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p. 5, Workshop, Japan



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Fostering future global leaders in Asia

"The successful organization has one major attribute that sets it apart from unsuccessful organizations: dynamic and effective leadership," claimed Dr. Paul Hersey, world-renowned behavioral scientist. This blunt assertion of the importance of leadership has persuasive power for corporations, regardless of their size or sector, seeking to enhance organizational capacity and competitiveness. Scores of studies and research projects have been conducted to ascertain the traits of great leaders in diverse areas. The goal is to instill these traits in junior or middle managers and thus foster the next generation of business leaders. The International Masters Program in Practicing Management and the London Business School's Proteus program are examples that focus on training tomorrow's leaders to develop a successful leadership mindset and insights.

Recognizing the need for successors, the APO organized a four-day study meeting on Global Leadership Development in Japan, 17–20 December, to devise appropriate initiatives that will equip tomorrow's business leaders with the tools to transform their corporations into globally competitive ones. Three resource speakers were invited to share their cutting-edge knowledge of leadership, leadership development programs, training tools, etc. The meeting attracted 22 participants from 10 Asian countries, including members of academia, NPO officials, and private-sector human resources officers.



Prof. Nagai emphasizing diversity in global leadership

The keynote address by Professor Hirohisa Nagai, University of Tsukuba, Japan, touched on the rising demand for global leaders in Asia, fueled by successful economic development throughout the region. Prof. Nagai articulated the essential qualities and attributes of Asian global leaders and abilities required to be successful. He defined global leadership competencies (GLCs) as "...observable and measurable characteristics of a person who is involved in global activities by using knowledge, skills, and behaviors that contribute to performing well at work." He also shared his research results on GLCs and concluded that the ability to accept diversity and manage uncertainty was important in Asia.

Group Managing Director Dr. Ahmad Magad, Asia Business Operations of II-IV Incorporated, a multinational manufacturer of infrared materials and optical components, spoke on "Global Leadership Development in American-Asian MNCs." He presented a case study of his company's results-oriented approach to leadership development and stressed the importance of planning for executive succession. Emphasizing the role of mentors in leadership training, Dr. Magad said, "It is a combination of teaching competency and exposing trainees to real-life contents. I spent most of my time mentoring managers for their managerial capacity building including leadership development." He also suggested a useful definition of global leadership for the meeting when he said that, "Global leadership is concerned with building resonance and emotional connection with an organization's stakeholders of cross-cultural backgrounds aimed at creating collective value and win-win for all."

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The productivity movement in Japan

Tsuneaki Taniguchi

President, Japan Productivity Center for Socio-Economic Development

The productivity movement in Japan began with the establishment of the Japan Productivity Center (then the JPC, since 1994 the Japan Productivity Center for Socio-Economic Development [JPC-SED]) in March 1955. Thanks to cooperation from labor unions, management, and academia, the JPC made a significant contribution to the economic development of Japan and improvement of the quality of people's lives. We are proud that our three guiding principles of 1) job security and expansion of employment, 2) cooperation of labor and management through joint consultation, and 3) fair distribution of the fruits of productivity, which form the basis of the productivity movement, have played a vital role during the past 50 years, particularly in overcoming and resolving the various contradictions and excessive burdens related to workers which can be regarded as inevitable in market economies.

“From its inception, the JPC never considered the productivity concept to encompass economic efficiency alone. Our concept of productivity was always harmoniously integrated with human aspects and respect for human beings.”

Current productivity challenges

Although there has been no change in the importance of the three principles with which both labor and management are required to comply, the second principle of “cooperation of labor and management through joint consultation” in particular will become more important in Japan as the nation faces the following issues that are completely different from those over the past 50 years. For example, we are now faced with global envi-



ronmental restrictions and growing globalization, as well as the dramatic development of information technology (IT). In addition, we are burdened with a number of issues never before experienced such as a declining population and aging society with fewer children. Japan could be referred to as a country burdened with numerous challenges. Among them, the declining population, which implies a shrinking market and decreasing labor force, is a particularly serious problem. All eyes are on Japan to see how it will resolve this. All of these issues indicate that Japanese businesses and companies can no longer enjoy the same basis for growth.

