



# A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

## Yogyakarta welcomes APO Governing Body

Yogyakarta, Indonesia's historic and cultural city, rolled out the red carpet on 8–10 June 2004 to welcome delegates attending the 46th Session of the APO Governing Body. As delegates stepped off the plane, they were warmly welcomed with batik garlands, traditional Indonesian music, and delicious refreshments. All travel fatigue was immediately forgotten. It was a beautiful start to three days of a pleasant and fruitful meeting. In all, 54 delegates comprising APO Directors, advisers, and observers attended the meeting, which was hosted by APO Director for Indonesia Kirnadi and implemented by the Directorate of Productivity Development, Ministry of Manpower and Transmigration, the NPO of Indonesia, headed by Mr. Sutanto, APO Liaison Officer for Indonesia.



GBM delegates

**T**his year's Governing Body Meeting (GBM) was historic since Cambodia was formally inducted as the 20th and newest member of the organization. APO Chairman Dr. Shoib Ahmed, in welcoming the Cambodian delegation to the meeting, said that there remains a number of countries in Asia and the Pacific which the APO would very much like to welcome into its fold. This is because unless all the countries in the region are growing together, the full potential of what this region could achieve will not be completely realized.

The opening session was graced by the Indonesian Coordinating Minister for Economic Affairs Dr. Dorodjatun Kuntjoro-Jakti, who gave the inaugural address, and Yogyakarta Vice Governor Sri Paku Alam IX, who extended a very warm welcome to all the delegates. Later in the day, APO Secretary-General Takashi Tajima gave his annual report and Indonesian Agriculture Minister Dr. Bungaran Saragih made a special appearance to speak on productivity and competitiveness in the agriculture sector of Indonesia.

APO Chairman Dr. Ahmed commenced the meeting with a statement in which he remarked that the developed member countries of the APO could contribute much to raising the productive efficiency of the least developed and developing fellow members. Growth in labor productivity, he said, must be strong to help firms restore profits as well as ensure robust long-term growth. He felt that there was justification for feeling frustrated with the administrative inefficiency prevailing in developing countries and that steps must be taken to outline a transformation blueprint, realign the setup to improve service delivery, and adopt proven business and governmental practices.

(Continued on page 6)

Volume 34 Number 7  
July 2004

**"The dramatic modernization of the Asian economies ranks alongside the Renaissance and the Industrial Revolution as one of the most important developments in economic history."**

**Howard Hendricks**

### INSIDE

- 2.... Annual report of the Secretary-General
- 3.... The Secretary-General's schedule
- 4.... New APO publication
- 4.... Common Sense Talk
- 5.... Subregional GP project for six NPOs
- 5.... New APO Chairman and Vice Chairmen
- 6.... APO Photo Contest 2004
- 7.... p-Experts
- 7.... APO/NPO update
- 7.... Program calendar
- 8.... NPO-watch—Iran

Published by

**Asian Productivity Organization**  
Hirakawa-cho Dai-ichi Seimei Bldg. 2F  
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



Printed on Recycled Paper

# Annual report of the Secretary-General

**A** key item in the agenda of the APO Governing Body Meeting (GBM) is the presentation of the annual report by the Secretary-General. It usually provides an overview of the work done in the past year and a preview of future activities that are on the drawing board. This year's annual report was also Mr. Tajima's swan song as it was his last attendance at a GBM before completing his second and final term as APO Secretary-General in September this year.

Secretary-General Tajima commenced his report by welcoming the delegation from Cambodia, which has joined the APO. He expressed the hope that Cambodia would launch a national productivity movement soon as other member countries were ready to share with it their accumulated experiences. Mr. Tajima then said that the APO in 2003 had continued to make significant contributions to the rapid socioeconomic development of the Asia and Pacific region. He added that in order to cope with the speed and dynamism of globalization, the APO had laid out a three-pillared vision—strengthening of competitiveness, harmonization of productivity increases with environmental protection, and maintenance of social fairness—to set a clear direction for the productivity movement. This vision was translated into action programs under the five thrust areas of knowledge management (KM), strengthening of small and medium enterprises (SMEs), Green Productivity (GP), integrated community development (ICD), and development of NPOs.

Mr. Tajima said that business corporations in member countries were adopting KM as a strategy to achieve higher productivity and competitiveness. NPOs too are incorporating it as one of their core competencies. Mr. Tajima pointed out that future challenges in KM include the expansion of its applications to SMEs and community-based industries, particularly in a non-IT environment, and measuring its impact on business performance.

