



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

Action research for community development

In 1996, the APO, with financial support from Japan, launched a unique development program called Integrated Community Development (ICD). The objective was to help alleviate poverty through balanced regional development in its member countries. The promotion of self-help development efforts at grassroots level and community-led initiatives in undertaking these efforts were the underlying strategies of the ICD Program. Since its inception, the program has organized symposia on best practices of community development in Asia; training courses on participatory project cycle management; seminars and study meetings on rural life improvement, community-level infrastructure development, and others; and established demonstration projects.



Participants in the working party meeting deliberating on action research modality

After almost a decade of implementing ICD activities, it was felt necessary to review the ICD Program and chart its future direction. On 5–8 April 2004, a Working Party Meeting (WPM) was held in Iran to explore a new modality for community development—action research. Seven delegates from seven member countries took part. In addition, there were three observers from the host country and two resource persons: Dr. Mohammad Hossein Emadi, Deputy Minister, Ministry of Jihad for Agriculture, Iran, and Dr. Leong Yueh Kwong, Director, Socio-Economic and Environmental Research Institute, Malaysia.

Dr. R.J. Fisher of the University of Sydney's School of Geosciences, Australia, in his paper specially prepared for the WPM, describes action research as "a process in which a group of people with a shared issue of concern collaboratively, systematically, and deliberately plan, implement, and evaluate actions." It combines action and investigation where both occur in parallel. In other words, investigation informs action and the researchers learn useful insights from critical reflection on the action. Another way to look at it is as a cyclical process with repeated cycles of planning, action,

(Continued on page 6)

Volume 34 Number 5
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Andrew Grove

INSIDE

- 2.... p-Watch—USA
- 3.... The Secretary-General's schedule
- 4.... New APO publication
- 4.... Common Sense Talk
- 5.... Increasing interest in productivity measurement
- 6.... Emerging issues in tourism development
- 6.... APO Governing Body to meet in Indonesia
- 7.... p-Experts
- 7.... Program calendar
- 8.... Eco-Products International Fair 2004

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Uncharted waters

In 1973 I hosted two former students from Japan. We spent an evening enjoying a New England lobster dinner at a neighborhood restaurant. While everyone at the restaurant was very cordial, there was a great deal of curiosity as to how two Japanese businessmen found their way to this small local eating establishment. This week, some 30 years later and in the same neighborhood, I took my family to lunch at a Japanese-owned sushi and tempura restaurant where many of the customers were visiting Japanese businessmen. I was struck by the transformation of this small town from an isolated backwater of Americana to a cog in America's global business efforts. This transformation is duplicated many times over in other small American towns, not only with businessmen, but also with an array of visiting professionals, workers, and students from all over the world. The amazing aspect to this is that so many Americans still deny that globalization is taking place on a very real and impressive scale. The inability of mainstream Americans to understand fully the impact of globalization on their lives is alarming because it leaves them unprepared to accept the challenges that globalization will surely bring.

One issue that perplexes Americans is job outsourcing. Globalization is considered the culprit behind America's "jobless recovery." The low wages paid in China, for example, have persuaded US companies to build factories there, thus taking away domestic jobs. Sensing the demise of the American worker, the influential labor union AFL-CIO has recently petitioned the US government to penalize the Chinese for abusive labor practices. Recent acquisitions by US conglomerates in India have created more angst among Americans. The Indian companies purchased, however, were already serving US companies with back-office, customer, and accounting services; the acquisitions only formalized the relationship. Jobs outsourced to India are lost to Americans whether these companies remain Indian or transfer to US ownership. But what impact has outsourcing really had on America's jobless recovery? Forrester Research estimated that of the 2.7 million jobs lost over the last three years, only 300,000 have been lost to outsourcing; whereas a one percentage point increase in productivity is estimated to have created a loss of 1.3 million jobs. Perhaps produc-

tivity enhancement is the fly in the ointment, not globalization. And if that is the case, what is the appropriate strategy to offset job loss? Alan Greenspan advises Americans to go back to school and retool to take advantage of the next wave in technology innovation.

