA, DBM, GCG, GPPB, etc.) • Sustainability of funding support for big projects is not assured • Possible implications of the ASEAN integration i.e., economic integration starting 2015 • Competition from other service providers in the area of P & Q • Interest of other institutions to perform the role of the national productivity organization • Inadequate ICT infrastructure like Broadband Internet connection in Pasig and Tagaytay Facilities • Weak NPO promotion strategy and no clear productivity agenda	
	Private Sector • Productivity/Quality Improvement intervention is needed in private business sector particularly MSMEs • Partnerships with industry associations in advocacy program on productivity and quality need to be revitalized in view of the ASEAN Economic integration, among others.	**Private Sector** • Limited exposure of technical staff to private companies (e.g. SMEs, government regulatory agencies) • Lack of/inadequate support of key stakeholders in the government to productivity promotion (e.g., SMEs) • Competition from foreign consultants, organizations, and training & consultancy service providers especially in view of the ASEAN economic integration	
	Public Sector	**Public Sector**	

of? - How can you turn your strengths into opportunities ? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	• Several government laws/ issuances mandate the NPO as lead secretariat among others (e.g. GQMP, PMDP, RBPMS) • International conferences/meetings (e.g. APEC, ASEAN meeting etc.) have opportunities for networking, program development and partnership building • Various local government reform programs need assistance • MSMEs need Productivity Development & Competitiveness Enhancement Assistance	• Competition from consulting organizations doing capability building/technical assistance on P & Q • Impact of Commission on Audit policies and procedures on internal operating systems of the NPO	relate to the EXTERNAL environment that the NPO may have little control of)

4.13 ROC

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** NO DATA **Private Sector** NO DATA **Public Sector** • The President of the CPC has ample public sector experience and has a good understanding of public sector operations, as well as having a sound relationship with the public sector. • In recent years the CPC has implemented a number of long term government projects and has developed a good reputation; for industry, the CPC has represented for a long time the promotion of projects by the government that benefit industry, which means that the CPC enjoys sufficient trust in industry.	**Government/partners** NO DATA **Private Sector** NO DATA **Public Sector** • Government department budgets are being cut year by year and the implementation of more things is being demanded for the same budget. • With the relatively big changes in government departments the direction of many government projects will also change, making the situation more unstable and harder to grasp. • Government departments see the CPC as a project implementer instead of as a think tank so its influence with the public sector is limited.	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** NO DATA **Private Sector** NO DATA **Public Sector** • The time of government organization transformation is also the time the CPC can display its strategic planning capability, and, in doing so, change government departments' impression of the CPC as an implementer. • Industry needs many innovative management tools or ideas to allow breakthroughs to be achieved in operations, an area that the CPC has long been involved in, and this can be used to make proposals to the government to gain the input of new resources. • The CPC has the channels for obtaining overseas resources and utilization is the main direction of ROC's business development at present; the two factors can be combined to win more public sector opportunities.	**Government/partners** NO DATA **Private Sector** NO DATA **Public Sector** • After government organization transformation, new organizations may not necessarily recognize the CPC's past service experience which may erode the CPC's advantages in terms of winning public sector projects and business. • Many organizations similar to the CPC have appeared and their operations compete against the CPC's.	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.14 Sri Lanka

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • Formation of a separate ministry for productivity promotion. • Availability of Productivity Policy for the Public and Private Sector. • NPS is the only government organization and the focal point to disseminate the productivity. • Declared by the government to increase the productivity of every sector by 5 – 6 percent in the decade of 2006 – 2016. • The positive response to the Mid Term Strategic Frame Work 2013-2016 from the cabinet ministers. • The Productivity Steering Committee consists of Trade Union members, Government and Private Sector members. **Private Sector** • The Productivity Steering Committee consists of Trade Union members, Government and Private Sector members. • Resource person pool consists of private sector members. • Possibility of granting APO scholarships to all sectors. • Possibility of obtaining the private sector sponsorships to the productivity promotion movement. • Strong linkage between private sector organizations. • productivity award competition • Training programs • Model organizations • Dedicated staff • Knowledgeable members of NPO. • Capacity to provide consultancy **Public Sector** • Recruited 618 new graduates to cover all Divisional Secretariats established in island wide. • Funds have been allocated regularly for productivity enhancement by the treasury. • Positive attitudes and approach of Immediate decision makers towards the productivity movement. • NPS feasibility in providing training and consultancies. • Availability of high quality and latest promotional materials • NPS goodwill • Dynamic, young, knowledgeable & skilled NPO staff • Availability of high quality and latest promotional materials • Well trained (locally and internationally) staff • Productivity dissemination in public offices, schools etc. • Promotional materials • Productivity award competitions and other competitions. • Training programs for public sector. • Dedicated staff • Knowledgeable members of NPO. • Capacity to provide consultancy	**Government/partners** • Insufficient funds • Productivity oriented planning and resource allocation **Private Sector** • No enough trainers/consultants who can talk on advanced productivity techniques. • Well capable BPN • Promotional materials • More publicity and propaganda • Training courses on advanced productivity concepts • Productivity measurement system **Public Sector** • No frequent steering committee meetings due to different reasons • Turnovers of employees • Well capable BPN • Promotional materials • More publicity and propaganda • Training courses on advanced productivity concepts • Productivity measurement system • Insufficient equipment	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria:	Opportunities	Threats	Criteria:
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities ? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Government/partners** • Peacefulness and the political stability of the Country • Blessing of the President's manifesto (Mahinda Chinthana vision for the future –page 98) • Cabinet approved Productivity policy document as the roadmap. • Government need to increase productivity and make aware every citizen on productivity drive • The economic trend after the war **Private Sector** • High demand of productivity programs from private sector. • Providing sponsorships for various kinds of programs from private sector. • Existence of other productivity trainers as competitors. • APO assistance and different kind of projects provided by APO(DEMO,DPP,MCSP) • Private sector has a hunger of productivity programs for their workers and hence there may be a high demand. **Public Sector** 1. The acceptance and recognition of productivity award and Quality circle award. 1. Most of public sector organizations have been convinced the importance of application of productivity concepts and they have very good experiences. 2. Willingness of other ministries and departments.	**Government/partners** • Frequent changes of top level • Unawareness of importance of productivity concepts of top level policy makers **Private Sector** • Misunderstanding and wrong interpretation on productivity concepts due to lack of proper knowledge. • Lack of assistance of steering committee because of not meeting properly **Public Sector** 1. Bureaucratic procedures. 1. Misunderstanding and wrong interpretation on productivity concepts due to lack of proper knowledge. 1. Lack of assistance of steering committee because of not meeting properly.	- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.15 Thailand

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** 2. Connection with government body that use business excellence frame work to drive organizations under them. (State enterprise policy office, Office of the higher education commission, Office of the public sector development commission, the healthcare accreditation institute). 3. Connection with APO (source of knowledge). **Private Sector** 1. Well known productivity specialist organization, both public and private sector • • Product variety (Basic to advance tools) • High competency employees • Good information technology infrastructure and system such as online book store **Public Sector** • Well known productivity specialist organization, both public and private sector • High competency employees • Good information technology infrastructure and system such as online book store	**Government/partners** 3. No partnership network to generate income. • Got less project from Ministry of industry because we cannot create new differentiated products when compare with other institutes under MOI • Business excellence consultant (organization assessment / specific improvement roadmap) • Cannot enhance productivity improvement at national level • Have no foresight management process • Have No sustainability governance and anticipatory governance **Private Sector** 1. Lack of industry specific technical knowhow (priorities; food, automotive, electrical & electronics). 2. Cannot develop consultant to catch new knowledge response to needs and market expectation). • Limit product development because income generation is priority • High Employee turnover • Have similar product with competitors **Public Sector** • High Employee turnover • Have similar product with competitors	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria:	Opportunities	Threats	Criteria:
	Government/partners	**Government/partners**	
	• No Data	1. Have mission on productivity enhancement for the country but no government budget support.	
	Private Sector	**Private Sector**	
	1. Productivity improvement is country goal and service sector is the new main focus sector. 2. Trend in green society, social responsibility, risk management, business excellence framework. 3. More organization interest in organization development.	2. More competitors with more competencies. 3. Big enterprise wants more advances & complicate product. • Unstable politics & economics so the demand slow down	
	Public Sector	**Public Sector**	
	• No Data	2. More competitors with more competencies. • Unstable politics & economics so the demand slow down	
- What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))			- What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)

4.16 Vietnam

Criteria:	Strengths	Weaknesses	Criteria:
- What are the NPO's strengths in terms of its relationship with the government and other partners (e.g. Funders/ Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's strengths that assist it in developing, delivering and improving services to the private sector and public sector? - What does the NPO do well? - What unique resources can you draw on? - What do others see as your strengths? (Strengths typically relate to practices, people, processes, that are INTERNAL to the NPO)	**Government/partners** • As focal point is formally tasked for implementation Project on "Enhancing Productivity and Quality Activities" under the National program on "Enhancing productivity and quality of products and goods of Vietnamese enterprises to 2020". • Acting as Liaison Office at the Asian Productivity Organization (APO) , coordinating and implementing programs and projects of the APO; • Having practical experience in implementing productivity and quality programs at national level and coordinating between ministries, sectors and localities in promoting productivity and quality improvement activities in the country. **Private Sector** • As an experienced, reputation organization for providing training, consulting services and being the pioneer in researching and transferring advanced productivity and quality tools and models as well as the implementing agency of the demonstration project on productivity and quality improvement under the National program of productivity and quality enhancement to 2020; • Having the supports of APO through programs such as demonstration projects, training programs / projects for Vietnamese enterprises; • Having experienced experts and trainers are trained well and have many opportunities to access new knowledge and an internal supporting system for controlling and improving quality of services; • Having loyalty customers are reputable businesses in the market and always interested in applying productivity and quality improvement tools; **Public Sector** • As an experienced, qualified organization to provide consultancy and training services of applying the Quality Management System according to ISO 9000 in government/public agencies; • Having the capability and experience to implement the projects in field of productivity and quality for ministries, sectors and localities: training human resources, building demonstration models on applying productivity improvement tools; • Specialist team has capability, experience and necessary skills to deploy the project of implementing quality management system in government/public agencies, especially at ministries level.	**Government/partners** • Lack of qualified human resources expertise or academic titles to perform research projects at national level; • Lack of experts to develop new research contents and build demonstration projects on productivity and quality improvement; • Funds invested in research, new product development and building demonstration models to meet the requirements of state are limitation (cut down). **Private Sector** • Consultants lack of practical experiences with the new tools/solutions such as TPM, KPI, Six Sigma, Lean, LSS ... • Ability to research, develop new services and modify, improve services are limitation (slow and inflexible): lack of experts for developing, promoting and delivering new services to customers; lack of tools to promote services to the market (website needs to be upgraded, brochures, marketing online…); • Lack of facilities for implementing strategic of training services enhancement including infrastructure, training tools, marketing tools..; • Customer relationship management, data collection mechanisms, information processing customer feedback have not been implemented regularly and good enough. **Public Sector** • Lack of support professionals to deploy calculate Productivity and TFP at economy level, industry and the local economy; • Incomplete the method calculate Productivity and TFP at level economy, industry and local economy following the request of the National Program on Productivity and Quality. • Lack of tools to introduce, promote for local reference, choice when building projects promoting activities enhancing productivity and quality at local (general introductory material, the practical demonstration projects instruction).	- What are the NPO's weaknesses in terms of its relationship with government and other partners (e.g. Funders/Training Providers/Consultants/Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What are the NPO's weaknesses when developing, delivering and improving services to the private sector and public sector? - What could the NPO improve? - Where do you have fewer resources or less technical ability than others? - What are others likely to see as weaknesses? (Weaknesses typically relate to practices, people, processes, that are INTERNAL to the NPO)

Criteria: - What opportunities are available to the NPO in terms of developing relationships with the government and other partners (e.g. Funders/ Training Providers/ Consultants/ Employer Groups/Institutions of Higher Learning/Trade Union/ NPO Council Members/Governing Board/APO)? - What opportunities are available for developing, delivering and improving services to the private sector and public sector? - What opportunities are open to the NPO? - What trends could you take advantage of? - How can you turn your strengths into opportunities? - (Opportunities typically relate to the EXTERNAL environment that the NPO may have little control of))	**Opportunities**	**Threats**	**Criteria:** - What threats may harm the NPO's relationships with the government and other partners (e.g. Funders/ Training Providers/Consultants/ Employer Groups/Institutions of Higher Learning /Trade Union/ NPO Council Members/Governing Board/APO)? - What threats may prevent the NPO to develop, deliver and improve services to the private sector and public sector? - What threats could harm the NPO? - What is your competition doing? - What threats do your weaknesses expose you to? (Threats typically relate to the EXTERNAL environment that the NPO may have little control of)
	Government/partners	**Government/partners**	
	• The goal of enhancing productivity and quality has been mentioned in the Vietnam Sustainable Development Strategy for 2011-2020 and Vietnam Socio – Economic Development Plan for the 2011 – 2015 period; • The national program on "Enhancing productivity and quality of products and goods of Vietnamese enterprises to 2020" approved by the Prime Minister in 2012 has been implemented at the ministries and localities level and businesses as well.	• The budget for research and deployment productivity and quality projects are cut down; • No financial support framework for intensive, long-term training programs such as training of trainers and consultants, building demonstration models of integrated productivity and quality tools model in the framework of the National program;	
	Private Sector	**Private Sector**	
	• Awareness and needs of enterprises to apply management system, tools, models of productivity and quality improvement, wastes minimization efficiency qualitative are raising, especially to specific and effective improvement tools such as TPM, KPI, LSS...; • Government policy on supporting enterprise application of management systems, productivity and quality improvement tools in the framework of the National Program of Enhancing Productivity and Quality, and Vietnam National Productivity Institute is a focal point of a project under the Program; • Having loyal customers are reputable companies, strong brand and stable growth in difficult economic conditions currently; • External network experts begin to operate effectively.	• Demands/needs reduction (in both training and consulting services); • Low contract value for traditional services affect the revenue in short term; • Improving quality of experts to meet the customer requirements (Customer requires higher, deeper and more specific outcomes and results of improvements solutions).	
	Public Sector	**Public Sector**	
	• Requirements and orders of the government, ministries, industries, local about researching and calculating productivity, training human resources and building a demonstration models of improvement productivity in the framework of National program on Enhancing productivity and quality; • Changing the legal provisions related to implementation, audit and improvement QMS according to ISO 9000 in public agencies. • Changing name of Vietnam National Productivity Institute creates favorable conditions for promoting research and training activities, as well as coordination with the Institutes, Universities in developing training programs (example of training program for youth people, students…).	• Developing external networking in order to complete methodology of productivity calculation to meet requirements of ministries, industries, localities; • Developing training, auditing and improving services QMS for public agencies.	

4.17 Summary of SWOT Analysis

Nine countries (Sri Lanka, Indonesia, Fiji, Nepal, Lao, Malaysia Thailand, India and Bangladesh) ranked their three most important strengths, weaknesses, opportunities and threats with the most important strength, weakness, opportunity or threat ranked as "1", the second most important as "2" and the third most important as "3". This data is presented below.

Strengths

Sector: Government/partners

Rank	Reason
1	• NPB/NPO is a public institution and directly responsible to The President where the membership consisting of cross sectorial ministries senior officers (Director General/Director level). • Good cooperation with higher level decision makers. • Strong ability to inculcate educational institutions with the concepts of productivity. • Young and energetic staff those are eager to learn. • Tripartite arrangement where stakeholders cover government, employers, and labor – so NPC is seen as a fair, independent, unbiased, impartial organization: This is seen as a very positive strength across all sectors. • NPO has an opportunity for searching ideas, guidelines and package profile from the highest body named National Productivity Council (NPC) headed by Honorable Minister, Ministry of Industries subject to need and utilities of the stakeholders. • Very good and strong support from Government in terms of increasing annual budget • Formation of a separate ministry for productivity promotion.
2	• Highly educated and well trained staff. • Dissemination of the latest information through the network of international cooperation. • Good linkages with APO and other NPOs. • Good linkages with local business associations, academic and training institutions. • Connection with government body that use business excellence frame work to drive organizations under them. (State enterprise policy office, Office of the higher education commission, Office of the public sector development commission, the healthcare accreditation institute). • Large team of Multidisciplinary Consultants/ Knowledge workers: Competencies enable Consultants to provide interventions in diverse fields and offer total solutions to the client. • Active networking with Ministries and different Government department. • Active participation of other partners in MPC programs. Strong Networking local and International • Availability of Productivity Policy for the Public and Private Sector.
3	• NPB/NPO's programs and activities are supported by government budget. • Connection with APO (source of knowledge). • Long standing organization with Pan India presence, with offices in 12 ROs & 1 Training Center: This strength enables the organization to cater to Govt., Private Sector as well as to the Public Sector needs across the country. • Productivity wage commission. • Broad-based programs including innovation and Best Practices- integrated & focused in 5 areas of BE, EI, RR, GC and KM • NPS is the only government organization and the focal point to disseminate the productivity.

Sector: Private

Rank	Reason
1	• Very strong relationship with Fiji Commerce and Employers Federation and all employers who pay Levy. • Had Good image in the past, as it provided capacity building services. • Assist various factory/company to follow the international guidelines by providing service to be a demonstration project in Good Manufacturing Practice in order to be prepared to join the ASEAN Economic Community (AEC) as well as the international standard like WTO in the future. • Well known productivity specialist organization, both public and private sector. • Private sectors are providing recurring expenditure and other facilities to perform NPO productivity activities in private sector. • Very good; Private sector in MPC BOD, Chairs and participate in Consultative Panels and Work groups • The Productivity Steering Committee consists of Trade Union members, Government and Private Sector members. • Strong linkage between private sector organizations • Productivity award competition • Dedicated staff
2	• Most of NPO's customers in private sector are satisfied to the services of NPO and assessed NPO has a good performance. • Wide national outreach of programs through the 41 centers around the country. • Good working relation and image with private enterprises, associations like Federation of Chambers and Industry, Management association of Nepal, other training institutions. • The strengths of NPO are doing others still see less importance. • Render Consultancy services to get better result. • Involvement of Business Associates/Consultants • Resource person pool consists of private sector members. • Training programs • Knowledgeable members of NPO
3	• Practical focus of all programs which are so short and skills oriented in nature. • Also good networks with International agencies, INGOs and Intergovernmental bodies like Techonet, Singapore, UNCTAD, UNIDO and APO. • Conduct benchmarking survey to identify their position. • Productivity, Quality, Innovation, Global Competitiveness incl.BP, BE, EI, RR , GC, • Possibility of granting APO scholarships to all sectors. • Model organizations • Capacity to provide consultancy

Sector: Public

Rank	Reason
1	• Though a Public Limited Company yet so far treated as. • Render Consultancy services to get better result. • Very good; Represented in MPC BOD, MPC secretariat to PEMUDA, RR and BPR Activities AND MoUs • Recruited 618 new graduates to cover all Divisional Secretariats established in island wide. • dynamic, young, knowledgeable & skilled NPO staff • Productivity dissemination in public offices, schools etc. • Dedicated staff
2	• Most of NPO's customers in public sector are satisfied to the services of NPO and assessed NPO has a good performance. • Direct linkage National Planning Commission, sectorial ministries, other public corporate bodies and institutions. • Quality Management: 5s, Kaizen, TQM, QCC, ISO 9000. • Involvement of agencies in RR and BPR activities • Funds have been allocated regularly for productivity enhancement by the treasury. • Availability of high quality and latest promotional materials • promotional materials • Knowledgeable members of NPO.
3	• Good and experienced working processes with public bodies agencies and international organizations. • Creation of Consciousness building of productivity as normal why of life. • Productivity, Quality, Innovation, Global Competitiveness incl.BP, BE, EI, RR , GC, • Positive attitudes and approach of Immediate decision makers towards the productivity movement • Well trained (locally and internationally) staff • Productivity award competitions and other competitions. • Capacity to provide consultancy

Weaknesses

Sector: Government/partners

Rank	Reason
1	• There is unclear relationship dealing with position, task and responsibility among NPB and NPO in encouraging National Productivity Movement. • Lack of an efficient mechanism for conducting training and consulting at all levels. • Low salary of staff and their movement. • Ratio of Technical to Support staff is skewed /not favorable (1: 1.26). Because of carrying a large number of support staff and overheads, can't really bid at L1 level: This gets reflected in the costing as the ideal ratio for consultancy organizations is generally 1:0.5. There should be a regular intake of consultants at entry level, which is held up for the last around 4 years. • NPC the Apex body of government to take long time change of productivity program to meet the requirement. • High staff turnover • Need to further improve coordination with agencies • Insufficient funds
2	• Absence of productivity policy/ rules/regulation to integrate other policies to productivity. • Lack of conceptual and systematic program and activities in promoting, driving and facilitating productivity improvement. • Need to increase visibility – Certain sectors / organizations know NPC as specialized in certain areas: Branding needs to be done which will help position NPC as a preferred Consultancy and Training organization. • Lack of business acumen and slow speed of some departments • Limited reach < 1% of companies reached; Impact of its programs
3	• Lack of participation of cross sectorial NPB's members in formulating policy, strategy and controlling National Productivity Movement. • No partnership network to generate income. • Not all are competent or self-motivated. The organization is being run as a government department and not as a professional set up: This is serious and making the organization professionally run will benefit all sectors and turnover will also grow. There should be mobility / collaboration between NPC & professional institutions like the IIMs in understanding as well as in demonstrating practical industrial experience in productivity. • Take long time to implement policy, decision and implement program. • More focused on Outcomes rather than output or activities (nos.?)

Sector: Private

Rank	Reason
1	• Limited involvement and participation of private sector in National Productivity Movement. • NPO still less convinces the government and other partner to see the importance of productivity. • Lack of industry specific technical knowhow (priorities; food, automotive, electrical & electronics). • To train and upgrade the skills of industrial personnel in the technical and managerial field. • Need to collaborate more • No enough trainers/consultants who can talk on advanced productivity techniques.
2	• Limited services programs delivered to customers both in term of area as well as volume of services. • Cannot develop consultant to catch new knowledge response to needs and market expectation). • Information technology is very weak to develop the partnership for sustainable development of productivity. • Training Portfolio overlaps;
3	• Limited information and network dealing with NPB/NPO, National Productivity Movement and productivity improvement services. • Practical focus of all programs which are so short and skills oriented in nature; • Lack of willingness to implement government decision and policy. • Limited P & Q promotional events

Sector: Public

Rank	Reason
1	• Low quality of raw materials and product, poor maintenance of machine/equipment, absence of cleaner production system, bad layout, want of harmonious labor management relation. • Need to further enhance collaboration • No frequent steering committee meetings due to different reasons • Turnovers of employees
2	• Labor incentive. • Need to train more subject experts e.g. in RR and BPR
3	• Information technology is very weak to develop the partnership for sustainable development of productivity. • Need to train more expertise in agencies to carry out BPR and RR

Opportunities

Sector: Government/partners

Rank	Reason
1	• There is a big opportunity to consolidate NPB/NPO and other stakeholders to become an "Integrated National Productivity Movement Organization and Network" • Creating new knowledge through research and studies and collaborating with industry, government, and academia to solve national issues like environment, energy, water, transportation and sustainable livelihood for all. • Learning from APO members. • Adaptation of advanced and sophisticated production technologies and skills to improve productivities. • Technological spill-over by foreign direct investment. • Increase in official aid and foreign direct investment. • Possibilities of expanding coverage of NPO services in agriculture and service sectors Possibilities to have more demand of training, research and consulting services related with productivity improvement from the stakeholders. • Vitality of SMEs. • This will be mandatory and all sectors will enhance their productivity resulting in overall growth and development of the economy: Plans and projections reflect and assure this which will be a big opportunity. • Ministries & Departments should have specific task for productivity improvement activities. • High relevancy of MPC activities that aligns to the national development plans • Peacefulness and the political stability of the Country • Government need to increase productivity and make aware every citizen on productivity drive
2	• Initiating MoUs with other NPOs and international partners; • Future development-oriented national age structure. • There is appropriate environment for collaboration with other organizations and experts to bring in synergy: This will strengthen the contribution that NPC will make and will open up more opportunities for NPC. • Donor/government project may help NPO to implement new program. • Elimination of waste for higher value creation and productivity programs • Blessing of the President's manifesto (Mahinda chinthana vision for the future)
3	• National conference on productivity program implementation. • Work on the use of appropriate tools for collaborative innovation Cabinet approved Productivity policy document as the roadmap

Sector: Private

Rank	Reason
1	• Productivity improvement is country goal and service sector is the new main focus sector. • Formulate mechanism for fair distribution of productivity gains. • Public and private sectors consultation in co-creating programs for higher productivity and competitiveness of nation, sector, industry and firms High demand of productivity programs from private sector. • Private sector has a hunger of productivity programs for their workers and hence there may be a high demand.
2	• The growing of middle class in the economic structure. • Trend in green society, social responsibility, risk management, business excellence framework. • Link NPO with private apex body like FBCCI and other trade body. • Heavy reliance on low -skilled foreign workers and labor market structure that is still aligned towards low skilled jobs. • Providing sponsorships for various kinds of programs from private sector.
3	• Improving image with state of the art facilities and establishment of centers of excellence; • More organization interest in organization development. • Arrange seminar, symposium and workshop. • Work with industry players on the best practice processes along the supply chain management • Existence of other productivity trainers as competitors

Sector: Public

Rank	Reason
1	• The acceptance and recognition of productivity award and Quality circle award. • Most of public sector organizations have been convinced the importance of application of productivity concepts and they have very good experiences. • Establishing various productivity competitions and award. • High relevancy of MPC activities that aligns to the national development plans • The acceptance and recognition of productivity award and Quality circle award. • The acceptance and recognition of productivity award and Quality circle award. • Willingness of other ministries and departments • Most of public sector organizations have been convinced the importance of application of productivity concepts and the have a very good experiences.
2	• Willingness of other ministries and departments. • Counseling and interaction with the presence of management and base level people. • Productive and efficient approach in managing labor market and foreign workers as a whole • Willingness of other ministries and departments
3	• Availability of related national productivity improvement programs (namely Biro racy Reformation Programs). • Create productivity improvement cell in enterprises to implement integrated productivity strategies. • Collaborate with agencies to identify best practices where the processes in public agencies interfaced with processes in industry for higher productivity

Threats

Sector: Government/partners

Rank	Reason
1	• Each ministry tends to work in sectorial wise. • Low saving rate and low domestic investment in R&D. • Negative impact on environment. • Lack of staff motivation. • Research and consulting services are negligible. • Have mission on productivity enhancement for the country but no government budget support. • Depletion of professional manpower and no replacement: New ideas missed out and average age becomes high. • Most of the Ministries & Departments do not possess any specific task for productivity improvement. • A number of new agencies established to deal with cross-cutting issues that hinder productivity • Frequent changes of top level • Unawareness of importance of productivity concepts of top level policy makers
2	• Small market and limited export. • Poor base of technology. • Low savings. • Weak banking and finance mechanism. • Lack of short-term work plan. • Lack of periodic strategic plan. • On the one hand, not to spread too thin. But on the other hand, NPC on the lookout for assignments and therefore willing to take up anything which comes its way. So sometimes NPC does not take up assignments that are in the core competency or focus area of work: Focus on revenue generation and no creation of USPs. • Government agencies are busy to solve their own problem and take long time to take decision. • Lack of critical mass of subject experts3.
3	• Mushrooming of small or 1 man – show organizations (Private) who can afford to quote much less: Low overhead and manpower costs. • NPC decision is time consuming and enterprises have no obligation to follow NPC decision. • Lack of support for productivity planning and implementation linked to productivity

Sector: Private

Rank	Reason
1	• Intense competition can drain our share of the market; • Private sector may not provide recurring expenditure and other facilities to perform productivity program. • Culture of over-reliance on the Government for assistance to improve business • Misunderstanding and wrong interpretation on productivity concepts due to lack of proper knowledge. • Lack of assistance of steering committee because of not meeting properly
2	• Majority of business units are in informal sectors such as self-employment, micro, small and medium enterprises (Their awareness and understanding in productivity and quality usually are still very week) • More competitors with more competencies. • Private sector may not encourage with the new techniques and instruments of productivity and may think as burden to their work. • Lack of sustainable collaboration between public and private institutions.
3	• Big enterprise wants more advances & complicate product. • Enterprise linked productivity with their performance. • Economic programs that are not linked to actual productivity and sustainability

Sector: Public

Rank	Reason
1	• Bureaucratic procedures. • Misunderstanding and wrong interpretation on productivity concepts due to lack of proper knowledge. • Lack of assistance of steering committee because of not meeting properly. • Workers and unions are less motivated. • Getting buy-in to support holistic and whole one government initiatives
2	• Misunderstanding and wrong interpretation on productivity concepts due to lack of proper knowledge. • Change in government policies that may have adverse impact on us; • More competitors with more competencies. • Enterprise linked productivity with their performance. • Outdated or unnecessary regulations
3	• Lack of productive culture and tend to work in the manner of business as usual. • Removal of the Levy order will drain our resource base; • Public sector may not encourage with the new techniques and instruments of productivity and may think as burden to their work. • Overlapping functions on innovation and regulatory with no link to productivity

APPENDIX 5: APO STRATEGY AND ASSISTANCE

This Appendix shows how the APO's strategy and services are viewed by the NPOs' CEO/directors and staff.

Within the Appendix the survey questions are shown, followed by the aggregated responses in data and graphical format. If a "No data" has been recorded it means that the NPO has not responded to the question. "Na" refers to the question being "Not applicable" for the NPO.

