



APO *news*

Sri Lanka Productivity Awards spread message of better tomorrow

Sri Lanka's premier conference hall, Bandaranaike Memorial International Conference Hall, Colombo, echoed to the sounds of congratulatory messages, music, and dancing on 23 October 2007. Approximately 1,600 spectators including senior members of government, the private sector, and trade unions gathered to celebrate the National Productivity and Quality Awards. The ceremony began with the lighting of an oil lamp by the distinguished guests, a traditional Sri Lankan ritual.



Minister Seneviratne presenting a plaque of appreciation to Secretary-General Takenaka (R-L: Takenaka, Seneviratne, Madihahewa, Marasinghe)

The ceremony was organized by the National Productivity Secretariat (NPS), the NPO of Sri Lanka. The National Productivity Awards were organized in conjunction with the Ministry of Labor Relations and Manpower, while the National Quality Awards were organized in conjunction with the Ministry of Science and Technology. Minister of Labor Relations and Manpower Athauda Seneviratne's address stressed the importance of improving productivity and inculcating good values. Minister of Science and Technology Tissa Vitharana spoke on the importance of quality improvement.

APO Secretary-General Shigeo Takenaka presented the awards and congratulated the winners and the NPS on successfully promoting productivity and quality in their organizations. Secretary-General Takenaka complimented Sri Lanka's national productivity and quality award system, saying, "The system here is better organized than those in many other APO countries, contributing a great deal to the promotion of productivity in the nation." He attributed the success to advances in various sectors and particularly the government's consistent championing of the awards.

The National Productivity Awards started in 1993, the year the productivity convention commenced. First managed by the National Institute of Business Management, the NPS took over the role in 2001. Interest in the awards has grown phenomenally, as Director of the NPS and APO Liaison Officer for Sri Lanka Upali Marasinghe explained, "When it started in 1993, it was a very small event. At that time, the concept of productivity itself was not well known. The participating sector was

(Continued on page 5)

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"The world leaders in innovation and creativity will also be world leaders in everything else."

Harold R. McAlindon

INSIDE

- 2..... p-Watch—Europe
- 3..... p-TIPS
- 4..... New APO publication
- 4..... Common Sense Talk
- 5..... Productivity flows along the Mekong
- 6..... Safer food means satisfied consumers
- 6..... Rethinking higher education in agriculture and the environment
- 7..... p-Experts
- 7..... APO-NPO Update
- 7..... Program calendar
- 8..... APO News quiz
- 8..... New-look APO News

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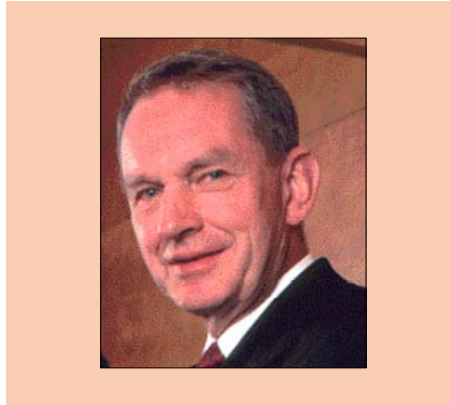


The Luxembourg Productivity Centre: 50 years old

L'Office Luxembourgeois pour l'Accroissement de la Productivité (OLAP), the productivity center of the EU's smallest member state of Luxembourg, was established almost a decade later than its neighbors. Thus it celebrates its half-centenary in 2007, an age that only its German counterpart has been able to reach. The original French, Belgian, and Dutch productivity centers were all "put to rest" in the late 1960s and early 1970s, with their places taken by bodies focusing on the social side of productivity, i.e., the humanization of work.

"Focusing on training is justified by the country's, and Europe's, belief that enhancing human resources is the key to future competitiveness."

