



Productivity partners confer in Tokyo

In the first three days of April, the APO Secretariat was the scene of a happy “family” reunion when the APO liaison officers of member countries or their representatives met with their counterparts in the Secretariat for a time of consultation and consolidation on the nitty-gritty issues of project preparation and implementation. Fourteen liaison officers attended, three sent their representatives, and two could not come. In addition, there were four observers. By all accounts, it was a rare event for the liaison officers as they seldom have the opportunity to meet each other, not to mention their counterparts in the APO Secretariat as well. The last time this happened was way back in 1994. As a reflection of the importance of the meeting to the Secretariat, all its directors and officers put aside their other work to engage fully with the liaison officers in presentations, consultations, and, in some instances, exhortations. They also took advantage of the occasion to reciprocate the warm hospitality accorded to them whenever they visit member countries to oversee the implementation of APO projects.



Liaison officers' meeting in progress

APO Secretary-General Takashi Tajima set the tone for the meeting when, in welcoming the liaison officers, he shared the following three work principles he set for Secretariat staff members: 1) constant communication, consultation, and cooperation; 2) build teamwork; and 3) work hard and enjoy life as well. The meeting took his advice to heart and followed it almost to perfection over the next three days.

The meeting program featured the following: 1) reports by the liaison officers on the issues and concerns they were faced with in implementing APO projects and sourcing candidates for those hosted by other member countries; 2) deliberations on issues relating to the identification, planning, preparation, and implementation of APO projects, including post-implementation activities and financial concerns; 3) briefings by each of the functional departments on their respective duties and responsibilities, and the areas where the assistance and cooperation of the liaison officers were most needed; and 4) time set aside for the liaison officers to do follow-up work on a more individual basis with any of the Secretariat departments, and for the latter to take up outstanding matters with them.

Deliberations during the meeting were frank, cordial, and earnest, with occasional friendly and witty banter to add humor to an otherwise serious business. At the close of the meeting, there was a greater understanding and appreciation of each other's position, constraints, difficulties, and the efforts each was making to implement APO projects as efficiently and effectively as possible. All parties involved resolved to stay in close and constant communication with each other, to follow up on the issues discussed, and to extend their best support and cooperation to one another, not just in their project implementation but in their productivity enhancement efforts as well.

(Continued on page 6)

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“Focus on both people and the results. Without people a leader cannot get results. Without results you will get nowhere.”

Jayakar Rangarajan

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Productivity improvement scorecard and challenges ahead for Australia

The economy is in the midst of its longest economic expansion,” reported the *Australian Financial Review*, 1 February 2003. Over the past 15 years, Australia has undergone an economic revolution and today has one of the world’s most open, stable, and reliable economies. Australia is a long-standing stable democracy with a high growth rate, low inflation, low interest rates, competitive business sector, and a highly skilled workforce. In the *World Competitiveness Yearbook 2000*, Australia was ranked among the best 12 in the world for overall productivity growth measured as a percentage

rate for the first part of the decade was 5% but in the past two years productivity has improved by 17%. Information and communications technology (ICT) is the fastest-growing sector. The table below from the *Australian Government Year Book 2002* summarizes productivity improvement in industry by sector.

The heavy construction sector showed the worst performance, with a decrease in labor productivity of almost 8%. A high-level national judicial enquiry is being conducted in the construction industry to investigate a range of labor issues and management and business practices that appear to be retarding

- The labor market was reformed through policies such as enterprise-level wage bargaining to increase efficiency and create more employment opportunities.
- Regulatory and bureaucratic reforms have minimized duplication of anti-business and competitiveness policies.
- The Federal Government has become proactive in cooperation with the states and territories in promoting competition and limiting regulatory barriers.