To overcome such issues and create a Japan respected internationally and imbued with hope, while strengthening competitiveness and achieving sustained growth, overall increased productivity through innovation in every field is required. As a strategy for growth, cooperation between labor and management through consultations at the industry or company level will become more essential for maintaining good working environments or recruiting, developing, and training human resources. In particular, the decline in the number of children is a serious concern. The promotion of work-life balance in view of nurturing the next generation has recently become an urgent issue. More efforts by labor and management at the company level are expected to adjust that balance, and the JPC-SED will devote energy to advocating for and consulting on this issue.

How the productivity movement can resolve socioeconomic issues

We were honored to merge in 1994 with the Social Economic Congress of Japan (SECJ), the JPC's sister institution at the time, to become the JPC-SED. That merger was viewed as a facilitator for reconstituting other economic organizations and actually resulted in significant progress. Until then, the JPC mainly focused on productivity issues in industries and corporations, but we were also aware that such an approach alone had limitations in further increasing the productivity of the national economy. The SECJ on its part had been engaged in activities focused mainly on socioeconomic reforms such as fundamental political system reform, and we decided to merge the two institutions to promote the productivity movement from a broader perspective, including improvements and reforms to the socioeconomic system, to achieve increased productivity.

“The service sector accounts for about 80% of Japanese GDP, and improvement in this sector is absolutely vital under our national productivity strategy.”

From its inception, the JPC never considered the productivity concept to encompass economic efficiency alone. Our concept of productivity was always harmoniously integrated with human aspects and respect for human beings. For that reason, the Japanese productivity movement has been able to develop as an effective national movement that gained support from workers and labor unions, management, academia, and government.

JPC-SED initiatives for a renewed productivity movement


The JPC-SED, after marking its 50th anniversary, is focusing on developing a new productivity

movement by integrating intellectual productivity, social productivity, and environmental productivity and increasing overall productivity to “create a society with trust and vitality.” In particular, themes to be emphasized now will be: 1) strengthening the competitiveness of the Asian region by networking and deepening relationships among NPOs or related organizations in APO member countries through APO activities; 2) sharing Asian productivity experiences with African nations; 3) realization of management with ethics supported by the market and with vision; 4) promotion of quality management and innovations in corporations and public administration; 5) enhancing work-life balance; and 6) efforts to improve regional management.

In addition, we are putting particular emphasis on initiatives to increase productivity in the service industry. The service sector accounts for about 80% of Japanese GDP, and improvement in this sector is absolutely vital under our national productivity strategy. The labor productivity in this country remains at only about 60% of that in the USA and thus is a cause of lower labor productivity at the national level. To increase the productivity of the service industry, the JPC-SED is taking a service engineering approach, innovating from the viewpoint of intellectual productivity centered on total factor productivity, utilizing know-how from manufacturing, and promoting the standardization



JPC-SED Chairman Jiro Ushio speaking at the inaugural symposium of the JPC-SED's SPRING, 10 May 2007

and use of IT. To promote our activities more dynamically, we set up a service industry productivity council called the Service Productivity and Innovation for Growth (SPRING) comprising labor and management with government assistance last year. It is meant to promote the development of human resources and methods to improve productivity in the service industry, hold nationwide symposiums, recognize outstanding service businesses, create evaluation criteria, provide consultancy services, etc. 



Comment board



William Lee, *Planning and Operations Management Group, Singapore Institute of Manufacturing Technology*

Resource Person, multicountry observational study mission on Advanced Production Systems, 26 November–7 December 2007, Japan.