Longevity has not been its only distinguishing characteristic: during its first decade OLAP was as concerned with agricultural as with industrial productivity until the agricultural unit was spun off to the appropriate ministry. Subsequently, as Luxembourg has deindustrialized (its key steel-maker was bought up by India's Mittal) OLAP has come to focus on improving the Grand Duchy's service enterprises, the prime facets of Europe's most productive and wealthiest economy. Thus, for the country's service sector it arranges training activities to the virtual exclusion of the information, consultancy, and research activities present in the palette of other productivity centers. Focusing on training is justified by the country's, and Europe's, belief that enhancing human resources is the key to future competitiveness. If, in an open economy like Luxembourg's, there are information, consultancy, and research services galore, there is a genuine need for a publicly sponsored body that focuses on the learning needs of smaller enterprises, while participating in the open training market to keep its eye on the ball and broadly propagating knowledge of the supply side of training. The



quarterly *olapnews*, dealing primarily although not exclusively with training for productivity, has a print run of 4,500 copies, or one copy for every 100 Luxembourgers.

"OLAP has gradually found its productivity niche as a national networker and organizer of training programs."

Like other centers, or perhaps even more so, OLAP continues to operate within a consensual setting between employers, employees/workers, and government. Bi- and tripartism imbue the whole country: all major corporate restructuring exercises or closures are accompanied by tripartite action to redeploy redundant workers. The constitution requires that all employers, craft workers, and farmers must belong to their own specific chambers, as must all employees (state and private sector separately) and workers. All employer chambers are fee-paying members of OLAP. The trade union representatives are also OLAP board members, as are three governmental representatives, albeit the latter only have consultative status. This consensual stance has ensured OLAP's survival over the changes of the last decade or more, generated by two major environmental changes.

"The external and in-company programs offered by OLAP cover a range of subjects concerned with management and administration."

First, as elsewhere in Europe, government finance has been declining. The reduction in OLAP's case has been particularly severe: from €260,000 in 2003 to €120,000 in 2007. Since the state, in this case the Ministry of Economics, accounted for roughly one-half of the center's annual income, the only viable means of balancing the budget was to reduce costs. This was achieved by not replacing the secretary general and making greater use of part-time staff. But also essential during the crisis years was the full backing of the center by the trade unions (which, like employers' associations, are voluntary bodies paralleling the above-mentioned chambers).

Second, a series of laws on life-long learning starting in 1979 culminated in 1999 in the establishment of a national institute to implement a set of rules and regulations aimed at stimulating life-long education and training. These include scrutinizing the provision of financial support to individual enterprises with training policies and practices using the learning events, both external and internal, previously vetted by the institute. To rationalize the supply side, in 2005 OLAP became allied with the training units of the Chambers of Commerce and Handicrafts. The impact was immediately apparent: participant cancellations plummeted from 40% to 20%. As one of the bodies under which training has been authorized, course participants or their employing enterprises can usually benefit from state coverage of 10% of company/individual investments in life-long learning. The external and in-company programs offered by OLAP cover a range of subjects concerned with management and administration. It has made its reputation in practical domains such as computer techniques, using secretarial resources efficiently, effective use of

the telephone, taking notes and writing reports, or corporate fiscal procedures. But it also provides courses on general management themes such as the new roles of managers, time and stress management, efficient delegation, and identifying core issues.

For in-company programs, all offers (under European Commission procedures) are subjected to open tender. Such programs aim to deepen the knowledge and capacities of a specific group of persons within a single company or administration or to ensure specified results when implementing a new strategy, organizational design, or management style. In more complex cases, training needs to be accompanied by consulting to enhance the chances of success. Like the external training courses, in-company programs can benefit from the 10% state grant. OLAP has been particularly successful with its programs for the post office.

In 2004, OLAP launched its “summer action” from mid-July when Luxembourg’s enterprises and administrations close for vacation. Since the first trial, numbers participating in the four areas covered have tripled: personal efficiency and organization; industrial relations; written and verbal communication;

and purchasing and logistics. From 2007, an added attraction has been the organization of these courses in the brand-new training center of the Chamber of Workers in an exhilarating riverside location.