The APO continues to be actively involved in improving the productivity and competitiveness of SMEs, Mr. Tajima said. In this regard, a three-pronged approach was adopted: introducing new ideas, techniques, and strategies for more robust operations; facilitating the formation of strategic alliances and networking; and promoting demonstration effects. Demonstration projects on strengthening SMEs' competitiveness were suc-

cessfully implemented in Iran and Nepal in 2003. The APO Demonstration Company Program is increasingly accepted by NPOs as it provides powerful and inspiring productivity improvement showcases.



*Secretary-General Tajima*

GP activities in 2003 were focused on four priority areas: greening supply chains; resource and waste management; APO Type II Partnership Initiatives; and specialized areas such as occupational and environmental health and safety and ISO14001. Mr. Tajima highlighted the establishment of the GP Advisory Committee in Japan to undertake the following activities: 1) compiling an eco-products database; 2) organizing an eco-products exhibition in Malaysia in September 2004; 3) undertaking study missions on eco-business; and 4) implementing demonstration projects on greening supply chains. Mr. Tajima stressed the importance of the direct involvement of the business sector in GP to ensure its successful promotion and implementation. He also underlined the need for more collaboration with other international organizations, citing the examples of assistance from the UN Environment Programme in energy efficiency and United Nations University in GP projects in schools and universities. Mr. Tajima said that the declaration of 2004 as the APO Year of GP was significant as GP would remain a leading movement in the region for future generations.

On the APO Agriculture Program, Mr. Tajima reported that activities in 2003 addressed three

major concerns: improving the competitiveness of agriculture; promoting the efficient and sustainable utilization of agricultural resources; and strengthening local capacities for community development to alleviate rural poverty. ICD as a thrust area has been playing a role in enhancing the quality of life of local communities. Mr. Tajima said that the successful implementation of GP-ICD demonstration projects in Vietnam has encouraged other member countries to undertake similar projects. He also announced that the Japanese Ministry of Agriculture, Forestry and Fisheries would contribute a special fund to the APO Agriculture Program in 2004, primarily to provide assistance to the less developed member countries.

The strengthening of NPOs will remain a primary, cardinal mission of the APO, said Mr. Tajima. In 2003, both multi-country and in-country projects were organized. The in-country projects are designed to meet the specific needs of individual NPOs to reinforce their institutional capacity and capability. Facilitating a mentoring system between NPOs and expanding their alliances and networking were the focal points of these projects in 2003. According to the Secretary-General, the key challenge facing the NPOs is securing support for their work from among all stakeholders in society. He also made reference to the newly introduced APO Fellowship Program for facilitating the institutional development of the NPOs.

On IT application in the Secretariat, the Secretary-General commented that it will remain an important tool for the continual improvement of its operational efficiency and cost-effectiveness. APO IT platforms—Web site, intranet, and APOnet—are now in full operation. In 2003 a new platform, the APO e-Forum, was added to enable participants in APO projects to network among themselves for future sharing of information and experience. Mr. Tajima also reported that a number of Internet-based projects were organized last year, adding that the Secretariat is determined to harness IT to improve its operations, facilitate the sharing of information among staff members as well as between NPOs and the Secretariat, and organize e-learning projects.

The Secretary-General next mentioned that the collection and analysis of the productivity data of member countries will remain a core competence of the APO. He said that every endeavor was being

made to improve the *APO Asia-Pacific Productivity Data and Analysis* publication so that it remains a valuable resource for policymakers and business leaders in their strategic thinking, policy formulation, and socioeconomic planning.

Secretary-General Tajima then dealt with a number of issues that the Governing Body had decided on in its meeting in Fiji in 2003. One was to have more Category B and C activities. Mr. Tajima reported that there would be a significant shift to more B and C projects in 2004 as compared with 2003. This shift would be further enhanced in the 2005 and 2006 programs. Another issue was the institution of administrative and operational cost-saving measures by the Secretariat. Mr. Tajima reported that substantial savings were made through purchasing discount air tickets, using the APOnet platform for communication to reduce telephone and postage costs, introducing e-learning programs, publishing e-books instead of hard copies, and reducing office rental, among others. Other issues mentioned by the Secretary-General related to documents submitted to the Governing Body for consideration and decision: staff salary review; local implementation costs of projects; designating 2004 as the APO Year of Green Productivity; and the APO Organizational Excellence Award.

