



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

APO inaugurates GP Advisory Committee

The Asian Productivity Organization formally constituted its Green Productivity (GP) Advisory Committee with 37 members representing major Japanese companies at an inaugural meeting held in Tokyo, 26 August 2003. In attendance as observers were officials from embassies of APO member countries, including Fijian Ambassador Ratu Tevita Moedoru; Japanese Ministries (Foreign Affairs; Economy, Trade and Industry; Agriculture, Forestry and Fisheries; and Environment); Japan Productivity Center for Socio-Economic Development (JPC-SED); Japan Business Federation; Musashi Institute of Technology; and TDK Corporation. The meeting was chaired by Professor Ryoichi Yamamoto of the Institute of Industrial Science, University of Tokyo.



GP Advisory Committee meeting in progress

In his opening remarks at the meeting, APO Secretary-General Takashi Tajima said that a key challenge facing the world economy is sustainable development. As the Asia-Pacific region is expected to be the manufacturing center of the world, it is important that “made-in-Asia” products should have a reputation for being environmentally friendly, he added. “This will enhance their competitiveness and contribute to sustainable development.” Mr. Tajima further said that Japanese companies have world-class environmental technologies and they should endeavor to transfer them to Asia-Pacific countries through their subsidiaries operating in these countries and the APO GP network. This will ultimately benefit Japanese companies as they rely on Asian countries for supplies of parts and components. He therefore called on members of the GP Advisory Committee to support APO projects on greening supply chains in the region.

APO Senior Environment Program Officer Takuki Murayama elaborated on the APO projects relating to greening supply chains that have been scheduled for the rest of this year. On 30 September–3 October, a workshop on “Greening Supply Chains” will be held in Manila, the Philippines. This will be followed by a symposium on “Eco-design” in the Republic of China, 20–24 October. From 11–13 December, the APO with the Green Purchasing Network of Japan (GPN), JPC-SED, and others will jointly organize “The International Forum on Green Purchase and Sustainable Consumption,” in Tokyo. Within the forum, the APO will help to facilitate a symposium and workshop on “Green Purchasing.” In the meantime, APO member countries have been invited to take part in the GP demonstration project on “Green Supply Chains.”

At the meeting, the APO Secretariat submitted a list of areas for the support and assistance of the GP Advisory Committee. These include promoting the utilization of clean development mechanisms; developing eco-business models;

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“Half the time men think they are talking business, they are wasting time.”

Edgar Watson Howe

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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



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e-World revisited

A winning strategy: rush the Internet

How successful is the e-world today? Arising from the wake of erroneous projections and dashed entrepreneurial dreams, the e-world patient passed its annual physical exam with flying colors. Despite some transitory ailments, the patient was never near death, although the doctors were myopic and timid. While US e-commerce was projected to reach a whopping \$1.3 trillion in 2003 by the more sanguine business watchers, actual figures, according to Forrester Research, tallied \$2.4 trillion. The total for consumer e-commerce, while it is not as astonishing, given a 1999 estimate of \$108 billion, still impresses observers at \$95 billion. Worldwide, \$3.9 trillion worth of e-commerce is anticipated this year.

Productivity has enjoyed a profitable symbiotic relationship with e-business growth. Using the Internet to respond to demand and supply of products and to communicate instantaneously with suppliers and customers, business could stand to gain \$450 billion per year by 2005. That \$450 billion in gains and savings by business has the potential to add \$4,500 annually to the average US household's income.

People were obsessively negative about e-commerce in the past few years because they failed to identify the culprit that was bursting the e-business bubble—human nature's resistance to change and the learning curve required when introducing new technology. Cisco's CEO John T. Chambers believes it takes four to six years to realize fully productivity gains from new systems. Chambers estimates that productivity increases will reach as high as 5% annually, with the effect of doubling the US standard of living in 14 years. A recent study by MIT/University of Pennsylvania economists has suggested that the payoff from technology investment comes in five to seven years, implying that today's high productivity is the result of late-1990s investment. Federal Reserve Bank Chairman Alan Greenspan often warned analysts not to underestimate the learning curve

required to implement new technologies productively; all the while he never doubted technology's longer-term contribution to productivity. So, perhaps, it is inaccurate to call the 5.7% increase in productivity for this year's April-through-June quarter "surprising." We should have expected this robust performance based on earlier heavy investment in technology.

"A recent study by MIT/University of Pennsylvania economists has suggested that the payoff from technology investment comes in five to seven years."

The potential of the Internet is being exploited in a variety of ways that benefits employer, worker, and the general population. Companies have been quick to gain from a worldwide workforce without adding employees to the permanent payroll. A sticky R&D or production problem can be posted on the Internet, soliciting the attention and expertise of professionals around the world. The person who solves the problem receives a one-time payment. Some payments by pharmaceutical company Eli Lilly have been as high as \$100,000.

