



APO *news*

Productivity measurement

The APO, as a unique international organization focusing on productivity in the context of economic growth and development in the Asia-Pacific region, has taken new initiatives under the direction of the Research and Planning Department to resume the regular annual publication of a user-friendly productivity databook and create a database on productivity analysis in member countries. These can serve as tools for productivity measurement and analysis, support the APO in planning need-based programs, allow NPOs to identify specific areas for productivity improvement, and assist member governments in formulating appropriate productivity policies and strategies.


A coordination meeting will be held in mid-May in Nepal to devise a uniform framework and methodology to measure and analyze labor productivity for the productivity databook, scheduled for publication at the end of 2007. Meanwhile, the APO envisions creating a productivity database meeting international standards to fulfill its think tank role and become a leading organization measuring productivity in the region.

In addition to the publication of the *Productivity Data and Analysis* series and creating a database, the APO is also involved in sectoral productivity measurement in specific industry sectors. A workshop on Productivity Measurement in the Service Sector was held in Colombo, Sri Lanka, 12–15 March. The objectives were to identify the priority subsectors in participating member countries; clarify the concepts of outputs and inputs such as capital and labor and how they are measured; identify problems in their measurement; propose key recommendations to address problems in measurement; and ensure that, at the enterprise level, measurement supports productivity improvement.



Workshop in session

Twenty-five participants from 15 member countries including six participants from the host country attended the workshop. They included senior corporate executives, senior government officials, researchers, and productivity practitioners with expertise in the measurement of productivity and related performance. Four APO resource persons provided inputs. Professor Noriyoshi Oguchi, Japan, reviewed productivity measurement and productivity in the Japanese service sector. Professor Park Sung Hyun, Republic of Korea, defined statistical data necessary for productivity measurement in the service sector. Professor David Li-Cheng, Republic of China, spoke on innovations in service in the knowledge-based economy, and John Parsons, Australia, emphasized the use of productivity and performance measurement to support improvement in enterprise services. R.B.L. Weragoda of Sri Lanka's Sampath Bank presented efforts to measure performance within his organization and the challenges encountered. The participants also visited the Merchant Bank of Sri Lanka to observe areas of improvement after institutionalizing productivity measures.

The workshop recommended specifying the definitions and measurement methodology in the service sector based on internationally accepted practices. At the macro level, there is a need for meaningful comparisons of performance among APO member countries. At the enterprise level, the alignment of measurement with strategic socioeconomic directions should be ensured so that actions are taken for productivity growth. Before measurable productivity improvement in the priority subsectors of the service sector is achieved in all member countries, efforts must be made to improve the knowledge and skills of measurement practitioners. 

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May 2007

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

Charles Darwin

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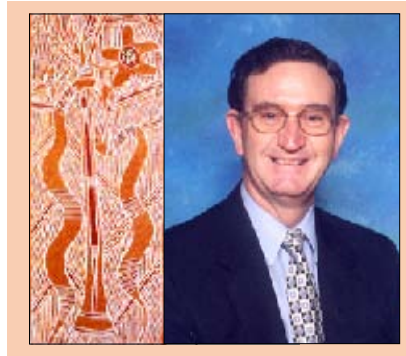
Teamwork, leadership, and productivity

Some years ago, author of *The Team Handbook* Peter R. Scholtes was in Australia educating top managers on aspects of teamwork. Spending some personal time in his company was a pleasure. His more recent book *The Leader's Handbook* prompted me to look further into what well-known management educators, researchers, practitioners, and commentators have to say about teamwork and leadership.

Peter Scholtes states: "More than 95% of your organization's problems derive from your systems, processes, and methods, not from your individual workforce. Your people are doing their best, but their best efforts cannot compensate for your inadequate and dysfunctional systems." That is a very strong productivity statement that we know to be true. He further says, "We look at the heroic efforts of outstanding individuals for our successful work. Instead we must create systems that routinely allow excellent work to result from the ordinary efforts of ordinary people. Changing the system will change what people do. Changing what people do will not change the system."

"Your people are doing their best, but their best efforts cannot compensate for your inadequate and dysfunctional systems."