"The technology revolution now underway is the soul of the globalization process. There were some early doubts about the impact and staying power of new Internet-based technologies, but those doubts have been erased by the proven profitability and productivity of businesses employing them."

Americans also need to be reminded that globalization is a two-sided coin. American consumers have benefited greatly from the availability of low-priced goods from overseas. The competition from foreign-made goods has kept prices and inflation down. Without foreign financial support, the US could not run the huge deficits that Americans depend on for domestic and foreign policy initiatives, not to mention the quality of life enjoyed by many. Asian governments and investors hold some 25% of US Treasury securities. In the last quarter of 2003, about US\$84 billion in US corporate equity was purchased by foreign entities and over US\$600 billion was poured into US government debt over the past three years by foreign investors. Exports keep American factories humming, with one-fourth of those exports being shipped to Asia. Foreign companies in the USA also provide jobs to Americans. In Massachusetts, foreign-owned companies employ about 7% of the workforce and account for 220,800 jobs.

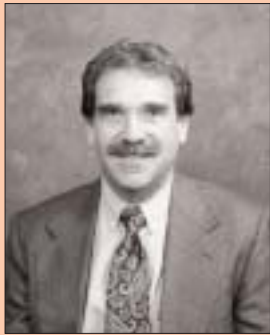
In addition to job loss, American workers have three additional concerns that reflect an uncertain future. First, real incomes for workers on the bottom half of the wage scale declined last year. Roughly 80% of nonfarm workers have witnessed a fall in real hourly wages over the past three years. Of the wealth being created in the USA, barely 50% goes to salaries and wages, representing a 50-year low. In other words, as America's wealth grows, mainly due to unprecedented productivity

growth, the rewards are being funneled to the top of the economic ladder. *BusinessWeek* reports that the top 10% of America's wealthy own 65% of the country's assets; the top 50% control 95% of the country's wealth.

Second, health care costs are soaring. The government is now pursuing a plan that will relieve corporations from paying health benefits to retirees once they become 65 years old. These retirees would then have to depend on government programs that many see as inadequate. Smaller companies are just not offering health benefits to employees. Since capital is cheap relative to labor, companies are depending on technology-led productivity increases rather than increased payrolls to meet demand.

Third, companies are grossly underfunding pension plans. Large corporations in particular have not invested sufficient funds to cover future pension obligations. The solution was a reformulation and reduction by the government of pension set-asides which assume better economic times will once again fill the pension coffers. The crux of the problem is that overly optimistic government thinking is becoming more transparent to an increasingly jaded working class, who see the glass as half empty rather than half full.

The technology revolution now underway is the soul of the globalization process. There were some early doubts about the impact and staying power of new Internet-based technologies, but those doubts have been erased by the proven profitability and productivity of businesses employing them. The openness and transnational character of current information technology challenges government control over information and the movement of goods and services. With ready access to information, individuals are empowered to make choices unencumbered by the powers-that-be. The process is both liberating and daunting. Never before have national boundaries meant so little. Companies are no longer American, German, Japanese, or Indian. They are global companies with global employees and global customers. Tech-savvy mom-and-pop stores in Asia can access American buyers instantaneously and vice versa. Medical techniques can be shared by doctors from the best medical schools



with “barefoot” doctors working in remote areas. Students from poor backgrounds in developing countries will be able to access the most advanced college curricula from schools like MIT. Technology will continue to lead us in directions unimaginable today.