In concluding his report, and because it was his final attendance at the GBM, Secretary-General Tajima recapitulated the reforms and changes that he had introduced during his tenure in response to the rapidly changing global situation and to cope with new challenges in serving the needs of member countries. Among those he highlighted were: improvement in the accountability, openness, and transparency of the Secretariat; publication of the *APO Asia-Pacific Productivity Data and Analysis* to fulfill the APO's responsibility as the leading productivity organization in the region; introduction of IT platforms like the Web site, intranet, APOnet, and Web-based projects that have contributed immensely to the speed and cost-effectiveness of APO activities; formulation of the three-pillared vision to provide clear direction for APO activities; updating of the thrust areas to meet the changing needs of member countries and to utilize limited resources in the most efficient and effective way; revitalization of NPOs in member countries, such as Indonesia, Pakistan, and Sri Lanka, so that they could play a leading role in their respective national productivity movements; and facilitating in-depth collaboration with private-sector and other international organizations. 🌀

## From the SECRETARY-GENERAL'S schedule

### June 2004

*1 June*

APO Secretary-General Takashi Tajima attended the official launching of the Tokyo Development Learning Center, the newest member of the World Bank Global Development Learning Network, by World Bank President James D. Wolfensohn and Japanese Finance Minister Sadakazu Tanigaki. He was accompanied by APO Senior IT Program Officer Mukesh Bhattarai and Administration and Finance Officer Naoto Yamamoto. The opening was followed by a multi-point videoconferencing session on "Increasing Aid Effectiveness in a Changing Asia: Collaboration and Harmonization in Practice."

*8–10 June*

Attended the 46th Session of the APO Governing Body in Yogyakarta, Indonesia (*see front page for full report*).



(L-R) Mr. Kirnadi, APO Director for Indonesia, outgoing APO Chairman and APO Director for Bangladesh Dr. Shoaib Ahmed, Dr. Dorodjatun Kuntjoro-Jakti, Indonesian Coordinating Minister for Economic Affairs, Yogyakarta Vice Governor Sri Paku Alam IX, and Secretary-General Takashi Tajima

*17 June*

Attended the RIETI Policy Symposium 2004 on "Resolving New Global and Regional Imbalances in an Era of Asian Integration," Tokyo, organized by the Research Institute of Economy, Trade and Industry (RIETI) of Japan.

*28 June*

Received Dr. Baldwin Sipho Ngubane, South African Ambassador to Japan, who paid a courtesy visit to the APO Secretariat.



Mr. Tajima with Ambassador Dr. Ngubane



## New APO publication



# NON-FARM EMPLOYMENT OPPORTUNITIES IN RURAL AREAS IN ASIA

APO 190 pp. April 2004 ISBN: 92-833-7019-8

Most of the people in Asia and the Pacific still live in rural areas today where agricultural activities are the main source of employment. However, the job-generating capacity of this sector has been hindered by factors such as small-sized landholdings, insufficient capital and investment incentives, inadequate infrastructure, limited markets, and stagnant prices of agricultural products. As a solution, many governments in the region have resorted to developing the rural non-farm sector to generate employment and to improve household incomes. Principal sources of demand for the products and services of rural non-farm employment activities are: 1) the demand generated by the income of rural consumers; 2) the backward and forward production linkages; and 3) the urban and foreign sector. The demand for rural non-farm employment increases as rural income increases, and its supply involves issues of labor intensity, labor productivity, and capital productivity. Since those employment activities are generally undertaken by small-scale, artisanal, and informal enterprises, their relationship to larger-scale firms is important.

To review present non-farm employment in rural areas and identify major issues and measures for its further promotion, the APO organized a seminar on "Non-farm Employment Opportunities in Rural Areas" in the Philippines, September 2001. This e-book is a report of the proceedings of the seminar. Edited by Prof. Dr. Tongroj Onchan, President, Mekong Environment and Resource Institute (MERI), Thailand, it provides highlights on the findings of the seminar; the 17 country reports which dealt with recent trends in non-farm employment in their respective countries, major issues in rural employment generation, and measures for promoting rural non-farm employment; and the following resource papers by experts deputed to conduct the seminar:

- "Policies and Measures for Promoting Rural Non-farm Employment" by Dr. Jung-Sup Choi, Director, Agricultural Commodities and Marketing Department, Korea Rural Economic Institute, Republic of Korea;
- "Enhancing Rural Non-farm Employment Opportunities through Agro-industries and Rural Urban Linkages" by Dr. Nerlita M. Manalili, Head, Agro-industrial Development Program, SEAMEO-SEARCA, the Philippines;
- "Rural Industrialization: The Philippine Experience" by Ms. Zenaida Cuison Maglaya, Assistant Secretary, Regional Operations, Department of Trade and Industry, the Philippines; and
- "Promoting Rural Non-farm Enterprises for Employment Generation and Rural Development" by Prof. Dr. Tongroj Onchan, President, MERI, Thailand.

