



A.P.O. *news*

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Chiang Mai Hosts NPO Heads

From 19-21 February 2002, the city of Chiang Mai in northern Thailand rolled out the red carpet to welcome the 48 delegates attending the 42nd Workshop Meeting of Heads of National Productivity Organizations (NPOs) of APO member countries. The delegates comprised NPO heads, agriculture delegates, and advisers from 17 countries, including observers from the Lao People's Democratic Republic, Papua New Guinea, APO-France Committee, Canadian International Development Agency, International Labour Organization, and Regional Institute of Environmental Technology. The meeting was inaugurated by Mr. Dhawatchai Tangsanga, Executive Director of the Thailand Productivity Institute (FTPI), who also read out a message from Mr. Manu Leopaiprote, Permanent Secretary, Ministry of Industry of Thailand, Vice-Chairman of the APO Governing Body, and the APO Director for Thailand. APO Secretary-General Takashi Tajima presented his statement. Chairman of the meeting was Mr. Dhawatchai, and the Vice Chairman was Mr. Mohammad Kazem Ebrahimi Khorram-Abadi, Managing Director, National Iranian Productivity Organization.

“People never improve unless they look to some standard or example higher and better than themselves.”

Tryon Edwards



Mr. Dhawatchai Tangsanga delivering the welcome address

In his message to the workshop delegates, Mr. Manu expressed concern about the uncertain economic situation in the USA, Europe, and Japan, and how the Asia-Pacific economies are being affected by it. This is in addition to grappling with the challenge of globalization. In this task, Mr. Manu pointed out that both the NPOs and the APO have important roles to play, particularly in optimizing the people's potentials for achieving balanced social and economic development.

In the increasingly globalized world where value is created through innovation, nations have to create a niche for themselves, said Mr. Manu. The creation of this value, he added, would depend on working with our unique strengths and traditional know-how, combined with new appropriate modern technology. For Thailand, this means adopting a strategy of grassroots development based on the principles of self-sufficiency, sustainability, and balanced national development.

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The delegates to the 42nd NPO Heads' Meeting

Several programs were initiated in Thailand to revive the village economy and generate domestic demand at the grassroots level. Mr. Manu highlighted two, the Village Investment Fund, under which each village is provided with one million baht to develop its own income-generating activities, and the “One Tambon, One Product” project to expand domestic production and consumption utilizing local resources based on the principle of self-reliance.

Mr. Manu next referred to two other initiatives aimed at strengthening the financial situation of farmers and low-income earners: 1) a temporary suspension of payments on farm debts to allow farmers a respite and enable them to generate more value from their farms; and 2) the creation of a micro-credit program, modeled after the Grameen Bank in Bangladesh, to provide small amounts of working capital to the poor.

To support the government’s new initiatives, the FTPI launched two new projects to increase productivity at the community level. The first was an in-depth study of local communities and their business activities to identify the factors critical to their success and methods by which the government and business could assist them. The second project was the identification of the best practices in 300 community enterprises in Thailand with the aim of creating model enterprises for communities across the country.

Mr. Manu next spoke on some of the other activities of the FTPI, including the launching of the Thailand Quality Award scheme, and the introduction of the most ambitious scheme to assist SMEs — the Invigorating Thai Business (ITB) scheme — with two billion baht provided by the Ministry of Industry. The scheme aims to ensure the survival of SMEs by strengthening their competitiveness, with the expectation that this would help create jobs and boost domestic spending. Mr. Manu added that with better prospects for efficiency and growth, financial institutions would be more willing to extend credit to them.

Mr. Manu said that in an increasingly globalized economy, competition will become fierce. Productivity enhancement is the key to competitiveness. He lauded APO Secretary-General Takashi Tajima for initiating many new projects, and expanding on the scope of existing ones to meet the needs of member countries better. As examples, he cited the focus on knowledge management, the expansion of the South-South Cooperation Program, the establishment of the APO Best Practices

Network, the shift from a five-year to a two-year plan, the publication of *APO Asia-Pacific Productivity Data and Analysis*, and the adoption of new work procedures for higher efficiency and effectiveness in the Secretariat.