The last decade of 19th century America offers interesting parallels to today. The US government was in dire economic straits, heavy immigration posed problems of assimilation, there was an increasing gap between rich and poor, foreign involvement challenged American values, and technology was supporting great strides in productivity. It was also a time when Americans fretted over the purposes and consequences of globalization. The world from the American perspective in the 1890s was a place of great promise, but at the same time a dangerous place; the future would be a voyage through uncharted waters. One hundred years later, the USA faces similar uncertainty. One comforting thought is the role that productivity will play in uplifting the global community, especially if social, economic, and gender equity are identified as productivity’s beneficiaries. 🌀

Michael Manson had a long and close association with the APO when he was the Assistant Director of the East-West Center’s Institute of Economic Development and Politics in Honolulu. He helped to initiate a number of collaboration programs between the APO and the East-West Center. Manson also served in the Asian Development Bank, and was Director of Communications with the State of Hawaii’s Department of Business, Economic Development and Tourism. He is presently an educator, and a regular contributor to this column.

From the SECRETARY-GENERAL’S schedule

April 2004

6 April

APO Secretary-General Takashi Tajima made a presentation on the APO to Fellows of the Young Leaders’ Program (YLP) at the National Graduate Institute for Policy Studies School of Government, Tokyo. The YLP was started in 2001 by the Japanese Ministry of Education, Culture, Sports, Science and Technology to foster future national leaders in Asian and other countries and to establish friendly relations among Asian and other countries, including Japan.

9–10 April

Attended the China-Japan Symposium on “Ecomaterials, Recycling-oriented Industries, and Environmental Management” in Suzhou, People’s Republic of China, where the Secretary-General presented a keynote paper on “Greening Supply Chains through Green Productivity for Global Competitiveness and Sustainability.” He was accompanied by APO Environment Director Augustine Koh. Both attended the meeting at the invitation of Prof. Ryoichi Yamamoto of the Institute of Industrial Science, University of Tokyo, Japan, who is currently a Vice Chairman of the APO GP Advisory Committee. Among the sponsors of the symposium were the Chinese Materials Research Society, Chinese Society of Environment Sciences, and University of Tokyo.



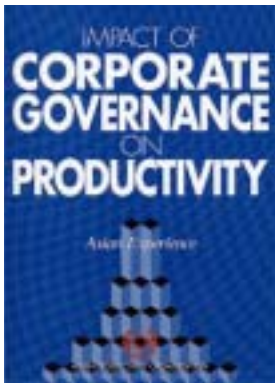
Mr. Tajima speaking at the Suzhou symposium

24–27 April

Attended the 60th Session of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) in Shanghai, People’s Republic of China. Mr. Tajima was accompanied by APO Industry Director Ken Inoue. During the meeting, the APO proposed to ESCAP the signing of a memorandum of understanding between the two organizations.



New APO publication



IMPACT OF CORPORATE GOVERNANCE ON PRODUCTIVITY

Asian Experience

APO 434 pp. March 2004 ISBN 92-833-2354-8

Corporate governance is now regarded as a crucial instrument for enterprise reform and for sustained economic growth. Despite their diversity, APO member countries appear to be adopting principles of corporate governance that are in line with global benchmarks.

The APO conducted a survey on corporate governance in 2002 to help its member countries understand how corporate governance impacts on the performance and productivity of firms. The survey yielded data in areas such as ownership, management, and social responsibility from more than 180 companies in the following 10 APO member countries: India; Iran; Republic of Korea; Japan; Nepal; the Philippines; Singapore; Sri Lanka; Republic of China; and Vietnam.

The book includes a summary report and an integrated analysis by Dr. Eduardo T. Gonzalez, President of the Development Academy of the Philippines and the chief expert of the survey. In his summary, Dr. Gonzalez describes the major patterns and realities of corporate governance in selected APO member countries and how Asian firms are governed in the typical Asian environment. In the integrated analysis, he provides cross-country comparisons of the quality of corporate governance and its impact on productivity in the participating member countries.

This publication also includes 10 reports by national experts who participated in the compilation of the survey results. Each report reviews the state of corporate governance in the nation and provides country-specific analysis of the results. The national experts tried to identify the links among corporate governance, productivity, and other economic elements, analyze factors that promote or hinder productivity, and recommend policies and strategies that suit local needs. In addition, this volume provides tables of the survey results for easy reference, which are divided into: basic information about the responding firms; ownership; financing; management; social responsibility; and interface with external stakeholders.