OLAP has gradually found its productivity niche as a national networker and organizer of training programs. This is bringing about a change in its ministerial sponsorship in 2008 from economics to education. It has also meant that its recent alliance with the training actions of the Chambers of Commerce and Crafts is creating more efficiency and synergy. Since its image is so well established on the learning market, it is unlikely to drop the “p” from its logo, although the letter will in future be understood to mean “pedagogy” as much as “productivity.”

Anthony C. Hubert is President of EuroJobs, an organization he established to promote efforts to raise the quality of working life and productivity in Europe. He was formerly Secretary-General of the European Association of National Productivity Organizations. He writes regularly for this column.



p-TIPS

Cleaning up (Successful 5S)

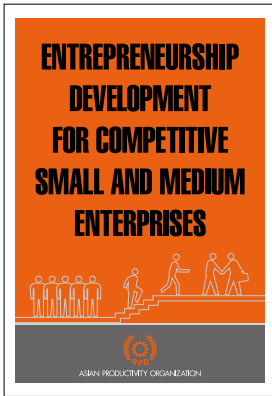
The beginning of the calendar year is a good time to start (or restart) a 5S effort. Sorting out the workplace, discarding unnecessary items, and making all look shiny and fresh can give a significant productivity boost in the new year. The added standardization and self-discipline of a successful 5S initiative add to overall efficiency. Kevin McManus of greatsystems.com acknowledges that many organizations fail when trying to put a 5S process in place and offers tips on how yours can succeed.

- 1) Don't see your 5S initiative as a stand-alone effort. Make 5S practices a part of all other performance and productivity improvement efforts. Don't form a specific team, but let everyone know that they are expected to be a 5S actor.
- 2) Require management to set a strong 5S example. Managers should be the neatest and have the best-organized work areas.
- 3) Require every supervisor and manager to enforce 5S practices on a daily basis. If they see a 5S violation and don't point it out, that sends the message that the behavior is OK. They should also compliment order and cleanliness.

- 4) Incorporate 5S expectations into every employee's job description. Let those expectations become part of the performance appraisal and give feedback if they are not met. Include the expectations in all work group meetings.
- 5) Clearly and visually define what each 5S workplace should look like. “Before and after” photos help people understand where problems exist and how they can be resolved. Other groups can visit high-performing 5S work areas to discuss the differences they see.
- 6) Modify procedures and work instructions to keep 5S changes alive. Allow sufficient time for things to be cleaned and put away and for waste to be discarded safely.
- 7) Create a 5S punch list and show regular progress toward its completion. After getting started, those first major cleaning tasks won't have to be done again. When tidiness is habitual, the necessary jobs can be punched off the list and improvement can be continuous. Post the list in conspicuous sites for easy review and quick checking of things to be done.



New APO publication



ENTREPRENEURSHIP DEVELOPMENT FOR COMPETITIVE SMALL AND MEDIUM ENTERPRISES

APO 333 pp. November 2007
ISBN: 92-833-2378-5 (hard copy)
ISBN: 92-833-7061-9 (e-edition)

Small and medium enterprises (SMEs) continue to remain high on the agenda of policymakers in APO member countries due to their significant role as economic and business entities. More than 90% of enterprises worldwide are SMEs, and because they account for almost 75% of GDP in the Asia-Pacific region, they are critical for economic growth.

The current rapid pace of globalization and technological advances requires a high level of competitiveness from both producers and service suppliers to survive. However, many SMEs in APO countries are far from being sufficiently competitive and hence their productivity remains low despite their lion's share of GDP and potential as engines of economic growth. The low competitiveness of SMEs is affected by a number of common constraints such as lack of access to finance and technology, weak human resources, and poor entrepreneurial capabilities.

Entrepreneurship Development for Competitive Small and Medium Enterprises is a summary report of the findings of a survey conducted by the APO in eight member countries, Bangladesh, India, Indonesia, Malaysia, Pakistan, the Philippines, Nepal, and Vietnam, in 2006. The study focused on how SME competitiveness could be improved through entrepreneurial development. The book is divided into two parts. The Integrated Report (part 1) is a comparative analysis of the commonalities and differences in government policies and various entrepreneurship development initiatives taken by governments and the private sector, such as promotion of entrepreneurial culture, administrative environment/frameworks, entrepreneurship training and education, networking and linkages for SME development, technology and ICT development, and financial support. In addition, this part highlights the common issues confronting SMEs in the region. The second part of the book features country-specific issues facing SMEs, providing a detailed picture of the status, local issues, and government policies and initiatives taken to develop competitive SMEs in the surveyed countries.

