



A.P.O. news

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

NEW YEAR MESSAGE

APO Secretary-General Takashi Tajima



Mr. Takashi Tajima

In the new year has dawned upon us and as we take our initial steps into it, I would like on behalf of the APO to extend my warmest greetings to all the readers of the APO News, and to wish you "A Happy, Peaceful and Prosperous 2002." I want to thank you for your interest in the newsletter. We have been endeavoring to make it as informative and useful to you as possible. It is our hope we have been successful in this quest.

In Japan, there is a practice of holding "Bou Nen Kai" at the end of the year. This is a party to forget the woes of the past year. As there were many unfortunate happenings in the world in 2001, the foremost of which must be the 9-11 terrorist attacks in the United States, we certainly feel like having a mammoth party just to forget them. The 9-11 events sent the world's economy on a downward spin. No country is spared, although the magnitude of its impact will not be fully known for some time. On the productivity front, needless to say, 9-11 has undermined the gains from efforts made to increase productivity in the past year. Be that as it may, we must not be discouraged. Instead, we should be prepared to redouble our efforts so that the gains of productivity this year will more than make up for the losses in 2001. We have to constantly remind ourselves that too much is at stake for us not to do so. Besides, it is generally acknowledged that a key strategy in the fight against terrorism is the eradication of poverty. In this, productivity can make a significant contribution.

Last year, we celebrated the APO's 40th Anniversary, and pledged our determination to continue with our strenuous efforts to assist member countries in their productivity drive. In the years ahead, I believe the pursuit of higher productivity has to address three preeminent issues. The first is to enhance the competitiveness of industries in response to the speed and magnitude of changes taking place in the global business and economic environment. In addition, information technology (IT) has leveled the economic playing field and demolished trade boundaries, opening new opportunities for everyone. Productivity is key to reaping the benefits this unprecedented situation brings. Secondly, in pushing for dynamic productivity and economic growth, a country has also to pay heed to protecting the environment. These two objectives may seem incompatible at first. However, the APO Green Productivity (GP) program, by successfully integrating productivity improvement with environmental protection, has proven beyond any doubt that they not only could co-exist but they produce synergistic results as well. The third issue is one of ensuring that the gains of productivity would result in a rectification and narrowing of the economic gaps between countries and people so that there is social justice and progress for all.

(Continued on page 6)

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January 2002

"There is no rule in this (business) game except to use the best judgment you have, think hard, act quickly, and remember the other fellow has as good a right to live as you."

William Wrigley Jr.

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Improving National Performance

A recent issue of the Financial Times reminded us that “The ultimate objective of economics is productivity. Economists have interesting things to say about other issues from interest rates to drug abuse, but in the long run it is improvements in our use of effort and materials that makes us better off.”

This is a timely reminder in a period of stagnation if not recession that attention must turn again to nations’ and companies’ competitiveness and productivity performance. Several reports published in mid-2001 provide relevant pointers. First, the Geneva-based IMD’s 2001 International Competitiveness Report. This reminds us that the most important competitiveness factors cannot be altered overnight; the development of a country’s technological infrastructure, the efficiency of its governmental administration, the quality of its education and the productivity of its workforce can only be improved through long-term action. However, that is no excuse for not starting action today.

More specifically on the workforce productivity factor, the report also reminds us of the need to differentiate between trends and levels both within and between competitiveness and productivity. Thus Italy, though languishing in overall competitiveness performance (behind not just other advanced economies but also Estonia, Chile and Hungary at 50% of US level), is nevertheless 4th in worldwide overall productivity performance. Indeed, it is just two places below France, still Europe’s leader in output per hour worked. However, this measure only gives half the story for, overall, France performs at some 60% of the US level.

Thus, countries (and companies) need to see how they compare - “benchmark” - with others in a whole range of aspects. This is where a second report provides another series of insights. Ireland’s 2001 Annual Competitiveness Report concludes that although it is Europe’s leader in

labor productivity growth (as well as in economic and employment growth), Ireland has still serious shortcomings in other areas impacting on competitiveness. Particularly important shortcomings are costs (especially building costs), infrastructure (not just poor railways and roads and a housing shortage, but also excessive commuting time to and from work) and telecoms and e-business (Internet hosts are relatively few and costs high).

“the development of a country’s technological infrastructure, the efficiency of its governmental administration, the quality of its education and the productivity of its workforce can only be improved through long-term action.”