"Certain common management approaches—management by objectives, performance appraisal, merit pay, pay for performance, and ISO certification—represent not leadership, but the abdication of leadership," Scholtes asserts. In an organization, how does this present itself? Let us take two management examples: A manager who is firmly entrenched in the old paradigm would say, "Behind every problem, there is someone who screwed up." However, a top manager who has developed a systems view would observe, "Behind every problem there is an inadequacy in the system."



The new approach to leadership began in Japan in the 1950s. Scholtes acknowledges the great contributions to productivity improvement by Deming, Sarasohn, Juran, Ishikawa, Shewart, and many others. It is not surprising to find that Scholtes believes very strongly in teamwork as a tool to improve management and organizational productivity. There is no better evidence than the success of quality teams, quality control circles, process improvement teams, and project teams in world-class organizations.

Fast forward to the contemporary views about teamwork and shared leadership. Some condensed beliefs and comments from renowned management luminaries such as Peter Drucker, Tom Peters, Stephen Covey, Ken Blanchard, Kenichi Ohmae, Peter Senge, Gary Hamel, Michael Hammer, John Naisbitt, Warren Bennis, and Rosabeth Moss-Kanter illustrate modern practice. Based on their research and observations, there is a consensus view that teamwork is not a new management fad, but a fundamental strategic reorientation by enterprises seeking to become globally competitive. In seeking to meet or exceed customer requirements, top management recognizes team-based work as a way of life in the enterprise. The days of the "all-knowing, do-it-my-way managers," if any still survive, are gone or a remnant of past bad management practice.

The challenge for shared leadership implied in team-oriented organizations is how to ignite the collective spirit of people, their intelligence, commitment, and perseverance. Peter Senge talks

about "working at our best" versus "not working at our best." He observes that we do best when we "care about" what we are doing, which leads us to learn from our experience, build our confidence and the desire to achieve, and stimulate excitement and respect. On days when we are not working at our best (and we all experience those), if we care about what we do we will still have a positive outcome. In teams, Senge comments, we find people realize that they need each other. If they are difficult to convince, he suggests that key questions to ask are why do I care, who depends on you, who do you depend on to get something done, and what is my job? Very soon people will recognize that they are part of a team.

"Leadership in teams should be encouraged to ensure proper functioning and decision making, otherwise they can become a talkfest with no value or output."

Stephen Covey stresses the importance of trust and its output trustworthiness for successful teamwork. He also emphasizes the importance of relationships in building trust and being able to count on each other. Richard Kearns encourages developing a "can-do" attitude in teams, finding out how things can work better (process improvement), and pushing decision making down the organization (empowerment).

These commentators speak about the fundamental importance of education, skill formation, and communication to enable teams to function successfully. Ken Blanchard noted the need to recognize various strengths and weaknesses in the team composition, and to build on the strengths to let stars shine. An advantage of robust, dynamic teams in an organization is that people feel more secure, particularly in times of rapid change, because of the shared vision and values in the group.

Supporting teamwork, John Naisbitt emphasizes that the real competitive edge in an enterprise is the quality of its human resources, thinking individually but acting globally. Global thinking and alignment across the whole enterprise and beyond aids in understanding the impact or interdependency of team decisions.

Clear communications play a vital role in underpinning successful teamwork. I was reminded of recent work I undertook in leading a team to develop and deploy an innovative technical customer relations management support tool among a technical sales force. The development team was scattered throughout different cities and locations and in different time zones. As teamwork was embedded in the organization and a way of life, it was expected that teamwork would apply in meeting all aspects of timeliness, cost, and quality. Although a “virtual team,” it had all the attributes of a face-to-face team. The new productivity improvement tool delivered faster, more flexible customer service and greatly improved the management reporting system.

An important observation to note from Kenichi Ohmae is that new ideas do not often come from teams. They are usually the province of technicians or R&D experts. However, he comments that improving on the ideas and implementing and deploying innovations in the workplace require teams. To avoid being “team

happy,” he warns that there is a time, place, and occasion for teams. Stephen Covey and others comment that management should not set unrealistic expectations for teams. They all agree that they need nurturing, support, training, and education to ensure that the mindset and skill set are in alignment. Leadership in teams should be encouraged to ensure proper functioning and decision making, otherwise they can become a talkfest with no value or output.