In concluding his message, Mr. Manu reaffirmed Thailand’s commitment and support to the APO. He also pointed out that the APO could only be as strong and effective as member countries enable it to be.

The APO Secretary-General, Mr. Takashi Tajima, presented his statement to the delegates in which he reported on the APO activities undertaken in the past year, his perception of the changes taking place that have implications for the productivity movement, and the future thrusts of APO programs. For a fuller report on his statement, please turn to the back page of this issue.

The workshop delegates also received two special presentations: 1) by Dr. Rung Kaewdang, Secretary-General of the Office of the National Education Commission of Thailand, who spoke on “How can education reform help improve Thailand’s productivity and competitiveness?”; and 2) by H.S.H. Prince Bhisatej Rajani, Chairman of the Royal Project, whose address on “From the Royal Trip to Remote Highlands Came the Royal Project” was exclusively for the agriculture delegates.

“This Workshop Meeting of Heads of NPOs is unique in that it was structured to allow for more time for delegates to share their experiences, concerns, ideas,



Mr. Mohammad Kazem Ebrahimi Khorram-Abadi, Vice Chairman; Mr. Dhawatchai Tangsanga, Chairman; and SG Takashi Tajima.

and aspirations. They were also divided into smaller groups to facilitate more thorough, focused, and intensive discussions. All this was for all of us to have a greater understanding of each other's needs and goals, which in turn enabled us to plan for more relevant and useful APO activities," said APO Secretary-General Takashi Tajima at the closing plenary session.

The breadth and depth of the discussions that took place and the wealth of ideas and suggestions generated were indeed impressive. As an example, the more common priority issues faced by the NPOs as identified by the delegates are listed below:

- Build productivity and quality enhancement capacity and capability
- Promote productivity awareness in public- and private-sector organizations, as well as among the citizenry
- Develop productivity programs for emerging areas in the changing global scenario
- Establish benchmarking and best practices networks
- Promote green productivity (GP), knowledge management, information and communication technology, and integrated community development
- Set up quality, productivity, and GP awards
- Expand services beyond the manufacturing sector to include the agriculture, trade, and service sectors
- Strengthen SMEs
- Facilitate alliances among the NPOs, as well as with their stakeholders
- Enhance and upgrade technical support services
- Conduct R&D
- Engage in productivity policy formulation.

Another list worthy of note summarizes the priority issues in the agriculture sector:

- Minimize adverse impacts of trade liberalization on small farmers
- Reform/restructure the agriculture sector for greater competitiveness in the world market
- Develop high-value products
- Improve human resources development
- Harness biotechnology
- Commercialize technology
- Promote greater IT usage
- Promote and strengthen networking among farmers' organizations
- Identify suitable farming models
- Ensure sustainability of farming. 🌱

From the SECRETARY-GENERAL'S Schedule

February / March 2002

7-8 February

APO Secretary-General Takashi Tajima attended the 40th Kansai Zaikai Seminar held in Osaka. The seminar had as its theme the regeneration of the Japanese economy, the state of the nation, and the economy of the Kansai region. It was jointly organized by the Kansai Productivity Center and the Kansai Association of Corporate Executives (Kansai Keizai Doyukai), both in Osaka.

18 February

On his way to Chiang Mai in northern Thailand, the Secretary-General made a stopover in Bangkok. He paid a courtesy call on the Secretary-General of the Thailand Board of Investment, Mr. Somphong Wanapha. Mr. Tajima was accompanied by Mr. Dhawatchai Tangsanga, Executive Director of the Thailand Productivity Institute and the APO Alternate Director for Thailand.

19-21 February

Attended the APO 42nd Workshop Meeting of Heads of National Productivity Organizations in Chiang Mai, Thailand's second largest city.