Moreover, Ireland’s leadership in labor productivity performance owes much to foreign investments. Indigenous industry — essentially small and medium-sized enterprises (SMEs) — lags behind at 60% or less of the national average. However, it is not just the quality and extent of foreign direct investment which explains Ireland’s high labor productivity. A significant factor is attributed to the quality of the tangible (capital) and intangible (human) resources. Ireland has been investing heavily from the 1960s in quality university education, a decision which is now paying off, a decade or more later.

So Ireland and other European economies as well have a problem of labor productivity in SMEs. Under European law, governments are no longer supposed to provide business with subsidized services (though, in fact, at 1 per cent of GDP, Ireland is still the European Union leader in giving subsidies, a figure which compares with 0.2 per cent for the UK, the Union’s lowest). Moreover, governments have to respect the

criteria for introducing the new Euro currency, one of which is reducing their spending. Thus, they have fewer resources available to support activities which are essentially market-driven. Indeed, governments are themselves striving to ensure that there is more competition in order to spur innovation.

This is clearly the case of the UK, examined in a third report. Its newly re-elected government remains one of the few in Europe to place explicit emphasis on raising national productivity performance. “From today, our energies must be directed to productivity,” stated the government’s finance minister in June. US output per worker is two fifths higher and the French one fifth higher than the British. Attempts to catch up have been slow and difficult in the past, despite being able to copy best business practices and technologies.

One reason is that British workers have less capital equipment. As the stock of capital needed is much bigger than total annual output, it takes a long time for investment to deal with such a shortfall. In fact, investment by the public sector (such as transport) has become the lowest proportion of GDP since 1945. Only in information technology hardware and software have recent levels of the UK’s investment matched American performance.

Even if British capital per worker were to increase substantially, there would still be a major productivity shortfall for two reasons. On the one hand, the skills and expertise of the workforce are inadequate; a significant proportion of the population still lacks “functional literacy.” On the other, Britain is still inherently a less dynamic and innovative country than America, which has a much stronger science-based education and a higher business R&D spending. But change is under way. There is now a tendency in Britain C and in Europe in general as well C to follow a US-style entrepre-

.....by A.C. Hubert



neurial culture of reducing capital gains tax, reviewing planning systems, reforming insolvency laws, bringing more enterprise into schools, and introducing draconian legislation against collusion in price-fixing.

Indeed, the productivity achievements of the British economy over the past half decade augur well for its future in other ways. Thus, between 1996 and 2000 the absolute number of jobs rose by 1.6 m. Although these new entrants into employment were initially between one third and one half less productive than existing workers, their learning curves have now risen considerably. In the same period, manufacturing productivity hardly increased overall. It then rose by 5% between 1999 and 2001 as companies adjusted to the increased value of the pound sterling. Competition is good for productivity and competitiveness.

Finally, we must not forget that competitiveness depends not just on productivity but also on prices. In this respect, European Union countries now have a significant new asset in their new currency, the Euro. From now on, excepting for Britain, Denmark and Sweden, exchange rates among the EU trading partners are fixed. The introduction of the Euro produces a much more level playing field for competition since trading within the European Union is far larger than between the EU countries and the outside world. And costs, prices and values become much more transparent. 🌀

Mr. Anthony C. Hubert is the Secretary General of the European Association of National Productivity Centers (EANPC) located in Brussels, Belgium. He is a regular contributor to this column.

From the SECRETARY-GENERAL'S Schedule

December 2001

4 December

APO Secretary-General Takashi Tajima received Ms Meera Bhattarai, Executive Director of Association for Craft Producers, Nepal who paid a courtesy visit to the APO Secretariat. Ms Bhattarai was one of the ten distinguished persons conferred the APO National Award in year 2000.

5 December

Attended, in Tokyo, the Symposium on "IT and Diplomacy" organized by the Ministry of Foreign Affairs of Japan.

13 December

Attended the seminar on "Rethinking East Asian Miracle" jointly organized by the World Bank, the Japan Bank for International Cooperation and the Asian Development Bank Institute. It was held at the Japan Bank for International Cooperation, Tokyo.

14 December

Attended the Commendation Ceremony for the Japan Quality Award Winners for 2001. It was hosted by the Japan Productivity Center for Socio-Economic Development in Tokyo. The award winners were The Dai-ichi Mutual Life Insurance Company and the Imaging and Information Products Division of Seiko Epson Corporation, Japan.