Because organizations are now flatter and need to be faster, flexible, innovative, and adaptive, it is not surprising that world-class organizations see the need to embrace teams and teamwork for competitive advantage and productivity improvement. 🌀

Richard Barton is the Managing Director of Business Improvement Advisory Services. Previously he was the Business Process & Quality Management Executive for IBM in Australia and New Zealand. Prior to that he was General Manager of the Australian Quality Council. He is a Senior Member of the American Society for Quality, and a Fellow of World Confederation of Productivity Science. He has had a long and close association with the APO since 1992.



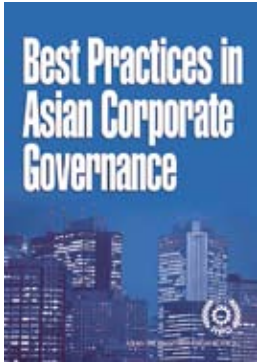
p-TIPS

Interviewing productively (10 mistakes managers make)

- One of managers' most important roles is hiring, and decisions on whom to offer a position can affect the productivity and profitability of the entire enterprise. Everyone recognizes when the wrong person is hired for a job, usually including the employee in question. How can bad hires be avoided? The staff writers of bnet (<http://www.bnet.com/>) offer a list of 10 common mistakes managers make during job interviews.
- 1) You talk too much. Give a concise company history, speak of its mission and goals, but don't go on about your own role, personal life, or feelings about the organization or colleagues. Concentrate on the candidate's ability to do the job.
- 2) You gossip or swap stories. Don't inquire about difficulties the interviewee's current employer may have or gossip about others in the industry. This wastes time.
- 3) You're afraid to ask tough questions. Don't be too friendly with someone you like or feel comfortable with. Ask everyone the same challenging questions. Also, an initially nervous applicant may shine when given an opportunity to demonstrate problem-solving ability.
- 4) You fall prey to the halo effect (or the horns effect). An elegantly dressed candidate who answers the first question satisfactorily may make a good first impression, but listen to all her answers before making a decision. The reverse may also hold: the mumbler with messy hair may be a genius in disguise.
- 5) You ask leading questions. Ask which software programs someone is familiar with, not “You're experienced with PhotoShop, aren't you?”
- 6) You invade their privacy. In many countries, it's illegal to ask personal questions. Focus on the job, not on home life, ethnic background, financial status, or club memberships.
- 7) You stress the candidate out. Some managers try high-pressure techniques to determine how an applicant will cope, but these don't really mimic workplace stress.
- 8) You cut it short. Plan interviews of about an hour to ensure that decisions are based on sufficient information.
- 9) You gravitate toward the center. If all applicants seem like possibilities, you're not getting enough information or assessing it accurately.
- 10) You rate candidates against each other. Use established criteria to evaluate each interviewee instead of comparing individuals.



New APO publication



BEST PRACTICES IN ASIAN CORPORATE GOVERNANCE

APO 204 pp May 2007
ISBN: 92-833-2373-4 (hard copy)
ISBN: 92-833-7056-2 (e-edition)

The APO published *Impact of Corporate Governance on Productivity: Asian Experience* in 2004 in an effort to provide empirical evidence that good corporate governance is necessary for improving the productivity and performance of enterprises. This new volume, written by corporate governance experts in seven APO member countries, is both a sequel to the first and a new exploration of the best practices introduced by its predecessor. The collection of papers in this volume seeks to answer the question of how to understand and manage best practice approaches in corporate governance by illustrating how they have been shaped and reshaped in the corporate sector in Asian countries. This book is intended to promote the cause of corporate governance as a vital instrument for productivity improvement in member countries. The APO believes that the best practices covered in these papers can serve as a yardstick by which corporate governance can be measured and thus help promote the adoption of good corporate governance principles and practices.

Corporate governance is not only a method that firms use to discipline themselves while remaining profitable. It is also one of the principles by which they “make the society” in which they operate and which in turn “makes” them. In their individual ways, most of the papers in this volume reflect attempts to regain the power to direct or determine the objectives of business, make administration more transparent, raise the bar for corporate standards, and limit the power of the state to erect needless barriers against the freedom of corporate action.