The book should be useful to those interested in studying rural non-farm sector employment in Asia and the Pacific or with responsibility for employment generation.

The APO has uploaded a number of e-books to its Web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)). Some are also available in hard copy, while others, including *Non-farm Employment Opportunities in Rural Areas in Asia*, are available only in the e-edition.

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](mailto:ipr@apo-tokyo.org)

## COMMON SENSE TALK



"The dramatic modernization of the Asian economies ranks alongside the Renaissance and the Industrial Revolution as one of the most important developments in economic history."

*Larry Summers*

"Nothing is too wonderful to be true, if it be consistent with the laws of nature."

*Michael Faraday*

"Our standard of living is completely dependent on how we treat the environment."

*Jean-Michel Cousteau*

"A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better."

*Jim Rohn*

"Talent develops in quiet places, character in the full current of human life."

*Johann Wolfgang von Goethe*

"The time for action is now. It's never too late to do something."

*Carl Sandburg*

"The bitterness of poor quality remains long after low pricing is forgotten."

*Leon M. Cautillo*

"Fast is fine, but accuracy is everything."

*Wyatt Earp*

"Not too long ago, if you did 75% of the things you did right, it was okay. Now, if you don't do 98% of those things right, some competitor will eat you for lunch."

*John Spoelhof*

"Ability will never catch up with the demand for it."

*Malcolm Forbes*

# Subregional GP project for six NPOs

The APO has organized Green Productivity (GP) promotion missions to most of its member countries in the past, and subsequently GP programs have been launched by many NPOs. However, some NPOs have yet to embark on their own GP programs. The Environment Department of the APO Secretariat therefore designed a subregional project to help NPOs from Bangladesh, Laos, Mongolia, Nepal, Pakistan, and Sri Lanka to learn from the experiences of others, primarily from the National Productivity Council (NPC) of India as the regional mentor, and jump-start their GP programs. Initially, the six participating NPOs are expected to implement a GP demonstration project (GPDP) during 2004 in an area that is strategically important for the sustainable economic development of their respective countries as well as for the subregion.

To launch this program, a planning meeting of the participating NPOs and their relevant partner organizations was organized in New Delhi, India, 17–20 May 2004, in collaboration with the NPC India. Sixteen representatives attended. Experts from the NPOs of India, Malaysia, and Vietnam were deputed to this meeting to share their experiences in launching and implementing GP programs.

The meeting also included presentations from the six NPOs on their strategic plans and GPDP proposals. The presentations made by the NPO representatives on the SWOT analysis of GP activities and programs in their respective countries, along with strengths and weaknesses expected to affect GPDP implementation, were peer reviewed and then deliberated on by the meeting.

Another important part of the meeting was the debut demonstration of the APO's e-Learning Portal. APO Senior IT Program Officer Mukesh Bhattarai made a presentation via videoconferencing and the Internet from the APO Secretariat in Tokyo. This successful demonstration revealed the numerous useful features of the system, which can greatly facilitate inexpensive networking among NPOs and between NPOs and the Secretariat and the organization of future e-learning projects.

The meeting clarified the current situation with regard to linkages between the productivity movement and environmental management in the host-mentor India, the six participating member countries, and the subregion. It provided a platform for strategic planning for GP promotion, demonstration, and dissemination in each country and at the subregional level. Experience sharing with other NPOs on specific issues related to GPDP planning, proposal preparation, and project management was an integral element of the meeting.

After the SWOT analysis and presentations, the participating NPO representatives expressed interest in initiating GPDPs in the following areas deemed important to sustainable national economic development:

1) Bangladesh will focus on the areas of biogas and renewable energy sources in communities.

- 2) In Laos, biogas and renewable energy sources in communities (especially using gasifier technology) GPDPs would also be feasible.
- 3) The National Productivity and Development Center of Mongolia expressed interest in a GPDP on appropriate technology for water hardness removal.
- 4) A GPDP in the dairy industry was suggested by Nepal.
- 5) Pakistan needed more time to select a possible topic, since only one representative was able to attend the meeting, although microhydro power plants were identified as a potential project area.
- 6) The Sri Lankan representatives indicated that a GPDP on value creation from municipal solid waste with a further link to rural eco-business development would be useful.