In view of the relatively smaller size and weaker capacity of SMEs to adopt advanced technologies, entrepreneurship development can provide feasible and sustainable benefits as it encourages improved know-how, skills, and competency in SMEs. It is hoped that the case studies and initiatives to foster an entrepreneurial spirit in the eight selected member countries included in this report will provide practical ideas and concrete examples for the further development of competitive SMEs in the Asia-Pacific region, thereby contributing to overall economic growth.

COMMON SENSE TALK



"As users, we typically want our technology to be a black box; we don't want to be bothered with adjusting it, monitoring it, repairing it, or knowing about its inner workings. A sure sign of the success of a technology is that we scarcely think of it as technology at all."

Steven Shapin

"The stoical scheme of supplying our wants by lopping off our desires is like cutting off our feet when we want shoes."

Jonathan Swift

"Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune."

Sam Walton

"Until you value yourself you will not value your time. Until you value your time, you will not do anything with it."

M. Scott Peck

"Men who do things without being told draw the most wages."

Edwin H. Stuart

"The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant."

Max Depree

"The world leaders in innovation and creativity will also be world leaders in everything else."

Harold R. McAlindon

"There is nothing so useless as doing efficiently that which should not be done at all."

Peter Drucker

"Something in human nature causes us to start slacking off at our moment of greatest accomplishment. As you become successful, you will need a great deal of self-discipline not to lose your sense of balance, humility, and commitment."

Ross Perot

For order and inquiry on APO publications and videos, please contact the Asian Productivity Organization, Hirakawa-cho Dai-ichi Seimei Bldg. 2F, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Phone number: (81-3) 5226-3920, Fax: (81-3) 5226-3950, e-Mail: apo@apo-tokyo.org

Productivity flows along the Mekong

The Mekong River, the longest in Southeast Asia, supports 300 million people in six countries, including the three APO member countries Vietnam, Lao PDR, and Cambodia. Despite the region's increasingly realized potential as a growth center due to its natural resources and large undeveloped market, continuing support and cooperation are needed to ensure progress. This will reinforce regional integration, leading to self-sustaining SME growth, a major engine for economic growth in the region. However, government policy for SME promotion and self-improvement mechanisms remain weak in those countries.

In order to support the development and improvement of SMEs in the region, the APO organized a seminar in Japan with the collaboration of the Japan Productivity Center for Socio-Economic Development (JPC-SED) under the title "SME Development in the Mekong Region: Learning from Excellent SMEs." With financial support from the JPC-SED, three participants from Myanmar took part along with eight participants from the three Mekong member countries.

According to the JPC-SED, the four participating countries have a similar socio-economic background, development stage, and SME development problems including a shortage of financial resources and training institutions as well as relatively undertrained human resources and a lack of business management skills and technology. The seminar therefore introduced productivity tools for SMEs and the governmental institutions responsible for nurturing SMEs and examined measures for SME self-improvement.

Executive Adviser Keichi Tanaka, Sony Human Capital Corporation, conducted a one-day intensive presentation on "Productivity Improvement Activities for

SMEs" covering productivity tools such as 5S, quality control, just-in-time systems, and kaizen. Two site visits were made to competitive SMEs with a quality-conscious and innovation-driven approach: Hayashi Soji Corporation, which supplies railway signal equipment; and Dowa Forging Co., Ltd., winner of a best SME award in 2006. Participants also visited the Toyota Motor Corporation and Denso Corporation to observe state-of-the-art manufacturing plants utilizing various productivity tools.