“One of the project objectives was to learn about the lean production system through workshops and plant visits to Japan-based manufacturing

companies. It is clear that lean production or lean manufacturing is the best way forward to improve the competitiveness and performance of a company. It is also evident from the country papers presented that companies in those nations have started to adopt lean systems in companies and achieved tangible performance improvements. However, most companies have only adopted a small subset of the tools and concepts propounded. Additionally, there is an obvious lack of a clear roadmap for implementation as well as the management of this change process. Lean production is not a fad but a commitment to manufacturing excellence. It is not a one-off project but a long-term plan for continuous improvement.”

Consultant/Trainer Meli Nacuva, Management, Manufacturing and Information Technology Training Division, TPAF, Fiji.

Participant, multicountry observational study mission on the Toyota Production System, 3–14 December 2007, Japan.

“As an industrial engineering consultant, it is my responsibility to seek out

methodologies and best practices for efficient, effective, and competitive manufacturing and incorporate these into our local industries. Therefore, I aimed to investigate all the details of the Toyota Production System (TPS) and obtain hands-on experience from resource persons and site visits. In my view, the project was a success due to the resourceful experts, well-structured program, and properly designated venue and implementing organization. At the moment, my priorities lie with those in our country who have been implementing portions of the TPS. I will assist them in adopting the TPS through in-house training programs and consultancy. A general public training program is also scheduled for 2008 and this will be the steppingstone for the APO-TES training program in 2009.”

Managing Director Boramey Rithyuth Heng, Foods and Beverage Ltd., Cambodia

Participant, multicountry training course on Improving Food Safety and Quality Management under the APE-LDC Special Program, 20–29 November, Thailand.

“I appreciated this training course. It is very important for us to understand what food safety and quality are since there is a lack of awareness and strict control in Cambodia. This course was the key to the future development of our national food industry. During the course, we made presentations and shared plans for a national training course on food safety management for various concerned stakeholders with project experts and participants. I am sure that a future local training course will provide a good opportunity to create and promote awareness of the need for food safety within Cambodia.”



New APO publication



SOCIAL CAPITAL AND BUSINESS TRANSFORMATION IN ASIA

APO 93 pp. February 2008
ISBN: 92-833-2380-7 (print edition)
ISBN: 92-833-7064-3 (e-edition)

There has been increasing research on the role of social capital in recent years. The initial studies explored social capital in the form of norms, trust, and networks that have a strong impact on social and community development. The focus then shifted to the role of social capital in contributing to business operations and higher productivity. As part of its mission to enhance the competitiveness of enterprises in the region, the APO conducted a two-phase research project on the economic role of social capital and its effects on business and productivity in Asia. The findings of the first phase, detailing research by Professor Heon Deok Yoon, Soongsil University, Republic of Korea, were published in *Social Capital in Asia: An Explanatory Study 2006*.

While the results of the first phase of research indicated that social capital strongly influences business and productivity, how social capital can contribute to the growth and transformation of businesses remained unresolved. "Business change is the way in which productivity improvement can be attained by business," declared Professor Tan Wee Liang of Singapore Management University, chief expert of the second phase of the research. "Some of these changes are substantial and lead to transformation of the business or aspect of the business." The second phase of the research on which the current volume, *Social Capital and Business Transformation in Asia*, is based focused on family-owned SMEs, the dominant business type in the Asia-Pacific region. The Republic of China, India, Republic of Korea, Japan, Malaysia, and Singapore took part in the survey. The initial Integrated Summary in this publication explains the rationale for the research, methodologies employed, general findings, and recommendations for optimum utilization of social capital to enhance the competitiveness and productivity of family-owned SMEs in the Asia-Pacific region. The subsequent chapters deal with the country-specific features of those enterprises and how social capital played a role in their growth and development.

Among the survey findings, social capital in the form of trust enables smooth transformation and development of family businesses, although the leaders may need to change before employees do by showing that collaboration will be rewarded. Contrary to expectations, it was shown that family firm leaders tend to transfer social capital via contacts and networks upon succession to a new generation, especially in Japan, the Republic of Korea, Malaysia, and Singapore. Two Korean family-run SMEs cited gained a global market presence by assiduously following up contacts made at trade fairs and conferences. The lasting social capital relationships thus built up enabled their transformation into world specialists in their niche fields acknowledged for efficiency and productivity.