The APO Secretariat is now undertaking follow-up discussions with the six NPOs to turn their project concepts into concrete plans for implementation in coming months. ☺

## New APO Chairman and Vice Chairmen



(L-R) Mr. Lakshmi Chand, Mr. Brian Singh, and Dr. Jung-Chiou Hwang

The 46th Session of the APO Governing Body elected Mr. Hsu Sheng-Hsiung, APO Director for the Republic of China (ROC), as the APO Chairman for 2004/2005; Mr. Brian Singh, APO Director for Fiji, as the First Vice Chairman; and Mr. Lakshmi Chand, APO Director for India, as the Second Vice Chairman. As Mr. Hsu was unable to attend the GBM, APO Alternate Director for ROC Dr. Jung-Chiou Hwang served as Acting Chairman on his behalf.

## Yogyakarta welcomes APO Governing Body ..... (Continued from page 1)

He next commented on entrepreneurship in the APO region, saying that when some entrepreneurs achieve success in the initial years of their business endeavors they assume that the good times in their business will never end. Most are not prepared for a reversal of fortune in their situation due to unforeseen external developments, like the recent East Asian financial debacle. He stressed that entrepreneurs, especially the younger ones, should aggressively leverage their investments, dramatically improve system productivity, and significantly reduce costs and delivery time. Only in this way can they make their entry into the vast markets in developed countries with confidence.

In his welcome address, Mr. Kirnadi, APO Director for Indonesia, said that the GBM would benefit enormously future productivity promotion and development in member countries. He added that the attendance of observers at the meeting would enable the extension of cooperation from among APO member countries to include countries and organizations outside the APO. Mr. Kirnadi further said that Indonesia had gained much from the support and assistance provided by the APO Secretariat and other member countries. He expressed the hope that the APO would continue to facilitate the exchange of information among member countries for the greater success of their productivity promotion efforts.

Mr. Paku Alam IX, Vice Governor of Yogyakarta, bade the delegates a warm welcome to his city. He cited a study by Prof. René Lysloff of the Department of Music, University of California, which examined the collision of modernity and tradition in present-day Yogyakarta, and how new technologies and media have changed Javanese culture into a local articulation of global technoculture. In inviting the delegates to see as much of Yogyakarta as possible, Mr. Paku Alam said that they were free to come to their own conclusions about Yogyakarta life and culture.

Mr. Paku Alam commented that the challenges facing the APO would be more complex than those of the past four decades. He believed that the three strategic pillars of the APO—strengthening competitiveness, harmony between productivity and the environment, and social fairness—should be accorded their own place and responsibility in combating emerging socioeconomic difficulties. Mr. Paku Alam expressed the hope that the GBM would yield new insights on how to respond proactively to the challenges he mentioned.

Dr. Dorodjatun Kuntjoro-Jakti, in his inaugural address, said that APO member states had recognized the importance of productivity in national development and that they were seeking various ways to increase productivity in all sectors. He added that the promotion of productivity was one of the APO's major achievements. Over the years, it has incorporated advances in the understanding of the determinants of productivity, including knowledge and IT. This shows that the productivity concept is dynamic and not static. The Minister pointed out that increased competition, internationalization and sophistication of markets, changing production-distribution systems, the global quest for decent work, and rising concerns over social, health, and environmental issues are making productivity even more important. In light of these challenges and to increase national productivity and living standards, the Minister called for new concepts and approaches in productivity improvement; the sharing of gains; broad-based improvement in education, health, and nutrition; support for economic activities at both micro and macro levels from policies and programs that accelerate productivity; encouragement of social dialogue and partnerships at national and enterprise levels; and strengthening institutional governance.

The Minister commented that the key to Indonesia catching up with the more advanced economies was through improving the productivity of farmers, workers, and enterprises. Although a long journey lies ahead, Indonesia will maximize its capabilities and strengths and synergize all parties and potentials to achieve higher national productivity. The Government of Indonesia, he added, was supportive of instilling a productivity culture in business, the bureaucracy, educational institutions, and all other sectors.

In concluding his address, the Minister expressed the hope that the GBM, in its discussion on policies and strategies, would take into account global issues, current and new challenges, and the specific circumstances of member countries. He then declared the 46th Session of the APO Governing Body open.