17- 21 December

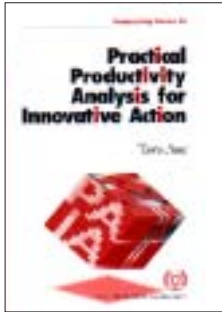
Official trip to Thailand to attend the APO Forum on Development of NPOs held in Bangkok on 18-20 December. Mr. Tajima also paid courtesy calls on Ms Satri Pradipasen, Deputy Director, Bureau of the Budget, Government of Thailand, and on Dr. Thanong Bidaya, Chairman of the National Economic and Social Development Board of Thailand and Economic Advisor to the Prime Minister of Thailand.



(L-R) Mr. Wanasathop Apirux, Deputy Executive Director, FTPI, Mr. Ken Inoue, Industry Director, APO, Mr. Tajima, Dr. Bidaya and Mr. Suwit Chindasanguan, Assistant Secretary of the Prime Minister's Economic Advisory Board, Thailand.

23 December

Attended a reception organized by the Ministry of Foreign Affairs of Japan on the auspicious occasion of the Emperor's Birthday.



Productivity Series 30

PRACTICAL PRODUCTIVITY ANALYSIS FOR INNOVATIVE ACTION

by Toru Sase

APO 116 pp December 2001

Productivity enhancement is central to the business improvement and competitiveness of an enterprise. For effective and innovative actions to be undertaken for increasing productivity, the latter's performance will first have to be analyzed for both weaknesses and strengths. Moreover, the analysis of productivity cannot be accomplished by employing empirical methods alone; it also requires a dynamic and passive analysis of both the managerial activity behind it and the business climate in general.

The author of this new APO publication, Toru Sase, a prominent management consultant in Asia, has offered "Productivity Analysis for Innovative Action" or PAIA as an effective holistic tool for productivity analysis as it combines both qualitative and quantitative approaches from the perspective of overall business management. It also proposes that in order to be truly innovative, action must focus on extending the strengths of a business rather than concentrating on improving weakness.

This book is ideal for use as a manual in workshops on corporate productivity analysis.



EMBRACING E-COMMERCE A New Challenge for Business

APO 181 pp December 2001

The Internet is revolutionizing the way business is done; it is changing our perception of trade, markets, products and services, intellectual property, and public policy, to name a few. E-commerce, the use of the Internet for conducting business, has become a key strategy for an increasing number of firms, especially in the developed world. While this is taking place, there is a growing concern that the developing countries are falling behind in IT utilization for their social and economic development, and that the digital divide between these two groups of countries is widening. There is a great need for companies in developing countries to quickly develop and improve their capabilities to use IT for business, for increasing productivity and for providing better services to their customers.

In January 2001, the APO organized in Japan the Seminar on E-commerce to help its member countries harness the opportunities provided by the IT revolution through learning from the host country and from each other's experiences. This publication is a report on the proceedings of the seminar. It includes the resource papers and country papers presented at the meeting. It provides a useful reference text for companies considering the adoption of e-commerce as a new business strategy.

For order and inquiry on APO publications and videos, please contact the Information and Public Relations Department, 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) 5226-3927, Fax: (81-3) 5226-3957, E-mail: ipr@apo-tokyo.org

COMMON SENSE TALK



"Common sense is the knack of seeing things as they are, and doing things as they ought to be done."

Calvin Ellis Stowe

"When a man is given a promotion his responsibility has been extended, and the first thing for him to do is to worry over it instead of taking a great deal of pride in his new power."

Thomas J. Watson Sr.

"There is no rule in this (business) game except to use the best judgment you have, think hard, act quickly, and remember the other fellow has as good a right to live as you."

William Wrigley Jr.

"The great secret of success in business, especially in manufacturing, where a small saving in each process means fortune, is a liberal division of profits among the men who help to make them, and the wider distribution, the better."

Andrew Carnegie

"Where all think alike, no one thinks very much."

Walter Lippman

"It is always safe to assume, not that the old way is wrong, but that there may be a better way."

Henry F. Harrower

"Innovation is a gamble, but so is standing pat."

Arthur B. Dougall

"Be not afraid of growing slowly, be afraid only of standing still."

Chinese Proverb

"There are risks and costs to a program of action. But they are far less than the long range risks and costs of comfortable inaction."