The publication underlines the reality that good conduct is an indispensable element for corporate performance and productivity and that corporate governance reforms are the engine of stability and progress for Asian firms. The volume should be useful to those who are trying to implement corporate governance reforms for business excellence and social accountability while achieving higher productivity.

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



“An invasion of an army can be resisted, but not an invasion of ideas.”

Victor Hugo

“The immature mind hops from one thing to another; the mature mind seeks to follow through.”

Harry A. Overstreet

“The joy is in creating, not maintaining.”

Vince Lombardi

“You can't use up creativity. The more you use, the more you have.”

Maya Angelou

“Before it can be solved, a problem must be clearly defined.”

William Feather

“The will to win is worthless if you do not have the will to prepare.”

Thane Yost

“Stressing output is the key to improving productivity, while looking to increase activity can result in just the opposite.”

Andrew Grove

“Only as long as a company can produce a desired, worthwhile, and needed product or service, and can command the public, will it receive the public dollar and succeed.”

Curtis Carlson

“Pleasure in the job puts perfection in the work.”

Aristotle

Increasing interest in productivity measurement

The APO has been giving increasing focus and importance to productivity measurement in recent years. This is best exemplified by the launching of the annual publication *APO Asia-Pacific Productivity Data and Analysis* in 2001. Apart from this, nearly 20 projects were organized on productivity measurement over the past 10 years—total factor productivity (TFP); enterprise-level productivity measurement; agricultural productivity measurement; sector-specific productivity measurement, as in the service sector; and productivity data analysis. The NPOs in APO member countries are similarly undertaking more work in this area. For example, the National Productivity Corporation of Malaysia has developed two productivity measurement methodologies for use at the firm level: the Company Manual for Productivity Assessment (COMPASS) and Productivity Assessment System (PASS).

The NPOs' growing interest in this area is also reflected in the number of requests they have made to the APO Secretariat for the services of technical experts on productivity measurement. In the first quarter of this year alone, two productivity measurement experts were deputed by the APO. Professor Noriyoshi Oguchi of Senshu University, Japan, went to Malaysia in March to conduct a TFP study at firm level in the manufacturing sector. This was the second stage of his consultancy assignment; the first stage was in August 2003. The second was Dr. Melkote R. Ramsay, President of Ramsay International Productivity Education and Research Foundation, Australia, who was deputed to Vietnam, also in March, to provide advice on productivity assessment at company level.

This upsurge in interest in productivity measurement indicates the maturing of the productivity movement in Asia and the Pacific. After more than 40 years of active promotion of productivity and huge investments in its improvement, there is a growing demand for clear evidence of the contributions of productivity to the socio-economic development of countries in the region and to their people's quality of life. To meet this demand, the APO launched the publication *APO Asia-Pacific Productivity Data and Analysis*. In his Foreword to the first edition of the publication, APO Secretary-General Takashi Tajima said that the intention of publishing the book was to "provide all stakeholders and national policymakers with a set of vital, fundamental, and authoritative information to assist them in their strategic thinking, policy formulation, and action taking." For this reason, the 18 APO member countries that participated in the study have found it useful for: 1) comparing productivity results achieved with planned targets and with those of other countries; 2) checking progress made; 3) identifying areas where productivity remains weak; and 4) formulating effective policies to give the movement further support and impetus.