5.1 a) CEO/directors assessment of the APO's vision:

APO Vision	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
	1	2	3	4	5	6
To be the leading international organization on productivity enhancement, enabling APO economies to be more productive and competitive by 2020	☐	☐	☐	☐	☐	☐

	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Overall Mean
CEO/directors assessment of the APO's vision	6.0	6.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	4.0	6.0	4.0	5.0	6.0	5.0	6.0	5.3

5.1 b) Suggested changes

- The vision may be stretched to outside the membership as well, and for instance APO to become the leading global player on productivity. Also, some felt is it necessary to have a timeline (deadline?) of 2020? What happens thereafter? The mission/vision live a 100 years! (Fiji)

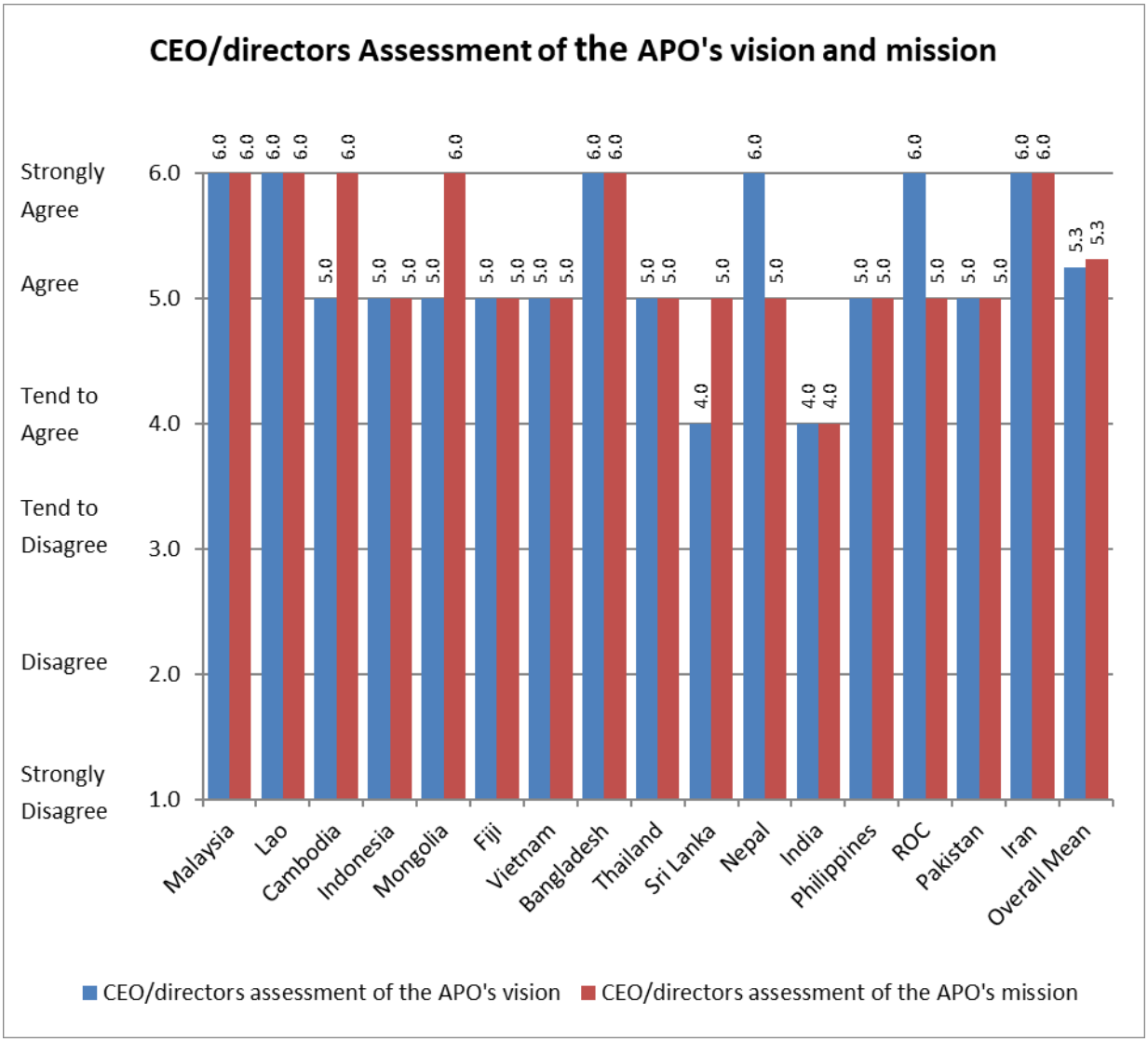
5.2 a) CEO/director's assessment of the APO's mission:

APO Mission	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
	1	2	3	4	5	6
Contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity	☐	☐	☐	☐	☐	☐

	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Overall Mean
CEO/directors assessment of the APO's mission	6.0	6.0	6.0	5.0	6.0	5.0	5.0	6.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	6.0	5.3

5.2 b) Suggested changes

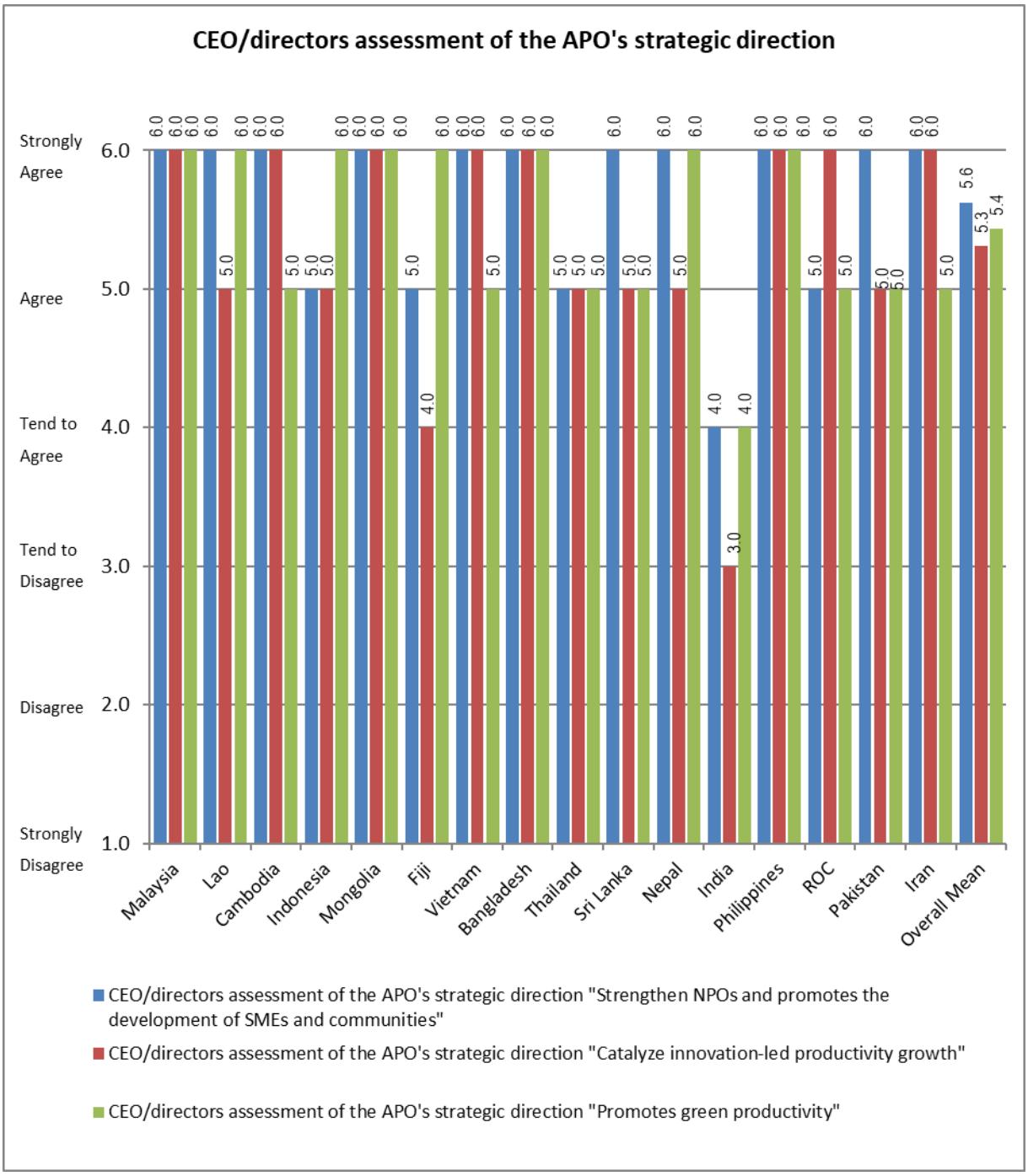
- Today APO outreach is well outside the Asia-Pacific region, e.g. in Africa, South America, it is known is US, Europe, etc and the newtworks/collaborations/study missions/etc are spreading. Should the mission be restricted to the Asia-Pacific region? Some of my respondents feel this should be more global, e.g. 'To contribute to the socio-economic development of all countries through productivity," or some variant thereof. (Fiji)


CEO/directors Assessment of the APO's vision and mission
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean
CEO/directors assessment of the APO's vision
CEO/directors assessment of the APO's mission

5.3 a) CEO/director's assessment of the APO's strategic direction:

APO's Strategic Direction	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
	1	2	3	4	5	6
Strengthen NPOs and promotes the development of SMEs and communities.	☐	☐	☐	☐	☐	☐
Catalyze innovation-led productivity growth	☐	☐	☐	☐	☐	☐
Promotes green productivity	☐	☐	☐	☐	☐	☐

	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Overall Mean
CEO/directors assessment of the APO's strategic direction "Strengthen NPOs and promotes the development of SMEs and communities"	6.0	6.0	6.0	5.0	6.0	5.0	6.0	6.0	5.0	6.0	6.0	4.0	6.0	5.0	6.0	6.0	5.6
CEO/directors assessment of the APO's strategic direction "Catalyze innovation-led productivity growth"	6.0	5.0	6.0	5.0	6.0	4.0	6.0	6.0	5.0	5.0	5.0	3.0	6.0	6.0	5.0	6.0	5.3
CEO/directors assessment of the APO's strategic direction "Promotes green productivity"	6.0	6.0	5.0	6.0	6.0	6.0	5.0	6.0	5.0	5.0	6.0	4.0	6.0	5.0	5.0	5.0	5.4
CEO/directors assessment of the overall APO's strategic direction	6.0	5.7	5.7	5.3	6.0	5.0	5.7	6.0	5.0	5.3	5.7	3.7	6.0	5.3	5.3	5.7	5.5



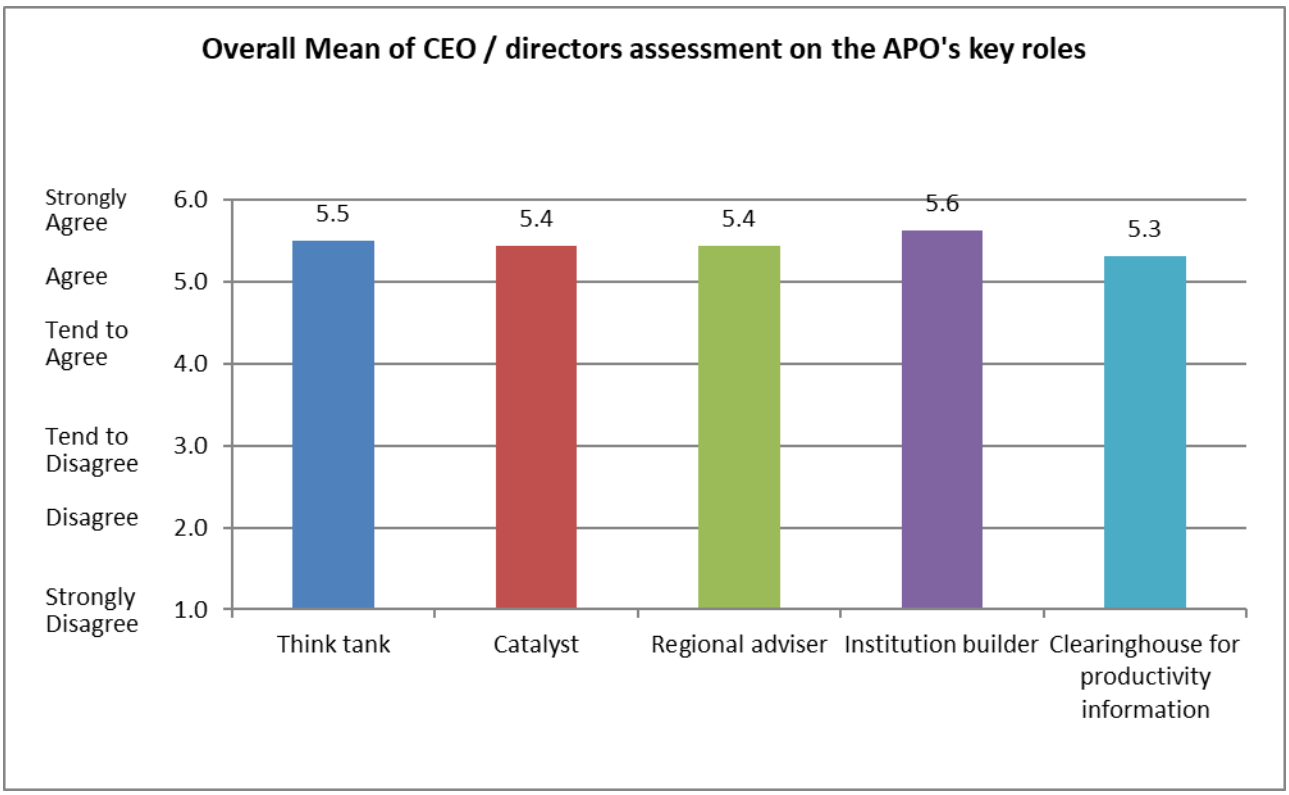
5.3 b) Suggested changes

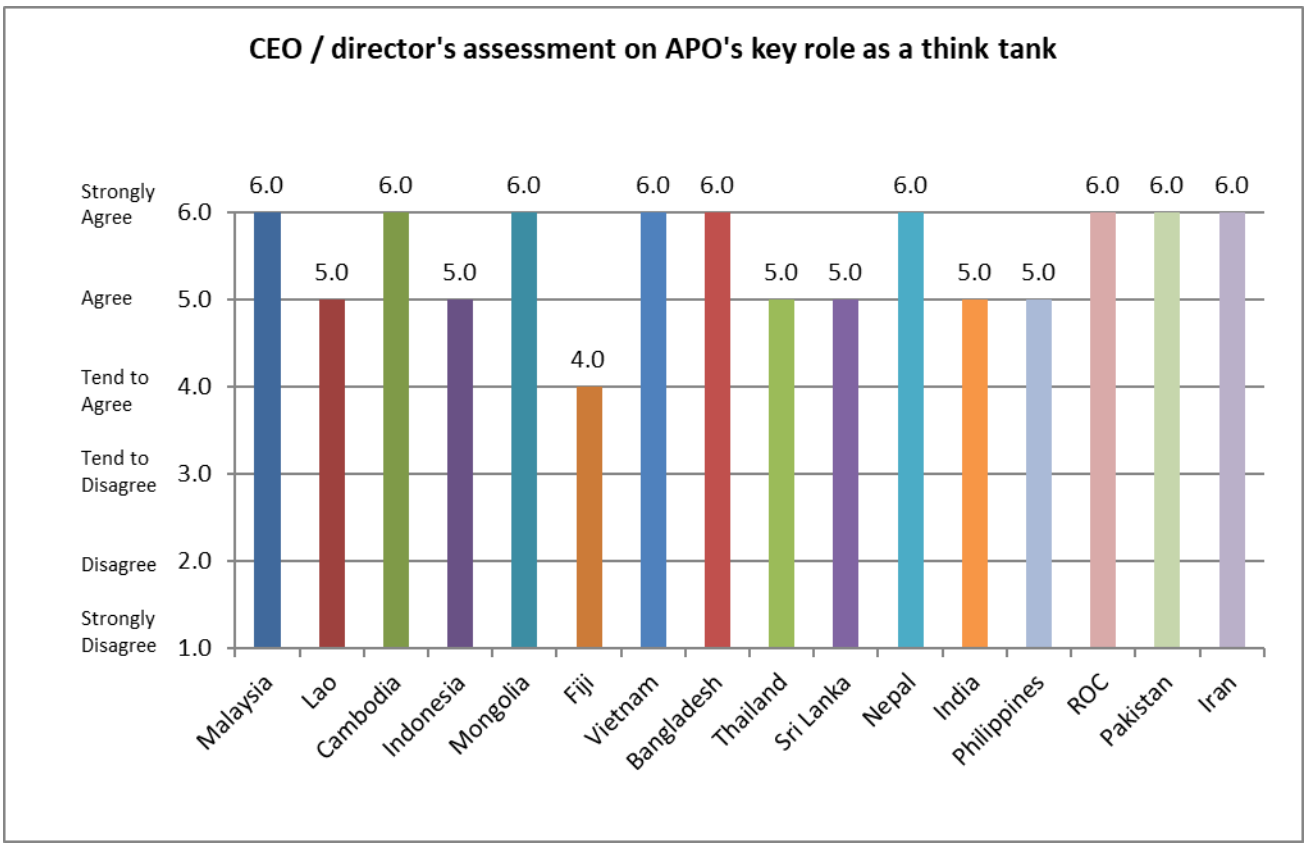
- Green Productivity should be considered in a broader scope of “sustainable productivity” which covers not only environmental impact but also issues such as communicable diseases, road accidents, social security and work life balance (Malaysia)
- Emphasize more on country level productivity growth activites (Nepal)

- Added 1 another strategic direction e.q. “Promote productivity experts competency based education and training system” (Indonesia)
- It is felt that “catalyze” is not self-explanatory, and that it be replaced by a better verb (promote?, etc) for greater clarity/understanding. (Fiji)
- Many around the membership do not understand Green Productivity (GP); so more effort should be made to bring about more clarity. (Fiji)
- Development of NPO capacities should be a separate strategic direction and it should not be mixed/bundled with development of SMEs. (Fiji)
- Green productivity is only a part of productivity based on sustainable development. APO should be a leading organization on promoting productivity based on sustainable development and more emphasize on effectiveness part in the productivity. (Iran)

5.4 a) CEO/director’s assessment of the APO’s key roles:

APO Key Roles	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
	1	2	3	4	5	6
As a **think tank**, the APO conducts research on emerging needs of members for their follow-up and for determining appropriate assistance to them	☐	☐	☐	☐	☐	☐
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.	☐	☐	☐	☐	☐	☐
As a **regional adviser**, the APO surveys the economic and development policies and performance of each member and assists in formulating strategic changes for enhanced productivity and competitiveness.	☐	☐	☐	☐	☐	☐
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.	☐	☐	☐	☐	☐	☐
As a **clearinghouse for productivity information**, the APO facilitates the dissemination and exchange of information on productivity among its members and other stakeholders.	☐	☐	☐	☐	☐	☐


Overall Mean of CEO / directors assessment on the APO's key roles
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
5.5
5.4
5.4
5.6
5.3
Think tank
Catalyst
Regional adviser
Institution builder
Clearinghouse for productivity information


CEO / director's assessment on APO's key role as a think tank
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
6.0
5.0
6.0
5.0
6.0
4.0
6.0
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Malaysia
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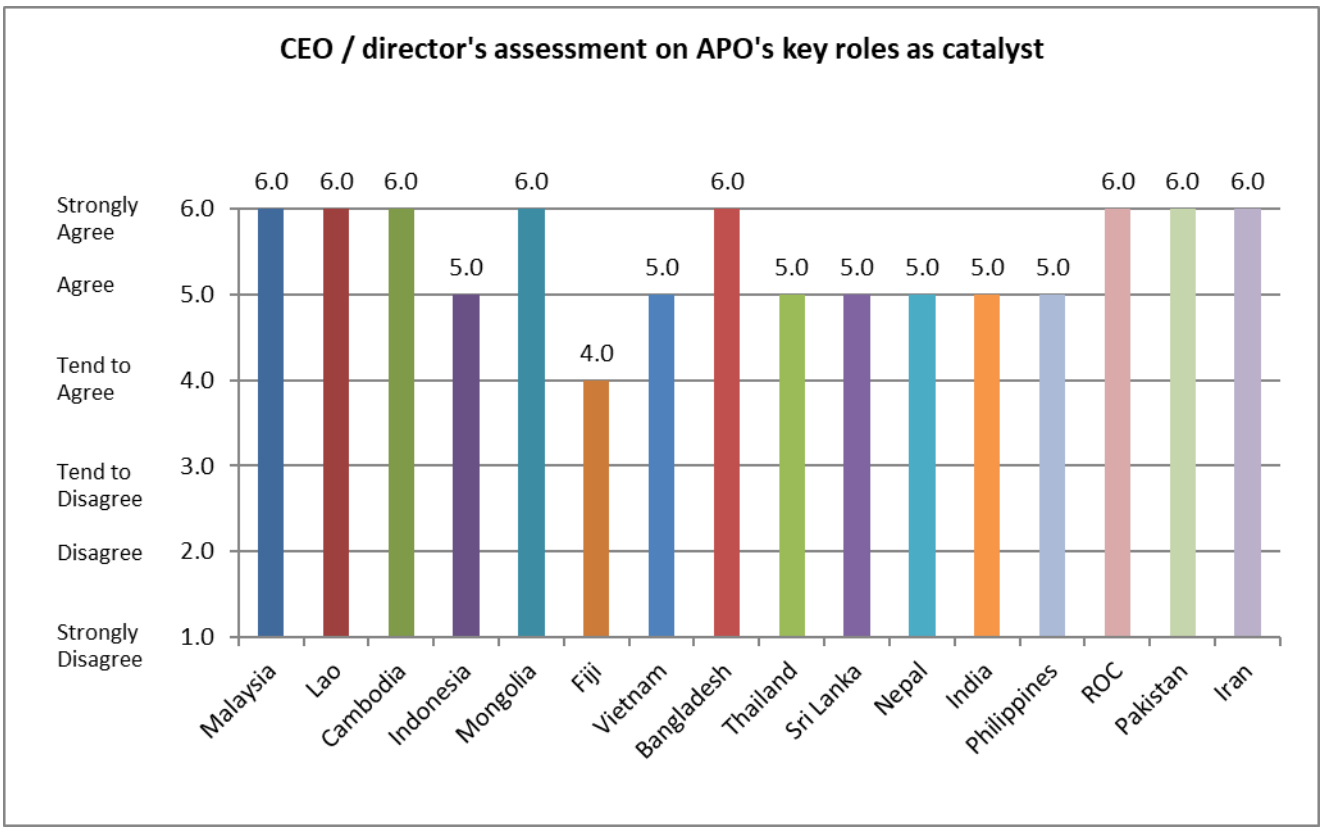
Nepal
India
Philippines
ROC
Pakistan
Iran


CEO / director's assessment on APO's key roles as catalyst
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
6.0 6.0 6.0 5.0 6.0 4.0 5.0 6.0 5.0 5.0 5.0 5.0 5.0 6.0 6.0 6.0
Malaysia
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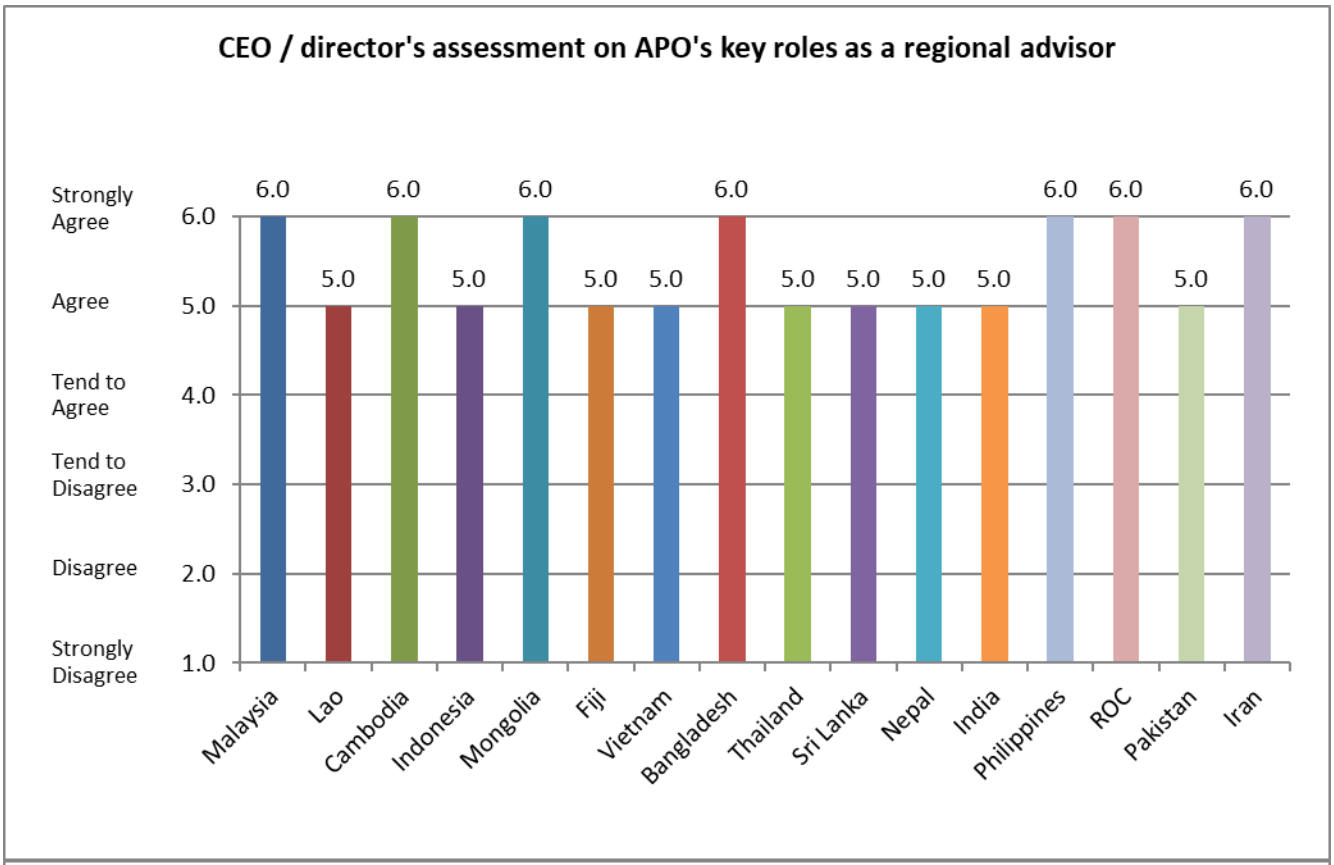
India
Philippines
ROC
Pakistan
Iran


CEO / director's assessment on APO's key roles as a regional advisor
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
6.0 5.0 6.0 5.0 6.0 5.0 5.0 6.0 5.0 5.0 5.0 5.0 6.0 6.0 5.0 6.0
Malaysia
Lao
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Pakistan
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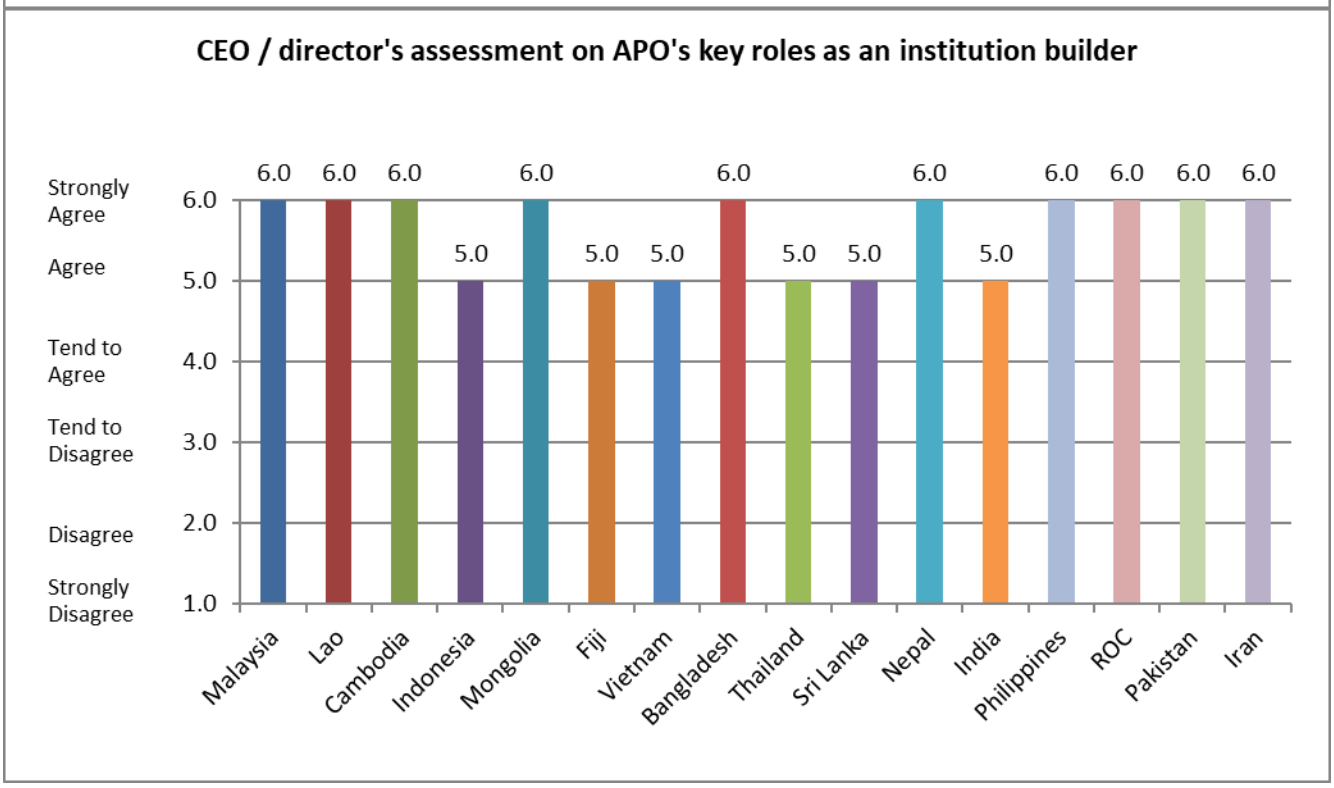
CEO / director's assessment on APO's key roles as an institution builder
Strongly Agree
Agree
Tend to Agree
Tend to Disagree
Disagree
Strongly Disagree
6.0
5.0
4.0
3.0
2.0
1.0
6.0 6.0 6.0 5.0 6.0 5.0 5.0 6.0 5.0 5.0 6.0 5.0 6.0 6.0 6.0 6.0
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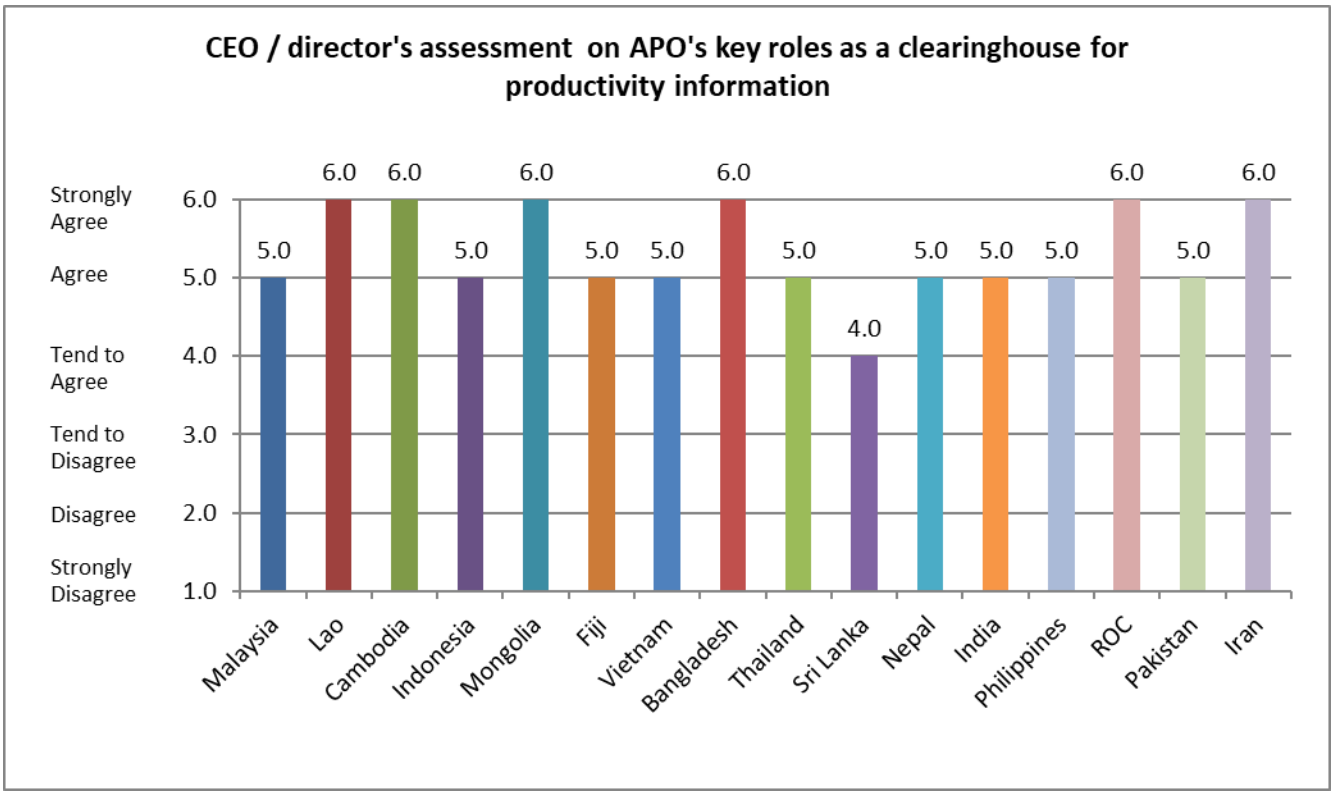
ROC
Pakistan
Iran



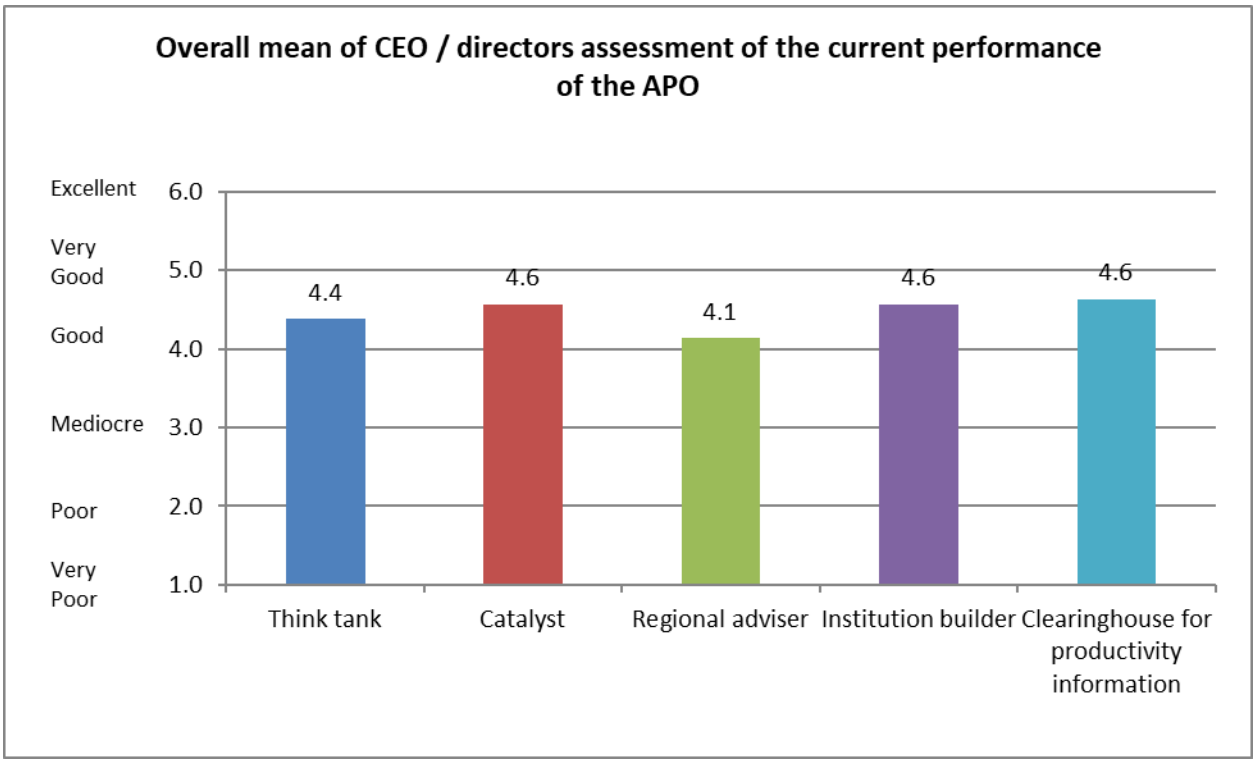
5.4 b) Suggested changes:

