



Harnessing private-sector experience in Green Productivity

The APO launched the Green Productivity (GP) Program in 1994 as a strategy for corporations, farms, and communities to realize the dual objectives of productivity improvement and environmental protection for sustainable growth and development. Numerous GP demonstration projects were implemented to prove, very successfully, that it is possible to integrate these two seemingly conflicting objectives to achieve better product competitiveness and a better quality of life for the people.



Meeting in progress

The initial APO GP promotional and capacity-building initiatives were supported largely by governments and institutions—local, regional, and international—including academia. The APO GP Program is now at a stage where it was felt that there should be more intensive private-sector participation. Private-sector corporations, particularly the multinationals, have extensive environmental management experience. Some are pioneering new management systems, while others are at the cutting edge of environment-related technology. As a start for involving the private sector in the Asia-Pacific region in the APO GP Program, the APO Secretariat held a high-level consultative meeting with representatives from 16 major Japanese corporations in Tokyo, 3 June 2002, to solicit their views on how Japanese companies could share their GP experiences with APO member countries, the nature of contributions that they expect from these countries, and suggestions for future APO activities. The meeting was also attended by representatives from the Japanese Ministry of Environment and the Japan Productivity Center for Socio-Economic Development.

APO Secretary-General Takashi Tajima gave the opening address in which he expressed the hope that important ideas would emerge from the meeting for incorporation in the APO GP Program to enhance its benefits to Japan and other APO member countries.

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Volume 32 Number 8
August 2002

“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

James Baldwin

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Published by
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Trends

The US economy and workplace are struggling to find solid footing in a very unpredictable national economy. The twists and turns emanating from the challenges facing US business have placed in sharp relief a number of issues that are both the cause and effect of the US's new economy. Some of these issues give cause for optimism, while others are downright discouraging.

Productivity continues its winning streak

The first three months of 2002 saw an 8.4 percent increase in productivity, the biggest gain in two decades. The last quarter of 2001 witnessed an eye-catching 5.5 percent rise in productivity, and unit labor costs fell by 5.4 percent. These figures give Federal Reserve Board Chairman Alan Greenspan cause for celebration. It has always been Greenspan's contention that technological innovation has and will lead to continued gains in productivity. That this robust productivity performance came on the heels of a recession, albeit brief, impresses both policymakers and economists and is the jewel in an otherwise tarnished national economic picture. Evidence is piling up that a structural change has occurred in the US labor markets that will continue to boost productivity. Labor is now unprecedentedly flexible (see below). This flexibility gives business a trump card to play in times of economic uncertainty.

Ouch! Productivity can hurt

Despite the superlatives hurled at the productivity reports, there is a fear factor at play. One management consultant puts it this way, "If productivity slips, get more whips. If profits slump, make them jump." In other words, given the surplus of qualified workers, people are desperate to keep their jobs. How desperate? Reports from survivors of recent layoffs are claiming 110 percent effort does not suffice. Management is looking for 120 or 150 percent

increased effort. Anything less has workers looking over their shoulder hoping to avoid the axe.

"Managers, often preoccupied with quantitative goals, miss the point in enhancing productivity. They drive people by the numbers. This invites a mechanical response, not an innovative one that could improve productivity."

Other management strategies in play are more hours of work at no increase in pay by classifying people as management rather than hourly employees, or tying pay to a company's performance or even the client's performance, and increasing dependence on a "just-in-time" temporary workforce. White-collar workers are seeing a 10 to 15 percent increase in their workweek. Labor is becoming the key variable cost in surviving the current economic downturn. Layoffs are no longer the last gasp of a failing company. They now represent a standard business practice to meet short-range revenue goals. The warning is already out, however, that workers have long memories and the companies that can lay claim to treating employees as valuable partners, rather than commodities, will prosper when labor markets loosen up.

Et Tu, Martha Stewart?