27 February

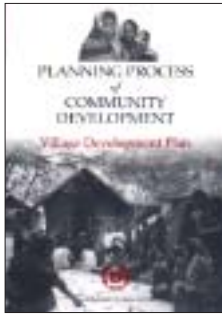
Received a courtesy call by Mr. James Chin-Hsien Chen, Vice Representative, Taipei Economic and Cultural Representative Office in Japan.

4-6 March

Attended the APO Kyoto Forum on Knowledge Management for Corporate Innovation. Mr. Tajima gave the opening address as well as joined in the meeting and the field visit to Kyocera Corporation. (See page 5 for a report on the Kyoto Forum.)



Mr. Takashi Tajima delivering the opening address at the Kyoto Forum. Others are (L-R) Mr. Yasuo Sawama, President, Japan Productivity Center for Socio-Economic Development, and Mr. Kiyoji Morii, Chairman, Kansai Productivity Center.



PLANNING PROCESS OF COMMUNITY DEVELOPMENT Village Development Plan

APO 332 pp. February 2002

Local communities are plagued by underdevelopment, imbalanced development, and poverty. A key strategy to deal effectively with these issues is the introduction of development planning, which involves data collection, situation analysis, preparation of village profiles, formulation of plans, consensus building, implementation, monitoring, and evaluation. Such a process, however, should not be undertaken solely by governmental officials in some distant locations. It should be participative. This means involving the local people so that their needs are taken into consideration, and the implementation of the plan will be more effective. The process itself could be an important learning and empowerment opportunity for local people and local administrative personnel.

To facilitate an in-depth study of what constitutes an effective village development planning process, the APO hosted a seminar on “Comparative Study on Planning Process of Local Community Development: Village Development Plan” in Nepal in May/June 1999. The objective of the seminar was to identify the basic principles of sustainable village development planning by analyzing the experiences of actual village development planning practices in APO member countries, and to determine ways to improve the process further.

This publication is a report on the proceedings of the seminar. It also includes the 11 resource papers and 17 country papers from 12 nations presented. It is intended for use by those who are involved in local community development.



PLANNING OF RURAL DEVELOPMENT IN ASIA AND THE PACIFIC

APO 266 pp. January 2002

Rural development has long been a major concern of developing countries in Asia and the Pacific. In most instances, rural development is closely linked to agriculture as this sector is a significant source of livelihood for rural people, most of whom are small, landless farmers. However, rural development over the past decades had only a limited impact in alleviating poverty. There is clearly a need for a paradigm shift in the way rural development is managed. This calls for the introduction of strategies for productivity enhancement, human resources development, and institutional building.

In December 1999, the APO organized a seminar on “Planning of Rural Development.” Held in the Philippines, its objectives were to acquire a better appreciation of rural development issues and to seek measures for strengthening rural development planning capacity. This publication is a report on the proceedings of the seminar, and a compilation of seven resource papers and 17 country papers from 15 nations presented at the meeting. This publication is a useful for reference for those involved in rural development planning and implementation.

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



“The wisdom of the wise is an uncommon degree of common sense.”

William Ralph Inge

“If you want to earn more — learn more.”

William J.H. Boetcker

“One pound of learning requires ten pounds of commonsense to apply it.”

Persian Proverb

“The man who follows the crowd will never be followed by a crowd.”

Richard S. Donnell

“The causes of mistakes are, first, I didn’t know; second, I didn’t think; third, I didn’t care.”

Henry H. Buckley

“Minds are like parachutes — they only function when open.”

Lord Thomas Dewar

“Any piece of knowledge I acquire today has a value at this moment exactly proportional to my skill to deal with it. Tomorrow, when I know more, I recall that piece of knowledge and use it better.”

Mark Van Doren

“A businessman’s judgment is no better than his information.”

Robert P. Lamont

“People never improve unless they look to some standard or example higher and better than themselves.”