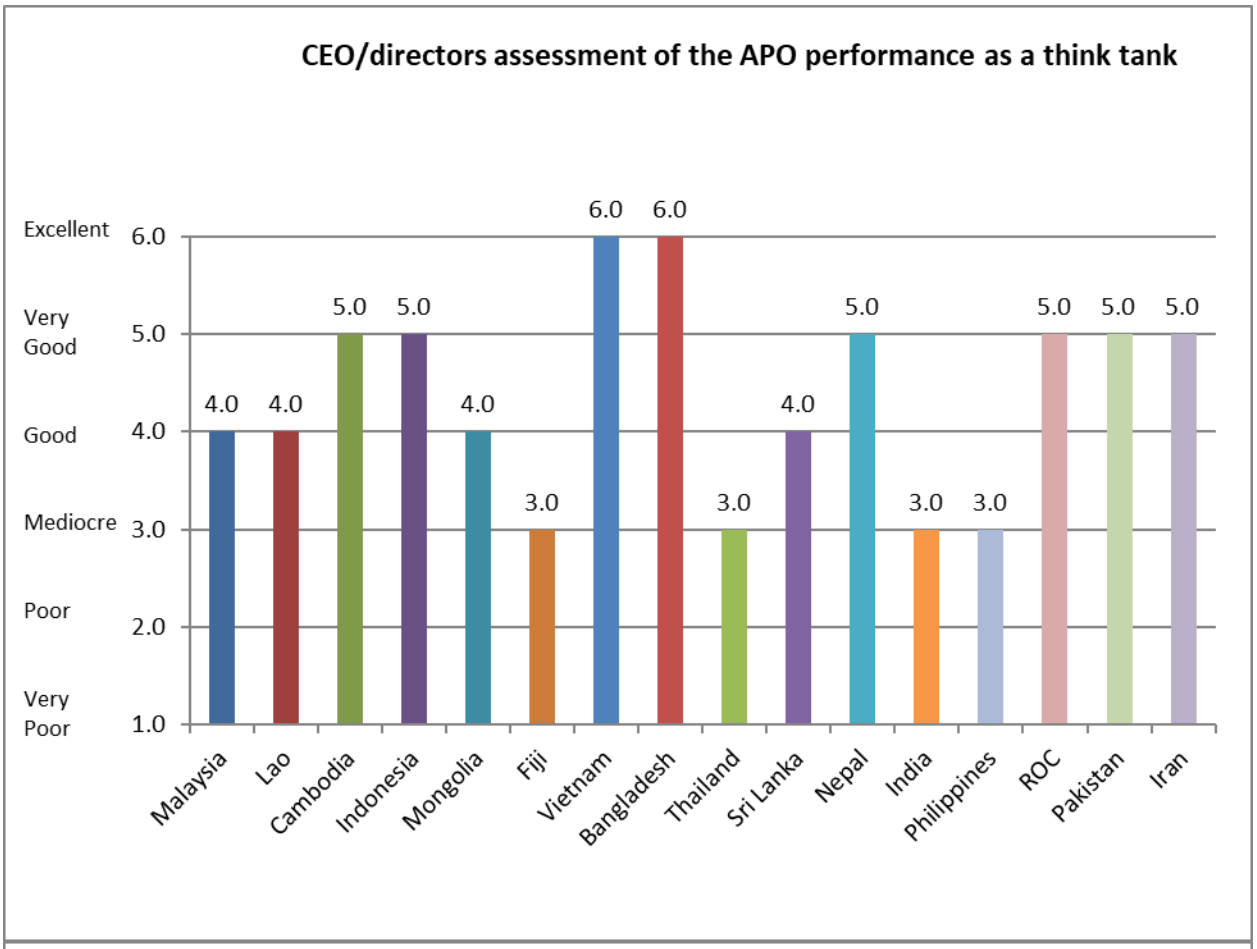
- You may need to clarify what “clearinghouse” means. The role seems mainly about dissemination of information (Philippines)
- The think tank role should be wider than just doing research on needs of members and doing follow-up, etc. It should be doing or collaborating with others to undertake cutting edge research in a variety of areas (including policy) and have this as the product that the world would to look forward to APO for! Some of these works become the foundation for providing regional advisories! The latter work is seen as lacking now (Fiji)
- Not much alliance/networking is seen done especially outside the APO region and it is here we can define APO work to the rest of the world (Fiji)
- NPO capacity development work is good; but it tends to be affected by weak budgets. Smarter and more cost effective ways of delivering this will have to be conceived (on more in-country basis and as category C type projects) (Fiji)

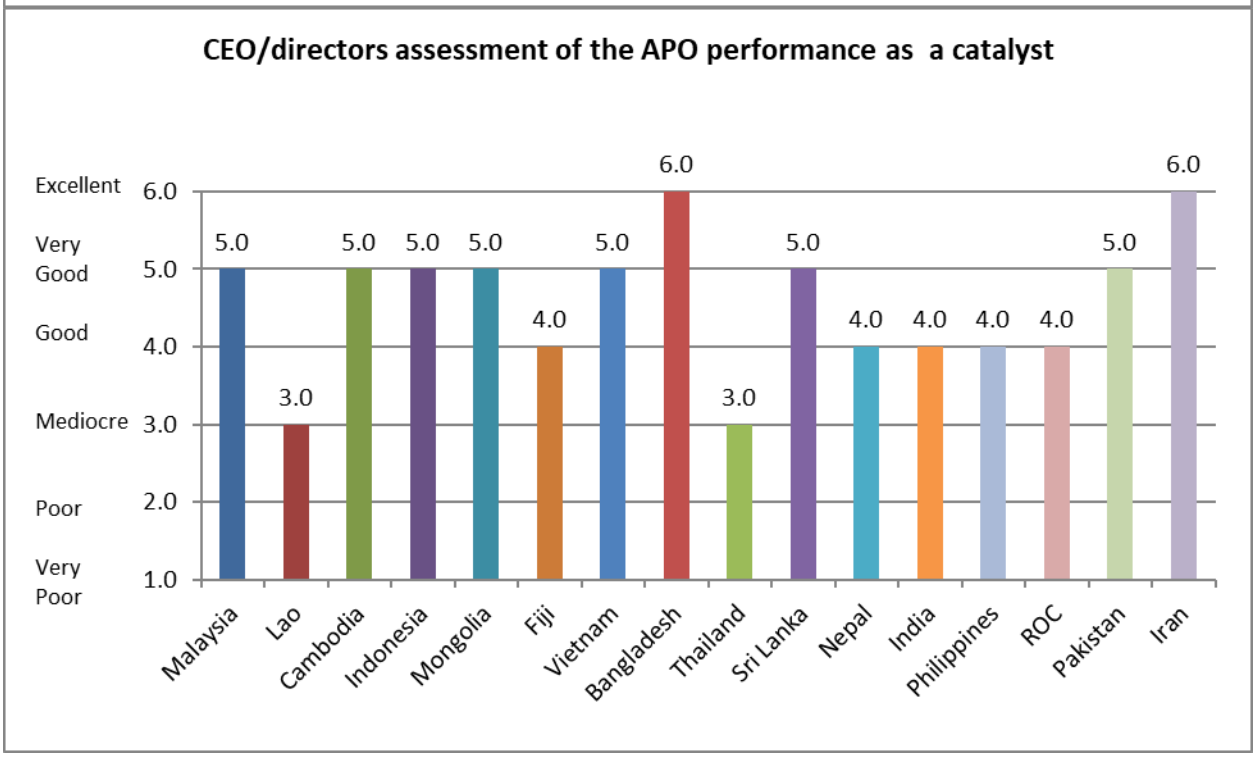
5.5 CEO/directors assessment of the current performance of the APO:

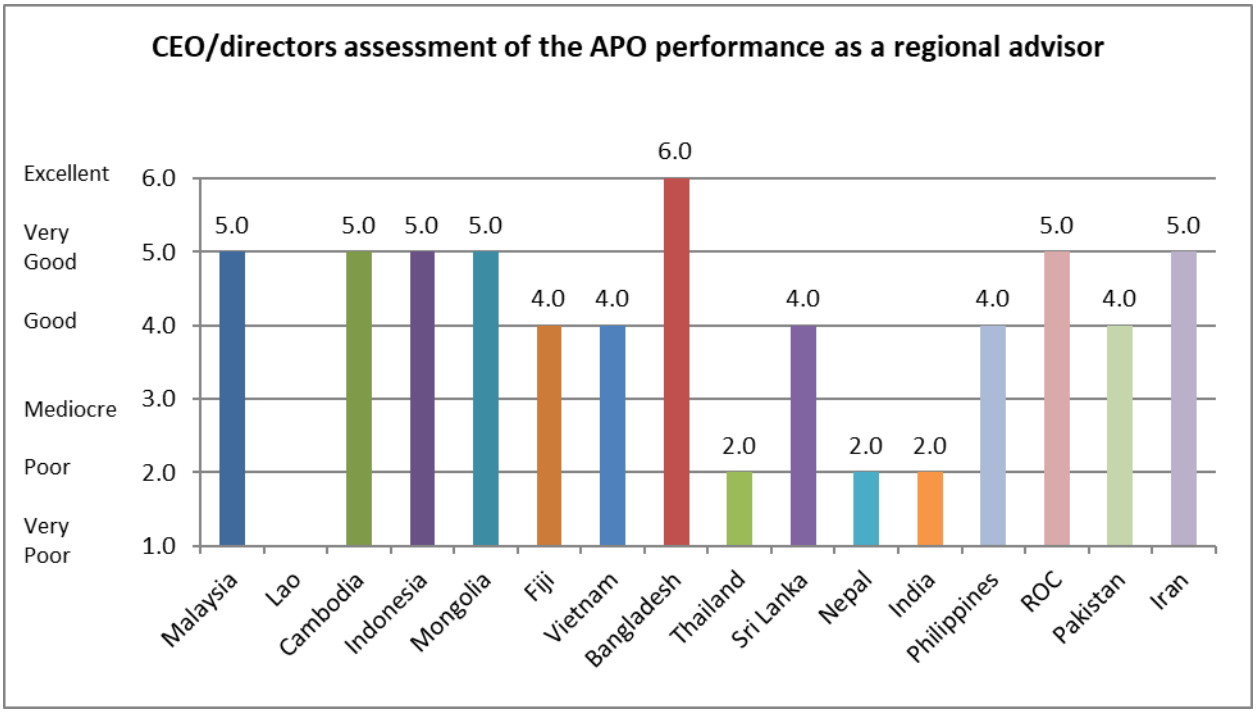
	Very Poor	Poor	Mediocre	Good	Very Good	Excellent
	1	2	3	4	5	6
Think tank	☐	☐	☐	☐	☐	☐
Catalyst	☐	☐	☐	☐	☐	☐
Regional adviser	☐	☐	☐	☐	☐	☐
Institution builder	☐	☐	☐	☐	☐	☐
Clearinghouse for productivity information	☐	☐	☐	☐	☐	☐

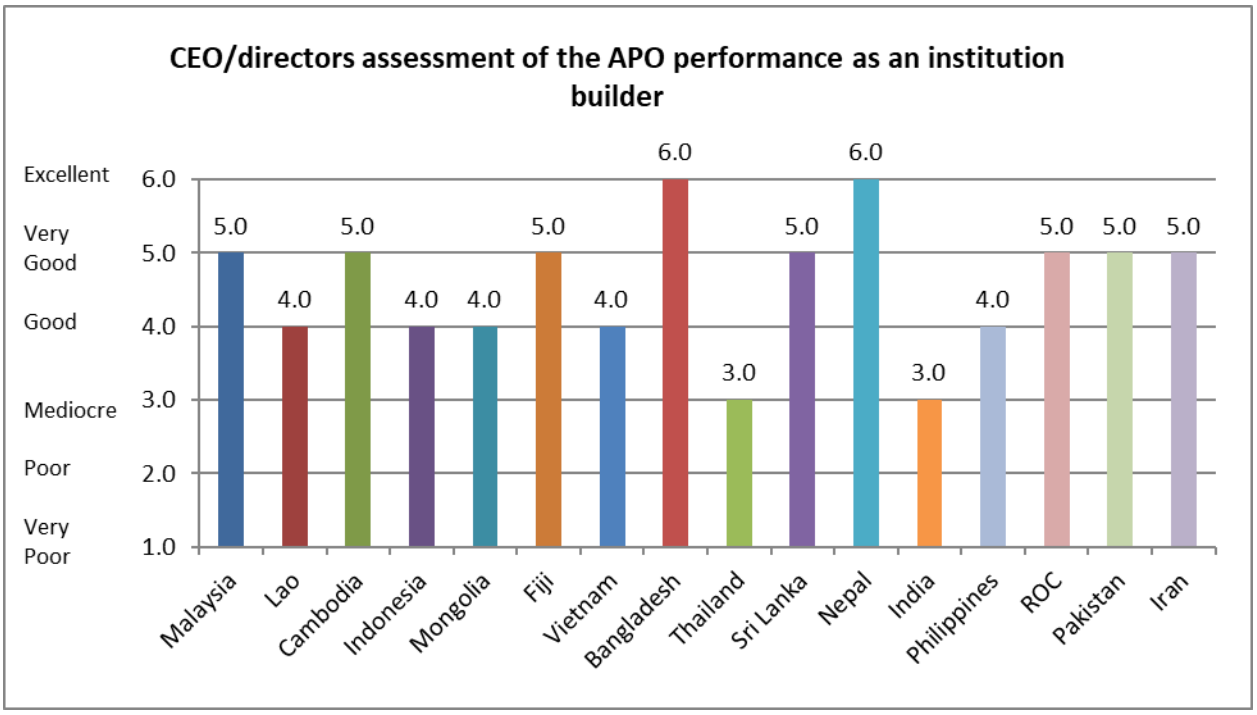
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Mean
Think tank	4.0	4.0	5.0	5.0	4.0	3.0	6.0	6.0	3.0	4.0	5.0	3.0	3.0	5.0	5.0	5.0	4.4
Catalyst	5.0	3.0	5.0	5.0	5.0	4.0	5.0	6.0	3.0	5.0	4.0	4.0	4.0	4.0	5.0	6.0	4.6
Regional adviser	5.0	No data	5.0	5.0	5.0	4.0	4.0	6.0	2.0	4.0	2.0	2.0	4.0	5.0	4.0	5.0	4.1
Institution builder	5.0	4.0	5.0	4.0	4.0	5.0	4.0	6.0	3.0	5.0	6.0	3.0	4.0	5.0	5.0	5.0	4.6
Clearinghouse for productivity information	5.0	5.0	5.0	5.0	5.0	5.0	4.0	6.0	2.0	4.0	4.0	4.0	4.0	6.0	4.0	6.0	4.6

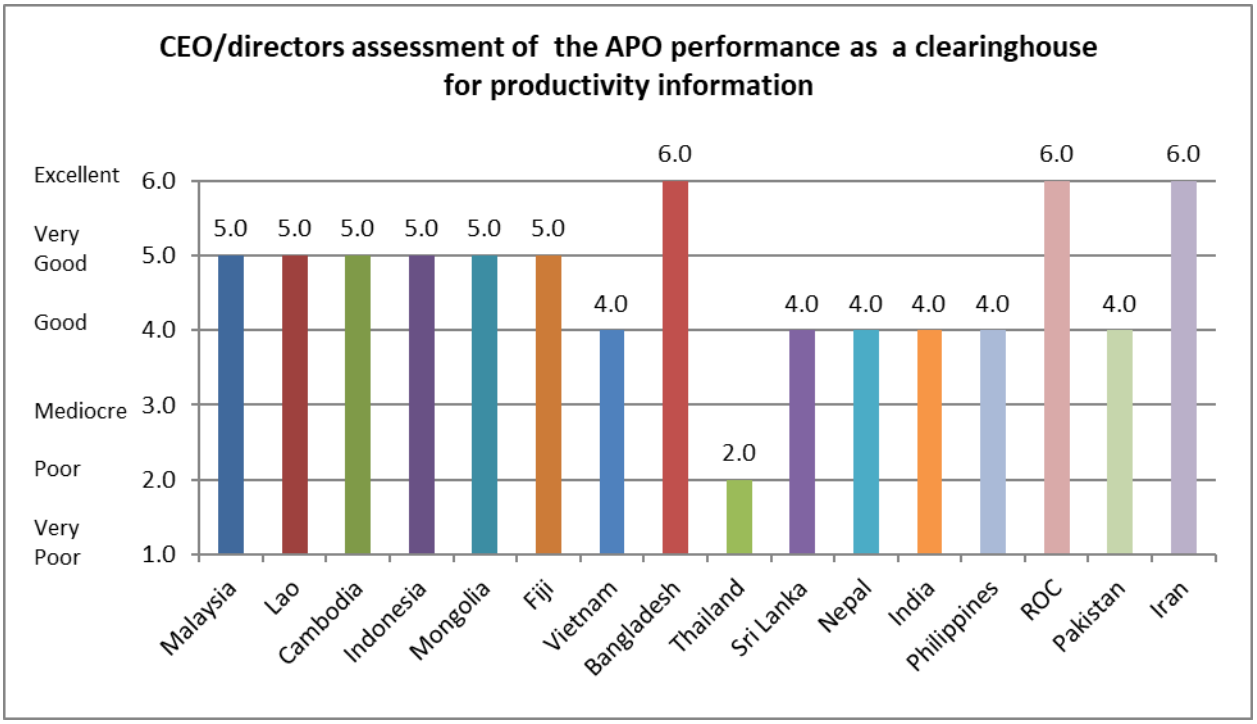

Overall mean of CEO / directors assessment of the current performance of the APO
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
4.4
4.6
4.1
4.6
4.6
Think tank
Catalyst
Regional adviser
Institution builder
Clearinghouse for productivity information


CEO/directors assessment of the APO performance as a think tank
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
4.0 4.0 5.0 5.0 4.0 3.0 6.0 6.0 3.0 4.0 5.0 3.0 3.0 5.0 5.0 5.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


CEO/directors assessment of the APO performance as a catalyst
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
5.0 3.0 5.0 5.0 5.0 4.0 5.0 6.0 3.0 5.0 4.0 4.0 4.0 4.0 5.0 6.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


CEO/directors assessment of the APO performance as a regional advisor
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
5.0
5.0
5.0
5.0
4.0
4.0
6.0
2.0
4.0
2.0
2.0
4.0
5.0
4.0
5.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


CEO/directors assessment of the APO performance as an institution builder
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
5.0
4.0
5.0
4.0
4.0
5.0
4.0
6.0
3.0
5.0
6.0
3.0
4.0
5.0
5.0
5.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

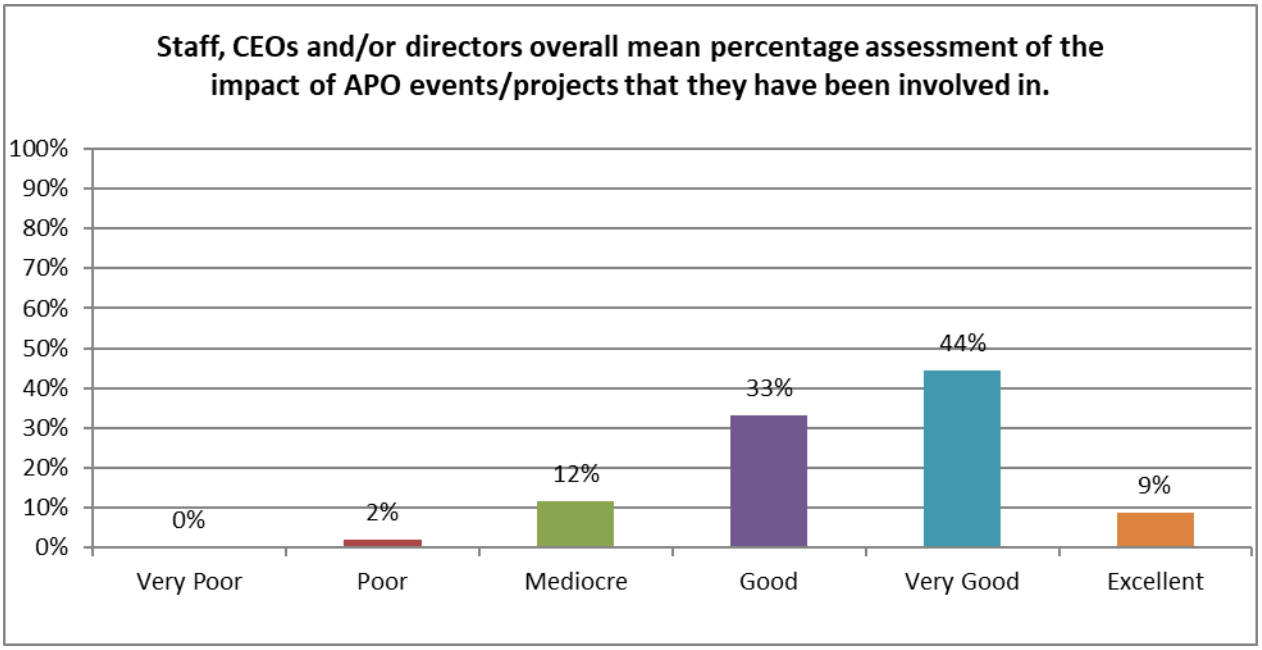


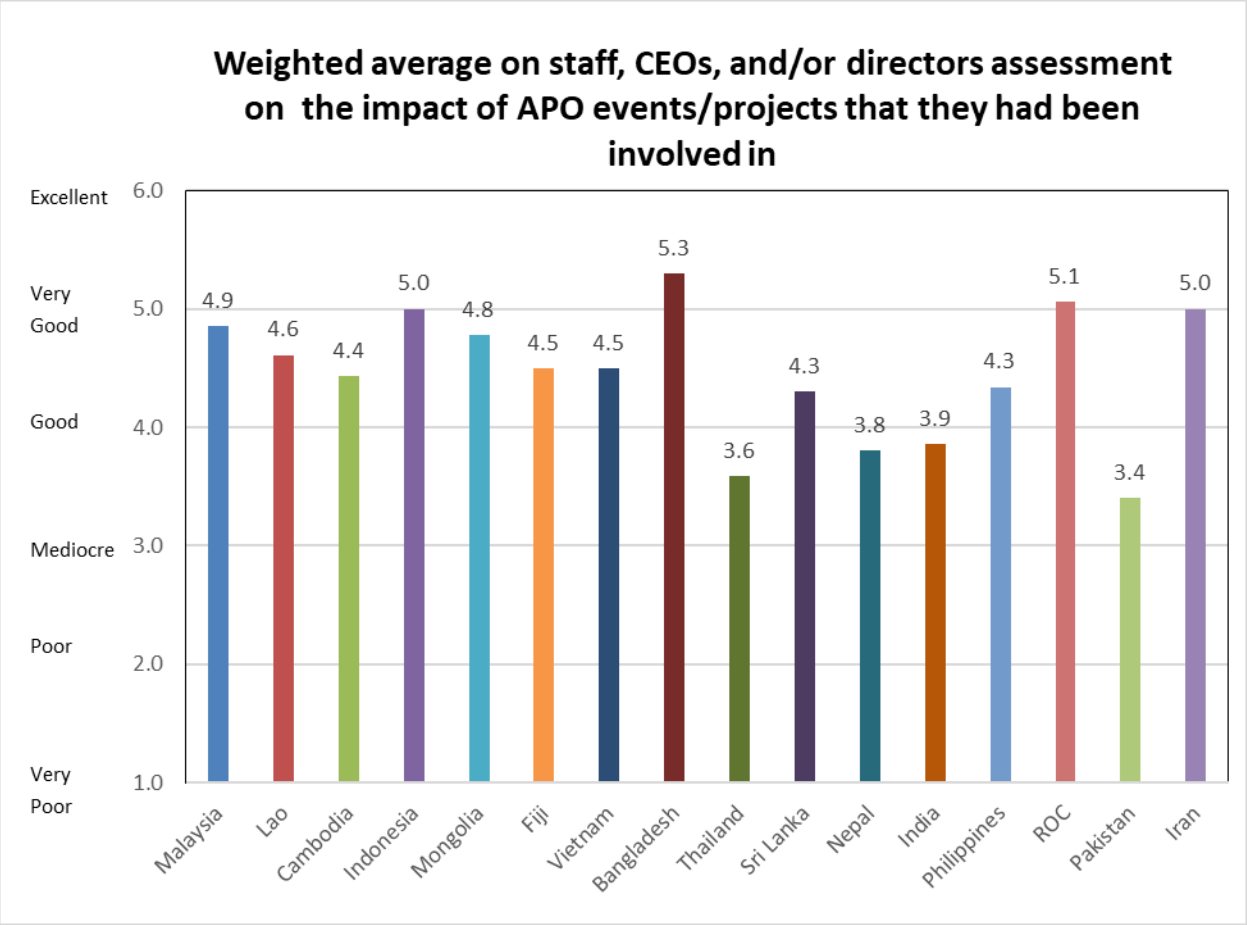
5.6 Staff, CEOs and/or directors assessment of the impact of APO events/projects that they had been involved in.

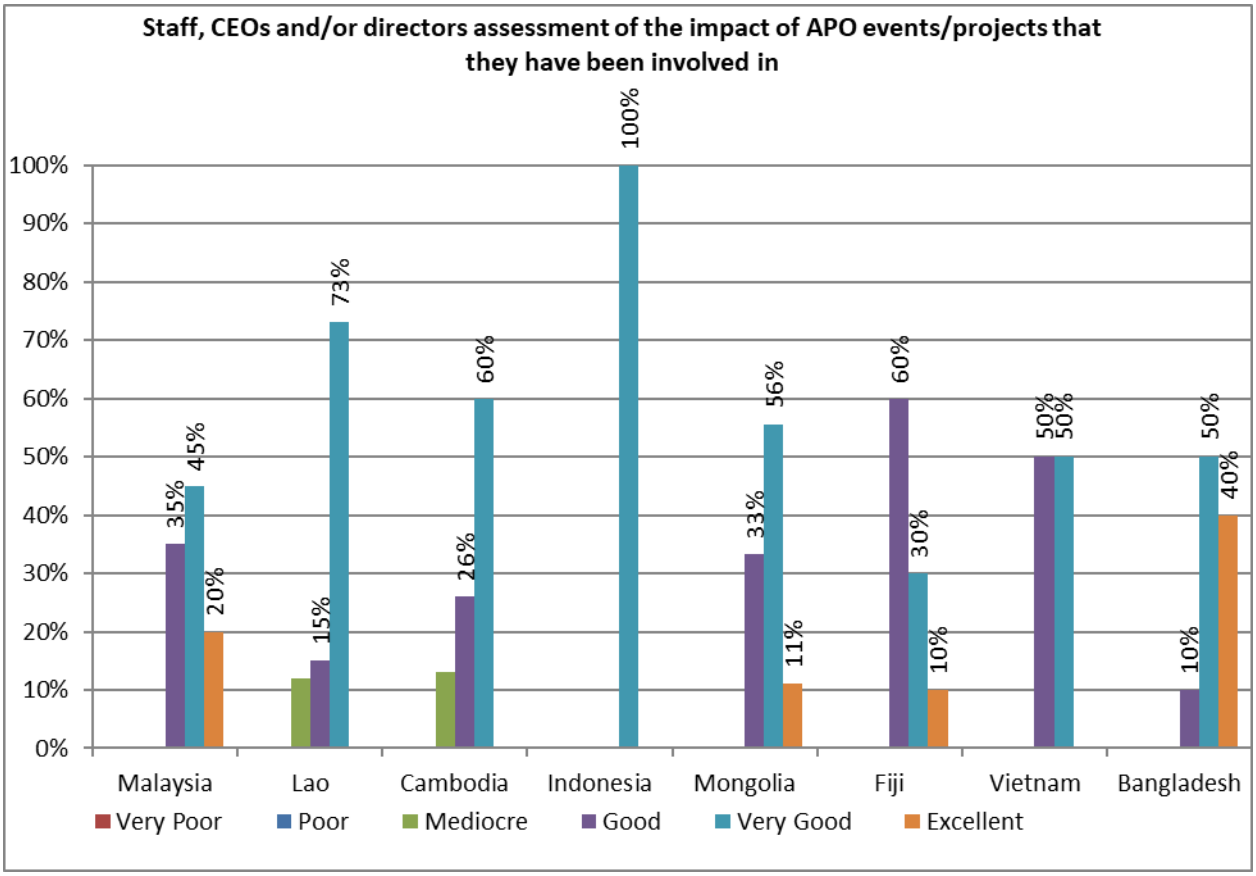
	Number of responses	Very Poor	Poor	Mediocre	Good	Very Good	Excellent
		1	2	3	4	5	6
Assessment of APO impact		%	%	%	%	%	%

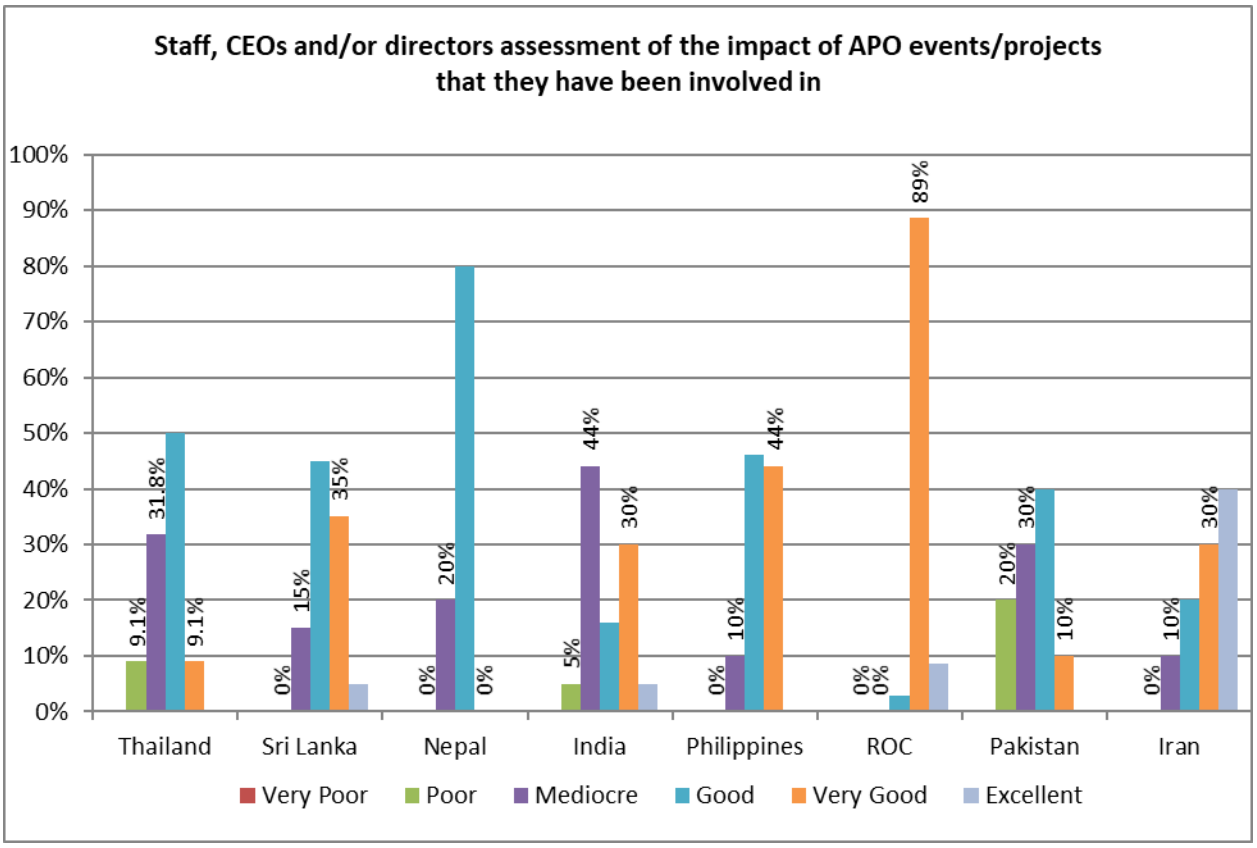
	n	Very Poor	Poor	Mediocre	Good	Very Good	Excellent	Weighted Average
Malaysia	20	0%	0%	0%	35%	45%	20%	4.85
Lao	21	0%	0%	12%	15%	73%	0%	4.61
Cambodia	15	0%	0%	13%	26%	60%	0%	4.43
Indonesia	13	0%	0%	0%	0%	100%	0%	5.00
Mongolia	No data	0%	0%	0%	33%	56%	11%	4.78
Fiji	No data	0%	0%	0%	60%	30%	10%	4.50
Vietnam	24	0%	0%	0%	50%	50%	0%	4.50
Bangladesh	21	0%	0%	0%	10%	50%	40%	5.30
Thailand	28	0%	9.1%	31.8%	50.0%	9.1%	0.0%	3.59
Sri Lanka	20	0%	0%	15%	45%	35%	5%	4.30
Nepal	6	0%	0%	20%	80%	0%	0%	3.80
India	18	0%	5%	44%	16%	30%	5%	3.86

