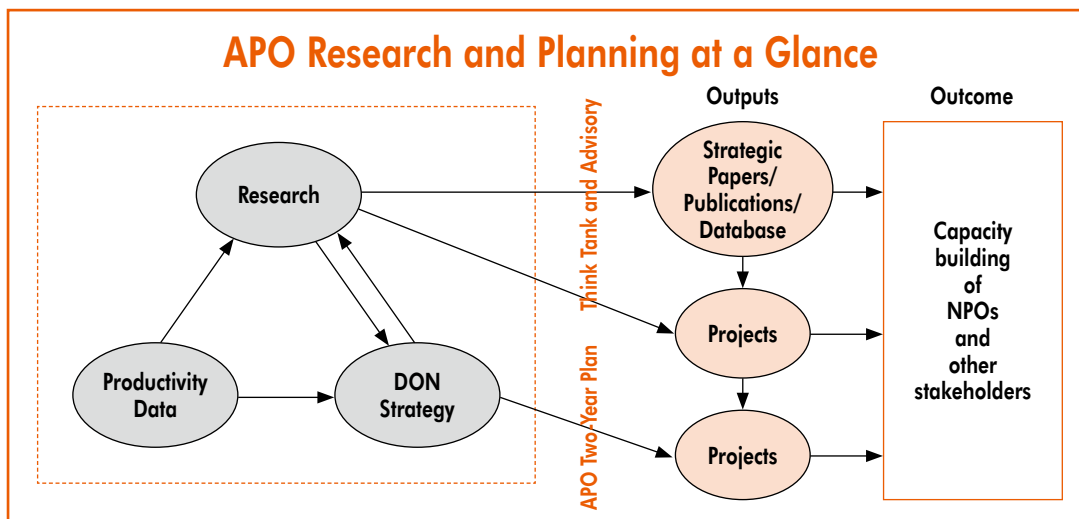




# APO news

## APO fact-finding missions

The Secretariat has redesigned its research activities to give the APO's think tank role more scope and depth. With the revamped role of the Research and Planning Department (see figure), it will undertake three major steps. The first was an in-house exercise to identify areas of interest to member countries based on primary and secondary sources. This generated a list of numerous topic areas, which will be narrowed to a short list of priority areas for further exploration. The second is the organization of fact-finding missions to gain in-depth understanding of specific topics. The third is convening expert meetings to generate strategic papers on areas of concern to the APO membership, receive input on the planning of projects, identify possible collaborative partners and networks of expertise, and obtain inputs for forums, conferences, and study meetings.



**U**nder the new research strategy, the Secretariat will track emerging concepts, ideas, and experiences affecting productivity both within the region and beyond. The knowledge gained will then be utilized to plan future projects and to advise member countries. Therefore the Secretariat has recently dispatched three fact-finding missions focusing on knowledge management (KM), innovation, and competitiveness. The first two-member mission visited OECD headquarters in France, met Managing Director of Teleos Dr. Rory Chase in the UK, and visited the Svensk Industriförening (Swedish Industrial Association; SINF) in Stockholm. The second mission, comprising five members, attended the annual conference on KM organized by the American Productivity and Quality Center (APQC) in Houston, Texas. Following the APQC conference, that mission went on to the UK for discussions with the Teleos Managing Director and to observe two Most Admired Knowledge Enterprise award winners of 2006, Ernest & Young and IBM, London. The third five-member mission visited France to attend the OECD Forum 2007 on Innovation, Growth, and Equity and then met representatives of the Global Competitiveness Network of the World Economic Forum and IMD in Switzerland. Key results of the fact-finding missions which are likely to affect APO member countries in the near future are summarized below.

### **KM mission to the APQC and Teleos**

In the USA and Europe, KM has reached maturity, and currently collaboration is seen as the key enabler of both KM and innovation. The number of people writing and reading blogs is increasing, along with facilities like e-rooms, MySpace

*(Continued on page 2)*

Volume 37 Number 6  
June 2007

**"Thrift means that you should always have the best you can possibly afford, when the thing has any reference to your physical and mental health, to your growth in efficiency and power."**

**Orison Swett Marden**

### INSIDE

- 3 .....p-TIPS
- 4 .....New APO publication
- 4 .....Common Sense Talk
- 5 .....OHSAS 18001
- 5 .....Recruitment announcement
- 6 .....Strategic industries: Nanotechnology
- 6 .....Lao PDR officials visit Secretariat
- 7 .....p-Experts
- 7 .....APO-NPO Update
- 7 .....Program calendar
- 8 .....Socioeconomic roles of agriculture
- 8 .....APO p-Glossary