In Asia, with its complicated business practices, no one country can claim superiority in all facets of corporate governance. However, a number of Asian countries have made steady strides in specific aspects, and they are highlighted in this compendium of best practices. This volume describes the significant progress achieved in key corporate governance areas in seven APO member countries:

- Networked Firms in the Republic of China: Toward a Hybrid Shareholder Model, by Chwo-Ming Joseph Yu
- Corporate Governance in India: Lessons from the Public Sector, by R.C. Monga
- Corporate Governance in Japan: Flexible Adoption of Shareholder-oriented Practices, by Toru Yoshikawa
- Corporate Governance in Malaysia: Regulatory Reform and Its Outcomes, by Philip Koh Tong Ngee
- Breakthroughs in Corporate Social Responsibility in the Philippines, by Magdalena L. Mendoza
- The Evolution of the Disclosure Regime in Singapore, by Tan Wee Liang
- The Equitization Process in Vietnam: Making a Headstart in a Long Journey, by Nguyen Thi Bich Hang and Do Huang Linh

Best Practice Benchmarking in Asian Corporate Governance will be of interest to those involved in setting policy on corporate governance, researchers in business ethics, and corporate managers seeking to upgrade their own governance practices.

For order and inquiry on APO publications and videos, please contact the Asian Productivity Organization, Hirakawa-cho Dai-ichi Seimei Bldg. 2F, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Phone number: (81-3) 5226-3920, Fax: (81-3) 5226-3950, e-Mail: apo@apo-tokyo.org

COMMON SENSE TALK



“You can discover more about a person in an hour of play than in a year of conversation.”

Plato

“In order that people may be happy in their work, these three things are needed: They must be fit for it; they must not do too much of it; and they must have a sense of success in it—not a doubtful sense, such as needs some testimony of others for its confirmation, but a sure sense, or rather knowledge, that so much work has been done well, and fruitfully done, whatever the world may say or think about it.”

W.H. Auden

“We’ll be known as the helpful store. The friendly store, the store with a heart. The store that places public service ahead of profit. And, consequently, we’ll make more profits than ever before.”

George Seaton

“Before printing was discovered, a century was equal to a thousand years.”

Henry David Thoreau

“The library is not a shrine for the worship of books. It is not a temple where literary incense must be burned or where one’s devotion to the bound book is expressed in ritual. A library, to modify the famous metaphor of Socrates, should be the delivery room for the birth of ideas—a place where history comes to life.”

Norman Cousins

“Information is the manager’s main tool, indeed the manager’s ‘capital,’ and it is he who must decide what information he needs and how to use it.”

Peter F. Drucker

“The natural flights of the human mind are not from pleasure to pleasure but from hope to hope.”

Samuel Johnson

“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change.”

Charles Darwin

Food safety and quality for enhanced market access

Rapid economic growth in Asia and the Pacific and world trade liberalization affect the food sector in the region. There are tremendous opportunities for trade in high-value food products due to increased demand for diet diversification and greater convenience in food preparation. The development of the food industry is closely associated with a country's entry into international trade. Food exports have increased significantly in APO member countries. To achieve reliable food exporter status, a country must produce foods that are both sought after and acceptable to consumers elsewhere. Compliance with statutory requirements is an essential prerequisite for food exporting, which is a highly regulated sector. The rejection of food shipments by importing countries can result in unnecessary business costs, transaction times, resource waste, and lost revenue for the exporting companies.



Participants in Q&A session

A three-day study meeting on Enhancing Market Access for SMEs in the Food Sector was organized by the APO in Singapore, 20–22 March, to update food companies on different import regulations, examine market access issues and potential solutions, and encourage business collaborations in the food sector. Thirty-nine participants from 14 member countries, including four from the host country, attended. They included senior officials from national agencies and regulatory bodies dealing with food import and export, senior executives responsible for market development, and representatives of associations or chambers of commerce and private companies.