Academic institutions have turned to the Internet to increase income and sometimes to avoid closing their doors in the face of bankruptcy. Many have had to increase productivity to stay afloat. By using the Internet for core courses, Ohio State University reduced their cost by 31%. The University of Georgia reduced costs and increased productivity by putting all of its first two years' curriculum online. The University of Central Florida, faced with a doubling of enrollment and flagging state support, added courses that met once a week with the remaining work done online.

More than 2,000 universities offer e-learning classes, and enrollments are growing by 33% per year and expected to hit 2.2 million by 2004. The most popular programs target 30-year-olds hoping

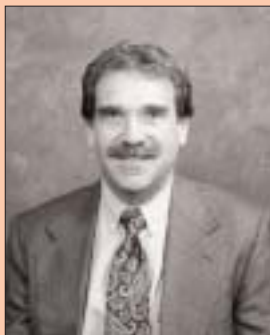
to build a career or upgrade skills needed on the job. The most successful of these is the University of Phoenix, with a profit of \$31.8 million in 2001. The school, a pioneer in online education, enrolls 133,660 students, making it the largest private university in the USA. Enrollment increased by 70% last year.

Hospitals are producing sophisticated online video presentations of surgeries accompanied by audio and background music. At \$30,000 per live online broadcast, the cost has prevented most hospitals from employing this dissemination technique, but the training potential for doctors in rural areas or developing countries is considerable.

A new "nation" has been established thanks to the vibrant e-economy. People now talk of "eBay citizens." And why not? Some 30 million people will negotiate \$20 billion in transactions over eBay, surpassing the GDP of all but 70 of the globe's nations. The eBay nation mimics your traditional nation-state with education, police, banking, economic, and political systems. This offers a fascinating model when contemplating future socio-economic organization.

The party is on the house

The US economy has sustained itself during recent down times because of the capacity of consumers to spend despite high unemployment—most recently at 6.2%. (Some economists say that the unemployment rate is closer to 10% if forced part-time work and discouraged workers who have left the workforce are taken into account.) Consumer spending rose 2.5% in 2002 to \$6.4 trillion, representing two-thirds of all US economic activity. Higher consumer spending defies logic until you calculate into the formula unprecedented refinancing of homes. Refinancing stuffed \$200 billion into the pockets of consumers last year. The average cash-out per home was \$27,000. As a result, homeowners on average now hold less equity in their homes than at any other time.



Pension promises

When is a promise a promise? Almost never when it comes to workers' pensions and benefits. That is why the US government created the Pension Benefit Guaranty Corporation (PBGC). When private companies fail and cannot meet their obligations to workers, the government partially offsets losses to employees through the guarantee fund. That was an acceptable solution as long as the PBGC itself remained financially sound and demands on the organization's funds were reasonable. But the rash of giant corporation failures has drained the resources of the PBGC and it is not certain whether it can stand up to the financial strain. The following gives some idea of the immensity of the problem. General Motors is underfunded by \$29 billion in its pension obligations, contrasted with a \$19 billion market capitalization. Delta Airlines is \$4.4 billion underfunded, with a market capitalization of \$1.3 billion. Many other large companies face similar daunting circumstances. Reneging on pension and benefit obligations is and will dominate labor negotiations for the foreseeable future. The quality of life of the retired American worker hangs in the balance. 🌀

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

From the SECRETARY-GENERAL'S schedule

August 2003

6 August

APO Secretary-General Takashi Tajima attended the opening session of the APO seminar on "Better Agricultural Practices for Environmental Sustainability" held in the APO Secretariat and gave the welcome address.

Received Mr. Ken Okaniwa, the newly appointed Director of the Multilateral Cooperation Division, Economic and Technical Cooperation Bureau, Japan Ministry of Foreign Affairs, who with his predecessor Mr. Moriyasu Ito paid a courtesy visit to the APO Secretariat.

7 August

Received Mr. Somsavat Lengsavad, Deputy Prime Minister and Minister of Foreign Affairs of Laos, who paid a courtesy call on the Secretary-General at the Secretariat. The deputy prime minister was accompanied by Laos Ambassador to Japan Mr. Soukthavone Keola, Japanese Ambassador to Laos Mr. Hiroshi Hashimoto, and the following officers from the Laos Ministry of Foreign Affairs: Mr. Sayakane Sisouvang, Director of the Department of ASEAN, and Mr. Sithong Chinthohinh, Director of the Department of Asia Pacific and Africa.