Finally, each participant conducted a self-assessment and evaluation focusing on the main themes. Human Resource and Administration Manager Phat Thomas, Hatthakasekar Limited, Cambodia, listed quality improvement constraints and created a list of possible solutions including staff training and capacity building strategies. Consultant Le Viet Hung, Vietnam Productivity Centre, studied the quality issue from the NPO perspective and listed strategies for implementing 5S, kaizen, and total productivity systems in SMEs in four categories: the human factor, suppliers, culture, and technology. 🌀

Sri Lanka Productivity Awards spread message of better tomorrow (Continued from page 1)

limited to the private sector, and the number of applicants was fewer than 50." In 2006, the NPS received 822 applications for 17 categories under the School Sector, Public Sector, and Manufacturing and Service Sector divisions. All applications are first assessed in a desktop evaluation, consisting of a document review. The second assessment involves site visits to successful applicants. The final results are announced after reviewing the results of the second assessment by the steering committee. "The main challenge for the improvement of the awards is to bring our message to remote areas. Therefore, the NPS tries to manage more programs to raise the awareness of productivity as well as the productivity awards," explained Marasinghe.

Among winners in the School Sector division, St. Sylvester's College in Kandy and Meepavita Kanishta Vidyalaya in Meepavita, Ransgoda, received the Gold Award. In the Manufacturing and Service Sector division, the Gold Award went to General Hospital, Ampara, and the Silver Award to Lumbini Tea Factory (Pvt) Ltd. The Ministry of Mass Media and Information won first place in the Interministry category in the public sector.

The National Quality Awards, mirroring the practices of the US Malcolm Baldrige National Quality Awards and organized by the Sri Lanka Standards Institution, were presented at the same ceremony. Awards were given to Kelani Cables Limited and Comfortwear (Pvt) Limited in the Large-scale

Manufacturing Sector division, to Prasara Washing Plant (Pvt) Limited in the Medium-scale Service, and to Suntel Limited and Ampara General Hospital in the Large-scale Service Sector divisions.

The NPS also organized the third annual Poster and Art Competition and Exhibition under the theme "Productivity Concepts: an Artistic View." The competition had five categories, School Sectors I, II, and III, University Sector, and Open Sector for the general public of all ages. Ministry of Labor Relations and Manpower Secretary Mahinda Madihahewa spoke of the importance of using a variety of approaches to raise productivity awareness. In his message in the commemorative publication containing winning posters and art creations, he wrote, "Creating awareness among the public and private sectors, schools, and the community sectors is an important aspect of the programs organized by the NPS."

The success of the awards demonstrates the key role the NPS continues to play as a national productivity promoter. The increasingly successful National Productivity Awards are the centerpiece of its commitment to productivity promotion in Sri Lanka. The 2006 awards were not only a cause for celebration for the winners but also a beacon of hope for the future national productivity movement. 🌀

Safer food means satisfied consumers

Livestock rearing plays a pivotal role in almost all South Asian countries and provides vital food commodities such as milk, meat, eggs, and numerous by-products. Proper management and adequate healthcare mean maintaining the well-being of livestock, which enhances food productivity. Any surplus commodities are more easily marketed for a better price in the global market if they are harvested hygienically, produced abundantly, handled properly, packed aseptically, and marketed according to the Codex Alimentarius standards. There is an urgent need to enhance production in this region to feed the rapidly increasing population. Proper processing is obviously necessary if the products are to find their way into global trading and markets.

To review the current productivity potential of animals in the Asia-Pacific region, an international seminar on Animal Health Management for Improving Productivity, Food Safety, and Market Access was organized by the APO in collaboration with the Thailand Productivity Institute in Bangkok, 22–26 October. The seminar aimed to review current livestock and poultry diseases and control measures in member countries, discuss recent technology and best management practices, and set useful guidelines for animal health management and hygienic farm operations. Fourteen participants from 12 member countries took part in the seminar.

Two overseas and two local resource speakers were invited and made informative presentations. That by Prof. Young Soo Lyoo, College of Veterinary Medicine, Konkuk University, Republic of Korea, on “Livestock Identification and Traceability Systems for Better Food Safety and Consumer Satisfaction,” was especially well received since it dealt with an aspect of universal interest: the traceability of livestock products to their original source. The methods of marking and coding and the ease of tracing were described in detail.