Tryon Edwards

“The most fatal illusion is the settled point of view. Life is growth and motion; a fixed point kills anybody who has one.”

Brooks Atkinson

■ Knowledge Management for Corporate Innovation ■

Knowledge management for corporate innovation was the theme of this year's APO Top Management Forum, also popularly known as the "Kyoto Forum," after the city where this series of meetings has been held since its debut in 1985. Knowledge management has emerged as the management paradigm for the 21st century. Peter Drucker, the renowned management guru, once mentioned that knowledge management was a key to future growth and that productivity could only be generated from knowledge, and not from the mere improvement of production processes. Last year, the APO Governing Body designated knowledge management as a new thrust area of the APO.

This year's Kyoto Forum, held 4-7 March, was attended by 33 participants from 16 APO member countries. Most were senior executives from both the public and private sectors. The meeting, organized in collaboration with Japan's Ministry of Economy, Trade and Industry and the Japan Productivity Center for Socio-Economic Development, featured a distinguished panel of speakers from leading Japanese companies and institutions of higher learning. There were two keynote speakers: Professor Ikujiro Nonaka of Hitotsubashi University, Japan, who in the early 1990s created the new concept



Participants of the forum in earnest discussion



of knowledge management, and Dr. Fumikatsu Tokiwa, senior advisor of Kao Corporation, who spoke on "Corporate Knowledge and Management Innovation."

Other speakers were: Mr. Hiroaki Shigeta, Chairman of the Board, Nippon Roche K.K.; Mr. Kazue Kikawada, Senior Freelance Bandit, Knowledge Dynamics Initiative of Fuji Xerox Co. Ltd.; Mr. Kunio Ushioda, Executive

Vice President of NTT DoCoMo, Inc.; Mr. Masao Maekawa, Chairman, Maekawa Mfg. Co. Ltd.; and Mr. Yasuo Nakata, Senior Managing Director of Calbee Foods Co., Ltd. They spoke on a wide range of knowledge management issues, from the sharing of tacit knowledge, and the "K" revolution to knowledge creation, the dynamics of co-creation, and management innovation and IT support.

APO Secretary-General Takashi Tajima gave the opening address at the forum. He said that over the past years, the source of profit generation had shifted from money and machinery to invisible assets such as patents, know-how, and ideas. The implication this had for business corporations, he added, was that they should convert their organizations into knowledge centers to carve out new market niches by creating innovative products and services. "The successful introduction of knowledge management is closely associated with the key resources business corporations possess, namely, people, organization, and information."

Secretary-General Tajima went on to stress the following: 1) tacit knowledge possessed by individual workers could spark important insights by their colleagues if it were shared among them; 2) innovation could flourish faster and bear richer fruits by bringing people together across time and space; and 3) organizations need to develop an information system so that workers at all levels could exchange new and innovative information, knowledge, and ideas. 🌐

Asia Pacific Convention of Entrepreneurial Women

Theme

Expanding Business Horizons for

Exponential Growth

25-28 April 2002

Grand Ashok Hotel, Kuarkrupa Road

Bangalore, India

Organized by

Association of Women Entrepreneurs of Karnataka (AWAKE)

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Enhancing Quality Assurance in Food Processing through HACCP

Most food processing enterprises in Asia and the Pacific are small to medium sized. An assured domestic market, undemanding customers, and lack of awareness of modern quality concepts have hindered the development of the food processing industry. Consequently, food processing enterprises find it difficult to compete and survive in a highly quality-conscious global food market; their products are often relegated to the lower-end markets. In the developing countries only a very few food-exporting enterprises are implementing modern quality assurance and improvement techniques like good manufacturing practices (GMP), good hygiene practices (GHP), and hazard analysis and critical control point (HACCP) analysis, a preventive and proactive food quality assurance system different from the conventional ones. HACCP is fast becoming mandatory in many international food markets.