The Governing Body elected Mr. Hsu Sheng-Hsiung, APO Director for the Republic of China, as the APO Chairman for 2004–2005. The two Vice Chairmen are APO Director for Fiji Brian Singh and APO Director for India Lakshmi Chand. A new Secretary-General was appointed, Mr. Shigeo Takenaka of Japan, who will take office in September this year when Mr. Takashi Tajima completes his second and final term as Secretary-General. ☉



After a hiatus of one year, the result of using select non-winning but still gorgeous photos from the 2002 contest in the APO 2004 calendar, the APO photo contest is back. This year's theme is "Conserve Resources: Reduce, Reuse, Recycle." As in previous contests, participation is open to nationals of APO member countries only and the closing date for submission of entries, limited to three per person, is 15 October 2004. Publicity flyers, which provide the rules of the contest and an entry form, are available from the national productivity organizations in APO member countries and on the APO Web site at: [www.apo-tokyo.org](http://www.apo-tokyo.org). As a special service to APO News readers, we are enclosing a copy of the flyer just for you. We hope that you will participate and win one of the attractive prizes. Winners will be notified directly by the APO in November 2004. An announcement will also be placed in the November 2004 issue of this newsletter as well as posted on the APO Web site.

Twelve tempting prizes are waiting to be won. The Gold Prize (one only) carries a cash award of US\$750.00, plus certificate and digital camera. There will be two Silver Prizes and each comes with a certificate, digital camera, and US\$500.00 cash award. For the three Bronze Prizes, apart from the certificate and digital camera, the cash award is US\$300.00. In addition, there are six Special Prizes of a certificate and digital camera each. The digital cameras are donated by Fujifilm, one of world's top three camera makers.



# p-Experts deputed by the APO

## INDIA

The following were deputed to serve as resource persons in the study meeting on Change Management in an Economy of Speed, 22–25 June 2004: **Mr. Thomas Sy**, Professor, College of Business Administration, Department of Management/Human Resources Management, California State University, USA; **Mr. Risaburo Nezu**, Senior Executive Fellow, Economic Research Center, Fujitsu Research Institute, Japan; and **Ms. Zainiah Nik Ab. Rahman Nik**, Deputy Director-General, National Productivity Corporation, Malaysia.

## INDONESIA

**Mr. Izani bin Ishak**, Consultant, Policy Research Division, Macro Analysis Unit, National Productivity Corporation, Malaysia, and **Ms. Roslina Mohd. Isa**, Manager, Policy Research Division, National Competitiveness Unit, National Productivity Corporation, Malaysia, were deputed to conduct TFP Training of Trainers and TFP Calculation & Analyses for NPO Indonesia, 21–24 June 2004.

## ISLAMIC REPUBLIC OF IRAN

**Mr. Shuichi Yoshida**, President, GTR Institute International, Japan, was deputed to provide advisory service to Takcelam Co., a demonstration project, 12–16 June 2004.

**Mr. Zainal Abidin Bin Ahmad**, Vice President, Business Excellence Centre, Academy & Consulting Group, PSB Corporation, Singapore, was deputed to provide technical expert services in the Fifth Quality Managers Conference, 4–7 July 2004.

**Dr. Leong Yueh Kwong**, Director, Socio-Economic and Environmental Research Institute, Malaysia, and **Mr. Krishnan Kittappa**, Consultant, India, were deputed to conduct a workshop and seminar for the Institute for Productivity and Human Resources Development, 10–15 July 2004.

## REPUBLIC OF KOREA

**Prof. Mak Yuen Teen**, Associate Professor, Business School, National University of Singapore, Singapore, was deputed to serve as a resource person in the symposium on Impact of Corporate Governance on Productivity, 6–9 July 2004.

## LAOS

**Mr. Yasuhiko Iwaoka**, Senior Consultant, Iwaoka R&C, Japan, and **Mr. Shigetsugu Namiki**, President, Namiki Management

Consulting, Japan, were deputed to provide training on New Model Company Building, 12–16 July 2004.

## MONGOLIA

**Mr. Burt Lum**, President, Mindwind Labs, USA, was deputed to provide technical expert services in the training course on Marketing and Advertisement in the Service Sector, 22 June–2 July 2004.

**Prof. Jisoo Yu**, Dean, School of e-Business, College of Economics and Business, Kookmin University, Republic of Korea, was deputed to provide Development of Balanced Scorecard Consultancy Services to the NPDC Mongolia, 5–15 July 2004.