The media and the politicians are not pulling any punches in describing the betrayal of country and investors by some of America's biggest companies. The economic debacle typified by the Enron bankruptcy has unleashed such pejorative vocabulary as "sleazy, deceitful, and out and out criminal." The icing on the cake, however, was when the sometimes called "goddess of goodness" and icon of US culture and hospitality, Martha Stewart, unloaded 4,000 shares in ImClone the day before the stock tanked on news its newest drug

failed to gain government approval. A chorus of cries suggesting insider trading has led to numerous official investigations. The affair, plus other pending stock and accounting fraud cases, led *The Wall Street Journal* to claim that the breadth of corporate malfeasance is more widespread today than at any time since the Great Depression. The Enron collapse cost investors \$70 billion, not to mention the thousands of workers who lost their jobs. The American worker is key to the rise in US productivity. Hats off to technological innovation, but the productivity success story is indebted to a committed US workforce that deserves better. Move over Martha Stewart; make room for WorldCom with its \$4 billion accounting error. WorldCom layoffs are estimated at 17,000.

The non-managing manager

Workers do not like to be managed. That is the conclusion of two management specialists who say that willingness to risk failure is the key to success. Most managers prowl the hallways with carrot and stick. Failure begets the stick and employees soon shut down their creativity to avoid censure. Peter M. Senge, founder of the Center for Organizational Learning at MIT's School of Management, proposes that managers cannot create change and often block innovation. Change and innovation require failure, says Senge, and what employee is going to risk failure in a climate of managerial intimidation? Productivity, according to Senge, is dependent on workers who trust and help each other, share problems, and tolerate mistakes. Managers, often preoccupied with quantitative goals, miss the point in enhancing productivity. They drive people by the numbers. This invites a mechanical response, not an innovative one that could improve productivity. Joan Magretta in her book *What Management Is* suggests that "the real insight about managing people is ultimately you don't. The best performers are people who know enough and care enough to manage themselves."

..... by Michael Manson



Wireless coffee

A new technology is afoot that allows you to leave your laptop wires at home and still get the job done, at the coffee shop no less. Wireless Fidelity (Wi-Fi) are small area networks covering roughly a thousand square feet that can be accessed with an \$80 dollar network card added to your laptop. Wi-Fi connects you to the Internet at speeds 200 times faster than a dial-up modem. There is a plebeian appeal to the technology as it bypasses the communications heavyweights and can often be accessed for free through community networks. Areas of Wi-Fi accessibility are called "hot spots." Some 75 community hot spots are in play today, with many more planned by civic and neighborhood groups. Real growth, however, will be paid access at hotels, airports, offices, and homes. It is estimated that 45 million laptops will be Wi-Fi capable by 2004. In offices where Wi-Fi has been adopted, double-digit increases in productivity are being reported. For café latte lovers, the good news is that 4,000 Starbuck's coffee shops will be Wi-Fi ready by 2003. ☺

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

From the SECRETARY-GENERAL'S Schedule

July 2002

4 July

APO Secretary-General Takashi Tajima paid a courtesy call on Japan's Minister for Environment, Mr. Hiroshi Ohki.

12-17 July

Official trip to Sri Lanka

During his visit, Secretary-General Tajima paid courtesy calls on the following cabinet ministers and had extensive discussions with them:

- Mr. Mahinda Samarasinghe, Minister for Employment and Labour,
- Mr. S.B. Dissanayake, Minister for Agriculture and Livestock,
- Mr. Rohitha Bogollagama, Minister for Industries, and
- Mr. Mohammad Mahroof, Minister for Urban Public Utilities.



Secretary-General Tajima with Minister Rohitha Bogollagama

The Secretary-General also spoke at the opening of the APO seminar on "Knowledge Management for Corporate Decision-Making," Colombo, 15-19 July.

22 July

Hosted a welcome luncheon for participants in the APO seminar on "Value-Added Analysis and Corporation Management for SMEs," Tokyo.

30 July

Received Ms Liana Bratasida, Deputy Minister for Environmental Conservation, State Ministry of the Environment, Indonesia, who paid a courtesy visit to the APO Secretariat.