Social Capital and Business Transformation in Asia offers thought-provoking examples of business transformation enabled by the judicious use of social capital and should thus be of interest to those involved in SME promotion and development, leaders of family-operated SMEs, and researchers in the social aspects of business.

Common sense talk



"There is no doubt that creativity is the most important human resource of all. Without creativity, there would be no progress, and we would be forever repeating the same patterns."

Edward de Bono

"No other technique for the conduct of life attaches the individual so firmly to reality as laying emphasis on work; for his work at least gives him a secure place in a portion of reality, in the human community."

Sigmund Freud

"To make strength productive is the unique purpose of organization. It cannot, of course, overcome the weaknesses with which each one of us is abundantly endowed. But it can make them irrelevant. Its task is to use the strength of each man as a building block for joint performance."

Peter Drucker

"What we call reality is an agreement that people have arrived at to make life more livable."

Louise Nevelson

"There are three constants in life: change, choice, and principles."

Stephen R. Covey

"The total quality movement and reengineering both focus on process. What has been largely missing is any focus on relationships."

Linda Ellinor

"There are days when any electrical appliance, including the vacuum cleaner, seems to offer more entertainment possibilities than the television set."

Harriet Van Horne

"If you are neutral in situations of injustice, you have chosen the side of the oppressor. If an elephant has its foot on the tail of a mouse and you say that you are neutral, the mouse will not appreciate your neutrality."

Desmond Tutu

"What does the word 'work' mean to you? To some, it means unpleasantness, stress, and drudgery; to others it means happiness, fulfillment, challenge, and gratification."

Catherine Pulsifer

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.

Roles of NGOs for a greener society

The debate over whether a top-down or bottom-up approach is more effective in bringing about beneficial change is like the debate over which came first, the chicken or the egg. However, if the goal is related to nonprofit activity, long-term objectives, or socially and/or ethically bound issues, grassroots participation by nongovernmental organizations (NGOs) is necessary.

Global warming, the destruction of ecosystems, and environmental degradation have led to the creation of more NGOs with environmental orientations. They play a major role in pushing for sustainable development at both the national and international levels. Accordingly, the necessity for sharing country-specific issues and establishing NGO networks has become more urgent. To achieve this, the APO organized a workshop on Global Environmental Issues for NGOs in the Region in Tokyo, 11–13 December, to provide an open forum for representatives of environmental NGOs from APO member countries.

Prof. Ryoichi Yamamoto, University of Tokyo, who is actively involved in the APO's Green Productivity Program, was requested to share his expertise and concerns on environmental issues. His keynote presentation began with warnings on the consequences of global warming and climate change. The vivid images set the tone for discussions seeking solutions via eco-innovation, such as the potential of eco-design, eco-materials, eco-components, and eco-products. A site visit to the Eco-products Exhibition 2007 held in Tokyo's Big Sight provided representatives with an invaluable opportunity to see for themselves the efforts of Japanese NGOs, businesses, and the national government. Coordinator of Programme Development Amna Shahab, World Wide Fund for Nature-Pakistan, indicated, "The exhibition was an eye-opener and it was amazing to see what innovative solutions have been devised by people, companies, and government which are environment friendly."

In addition, the presentation by President Saburo Kato, Research Institute for Environment and Society, Japan, provided a detailed case history of the Japan Association of Environment Society for the 21st Century. "It was a good case



Participants at the Eco-products Exhibition 2007

study to understand how an NGO in Japan was able to influence policy at the government level. There is a paradigm shift in the role of NGOs. NGOs can effectively influence government policy in relation to environmental protection and sustainable development," commented Head of Service Yap Siew Fuen, Malaysian Nature Society.