Challenges ahead

An industry-based human resources development think tank associated with Macquarie University Graduate School of Management, one of the leading business schools in Australia, has pointed to the following issues as challenging Australian management through 2003–04:

- Although ICT is the fastest-growing sector and Australia’s e-commerce readiness is among the highest in the world, productivity gains from e-commerce have yet to be realized.
- Demands for a better work-life balance are appearing, particularly among professionals and managers; they are working longer hours and are expected to be permanently “on call” because of the use of modern communications technology.
- Requests for more flexible working hours and work environments, such as working remotely/electronically from home, are like a double-edged sword and need to be handled carefully.
- In some workplaces, personal identity is suffering as people do not interact regularly with their fellow workers. This has given rise to the new challenge of managing “virtual” teams.
- Large-scale retrenchments in recent years in the name of restructuring, downsizing, or mergers and acquisitions for productivity improvement have put a new dimension to the meaning of “loyalty.” Employees are becoming more loyal to their careers than their organizations as the latter are seen as lacking in loyalty to employees.

Indices of gross product per hour worked by industry

Industry	1999–2000	Change from 1998–99 (%)	Average annual rate of growth
	index number		1991–92 to 1999–2000 (%)
Agriculture, forestry, and fishing	100.3	0.3	3.3
Mining	116.9	16.9	4.8
Manufacturing	101.3	1.3	2.7
Electricity, gas, and water supply	104.2	4.2	7.2
Construction	92.2	-7.8	1.2
Wholesale trade	101.1	1.1	4.5
Retail trade	98.8	-1.2	1.8
Accommodation, cafes, and restaurants	99.5	-0.5	1.2
Transport and storage	103.5	3.5	2.6
Communications services	103.1	3.1	7.5
Finance and insurance	108.2	8.2	6.3
Cultural and recreational services	99.0	-1.0	-0.5
All industries	101.4	1.4	2.3

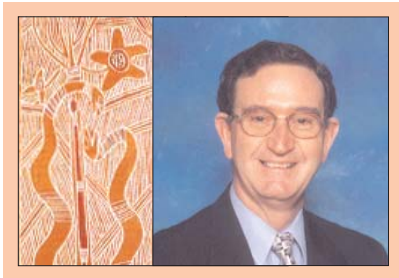
change of real GDP per person employed.

To use the familiar Aussie expression, “How come?” “How did this happen?” The *Australian Government Year Book 2002* stated that change in labor productivity in the market sector across all industries from 1991 to 2000 was 2%. The communications services sector showed the largest annual increase of 8% over that period because gross value added productivity grew faster (11% per year) than hours worked (3% per year). Labor productivity gains in the electricity, gas, and water supply industries increased by 7% per year. The mining industry

productivity improvement and competitiveness.

Some of the reasons for the sustained national productivity improvement are:

- The creation of Australia’s competitive, open-market economy was the result of effective macroeconomic management.
- The agricultural and resource sectors have become more flexible and dynamic through technological applications.
- The Federal Government has completed far-reaching revisions in the taxation system.



• The need to connect future markets and strategies with workforce development to ensure its readiness and competencies suggests that “just-in-time education and training” are an imperative for competitive organizations. Although electronic delivery methods are growing in acceptance, the more traditional face-to-face and group-education methods are still considered to be an important element in workforce development.

• Following a spate of corporate collapses and scandals, there is a demand for better and improved corporate governance, business ethics, and compliance with standards.

• Along with the demand for good corporate governance is a renewed emphasis on performance management at board level and throughout top management. Reward and recognition policies and systems will need to be transparent at all levels to have reliability, credibility, and accountability with the investment community.

The term “productivity” in Australia unfortunately still suffers from a poor image. With the renewed focus on customer relationships, service-quality management, and better leadership and management development, productivity may shed its poor image and be embraced by the whole workforce. While the productivity improvement scorecard for the past decade for Australia is very strong and the economy is robust, business management in all sectors and at all levels has to maintain a system of continuous improvement, innovations, quality assurance, and customer satisfaction to retain top performance. ☺

Richard Barton was the Process Improvement and Quality Management Executive for IBM in Australia and New Zealand. Among previous distinguished positions he held was General Manager in the Australian Quality Council. In this capacity, he had a long and close association with the APO. Mr. Barton writes this column regularly for the APO News.

From the **SECRETARY-GENERAL'S** schedule

March 2003

3–5 March

APO Secretary-General Takashi Tajima attended the APO Top Management Forum on “Corporate Governance” in Kyoto and gave the welcome address at the opening session.