Secretary-General Tajima and Minister Liana Bratasida (R)



ENHANCING COMPETITIVENESS THROUGH PEOPLE AND VALUE CREATION

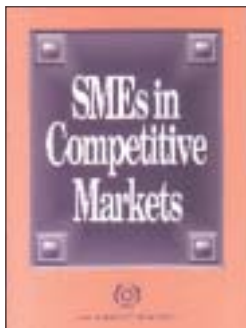
APO 133 pp 2002 ISBN 92-833-2324-6

As 2001 was the 40th year of the APO's founding and the 20th anniversary of the productivity movement in Singapore, the APO and the Singapore Productivity and Standards Board (PSB; now SPRING Singapore) teamed up to organize the International Productivity Conference (IPC) 2001 as a joint commemorative celebration. It was

held in Singapore, 2-4 October, with the theme "Productivity in the New Millennium—Enhancing Competitiveness through People and Value Creation."

This publication is a compendium of all the presentations made at the conference and the addresses delivered at the inaugural and the closing sessions, including those by Mr. Lim Hng Kiang, Singapore's Minister for Health and Second Minister for Finance; Mr. Lim Boon Heng, concurrently APO Chairman and PSB Chairman; and APO Secretary-General Takashi Tajima. Among the 23 distinguished speakers at the IPC who challenged the 300 delegates to make a difference in their work were: Dr. Don Edward Beck, National Values Center, Inc., USA; Mr. Shinji Fukukawa, Dentsu Institute for Human Studies, Japan; Ms Debra Amidon, Entovation International Ltd., USA; Mr. William K. Shireman, Global Futures, USA; Mr. Paul Hawken, Groxis, Inc., USA; and Prof. Muhammad Yunus, Grameen Bank, Bangladesh.

Apart from the five plenary session papers, the rest were categorized under the three sub-themes of Competitiveness, People, and Value Creation. Among the varied topics covered by the speakers were: Value creation in changing times; Breakthrough: key factors for competitiveness; The innovation highway: 7Cs of knowledge leadership; Partnership with communities for poverty reduction; Half the population in the world cannot contribute their productivity; Creating a world-class knowledge organization; Farmers' productivity and value-chain improvement in the food industry; Biomedical sciences in the 21st century; and Natural capitalism: creating the next Industrial Revolution.



SMEs IN COMPETITIVE MARKETS

APO 378 pp July 2002 ISBN 92-833-2327-0

Rapid changes in the economic environment over the last two decades are having a significant impact on the way SMEs conduct business. Globalization, the spread of free trade, and the phasing out of tariff barriers are causing SMEs to lose their once-protected domestic markets. They now have to compete against the best in the world. At the same time, these changes are opening up tremendous business and market opportunities for them. For example, the liberal-

ization of financial markets has made attractive low-cost funding options available. Moreover, information technology and e-commerce are leveling the playing field for SMEs as they strive to compete against the larger corporations. It is therefore important for SME entrepreneurs to identify winning strategies for their particular business. It is also the government's responsibility to strengthen their capabilities so that they can survive and prosper in the long run.

In light of this, the APO conducted a regional survey of SMEs to determine the types of public-support schemes and corporate strategies that are most effective in enabling them to improve their productivity and competitiveness in the changing business environment. Fourteen APO member countries took part in the survey. This publication is a compilation of the survey reports prepared by the national experts of the participating countries. They offer insights and information that are useful to all those who are involved in the development and strengthening of SMEs.

For order and inquiry on APO publications and videos, please contact the Information and Public Relations Department, Asian Productivity Organization, Hirakawa-cho Dai-ichi Seimei Bldg. 2F, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Phone number: (81-3) 5226-3927, Fax: (81-3) 5226-3957, E-mail: ipr@apo-tokyo.org

COMMON SENSE TALK



"This is very important. Leaving clarity behind to get speed is abdication. As leaders, we've got to be clear and focused."