Dr. Younas (L) at the Bureau of Livestock Product and Quality Control Laboratory

For the firsthand observation of food safety and management practices, participants visited the Poultry Processing Plant of Bangkok Produce Co., Ltd., one of the leading food processors in Thailand. After an audiovisual presentation on the company, participants were taken on a guided tour of the production site. A second destination was the Bureau of Livestock Product and Quality Control Laboratory, which conducts feed testing, product testing, residue analyses, feed microscopy, and research on biosecurity. The well-equipped laboratory is also involved in assisting local industry to meet quality standards under the World Trade Organization regime. 🌀

Contributed by Professor and Chairman Dr. Muhammad Younas, Department of Livestock Management, University of Agriculture, Pakistan

Rethinking higher education in agriculture and the environment

The Asia Pacific Association of Educators on Agriculture and Environment (APEAEN) was born on 5 August 1997 during the APO symposium on Agricultural Education Systems in Japan as a follow-up action of the Secretariat. Initially composed of 17 countries, APEAEN membership has now increased to 21 countries in the region. It is a nonstock, nongovernmental international body of educators, researchers, extension workers, administrators, policymakers, development specialists, and institutional staff involved in education, agriculture, the environment, and health. The association addresses the development, improvement, and professionalization of agricultural and environmental educators to enable them to become effective partners in rural development, while researching appropriate strategies to cope with environmental concerns due to global warming, health issues, and sustainable development.

The APEAEN has recently organized its 3rd International Conference in Agriculture and Environment in the science city of Munoz, the Philippines, 4–7 November. Reflecting the complexity of bringing about change in agricultural and environmental education, the theme was “Preparing for the Future: Rethinking Higher Agriculture Education and Environment in the Asia Pacific.” The conference debated whether higher agricultural education in its present form could survive without change and how APEAEN members could support the necessary change process. The conference was

attended by 120 individuals working in higher education in agriculture and the environment representing institutions in 12 countries. The exchange of ideas during the conference and concomitant APEAEN 10th anniversary celebration encouraged 20 participants to join the association as new members.

The conference identified two thrust areas: the reengineering and conceptualization of agricultural education to integrate environmental concerns, especially in terms of the urgent needs of less developed countries; and the provision of consultancy services under the APEAEN to increase membership and generate income. Consultancy services could include writing project proposals and integrating scientific findings into agricultural educational services to serve as an instrument for poverty alleviation. As the parent organization, the APO will support the APEAEN as a partner and complements in those two thrust areas.

After three keynote presentations, 28 papers were presented, of which four received Best Paper Awards. Ten poster presentations on the conference theme were exhibited at the venue. Site visits were also made to eight centers within Munoz. 🌀

Contributed by Dr. Marylin B. Perlas, Executive Director, APEAEN



p-Experts deputed by the APO

INDIA

Chief of Plant Breeding Section **Dr. Tso-Chi Yang**, Taiwan Seed Improvement and Propagation Station, Council of Agriculture, ROC, 5–10 September, and **Guest Prof. Moon-Hee Lee**, Chungbuk National University, ROK, and JICA Expert on System Management/Distribution **Dr. Katsumi Katayama**, Rice Seed Multiplication and Distribution System Improvement Project, Ministry of Agriculture and Forestry, Japan, 5–11 September, were deputed as resource persons for the seminar on Production and Distribution of Improved Seeds for Increasing Agricultural Productivity.

JAPAN

Senior Scientist **Dr. Kong-luen Heong**, Executive Secretary of the Rice Research Institute (IRRI) Environmental Council, IRRI, Philippines, and **Prof. Motoyuki Goda**, Tottori University of Environmental Studies, Japan, were deputed as resource persons for the multicountry observational study mission on Green Technologies and Practices in Paddy Farming, 24–25 August.

APO/NPO update

New APO Director for India

Mr. Ajay Shankar, Secretary, Department of Industrial Policy & Promotion, was appointed APO Director for India w.e.f. 13 November 2007.