11 & 17 March

Attended the opening and closing sessions of the APO Symposium on “The Impact of Trade Liberalization on Agricultural Producers and Rural Poor” held in Tokyo at the APO Secretariat.

19–21 March

Official visit to Vietnam, at the invitation of APO Director for Vietnam Dr. Nguyen Huu Thien, to attend Vietnam’s “First National Green Productivity Team Convention” held in Hanoi. Mr. Tajima gave the keynote address at the opening ceremony as well as made a presentation to the convention on “The APO GP and ICD activities in Asia for Sustainable Development.”

During his visit, he paid courtesy calls on Vietnam’s Deputy Prime Minister Pham Gia Khiem, Vice Minister for Science and Technology Dr. Bui Manh Hai, and Dr. Truong Manh Tien, Director-General, Department of Environment, Ministry of Natural Resources and Environment.



Secretary-General Tajima with Vietnam’s Deputy Premier Pham Gia Khiem

22–23 March

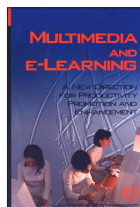
Attended the Ministerial Conference of the Third World Water Forum in Kyoto, Japan. He was accompanied by Mr. Augustine Koh, APO Director for Environment, and Mr. Takuki Murayama, Senior Program Officer (Environment). The APO delegation participated in the sub-group meeting on “Water Pollution Prevention and Ecosystem Conservation.”

26 March

Received Mr. M. Moedjiman, Director-General, Training and Productivity Board, Ministry of Manpower and Transmigration, and the newly appointed APO Alternate Director for Indonesia, who paid a courtesy visit to the APO Secretariat.



New APO publications



MULTIMEDIA AND E-LEARNING

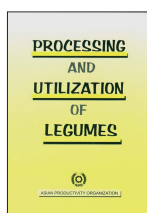
A New Direction for Productivity Promotion and Enhancement

APO 159 pp. March 2003 ISBN 92-833-2344-0

In most APO member countries, the dissemination of information on productivity and ways to enhance it is still very much confined to the large cities. This limits the impact of a country's productivity drive. However, advances in information and communications technologies have given us the multimedia and online technologies that are enabling the boundaries of the productivity movement as well as that of skill training and basic literacy and numeracy education within a country to be expanded to involve the participation of people, institutions, and industries even in far-flung places. Despite this, their potential has yet to be fully appreciated by many.

To provide insight into the application of multimedia and online technologies in productivity promotion, information dissemination, and training and learning, the APO organized the seminar on "Multimedia for Productivity Promotion and Enhancement with Special Focus on e-Learning" in the Republic of China, March 2002. This publication is a compendium of the resource papers and selected country reports presented at the meeting. It is a useful reference text for all those who are involved in productivity promotion or e-learning as administrators, providers, or end-users.

Topics in the resource papers included: The business of e-learning; Application of multimedia in e-learning; the Taiwan experience; e-Learning: content, design, and total solution; e-Learning technology and its applications; and Educities.



PROCESSING AND UTILIZATION OF LEGUMES

APO 299 pp. March 2003 ISBN 92-833-2343-2

The phenomenal economic growth in Asia and the Pacific in recent decades has resulted in significant improvements in living conditions in the region, as reflected in people's expanded choices of the food they eat. It also led to greater health consciousness. These developments have contributed to a major shift in food consumption patterns, with more people opting for healthier foods. In this context, legumes are playing an increasingly important role as people are rediscovering their high nutrition and health-enhancing values.

The potential of legumes for meeting food requirements is great. However, in addition to developing the technologies for manufacturing legume-based products that are acceptable to consumers, there is also a need to undertake innovative marketing efforts and to educate the public about their benefits.

To examine present legume processing practices and legume utilization in member countries and to identify measures for the development of more high value-added legume products, the APO organized a seminar on "Processing and Utilization of Legumes" in Japan, October 2000. This publication is a report of the proceedings of the meeting and a compilation of the resource and country papers presented. Of special interest is the report on recent research and industrial achievements in soybean-based food in Japan.