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1-2-10 Hirakawa-cho, Chiyoda-ku  
Tokyo 102-0093, Japan  
Tel: (81-3) 5226-3920  
Fax: (81-3) 5226-3950  
e-Mail: apo@apo-tokyo.org  
Web site: www.apo-tokyo.org



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(Continued from page 1)

and similar sites, Web casts, podcasts, voice/text messaging, etc. for knowledge sharing, learning, and the development of formal and informal networks. The Wikipedia phenomenon is radically altering the concept of knowledge sharing and already influencing KM practices.

In advanced countries, the baby boomer generations are retiring, and the focus of KM efforts in those countries has recently been to capture the institutional memory of those soon to retire. At the same time, faced with the need to adapt to a younger workforce, particularly in knowledge-intensive sectors, those countries are also concerned about how to perpetuate and transmit knowledge, as there is a fear that the new generation with changed lifestyles and learning behavior may not use the legacy KM systems of the past.

Another clear trend seen is the changing profile of future knowledge workers, 60% of whom are expected to be less than 40 years of age by 2010, who will rely on “interactive stimuli” and be inclined to learn and live virtually. This implies that in the future, there will be almost no distinction between the home and work environment, and future knowledge workers will be very mobile, have strong social networks, trust in virtual communities, be ambitious and competitive, consider hierarchies slow and outdated, and will always be connected to the Internet through a variety of devices.

Based on those trends, intellectual capital (IC) could be one area for the APO to become involved in. IC management is a challenging task but at the same time a very important one as further progress is made along the path to the knowledge economy. The more knowledge is the source of economic activity, and thus of socioeconomic development, the more crucial the management of IC becomes. Another area that will be important for the APO to focus on is the application of KM in SMEs, since KM globally is mainly practiced in large companies. Thus developing a suitable KM implementation model for SMEs could be an area in which the APO could make a major contribution to the regional productivity movement. This will be critical, as by 2010 it is forecast that there will be only three to five global companies in each industry and sector. The issues of the inevitable mergers and acquisitions, how SMEs can find their niches to survive in the changed economy, and how current SME employees can be trained in KM are vital.



OECD Forum 2007 on Innovation, Growth, and Equity

### ***Innovation and Competitiveness***

The OECD Forum 2007 on Innovation, Growth, and Equity affirmed that innovation is a driver of growth and will continue to be so. It contributes to boosting per capita income not only from its direct effects on welfare, but also through its indirect effects. As the pressure to innovate increases and the means of doing so become more complex, there is a growing tendency to outsource knowledge inputs for innovation. This has sped up the change of the innovation process from a closed to an open model. Business services can play several “supporting” roles in innovation: they can be a source of innovation if they play a role in initiating and developing innovative activities in client organizations. Alternatively, they may be facilitators of innovation if they support an organization during the innovation process. Similarly, business service firms can be carriers of innovation, playing a role in transferring existing knowledge among or within organizations, industries, or networks, so that it can be applied in a new context.

The different country experiences presented at the forum showed that a substantial amount of economic growth can be attributed to investments in science, technology, and innovation. Although the pace of growth has differed among the main OECD countries, the basic drives for innovation have been fairly uniform and depended substantially on the financing of R&D in both the public and private sectors.

Policymakers require a better understanding of some of the major forces that are changing OECD

economies. The service sector is an area of particular interest. Issues of human resources are also important, as the demand for manpower in science and technology has increased in the OECD membership. Licensing has become an important channel for diffusing inventions and facilitating follow-on innovation. Licensing can increase the efficiency of innovation processes by putting inventions in the hands of those best capable of commercializing them and adapting them for future uses.

In addition to participation in the OECD Forum 2007, the mission later held discussions with representatives of the Global Competitiveness Network of the World Economic Forum as well as the IMD in Switzerland. The main topics were related to innovation and competitiveness, and in particular the methodology for compilation of the *Global Competitiveness Report* of the World Economic Forum and *World Competitiveness Yearbook* of the IMD. The mission also explored the possibility of collaboration on joint initiatives with the Global Competitiveness Network and the IMD.