New NPO Head for India

Mr. Pradeep Singh, IAS, Director General, National Productivity Council, was appointed Head of the NPO for India, w.e.f. 7 November 2007.

New APO Liaison Officer and Additional Liaison Officer for India

Mr. M.S. Dhakad, Director, Department of Industrial Policy & Promotions, and Mr. U.S. Singh, Deputy Director General, NPC, were appointed APO Liaison Officer and Additional APO Liaison Officer, respectively, for India w.e.f. 1 November 2007.

New address for NPO of Pakistan

The address for the NPO of Pakistan has changed to National Productivity Organization, Islamabad Chamber of Commerce & Industry Building, 4th Floor, Mauve Area, G.8/1, Islamabad, Pakistan.

MALAYSIA

Kenji Kohga, Strategy & Change Services, IBM Consulting Services, Japan, was deputed as resource person for TES to the Conference on Creativity and Innovativeness, 4–6 September.

President **Hitoshi Seki**, SEK Consulting, Japan, was deputed as resource person for TES to the seminar on Business Efficiency, 10–11 September.

MONGOLIA

CEO **Dr. Bill Denney**, Quality Texas, USA, and Chairman/President **David Branch**, Branch-Smith Printing, USA, 4–6 September, and **Viliame Waqalaivi**, TPAF, and **Dr. Luis Ma. R. Calingo**, USA, 4–7 September, were deputed as experts for the seminar on Quality Award Systems.

SINGAPORE

Associate Researcher **Dr. Chao Chia Huang**, Agricultural Research Institute, ROC, Postharvest Specialist **Dr. Marita Cantwell**, Department of Plant Sciences, University of California, USA, and Head of Distribution Engineering Laboratory **Dr. Takeo Shinna**, National Agriculture and Food Research Organization, Japan, were deputed as resource persons for the study meeting on Cold Chain Management of Vegetables, 21–24 August.

Dr. Sang Chan Park, Department of Industrial Engineering, Korea Advanced Institute of Science, was deputed as chief expert and **Dr. James K.C. Chen**, Department of Business Administration, Asia University, ROC, Director **Dr. Benjamin Yuan**, National Chiao Tung University, ROC, **Dr. Chihiro Watanabe**, Department of Industrial Engineering and Management, Tokyo Institute of Technology, Japan, Director General **Dato' Nik Zainiah Nik Abdul Rahman**, NPC, Malaysia, Deputy Executive Director **Dr. Lee Loke Chong**, Singapore Institute of Manufacturing Technology, and Department Director **Dr. Wantanee Chongkum**, National Innovation Agency, Thailand, were deputed as experts to the coordination meeting for the Expert Roundtable Meeting Series on Innovation and Competitiveness, 27–29 August.

Assistant Prof. Vu Minh Khuong, Lee Kuan Yew School of Public Policy, National University of Singapore, was deputed as national expert for the study for the Establishment of a Productivity Database, 27 August–7 September.

THAILAND

Associate Consultant **Francis Lim Yeow Kin**, Singapore Human Resources Institute, was deputed as expert for TES on Job Analysis and Job Evaluation for Salary Structure, 3–7 September.

Program calendar

February

Japan

Training Course on Basic Agricultural Policy Analysis, 4–8 February 2008.

Multicountry Study Mission on Regional Development: International Tourism Promotion, 4–8 February 2008.

Study Meeting on Productivity Enhancement in the Service Sector, 5–8 February 2008.

Republic of Korea

Training Course on the Food Safety Management System (ISO22000) for Food Processors, 18–22 February 2008.

USA

Study Mission to Nonmember countries: Environmental Management in Hawaii, 11–15 February 2008.

March

Republic of Korea

Multicountry Observational Study Mission on Best Cases of Green Supply Chains for Agribusiness SMEs, 10–14 March 2008.

Pakistan

Training Course on Organic Farming: Organic Production and Inspection, 10–14 March 2008.

Kindly contact your NPO for details of the above activities, including eligibility for participation. If you need the address of your NPO, it is available from the APO Web site at www.apo-tokyo.org.