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



"Envy can be a positive motivator. Let it inspire you to work harder for what you want."

Robert Bungle

"He who has begun has half done. Dare to be wise; begin!"

Horace

"Take time to deliberate, but when the time for action has arrived, stop thinking and go in."

Napoleon Bonaparte

"When you get an idea, you've got to think of a reason for doing it, not of a reason for not doing it."

Kemmons Wilson

"Positive attitude is the single biggest thing that can change a business."

Lawrence R. Johnston

"For myself I am an optimist—it does not seem to be much use being anything else."

Sir Winston Churchill

"Knowledge and timber shouldn't be much used till they are seasoned."

Oliver Wendell Holmes

"Focus on both people and the results. Without people a leader cannot get results. Without results you will get nowhere."

Jayakar Rangarajan

"Vision without action is a daydream. Action without vision is a nightmare."

Japanese Proverb

"Don't sell customers goods that they are attracted to. Sell them goods that will benefit them."

Konosuke Matsushita

Knowledge-based community development

Esfandiar Abbassi, Systems Analyst, IKEN, Iran

Expressions such as “knowledge management,” “learning organization,” and “innovation mindset” have entered the productivity lexicon in a fundamental way. In productivity circles, there is a discernible shift in emphasis from tangible assets, like land, capital, and machinery, to intangible resources, such as knowledge, ideas, and organizational capacity.

It is also widely recognized that knowledge management is not a concern of big businesses alone. In this rapidly changing and highly competitive electronic age, SMEs and local communities also need to consider knowledge as a basic requirement for better decision making. However, adopting a knowledge-based approach in community development is a formidable challenge.

In commerce and industry, IT, the Internet, and a whole set of knowledge management systems and practices have provided an almost universal framework and tool for knowledge exchange and application. At the local community level, however, social and cultural differences among various stakeholders (i.e., male, female, young, old, local, and professional) present serious barriers to effective knowledge management. Through the Internet, television, and other multimedia facilities, most local communities now know more about what is available in distant cities than they do about local capabilities and opportunities. This knowledge imbalance is posing a critical challenge to promoting and encouraging local self-help activities.

One answer to this challenge is the Facilitation for Integrated Community Development (F-ICD) program of the Iran-based NGO called Indigenous Knowledge and Ecovillage Network (IKEN). The F-ICD is the outcome of a three-year systems-action research (SAR) study commissioned by the Iranian Ministry of Jihad for Agriculture (MJA). During this period, a process of participatory resource management and development planning has transformed Khorhe, a rural community of 300 households in central Iran, from an economically depressed village into a vibrant and productive community. Training in the F-ICD approach is now available to local extension workers nationwide. Provincial- and district-level workshops are organized by MJA extension staff. More than 200 local activists have already received training in F-ICD.

A typical three-day F-ICD training program covers the following: Matrix for local research, thinking, and innovation (MRTI); Interpersonal communications skills; Producers’ thinking process (PTP); and Vision building and intercommunity networking. The F-ICD program elements are noteworthy in four respects:

1. It focuses on the intuitive potential of the human mind, regardless of a trainee’s literacy skills or educational level. MRTI is a visual and memorable tool to help local people acquire, organize, and use knowledge for innovation.
2. It sensitizes people to the potential of local knowledge in problem solving, like environmental conservation, caring, sharing, creative thinking in resources development, and honesty in social and business dealings.
3. It provides information on all aspects of production, marketing and sales, and distribution. PTP is a visual checklist to teach local people productivity planning.



A scene from Khorhe village

4. It provides a new vision of the village as an international community where the people, although they live and work in a village, are also aware they are part of the national and global communities.