Matt Kissner

"In a lot of people's minds, making the complex clear means you just dump information on everybody. That simply adds to the confusion."

Nigel Holmes

"It is possible to identify and prepare for the future that has already happened."

Peter Drucker

"Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so."

Douglas Adams

"I am not smart, but I like to observe. Millions saw the apple fall, but Newton was the one who asked why."

Bernard M. Baruch

"The man who makes no mistakes does not usually make anything."

Edward Phelps

"Not everything that is faced can be changed, but nothing can be changed until it is faced."

James Baldwin

"When you handle yourself, use your head. When you handle others, use your heart."

Donna Reed

"Information is generally what triggers management insights and starts ideas flowing."

Jean-Philippe Deschamps

The Secretary-General's annual report (part two)

In the July 2002 issue, the APO News carried a story on the annual report of Secretary-General Takashi Tajima to the 44th Session of the APO Governing Body, Kuala Lumpur, Malaysia, highlighting the accomplishments of the APO in 2001. In this second and final part of the article, the APO News looks at the Secretary-General's future view of APO activities.

Secretary-General Tajima started with knowledge management (KM), a thrust area of the APO. He said that the KM Program has two important missions: to propagate the KM concept in APO member countries and to build the NPOs' capabilities in KM so that they can become lead agencies in the creation of knowledge workers and in increasing the productivity of their respective countries.

The APO GP Program was launched in response to the Rio Earth Summit in 1992. Now, ten years later in August/September 2002, the second World Summit on Sustainable Development (WSSD) will be held in Johannesburg, South Africa. The Secretary-General said that the APO will participate in the WSSD as it provides an excellent opportunity to showcase the accomplishments of the GP Program and to become acquainted with the emerging issues and challenges. A number of side events will be held in collaboration with the Asian Development Bank, the Vietnamese Government, and the Regional Institute for Environmental Technology. Secretary-General Tajima further stated that as a follow-up to the WSSD, the APO will organize the Second International Conference on Green Productivity in Manila, the Philippines, in December 2002.

The ICD Program, Secretary-General Tajima said, will be further improved based on the report of the external evaluator. The achievements of country-specific programs such as demonstration projects will be documented for wider dissemination, and collaboration with other developmental organizations, NGOs, and civil society will be

strengthened for more effective program implementation, he added.

The Secretary-General emphasized that the APO will continue to mobilize its resources to strengthen the NPOs. "NPOs should continuously transform themselves not only to keep pace with the changes but to stay ahead of them." He commended the strong mentoring support provided by the more advanced NPOs to their other colleagues to help them jumpstart their journey toward excellence. This, he said, is tangible proof of the APO's spirit of mutual cooperation among its members.

Turning his attention to the APO Agriculture Program, the Secretary-General pointed to two key issues that the APO will address. One is increasing the competitiveness of agricultural products to meet the challenges of globalization and trade liberalization. Among the measures being considered are product diversification, value addition, improvements in food processing and marketing, and the application of IT. The second issue is promoting the incorporation of social and non-economic goals, like poverty alleviation, rural development, and environmental protection, in national development plans. He indicated that the APO will step up its efforts to strengthen institutional linkages between NPOs and relevant agricultural agencies and to reinforce collaboration between agricultural and other programs.

In view of the current adverse economic situation and the consequent reduction in contributions to the APO, particularly from Japan, the largest donor to the APO, Secretary-General Tajima

pointed out that the Secretariat has been rigorously reviewing its financial position to make the most effective use of funds in the implementation of 2003 and 2004 programs. He expressed the hope that Japan and the other member countries would offer further support to the APO for the benefit of all member countries and the region as a whole.

Expressing his gratitude for the kind support and cooperation received from other international and regional organizations, national and local governments, and NGOs in upgrading the quality and contents of APO programs, Secretary-General Tajima stressed the need to expand the scope of this collaboration further to achieve greater excellence in APO programs.