WEB-BASED

Deputy Director General **Dr. Lalith Nimal Senaweera**, Sri Lanka Standards Institution, Management Specialist **A.M.M. Khairul Bashar**, Bangladesh, Expert **Baatar khuu Enkhzul**, NPDC, **Devendra Bahadur Pradhan**, NPEDC, and **Ishfaq Sheikh**, NPO, Pakistan, were deputed as local project coordinators for the e-learning course on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001), 20–23 August.

APO News quiz

Dear Readers:

This year we again feature a year-end quiz for a bit of fun while refreshing your memory of APO activities in 2007. Answers to the quiz can be found in the March 2008 issue of the *APO News*. Thirty winners will be decided in a lucky draw from among the entries with 100% correct answers. The first group of 10 winners drawn will each receive a diary planner, the second group of 10 a set of three APO publications, and the final group of 10 an APO T-shirt. The quiz is open to all *APO News* readers, excluding APO Secretariat staff and family members. Only one entry per person is permitted, and all entries must reach the *APO News* by 15 February 2008.

Mail your entries to: The APO News, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, or fax +81-3-5226-3950, or e-mail as a scanned attachment to pr@apo-tokyo.org.

Please circle (○) the letter in front of the correct answer.

- The International Productivity Conference 2007 on Knowledge Management from Brain to Business was held in:
 - Bangkok
 - Tokyo
 - New Delhi
- ISO22000 is related to:
 - Occupational health and safety management
 - Food safety
 - Corporate social responsibility
- A detailed need-assessment survey of NPOs was held under:
 - Bilateral Cooperation Between NPOs (BCBN)
 - Technical Expert Service (TES)
 - Development of NPOs (DON)
- How many experts did the APO dispatch to the TICAD Ministerial Conference?
 - 2
 - 3
 - 5
- Oita prefecture, Japan, is associated with:
 - Automobile production
 - Silk weaving
 - The One Village, One Product movement
- Which organization collaborated with the APO in implementing e-learning courses?
 - ILO
 - World Bank
 - UN Volunteers
- The 47th and 48th Workshop Meetings of the Heads of NPOs were held in:
 - Bali and Ulaanbaatar, respectively
 - Bali and Hanoi, respectively
 - Hanoi and Ulaanbaatar, respectively
- In its efforts to strengthen its think tank role, how many APO fact-finding missions were dispatched to the USA and Europe in 2007?
 - 3
 - 5
 - 7
- Which Japanese word means “the art of manufacturing”?
 - Kaizen
 - Monozukuri
 - Jidokan
- The fourth International Eco-products Fair, EPIF 2008, will be hosted by:
 - Thailand
 - Singapore
 - Vietnam

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New-look APO News in 2008

As part of ongoing efforts to make the *APO News* more informative and useful to its readers, we will be making changes to its format. The changes should make the *APO News* even more accessible to NPO staff, project participants, representatives of other international organizations, policymakers, researchers, or simply individuals interested in productivity.

One of the key changes is a new column called p-Leaders, which will carry articles related to the productivity movements in member countries from the point of view of APO directors and heads of NPOs. The leaders of NPOs in selected countries will present their thinking on national productivity issues, challenges, and trends and showcase the productivity promotion strategies of their NPO.

The new p-Leaders column will alternate with p-Watch, in which three experts in Australia, the USA, and Europe introduce major productivity-related issues beyond the APO region. We hope that the combination of internal and external

views will expose readers to varied and balanced approaches to productivity improvement.

Another key change is the creation of a column called Comment Board. It will publish the opinions of participants and resource speakers on APO projects, including the perceived benefits or shortcomings and future plans for utilizing or disseminating the knowledge gained. The final key change will be improvements in the Program calendar. In 2008, the calendar will be more than simply a list of projects; it will contain information on the main project objectives and targeted participants. Although the NPOs will remain the sole channels for applications and nominations, the capsule view of future projects will open avenues of communication between NPOs and national-level productivity practitioners.

All of these new features will be complemented by an updated, full-color design. We hope that this news is good news for our readership.