The F-ICD experience in Iran has confirmed that the use of knowledge management principles and tools can effectively facilitate a process of endogenous and sustainable community development without substantial outside professional involvement. Some of the local initiatives undertaken in this program have included: the introduction of new marketing techniques; product design for job creation; organizing cooperative school bus shuttles; and reviving natural farming. However, F-ICD performance has not been uniform across the board. It has proven more effective in communities where the socio-cultural conditions approximate those of Khorhe village. This brings to light the importance of a “contextualized” approach to community development. IKEN is currently working to gain the MJA’s support for conducting SAR studies in regions with distinctly different socio-cultural characteristics. 🌀

Fiji to host APO Governing Body Meeting

On 10–12 June 2003, Fiji will roll out the red carpet to welcome delegates attending the 45th Session of the APO Governing Body to be held in Korolevu. Apart from the APO Directors, who are members of the Governing Body, and their advisers, the meeting will be attended by observers from agencies and governments with which the APO has close collaborative relationships and by APO Secretariat staff members. Altogether, about 60 delegates are expected.

The Governing Body is the supreme organ of the APO. It comprises one Director from each member country designated by their respective governments. It meets once a year, usually in June, to receive the Secretary-General’s annual report and the auditor’s financial report. It will also decide on APO policies, strategies, and membership; approve the rolling two-year plan; lay down guidelines for the ensuing year’s program; and approve the budget and financial guidelines. Each year, the meeting elects a chairperson and two vice chairpersons from among its members. Together with the Secretary-General, they will decide on pressing matters when the Governing Body is not in session.

Productivity partners.... *(Continued from page 1)*

On the evening of the first day, the liaison officers and other guests were taken to view the cherry blossoms, a first for a quite a few, followed by dinner with all the APO staff. The Japan Productivity Center for Socio-Economic Development hosted a dinner on the second day. On the final day, the APO Secretariat staff members all chipped in to host a farewell lunch for the visitors.

At the close of the meeting, all involved agreed that it had been most useful in enabling smoother and more effective implementation of APO projects in member countries, and that it should be held more frequently, preferably at intervals of two to three years. 🌀

Vietnam holds convention.... *(Continued from page 8)*

APO Secretary-General Tajima, who also spoke at the opening session, said that the success of the Vietnamese GP program at the community level had encouraged the APO to expand its GP-Integrated Community Development (ICD) program to all its member countries. For this reason, the APO had submitted to the UN World Summit on Sustainable Development a partnership initiative on GP-ICD and it is now making plans for its implementation throughout Asia and the Pacific.

Vietnamese Vice Premier Pham Gia Khiem told Secretary-General Tajima, when the latter paid a courtesy call at his office, that the GP program in Vietnam has contributed to poverty alleviation and environmental protection, the two key concerns of the Vietnamese Government, through increasing productivity, raising the people's awareness about environmental matters, and improving the quality of life of the participating communities. Vietnam will continue with this program to help develop its economy, he stated.

On the future plans of the GP program, VPC Managing Director Nguyen Thi Bich Hang said that the objective is to increase the number of participating villages to 600. Moreover, the National Green Productivity Team Convention will be held annually.

In conjunction with the convention, the APO held a multi-country workshop on "Green Productivity and Integrated Community Development" in Hanoi, 17-21 March. The 21 participants from 15 member countries wrapped up the workshop by attending the final day of the convention, which featured presentations by the following panel of distinguished speakers: Ms. Liana Bratasida, Deputy Minister for Environmental Conservation, State Ministry for the Environment, Indonesia; APO Secretary-General Tajima; VPC Managing Director Hang; Dr. Troung Manh Tien, Director-General, Department of Environment, Ministry of Natural Resources and Environment, Vietnam; and Dr. Leong Yueh Kwong, Director, Socio-Economic and Environmental Research Institute, Malaysia. 🌀

APO/NPO update

New APO Director for Singapore

Mr. Cedric Foo, Minister of State for Defence, and Chairman, SPRING Singapore, was designated as the new APO Director for Singapore w.e.f. 1 April 2003 in place of Mr. Lim Boon Heng.

New APO Alternate Director for Bangladesh

Mr. Kanak Kanti Barua, Joint Secretary, Ministry of Industries, was designated as the new APO Alternate Director for Bangladesh w.e.f. 6 April 2003 in place of Mr. Zamirul Akhtar.

New APO Director and Alternate Director for Indonesia

Mr. Kirnadi, Director-General, Manpower Development and Domestic Placement, Ministry of Manpower and Transmigration, was appointed as the new APO Director for Indonesia w.e.f. 19 January 2003 in place of Mr. Adang Farid Kantaprawira.