Deputy Chief Executive Officer and Director Dr. Chew Siang Thai, Agri-Food and Veterinary Authority, Singapore, made a keynote presentation on “Facilitation of food import and export to enhance market access.” Compliance Specialist Chitra Anandra, FDA Registrar Corp., USA, explained “Market entry considerations for processed food products into the US and EU.” Executive Director Hiroaki Hamano, International Life Sciences Institute, Japan, introduced foods

with specified health uses in a presentation on “Nutrition and health claims in Japan.” Director Dr. David Cheng, Bureau of Food Safety, Department of Health, Republic of China, spoke on “Emerging changes to the regulations for the inspection of food imports to Taiwan.” Dr. Ahn Seung Ho, Soongsil University School of Business Administration, Republic of Korea, described “Current market trends in Korean food markets and opportunities for foreign food exporters.” Deputy Director (Life Science) Dr. Lionel Lau, Nanyang Polytechnic, Singapore, served as chief facilitator.

The study meeting reaffirmed the need for food exporters to recognize changes in consumer and retail demand, while emphasizing food safety and quality. The participants recommended the harmonization of food regulations into a global standard and for exporters from APO member countries to become better informed of importers' regulations. The government and private sector must work together to achieve these aims. 🌀

Green Productivity and energy efficiency

The unprecedented rate of industrial development in Asia in the last decade has increased global energy demand, which is estimated to double by 2030. High energy demand means high consumption of fossil fuels, resulting in increased generation of greenhouse gases. Consequently, alternative energy sources must be sought or energy efficiency increased. The APO held a workshop on Green Productivity and Energy Efficiency in New Delhi, 12–16 March, which was attended by 23 energy professionals from 15 member countries.

The topics discussed were energy efficiency applications in thermal systems, compressed air and chilled water systems, energy-efficient technology for small-scale industries, biomass energy, and calculation of greenhouse gases from the burning of fossil fuels. Another important issue was energy-efficiency labels, which fall into two types: endorsement labels and compar-

ative labels. Endorsement labels attest that a product meets certain criteria, and comparative labels allow consumers to compare energy use among all available models to make informed choices. Japan, the Republic of Korea, the Republic of China, Singapore, and India already have energy-labeling programs, and other countries are moving in this direction. The concept of energy service companies (ESCOs) in the Republic of China, which provide energy and financial services to clients, invest in energy-efficiency measures, and then share the resulting savings, was explained. The ESCO model hinges on partnerships among government, banks/financial institutions, associations of ESCOs, and end users.

The participants visited Deepak Metal, a foundry that changed its fuel from coke to natural gas, thereby improving both energy efficiency and environmental performance. 🌀

Trade liberalization under WTO-Doha

Developing and less developed countries in the Asia-Pacific region may not be able to realize the potential benefits and opportunities offered under the current WTO-Doha round of negotiations unless they participate in broad-based agreements that will govern future global trade in agricultural products. Governments must restructure domestic agriculture and trade policies and adopt productivity and competitiveness enhancement measures to support the capacity development of small farmers and agribusiness SMEs and improve domestic regulatory institutions. These were among the views and recommendations of the study meeting on Implications of Trade Liberalization under the WTO-Doha Development Agenda (DDA) for Small Farmers and Agricultural Trade organized by the APO in cooperation with the National Productivity Council and the Ministry of Agriculture of India, in New Delhi, 21–26 March. Seventeen participants from 14 countries, and four international experts from the WTO and ESCAP secretariats, two from two think tank organizations in Bangladesh and the Philippines, and four from India attended.

The topics covered by experts at the study meeting included: State of play in the WTO-DDA agriculture negotiations: Key features of the main proposals and their implications for developing countries in Asia; Preferential trade agreements and agricultural trade liberalization in Asia; Rules of origin and nontariff barriers in agricultural trade: Perspectives from developing and less developed countries; Making agricultural trade liberalization work for small farmers: Strategies and measures for enhancing the productivity and competitiveness of small farmers in the Asia-Pacific region; Agricultural trade protection: A perspective from India; and Agricultural trade liberalization and



Discussing issues in trade liberalization

agricultural development in India: An examination of the successful transition of India from net food importer to net food exporter. A panel discussion tackled issues and challenges in moving the WTO-DDA forward, and how developing countries in the Asia-Pacific region can maximize benefits from agricultural trade liberalization.