Philippines	39	0%	0%	10%	46%	44%	0%	4.34
ROC	70	0%	0%	0%	3%	89%	9%	5.06
Pakistan	20	0%	20%	30%	40%	10%	0%	3.40
Iran	31	0%	0%	10%	20%	30%	40%	5.00
Total / Mean	346	0%	2%	12%	33%	44%	9%	




Weighted average on staff, CEOs, and/or directors assessment on the impact of APO events/projects that they had been involved in
Excellent
Very Good
Good
Mediocre
Poor
Very Poor
6.0
5.0
4.0
3.0
2.0
1.0
4.9
4.6
4.4
5.0
4.8
4.5
4.5
5.3
3.6
4.3
3.8
3.9
4.3
5.1
3.4
5.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran

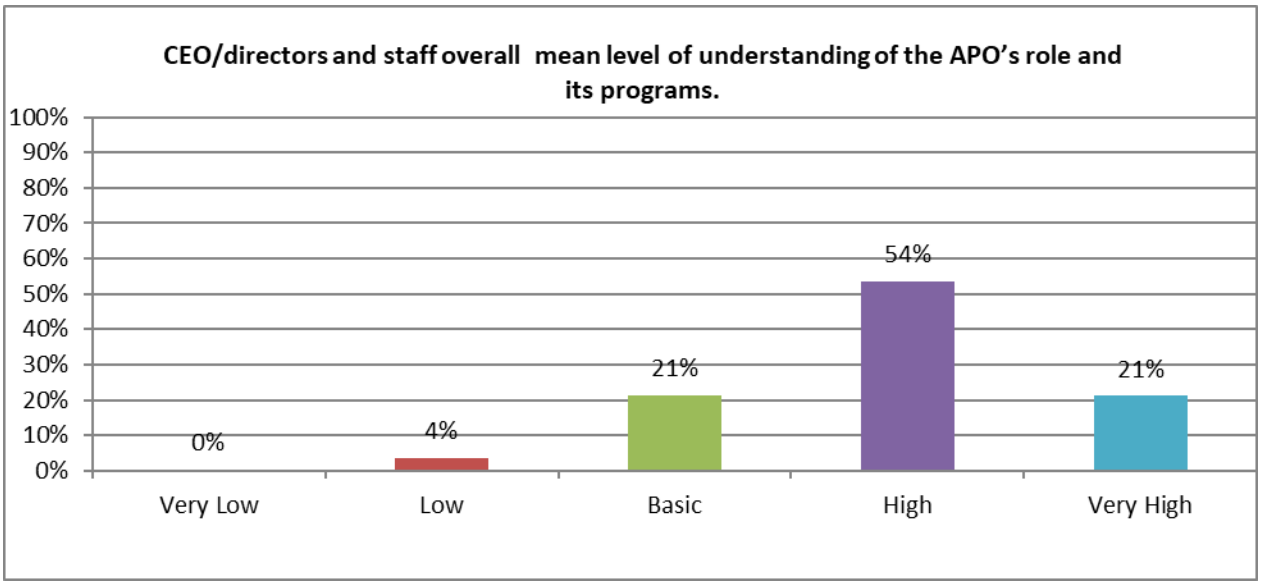

Staff, CEOs and/or directors assessment of the impact of APO events/projects that they have been involved in
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
35%
45%
20%
15%
73%
26%
60%
100%
33%
56%
11%
60%
30%
10%
50%
50%
10%
50%
40%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Very Poor
Poor
Mediocre
Good
Very Good
Excellent

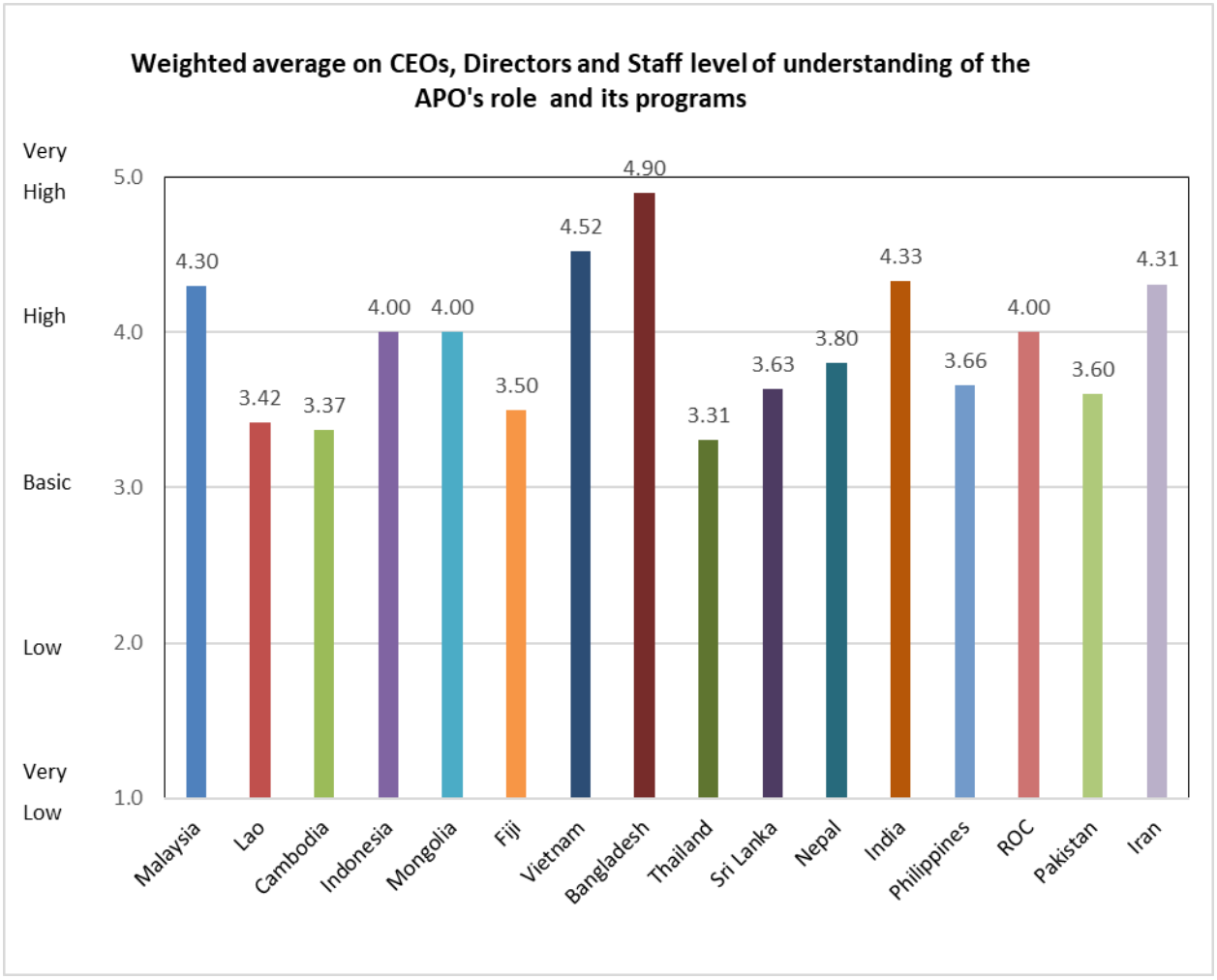

Staff, CEOs and/or directors assessment of the impact of APO events/projects that they have been involved in
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
9.1%
31.8%
50%
9.1%
0%
15%
45%
35%
0%
0%
20%
80%
0%
5%
44%
16%
30%
0%
10%
46%
44%
0%
0%
3%
89%
0%
20%
30%
40%
10%
0%
10%
20%
30%
40%
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Very Poor
Poor
Mediocre
Good
Very Good
Excellent

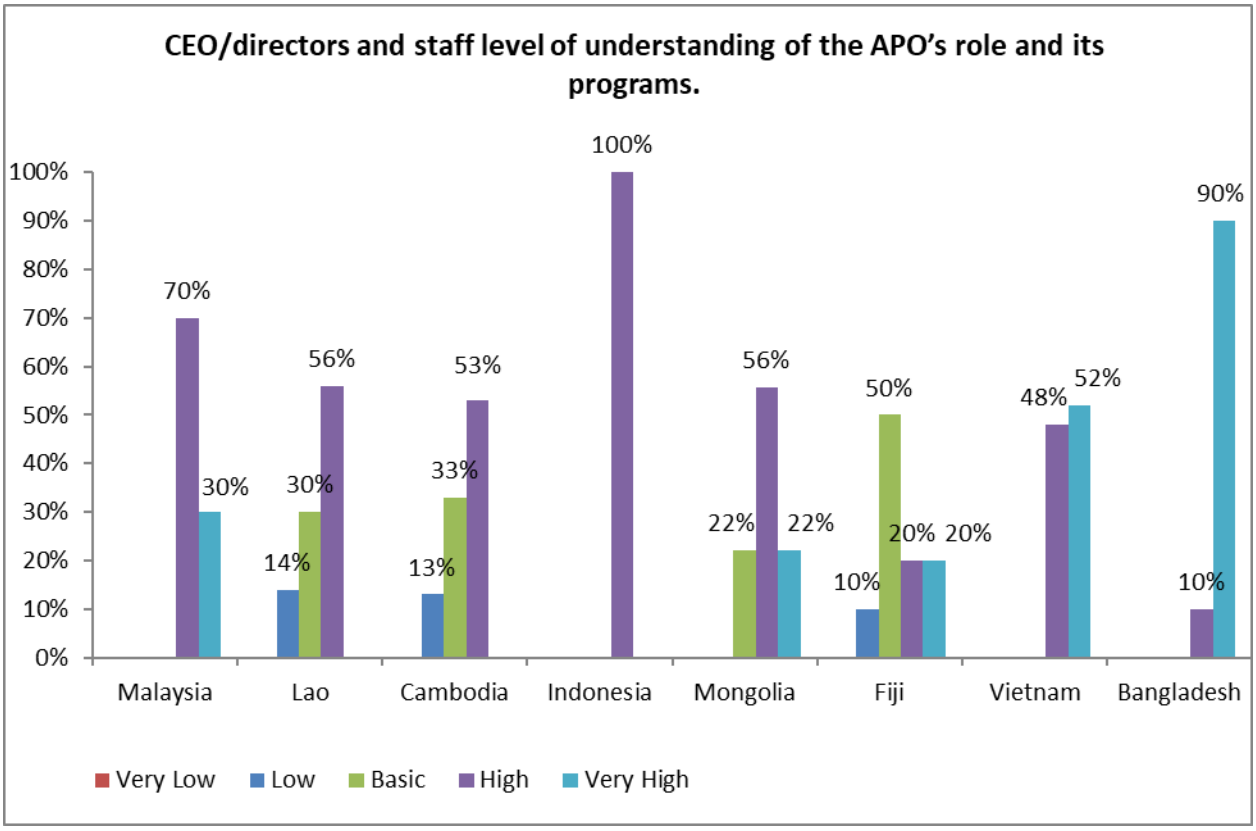
5.7 CEO/directors and staff level of understanding of the APO's role and its programs.

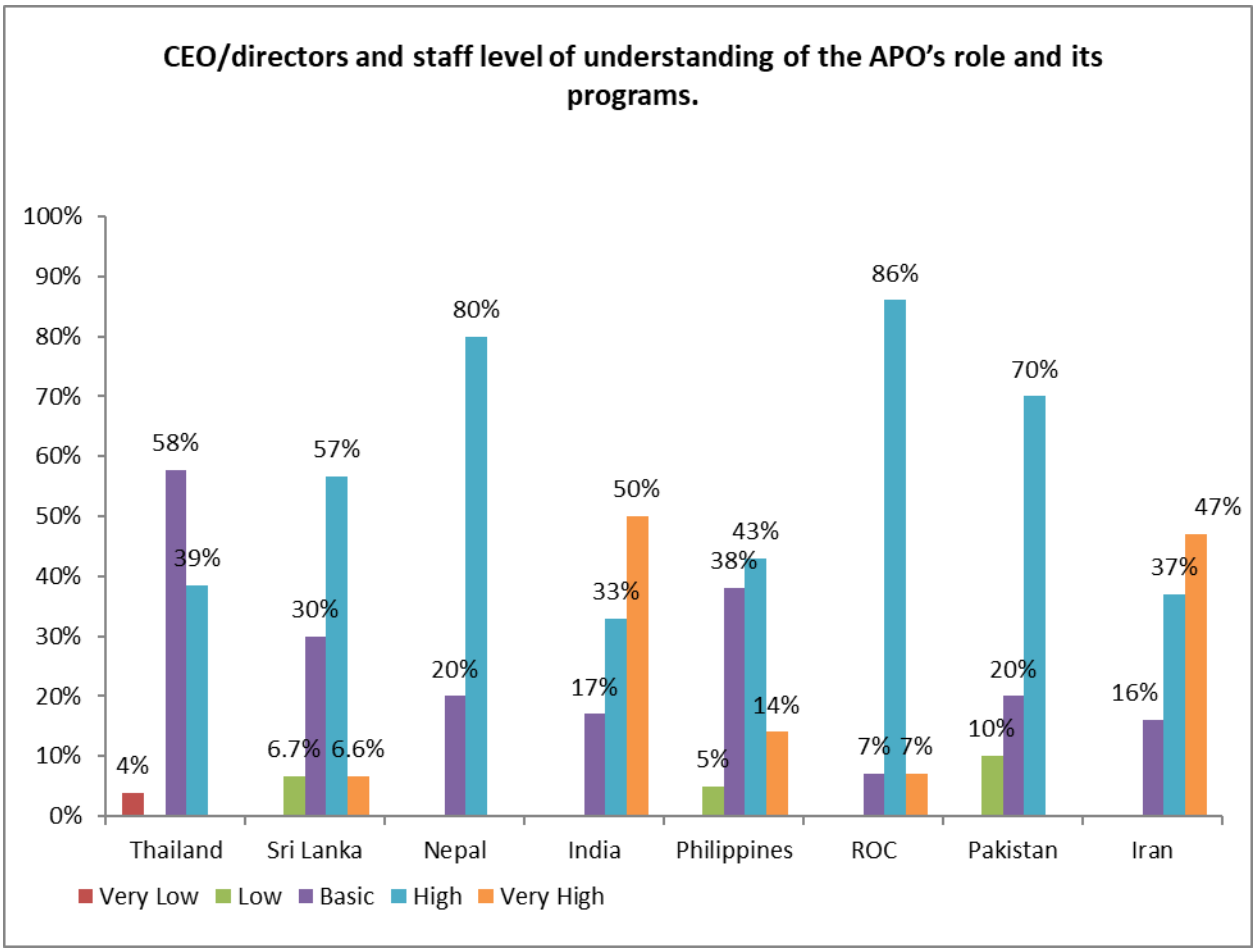
	Number of responses	Very low	Low	Basic	High	Very high
		1	2	3	4	5
Understanding of the APO's role and its programs		%	%	%	%	%

Country	n	Very Low	Low	Basic	High	Very High	Weighted Average
Malaysia	20	0%	0%	0%	70%	30%	4.30
Lao	29	0%	14%	30%	56%	0%	3.42
Cambodia	15	0%	13%	33%	53%	0%	3.37
Indonesia	18	0%	0%	0%	100%	0%	4.00
Mongolia	No data	0%	0%	22%	56%	22%	4.00
Fiji	22	0%	10%	50%	20%	20%	3.50
Vietnam	27	0%	0%	0%	48%	52%	4.52
Bangladesh	21	0%	0%	0%	10%	90%	4.90
Thailand	26	3.8%	0.0%	57.7%	38.5%	0.0%	3.31
Sri Lanka	30	0.0%	6.7%	30.0%	56.7%	6.6%	3.63
Nepal	6	0%	0%	20%	80%	0%	3.80
India	18	0%	0%	17%	33%	50%	4.33
Philippines	39	0%	5%	38%	43%	14%	3.66
ROC	70	0%	0%	7%	86%	7%	4.00
Pakistan	20	0%	10%	20%	70%	0%	3.60
Iran	30	0%	0%	16%	37%	47%	4.31
Total / Mean	391	0%	4%	21%	54%	21%	3.92


CEO/directors and staff overall mean level of understanding of the APO's role and its programs.
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
0%
4%
21%
54%
21%
Very Low
Low
Basic
High
Very High

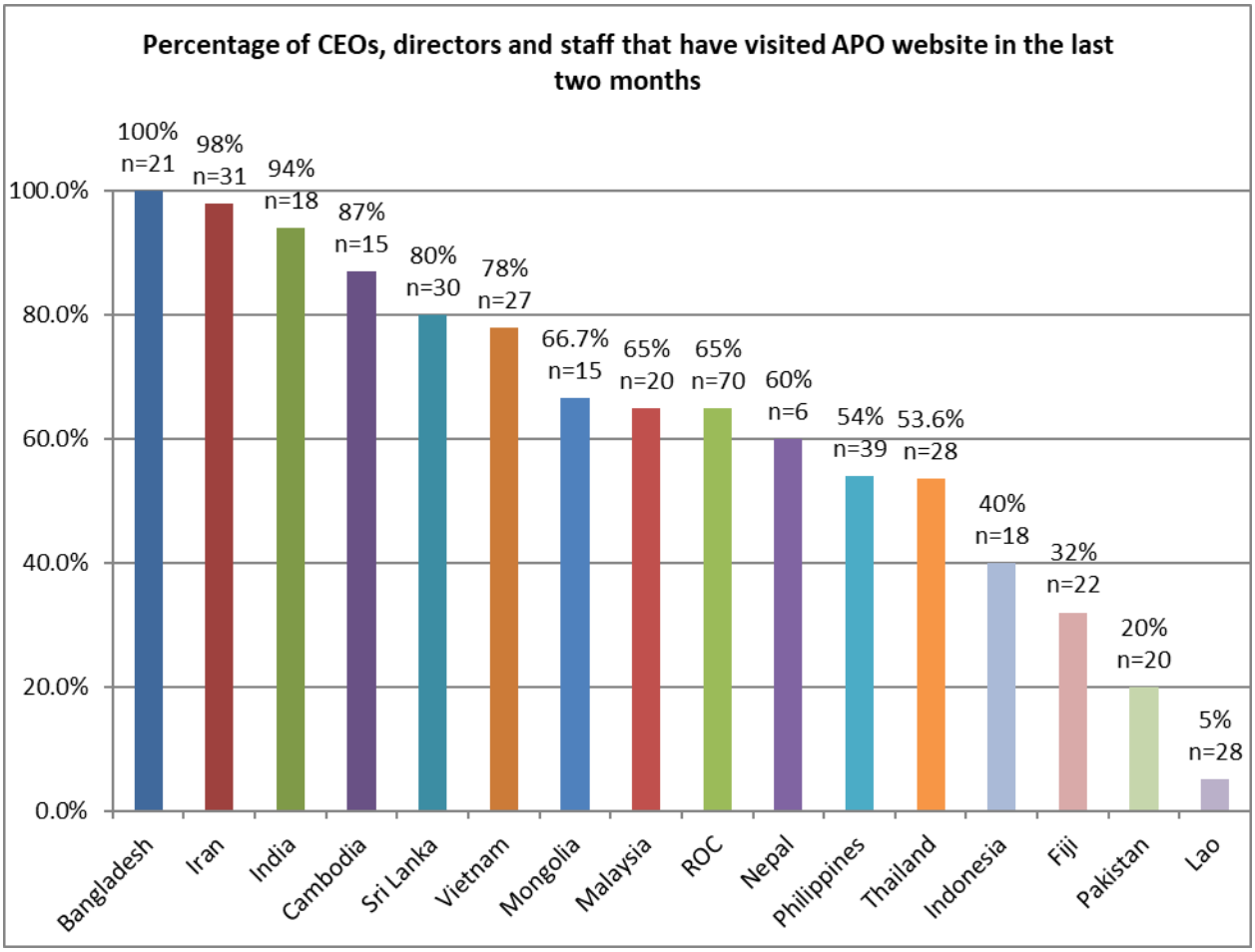

Weighted average on CEOs, Directors and Staff level of understanding of the APO's role and its programs
Very High
High
Basic
Low
Very Low
5.0
4.0
3.0
2.0
1.0
4.30
3.42
3.37
4.00
4.00
3.50
4.52
4.90
3.31
3.63
3.80
4.33
3.66
4.00
3.60
4.31
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran


CEO/directors and staff level of understanding of the APO's role and its programs.
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
70%
30%
14%
30%
56%
13%
33%
53%
100%
22%
56%
22%
10%
50%
20%
20%
48%
52%
10%
90%
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Very Low
Low
Basic
High
Very High


CEO/directors and staff level of understanding of the APO's role and its programs.
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
4%
58%
39%
6.7%
30%
57%
6.6%
20%
80%
17%
33%
50%
5%
38%
43%
14%
7%
86%
7%
10%
20%
70%
16%
37%
47%
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Very Low
Low
Basic
High
Very High

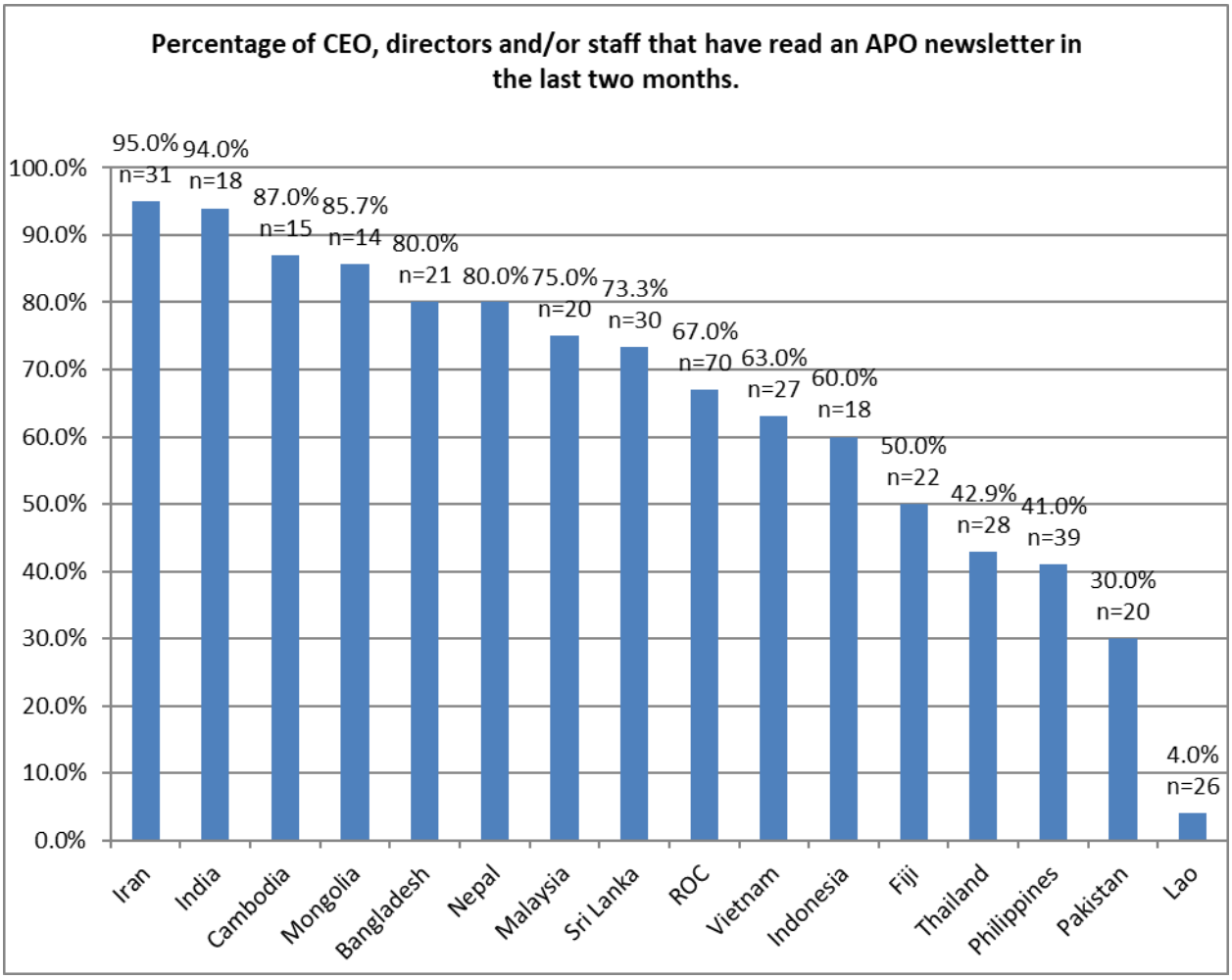
5.8 Percentage of CEO/directors and staff that have visited the APO website in the last 2 months?

Country	%	n
Bangladesh	100.0%	21
Iran	98.0%	31
India	94.0%	18
Cambodia	87.0%	15
Sri Lanka	80.0%	30
Vietnam	78.0%	27
Mongolia	66.7%	15
Malaysia	65.0%	20
ROC	65.0%	70
Nepal	60.0%	6
Philippines	54.0%	39
Thailand	53.6%	28
Indonesia	40.0%	18
Fiji	32.0%	22
Pakistan	20.0%	20
Lao	5.0%	28


Percentage of CEOs, directors and staff that have visited APO website in the last two months
100.0%
80.0%
60.0%
40.0%
20.0%
0.0%
100% n=21
98% n=31
94% n=18
87% n=15
80% n=30
78% n=27
66.7% n=15
65% n=20
65% n=70
60% n=6
54% n=39
53.6% n=28
40% n=18
32% n=22
20% n=20
5% n=28
Bangladesh
Iran
India
Cambodia
Sri Lanka
Vietnam
Mongolia
Malaysia
ROC
Nepal
Philippines
Thailand
Indonesia
Fiji
Pakistan
Lao

5.9 Percentage of CEO/directors and staff that have read an APO Newsletter in the last 2 months?

Country	%	n
Iran	95.0%	31
India	94.0%	18
Cambodia	87.0%	15
Mongolia	85.7%	14
Bangladesh	80.0%	21
Nepal	80.0%	No data
Malaysia	75.0%	20
Sri Lanka	73.3%	30
ROC	67.0%	70
Vietnam	63.0%	27
Indonesia	60.0%	18
Fiji	50.0%	22
Thailand	42.9%	28
Philippines	41.0%	39
Pakistan	30.0%	20
Lao	4.0%	26



5.10 a) what is the CEO/directors level of satisfaction with the APO Secretariat in the following areas:

	Don't know	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
	0	1	2	3	4	5
Leadership						
The governance system of the APO	☐	☐	☐	☐	☐	☐
The APO's organizational structure	☐	☐	☐	☐	☐	☐
Performance of the APO's senior management team	☐	☐	☐	☐	☐	☐
Communication by the APO's senior management	☐	☐	☐	☐	☐	☐
Coaching by the APO's senior management	☐	☐	☐	☐	☐	☐
No. of visits to your organisation by the Secretary General	☐	☐	☐	☐	☐	☐
APO's work to attract new members	☐	☐	☐	☐	☐	☐
APO's assistance to raise the profile and importance of productivity	☐	☐	☐	☐	☐	☐
APO's assistance to raise the profile and	☐	☐	☐	☐	☐	☐

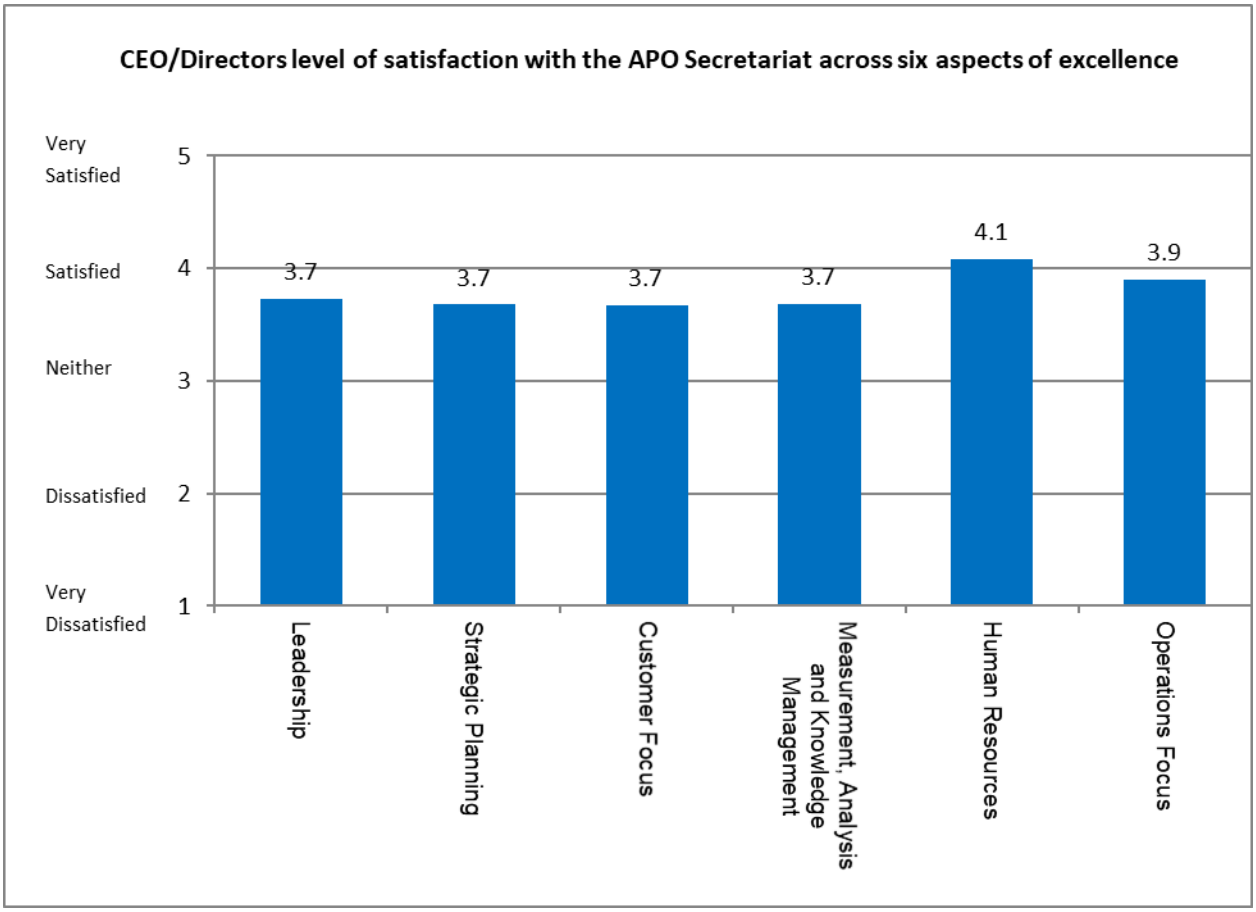
visibility of your NPO						
APO's international outreach?	☐	☐	☐	☐	☐	☐
Strategic planning						
Involvement of your NPO's views in the APO's strategy setting process	☐	☐	☐	☐	☐	☐
Implementation of APO strategy and monitoring	☐	☐	☐	☐	☐	☐
Customer focus						
APO's understanding of NPO needs	☐	☐	☐	☐	☐	☐
APO's flexibility and responsiveness in meeting NPO needs	☐	☐	☐	☐	☐	☐
Visibility of the APO and promotion of APO worldwide	☐	☐	☐	☐	☐	☐
Design of APO website	☐	☐	☐	☐	☐	☐
Contents in APO website	☐	☐	☐	☐	☐	☐
Design of APO newsletter	☐	☐	☐	☐	☐	☐
Contents of APO newsletter	☐	☐	☐	☐	☐	☐
APO's use of social media channels such as Facebook and Mobile applications	☐	☐	☐	☐	☐	☐
Measurement, Analysis and Knowledge Management						
Monitoring and review of APO related projects/work	☐	☐	☐	☐	☐	☐
Sharing of knowledge/findings from APO projects/work	☐	☐	☐	☐	☐	☐
Learning derived from APO projects	☐	☐	☐	☐	☐	☐
Reporting on the overall impact of the APO across Asia	☐	☐	☐	☐	☐	☐
Human Resources						
Professionalism of APO staff	☐	☐	☐	☐	☐	☐
Knowledge of APO staff	☐	☐	☐	☐	☐	☐
Communication skills of APO staff	☐	☐	☐	☐	☐	☐
Operations Focus	☐	☐	☐	☐	☐	☐
Work of the Administrative and Finance Department	☐	☐	☐	☐	☐	☐
Work of the Research and Planning Department	☐	☐	☐	☐	☐	☐
Work of Industry Department	☐	☐	☐	☐	☐	☐
Work of the Agriculture Department	☐	☐	☐	☐	☐	☐
Quality and timeliness of Project Notifications	☐	☐	☐	☐	☐	☐
Approval process for in-country (category C) projects	☐	☐	☐	☐	☐	☐
Timeliness in the processing of Multi-Country applications	☐	☐	☐	☐	☐	☐
Relevance of project content to Multi-Country needs	☐	☐	☐	☐	☐	☐
Balance between in-country projects to multi-country projects	☐	☐	☐	☐	☐	☐
Selection and capability of APO experts	☐	☐	☐	☐	☐	☐
Use of APO experts to maximise the learning from them	☐	☐	☐	☐	☐	☐
Coordination of sharing/learning between member countries	☐	☐	☐	☐	☐	☐
Assistance provided to develop the capabilities of APO Liaison Officers	☐	☐	☐	☐	☐	☐
Assistance provided to develop the technical competencies of NPO professional/technical staff	☐	☐	☐	☐	☐	☐
APO staff contribution to projects	☐	☐	☐	☐	☐	☐