Mr. M. Moedjiman, Head of Training and Productivity Board, Ministry of Manpower and Transmigration, was appointed as the new APO Alternate Director for Indonesia w.e.f. 25 March 2003.

New APO Director, Alternate Director, and Liaison Officer for Lao PDR

On 21 March 2003, the APO Secretariat was notified by the Laos Ministry of Industry and Handicrafts (MIH) that all responsibilities relating to the NPO, NPO affairs, and the establishment of the NPO had been transferred from the Ministry of Foreign Affairs to MIH. With this change, the following appointments were made:

Dr. Nam Viyaketh, Vice Minister, MIH, as the Acting APO Director for Laos in place of Mrs. Kanika Phommachanh.

Mr. Sutchay Sisuvong, Deputy Director-General, MIH, as the Acting APO Alternate Director in place of Dr. Somboune Manolom.

Mr. Sayasith Khamphasith, Head, Division of International Relations and Cooperation, MIH, as the Acting Liaison Officer in place of Mr. Thongkhoun Sengphachanh.

NPDC New Phone Number

From 21 March 2003, the contact number of the National Productivity and Development Center, Mongolia, has been changed to 976-11-326115.

NPEDC Phone and Fax Numbers

From 15 March 2003, the phone and fax numbers of the National Productivity and Economic Development Centre, Nepal, have been amended by adding a "4" to the beginning of the numbers as follows:

Phone: (977-1) 4350293

Fax: (977-1) 4350530.



p-Experts deputed by APO

BANGLADESH

Dr. Shinichiro Kawaguchi, President, MSC Consulting Ltd., Japan, and **Mr. Hajime Suzuki**, Consultant, Japan, were deputed to conduct a Member Country Support Program, 8–12 March 2003.

REPUBLIC OF CHINA

Mr. Graeme Dobbs, Assistant Director, Open Training & Education Network, NSW Department of Education and Training, Australia, was deputed to serve as a resource person in the seminar on New Multimedia Strategies for Productivity Promotion, 24–28 March 2003.

FIJI

Dr. James Chen, Associate Professor, Department of Industrial Engineering, Chung Yuan University, Republic of China, was deputed to serve as a technical expert on Industrial Engineering Training, 26 March–4 April 2003.

Mr. Richard Barton, Consultant, Australia, was deputed to provide technical expert services on Business Process Re-engineering, 7–15 April 2003.

Dr. Suporn Koottatep, Associate Professor, Chiang Mai University, Thailand, and **Mr. Yoshimasa Konishi**, Konishi Technical Consulting Office, Japan, were deputed to provide technical expert services in the workshop on Green Productivity, 13–18 April 2003, and in the ongoing GPDP, 22–24 April 2003.

INDIA

Mr. Paul Shapiro, Executive Director, Paul Shapiro Associates, USA, was deputed to provide technical expert services on Training of Trainers in Project Design and Consulting using the Logical Framework, 7–11 April 2003.

ISLAMIC REPUBLIC OF IRAN

Mr. Megat Akbarruddin Megat Ismail, Manager, National Productivity Corporation, Malaysia, was deputed to provide technical expert services in the seminar on Benchmarking, 8–13 March 2003.

JAPAN

The following resource speakers from Japan were deputed to make presentations at the Top Management Forum on Corporate Governance, 3–6 March 2003: **Mr. Masayoshi Morimoto**, Advisor, Sony Corporation, and Executive Advisor to President, Benesse Corporation; **Mr. Koji Tanabe**, Director-General, Research and Statistics Department, Economic and Industrial Policy Bureau, Ministry of Economy, Trade and Industry; **Prof. Yoshiya Teramoto**, Graduate School of Asia-Pacific Studies, Waseda University; **Mr. Takehiko Itoh**, Director, NSK Ltd.; **Mr. Shoichi Miyasaka**, Senior Manager, Head of Value Creation Investment Group, Investment and Research, SPARX Asset Management Co., Ltd.; **Mr. Yoichi Takei**, Director, Risk Management Solutions Group, ChuoAoyama Audit Corporation; **Professor Emeritus Midori Wakakuwa**, Chiba University; and **Mr. Yasuhiko Osamura**, Chairman, Federation of All Matsushita Workers Unions.