### ***Mission to the OECD***

The establishment of a productivity database has been identified as one of the main pillars of the activities of the Secretariat’s Research and Planning Department to enhance the quality of APO projects. It is envisioned that such a database will be the cornerstone of information on productivity trends and developments in each member country. A project to develop a labor productivity database

is already underway, which will be published as a print volume. At the same time, it is believed that comprehensive productivity analysis of member countries should be undertaken as part of the APO's think tank role. Hence, a project on the development of an in-depth productivity database will be undertaken. The visit to France explored the possibility of partnering with the OECD on the productivity database. It was agreed that the APO and OECD would enter a collaborative relationship through the exchange of a memorandum of understanding.


Among international organizations, the OECD was identified as a good partner for the APO, as it also has a solid focus on productivity and economic growth in its activities. More importantly, it has considerable long-term experience and expertise in studying the methodology for productivity measurement in relation to its endeavors to spur

economic growth in its member countries. The OECD Productivity Database is currently considered to be one of the most advanced productivity measurement systems.

The APO can learn much from the OECD's experiences and expertise in setting up its productivity database, as well as from its ideas for its further development. At the same time, since the APO's productivity database will cover its member countries in the Asia-Pacific region, most of which are non-OECD countries with the exceptions of the Republic of Korea and Japan, there will be synergistic effects from international coordination in developing comparable databases across the regions.

#### *Visit to SINIF*

The SINIF is a national organization of small and medium-sized Swedish industries with more than

1,500 members, divided into 20 branch associations by sector. The SINIF assists its member companies in all essential business matters, including labor law. During the mission, SINIF representatives noted that the Swedish business community has keen interest in Asia and that its members would like to explore the possibility of collaborations with Asian enterprises. It is hoped that both the sides could benefit from APO-SINF collaboration. It was agreed that the SINIF will help the APO to organize a study meeting on Eco-innovation in Stockholm. During the discussions, the SINIF also agreed to assist the APO as much as possible in organizing similar programs and study missions in future, not only on eco-innovation but also in other areas such as technology and innovation, sustainable entrepreneurship, and supply chain management from the SME perspectives. 



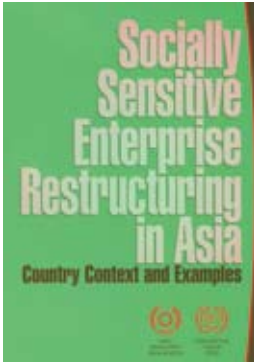
## p-TIPS

## Fish-friendly living (how farmers can help)

- Fish contain high-quality protein, essential fatty acids, vitamins, and minerals. Asia and the Pacific is the most important region for fisheries and aquaculture, which make significant economic contributions. According to the FAO, of 100 million tons of fish available for consumption in 2001, two-thirds were eaten in Asia. Among APO members, Cambodia consumes the most, at 67 kg per capita. Declining fish populations due to habitat loss, pollution, global warming, and overfishing represent a threat to livelihoods and incomes. Salmonnation.com offers 10 tips from the Oregon Governor's Natural Resources Office to help farmers contribute to oceanic and inland fishery productivity.
- 1) Cultivation practices. Contour farming, interseeding, and cover crops protect bare surfaces and reduce chemical-containing runoff and channel-blocking soil erosion.
- 2) Compaction. Don't till, harvest, or graze when soil is wettest and likely to compact. Compaction lowers the infiltration of soil and raises runoff and erosion rates.
- 3) Fertilizer use. Use the minimum amount possible and test soil regularly. Excess fertilizer stimulates the growth of harmful plants and algae in waterways, changing aquatic habitats.
- 4) Crop rotation. Rotation uses up excess nutrients, nitrogen, or phosphorus, reducing the need for fertilizers and their runoff.
- 5) Product instructions. When applying pesticides or fertilizers, follow label instructions strictly. Misuse leads to surface and groundwater pollution and kills aquatic invertebrates and streamside plants.
- 6) Chemical containers. Recycle or dispose safely of pesticide, herbicide, or other chemical containers. They are a threat to both humans and water-dwellers.
- 7) Buffer strips. Leave protective strips between crops and waterways to stabilize stream banks, provide wildlife habitats, offer shade, and filter out sediment and chemicals.
- 8) Native trees. Trees eventually create large woody debris that forms complex structures and pools where fish rest and feed, in addition to stabilizing banks. Protect existing trees and plant others if necessary.
- 9) Native grasses and groundcovers. Grass or other cover should replace bare soil to secure banks, lessen soil erosion, and help filter chemicals from water runoff.
- 10) Your watershed council. Participate in your local water body or contact your agricultural extension office about starting one to ensure the health and productivity of waterways for the future.