Participants on a field trip

To help propagate HACCP in the food processing industry of member countries, the APO organized a study meeting on "Quality Enhancement in Small and Medium Food Processing Enterprises through HACCP" in New Delhi, India, from 26 February to 4 March 2002. The program was jointly implemented by the Indian Ministry of Food Processing and the National Productivity Council. Seventeen participants from 12 member countries took part.

The six resource speakers in the meeting spoke on: 1) International Development of Food Safety Systems and Marketing of Processed Foods; 2) Quality Management Systems in Small and Medium Food Processing Enterprises - Experience of South Africa; 3) GMP/GHP and HACCP Systems - Experience of SMEs Producing Food Products in Poland; 4) Implementing HACCP in SMEs: Concepts versus Consumer Participation, Business Culture, and Policy Approach; 5) HACCP - Food Safety and Certification Issues; and 6) HACCP Implementation - Challenges Facing the Developing Countries.

The participants were generally agreed that the adoption of HACCP by food processing SMEs would 1) enable them to be competitive in the international food market; and 2) contribute to improving public health through enhancing their food safety and quality. However, these SMEs would have to address a number of key issues, like poor hygiene and management practices, unwillingness to change staff's mindset, low awareness of the importance of food quality, inadequate development of food technology in universities and vocational institutes, lack of awareness of the benefits of HACCP and other modern food quality assurance systems, and lack of competent food inspectors for HACCP implementation, to mention a few.

2001 APO News Quiz Winners

The APO News Quiz in the December 2001 issue attracted a total of 132 entries, out of which 65 had all answers correct. As there were only 10 cash prizes and 20 APO video/book prizes to be won, the winners were decided by lucky draw. We invited three staff members from the APO Secretariat who are not involved in the *APO News* to help us pick the winning entries. The names of the lucky winners are listed below. We would like to thank all those who participated in the quiz and to extend our heartiest congratulations to the winners.



From left to right, Ms Y. Nishio, Agriculture Dept., Mr. Lee Kia Yoke, Research and Planning Dept., and Ms N. Goto, Environment Dept. picking winners of the quiz.

Cash Prize Winners

Mr. Debasish Bhattacharyya	India
Mr. S. Sundara Rajan	India
Mr. S. Dharmalingam	India
Mr. Reza Shafiee Sabet	Iran
Mr. Ali Ashraf Hamed	Iran
Mrs. Sujit Tuladhar	Nepal
Ms Gen A. Dailisan	Philippines
Mr. Rafael C. Santos	Philippines
Ms Aida C. Barcelona	Philippines
Mr. Wickrama Waragoda	Sri Lanka

Book/Video Winners

Mr. Nhek Thala	Cambodia
Mr. Sanjeev Kumar	India
Mr. K. Nagender Rao	India
Mr. Mabboubeh Najafi	Iran

Mr. Ahmad Navid	Iran
Mr. Mohsen Zandieh	Iran
Ms Leyla Alimaradi	Iran
Mrs. Sedigheh Tabassom	Iran
Mr. Ali Ghanavati	Iran
Mr. Khamphet Chanongnaraz	Laos
Ms Nor Robaayah Mohd Noor	Malaysia
Ms Safniwati Jasri	Malaysia
Ms Amarzaya Tserenchimed	Mongolia
Mrs. Tserenkhom Erdenetsetseg	Mongolia
Mr. Jeetendra Lohani	Nepal
Mr. Khaliq Ahmad Mian	Pakistan
Mr. Diosdado A. Mayuga	Philippines
Ms Evamaria Cecilia E Lobitana	Philippines
Mr. Gilbert Hu	Singapore
Dr. Boondee Bunyagidj	Thailand

CONGRATULATIONS



FIJI

Mr. Anuar bin Mahmud, Consultant, and **Ms Shahuren Ismail**, Director, both from the National Productivity Corporation, Malaysia, were deputed to serve as resource persons in the Seminar on Productivity, and the Meeting on Methodologies both under the APO Strengthening NPO Services program, 11-14 February 2002.