On 3–4 May 2004, a planning meeting was convened in Bangkok, Thailand, of the national experts of the participating countries to make



The experts' planning meeting in progress

preparations for the 2004 edition of *APO Asia-Pacific Productivity Data and Analysis*. It was led by the newly appointed chief expert Dr. Noriyoshi Oguchi and attended by Consultant Dr. Melkote R. Ramsay, APO Information and Public Relations Director Kenneth Mok, and national experts from 15 participating countries. Three national experts were unable to attend. APO Secretary-General Tajima sent a message in which he said: "I proposed the launch of this publication with the belief that offering this type of annual publication on productivity to our member countries and beyond is the duty of the APO as the organization responsible for productivity in the region." He added that after three editions the publication is beginning to take on a definitive character and contents to meet an important need of APO member countries. Mr. Tajima further told the experts that the quality, usefulness, and reliability of the publication were very much in their hands and what they do would in the end serve the needs and interests not only of the countries they represent but also of a wider readership.

At the planning meeting, the experts added the following 10 new indicators for the 2004 edition: Total Labor Force; GDP at Current Price; GDP at Constant Price; Total Employment; Share of Employment; Total Output for the Manufacturing Sector; Total Capital Stock; Unit Labor Cost in the Overall Economy; Power Generation; and Investment in IT. One objective in enlarging the data set is to facilitate the measurement of economic productivity. For this purpose, Dr. Ramsay was appointed to serve as consultant. The format of the country analysis reports was amended to include, in addition to the usual executive summary and policy insights, an analysis of the latest data in each of the eight categories of indicators and an in-depth study of human resources development. The 2004 edition is expected to be released in early January 2005. 🌀

Emerging issues in tourism development

Fiji was appropriately the site of the APO seminar on “Emerging Concerns and Issues in Tourism Development,” 19–23 April 2004. Twenty participants from 15 member countries and two observers from Fiji took part. Fijian Minister for Labour, Industrial Relations and Productivity Kenneth Zinck gave the opening address, an occasion which was also graced by Mayor of Nadi Councillor Bal Ram.



Minister Zinck (seated 6th from left) with participants in the seminar

Minister Zinck said that tourism plays a critical role in Fiji’s development and it is the leading tourism destination in the South Pacific. Tourist arrivals are expected to exceed 450,000 this year, as compared with about 250,000 in 2001. Optimism about the future of the industry underlines the importance of training adequate hospitality personnel to meet demand, especially to ensure that there are no mismatches between output delivered and industry expectations. However, the industry faces accommodation and airline seat constraints.

Minister Zinck also mentioned the increasing attention being paid to the relationship between the environment and tourism and the adoption of a holistic approach to development where there is an integration of economic, social, cultural, and environmental issues. He welcomed the growth of eco-tourism as it has immense benefits for smaller rural communities in Fiji. He also pointed to the growing backpacker segment. “Serious attention should therefore be paid to the catering and hospitality standards of the smaller establishments that cater to this market.” He concluded his address with a call to the industry to be forward thinking and to stay in tune with customer requirements. 🌀

Action research (Continued from page 1)

evaluation, and re-planning. As a practical example, the WPM studied an action research project implemented in Javadabad County, about 40 km southwest of Tehran. This case study was well received by the participants as the dynamics and consequences were very similar to situations and experiences in most of their home countries. They proffered a number of suggestions for consideration by the Javadabad project.

The WPM also looked into the issue of achieving a multiplier effect for the ICD Program, especially with regard to helping participants take initiatives in implementing lessons gained from APO projects after their return home. In this regard, the following were recommended:

APO Governing Body to meet in Indonesia

Indonesia will host the 46th Session of the APO Governing Body when it convenes in Yogyakarta, 8–10 June 2004. The Governing Body is the supreme organ of the APO. It comprises one Director from each member country designated by their respective governments. The Governing Body meets once a year to receive the Secretary-General’s annual report and the auditor’s financial report; decide on APO policies, strategies, directions, and membership; approve the rolling two-year plan and annual programs; lay down guidelines for the ensuing fiscal year’s program; and approve the budget and the financial guidelines.