Dr. Saipin Maneepun, Director, Kasetsart University, Thailand, was deputed to serve as a resource person in the study meeting on Enhancing Food Certification Systems for Better Marketing, 16–23 April 2003.

REPUBLIC OF KOREA

Mr. Shaik A. Khader, Deputy Director-General, National Productivity Council, India, and **Dr. Hsien Chun Meng**, Director-General, National Science Council, Republic of China, were deputed to serve as resource persons in the seminar on Research & Development Management, 31 March–3 April 2003.

Dr. Subhash Wadhwa, Professor, Indian Institute of Technology, India, was deputed to serve as a resource speaker in the seminar on Computer-Integrated Manufacturing Systems, 3–7 March 2003.

The following were deputed to serve as resource persons in the study meeting on Learning Organizations, 18–21 March 2003: **Dr. B. L. Maheshwari**, Chairman, Centre for Organization Development, India; **Ms. Carolina E. Carreon**, President, Knowledge Management Association of the Philippines, Philippines; and **Mr. Arnold Chan**, Vice President, Learning & Development, DBS Group Holdings, Singapore.

LAO PDR

Mr. Yasuhiko Tsutsumi, Representative, Pete Consulting Engineering Associates, Japan, was deputed to provide technical expert services on Model Company Building, 10–21 March 2003.

Mr. Koh Kasuga, Adviser, Japan Productivity Center for Socio-Economic Development, Japan, was deputed to serve as a technical expert in the establishment of the NPO, 10–14 March 2003.

MONGOLIA

Mr. Ramachandran Arijirajalo, Principal Consultant, Venk Management Consultants, Malaysia, was deputed to provide consultancy services on Developing Measurement Criteria for Civil Servants' Productivity, 17–21 March 2003.

Mr. Cho Han Kyu, Chairman, Korean Natural Farming Association, Republic of Korea, was deputed to provide technical expert services in the Technical Advisory on GP for Community Project, 8–19 April 2003.

NEPAL

Dr. Revathi Balakrishnan, Senior Officer, Gender and Development, FAO Regional Office for Asia and the Pacific, Thailand, and **Mr. Kiran N. Pyakuryal**, Chief, Trade Efficiency & Facilitation Section, UN ESCAP, Thailand, were deputed to serve as resource speakers in the seminar on the Role of Women in Sustainable Rural Development, 3–7 March 2003.

SINGAPORE

Mr. Walter Wagner, Executive General Manager, Crown Limited, Australia, was deputed to provide technical expert services in the World Gourmet Summit Forum—The Icons of Gastronomy, 3–6 April 2003.

VIETNAM

Dr. Shinichiro Kawaguchi, President, MSC Consulting Ltd., Japan, and **Mr. Hajime Suzuki**, Consultant, Japan, were deputed to conduct a Member Country Support Program, 18–24 March 2003.

The following were deputed to provide technical expert services in the workshop on Green Productivity and Integrated Community Development, 17–21 March 2003: **Dr. Leong Yueh Kwong**,

Program calendar

Republic of China

Seminar on Business Incubators for SMEs, 15–19 September 2003.

India

Seminar on Development of Sustainable Commercial Aquaculture, 15–19 September 2003.

Indonesia

Seminar on Human Resources Management for Globalizing SMEs, 19–23 August 2003.

Islamic Republic of Iran

Working Party Meeting on Action Research for Integrated Community Development, 7–11 June 2003.

Seminar on Productivity Improvement in the Foundry Industry, 22–26 June 2003.

Japan

Symposium on Best Cases of Integrated Community Development, 28–31 July 2003.

Working Party Meeting for the Survey on Comparative Study of Basic Agricultural Policies in Member Countries, 26–28 August 2003.

Republic of Korea

Study Meeting on Women and SOHO, 1–4 July 2003.

Nepal

Seminar on SMEs and the Internet, 30 June–4 July 2003.