The workshop confirmed the great diversity of environmental issues and problems faced by participating APO member countries. Many problems can be attributed to differences in history, geography, stage of economic development, and differences in political and socioeconomic systems. However, despite these differences, participants identified four universal areas that needed to be addressed to achieve sustainable development: natural resources management; pollution (air, water, and soil) control; urban issues such as population increase and critical infrastructure such as solid waste management and transportation; and coping with natural disasters such as droughts, floods, typhoons, and earthquakes. 🌀

Fostering future global leaders in Asia (Continued from page 1)

In an effort to introduce various leadership development tools, the APO invited Professor Michael J. Marquardt, George Washington University, co-founder and president of the World Institute for Action Learning, to conduct a one-day session on action learning, a management tool and process that involves forming small groups working on real problems, taking action, and learning while doing so. Citing the session as beneficial and practical, Managing Director Sirilak Meksang, Personnel Management Association of Thailand, commented, "I learned how to use the language of questioning and reflective listening. Asking the right questions helps people learn, get smarter, and be able to solve complex problems. It enhances system thinking and creativity."

After sharing the current information on leadership challenges facing par-

ticipating countries as a result of globalization, the participants completed a group exercise to identify leadership competencies from a local-global nexus viewpoint and discuss how to develop future GLCs in Asia. They agreed that future leaders should be able to manage cultural diversity and the global-local nexus with universal as well as country-specific competence. They concluded that leadership qualities could be instilled in executives by designing training and development tools in a logical, step-by-step manner. Concerning future leaders in Asia, the meeting decided that a "one-size-fits-all" concept would not work given the region's cultural diversity. Instead, they chose a learning program based on a global-local nexus model to provide tailor-made indicators for a variety of Asian organizations depending on the stage of economic development, type of industry, and cultural background. 🌀

Labor-management cooperation key to higher productivity

Productivity is one of the most important factors in organizational success. In a competitive business world, the dynamic between productivity and labor-management relations is critical for survival. The APO organized the thirteenth forum in its Labor-Management Cooperation series in Colombo, Sri Lanka, 4–7 December 2007, to identify the latest issues in industrial relations and productivity-based wage systems and identify practical strategies to enhance labor-management relations to increase the productivity and competitiveness of member countries. The forum was attended by 25 participants from 15 countries, representing labor, management, and government.

A major theme of the forum was the linkage between productivity and labor-management cooperation. In the globalized economy today, a cooperative culture can ensure enterprise competitiveness in an increasingly harsh business environment. Such a cooperative culture relies on the establishment of trust and communication, which in turn allows labor and management to share information and knowledge to combat internal or external challenges in tandem.

Labor-management cooperation is a voluntary, mutual process. Therefore, the role of the government is to maintain a sound industrial relations environment and to establish the necessary mechanisms to facilitate cooperation. Forum participants noted that most Asian governments have been moving in this direction, although some countries may have better leverage to deal with the issue than others. Nonetheless, it is vital that all member countries initiate programs that promote labor-management cooperation.



Discussing productivity-based wage systems

One of the highlights of the forum was discussions on how to establish a productivity-based wage system, in particular how the parties could take advantage of such schemes to achieve a win-win outcome in labor-management negotiations. Participants agreed that in Asia, especially in economies relying on manufacturing, exports, and labor-intensive industries, labor-management relations based on productivity are essential to enterprise success and employee morale. Therefore, wage negotiations based on productivity can help achieve better relations. It will be necessary for all parties to explore productivity-based wage systems thoroughly, with further training. The forum thus provided a platform for essential social dialogue on a sensitive yet vital topic. 🌐

Improving agricultural value chain financing in Southeast Asia

A value chain is a series of producers and production steps required to bring a product from its source to consumers. At each step in the chain, the processes undertaken by consecutive enterprises add value to the product. When credit or other financial services flow through enterprises along the chain, it is referred to as value chain financing. Efficient value chain financing is critical in agriculture since it enables small- to medium-scale farmers, traders, and processors along the chain to optimize financial investment, resource allocation, and capacity expansion.