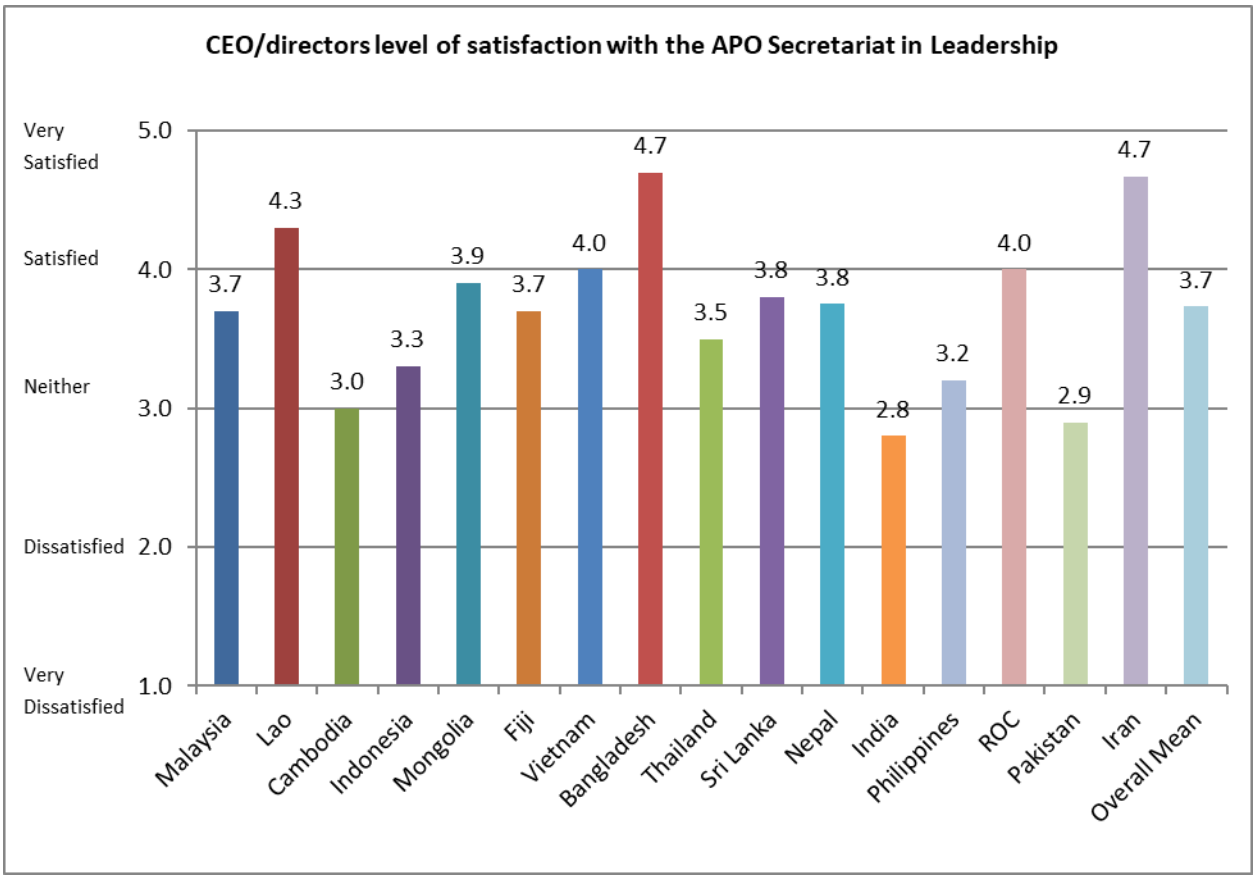
Selection of participants in APO projects	☐	☐	☐	☐	☐	☐

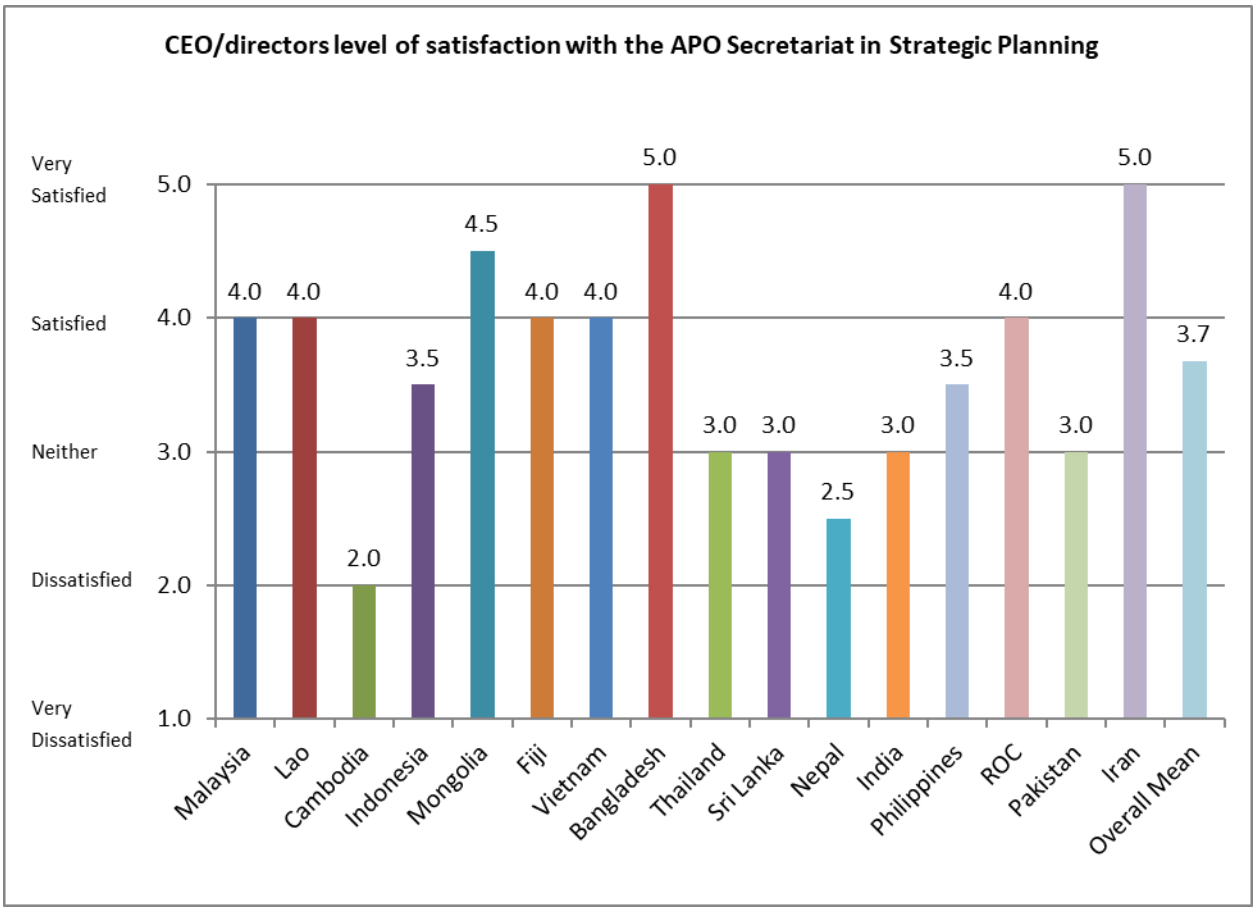
	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Overall Mean
Leadership																	
The governance system of the APO	4.0	5.0	No data	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0
The APO's organizational structure	4.0	4.0	No data	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	3.9
Performance of the APO's senior management team	4.0	4.0	No data	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	2.0	4.0	4.0	4.0	5.0	4.0
Communication by the APO's senior management	4.0	4.0	No data	3.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	2.0	3.0	4.0	2.0	5.0	3.7
Coaching by the APO's senior management	4.0	5.0	No data	3.0	4.0	3.0	4.0	5.0	3.0	4.0	3.0	3.0	3.0	4.0	2.0	5.0	3.7
No. of visits to your organisation by the Secretary General	4.0	4.0	No data	3.0	4.0	5.0	4.0	4.0	3.0	3.0	No data	3.0	4.0	4.0	1.0	5.0	3.6
APO's work to attract new members	2.0	5.0	No data	2.0	4.0	2.0	4.0	4.0	3.0	4.0	No data	3.0	2.0	4.0	2.0	4.0	3.2
APO's assistance to raise the profile and importance of productivity	4.0	4.0	No data	4.0	4.0	4.0	4.0	5.0	3.0	4.0	3.0	3.0	4.0	4.0	4.0	5.0	3.9
APO's assistance to raise the profile and visibility of your NPO	3.0	4.0	3.0	3.0	4.0	4.0	4.0	5.0	3.0	4.0	4.0	3.0	3.0	4.0	2.0	5.0	3.6
APO's international outreach	4.0	4.0	No data	3.0	3.0	3.0	4.0	4.0	4.0	3.0	4.0	3.0	3.0	4.0	4.0	No data	3.6
Mean	3.7	4.3	3.0	3.3	3.9	3.7	4.0	4.7	3.5	3.8	3.8	2.8	3.2	4.0	2.9	4.7	3.7
Strategic planning																	
Involvement of your NPO's views in the APO's strategy setting process	4.0	4.0	2.0	4.0	5.0	4.0	4.0	5.0	3.0	3.0	2.0	3.0	4.0	4.0	2.0	5.0	3.6
Implementation of APO strategy and monitoring	4.0	4.0	No data	3.0	4.0	4.0	4.0	5.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	5.0	3.7
Mean	4.0	4.0	2.0	3.5	4.5	4.0	4.0	5.0	3.0	3.0	2.5	3.0	3.5	4.0	3.0	5.0	3.7
Customer focus																	
APO's understanding of NPO needs	3.0	4.0	No data	3.0	4.0	4.0	4.0	5.0	3.0	4.0	4.0	2.0	3.0	4.0	2.0	5.0	3.6
APO's flexibility and responsiveness in meeting NPO needs	4.0	4.0	5.0	3.0	4.0	4.0	4.0	5.0	3.0	4.0	3.0	2.0	4.0	4.0	2.0	5.0	3.8

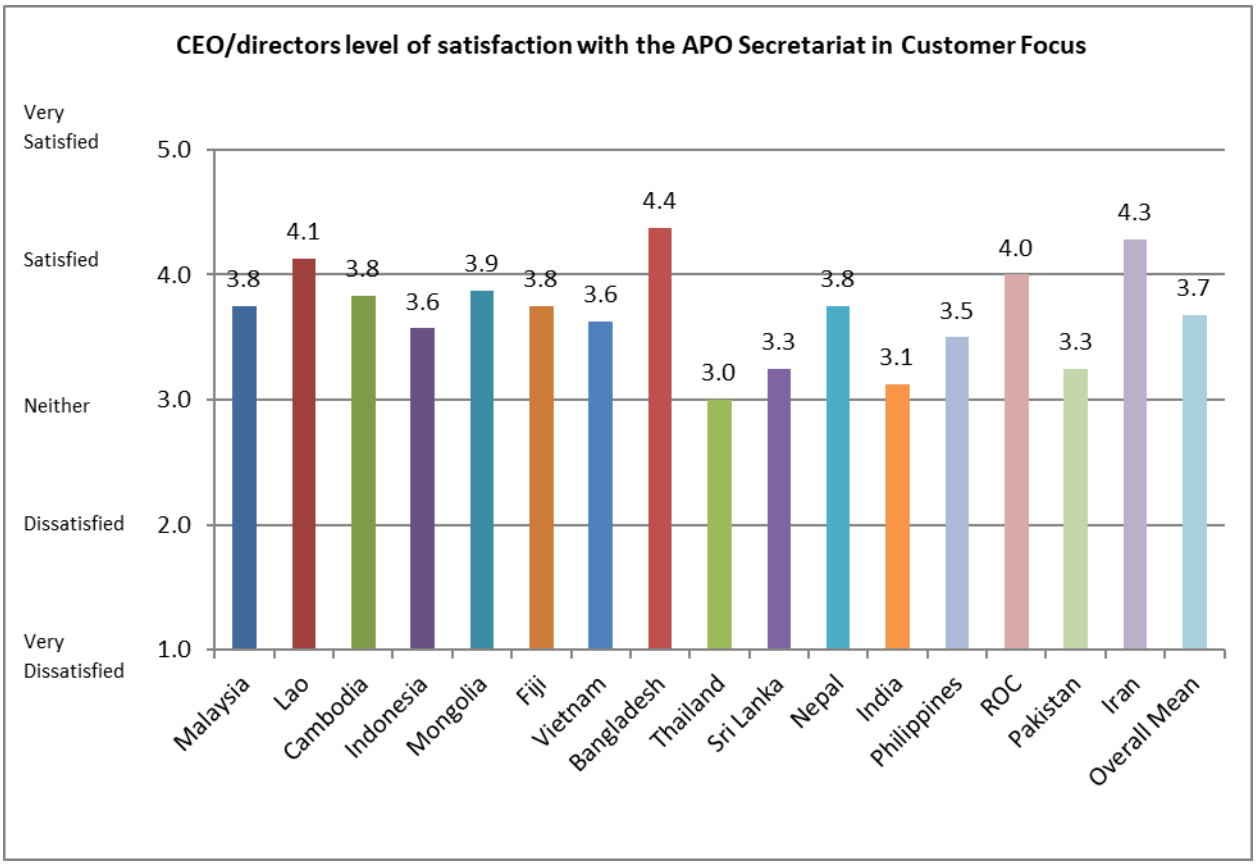
Visibility of the APO and promotion of APO worldwide	3.0	4.0	2.0	3.0	3.0	4.0	3.0	5.0	3.0	4.0	4.0	2.0	3.0	3.0	4.0	No data	3.3
Design of APO website	4.0	5.0	4.0	4.0	4.0	4.0	3.0	4.0	3.0	3.0	4.0	4.0	3.0	4.0	4.0	4.0	3.8
Contents in APO website	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	5.0	4.0	4.0	3.9
Design of APO newsletter	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	3.9
Contents of APO newsletter	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0	3.0	4.0	3.8
APO's use of social media channels such as Facebook and Mobile applications	4.0	4.0	No data	No data	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	4.0	3.0	4.0	3.4
Mean	3.8	4.1	3.8	3.6	3.9	3.8	3.6	4.4	3.0	3.3	3.8	3.1	3.5	4.0	3.3	4.3	3.7
Measurement, Analysis and Knowledge Management																	
Monitoring and review of APO related projects/work	4.0	5.0	No data	3.0	4.0	4.0	3.0	5.0	3.0	4.0	3.0	2.0	3.0	3.0	4.0	5.0	3.7
Sharing of knowledge/findings from APO projects/work	4.0	4.0	No data	4.0	5.0	4.0	3.0	4.0	3.0	4.0	4.0	2.0	4.0	4.0	2.0	5.0	3.7
Learning derived from APO projects	4.0	4.0	No data	4.0	5.0	4.0	3.0	4.0	3.0	4.0	3.0	4.0	4.0	4.0	2.0	5.0	3.8
Reporting on the overall impact of the APO across Asia	4.0	4.0	No data	3.0	4.0	4.0	3.0	5.0	3.0	4.0	3.0	3.0	3.0	3.0	2.0	5.0	3.5
Mean	4.0	4.3	No data	3.5	4.5	4.0	3.0	4.5	3.0	4.0	3.3	2.8	3.5	3.5	2.5	5.0	3.7
Human Resources																	
Professionalism of APO staff	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	3.0	4.0	4.0	3.0	4.0	5.0	4.0	4.0	4.0
Knowledge of APO staff	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	3.0	4.0	4.0	3.0	4.0	4.0	4.0	5.0	4.1
Communication skills of APO staff	4.0	4.0	4.0	4.0	5.0	4.0	5.0	5.0	4.0	4.0	3.0	4.0	4.0	5.0	4.0	4.0	4.2
Mean	4.0	4.0	4.0	4.0	4.3	4.0	4.7	5.0	3.3	4.0	3.7	3.3	4.0	4.7	4.0	4.3	4.1
Operations Focus																	
Work of the Administrative and Finance Department	4.0	4.0	No data	3.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	2.0	2.0	5.0	4.0	5.0	3.9
Work of the Research and Planning Department	4.0	4.0	No data	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	2.0	4.0	5.0	4.0	5.0	4.0

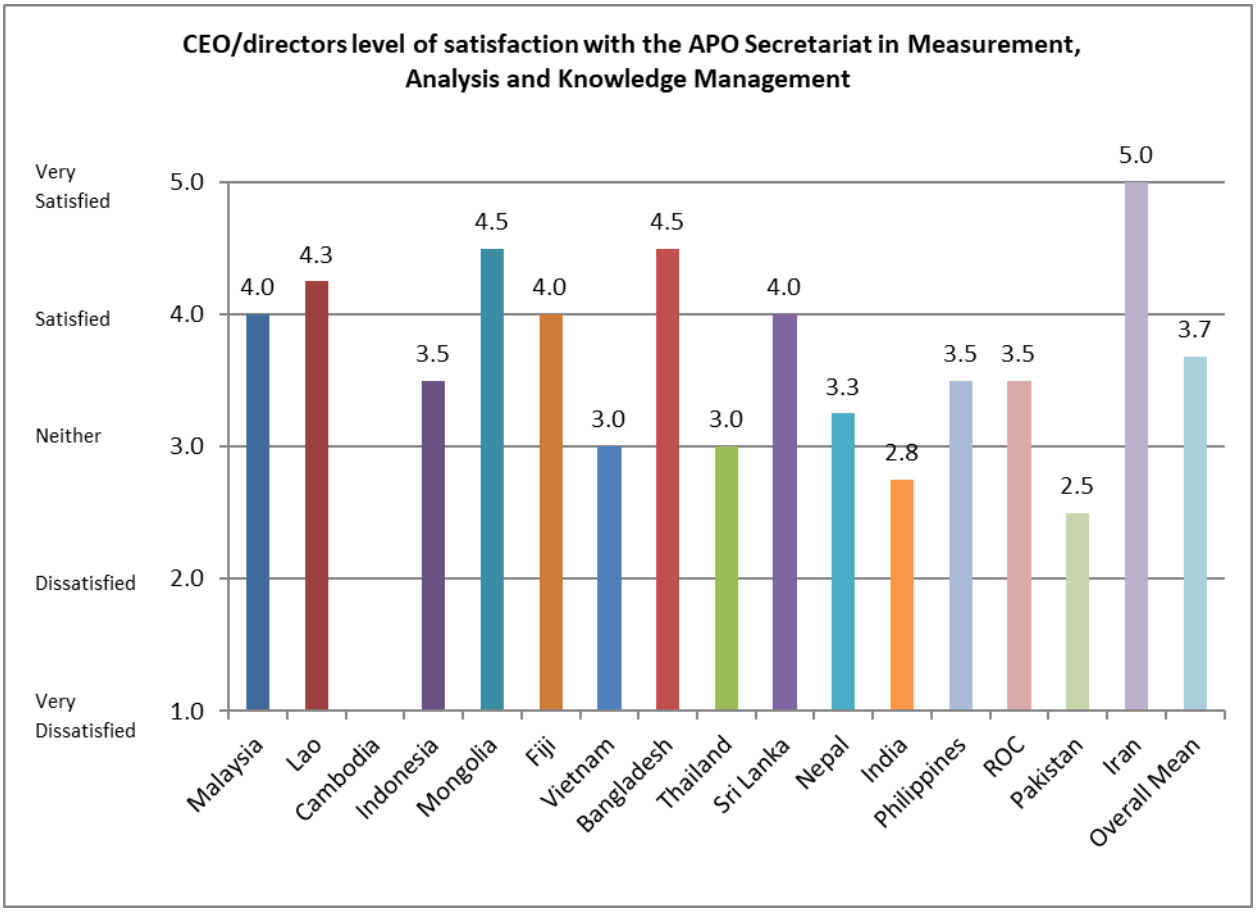
Work of Industry Department	4.0	4.0	No data	4.0	5.0	4.0	4.0	5.0	3.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	4.3
Work of the Agriculture Department	4.0	4.0	No data	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	4.3
Quality and timeliness of Project Notifications	4.0	4.0	No data	4.0	5.0	4.0	4.0	5.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	5.0	4.1
Approval process for in-country (category C) projects	4.0	4.0	4.0	5.0	4.0	3.0	4.0	4.0	4.0	4.0	2.0	4.0	4.0	4.0	4.0	5.0	3.9
Timeliness in the processing of Multi-Country applications	4.0	5.0	4.0	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	4.2
Relevance of project content to Multi-Country needs	3.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	No data	3.0	4.0	4.0	4.0	5.0	3.9
Balance between in-country projects to multi-country projects	3.0	4.0	No data	4.0	4.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	4.0	4.0	4.0	5.0	3.8
Selection and capability of APO experts	4.0	4.0	4.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	No data	2.0	4.0	5.0	4.0	5.0	3.8
Use of APO experts to maximise the learning from them	4.0	4.0	4.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	3.0	2.0	4.0	5.0	2.0	5.0	3.6
Coordination of sharing/learning between member countries	4.0	4.0	4.0	4.0	4.0	4.0	3.0	5.0	3.0	4.0	2.0	2.0	4.0	4.0	2.0	5.0	3.6
Assistance provided to develop the capabilities of APO Liaison Officers	3.0	4.0	2.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	3.0	3.0	4.0	5.0	2.0	5.0	3.5
Assistance provided to develop the technical competencies of NPO professional/technical staff	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	No data	4.0	4.0	4.0	2.0	5.0	3.8
APO staff contribution to projects	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	5.0	4.0	4.0	3.9
Selection of participants in APO projects	4.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0	3.8
Mean	3.8	4.1	3.7	3.8	4.1	3.9	3.8	4.4	3.5	4.0	3.3	3.1	3.9	4.5	3.6	4.9	3.9

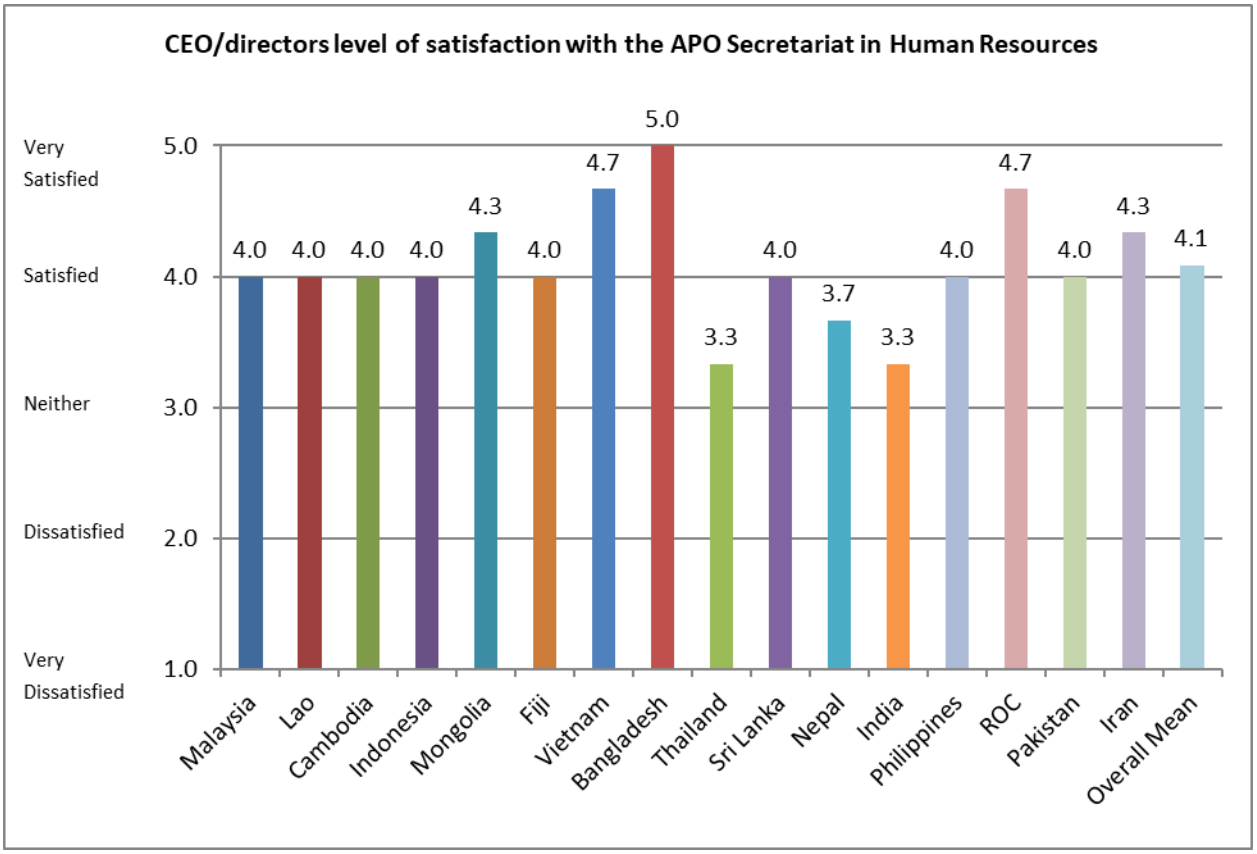

CEO/Directors level of satisfaction with the APO Secretariat across six aspects of excellence
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5
4
3
2
1
3.7
3.7
3.7
3.7
4.1
3.9
Leadership
Strategic Planning
Customer Focus
Measurement, Analysis and Knowledge Management
Human Resources
Operations Focus

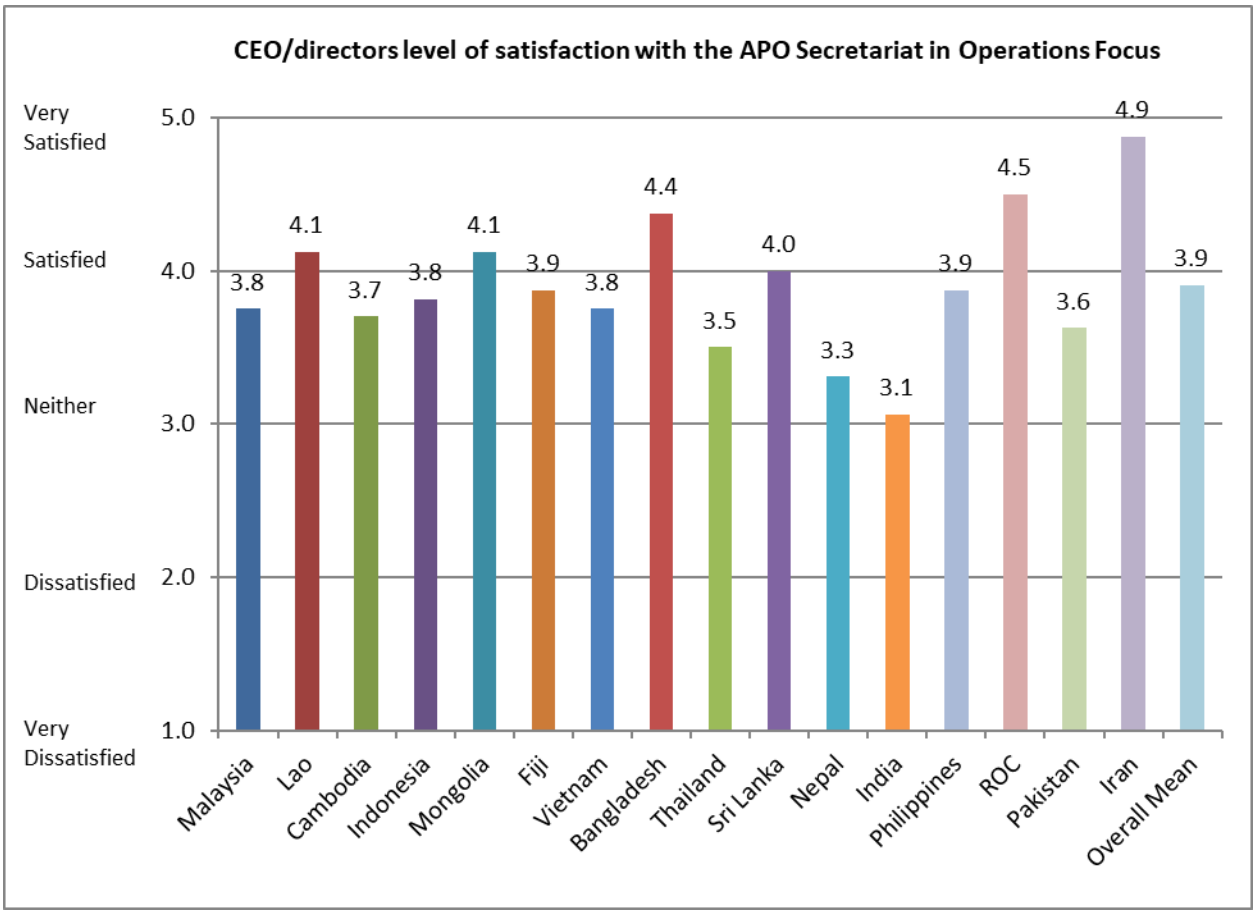

CEO/directors level of satisfaction with the APO Secretariat in Leadership
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
3.7
4.3
3.0
3.3
3.9
3.7
4.0
4.7
3.5
3.8
3.8
2.8
3.2
4.0
2.9
4.7
3.7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