John F. Kennedy

The Continuing Development of NPOs

The development of NPOs (national productivity organizations) is one of thrust areas of the APO. There are two basic reasons for this. One is that the NPOs are tasked with spearheading the productivity movement in APO member countries, and, two, APO's services to its members are delivered through this network of NPOs. The development and strengthening of the NPOs, therefore, has always been a matter of priority



Participants of the Forum

for the APO. The role of the NPOs has been growing in importance as globalization, liberalization and the IT revolution sweep across the world. In the ensuing competitive business environment, productivity enhancement becomes an even more critical strategy for business and for national economic growth. To effectively meet their expanded role, the NPOs have to be metamorphosed into knowledge-based organizations.

The APO has sponsored a number of programs to speed them on in this process. For instance, in December 2000, a forum on the development of NPOs was held in Singapore where the NPOs were challenged to develop their productivity road maps so

that they know where they were heading, their goals and programs. A similar forum was held this year in Thailand on 18-20 December. Its objectives were i) to provide an opportunity for the NPOs to share their road maps, ii) to explore ways the APO network and resources could be tapped to meet the needs of the NPOs and the member countries, iii) to formulate innovative and pragmatic solutions to meet these needs, and iv) to deliberate on practical approach to convert NPOs into knowledge-based organizations. The Thailand meeting was attended by 20 participants from 14 APO member countries. Excepting for one, all were officials of NPOs. APO Secretary-General Takashi Tajima also sat in at the meeting.

At the 2001 forum, the participants were told that for their road maps to be complete and meaningful they would have to link them to a strategic thrust and to provide for the evaluation of their performance. In planning for all this, they were advised to involve their critical stakeholders.

After having developed their road maps, the next step the participants were told to take is the identification of external and internal barriers and constraints in the NPOs to the realization of the road maps, the assessment of the existing capacities and capabilities of the NPOs, and the determination of needs at the macro and micro levels as well as those of the NPOs. Two successful cases of conversion of an NPO into a knowledge-based organization were studied. The cases came from Singapore and the Republic of China.

On the role of the APO in the development of NPOs, the support and assistance it was requested to provide was to improve NPO capability building through political lobbying, information dissemination and exchange, technical demonstration projects, institutional partnership and networking, training of NPO staff, and providing comparative productivity data, best practice models and infrastructure support. 🌀

APO Workshop on Iron & Steel Foundry Technology for Supporting Industry

A workshop on Iron and Steel Foundry Technology for supporting Industry was held in Kaoshiung, Republic of China from 12 to 23 November 2001. This was fourth in a series implemented in the Kaoshiung to upgrade the technical and managerial capabilities of foundry industry in selected APO member countries. Foundry operation is basic to the development of the machinery industry and hence the assembly industry. It is widely believed that foundry industry has a great bearing on the development of other industries. The two major problems associated with foundry industry in developing countries are cited as management development and technological improvement. Recognizing the need to address these issues for the development of supporting industries which are immensely important for some of the APO member countries, the APO has organized this workshop to enable participants of selected APO member countries to share the experience and to be benefited by the technological strength of the host country. A total of 13 participants attended the program and all together eleven local resource persons were involved in the workshop.

The program was implemented by Metal industries Research and Development Center (MIRDC) and China Productivity Center (CPC). Dr. Shyh-Feng Yao, President of MIRDC and Mr. Frank Pai, Director International Cooperation Department of CPC



Participants on a company visit

and APO Liaison Officer fro ROC welcomed the APO participants during the opening session. The program included lecture sessions, exercises and tow company visits. Participants also presented their country paper during the workshop to share their country experiences with the fellow participants .

NEW YEAR MESSAGE..... *Continued from page 1*

In the past year, the APO had launched a number of programs to help its member countries deal with these three issues. To be sure, more will be done this coming year. APO member countries, through their respective national productivity organizations, are also doing their part to the best of their abilities. As we work in close concert and spare no efforts in dealing with this task, we should be able to achieve our common objective of greater prosperity for all APO member countries, and a better quality of life for all their people. 🌀

NPO Heads to Meet in Chiang Mai, Thailand

Chiang Mai in northern Thailand will play host to the APO's 42nd Workshop Meeting of Heads of NPOs (national productivity organizations) on 19-21 February 2002. More than 60 delegates will converge there for the annual planning meeting of the APO. Apart from the Heads of NPOs, they comprise agriculture delegates from APO member countries, observers from other countries and international organizations with whom the APO has close collaborative relationships, and APO Secretariat members.