He concluded his report by suggesting the need for the APO to adopt a bifocal approach to program planning. "On the one hand, member countries need to adapt to emerging economic realities at the global level and, on the other, they should also remain focused on the fundamentals of productivity." APO projects are divided into three categories: A, B, and C. Projects in Category A, which constitute the majority, are open to all member countries and those in Category B are for selected member countries that share a common interest in a specific topic. Category C projects are those conducted by member countries and open for participation by the others. Under the bifocal approach proposed by the Secretary-General, more Category B and C projects will be sponsored by the APO to strengthen productivity strategies and programs at the country and sub-regional levels. 🌀



The delegates to the 44th GBM

New NPO and productivity policy for Sri Lanka

On 15-19 July 2002, Sri Lanka hosted the APO seminar on “Knowledge Management for Corporate Decision-making.” Nineteen participants from 11 APO member countries took part. The chief guest at the inaugural session was the Sri Lankan Minister for Employment and Labour, Mr. Mahinda Samarasinghe. Among other dignitaries present were APO Secretary-General Takashi Tajima and Mr. Bradman Weerakoon, Secretary to the Prime Minister of Sri Lanka. The Minister, in his address to seminar participants and guests, made two key announcements: the establishment of a new national productivity organization (NPO) and the introduction of a gain-sharing productivity policy.

Minister Mahinda Samarasinghe told the meeting that the productivity portfolio had been transferred from the Ministry of Industries to the Ministry of Employment and Labour. The reason for the change was the Labour Ministry’s close working relationships with employees, employers, and the government, important stakeholders in a national productivity program. “We have specific responsibility not only to the government but also to the employees and the employers of this country. So it is in this context that the Prime Minister thought that this ministry should handle the subject of productivity.”

With this change, a National Productivity Secretariat was established in the Ministry of Employment and Labour to replace the National Institute of Business Management as the NPO of Sri Lanka.

Minister Samarasinghe also announced that a national productivity policy will be introduced, with expert input provided by USAID. It will be one that is acceptable to all players, he added. To achieve this, the government embarked on a consultation process with the people, which, according to the Minister, was a very novel approach

in shaping national policy. It takes the form of a specially created Internet Web site on the subject, which was presented in the three national languages, to solicit the views of the people. This was communicated to schools, industry groups, trade unions, and civil societies through newspapers, electronic media, and the print media. Sri Lankan communities overseas were informed by their diplomatic missions. “More than 1000 people have visited the Web site and shared their views. Academia, trade unions, and civil societies have responded,” the Minister said.



Minister Mahinda Samarasinghe addressing the APO seminar

Minister Samarasinghe added that Sri Lanka cannot achieve high economic growth unless productivity is enhanced. However, productivity improvement can only be sustained if the gains made are shared by all concerned. For this reason, the Minister pointed out, this gain-sharing principle will be embodied in the national productivity policy. ☺

New Senior Officer in APO Secretariat

The APO Secretariat welcomes Mr. Takuki Murayama as a new staff member. He has been appointed as Senior Program Officer, Environment Department, and Counselor for Industry Projects from 1 August 2002.



Mr. Murayama had a distinguished career with the Ministry of Economy, Trade and Industry (formerly the Ministry of International Trade and Industry) of Japan, which he joined in 1975. Among the positions he held were: Director, Non-ferrous Metals Division; Director-General, Second Project Department, Japan National Oil Corporation; Director, Agency of Industrial Science and Technology; and Director-General, Natural Resources Department in both the Kanto and the Tohoku Bureaus. Prior to joining the APO, Mr. Murayama was Director-General of the Japan External Trade Organization Geneva Office. He also served as the Director-General of the Japan Club of Geneva.

Mr. Murayama graduated from the University of Tokyo with a Bachelor of Science in engineering. He is married with two daughters.

Harnessing private-sector experience

..... (Continued from page 1)

Professor Ryoichi Yamamoto, Director, Center for Collaboration Research and Institute of Industrial Science, University of Tokyo, served as the moderator of the meeting. He commented that Asia would be the manufacturing center of the world in the 21st century. With this development, there would be a number of environmental issues to deal with. In this situation, the APO’s role would be very important and Japan should help the organization to meet this challenge.