Participants visited the Agricultural Processed Food Export Development Authority (APEDA) and the Centre for WTO of the Institute of Foreign Trade. The APEDA board chairman briefed participants on programs supporting agribusiness SMEs. The head of the Centre for WTO spoke on initiatives to support India's negotiating team in the current Doha round. Among APO member countries, only India and the Republic of China have an institute providing technical and advisory support to negotiating teams in Geneva. 🌐

Readers write back

The December 2006 issue of the *APO News* featured a quiz on page 8, as in previous years. Those submitting their quiz answers were required to complete a short survey indicating which types of articles they read most frequently and give suggestions for improvement of the newsletter to be eligible for the prizes. While *APO News* staff are always delighted to hear from our readership, we also need more structured feedback at least once per year and were pleased to receive 58 survey responses and 44 pertinent suggestions, with two from outside the APO membership (one each from Myanmar and Egypt). As shown in the table below, Common Sense Talk (CST) and p-Watch were the most popular regular features. More than 85% of respondents read all the articles in the survey either “always” or “sometimes.” Among the suggestions received, one was for shorter, more concise quotations in CST and one requested more productivity-related quotations. These will be accommodated in future issues to the extent possible. The cartoons are a hit with readers, with several requesting more and larger ones. Two each also expressed the hope that more pages could be added in the future and that more quizzes would be included. Some respondents suggested that articles on follow-up activities and by individuals/resource persons in member countries would be appreciated, and we would be glad to consider those types of submission from our readers for publication (*see page 5 of the March issue and page 6 of the April issue*).

	p-Watch (%)	Common Sense Talk (%)	p-TIPs (%)	Articles on projects (%)	Experts Dispatched (%)	Program Calendar (%)	NPO activities (p. 8) (%)
Always	60.34	72.41	58.62	53.45	43.10	68.97	53.45
Sometimes	34.48	24.14	37.93	37.93	43.10	22.41	39.66
Never	3.45	1.72	1.72	3.45	10.34	6.90	5.17
No answer	1.72	1.72	1.72	5.17	3.45	1.72	1.72

The survey results and suggestions will be taken into account when attempting to make the *APO News* into a more useful, attractive publication that brings our readers “information to make a difference in productivity.” We would like to thank all those who took the time to assist us in our improvement efforts by answering the survey and giving suggestions. 🌐



p-Experts deputed by the APO

FIJI

Prof. Pasu Decharin, Faculty of Commerce and Accountancy, Chulalongkorn University, Thailand, was deputed as a technical expert on the Balanced Scorecard, 19–23 March 2007.

Ms. Isobel Kidd, Director, FISHER:KIDD & Associates Pty Ltd., Australia, was deputed as a technical expert on Developing and Implementing a HACCP Program, 19–23 March 2007.

INDIA

Dr. Uttam Kumar Deb, Senior Research Fellow, Centre for Policy Dialogue, Bangladesh, **Dr. Leonardo A. Gonzales**, President and Chairman of the Board, STRIVE Foundation, Philippines, and **Dr. Mia Mikic**, Economic Affairs Officer, Trade Policy Section, United Nations Economic and Social Commission for Asia and the Pacific, Thailand, were deputed as resource persons for the study meeting on Implications of Trade Liberalization under the WTO-Doha Development Agenda for Small Farmers and Agricultural Trade, 21–26 March 2007.

JAPAN

Mr. Song Khim Chua, Chief Executive Officer, National University Hospital, Singapore, and **Mr. Chu Poh Ong**, Group Chairman/CEO, China Healthcare Limited, Singapore, were deputed as technical experts on Management

Quality Improvement in the Healthcare Business, 22–23 March 2007.

KENYA

Dato' Nik Zainiah Nik Abdul Rahman, Director-General, National Productivity Corporation, Malaysia, and **Mr. Masatoshi Yoda**, Chairperson, Preparatory Committee of Eco-products International Fair, Vice Chairperson of GP Advisory Committee and Corporate Adviser, Ebara Corporation, Japan, were deputed as resource persons for the TICAD Ministerial Conference on Energy and Environment for Sustainable Development, 21–23 March 2007.