Each year, it appoints from among its members a Chairman and two Vice Chairmen who, together with the Secretary-General, will decide on pressing matters when the Governing Body is not in session. In the past, these appointments usually went to the longest-serving Directors. To give each member country a chance to serve in these capacities, this practice was revamped in 2003 and they are now assigned on rotational basis by country in alphabetical order. Under this new system, in the forthcoming meeting, the APO Director for the Republic of China will assume the role of APO Chairman and the Directors for Fiji and India will be appointed Vice Chairmen.

Coordinating Minister for Economy Prof. Dorodjatun Kuntjoro-Jakti will officiate at the opening session and deliver the inaugural address. Other speakers will include the APO Director for Indonesia Kirnadi and Yogyakarta Governor Sultan Hamengkubuwono X. APO Secretary-General Takashi Tajima will introduce the delegates. A highlight of the meeting will be the special presentation by Minister for Agriculture Prof. Bungaran Saragih. The Governing Body will also appoint a new Secretary-General as Mr. Tajima will complete his second and final term in September this year.

Apart from the APO Directors and their advisers, observers from international organizations and governmental agencies with which the APO has close collaborative relationships and APO Secretariat staff members will attend. About 60 people are expected at the meeting.

1. Introduce an incentive system, like awards, to recognize outstanding achievements made in undertaking follow-up activities, establishing supportive networks, and making policy suggestions to the government, among others;
2. Support model ICD projects in collaboration with NPOs, government organizations, NGOs, and academia in countries active in community development; and
3. Encourage and strengthen mutual cooperation and sharing of knowledge in ICD activities among member countries, especially the promotion of bilateral study visits. 🌀



p-Experts deputed by the APO

BANGLADESH

Mr. Gordon Mackie, Consultant, International Textile Consultants, UK, was deputed to provide technical expert services on Textile Engineering and Mill Process Technology, 10–15 April 2004.

Mr. Subimal Palit, Jute Textile Consultant, India, was deputed to provide technical expert services on Quality Improvement of Jute Products for Export, 25 April–1 May 2004.

REPUBLIC OF CHINA

The following were deputed to serve as resource persons in the study meeting on Creative Entrepreneurship, 18–21 May 2004: **Dr. Moon-Kyum Kim**, Professor of Entrepreneurial Finance, Soongsil University School of Entrepreneurship and SME Management, Republic of Korea; **Prof. Tan Wee Liang**, Professor, Singapore Management University, Singapore; **Dato Mustafa bin Mansur**, President, Federation of Malaysian Manufacturers and Group Chairman, Manentech-Bele Sdn. Bhd., Malaysia.

FIJI

Dato' Dr. Leong Yueh Kwong, Director, Socio-Economic and Environmental Research Institute, Malaysia, and **Prof. Tor Hundloe**, Director, Environment Program, University of Queensland, Australia, were deputed to serve as resource persons in the symposium on Green Productivity and Sustainable Development Governance and seminar on Emerging Concerns and Issues in Tourism Development, 15–21 April 2004.

Mr. Satoru Nagashima, Manager/Chef, Stamford Plaza Hotel, Australia, was deputed to provide technical expert services in the training course on Reintroduction and Upgrading of Japanese Cuisine, 26 April–5 May 2004.

Mr. Mohan Dhamotharan, Creative Communication Consultant, Germany, and **Dr. Ulrich Gaertner**, Asian Management Institute Ltd., Switzerland, were deputed to provide technical expert services on Training of Trainers—Participatory Project Cycle Management, 4–14 May 2004.

Mr. Yoshiharu Ikeuchi, Adviser, Energy Saving Consultants, Japan, was deputed to serve as resource person in the Feasibility Study and Review of Proposed Green Productivity Demonstration Project on Energy Efficiency and Greenhouse Gas Emission Reduction at Fletcher Challenge Steel Ltd., 3–7 May 2004.

MALAYSIA

Prof. Takeo Yoshikawa, Dean and Professor of Management Accounting, Yokohama National University Graduate School of Business Administration, Japan, was deputed to provide technical expert services on the Balanced Scorecard, 5–6 May 2004.