It was pointed out at the meeting that there are around 6,500 Japanese companies operating in Asia and the Pacific and they are, in effect, promoting the GP concept and practices in their business activities. Their experience and know-how could no doubt be very valuable to their Asian-Pacific counterparts. The delegates attending the meeting expressed their companies’ willingness to cooperate with the APO in its GP endeavors.

The meeting deliberated on a wide spectrum of issues and concerns, including: 1) environment and integrated policy; 2) environmental management capacity building; 3) information sharing; 4) compilation of environmental standards of different countries; 5) toxicity and its definition; 6) energy conservation; 7) water pollution and conservation; 8) common definition of waste; 9) regional recycling mechanism; 10) clean development mechanism; 11) eco-labeling; 12) green product and procurement; 13) environment communication and supply chain; and 14) eco-literacy. ☺



BANGLADESH

Mr. Yasuhiko Inoue, Director, International Department, Japan Productivity Center for Socio-Economic Development, Japan, and **Mr. Hajime Suzuki**, Consultant, Japan, were deputed to render technical expert services in the Member Country Support Program, 1-3 July 2002.

FIJI

Mr. Susumu Ohkata, Representative, Ohkata Consultant Engineering Office, Japan, was deputed to provide training on Waste Management and Packaging, 27 June-5 July 2002.

ISLAMIC REPUBLIC OF IRAN

Mr. Hari Balakrishnan, CEO, Internet & IT Outfits, India, was deputed to serve as a resource speaker in the seminar on SMEs and Internet, 29-30 June 2002.

Mr. Shuichi Yoshida, President, GTR Institute International, Japan, was deputed to conduct the workshop on Gemba Kaizen, 9-14 July 2002.

Mr. Hiroyuki Sagami, Senior Technical Manager, International Project Department, Mitsubishi Chemical Engineering Corporation, Japan, was deputed to render technical expert services in the workshop on Pollution Prevention in Process Industries for Iran Association of Chemical Engineers in Tehran, 9-10 July 2002, and workshop on Green Productivity in Chemical Industries in Esfahan, 16-18 July 2002. **Mr. Yasuhiko Kobayashi**, Director of Survey and R&D Division, International Center for Environmental Technology Transfer, Japan, was deputed to assist in the second workshop.

APO/NPO Update

APO Director, Alternate Director, and Liaison Officer for Lao People's Democratic Republic

APO Director: Mrs. Kanika Phommachanh, Director-General, Department of International Organizations, Ministry of Foreign Affairs

APO Alternate Director: Dr. Somboune Manolom, Director-General, Ministry of Industry and Handicrafts

APO Liaison Officer: Mr. Thongkhoun Sengphachanh, Director of the IGOs Division, Department of International Organizations, Ministry of Foreign Affairs

NPO for Lao PDR: Department of International Organizations, Ministry of Foreign Affairs, That Luang Road, Vientiane, tel. (856-21)414024 fax. (856-21)414009.

APO Alternate Director, Liaison Officer and NPO for Sri Lanka

New APO Alternate Director: Mr. J. Abeywickrama, Additional Secretary, Ministry of Employment and Labour

New APO Liaison Officer: Mr. Upali Marasinghe, Director, National Productivity Secretariat (NPS), Ministry of Employment and Labour

New NPO for Sri Lanka: National Productivity Secretariat (NPS), Ministry of Employment and Labour, Labour Secretariat, Narahenpita, Colombo 5, tel. (94-1)595264 fax. (94-1) 583165 e-mail: wimalad@slt.lk

JAPAN

Mr. Ryoza Muraoka, Expert, Japan, and **Mr. Yoshiharu Himeno**, Deputy General Manager, Production Engineering Division, Recycling Promotion Department, Recycling Planning Group, Nissan Motor Co., Ltd., Japan, were deputed to render technical expert services in the Green Productivity Observational Study Mission on Improvement of Environment Friendly Technology in Automobile Industry from the Republic of China, 1-5 July 2002.