LAO PDR

Ms. Aucharawan Maneeket, Director of Policy and Community Enterprise, Development Division, Bureau of Community Enterprise Promotion, Community Development Department, Ministry of Interior, Thailand, was deputed as an expert for the national seminar on the Promotion of the "One District, One Product" (ODOP) Movement in Lao PDR, 28 March 2007.

MALAYSIA

Mr. Marzuki Zainal Abidin, Consultant, Joint Venture Program, National Productivity Corporation, Malaysia, **Mr. Kamaruzzaman Kassim**, Senior Consultant, Convention, Seminar and Workshop Unit, National Productivity Corporation, Malaysia, **Mr. Kiyoshi Komatsu**, Manager, Advisory Unit, Natsource Japan Co., Ltd., **Dr. Suporn Koottatep**, Environmental Consultant, Norway, and **Dr. Ahmad Jailani Muhamed Yunus**, Senior Programme Coordinator, National Institute of Public Administration, Malaysia, were deputed as experts for the practicum workshop on Green Productivity, 26 February–23 March 2007.

MONGOLIA

Mr. John Parsons, Consultant, Resource Alternatives Australia, was deputed as a technical expert for the seminar on the Balanced Scorecard System, 26 March–6 April 2007.

SINGAPORE

Mr. Roger Thomas, CEO, Methods Workshop, India, was deputed as a technical expert on Industrial Engineering for the Garment Industry, 23–29 March 2007.

VIETNAM

Mrs. Shezlina Bte. Zakaria, Consultant, National Productivity Center, Malaysia, was deputed as a technical expert on Consultancy on Developing a Best Practice Network, 26–29 March 2007.

Program calendar

July

Republic of China

Study Meeting on Productivity in Aging Societies, 17–20 July 2007.

India

Study Meeting on Organic Agriculture for Promoting Green Productivity and Agribusiness Exports, 23–27 July 2007.

Indonesia

Seminar on Good Management Practices in Agro-based Rural SMEs, 30 July–3 August 2007.

Japan

Workshop on Management Quality Improvement Programs in APO Member Countries, 9–13 July 2007.

Republic of Korea

Training Course on ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point (HACCP), 9–13 July 2007.

Islamic Republic of Iran

Study Meeting on Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems, 28 July–2 August 2007.

Thailand

Seminar on the 3Rs (Reduce, Reuse, and Recycle), 23–27 July 2007.

Vietnam

Workshop on Outsourcing Energy and Environmental Management Services, 3–6 July 2007.

Web based

e-Learning on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001), 9–12 July 2007 (Phase 1 in Fiji, Indonesia, Malaysia, Philippines, Thailand), 30 July–2 August 2007 (Phase 2 in Bangladesh, Cambodia, Lao PDR, Mongolia, Vietnam), and 20–23 August 2007 (Phase 3 in India, Islamic Republic of Iran, Nepal, Pakistan, Sri Lanka).

e-Learning Course on the Toyota Production System, 23–25 July 2007 (Phase 1 in Indonesia, Islamic Republic of Iran, Malaysia, Philippines, Thailand), and 29–31 August 2007 (Phase 2 in Cambodia, Lao PDR, Mongolia, Vietnam), and 12–14 September (Phase 3 in Bangladesh, India, Nepal, Pakistan, Sri Lanka).

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
Dr. Md. Nazrul Islam, Director, National Productivity Organisation, and NPO Head, was appointed APO Alternate Director for Bangladesh, not as Acting Alternate Director as reported in the April 2007 issue.

New APO Liaison Officer for Nepal
Mr. Achyut Raj Sharma, General Manager of NPEDC and APO Alternate Director for Nepal, was appointed APO Liaison Officer for Nepal.

New APO Director and APO Alternate Director for Singapore
Mr. Loh Khum Yean, Chief Executive, SPRING Singapore, and Mr. Png Cheong Boon, Deputy Chief Executive, SPRING Singapore, were appointed the new APO Director and APO Alternate Director for Singapore, respectively.

New APO Liaison Officer for Thailand
Mrs. Tassaneeya Attanon, International Relations Department Manager, FTPI, was appointed the new APO Liaison Officer for Thailand, w.e.f. 1 May 2007.