INDIA

Dr. Pongvipa Lohsomboon, Acting Director, Business and Environment Program, Thailand Environment Institute, Thailand, **Dr. Atsushi Inaba**, Director, Research Center for Life Cycle Assessment, National Institute of Advanced Industrial Science and Technology (AIST), Japan, and **Prof. Reginald Tan**, National University of Singapore, Singapore, were

deputed to render technical expert services in the International Conference on Ecobalance and Life Cycle Assessment, 13-15 February 2002.

MALAYSIA

Mr. Cho Han Kyu, Chairman, and **Ms Lee Chan Woo**, Expert, both from the Korean Natural Farming Association, Republic of Korea, were deputed to make presentations in the Training Course on Natural Farming for GP-ICD, 5-9 February 2002.

Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia, was deputed to provide consultancy and advisory services and conduct a workshop on Benchmarking in Construction Project Management (Phase 1), 18-22 February 2002.

NEPAL

Mr. K. G. Mohanlal, Director, Ecotourism, Tourism Department, Government of Kerala, India, and **Mr. Thomas Smyth**, Administrator, Business Services Division, Department of Business, Economic Development and Tourism, Hawaii, USA, were deputed to serve as resource persons in the Seminar on Eco-Tourism, 11-15 February 2002.

SINGAPORE

Mr. Cho Han Kyu, Chairman, Korean Natural Farming Association, Republic of Korea, was deputed to render technical expert services in the GP Demonstration Program at Changi General Hospital, 4 February 2002.

THAILAND

Mr. Yeo Teng Koon, General Manager, Sony Display Device (Singapore), Singapore, and **Mr. Pascal Duchauffour**, Resident Manager, the Ritz-Carlton Millenia, Singapore, were deputed to make presentations at the Best Practice for Business Excellence Conference on 30 January 2002.

VIETNAM

Dr. Dencho Nikolov Batanov, Associate Professor, Asian Institute of Technology, Thailand, was deputed to provide training and consultancy services on Knowledge Management and Development of Knowledge-based Expert Systems, 28 January-1 February 2002.

Program Calendar

Republic of China

Symposium on Entrepreneurship in Knowledge-based Industry, 23-26 July 2002.

Fiji

Seminar on Evaluation of Training Effectiveness, 5-9 August 2002.

France

APO-France Study Meeting on Urban Environmental Management (UEM) through Green Productivity, 16-24 September 2002.

Islamic Republic of Iran

Seminar on SMEs and Internet, 23 June-2 July 2002.

Japan

Venture 2002: Asian Forum on Venture Business, 3-4 September 2002.

Malaysia

Workshop on Implementing Knowledge Management, 27-31 May 2002.

Mongolia

Indigenous Case-Writing/Building Workshop (under Strengthening NPOs Services Project), 17-20 June 2002.

Philippines

Coordination Meeting of the Survey on In-company Training Strategies for Knowledge Workers, 20-22 August 2002.

Singapore

Workshop on Small Group Activities, 1-5 July 2002.

Sri Lanka

Seminar on Linking Main-System Management for Improved Irrigation Management, 3-8 June 2002.

Seminar on Knowledge Management for Corporate Decision-Making, 15-19 July 2002.

Vietnam

Seminar on Total Quality Management in Manufacturing Sector, 20-24 May 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 Web site at www.apo-tokyo.org.

APO/NPO Update

New APO Alternate Director for Bangladesh

Mr. Zamirul Akhtar, new Director of the National Productivity Organisation, has been appointed the APO Alternate Director for Bangladesh with effect from 28 January 2002 in place of **Mr. Md. Shahidul Hoque**.

New APO Director for Sri Lanka

Mr. Mahinda Gammanampila, Secretary, Ministry of Employment and Labour, has been appointed the APO Director for Sri Lanka with effect from 1 February 2002 in place of **Mr. S. C. Mannaperuma**.