## New APO publication



### SOCIALLY SENSITIVE ENTERPRISE RESTRUCTURING IN ASIA: COUNTRY CONTEXT AND EXAMPLES

Jointly published by the APO and ILO  
224 pp May 2007  
ISBN: 92-833-2374-2 (hard copy)  
ISBN: 92-833-7057-0 (e-edition)

Globalization and liberalization of trade increase competition and accelerate change in business environments. To be competitive and survive, enterprises should prepare for new challenges driven by changes in global and regional trends. Many enterprises feel pressured to transform their corporate strategies and structures to adapt to new economic conditions. Restructuring, a profound change in the way a company operates, is no longer an option but a vital requirement for corporate survival and growth. However, as society demands that enterprises assume a more socially responsible role, numerous workers, governments, and even employers believe that restructuring should be carried out in a socially sensitive manner.

Over the years, the APO and International Labour Organization (ILO) have been involved in a number of joint productivity-related activities addressing not only economic issues but also social dimensions, labor-management relations, and recently corporate social responsibility. In 2005, both institutions expressed interest in pursuing a joint project aimed at a better understanding of policy implications in the area of productivity and industrial restructuring. As a result, the Joint APO-ILO Survey on Socially Sensitive Enterprise Restructuring (SSER) in Asia was undertaken. The objective was to increase awareness of the need for SSER among Asian policymakers and enterprise managers. The main question the APO and ILO sought to answer was how an economy, a sector, or an enterprise can restructure with maximum economic benefit and minimum social cost.

The Coordination Meeting of the APO-ILO Survey on SSER in Asia was held in Vietnam, 19–23 December 2005. The meeting brought together experts from the Republic of Korea, Republic of China, Vietnam, Malaysia, Singapore, and the Philippines. Professor Randall S. Schuler, State University of New Jersey, USA, acted as the chief expert. National experts deliberated on the survey framework and methodology as well as major issues and areas that should be included in the final report. Subsequently, each collected information on SSER in their country from the latest and most reliable sources and investigated several examples of enterprises that had gone through a restructuring process.

This volume is a compilation of the national experts' reports. "The selections in this book highlight the dynamics of several Asia-Pacific countries as they confront global realities and trends and address the need for adjustment and adoption," Dr. Schuler commented. This book also contains a Summary Report prepared by Dr. Schuler and Dr. Nikolai Rogovsky, ILO, and Concluding Comments on SSER by Dr. Rogovsky. Dr. Rogovsky expressed the hope "that if enterprises and policymakers choose to act according to the recommendations presented in this publication, the relations between the enterprise and its environment will become a win-win relationship, focused on long-term success, and will generate a better social climate, favorable to economic growth and peaceful social relations for the advantages of both the enterprises and its environment."

This publication is available both in hard copy and in e-edition on the APO Web site.

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



"The name of Leonardo da Vinci will be invoked by artists to prove that only a great artist can be a great technician. The name of Leonardo da Vinci will be invoked by technicians to prove that only a great technician can be a great artist."

*Alex Gross*

"The function of all art is an extension of the function of the visual brain to acquire knowledge; artists are, in a sense, neurologists who study the capacities of the visual brain with techniques that are unique to them."

*Semir Zeki*

"Television has done much for psychiatry by spreading information about it, as well as contributing to the need for it."

*Alfred Hitchcock*

"Thrift means that you should always have the best you can possibly afford, when the thing has any reference to your physical and mental health, to your growth in efficiency and power."

*Orison Swett Marden*

"Try as hard as we may for perfection, the net result of our labors is an amazing variety of imperfection. We are surprised at our own versatility in being able to fail in so many different ways."

*Samuel McChord Crothers*

"Weather means more when you have a garden. There's nothing like listening to a shower and thinking how it is soaking in around your green beans."

*Marcelene Cox*

"Better utilization of women in the labor force itself would improve productivity significantly."

*Yuwa Hedrick Wong*

"Mathematical rigor is like clothing; in its style it ought to suit the occasion and it diminishes comfort and restrains freedom of movement if it is either too loose or too tight."

*G.F. Simmons*

"Wholesome food and drink are cheaper than doctors and hospitals."