Dr. Tej Partap, Vice Chancellor, CSK Agriculture University, India, **Dr. Thomas L. Thurow**, Professor and Head, Renewable Resources Department, University of Wyoming, USA, and **Dr. Suan Pheng Kam**, Geographical Information Systems Specialist, International Rice Research Institute, Philippines, were deputed to serve as resource speakers in the study meeting on Land Classification in Sloping Upland Areas for Sustainable Production Systems, 10-17 July 2002.

Mr. Kiyoji Suzuki, Expert, Suzuki Consultant Office, Japan, was deputed to render technical expert services in the Green Productivity Observational Study Mission on Improvement of Environment Friendly Technology in Edible Oil Industry from India, 15-17 July 2002.

MALAYSIA

Mr. Cho Han Kyu, Chairman, Korean Natural Farming Association, Republic of Korea, was deputed to conduct a training course on Natural Farming for an on-going GP-ICD project, 27 June-6 July 2002.

Mr. Hajime Yamashina, Professor, Kyoto University, Japan, was deputed to conduct a TPM seminar for small and medium industries, 15-18 July 2002.

Mr. Teoh Cheng Hai, Consultant, Malaysia, was deputed to render technical expert services in the Green Productivity Observational Study Mission on Improvement of Environment Friendly Technology in Edible Oil Industry from India, 19-23 July 2002.

MONGOLIA

Mr. Keizo Ninomiya, General Manager, Quality Control Department, Furukawa Technoresearch Co., Ltd., Japan, was deputed to provide consultancy services on Total Quality Management in Manufacturing, 22-26 July 2002.

NEPAL

Prof. Bishwa Keshar Maskay, Professor, Faculty of Management, Tribhuvan University, Nepal, **Mr. Boonjong Limudomporn**, Managing Director, C.U. Associates Co., Ltd., Thailand, **Mr. Muhammad Saufi Ahmad**, Manager, Management Information Systems, National Productivity Corporation, Malaysia, and **Dr. Gopal Joshi**, Senior Specialist, Small Enterprises and Management Development, ILO Office, India, were deputed to serve as resource speakers in the seminar on Small Industry Development for Small, Cottage, and Informal Industries, 24-28 June 2002.

PHILIPPINES

Mr. Ishak Salleh, Manager, Small & Medium Industries Development Unit, National Productivity Corporation, Malaysia, was deputed to serve as a resource speaker in the workshop on Trainer's Training on 5S, 19-20 June 2002.

SINGAPORE

Mr. Cho Han Kyu, Chairman, Korean Natural Farming

Program Calendar

Republic of China

Study Meeting on the Use and Regulation of Genetically Modified Organisms, 18-23 November 2002.

Japan

Seminar on HRD Curriculum/Program Development for Productivity Improvement Activities at Company Level for Workers and Managers, 18-22 November 2002.

Seminar on Sanitary and Phytosanitary Measures, 4-11 December 2002.

Malaysia

Third Workshop Meeting of the APO Best Practice Network, 28-31 October 2002.

Thailand

Workshop on Productivity Improvement at the Shopfloor Level, 25-29 November 2002.

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.

Association, Republic of Korea, was deputed to attend the technical meeting on GDP Extension and Expansion Program at Changi General Hospital, 24-25 June 2002.

SRI LANKA

Dr. Bandual Jayatilaka, Assistant Professor, School of Management, Binghamton University, USA, **Dr. Ryoko Toyama**, Associate Professor, Graduate School of Knowledge Science, Japan Advanced Institute of Science and Technology, Japan, and **Prof. Lakshman Jayatilake**, Vice Chancellor, University of Peradeniya, Sri Lanka, were deputed to make presentations at the seminar on Knowledge Management for Corporate Decision-making, 15-19 July 2002.