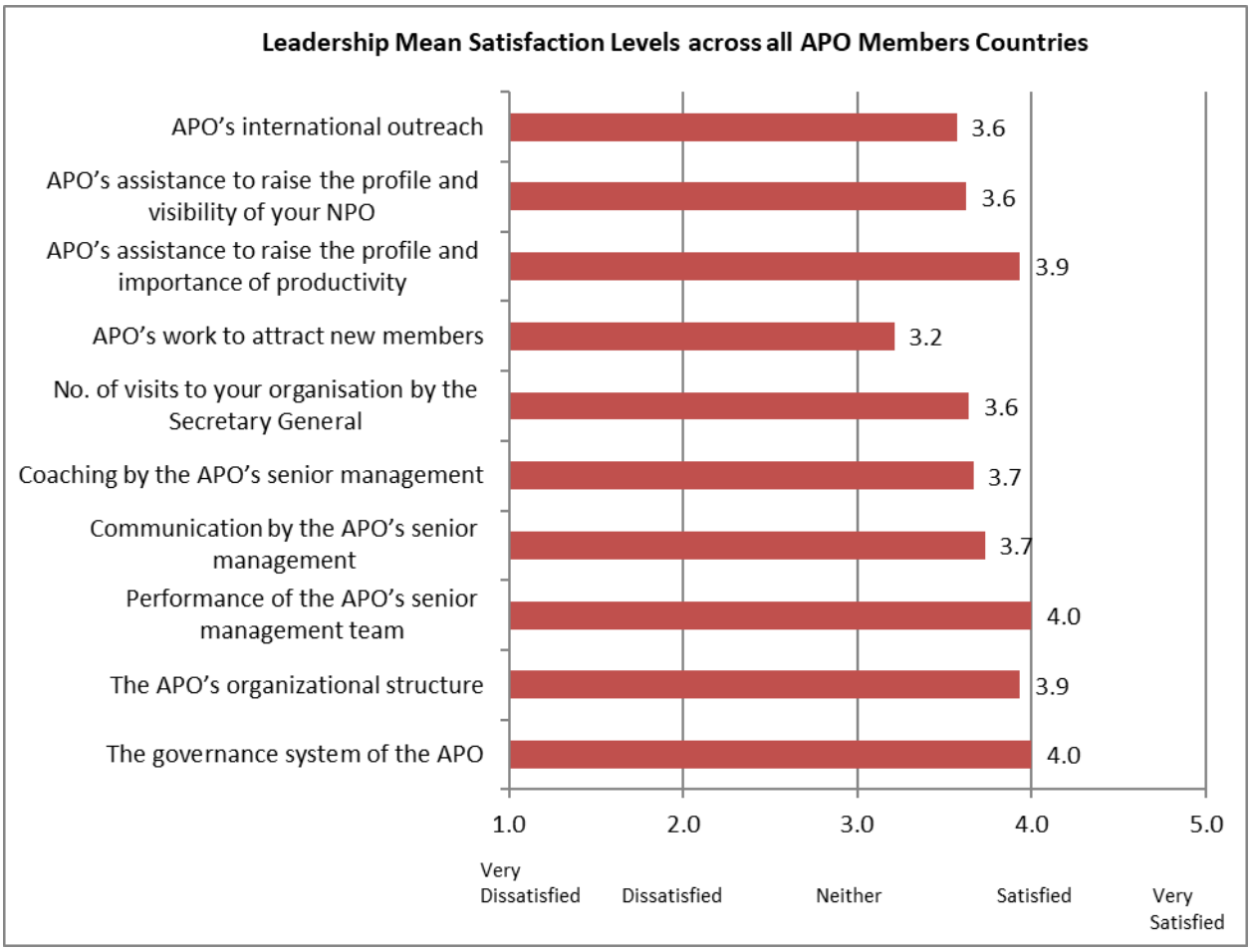

CEO/directors level of satisfaction with the APO Secretariat in Strategic Planning
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
4.0
4.0
2.0
3.5
4.5
4.0
4.0
5.0
3.0
3.0
2.5
3.0
3.5
4.0
3.0
5.0
3.7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

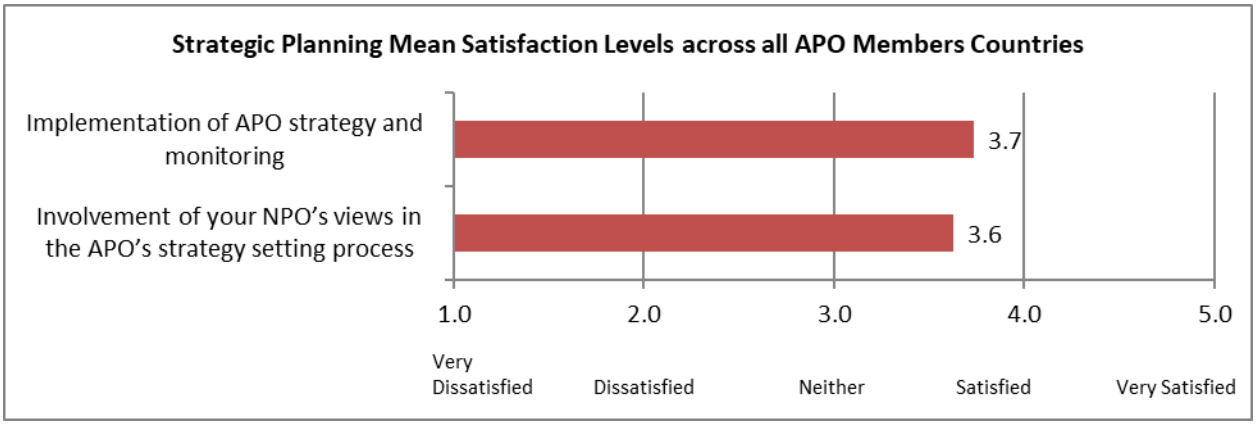

CEO/directors level of satisfaction with the APO Secretariat in Customer Focus
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
3.8
4.1
3.8
3.6
3.9
3.8
3.6
4.4
3.0
3.3
3.8
3.1
3.5
4.0
3.3
4.3
3.7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

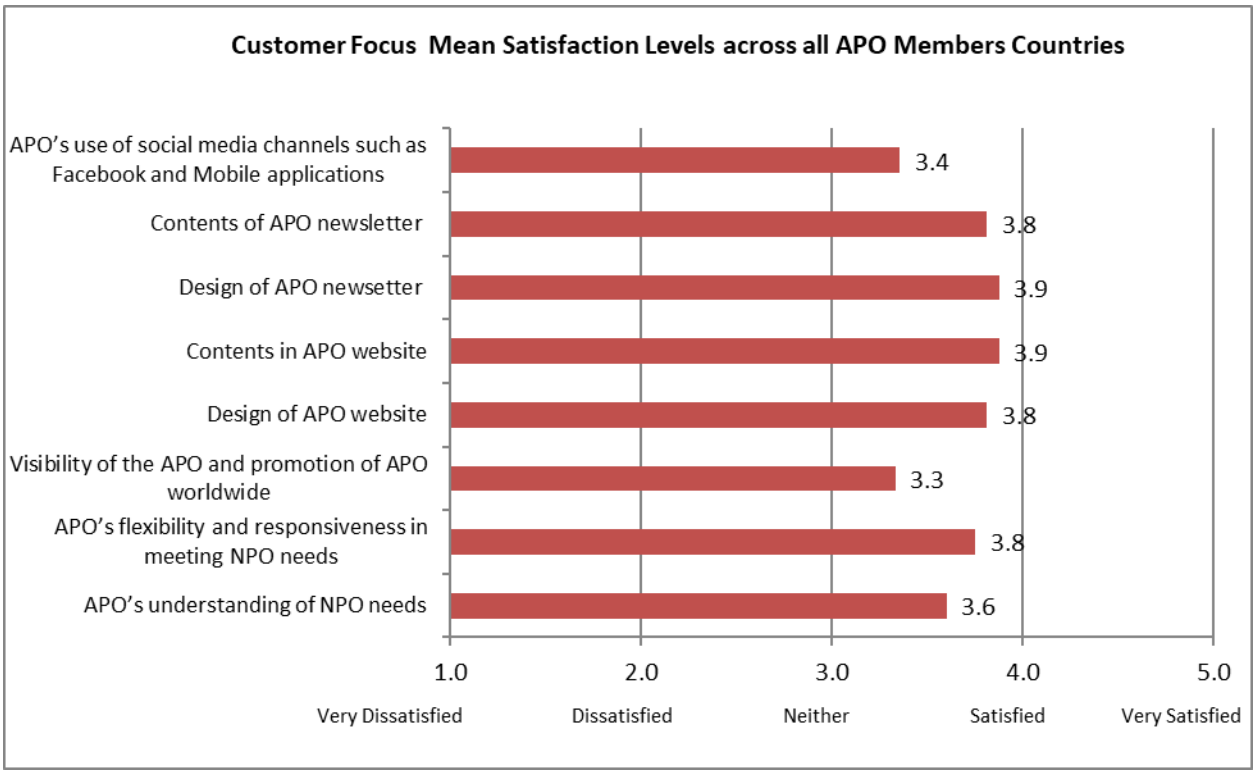

CEO/directors level of satisfaction with the APO Secretariat in Measurement, Analysis and Knowledge Management
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
4.0
4.3
3.5
4.5
4.0
3.0
4.5
3.0
4.0
3.3
2.8
3.5
3.5
2.5
5.0
3.7
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

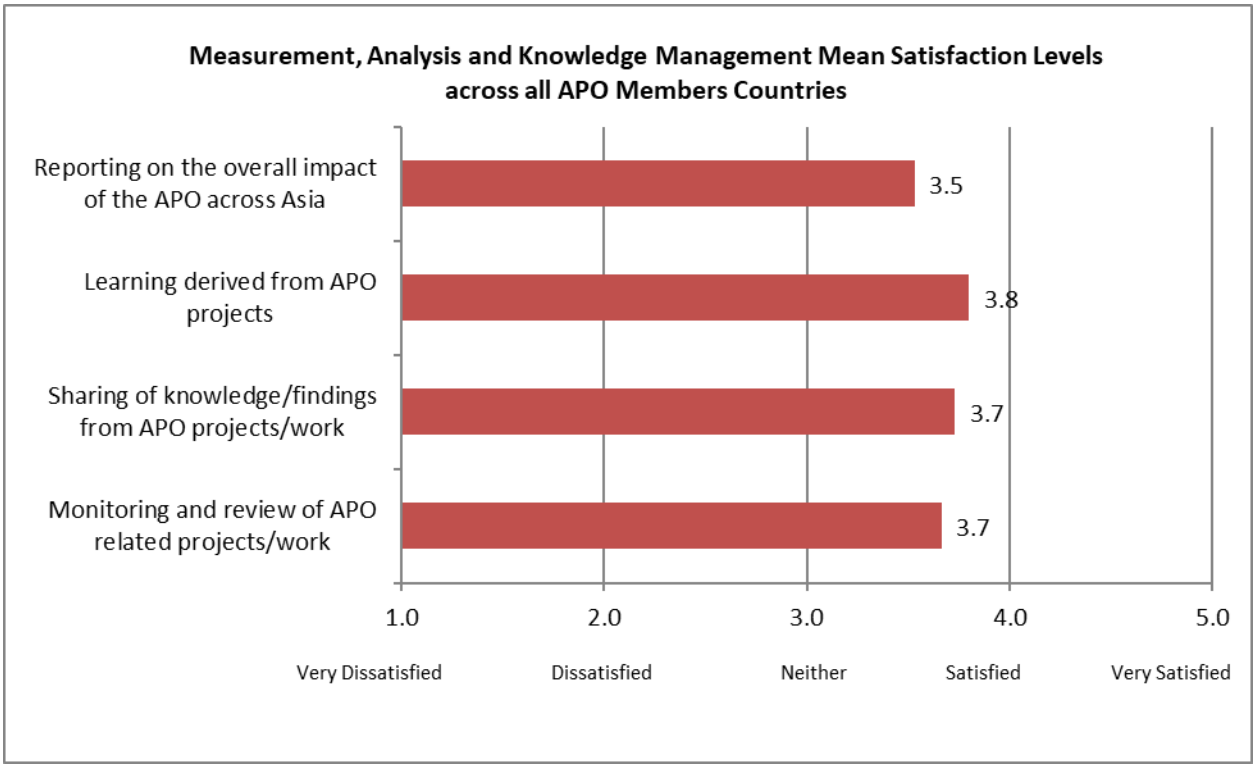

CEO/directors level of satisfaction with the APO Secretariat in Human Resources
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
4.0
4.0
4.0
4.0
4.3
4.0
4.7
5.0
3.3
4.0
3.7
3.3
4.0
4.7
4.0
4.3
4.1
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

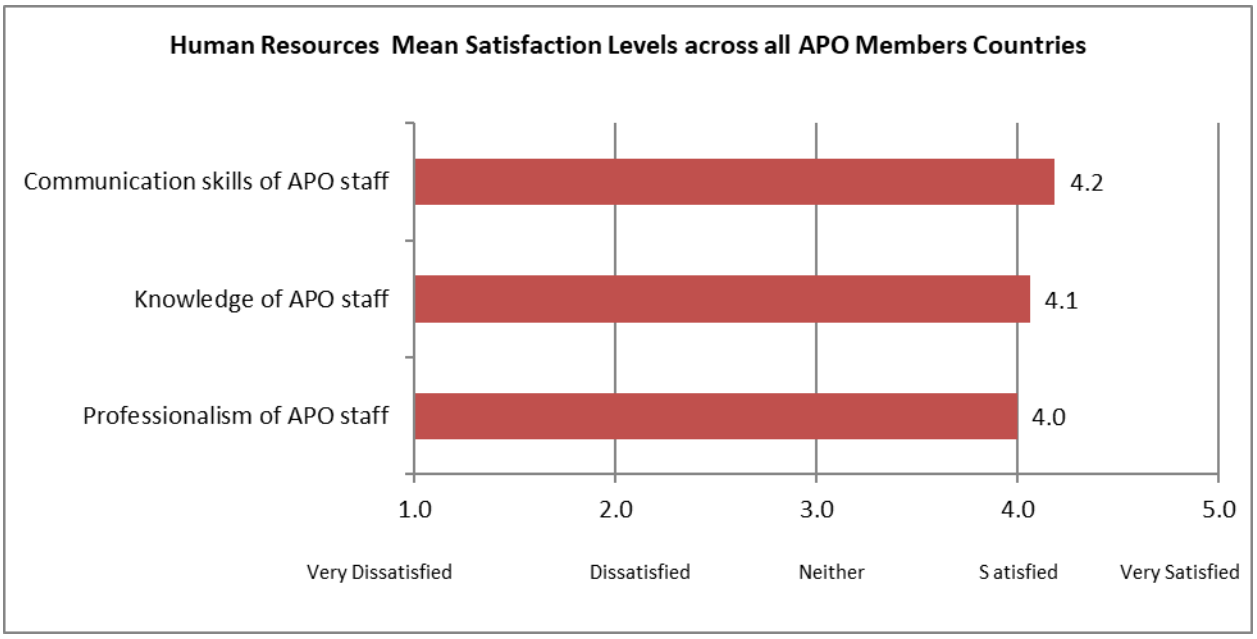

CEO/directors level of satisfaction with the APO Secretariat in Operations Focus
Very Satisfied
Satisfied
Neither
Dissatisfied
Very Dissatisfied
5.0
4.0
3.0
2.0
1.0
3.8
4.1
3.7
3.8
4.1
3.9
3.8
4.4
3.5
4.0
3.3
3.1
3.9
4.5
3.6
4.9
3.9
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean

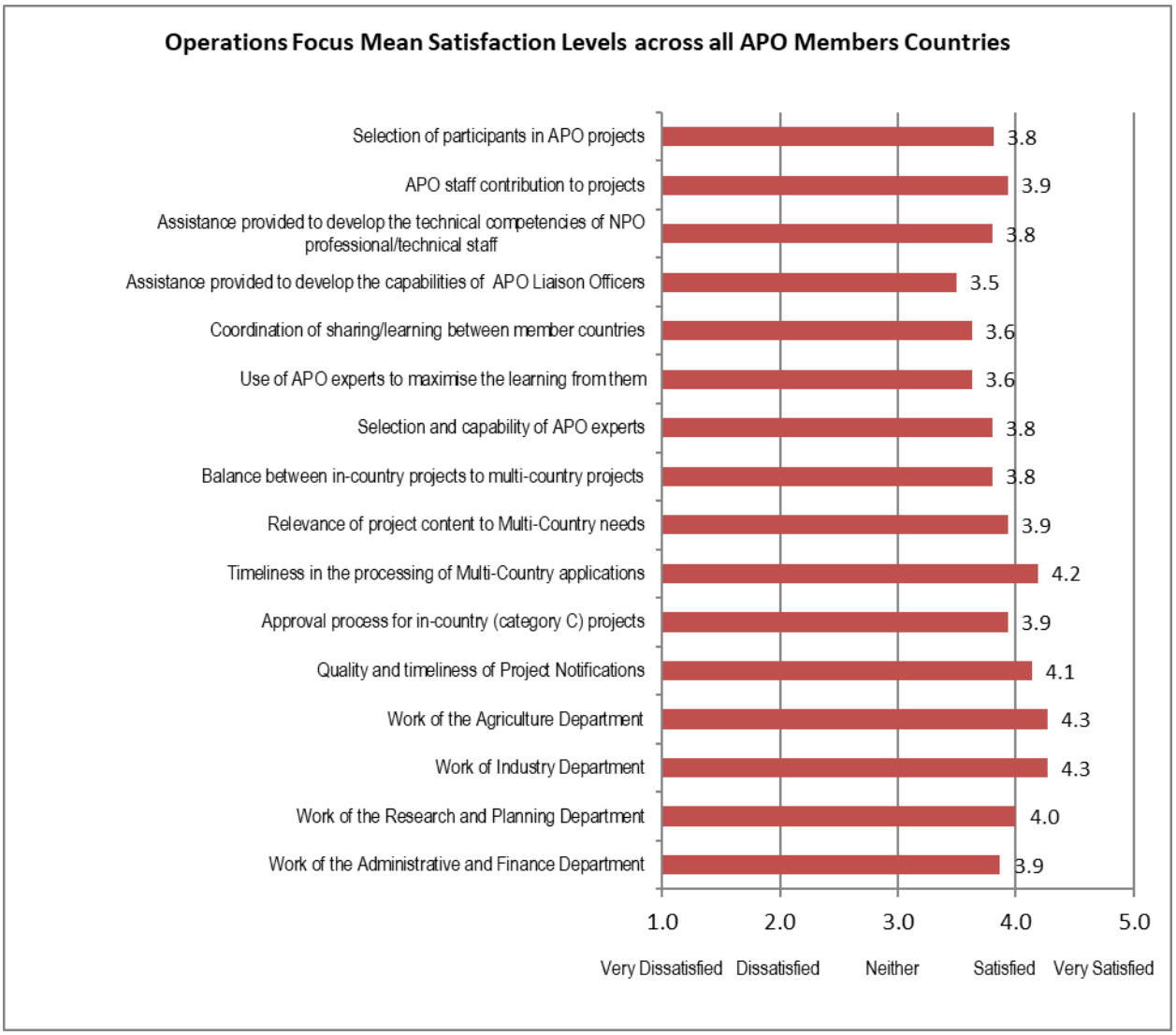

Leadership Mean Satisfaction Levels across all APO Members Countries
APO's international outreach
3.6
APO's assistance to raise the profile and visibility of your NPO
3.6
APO's assistance to raise the profile and importance of productivity
3.9
APO's work to attract new members
3.2
No. of visits to your organisation by the Secretary General
3.6
Coaching by the APO's senior management
3.7
Communication by the APO's senior management
3.7
Performance of the APO's senior management team
4.0
The APO's organizational structure
3.9
The governance system of the APO
4.0
1.0
2.0
3.0
4.0
5.0
Very Dissatisfied
Dissatisfied
Neither
Satisfied
Very Satisfied


Strategic Planning Mean Satisfaction Levels across all APO Members Countries
Implementation of APO strategy and monitoring
3.7
Involvement of your NPO's views in the APO's strategy setting process
3.6
1.0
2.0
3.0
4.0
5.0
Very Dissatisfied
Dissatisfied
Neither
Satisfied
Very Satisfied


Customer Focus Mean Satisfaction Levels across all APO Members Countries
APO's use of social media channels such as Facebook and Mobile applications
3.4
Contents of APO newsletter
3.8
Design of APO newsetter
3.9
Contents in APO website
3.9
Design of APO website
3.8
Visibility of the APO and promotion of APO worldwide
3.3
APO's flexibility and responsiveness in meeting NPO needs
3.8
APO's understanding of NPO needs
3.6
1.0
2.0
3.0
4.0
5.0
Very Dissatisfied
Dissatisfied
Neither
Satisfied
Very Satisfied


Measurement, Analysis and Knowledge Management Mean Satisfaction Levels across all APO Members Countries
Reporting on the overall impact of the APO across Asia
3.5
Learning derived from APO projects
3.8
Sharing of knowledge/findings from APO projects/work
3.7
Monitoring and review of APO related projects/work
3.7
1.0
2.0
3.0
4.0
5.0
Very Dissatisfied
Dissatisfied
Neither
Satisfied
Very Satisfied


Human Resources Mean Satisfaction Levels across all APO Members Countries
Communication skills of APO staff
Knowledge of APO staff
Professionalism of APO staff
4.2
4.1
4.0
1.0
2.0
3.0
4.0
5.0
Very Dissatisfied
Dissatisfied
Neither
S atisfied
Very Satisfied



5.10 b) Suggested changes/comments for areas in need of improvement:

- TES Expert Deputation: Synchronization of APO deputation of Technical expert, considering APO member needs. (If more than one MC request for the same expert for similar program, the schedule of deputation could be synchronized to be more cost effective.)(Philippines)
- Productivity Database: Perhaps the database can be reviewed with a view to making it more useful to target users and member countries (Philippines)
- There is no coaching by the senior management team of the APO, perhaps this is a good role to have for better relationship building and cohesiveness.(Fiji)
- International outreach needs strengthening; so is the work to expand and get in new members.(Fiji)

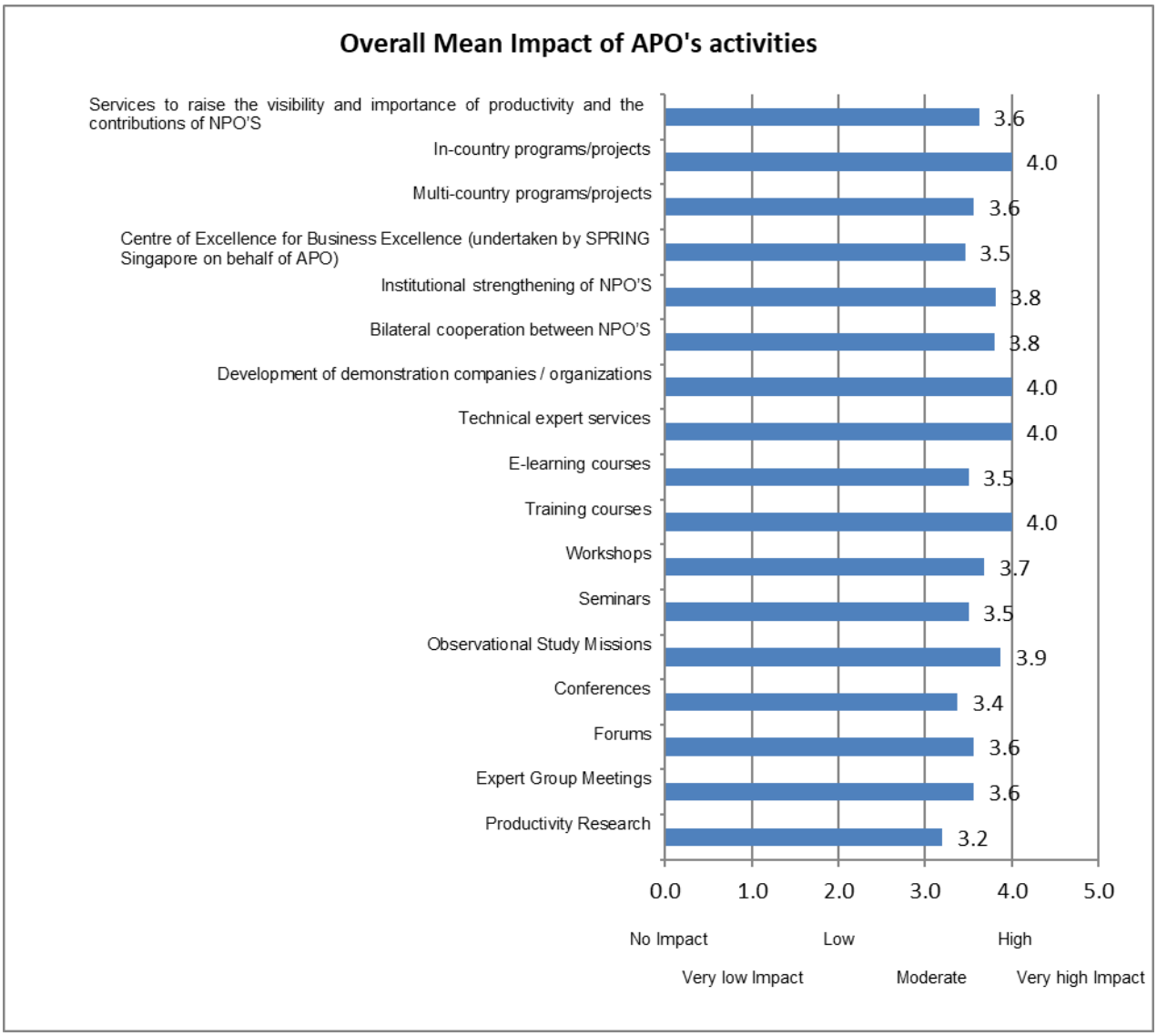
- There needs to be more in-country projects to help with MCs needs on ground and this will be better customization of services to the members; thus a better allocation of resources to Category C projects is designed (Fiji)
- It is noted by respondents that some PNs are sent late. Some are not written well to give an indepth appreciation of what would be the content.(Fiji)
- Better reports out of the learnings from the projects need to be made. At present this is not captured and the learning's from different projects are not captured, leading to a waste of opportunity for others and also resources. Key highlights can be for instance captured and shared with all stakeholders, esp. the NPOs for using these in our training programs, newsletters, inputs to speeches, policy, etc.(Fiji)
- Selection of more resource persons from Sri Lanka (Sri Lanka)

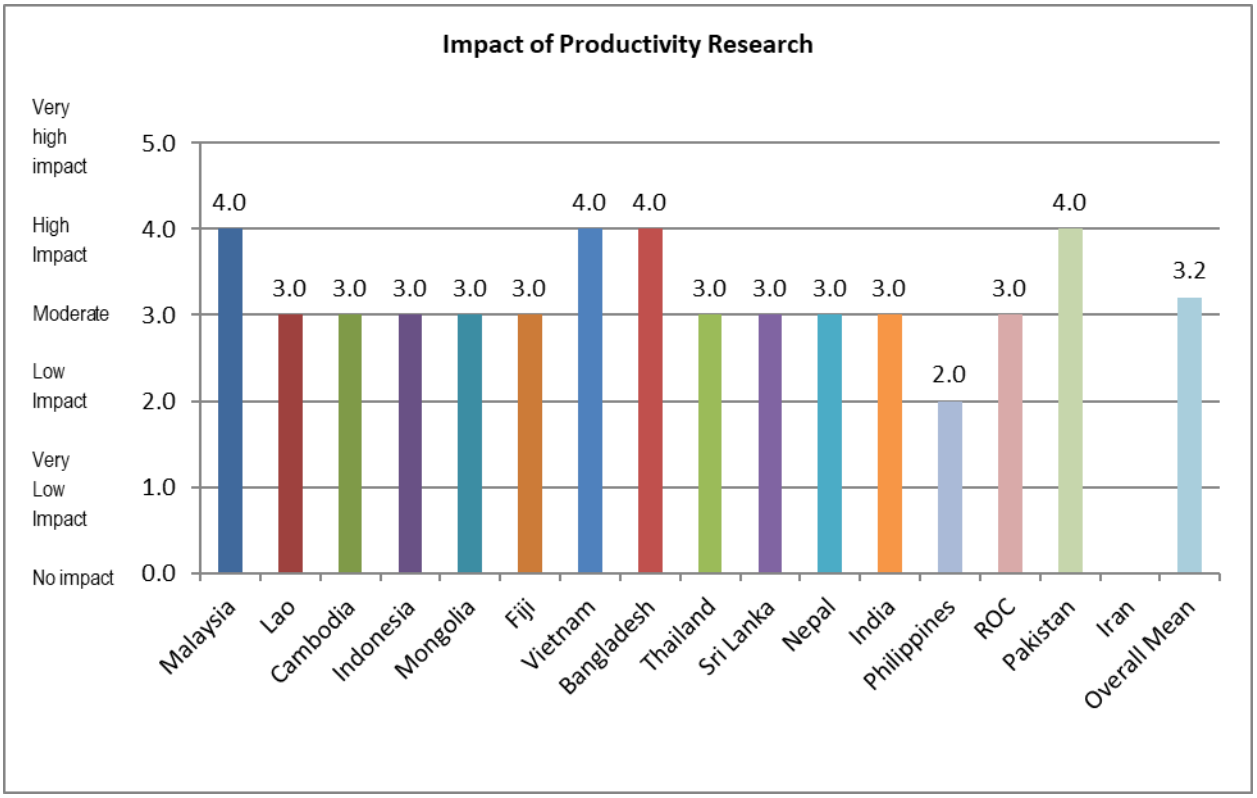
5.11 a) Indicate the impact of these APO activities on your NPO's productivity initiatives:

APO activities	No Impact 0	Very low Impact 1	Low 2	Moderate 3	High 4	Very high Impact 5
Productivity Research	☐	☐	☐	☐	☐	☐
Expert Group Meetings	☐	☐	☐	☐	☐	☐
Forums	☐	☐	☐	☐	☐	☐
Conferences	☐	☐	☐	☐	☐	☐
Observational Study Missions	☐	☐	☐	☐	☐	☐
Seminars	☐	☐	☐	☐	☐	☐
Workshops	☐	☐	☐	☐	☐	☐
Training courses	☐	☐	☐	☐	☐	☐
E-learning courses	☐	☐	☐	☐	☐	☐
Technical expert services	☐	☐	☐	☐	☐	☐
Development of demonstration companies / organizations	☐	☐	☐	☐	☐	☐
Bilateral cooperation between NPOs	☐	☐	☐	☐	☐	☐
Institutional strengthening of NPOs	☐	☐	☐	☐	☐	☐
Centre of Excellence for Business Excellence (led by SPRING Singapore on behalf of APO)	☐	☐	☐	☐	☐	☐
Multi-country programs/projects	☐	☐	☐	☐	☐	☐
In-country programs/projects	☐	☐	☐	☐	☐	☐
Services to raise the visibility and importance of productivity and the contributions of NPOs	☐	☐	☐	☐	☐	☐

Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	Overall Mean

Productivity Research	4.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	3.0	3.0	3.0	3.0	2.0	3.0	4.0	No data	3.2
Expert Group Meetings	4.0	4.0	3.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	4.0	3.0	3.0	4.0	2.0	5.0	3.6
Forums	4.0	4.0	3.0	3.0	4.0	4.0	3.0	4.0	3.0	4.0	4.0	3.0	3.0	4.0	2.0	5.0	3.6
Conferences	4.0	3.0	3.0	2.0	4.0	4.0	3.0	4.0	3.0	4.0	2.0	3.0	3.0	4.0	3.0	5.0	3.4
Observational Study Missions	4.0	5.0	3.0	2.0	4.0	5.0	4.0	5.0	3.0	4.0	4.0	2.0	4.0	4.0	4.0	5.0	3.9
Seminars	4.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	4.0	4.0	3.0	3.0	4.0	3.0	4.0	3.5
Workshops	4.0	4.0	3.0	4.0	4.0	4.0	3.0	4.0	3.0	4.0	4.0	3.0	3.0	3.0	5.0	4.0	3.7
Training courses	4.0	4.0	3.0	4.0	4.0	5.0	4.0	5.0	3.0	4.0	4.0	3.0	4.0	3.0	5.0	5.0	4.0
E-learning courses	4.0	3.0	3.0	4.0	3.0	3.0	4.0	4.0	3.0	4.0	4.0	3.0	3.0	2.0	4.0	5.0	3.5
Technical expert services	4.0	3.0	4.0	3.0	4.0	5.0	5.0	5.0	3.0	4.0	3.0	5.0	4.0	4.0	5.0	3.0	4.0
Development of demonstration companies / organizations	4.0	4.0	4.0	2.0	4.0	5.0	5.0	5.0	3.0	4.0	4.0	4.0	3.0	3.0	5.0	5.0	4.0
Bilateral cooperation between NPO'S	4.0	4.0	No data	4.0	4.0	4.0	4.0	4.0	3.0	4.0	3.0	2.0	4.0	4.0	4.0	5.0	3.8
Institutional strengthening of NPO'S	4.0	4.0	3.0	3.0	4.0	5.0	4.0	5.0	3.0	4.0	4.0	2.0	3.0	3.0	5.0	5.0	3.8
Centre of Excellence for Business Excellence (undertaken by SPRING Singapore on behalf of APO)	4.0	5.0	No data	3.0	4.0	4.0	3.0	4.0	3.0	4.0	2.0	0.0	2.0	5.0	4.0	5.0	3.5
Multi-country programs/projects	4.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	3.0	4.0	3.0	4.0	4.0	5.0	3.6
In-country programs/projects	4.0	5.0	3.0	4.0	4.0	5.0	4.0	4.0	3.0	4.0	2.0	4.0	4.0	4.0	5.0	5.0	4.0
Services to raise the visibility and importance of productivity and the contributions of NPO'S	4.0	4.0	3.0	3.0	4.0	4.0	5.0	4.0	3.0	4.0	2.0	3.0	2.0	5.0	3.0	5.0	3.6


Overall Mean Impact of APO's activities
Services to raise the visibility and importance of productivity and the contributions of NPO'S
3.6
In-country programs/projects
4.0
Multi-country programs/projects
3.6
Centre of Excellence for Business Excellence (undertaken by SPRING Singapore on behalf of APO)
3.5
Institutional strengthening of NPO'S
3.8
Bilateral cooperation between NPO'S
3.8
Development of demonstration companies / organizations
4.0
Technical expert services
4.0
E-learning courses
3.5
Training courses
4.0
Workshops
3.7
Seminars
3.5
Observational Study Missions
3.9
Conferences
3.4
Forums
3.6
Expert Group Meetings
3.6
Productivity Research
3.2
0.0
1.0
2.0
3.0
4.0
5.0
No Impact
Low
High
Very low Impact
Moderate
Very high Impact