New APO Director for the Republic of Korea

Mr. Hee-Beom Lee, new Chairman and CEO of the Korea Productivity Center, has been appointed the APO Director for the Republic of Korea with effect from 26 February 2002 in place of **Mr. Joon Ho Han**.

SPRING, New Name for Singapore PSB

As from 1 April 2002, the Singapore Productivity and Standards Board will be called the Standards, Productivity and Innovation Board or **SPRING Singapore**. This acronym also stands for Standards, Productivity and Innovation for Growth.

APO 42nd NPO Heads' Meeting

Secretary-General's Statement

At the outset of his statement to the NPO heads, APO Secretary-General Takashi Tajima said that he had three main topics relating to APO activities for their consideration. These were competitiveness, protection of the global environment, and social fairness. Mr. Tajima elaborated that the productivity movement in the 21st century should be directed toward the strengthening of competitiveness by fostering the creative and innovative minds and skills of the people, ensuring a symbiotic relationship between environmental protection and economic development to achieve a sustainable quality of life, and the promotion of social fairness to narrow the gap between the haves and the have-nots.

In light of the increasing role of small and medium enterprises (SMEs) in national economic development, Mr. Tajima said that their revitalization would remain a primary area of concern for the APO. There will be more programs on and for SMEs. On the South-South Cooperation Program, the Secretary-General reported that participation in this program, previously for South Asian countries only, was now open to all member countries to spread its benefits, and that the scope of activities would be expanded beyond supporting industries to cover other relevant fields.

Secretary-General Tajima pointed out that knowledge has emerged as a key resource for future business growth, and business organizations should transform themselves into knowledge centers to carve out new market niches through innovative products and services.

Moving on to the Green Productivity (GP) Program, Secretary-General Tajima reported that substantial progress had been made due to the increasingly active support of the NPOs. He mentioned efforts to enhance GP activities further through collaboration with other international agencies, like the US Environmental Protection Agency (US EPA) and the Regional Institute of Environmental Technology in Singapore.

On the Integrated Community Development (ICD) Program, the Secretary-General would like



Mr. Takashi Tajima

to see more emphasis being placed on productivity and management matters, and greater involvement by the NPOs in community development activities. He further stressed that the NPOs should realign themselves as knowledge centers to meet the requirements of the new knowledge-based economy. Secretary-General Tajima also highlighted some of the new initiatives undertaken under the Development of NPOs Program, like the APO Best Practice Network and the annual Forum on Development of NPOs.

Globalization, Mr. Tajima said, had a significant impact on the lives of the people, particularly those in rural areas. To enhance the vitality of the agriculture sector, the APO will address a number of emerging issues like genetically modified organisms and hazard analysis critical control points. Activities relating to environmental sustainability will also be emphasized. He reiterated the critical importance for NPOs to maintain close liaisons with agriculture-related ministries and agencies in their respective countries.

Secretary-General Tajima announced the publication of the first edition of *APO Asia-Pacific Productivity Data and Analysis* in December 2001 and expressed the hope that it would serve as a comprehensive and authoritative source of

information on productivity and socio-economic progress for policymakers, researchers, and others concerned with productivity promotion. He welcomed constructive comments and suggestions for its further improvement.

The Secretary-General then went on to report on the results of the external evaluation of APO projects, the renovation of the operational system in the APO Secretariat to enable it to serve the needs and requirements of member countries better, including the installation of a local area network and the eventual introduction of an extranet for direct electronic linkages with the NPOs, and the replacement of the traditional five-year plan with the more practical two-year plan. He expressed the gratitude of the APO for the support and cooperation received from all member countries and from other international and regional organizations, national and local governments, and NGOs in upgrading the quality and contents of APO programs.

Secretary-General Tajima concluded his statement by emphasizing the need to uphold the conviction that the productivity movement is key to overcoming growing apprehension about the future and to putting sustainable economic development back on track. ☺