THAILAND

Dr. Narciso R. Deomanpo, Former Senior Farm Management Economist of FAO Regional Office for Asia and the Pacific, Philippines, **Prof. Dr. Tongroj Onchan**, President, The Mekong Environment and Resource Institute, Thailand, and **Mr. Porsin Tjaemsirichai**, Vice President, Khon Kaen Sugar Industry Co., Ltd., Thailand, were deputed to serve as resource speakers in the seminar on Agricultural Models for Higher Productivity, 1-5 July 2002.

Mr. Teruo Kawamura, Senior Researcher, Japanese Standards Association, Japan, was deputed to conduct a TQM Integration Program, 8-18 July 2002.

VIETNAM

Mr. Yasuhiko Inoue, Director, International Department, Japan Productivity Center for Socio-Economic Development, Japan, and **Mr. Hajime Suzuki**, Consultant, Japan, were deputed to render technical expert services in the Member Country Support Program, 5-6 July 2002.

The National Productivity Organization (NPO) of Pakistan organized the first National Productivity Conference of the country in Islamabad on 22 May 2002. The months of May and June were packed solid with productivity promotional activities held throughout the country, with the national conference as the highlight. "The aim was to reach out to a maximum number of businessmen, academics, students, farmers, agriculturalists, and decision-makers in the country," said Mr. Saquib Mohyuddin, Head of the NPO and the APO Liaison Officer for Pakistan. This series of programs was organized at about the time of the first anniversary of the NPO establishment in April 2001.

"NPO Pakistan's main objective is to create awareness about the concept of productivity, which is very new for most of the people in this country. Considering this, we have launched the productivity movement," said Mr. Mohyuddin. "Creating productivity awareness is not an easy task; it means changing the mindset of 140 million people." Despite this, Mr. Mohyuddin is confident that this target is achievable with the commitment and motivation of his team in the NPO and the support of all the stakeholders in the country, who are their "Partners in Productivity." This was also the theme of the National Productivity Conference. The occasion was graced by the Minister for Commerce, Industries & Production, Mr. Abdul Razak Dawood, and the Secretary for Industries and Production, Dr. Muhammad Akram Shiekh, who is also the APO Director for Pakistan.

The Minister, in his address to the conference, stressed the need to inculcate productivity consciousness in the masses and to introduce productivity tools and techniques in all economic sectors of Pakistan. He added that the country can achieve a long-term competitive edge in the globalized environment only through enhancing productivity. The Minister later presented awards to winners of an essay contest on "The Importance of Productivity in our Daily Lives" organized by NPO Pakistan for participation by college students in Islamabad and Rawalpindi.

The conference featured technical sessions on the six thrust areas of the NPO: Strengthening of small and medium enterprises; Integrated community development; Green Productivity; Tripartite partnership; Information technology; and 5S.

At the conference, two memoranda of understanding (MOU) and a strategic alliance accord



Minister Abdul Razak Dawood addressing the conference

were signed. In the first MOU, the following signatories pledged to cooperate to provide market access and financial facilities to the women entrepreneurs of Dera Ismail Khan (D.I. Khan) City: NPO Pakistan, Utility Stores Corporation, SME Bank, and D.I. Khan Women Entrepreneurs Association. Signatories to the second MOU—UNIDO, NPO Pakistan, and SME Bank—undertake to make collective efforts to strengthen the SMEs in Pakistan.

The establishment of a productivity village at Kuri was also announced. Four parties signed a strategic alliance accord to convert Kuri into a model village by providing the basic amenities of civic life. This model will then be replicated in 400 other villages. The parties in this undertaking are Kuri Village, Pakistan Telecoms, SME Bank, and NPO Pakistan.

The conference ended with Secretary Dr. Akram Shiekh leading the conference in proclaiming a productivity declaration, which states:

"1. That we are all Partners in Productivity, and are therefore responsible to contribute to the economic uplift of Pakistan and to improving our efficiencies;

2. That the people's potential and capabilities need to be identified and developed to enhance productivity and quality; and

3. That institutional networking would be strengthened for free sharing of knowledge to improve our organizations." 