*Dr. Carl C. Wahl*

# OHSAS 18001


**O**HSAS 18001 is an assessment standard for occupational health and safety management published in 1999 which maintains consistency with ISO14001. A result of concerted efforts by leading certification bodies, standard agencies, and consultancy organizations, OHSAS 18001 can be adopted by any organization seeking to reduce health and safety risks systematically.

A safe, healthy working environment is important for increased productivity and reductions in work hours lost due to injury and illness. This is extremely important for SMEs that must be competitive, cost-effective, and productive to survive in the era of globalization. Therefore, a training course on OHSAS 18001 was organized 23–27 April in Jakarta, Indonesia, attended by 24 delegates from 15 member countries. The course was conducted by two certified OHSAS lead auditors and a senior consultant.



*Participants visiting PT Showa Indonesia Manufacturing*

The five-day course used accelerated learning methodology. On day 1, the participants were divided into five groups based on qualifications and experience. Each group was given a case study of a hypothetical industry for which to develop an occupational health and safety management system. The case studies were carried out in a stepwise manner, with an explanation of each step from the resource speakers. This helped participants comprehend the system requirements more rapidly. Elements of OHSAS 18001 including formulating organizational policy, hazard identification, risk assessment and control, objectives, implementation plans, emergency preparedness, and performance measurement and monitoring criteria were discussed. The participants were also encouraged to engage in auditing role plays. These clarified that the focus of such systems should be on hazard and risk identification and subsequent elimination, isolation, or mitigation through proper planning.

During the training course, a field visit was made to PT Showa Indonesia Manufacturing, which produces automotive shock absorbers. This company received many awards for its excellent safety and health culture and has also obtained OHSAS 18001 certification. The visit provided participants an opportunity to observe practical aspects related to implementation of the OHSAS system and documentation. 

## RECRUITMENT ANNOUNCEMENT

### APO PROGRAM OFFICER

The APO Secretariat is seeking a dynamic, competent Program Officer with considerable work experience in the industry and service sectors. The main responsibilities are to plan, manage, implement, evaluate, and follow up on activities relating to industrial management and business administration such as training courses, workshops, study meetings, demonstration projects, surveys, and others. This position will require occasional overseas travel.

Interested candidates must be a graduate from a reputable college or university, preferably a holder of a Master's degree in economics, business administration, or engineering, and have at least five years of working and/or consulting experience in management, corporate planning, project planning, economic analysis, and technological development, in the industry and service sectors, government service, public- or private-sector corporations, research institutes, or institutions of higher learning. Experience in consultancy work and in conducting training programs is an advantage. Candidates must also have a good working knowledge and understanding of the productivity and socioeconomic development needs of Asia and the Pacific in general and APO member countries in particular. Proficiency in both spoken and written English and the ability to relate and communicate well with people and engage in teamwork are prerequisites.

Candidates must be from APO member countries, in excellent health, and preferably between 30 and 40 years of age. Salary will be commensurate with qualifications and experience, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on fixed-term basis for two years and renewable thereafter upon mutual consent.

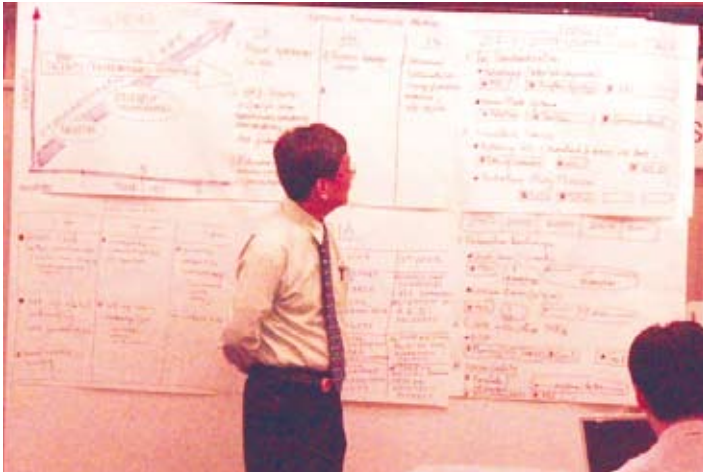
Interested candidates should send a resume with photograph by 30 June 2007 to:

The Secretary-General  
Asian Productivity Organization  
1-2-10 Hirakawa-cho  
Chiyoda-ku, Tokyo102-0093  
JAPAN  
e-Mail: [job-2007A@apo-tokyo.org](mailto:job-2007A@apo-tokyo.org)

Please visit the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org) for information on the mission and work of the organization.