As a planning meeting, the delegates will evaluate the projects implemented last year, recommend remedial measures where needed, formulate the multi-year rolling plan, and undertake strategic planning. For this year's meeting, more time has been set aside for delegates to make their country presentation. They will also meet in smaller groups for more intensive deliberations. Their conclusions and proposals will be presented at plenary sessions for the information and adoption by other delegates. A final report will be submitted to the APO Governing Body at its 44th Session in June.

Mr. Manu Leopaiprote, Permanent Secretary, Ministry of Industry, and the APO Director for Thailand, will provide the inaugural address as the guest-of-honor. APO Secretary-General Takashi Tajima will present his annual statement. The delegates will also receive a special presentation by the Secretary-General of the National Education Commission of Thailand, Dr. Rung Kaewdang.

Thailand Productivity Institute, the NPO of the host country based in Bangkok, is providing all the local logistical and organizational support.

Marching for Productivity... *Continued from page 8*

for Sri Lanka, representatives from business involved in implementing productivity enhancing activities, and NIBM consultant, Mr. D.M.A. Kulasooriya, on the productivity concept. Other dignitaries present included representatives from provincial government, chambers of commerce, Industrial Board regional offices, schools, the Ministry of Industrial Development and the Ministry of Education. At the end of the seminar a Productivity Oath was adopted.

Mr. Kularatne, in his address to the two seminars, said that that event and others were organized to show appreciation to the invaluable 40 years of service of the APO. The decision to hold the commemorative activities in the provinces was in recognition of their important contribution to the development of the country, he added. He exhorted them to use the tools and techniques of productivity to improve their profitability and living standards.

In adopting the theme of "A Full Productive Day," the organizers of the campaign wanted to drive home to the people the simple message of living each day productively. As this habit is cultivated, the people's lifestyle will change. When this happens, the country's productivity performance will soar to new heights.

In his report on the productivity campaign prepared specially for the APO News, Mr. Kulasooriya said that it has increased the productivity awareness of students in the 16 participating schools, the general public and the working population in both provinces. A key result was the development of an institutional network at the provincial level for the promotion and implementation of productivity improvement programs. As for the future direction of the productivity movement in Sri Lanka, the success of the campaign points to the need to involve the other provinces in the country as well, and to design specific productivity programs for them, especially for their small and medium enterprises which collectively contribute to 60% of Sri Lanka's GDP.

As part of the commemoration of the APO's 40th Anniversary, a Round-Table Conference on Productivity was held in Colombo on 13-15 December 2001. The APO deputed three experts to facilitate and guide the meeting. They were Mr. Nelson Delailomaloma, former Minister of Education of Fiji and former Director-General of the Fiji National Training Council, Mr. S.S. Sharma, Secretary, Ministry of Youth Affairs and Sports, India and former Director-General of the National Productivity Council of India, and Dr. Eduardo Gonzalez, President, Development Academy of the Philippines.

Other activities at the national level included a school poster competition organized by the Sri Lanka Association for the Advancement of Quality and Productivity, the National Productivity Secretariat's school quality circle competition, the publication of "Introduction to Quality Circles" by APO National Award recipient Sunil Wijesingha,, and the launching of the Productivity Cyber Center at NIBM. 🌀



BANGLADESH

Mr. Jaysinh L. Thakkar, Consultant, India, and **Mr. S. K. Joshi**, Consultant, India, were deputed to provide expert services on Improvement of Production Process of Single Super Phosphate Fertilizer and Control of Pollution, 26 November to 13 December 2001.