Thailand

Workshop on Green Productivity for the Food Processing Industry, 7–11 July 2003.

Seminar on Social Accountability SA8000, 25–29 August 2003.

Symposium on Intellectual Property Rights for SMEs, 11–14 November 2003.

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.

Director, Socio-Economic and Environmental Research Institute, Malaysia; **Ms. Liana Bratasida**, Deputy Minister for Environmental Conservation, State Ministry for the Environment, Indonesia; **Ms. Thayanithi Kulenthiran**, President, Greenfields Consulting, Malaysia; and **Prof. Tay Joo Hwa**, Head, Division of Environmental and Water Resources Engineering, Nanyang Technological University, Singapore.



Vietnam holds convention for 81 community GP teams

In 1998, Vietnam made history in the APO Green Productivity (GP) Program when it introduced GP in three communities, the first such project ever by a country (see APO News October 1999 issue for full story). The objective was to give impetus to the sustainable development of the villages, improve the quality of life of the people, and protect the environment. The Vietnamese Government was so taken by the results that it adopted the scheme for implementation in all villages throughout the nation. Four years later, in March 2003, 81 villages in 21 provinces have GP programs. On 20–21 March 2003, nearly 250 representatives from these villages met in Hanoi to showcase what they have achieved. The occasion was the “First National Green Productivity Team Convention” organized by the Vietnam Productivity Center (VPC).

Villages in Vietnam, as is probably the case of villages elsewhere in Asia and the Pacific, are beset with difficulties arising from poverty, inadequate infrastructure, and general ignorance about environmental protection and income-enhancement opportunities. Some examples seen in Vietnam are: animal, human, and solid waste pollution; wastewater pollution; lack of clean drinking water; improper use of pesticides and chemical fertilizers; inefficient cooking fuel consumption; and soil erosion. The GP program was implemented to resolve these problems, initially with technical assistance from experts deputed by the APO and now almost entirely from local experts facilitated by the VPC. The local experts were developed through counterpart training in similar past projects.

Much has been achieved by the 81 villages in their GP efforts; the list is long and impressive. For controlling animal waste pollution, clean pig- and cow-breeding facilities as well as biogas plants and composting units were constructed. Human waste pollution was checked through the provision of hygienic latrines, some with septic tanks. Water treatment facilities and drainage systems were introduced to fight wastewater pollution. Potable water was made available through improving well systems as well as setting up water treatment plants using flocculation or filtration systems. The people were trained in integrated pest management and the proper use of pesticides, encouraged to use biofertilizers, and engaged in natural farming. A high-yield and highly pest-resistant variety of rice was introduced. Measures to control solid waste pollution included instituting new environmental protection regulations; establishing a solid waste collection system; improving road systems to facilitate solid waste removal; and constructing landfills. Energy-efficient stoves for cooking were put in place in several villages. To supplement the villagers' income, new economic activities using local products were introduced. These included: the processing of agricultural and fish products; mushroom cultivation; worm, bee, pigeon, frog, and pig farming; and fruit and corn cultivation.



(L-R) Prof. Le Quy An; Dr. Nguyen Huu Thien, APO Director for Vietnam; Minister Bui Manh Hai; Mr. Tajima; and Ms. Hang

Tree planting to prevent soil erosion and concrete road construction to improve infrastructure were also undertaken.

At the National Green Productivity Team Convention, each province nominated one village (with the exception of one which nominated two) to make a special presentation to showcase its achievements. A competitive element was introduced with the conferment of awards in five categories.

The convention was accorded prominence by the presence of Vice Minister for Science and Technology Bui Manh Hai, APO Secretary-General Takashi Tajima, and Prof. Le Quy An, President of the Vietnam Association for the Conservation of Nature and Environment, at the opening session. Vice Minister Bui Manh Hai, in his address to the delegates, said that the Ministry of Science and Technology “will pay more attention to planning policies and strategies and allocating resources for economic development in accordance with environmental protection.” Special focus will be given to technical research studies and new technology development for more effective utilization of resources for socio-economic development and for improving the quality of life of the people, he added.

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