Information on how to choose the ideal model to ensure sustainable and profitable value chain financing is critically important for governments, financial institutions, agribusinesses, producer organizations, and other stakeholders. Given the pivotal role that agriculture plays in the economies of developing countries in Asia, especially in the southeast, the APO organized a conference on Agricultural Value Chain Finance in Malaysia, 12–14 December 2007. The conference was jointly implemented by the UN Food and Agriculture Organization (FAO) and Asia Pacific Rural and Agricultural Credit Association Center for Training and Research in Agriculture Banking in collaboration with the NPC, Malaysia. It was attended by 34 participants working in financing

institutions, the private sector, academia, and ministries of agriculture, finance, and industry.

Twelve papers were presented on the following themes: “Context of agriculture value chain finance”; “Value chain financing models”; “Integrating technical assistance in the value chain”; “Role of financial institutions in value chain financing”; “Success stories of value chain financing and how to replicate them”; “Roles of financial institutions in value chain financing”; “Successful stories of Inter-American Development Bank and FAO in value chain financing”; and “Case studies with the examples of Vietnam and Myanmar.”

Some of the conclusions reached at the conference pointed to inadequate credit and financing facilities that undermine support for enterprises in the value chain. Access to finance for agricultural value chains is limited by the fact that most institutional credit facilities have rigid requirements in terms of collateral. There is a need for innovative solutions from both the public and private sectors to enhance the flow of financial resources along the value chain. With this in mind, the case studies presented at the conference should be disseminated among countries in the region. 🌐

Program calendar

April

Malaysia

Workshop on Green Productivity (GP), 24 March–18 April.

- ▶ Objectives: To develop GP lead trainers/consultants; and provide practical hands-on experience in GP practices to all participants.
- ▶ Participants: Professionals in the public, private, academic, or NGO sectors interested in implementing the GP concept and practices in their own organizations.

The Netherlands

Study mission on Building Reliable, Safe, Green Food Supply Chains, 1–5 April.

- ▶ Objectives: To study the latest developments and current practices in managing fruit and vegetable chains in the Netherlands; and benchmark against best practices.
- ▶ Participants: Executives or senior managers from the public and private sectors, high-level policymakers, relevant NPO staff, and leaders in the food industry and of producers'/traders' associations involved in promoting safe production and marketing of fruit and vegetables.

Pakistan

Training course on Total Productive Maintenance (TPM), 14–18 April.

- ▶ Objectives: To train trainers in TPM in the various tools and strategies to undertake TPM in the manufacturing and service industries in developing member countries.
- ▶ Participants: Senior managers of public and private enterprises in the manufacturing and service sectors who are in charge of the maintenance department, or TPM consultants from industry and NPOs.

Kindly contact your NPO for details of the above activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO Web site at www.apo-tokyo.org.



Site visit to Han-Kuan Vegetables and Fruit Cooperative Study meeting on Quality and Safety Standards for Fruit and Vegetables, Republic of China, 12–16 November 2007.



Plant observation at US Engineering Co., Ltd. Multicountry observational study mission on Advanced Production Systems, Japan, 26 November–7 December 2007.



Improved chrysanthemum breeds in bloom at the Fukuoka Agricultural Research Center Workshop on Integrated Community Development for the Mekong Region: Regional Development through Rural Industrialization and Networking among Stakeholders, Japan, 11–14 December 2007.

BCBN delegates from Philippines

Four delegates from the Development Academy of the Philippines (DAP) visited Japan, 17–18 January 2008 as part of the Bilateral Cooperation between National Productivity Organizations Program after spending two days in Singapore.



President Kalaw (second from L) speaking on DAP activities at the APO Secretariat

APO/NPO update

New APO Director for Fiji

Mr. Taito Waqa, Permanent Secretary for Labour, Industrial Relations & Employment, Ministry for Labour, Industrial Relations, Employment, Local Government & Housing, was appointed APO Director for Fiji, w.e.f. 14 January 2008.