# Strategic industries: Nanotechnology

Since the late 1990s, there has been growing interest in nanotechnology, which occurs at the convergence of information and communication technology, life sciences, and biotechnology. It is believed that nanotechnology, i.e., the engineering of functional systems at the molecular scale, will usher in the Industrial Revolution of the 21st century as a platform technology with potential to revolutionize a broad range of industries.



Country roadmaps for nanotechnology development


The APO, in collaboration with the Korea Productivity Center (KPC), organized a multicountry observational study mission on Strategic Industries in Member Countries: Nanotechnology, 10–13 April, in Seoul. Fourteen participants from six member countries as well as four local and two overseas experts attended. The objectives were to study nanotechnology national initiatives (NNIs) in the host country, examine recent developments in strategic and high value-adding industries, and identify factors in their competitiveness in terms of technological progress, market orientation, and national industrial capability.

The Republic of Korea envisions becoming one of the world's top three nanotechnology leaders by 2015. Study mission participants observed the success of the host country in NNIs from basic research to full commercialization. "The Korean government leads investment, whereas the private sector leads in advanced countries," said Dr. Kwang Ho Lee, Associate Research Fellow, Science and Technology Policy Institute. Although still at the initial stage of commercialization Dr. Lee commented that, "The number of patent applications received by the Korea Intellectual Property Office has dramatically increased since 2000," with the transfer of government investment from R&D into practical applications.

Dr. Lerson Tanasugran, Chulalongkorn University, Thailand, and Dr. Pietro Busnardo, Coordinamento Interuniversitario Veneto per le Nanotecnologie, Italy, gave an international perspective on nanotechnology investment, nanosafety issues, and cluster development and management. "High-tech clusters can be the drivers of local economic growth," said Dr. Busnardo, introducing the case of Veneto Nanotech, the management team of a nanotechnology cluster in Venice. He listed three factors as evidence of future prospects in the cluster:

upward trends in investment; ongoing scientific and technological research in the field; and the increasing number of local nanotechnology firms.

Participants spent two days visiting the National NanoFab Center, the host country's largest nanotech fabrication facility; Museum of Science and Technology at the Korean Institute of Science and Technology; and Park Systems, a local start-up company producing the nanotech atomic force microscope. The first two sites showcased the substantial infrastructure built at government initiative. President Park of Park Systems explained that his company's products had market-winning quality and features at mid-level price. The company's strengths are technological innovation, product commercialization know-how, and a world-class technoengineering staff.

During discussions, participants agreed that it would be difficult to formulate integrated strategies for all member countries since each is at different stages of nanotechnology development. Three factors needed for APO member countries to benefit from the nanotechnology revolution are a formal collaborative network, sufficient production capacity, and common knowledge system. However, it was agreed that the study mission was a useful steppingstone to further discussion and cooperation. 

## Lao PDR officials visit Secretariat



(L-R) Latsamy, Seng, Takenaka, and Sialounkone

A delegation of senior government officials from the Lao PDR Ministry of Foreign Affairs paid a courtesy call on Secretary-General Shigeo Takenaka on 10 May. The group comprised Director-General Seng Soukhathivong, Asia-Pacific and Africa Department; Deputy Director-General Latsamy Keomany, International Cooperation Department; and Director of the North Asia Division Sialounkone Seng Outhone, Asia Pacific and Africa Department. They were in Tokyo to make arrangements for the visit of the Laotian Prime Minister the following week.



# p-Experts deputed by the APO

## CAMBODIA

**Mr. S.A. Khader**, Principal Consultant, SAK Consultants & Associates, India, and **Mr. Mah Lok**, Principal Consultant, Reiler Management Services, Malaysia, were deputed as chief experts, **Dr. Md. Nazrul Islam**, Director, National Productivity Organization, Ministry of Industries, Bangladesh, **Mr. Saroli Halawa**, Senior Consultant and Head Sub Directorate, Management and Institutional Development and Cooperation, Directorate of Productivity, Indonesia, **Mr. Hidayat**, Senior Research Consultant, Lembaga Produktivitas Nasional, Indonesia, **Dr. Ali Taiebnia**, Consultant, National Iranian Productivity Center, Islamic Republic of Iran, **Mr. Berlinh Phetchantharat**, Deputy Director General, Small and Medium Enterprise Promotion and Development Office, Lao PDR, **Dr. Pagvajav-un Shurchuluu**, Chairman & CEO, National Productivity and Development Center, Mongolia, and **Mr. Ranajeet Amatya**, Expert, Nepal were deputed as national experts, and **Mr. Upali Marasinghe**, Director, National Productivity Secretariat, Sri Lanka, was deputed as expert at the coordination meeting for the NPO Need Assessment Survey, 26–27 April 2007.