REPUBLIC OF CHINA

The following twelve persons were deputed to make presentations at the Forum on B2B Cooperation on E2Commerce, 20 to 24 November 2001: **Mr. Takashi Kiuchi**, Chairman, The Future 500 Japan Office, **Mr. Hiroaki Koshibu**, Corporate Statutory Auditor, Fuji Xerox Office Supply Co., Ltd., Japan, **Mr. Yasufumi Sato**, Environment Administration Division, Environment Engineering Center, Canon Inc., Japan, **Dr. Ryoichi Yamamoto**, Professor, Center for Collaboration Research and Institute of Industrial Science, University of Tokyo, Japan **Mr. Seizo Doi**, Chief Specialist, Environmental Protection Planning Division, Toshiba Corporation, Japan, **Mr. Nobuhisa Itoh**, Director, Mitsubishi Electric Industrial Co. Ltd., Japan, **Prof. Tak Hur**, Professor, Department of Materials Chemistry and Engineering, School of Chemical & Biological Engineering, Konkuk University, Republic of Korea, **Mr. Leong Choong Cheng**, Co-founder and Vice-President, Business Development, ECNET Limited, Singapore, **Mr. Koji Yamaguchi**, Vice President, Environmental Affairs, NEC Corporation, Japan, **Mr. B. G. Srinivas**, Associate Vice President and Head, Enterprise Solutions, Infosys Technologies Limited, India, **Mr. Nobuo Hashizume**, Director, Global Environmental Policy Office, Seiko Epson Corp., Japan, and

APO/NPO Update

New E-mail Addresses of APO Secretariat Staff

E-mail addresses of APO Secretariat Staff have been changed as follows:

Mr. Takashi Tajima, Secretary-General
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Mr. Augustine Koh, Director, Environment Department
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Mr. Kenneth Mok, Director, Information and Public Relations Department
kmok@apo-tokyo.org

Please visit APO Web site at www.apo-tokyo.org for E-mail addresses of other APO staff.

Mr. Dinesh Jain, Representative Director, iS3C Inc., USA.

Dr. C. Kwei Lin, Professor, Asian Institute of Technology, Thailand, and **Dr. Masachika Maeda**, Director, Fisheries Division, Japan International Research Center for Agricultural Science, were deputed to serve as resource speakers in the Seminar on Aquaculture Management, 3 to 8 December 2001.

Mr. Ryoichi Watanabe, Senior Consultant, Logistics, Presales, SAP Japan, **Dr. Jong Dae Kim**, Professor, Kookmin University, Republic of Korea, and **Dr. Mark Goh**, Associate Professor, NUS Business School, National University of Singapore, Singapore, were deputed to serve as resource persons in the Symposium on Supply Chain Management for Small and Medium Enterprises, 11 to 14 December 2001.

INDONESIA

Mr. Masahisa Mizumoto, Management Consultant, Chu-San-Ren, Japan, was deputed to provide technical consultation on Demo Project on Quick Response System in Rapid Tools Setting and Warehouse, 26 November to 6 December 2001.

MALAYSIA

Dr. Suporn Koottatep, Associate Professor, Department of Environmental Engineering, Faculty of Engineering, Chiang Mai University, Thailand, and **Mr. Manit Omponent**, Chief of Soil and Fertilizer, Northern Biogas Development and Promotion Center, Thailand, were deputed to provide technical expert services for the Technical Advisory Service Mission for GPPD Construction of Biogas Reactor in Sarawak, 29 November to 3 December 2001.

PHILIPPINES

Mr. Teoh Cheng Hai, J. M. Juran Sdn. Bhd., Malaysia, was deputed to provide technical expert services in the Training Trainer's Workshop on Green Productivity, 4 to 6 December 2001.

Mr. Lee Kiyau Loo, Director, Envirolinka, Malaysia, **Mr. Ramesh Monga**, Deputy Director General, National Productivity Council, India, and **Ms Fatima Reyes**, CPA, Chair, Environmental Accounting Committee, Philippine Institute of Certified Public Accountants, Philippines, were deputed to make presentations at the Workshop on Environmental Economics: Cost Effectiveness of Green Productivity, 10 to 14 December 2001.

SINGAPORE

Dr. Jong Dae Kim, Professor, Kookmin University, Republic of Korea, was deputed to make presentations in the Workshop on Best Practice Network, 26 to 28 November 2001.

Dr. Shinichi Miyazawa, Consultant, Japan, was deputed to provide technical consultation and to conduct seminars on Micro Hybrid Machining, 29 November to 10 December 2001.

Dr. A. Blanton Godfrey, Dean, College of Textiles, North Carolina State University, USA, was deputed to make presentations at the International Exposition of Innovation and Quality Circles and at a seminar for staff of Singapore PSB, 4 to 5 December 2001.

SRI LANKA

Mr. S. S. Sharma, Secretary, Ministry of Youth Affairs and Sports, India, **Dr. Eduardo T. Gonzalez**, President, Development Academy of the Philippines, and **Mr. Nelson H. Delailomaloma**, Former Minister of Education, Fiji, were deputed to serve as resource persons in the Productivity Round Table Conference, 13 to 15 December 2001.