New APO Alternate Director for Japan

Mr. Masato Watabe, Deputy Director General, Ministry of Foreign Affairs, was appointed APO Alternate Director for Japan, w.e.f. 19 November 2007.

Training Philippine educators in agriculture to lead in good practices

The APO provides support to member countries in organizing follow-up activities to its multicountry projects. One of the most useful forms of support is the Technical Expert Service (TES) Program, under which an expert is dispatched to an individual member country to provide his/her expertise to local productivity initiatives. This article, contributed by Dr. Cely S. Binoya, PASSAGE Ex-Officio Board Member, vividly illustrates how TES integrates a local project effectively with parallel national and multicountry projects.

The Philippine Association of Agri-environment Educators and Entrepreneurs (PASSAGE) began at the University of the Philippines College of Agriculture in 1982. In the past 25 years, its more than 600 members have advocated sustainable agriculture and environmental protection. It has had a voice in shaping the national agricultural agenda to address changing demands and provided continuing education to its members. Biennial conferences are held to share knowledge and discuss issues confronting agricultural practice.

In 2007, PASSAGE focused on greening production chains to reduce environmental damage caused by agriculture. Extensive use of chemical inputs is increasingly disastrous for both the environment and humanity. It is thus necessary to shift to better agricultural practices. Progress in greening the production chain over the last decade was insignificant. Problems include the lack of inorganic input substitutes and perceived poor productivity resulting from their use. These problems have been complicated by the twin pressures of a growing population and reduction in agricultural land due to residential development. This means that educators and other stakeholders face a stark choice: pursue green agriculture with environmental benefits but perceived unstable productivity; or pursue input-based farming that can assure food sufficiency for the growing populace, but at a cost to the environment. How can good agricultural practices (GAP) be integrated into the agricultural food production and supply chain? How can educators facilitate information dissemination to ensure community participation in GAP?

These questions guided the discussions and knowledge sharing during the 13th biennial PASSAGE conference on the theme Agriculture Educators and Entrepreneurs for Gender Empowerment toward GAP held at the DAP Conference Center on 19 September 2007. Training in Facilitation for Community Development, 20–21 September, aimed to enhance the use of facilitation tools to hasten the adoption of GAP. The conference-cum-training event was spon-

sored by the APO under the TES Program, DAP, Commission on Higher Education, Institute of Community Education (ICE) of the University of the Philippines Los Baños, and Department of Agriculture Bureau of Agricultural Research. The 75 participants included directors of extension services and their staff, agribusiness managers, professors, graduate students, and local government planners from around the Philippines.



APO TES expert Mohan explaining the concept of facilitation

DAP President Antonio D. Kalaw, Jr. and PASSAGE President/ICE Director Dr. Carolina P. Santillana gave the welcome address. Senator Loren Legarda's keynote speech emphasized each stakeholder's role in agriculture and that the rural economy, particularly the development of agriculture and fisheries, held the key to poverty alleviation, equitable access to opportunities, and food security. Plenary presentations focused on "Good agricultural practice required by the market of agri-entrepreneurs," "Good agricultural practice through *kaizen*," "Best practices for balancing environmental integrity and agricultural productivity," and "Gender empowerment for enterprise development and good agricultural practice through *barangay* sisterhood." Two parallel sessions were followed by a field visit to Gourmet Farm to give participants insights on the commercial value of sustainable agriculture.



Newly elected PASSAGE officers sworn in

Mohan Dhamotharan, an expert deployed by the APO through TES, was the major resource person and facilitator for the training on Facilitation for Community Development, along with other facilitators, Dr. Alene Solitario of ATI Region IV, Joselito Gonzales of PRRM, and Dr. Cely Binoya, who were all trained under Dhamotharan in an APO course in Fiji in November 2006. Lectures, workshops, and simulation using some facilitation tools made the participants appreciate their value for community development.