**Mr. Cho Han Kyu**, President, Janon Natural Farming Research Institute, Republic of Korea, was deputed as resource speaker for the training of trainers on Organic Agricultural Products under the APE-LDC Special Program, 30 April–4 May 2007.

## FIJI

**Mrs. Zulaifah Binti Omar**, Senior Consultant, Industry Research Domestic Unit, National Productivity Corporation, Malaysia, was deputed as expert for TES on Productivity Measurement and Benchmarking, 30

## APO/NPO update

### New Acting APO Director for Fiji

Mr. Josefa Matau, Acting Permanent Secretary, Ministry of Youth, Sports, Employment Opportunities and Productivity, was appointed Acting APO Director for Fiji.

### New Phone and Fax Numbers for APO Liaison Officer for Fiji

The phone and fax numbers for the APO Liaison Officer for Fiji have been changed to phone: (679) 3306263 or 3314724; fax: (679) 3306261.

### New APO Alternate Director for Iran

Dr. Mahmood Ghanizadeh, International Affairs Director, National Iranian Productivity Center, was appointed APO Alternate Director for the Islamic Republic of Iran w.e.f. 15 May 2007.

April–3 May 2007 and **Ms. Nor Aini Hj Ab Talib**, Senior Consultant, National Productivity Corporation, Terengganu, Malaysia, 7–11 May 2007.

## REPUBLIC OF KOREA

**Prof. Pietro Busnardo**, IMN Scientific Director, Italy, and **Dr. Lerson Tanasugarn**, Department of Biochemistry, Faculty of Science, Chulalongkorn University, Thailand, were deputed as resource persons for the multicountry study mission on Strategic Industries in Member Countries: Nanotechnology, 10–13 April 2007.

## MALAYSIA

**Prof. Sangho Kim**, College of Business, Honam University, Republic of Korea, and **Prof. Kazuhiko Yokota**, International Centre for the Study of East Asian Development, Japan, were deputed as technical experts on Analysis of TFP Sources of Growth to Enhance Competitiveness, 2–5 April 2007.

## NEPAL

**Mr. Ajit Singh Balhotra**, Deputy Director-General, National Productivity Council, India, **Mr. M. Moedjiman**, Chairman, Indonesian Professional Certification Authority, **Dr. Segundo Joaquin E. Romero, Jr.**, Senior Fellow/Technical Consultant, Development Academy of the Philippines Graduate School of Public and Development Management, and **Ms. Susan Young**, Director, Education Services and Programs, Department of Further Education, Employment, Science and Technology, Government of South Australia, were deputed as resource persons for the workshop on Enhancing NPOs' Core Competence: Designing Competence-based Training Programs, 3–6 April 2007.

## SINGAPORE

**Mr. Vincent Akue**, Consultant, Bangladesh, was deputed as expert for TES on SME Credit Bureau Conference Navigating Globalisation—The Challenges, Risks, and Opportunities, 10–16 April 2007.

**Mr. Charles Dagher**, CEO, Dagher Consulting Group, Sri Lanka, was deputed as resource person for TES on Industrial Engineering for the Garment Industry, 15–21 April 2007.

## VIETNAM

**Mr. Masato Kuroda**, Special Adviser, Royal Silk Foundation, Japan, was deputed as TES expert for the

## Program calendar

### August

#### Cambodia

Training Course on Rural Life Improvement for Community Development: Application of Kaizen for Community Development, 14–21 August 2007.

#### Indonesia

Study Meeting on Biofuel Production and Utilization for Green Development, 21–25 August 2007.

#### Islamic Republic of Iran

Study Meeting on Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems, 4–9 August 2007.

#### Japan

Multicountry Observational Study Mission on Green Technologies and Practices in Paddy Farming, 24–31 August 2007.

#### Singapore

Workshop on Compliance with the EU's Restriction of Hazardous Substances Regulation and Impact on International Exports, 1–3 August 2007.

Study Meeting on Cold Chain Management of Vegetables, 21–24 August 2007.