Impact of Productivity Research
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
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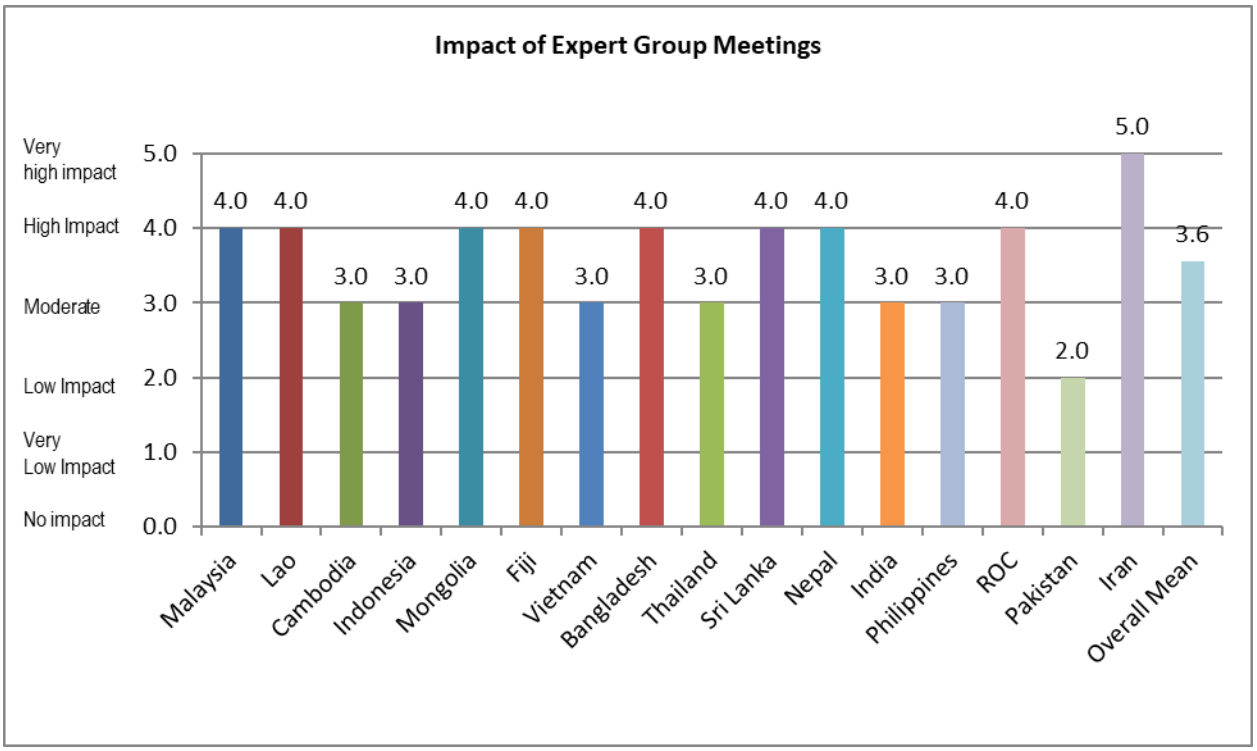
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean


Impact of Expert Group Meetings
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
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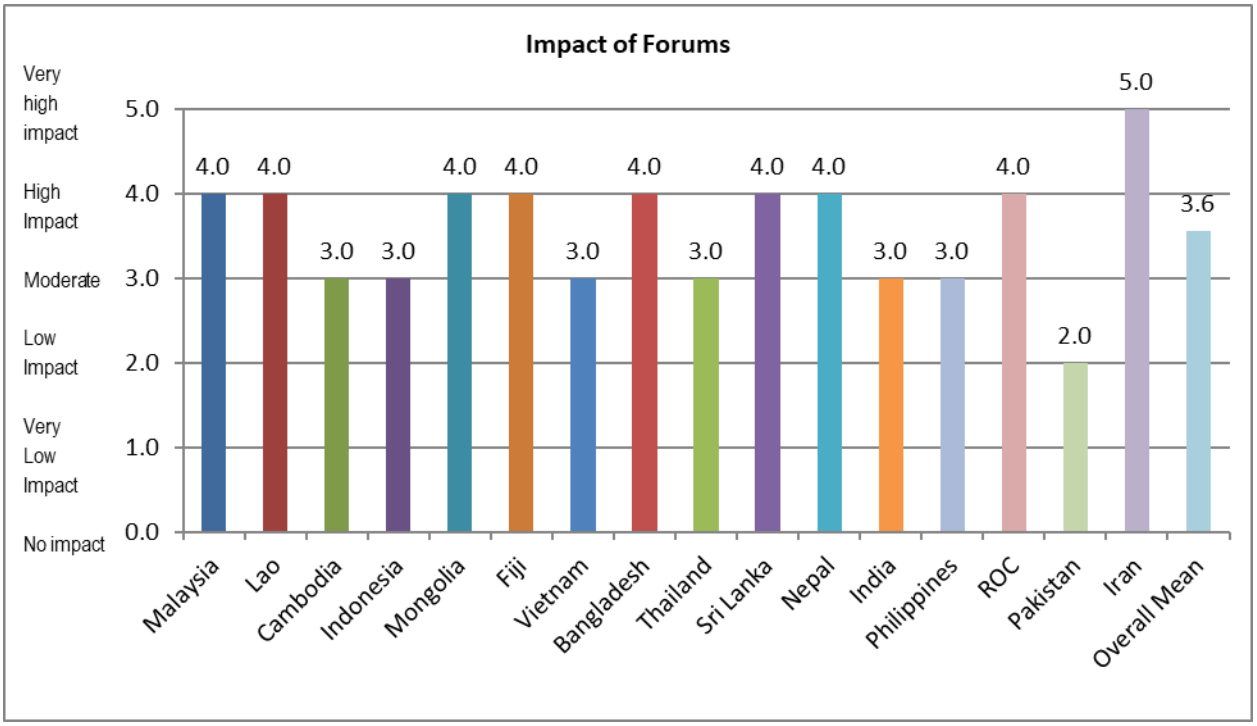
Overall Mean


Impact of Forums
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
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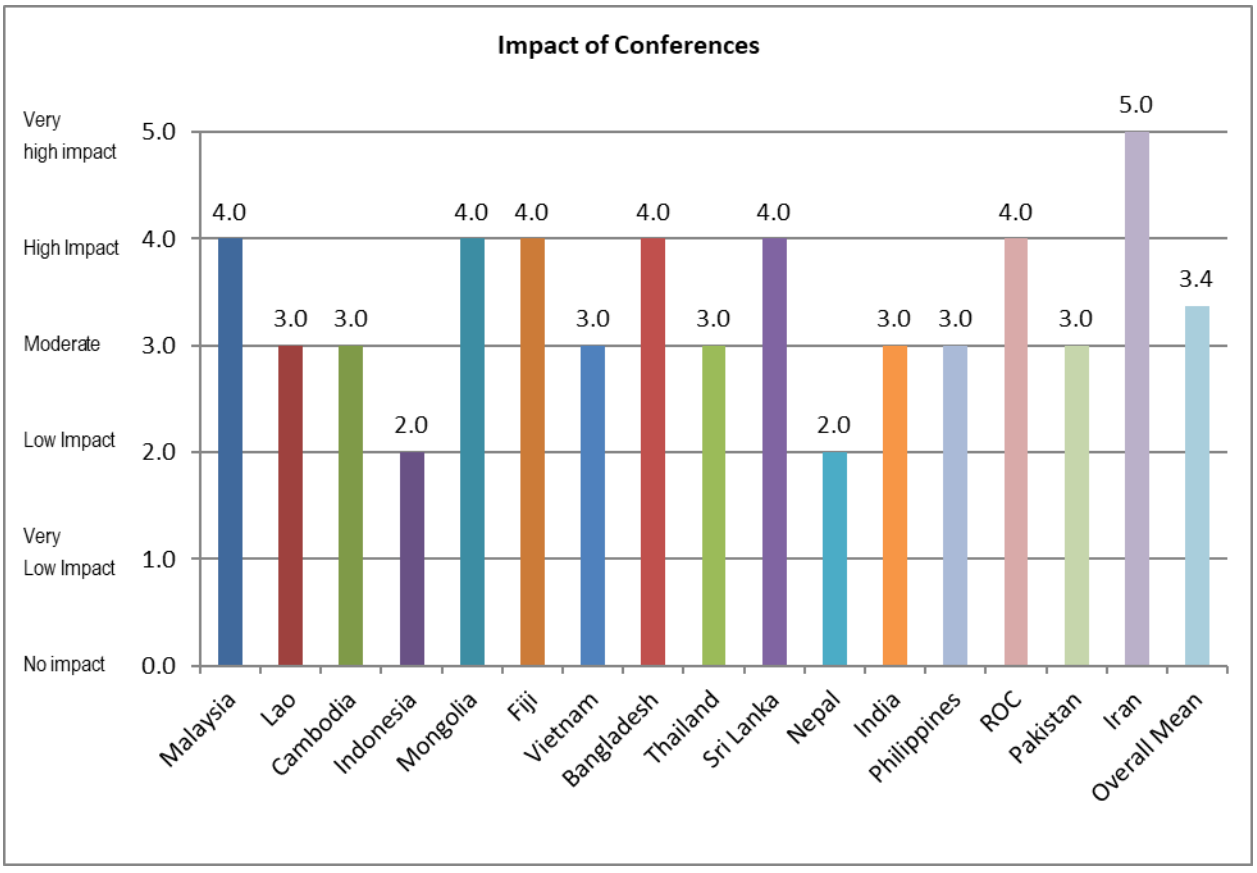
Overall Mean


Impact of Conferences
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
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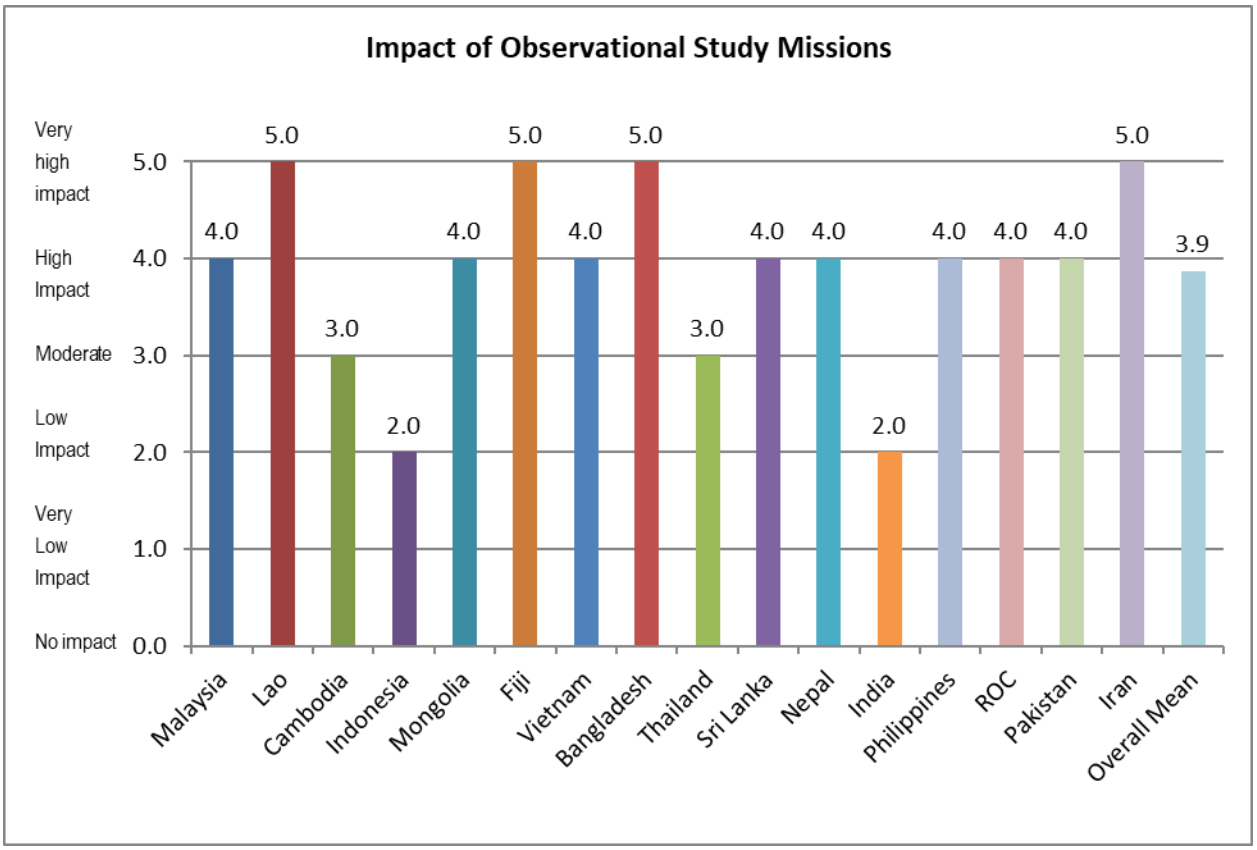
Overall Mean


Impact of Observational Study Missions
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0
5.0
3.0
2.0
4.0
5.0
4.0
5.0
3.0
4.0
4.0
2.0
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4.0
4.0
5.0
3.9
Malaysia
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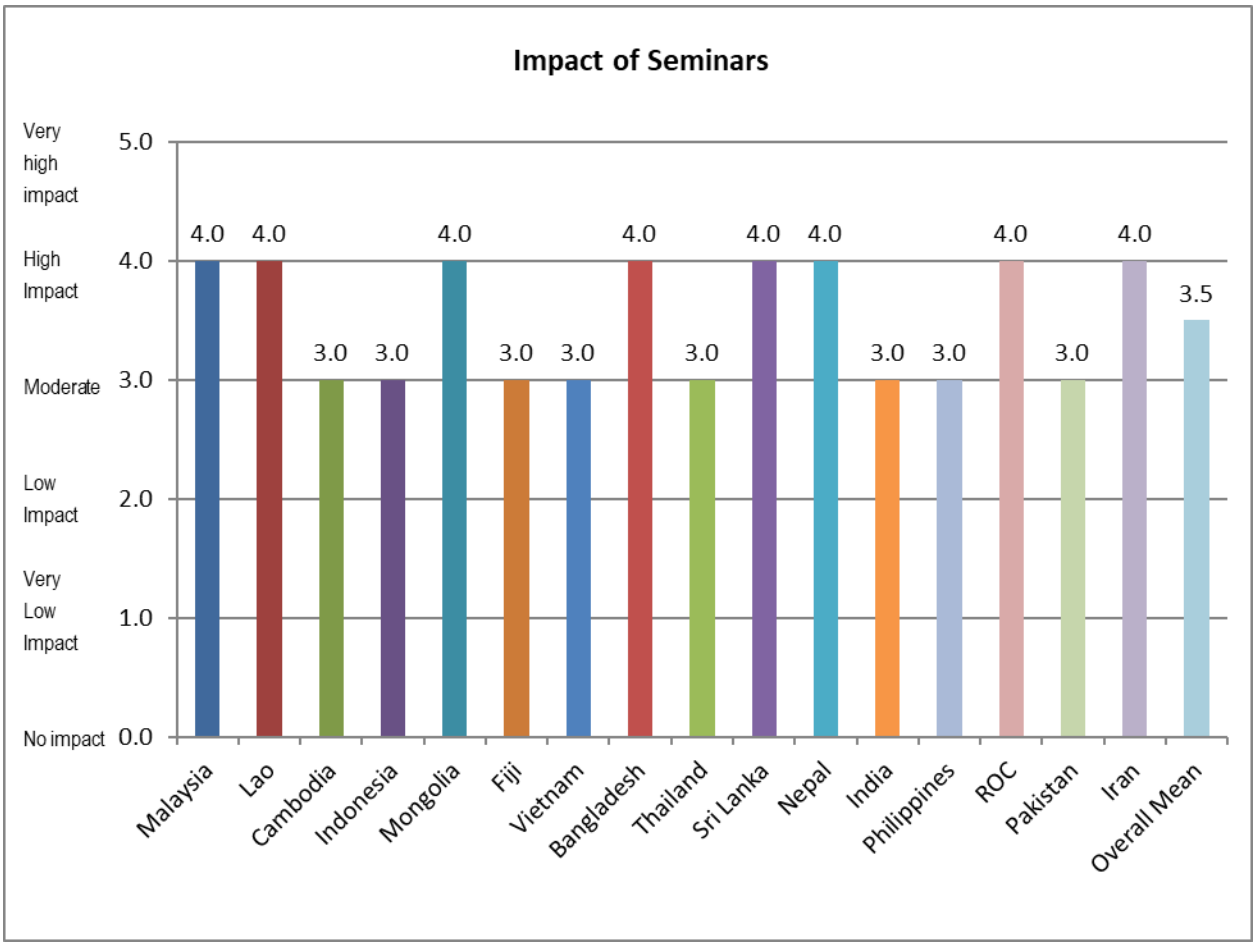
Overall Mean


Impact of Seminars
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0 4.0 3.0 3.0 4.0 3.0 3.0 4.0 3.0 4.0 4.0 3.0 3.0 4.0 3.0 4.0 3.5
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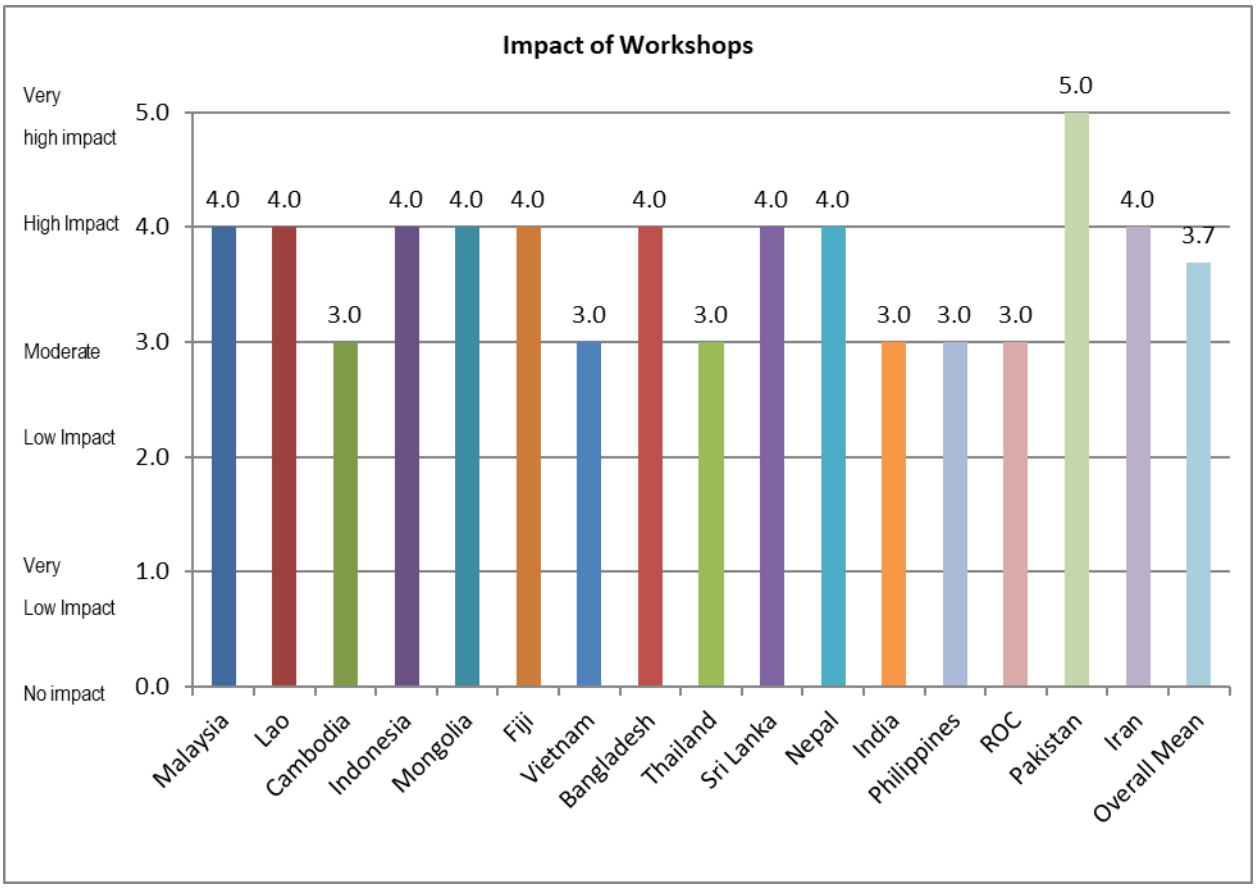
Overall Mean


Impact of Workshops
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0
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4.0
3.0
4.0
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5.0
4.0
3.7
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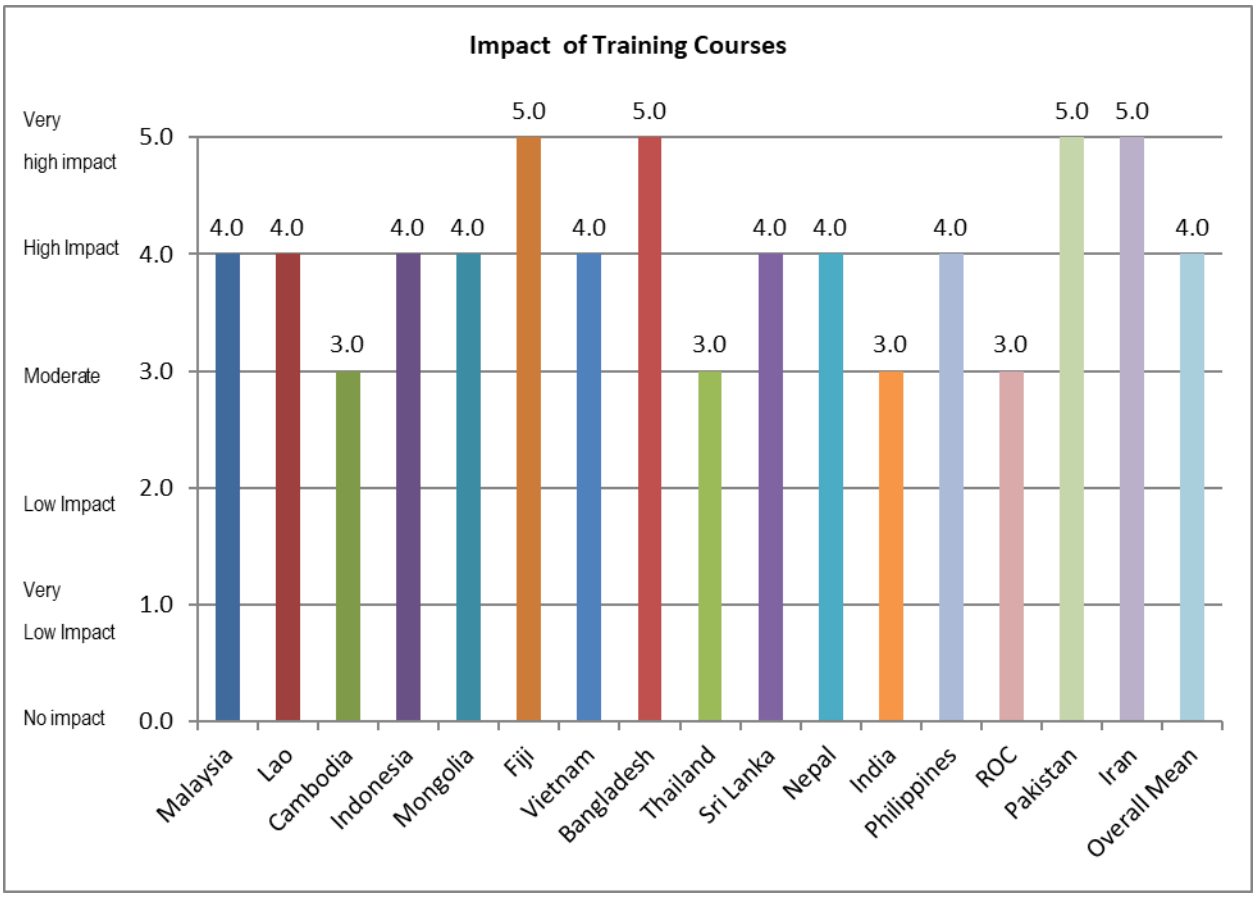
Overall Mean


Impact of Training Courses
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
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0.0
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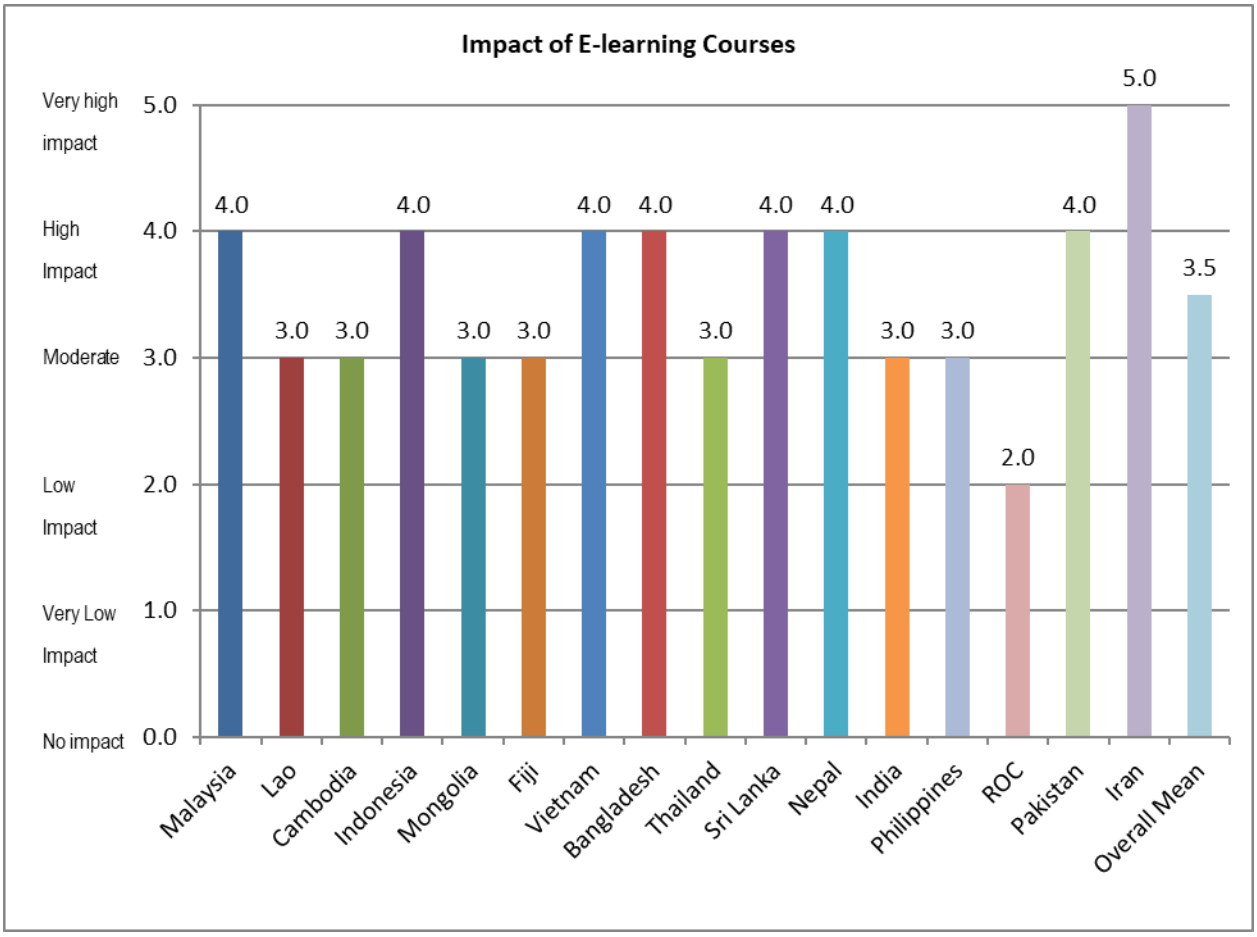
Overall Mean


Impact of E-learning Courses
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
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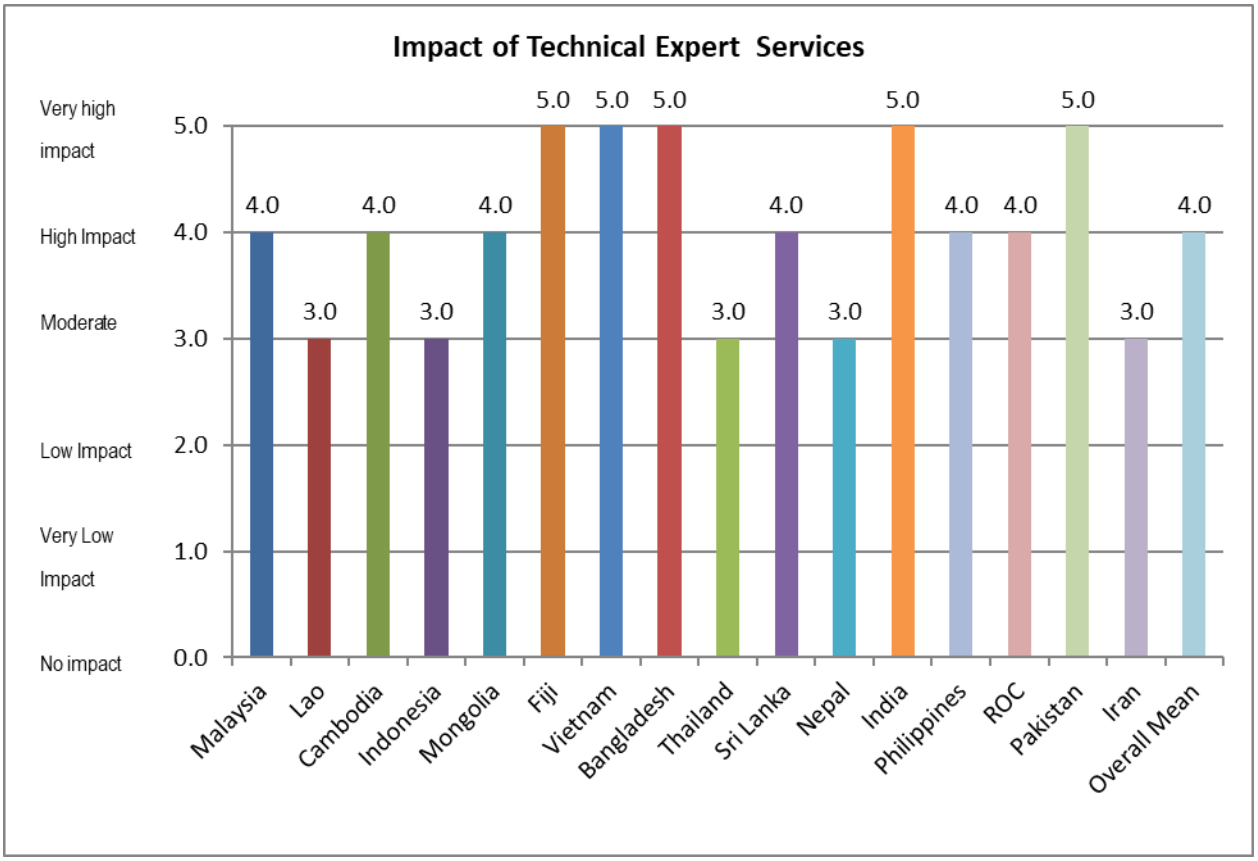
Impact of Technical Expert Services
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
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4.0 3.0 4.0 3.0 4.0 5.0 5.0 5.0 3.0 4.0 3.0 5.0 4.0 4.0 5.0 3.0 4.0
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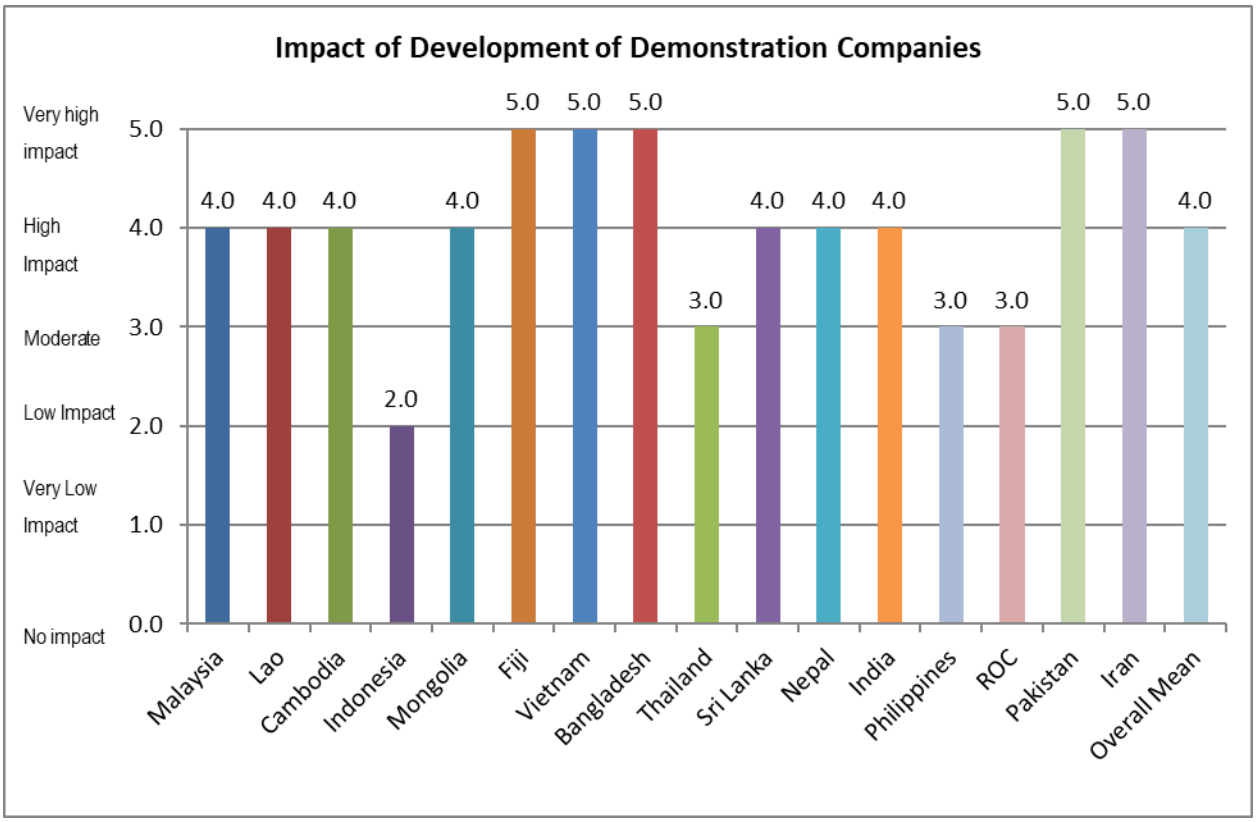
Overall Mean