Mr. Hirotohi Kunitomo, Director, Environmental Industries Office, Industrial Science and Technology

Policy and Environment Bureau, Ministry of Economy, Trade and Industry, Japan, was deputed to serve as resource person to promote the Eco-Products International Fair 2004, 14–15 May 2004.

MONGOLIA

Mr. Ramachandran Arijjirajalo, Principal Consultant, Venk Management Consultants, Malaysia, was deputed to serve as a resource person for the Development of Consulting Service Capability for NPDC Mongolia, 12–28 April 2004.

Ms. Teresa Dula-Laurel, Chairman, Association of Filipino Franchisers Inc., Philippines, was deputed to provide technical expert services on Introduction of the Petrovis Franchise, 27 April–8 May 2004.

NEPAL

Mr. John Parsons, Australian Productivity Council/Resource Alternatives Australia, Australia, was deputed to provide technical expert services on the Development of a Productivity Database, 19–30 April 2004.

Mr. S.A. Khader, Saudi Al Terais Co., Saudi Arabia, was deputed to provide technical expert services in the training program on Quality Circles, 19–23 April 2004.

PHILIPPINES

Mr. Vijaya Kumar Pillai, Business Process Consultant, Service Quality Centre Pte Ltd., Singapore, and **Mr. Caleb Chua Soon Boon**, Associate Consultant, Service Quality Centre Pte Ltd., Singapore, were deputed to provide technical expert services in the seminar and workshop on Performance Excellence through Quality Standards in the Service Sector, 12–16 April 2004.

Mr. Bruce Searles, Managing Partner, Benchmarking Partnerships, Australia, was deputed to provide technical expert services in the Top Management Forum, Workshops, and Demonstration on Benchmarking for the Best Practice Exchange Network, 20–30 April 2004.

SINGAPORE

Mr. Horst-Dieter Ebert, Germany, and **Mr. Claude Peiffer**, Villeroy & Boch International Sales, Germany, were deputed to provide technical expert services in the World Gourmet Summit Forum, 22–24 April 2004.

VIETNAM

Mr. Ong Teck Pieng, Managing Director, Neville Clarke Pte Ltd., Singapore, and **Mr. Soh Wee Eng**, Senior Consultant, Neville Clarke Pte Ltd., Singapore, were deputed to provide technical expert services in the ISO9000 QMS Lead Auditor Course, 19–23 April 2004.

Mr. Lai Swee Fong, Senior Consultant, NOVO Environmental Technology Services Pte Ltd., Singapore, and **Mr. Tony Khaw E Siang**, Senior Manager/Senior Consultant, NOVO Environmental Technology Services Pte Ltd., Singapore, were deputed to serve as resource persons in the In-country Workshop on Green Productivity and Environment Management System, 10–14 May 2004.

Program calendar

Republic of China

Seminar on Organic Farming for Sustainable Agriculture, 20–25 September 2004.

India

Workshop on Green Productivity and Renewable Energy, 6–10 September 2004.

Indonesia

Seminar on Improving the Managerial Efficiency of Small and Medium Agro-industrial Enterprises, 9–13 August 2004.

Workshop on Green Productivity and Occupational, Environmental Health and Safety, 9–13 August 2004.

Seminar on Strategic Management for Civil Society Organizations, 6–10 September 2004.

Islamic Republic of Iran

Seminar on the Role of Fishermen's Associations in Promoting Sustainable Fisheries, 4–9 September 2004.

Japan

Training Course on Strategic Management Consultancy for Productivity Improvement, 6–17 September 2004.

Seminar on "Rice Is Life": Various Aspects of Rice-based Agricultural Systems, 8–15 September 2004.

Republic of Korea

Seminar on Incubators for SMEs, 7–10 September 2004.

Workshop on Green Productivity and Eco-business Development, 20–24 September 2004.

Malaysia

Eco-Products International Fair 2004, International Conference on Green Supply Chains, and Workshop on Green Procurement, 2–4 September 2004.