#### Thailand

Workshop on Knowledge Management Implementation, 21–24 August 2007.

national seminar on Developing the "One Village, One Product" Movement in Vietnam, 10 April 2007.

**Mr. Masatoshi Yoda**, Corporate Adviser, Ebara Corporation, Japan, was deputed as resource person for a visit to Vietnam in preparation for the Eco-products International Fair 2008, 25–27 April 2007.

## SOUTH AFRICA

**Mr. Kelvin Chan Keng Chuen**, Director and Principal Consultant, Teian Consulting International Pte Ltd, Singapore, and **Mr. Low Choo Tuck**, Managing Consultant, Eunison Network Pte Ltd, Singapore, were deputed as experts for the preparatory meeting on APO Programs for the Dissemination of the Productivity Movement in Africa, 2–4 May 2007.

# Socioeconomic roles of agriculture

**F**armers across the world are facing enormous challenges adjusting to the pressures and opportunities in a trade-liberalizing global economy, seeking ways to diversify sources of income and capture more of the value added in the food chain, contributing to rural employment and viability, and responding to the needs and desires of societies that increasingly want agriculture not only to produce sufficient, safe, and reliable amounts of food but also to protect and enhance the environment. Governments have a role to play, especially in providing environmental services or levying penalties for causing environmental damage.

These were among the issues discussed at an APO seminar on Socioeconomic Roles of Agriculture in Asia with Emphasis on Agroenvironmental Services in Manila, 5–9 February, where experiences in Asian countries were shared, research results presented, and thoughts offered on policy implications. As a resource person, I gave the OECD perspective, where work on agroenvironmental policies has been ongoing for around 15 years. This APO event was one of the best I have attended on the topic. Ample time was given for presentations, questions, and comments among the 19 participants from eight APO member countries and four resource persons. There was a good mix from policy advisors to researchers to those with grassroots experience. The break-out sessions enabled everyone to become involved and engage in discussions. The study visit to an organic farming enterprise was a well-planned, integral part of the seminar.

The atmosphere was friendly, open-minded, and frank, which was important because the topic has often been divisive, with some countries accusing those trying to promote their model of agriculture as being protectionist, while others arguing that dismantling trade barriers will threaten their right to maintain



*Legg delivering his presentation*

the unique characteristics of their agricultural sectors. This seminar was also timely, since both the OECD and FAO have recently completed major studies in this area and many countries are putting in place policies to enhance the role that agriculture can play in environmental service provision.

One pleasing observation was with respect to the role of policy. In most OECD countries, where generous amounts of money are provided to support farmers, there is little incentive to

create markets to pay for environmental service provision. By contrast, local-based innovations to find market solutions abound in many non-OECD countries. OECD countries could learn a lot from those experiences, although APO member countries might learn something from OECD countries concerning property rights and institutional arrangements to enforce environmental regulations.

I believe that an added value of the seminar was that it encouraged participants to think hard about how policies can help to improve the agroenvironmental situation in their own countries; it was beneficial for me in that respect. While there is no unique solution, it is vital that well-designed national policies are clear, transparent, understandable, and can be implemented at the farm level where the real actions are taken. It would be desirable to follow up on developments in the APO membership in a few years to see whether and how the lessons learned have been translated into policy and farm-level actions. In this respect, comparing and contrasting OECD and APO country experiences could be a valuable exercise. 🌀

*Contributed by Wilfrid Legg, Head of Agricultural Policies and Environment, Trade and Agriculture Directorate, Organisation for Economic Cooperation and Development, Paris, France.*

## APO p-Glossary

**I**n 2005, the APO developed a glossary of productivity-related terms, the p-Glossary, for easy reference by those interested in the subject of productivity or involved in its improvement. It also gives an idea of the wide scope productivity covers. The p-Glossary can be accessed on the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org). Its creation was prompted by recognition of the need for a set of standard definitions of productivity terms. As the apex productivity organization in Asia and the Pacific, the APO took the initiative in meeting that need. We are encouraged that this feature on the APO Web site is proving popular. In May alone, the p-Glossary page was viewed 3,675 times.

The APO p-Glossary is not yet exhaustive. We are continuously updating and expanding the list, and it has been improved recently. Readers' contributions to the list would be welcome (please contact The Editor, *APO News*, at [apo@apo-tokyo.org](mailto:apo@apo-tokyo.org)). When making a contribution, it is important to acknowledge the source of the definition, without which it cannot be used. 🌀