APO at the TICAD Ministerial Conference

The APO deputed two experts to share Asian experiences at the Tokyo International Conference on African Development (TICAD) Ministerial Conference on Energy and Environment for Sustainable Development, hosted by Kenya and the United Nations Environment Programme in Nairobi, 22–23 March 2007. The conference was co-organized by the Government of Japan, United Nations Office of the Special Advisor on Africa, Global Coalition for Africa, United Nations Development Program, and World Bank. The objective was to bring together the experiences and lessons learned in Africa and other regions for building effective ways to address key energy and environment issues in the context of sustainable development in Africa. The conference drew more than 500 participants representing 80 countries, 30 international and regional organizations, 30 NGOs, and the private sector. The conference was officially opened by Kenyan President Mwai Kibaki and presided over by Japanese Senior Vice-Minister for Foreign Affairs Takeshi Iwaya.



(L–R) Iwaya, Dato' Nik Zainiah, and Yoda

APO expert Masatoshi Yoda introduced the APO, its Green Productivity (GP) Program, and the establishment of the APO GP Advisory Committee (GPAC). Yoda is also GPAC Vice Chairman. He detailed how GPAC strengthens partnership with the private sector to promote GP. “The APO recognizes the importance of partnership with the private sector for promoting its GP Program.” The successful implementation of a series of Eco-products International Fairs (EPIFs) and the publication of the *Eco-products Directory* attest to the synergy of public–private-sector partnership and the business opportunities for eco-products that it generates. He also informed the meeting of the APO’s intention to transfer its productivity promotion know-how to Africa and requested the cooperation of local and international organizations.

Dato' Nik Zainiah Nik Abdul Rahman, Director-General of the National Productivity Corporation of Malaysia, was the second expert deputed by the APO. She explained that public- and private-sector partnerships were an integral part of the Malaysian government’s policy to hasten socioeconomic development, enhance Malaysia’s competitiveness, protect the environment, and promote

private-sector corporate social responsibility. This provided an excellent foundation for the successful adoption of the GP concept in Malaysia. Malaysia has hosted numerous GP programs including the first Eco-products International Fair in Southeast Asia.

Apart from the experts’ presentations, the APO also took part in the concurrent exhibition to disseminate information on the APO and its GP Program. More than 400 copies of the *Eco-products Directory 2006* were distributed.

Conference Chairman Iwaya, in his summary of the meeting, said that given the complexities and multiplicities of energy and environment issues in the context of sustainable African development, it is particularly important to share lessons learned from past and ongoing experiences in African countries and other regions, adding: “In this context, promoting further South-South cooperation, particularly Asia-Africa cooperation, in the framework of TICAD would be pursued on the basis of Japan’s initiative to share Asian experiences with African countries.”

Mongolia to host 49th GBM

The 49th Session of the APO Governing Body will be held in Ulaanbaatar, Mongolia, 26–28 June 2007. It will be the first for Mongolia since joining the APO in 1992. This year is also auspicious for the National Productivity and Development Center, the NPO of Mongolia and host of the Governing Body Meeting (GBM), as it marks the 15th anniversary of its establishment. About 70 persons comprising APO Directors and their advisers from 19 member countries, observers from various national agencies and international organizations, and APO Secretariat staff members are expected to attend the GBM.

The meeting will elect a new APO Chairman and two Vice Chairmen. APO Secretary-General Shigeo Takenaka, who will be completing his first term in office this year, will present his annual report to the meeting. A key item in this year’s agenda is revision of the membership contribution formula that was carried forward from last year’s meeting to allow APO Directors more time to consult their respective governments. Other major matters for the consideration of the GBM are the Financial Report for 2006, two-year rolling plan for 2008 and 2009, and appointment of the Secretary-General.

Part of the meeting program includes a study tour and delegates will be taken to visit the newly developed XIIIth Century National Park. Located outside Ulaanbaatar and set in a vast open plain that stretches beyond the horizon, the sprawling complex provides a rare and unforgettable glimpse into nomadic life during the time of the Mongol Empire under Chinggis Khan.