## NEPAL

**Dr. Shuei Wan Juang**, Chairman, Department of Mechanical and Marine Engineering, National Taiwan Ocean University, Republic of China, was deputed to provide technical expert services in the workshop on Machine Manufacturing, 4–9 July 2004.

## PHILIPPINES

**Dr. Manuel S.J. de Leon**, Consultant, Philippines, and **Dr. Ajit P. Maru**, Consultant, India, were deputed to serve as resource persons in the seminar on Information Networking for Enhancing Agricultural Productivity and Competitiveness, 19–23 July 2004.

**Dr. Luis Ma. R. Calingo**, Dean, College of Business Administration, California State University, USA, was deputed to provide technical expert services in the training course on Calibration of PQA Assessors and Judges on 2003 Malcolm Baldrige, 7–17 June 2004.

The following were deputed to serve as resource persons in the workshop on Green Productivity and Industrial Ecology, 21–25 June 2004: **Prof. Anthony Shun Fung Chiu**, Professor, Environmental Management, Graduate School of Business, De La Salle University, Philippines; **Mr. Valdemar Christensen**, Project Manager, Delo Consulting, Denmark; and **Mr. Jiro Hiratsuka**, Technical Officer, Policy Planning Division, Waste Management and Recycling Department, Ministry of the Environment, Japan.

## SINGAPORE

**Mr. Michael Baker**, Consultant, Independent Retail Research, USA, and **Dr. Seung-Ho Ahn**, Professor, Soongsil University, Republic of Korea, were deputed to serve as resource persons in the symposium on Industry Cost Structure: Competitiveness of the Retail Sector, 20–22 July 2004.

The following were deputed to serve as experts in the survey of Water Resources Management and Green Productivity Practices, 14–15 July 2004: **Prof. Tay Joo Hwa**, Head, Division of Environmental and Water Resources Engineering, School of Civil and Structural Engineering, Nanyang Technological University, Singapore; **Mr. Wei-Fuu Yang**, Chief Engineer, Water Resources Agency, Ministry of Economic Affairs, Republic of China; **Dr. Sung Kim**, Director, Sustainable Water Resources Research Center, Republic of Korea; **Dr. Lope Ratio Villenas**, Chief Water Resource Development Officer, National Water Resources Board, Philippines; **Mr. Surapol Sodsoon**, Policy Analyst and Planning Officer, Department of Water Resources, Thailand; **Dr. Le Quy An**, Science Advisor, Ministry of Science and Technology, Vietnam; **Mr. Chian Wui Chang**, Senior Engineer, Public Utilities Board, Singapore; **Dr. Kazi Ali Azam**,

## Program calendar

### Islamic Republic of Iran

Training Course on SMEs and the Internet in Service Industries, 2–6 October 2004.

### Japan

Web-based Training Course on Transition to ISO 9001:2000 QMS—A Paradigm Shift, 6–24 September 2004.

Workshop on Green Productivity and Green Purchasing/First World Conference on Green Purchasing, 5–8 October 2004.

Seminar on Prospects and Regulatory Framework of Biotechnology: With Special Focus on Genetically Modified Crops, 3–11 November 2004.

### Singapore

Symposium on Water Resources Management and Green Productivity, 5–7 October 2004.

Study Meeting on Enterprise Innovation and Value Creation for Higher Growth, 26–28 October 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](http://www.apo-tokyo.org).*

Deputy Managing Director, Dhaka Water Supply and Sewerage Authority, Bangladesh; **Prof. Dilip K. Biswas**, Adviser, National Task Force on Interlinking of Rivers, Ministry of Water Resources, India; **Mr. Abdolrahim Salavitabar**, Head, Water Resource Section, Water Research Institute, Islamic Republic of Iran; and **Mr. Birendra Man Shakya**, Division Chief, Environment, Resettlement and Social Development Division, Melamchi Water Supply Development Board, Nepal.

## SRI LANKA

The following were deputed to serve as resource persons in the seminar on Promoting Capacity Building for Sustainable Agriculture, 21–26 June 2004: **Dr. Tso-Kwei Peng**, Professor, Graduate Institute of Business Administration, Taichung Healthcare and Management University, Republic of China; **Dr. C.M. Wijayarathna**, Institutional Development Specialist and Natural Resources Economist, Sri Lanka; **Dr. Peter A.C. Ooi**, Chief Technical Adviser, FAO Regional Office for Asia and the Pacific, Thailand; and **Mr. Daman Prakash**, Director, Participatory Management Development Advisory Network, India.