Development of Productivity Specialists: Advanced Program, 6–23 September 2004.

Philippines

Seminar on Information Networking for Enhancing Agricultural Productivity and Competitiveness, 19–23 July 2004.

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.

ANNOUNCEMENT

Eco-Products International Fair 2004

2-4 September 2004, Kuala Lumpur, Malaysia

The APO will co-host the Eco-Products International Fair 2004 with the Federation of Malaysian Manufacturers and the National Productivity Corporation of Malaysia in Kuala Lumpur, Malaysia, 2-4 September 2004. This is in response to growing environmental awareness and concerns among consumers that have made it inevitable for governments and businesses to consider environmental criteria in their organizational purchasing decisions and long-term relationships with suppliers. For this reason, eco-products or environment-friendly products are now attracting a great deal of attention from both consumers and the business community.

Eco-products are made from improved raw materials, use less energy and water resources, and produce less waste and emissions. When reused, recycled, or disposed of, eco-products reduce the amount of waste, including hazardous pollutants released to the environment. It is hoped that this fair will create awareness among consumers, traders, manufacturers, and individual consumers of the importance of eco-products in relation to greening supply chains.

Organized on similar lines to its Japanese predecessor, the Eco-Products International Fair 2004 is the first of its kind to be held outside Japan in an attempt to accelerate the expansion of green markets by promoting environment-friendly products and services.

Exhibitors at the fair are expected from the industry, service, and agriculture sectors, and the target groups are local and international manufacturers, suppliers, agents, and distributors; international organizations; governmental agencies; and NGOs.

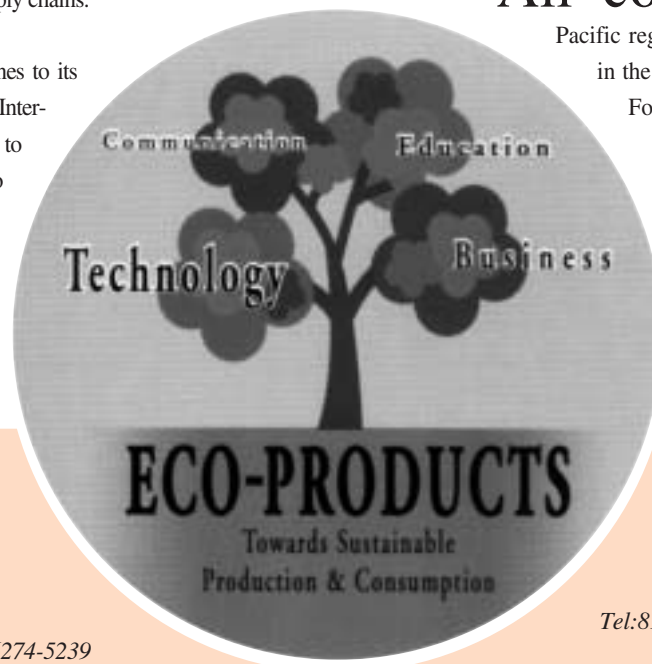
In addition to the exhibition, the fair will also feature services for business matchmaking and networking in the eco-products business and a one-day International Conference on Green Supply Chains.

The fair site is the Mid-Valley Exhibition Centre (MVEC) in Kuala Lumpur. Strategically located within one of Malaysia's largest shopping malls, the Mid-Valley Megamall, which attracts more than two million visitors monthly, the MVEC boasts excellent support facilities.

All corporations in the Asia-Pacific region and beyond are invited to take part in the exhibition and international conference.

For more details and updates on the fair and for registration, please visit the APO Web site at www.apo-tokyo.org.

Interested parties may also contact the following directly for further information:



**Federation of
Malaysian Manufacturers**
Wisma FMM
No. 3 Persiaran Dagang, PJU 9
Bandar Sri Damansara
52200 Kuala Lumpur, Malaysia
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