Impact of Development of Demonstration Companies
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
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4.0 4.0 4.0 2.0 4.0 5.0 5.0 5.0 3.0 4.0 4.0 4.0 3.0 3.0 5.0 5.0 4.0
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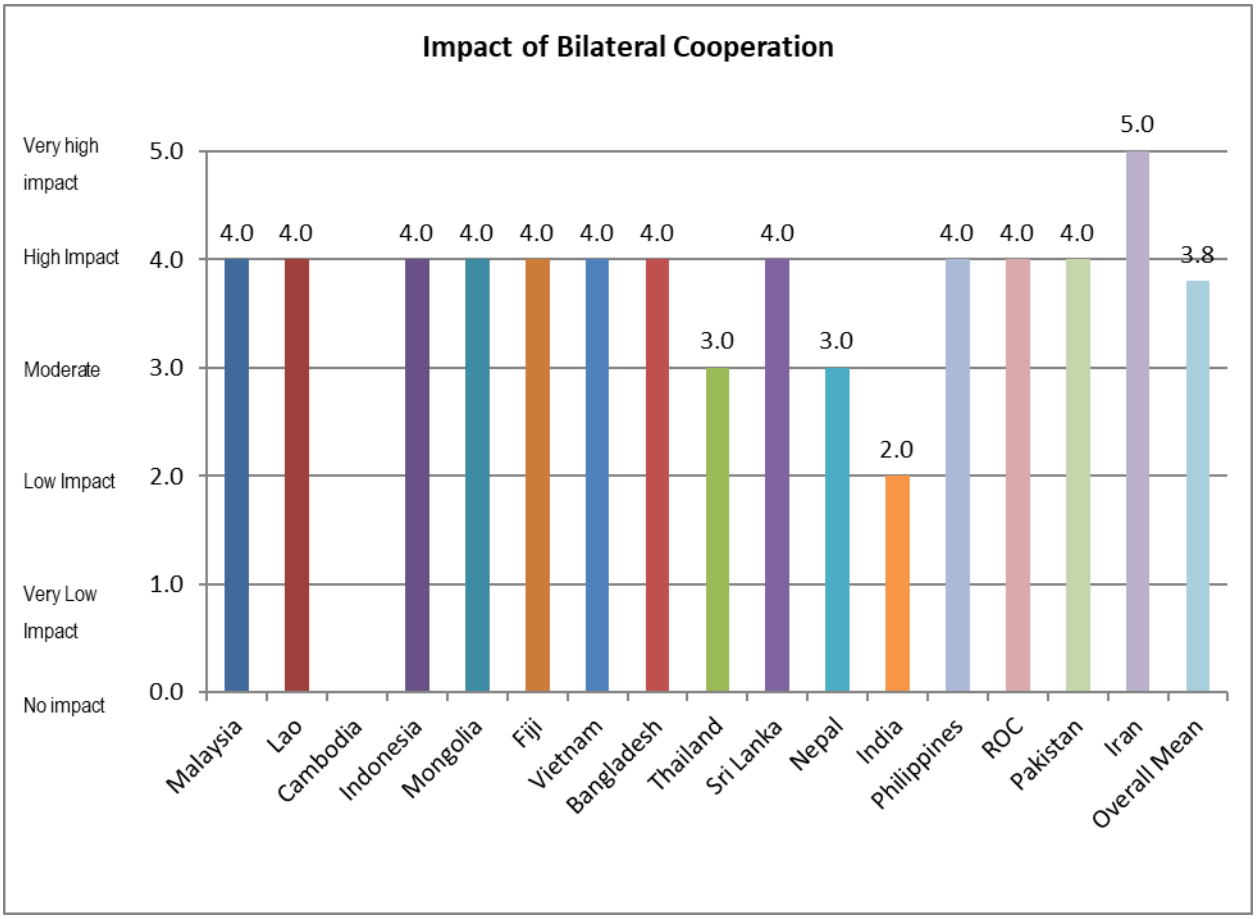
Overall Mean


Impact of Bilateral Cooperation
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0
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3.8
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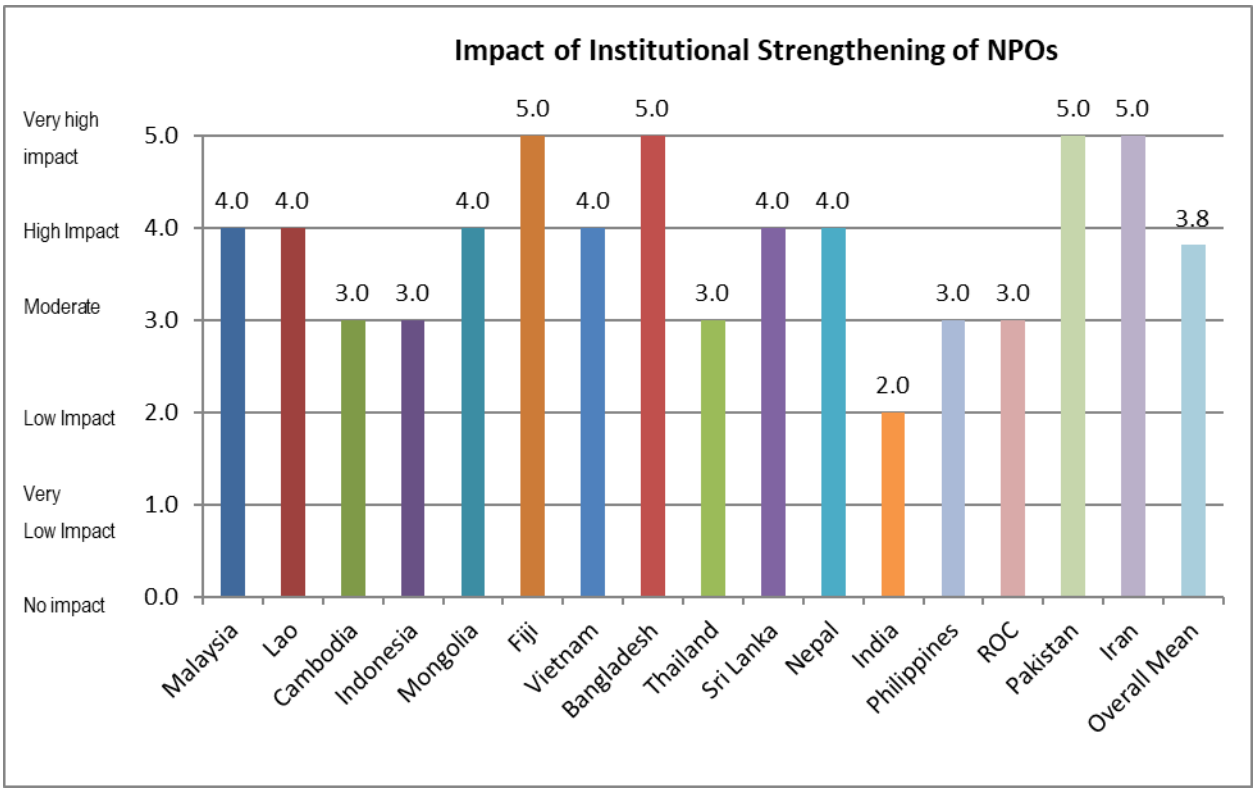
Overall Mean


Impact of Institutional Strengthening of NPOs
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
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4.0 4.0 3.0 3.0 4.0 5.0 4.0 5.0 3.0 4.0 4.0 2.0 3.0 3.0 5.0 5.0 3.8
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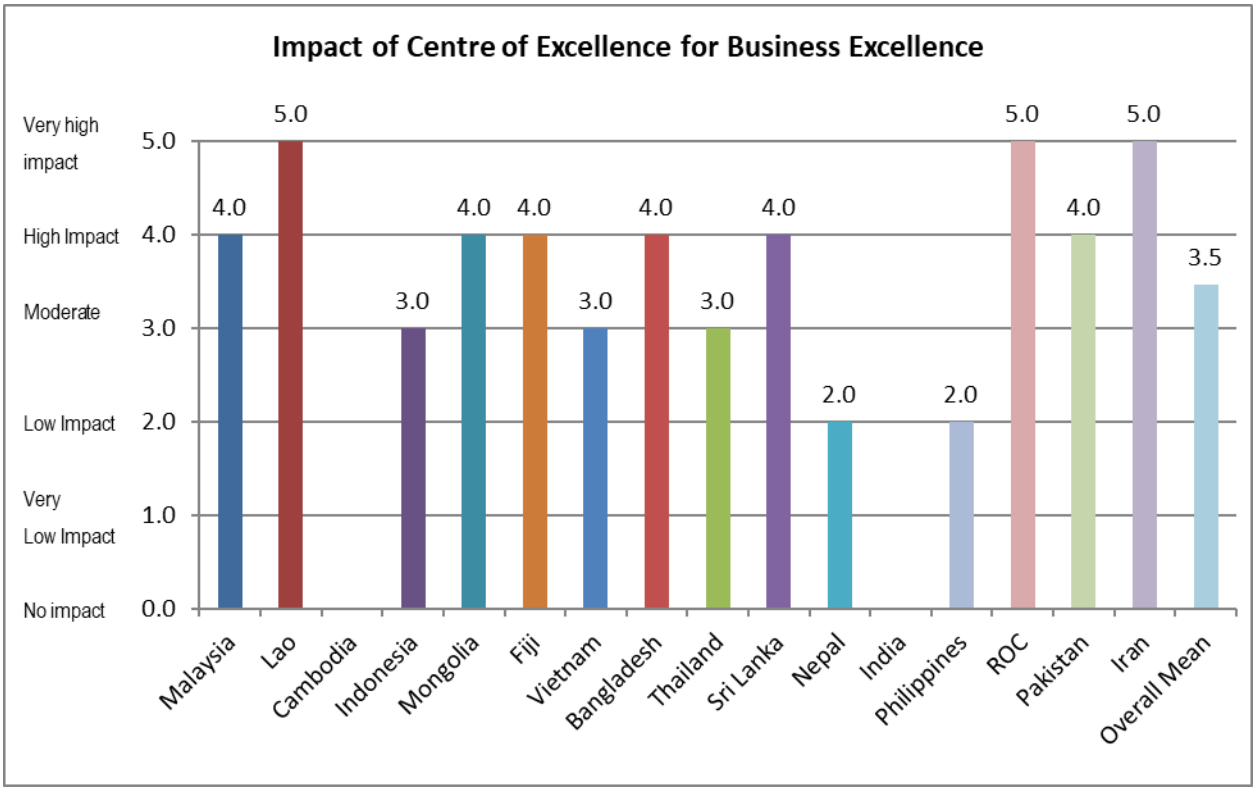
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean


Impact of Centre of Excellence for Business Excellence
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0 5.0 3.0 4.0 4.0 4.0 3.0 4.0 2.0 2.0 5.0 4.0 5.0 3.5
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Nepal
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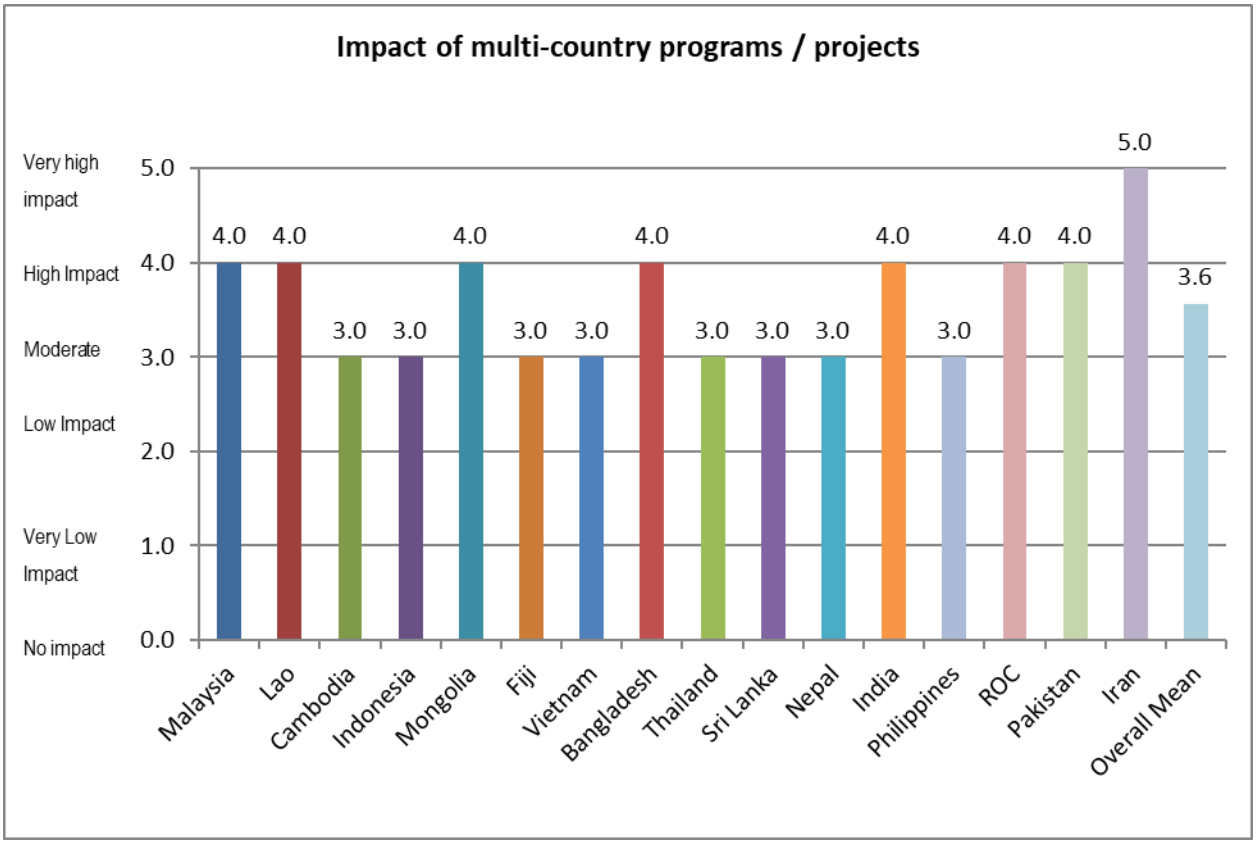
Philippines
ROC
Pakistan
Iran
Overall Mean


Impact of multi-country programs / projects
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0 4.0 3.0 3.0 4.0 3.0 3.0 4.0 3.0 3.0 3.0 4.0 3.0 4.0 4.0 5.0 3.6
Malaysia
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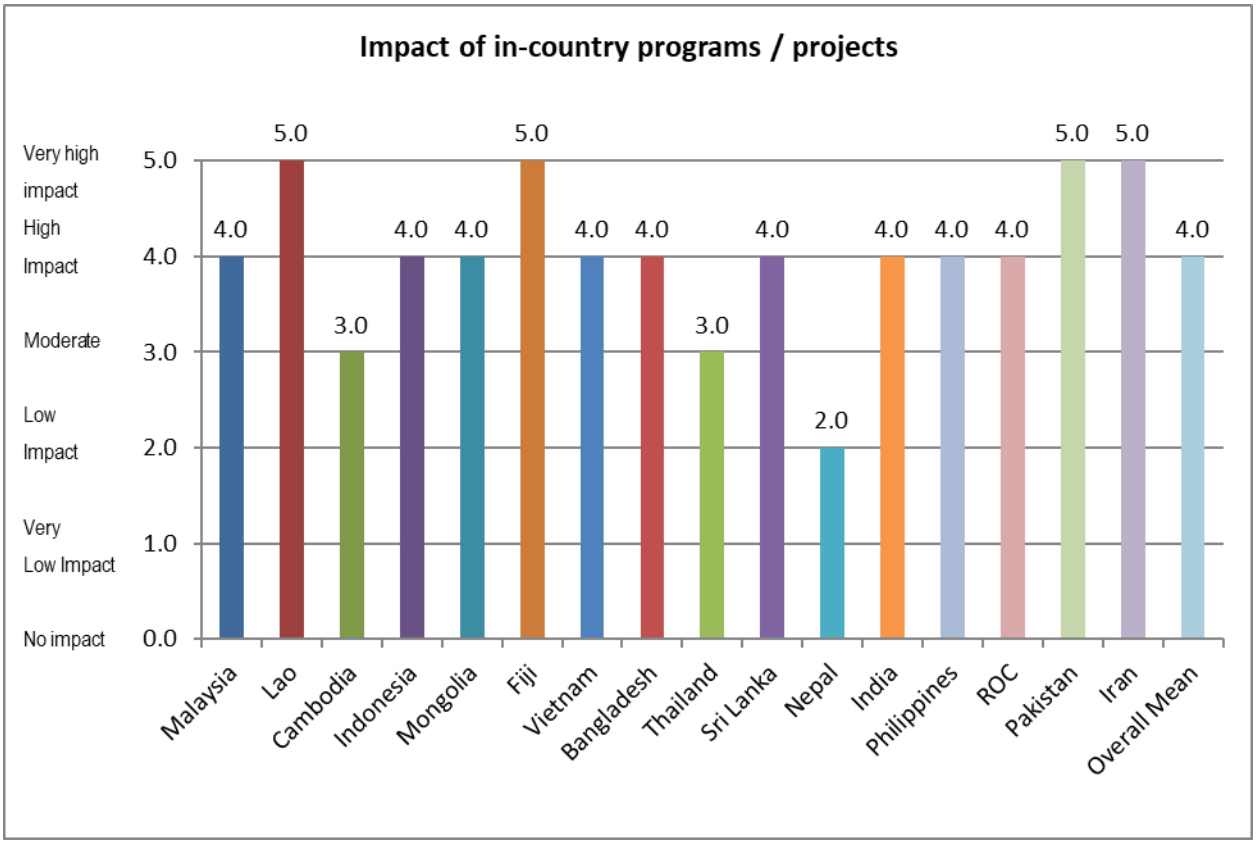
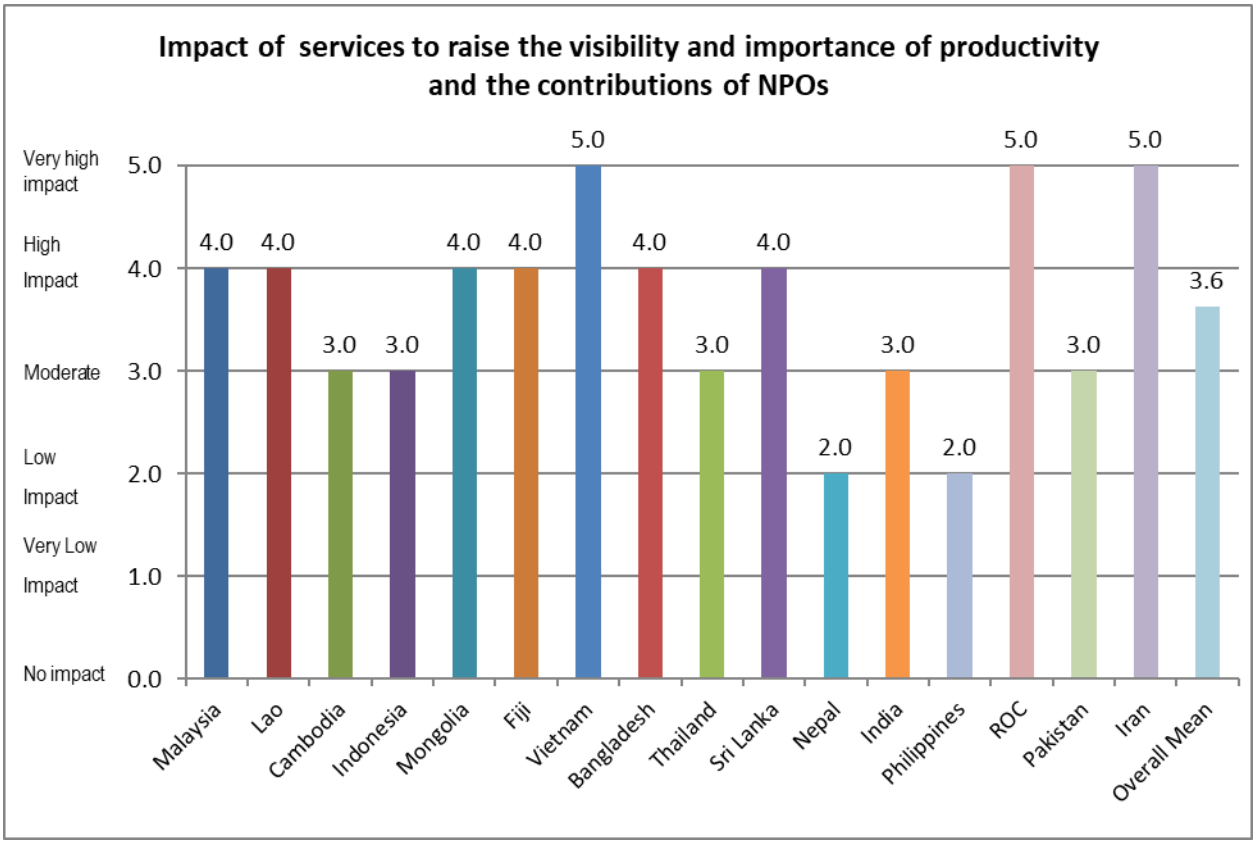
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean


Impact of in-country programs / projects
Very high impact
High Impact
Moderate
Low Impact
Very Low Impact
No impact
5.0
4.0
3.0
2.0
1.0
0.0
4.0 5.0 3.0 4.0 4.0 5.0 4.0 4.0 3.0 4.0 2.0 4.0 4.0 4.0 5.0 5.0 4.0
Malaysia
Lao
Cambodia
Indonesia
Mongolia
Fiji
Vietnam
Bangladesh
Thailand
Sri Lanka
Nepal
India
Philippines
ROC
Pakistan
Iran
Overall Mean



5.11 b) Suggested changes/comments for areas in need of improvement:

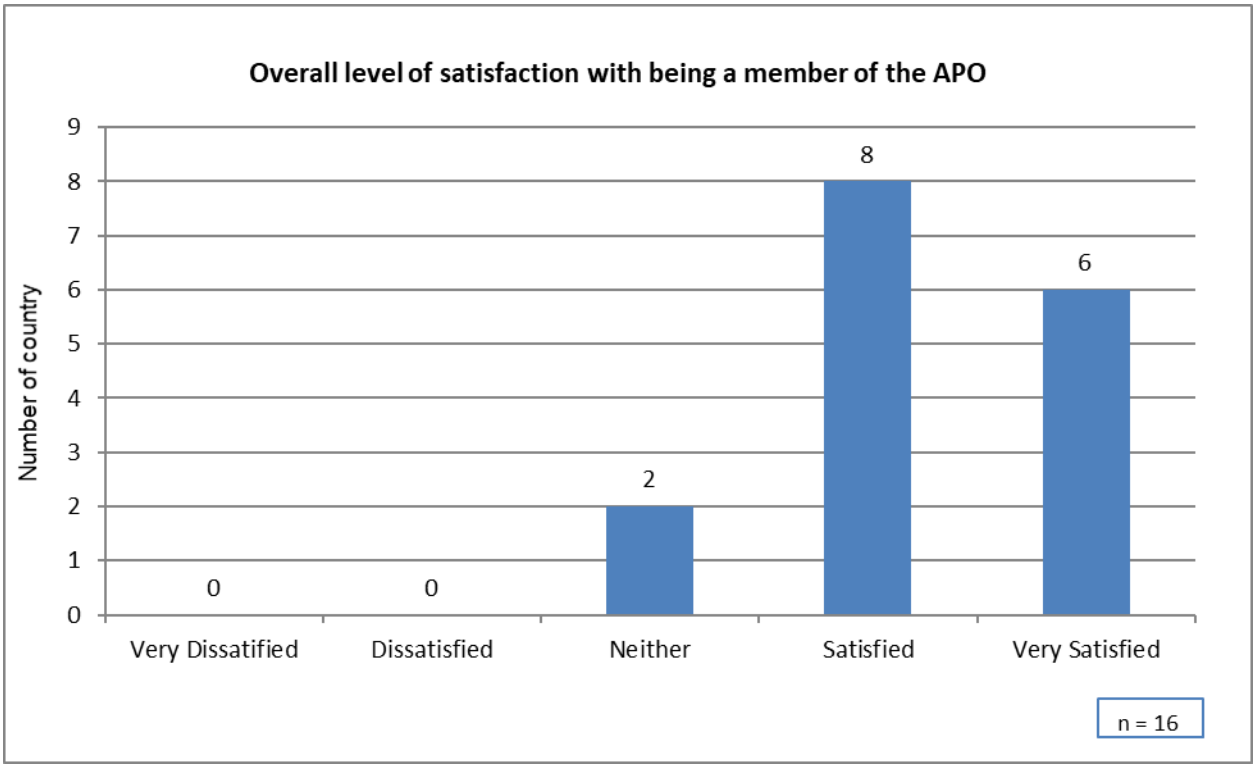
- Request for more in country programs/projects; meeting MPC needs and having a more balance between in-country to multi country projects (Malaysia)
- More programs/projects on Knowledge Management; supports innovation and productivity enhancement activities for enhancing competitiveness and service quality (Malaysia)
- Assist in institutional strengthening (Nepal)
- Increase in country programs (Nepal)
- BCBN could be longer term say 3 to 6 months at least (Philippines)
- It is clearly felt and seen that the category C programs are more effective, efficient (cost-wise) and impactful (greater multiplier effects) to drive the productivity message at the country level thus make it imperative to concentrate more resources here.(Fiji)
- The TES and demonstration projects often leave tangible and visible results behind and this is much appreciated by the governments and stakeholders.(Fiji)

- APO may consider taking staff from MCs and training them and leaving them in the respective countries to work and manage projects from there using the virtual technologies and collaborative work spaces available today, and without having to stay in an expensive city like Tokyo. This can cut costs down substantially and they carry the APO flag in the respective countries!(Fiji)
- APO projects should also aim to build the capacity of local experts and formalize their participation as active local counterparts, who not only supervise and assist in (demo) projects, but initiate demonstration projects and model companies as part of the capacity building effort spread over a few years rather than short periods of time as is the case now.(Fiji)
- There is a need to revamp the APO with the changing times (India)
- APO should make efforts to generate revenue in order to be self – sustainable in long term (India)
- APO must align, tie – up, collaborate with Institutions of Excellence in major APO member countries as regards to the Research projects undertaken by APO (India)
- APO renewed its Vision and Mission in 2011 but there is no roadmap to achieve them. In view of the same, it should develop a detailed roadmap with clear indication of output and outcome besides resource requirement.(India)
- APO should leverage ICT in its activities and for productivity movement. (India)

5.12 a) Level of satisfaction with being a member of the APO:

Services	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
	1	2	3	4	5
Overall level of member satisfaction	☐	☐	☐	☐	☐

Level of satisfaction	Malaysia	Lao	Cambodia	Indonesia	Mongolia	Fiji	Vietnam	Bangladesh	Thailand	Sri Lanka	Nepal	India	Philippines	ROC	Pakistan	Iran	TOTAL
Very Dissatisfied																	0
Dissatisfied																	0
Neither									1			1					2
Satisfied	1		1	1			1			1	1		1		1		8
Very Satisfied		1			1	1		1						1		1	6



5.12 b) Comments:

- The opportunities for human resources development accorded through the participation in APO activities are invaluable and most appreciated by the respondents.(Fiji)
- It is not easy to satisfy diverse and sometimes conflicting interests. APO has done a good job and best wishes for future program preparations. (Fiji)
- There is a need for more technology demonstration projects that may be facilitated by APO (and the GPAC) across various sectors where specific technology applications may be especially focused upon (such as Supercritical CO2 applications, Plasma Technology, Microwave based heating / drying and robotics and others). These may be via new range of advanced Green productivity Demonstration projects and use of new tools and techniques.(India)
- APO may facilitate genuine efforts to establish capabilities in NPC / NPOs to undertake international technology collaboration projects or strategic management oriented consultancy including facilitating mergers and acquisitions and enabling internationalization initiatives for domestic firms (possibly in partnership with APO and other NPO's and also other international agencies and Large and SME consulting organizations across countries). These could also help strengthen NPC contribution towards facilitating manufacture of eco-friendly products and the domain of eco-innovation. Here, not only investments from various ministries and sectoral agencies could be involved but also mechanisms would be needed for obtaining funding from other financial institutions. Infact incubators may be established to also further the cause of entrepreneurship in the country(ies)and intrapreneurship across NPOs by involving suitable partnerships.(India)
- Advancement in the training frontier with newer more current and important areas for imparting training to officials and staff. This may include training in research capabilities (including software applications such as SPSS / SAS and on research methods), international technology transfer areas, vast range of management consulting areas including project management, besides areas such as GIS technologies and their applications.(India)
- Development of a Productivity Volunteers programme that will strengthen the engagement of NPC in India in multiple ways (and also possibly in other countries), to strengthen the process of employment generation and building competitiveness of SMEs and institutions which would enhance NPC, DIPP and APO visibility as well. (India)
- There can be a well organized Chemicals Management Programme for India in which NPC may seek to be a key consortium member along with other implementing agencies.(India)
- It is submitted that APO and inter NPOs related linkages must be deepened beyond liaison officers and other top management officials serving essentially as gate keepers. Indeed little engagement has been seen between NPOs / NPCs across countries beyond tokenism or some expert services being facilitated as per APO and liaison officer and management wishes, which too happening occasionally. Accordingly, a seamless inter- NPO linkage at all levels is the need of the hour such that the APO / NPO system becomes dynamic with prospects of knowledge creation and exchange and experience sharing and expertise identification and application (with ICT support and on the ground action) and project execution across countries. Else the whole system will continue to be opaque and the international bureaucracy of

the APO system self limiting as in the past. Indeed, the engagement of officials across the NPOs at all echelons will add much value to APO initiatives. (India)

- There is also scope for developing new toolkits such as financial productivity analytics and management productivity analytics domains that the APO must seek to finance along with other interested organizations such that new ISO standards could also emerge.(India)
- There is also a need for a good suggestion system to be established in the APO framework where potentially useful suggestions are given due consideration and not frowned upon or dismissed summarily with an all out campaign to discredit the personnel / employees who make suggestions and share their perspectives. The boundary scanning capabilities of various employees for potential project areas identification etc must be positively encouraged and facilitated.(India)
- There is further a need for 360° evaluation system (or still better systems with third party engagement in the process for enhanced fairness) to be put into place atleast in NPC India at the earliest such that fair and all round evaluations occurs for personnel in the years ahead, and that merit and devotion to duty gets due attention beyond mere loyalty arrangements across hierarchies.(India)