THAILAND

Mr. Richard L. Hurlbert, President, TBX Group, Ltd., USA, was deputed to provide consultancy services on Thailand Quality Award Training Program, 11 to 19 December 2001.

Program Calendar

Japan

Seminar on Non-Pesticide Methods for Controlling Diseases and Insect Pests, 10-17 April 2002.

Seminar on Rural Life Improvement for Community Development, 22-26 April 2002.

Multi-country Study Mission on Marketing of Forest Products, 7-14 May 2002.

Malaysia

Seminar on Application of Productivity/Management Concepts and Tools for Community Development, 25-30 March 2002.

Philippines

Advanced Workshop on Green Productivity for Productivity Facilitators, 27-31 May 2002.

Training Course on Facilitation for Community Development, 28 May-5 June 2002.

Workshop on Trainer's Training on 5S, 17-28 June 2002.

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 Website at www.apo-tokyo.org.

VIETNAM

Ms Lily Lien Cheng and **Ms Armpoon a/p I Weng**, both Senior Consultants, NOVO Environmental Technology Services Pte., Ltd., Singapore, were deputed to provide technical expert services in the Workshop on EMS and Green Productivity, 19 to 23 November, and on-site training of GP and EMS, 26 to 27 November 2001.

Dr. Yoshio Kondo, Professor Emeritus, Kyoto University, Japan, was deputed to lecture on TQM Implementation and Human Motivation, and provide advisory assistance to companies on Quality Movement of Vietnamese Business, 26 to 30 November.

Prof. Voratas Kachitvichyanukul, Associate Professor, Industrial Systems Engineering Program, School of Advanced Technologies, Asian Institute of Technology, Thailand, was deputed to serve as Chief Faculty for Module III of the Training Program on Software Development for Enterprise Resources Planning System under the APO's Strengthening NPOs Services Program, 26 to 30 November 2001.

Dr. Leong Yueh Kwong, Director, Socio-Economic & Environmental Research Institute c/o IIRI, Philippines, was deputed to provide technical expert services in the Training of Trainers on Green Productivity for the Integrated Community Development Demonstration Project, 3 to 6 December 2001.

Marching for Productivity

Sri Lanka commemorated the APO 40th Anniversary with a productivity campaign in its Northwestern and Sabaragamuwa Provinces. Campaign theme was “A Full Productive Day,” and the activities in each province included a productivity march, a seminar, merchandising of products on productivity like videos and audio cassettes, and radio publicity broadcasts. The campaign was sponsored by the National Productivity Secretariat (NPS) of the Sri Lankan Ministry of Industrial Development, and organized by the National Institute of Business Management (NIBM), the national productivity organization of the country. In both provinces, more than 600 people took part.

It was a bright and sunny 2 November 2001. They came from all over the North-Western Province — students in their school uniforms, and private and public sector employees in their best work attire. They represented all walks of life. There was an air of festivity and excitement as they gathered to begin the first ever Productivity March in the country. Placards and banners extolling the importance of productivity in various aspects of daily life were handed out; there were almost a hundred of them. The queue was formed, 600 strong. As the line took shape, a colorful order burst forth. Then, led by a float that gave a continuous exhortation on the theme of “A Full Productive Day,” the march began. It wound its way through the city of Kurunegala to the Town Hall. Along the route, as onlookers stopped to watch, they also received an education on productivity. At the Town Hall, the marchers attended a productivity seminar. This scene repeated itself about a week later when the second Productivity Match was held in the city of Ratnapura in the Sabaragamuwa Province on 8 November.

At each of the 2-hour seminars, the participants were addressed by the Chief Secretary of the province, the Director-General of NIBM, Mr. N.G. Kularatne, who is also the APO Alternate Director

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The Processing March in Kurunegala



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Sri Lanka Productivity Oath

We, the citizens of Sri Lanka titled “The Pearl in the Indian Ocean,” are not second to any other nation. We, Sri Lankans, are proud to be the most hospitable, creative and friendly people in the universe.

We, individually and collectively, solemnly declare and promise before the sun and the moon that we would perform our functions for the benefit of ourselves and the society using the total physical, mental and spiritual strength gained through human life to make Sri Lanka brilliant in the world.