## THAILAND

**Prof. Tor Hundloe**, Director, Environment Program, University of Queensland, Australia, and **Dr. Suporn Kootatep**, Consultant, Norway, were deputed to serve as resource persons in the workshop on GP for Medical Waste Management, 12–16 July 2004.

## APO/NPO update

### New APO Liaison Officer for Fiji

**Mr. Taito Waqa**, Deputy Secretary, Ministry of Labour, Industrial Relations and Productivity, was appointed as the new APO Liaison Officer for Fiji w.e.f. 23 June 2004, in place of Mr. Saverio Balaikanecca.

### New APO Alternate Director for Pakistan

**Mr. Abdul Rauf Khan**, Joint Secretary (Investment & Finance), Ministry of Industries and Production, was appointed as the new APO Alternate Director for Pakistan w.e.f. 18 June 2004, in place of Mr. Fazal-I-Qadar.



## Reports from NIPO

### 11th anniversary celebration

The National Iranian Productivity Organization (NIPO) celebrated its 11th anniversary on 24 May 2004 with a national conference on productivity growth and sustainable development. It was inaugurated by Iranian Vice President Dr. Hamid Reza Baradaran Shoraka, who gave an address on “The 20-year panorama and the role productivity plays in economic development plans.” He underlined the importance of total factor productivity (TFP) to the national economy and suggested that it should be included in the development plans of the administrative organizations at both the national and provincial levels. He also called for the establishment of a national productivity award. NIPO Vice Chairman and APO Alternate Director for Iran Dr. Ghasem Ansari Ranani told the meeting that the Fourth Five-Year National Development Plan of Iran will have a TFP component as it has a considerable role in increasing national economic growth. In supporting the Vice President’s call for promoting TFP in administrative organizations and establishing a national productivity award, he added that Iran should endeavor to achieve a labor, capital, and TFP growth of 3.5%, 1%, and 2.5%, respectively.



Vice President Dr. Hamid Reza Baradaran Shoraka speaking at the conference

APO Secretary-General Takashi Tajima’s congratulatory message to NIPO was read out at the conference by APO Liaison Officer for Iran Dr. Mahmood Ghanizaedeh. He said that productivity is about putting national resources to optimal use and maximizing returns from them. “This is essential to realizing national economic objectives, creating national wealth, increasing business competitiveness, and improving the quality of life of the people. The pursuit of higher productivity should become a fundamental part of the national development agenda and work culture of the people if its gains are to be maximized for the benefit of all concerned.” This requires the concerted effort of everyone in the society, from the homes and schools to factories and offices, he added.

Other speakers and their presentation themes were: Mr. Seyed Mohammad Ebrahim Alavi, Head, Kerman Research and Planning Organization: provincial development and productivity; Dr. Morteza Imani Rad, Member of the Scientific Board, Industrial Management Organization: competitiveness and

productivity; Mr. Reza Ashraf Semnani, Vice Chairman, Planning, Development and Technology Department, Ministry of Industry and Mines: productivity in industry and mines and national productivity; and NIPO Supervision and Planning Director Faghihi: NIPO’s mission.

### Program Exchange Network Initiative

In November 2002, NIPO launched its Program Exchange Network Initiative (PENI). Patterned after the APO, which NIPO considers to be the most successful organization in developing productivity exchange networks, the objective of PENI is to share and disseminate information on productivity improvement tools that were successfully applied in at least three governmental administrative organizations. This is achieved by organizing seminars. Five have been held so far and attended by at least 400 experts and executives from more than 15 ministries.

PENI is overseen by a council of secretaries of productivity committees in administrative organizations of Iran. Six broad seminar thrust areas have been identified: Management of reconstruction projects; Management of technology and innovation; Privatization; Entrepreneurship; Lean production; and Promotion management. The latest seminar, held in January 2004, dealt with “Focus-PDCA.” It highlighted process improvements in Iran’s northwest railway services. Earlier seminars covered: 1) Lean thinking and its application in the service sector; 2) 5s; 3) Sports employment and job creation; and 4) GDPDP findings on improvement in the pistachio industry. Some anticipated future seminar themes are: Productivity promotion techniques; Energy consumption standardization in the industry sector; Business process reengineering in higher education; and e-Bidding for transportation projects.

An administrative organization wishing to conduct a PENI seminar must show its proven capability in any of the six thrust areas. A committee comprising three members of the council of secretaries of productivity committees will conduct an audit of its performance record and advise on its suitability.



Participants of 2004 PENI seminar