Seated (L-R) Ambassador Soukthavone, Deputy Prime Minister Somsavat, SG Tajima, and Ambassador Hashimoto

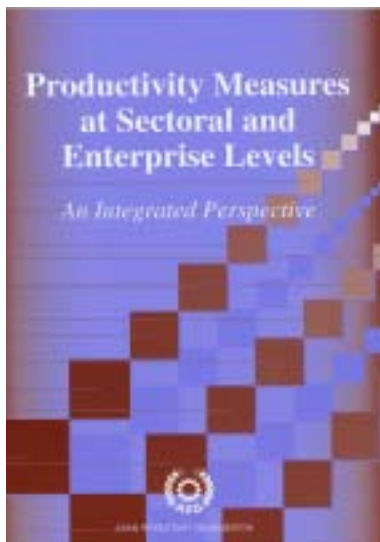
26 August

Hosted a luncheon for members of the working party on "Comparative Study of Basic Agricultural Policies in Member Countries" who were meeting in Tokyo at the APO Secretariat, 26-28 August.

Attended the first meeting of the APO Green Productivity Advisory Committee in Tokyo. Membership in the Advisory Committee was by special invitation from the APO. About 30 corporate representatives took part in the meeting (*see front page for full report*).

27 August

Paid a courtesy visit to Mr. Jiro Ushio, Chairman of the Japan Productivity Center for Socio-Economic Development, at his office in Ushio Inc.



PRODUCTIVITY MEASURES AT SECTORAL AND ENTERPRISE LEVELS

An Integrated Perspective

APO 218 pp. July 2003 ISBN 92-833-2342-4

The APO has been addressing the issue of productivity measurement since 1979. Many types of projects were organized to study the measurement methodologies used by APO member countries and to facilitate the transfer of know-how among them. This has enabled them to increase their proficiency in measuring productivity performance. A considerable body of knowledge on this subject has been built up over the years. The approaches used have become more pragmatic and specific to track the impact of improvement efforts on productivity performance. However, efforts to measure productivity at both macro and micro levels still face many difficulties, including: concern about the availability and reliability of data; the problem of meeting the needs of different stakeholders; and proper interpretation of the data so that appropriate follow-up actions could be undertaken, either to stop a productivity decline or to enhance it further.

In December 2002, the APO organized a study meeting in Singapore to review the latest sectoral- and enterprise-level productivity measurement methodologies; to discuss the use of measurement data for developing productivity-enhancing strategies at both levels; and to address the design of robust and sound measurement systems. This publication provides a summary of the conclusions and recommendations of the study meeting and the text of five resource papers and seven selected country papers. It is useful for productivity measurement practitioners and those with responsibility for improving productivity performance.

At the end of the meeting, the participants listed the following requirements for sectoral-level productivity measurement: standardization of measurement; development of guidelines; and greater participation and cooperation of the stakeholders. For the micro-level, they suggested: expand the body of knowledge on productivity measurement; train more trainers in measurement methodologies; set up a benchmarking data exchange; implement national productivity awards; introduce productivity certification at enterprise level; and address issues arising from the new economy with an appropriate productivity measurement model. The requirements were followed by a host of recommendations to remedy the situation.

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



“Half the time men think they are talking business, they are wasting time.”

Edgar Watson Howe

“Price is what you pay. Value is what you get.”

Warren Buffett

“Nurture great thoughts, for you will never go higher than your thoughts.”

Benjamin Disraeli

“The hero is the one with ideas.”

Jack Welch

“Learning to write is learning to think. You don't know anything clearly unless you can state it in writing.”

S.I. Hayakawa

“To be able to concentrate for a considerable time is essential to difficult achievement.”

Bertrand Russell

“To do well at a few things, give up many things.”

John C. Maxwell

“No matter how motivated an employee is, his or her performance is going to suffer if there isn't a supportive work environment.”

Stephen Robbins

“Iron rusts from disuse; stagnant water loses its purity and in cold weather becomes frozen; even so does inaction sap the vigor of the mind.”

Leonardo da Vinci

“Mistakes are a fact of life. It is the response to the error that counts.”

Nikki Giovanni

“Fortune favors only the prepared mind.”

Louis Pasteur

Better agricultural practices for environmental sustainability

Over the last half-century, significant gains in agricultural productivity protected Asia from food shortages and the threat of starvation. This was made possible by the Green Revolution—a production package using fertilizers, high-yielding seeds, and irrigation. Today, however, inappropriate agricultural practices, such as extensive use of chemical fertilizers, intensive farming in marginal areas, and improper management of natural resources, have created environmental problems like land degradation, water pollution, and loss of biodiversity in many countries in the region. One consequence is stagnation in agricultural productivity. Recognizing the urgent need to mitigate the adverse impact of agricultural practices on the environment, the APO organized a seminar on “Better Agricultural Practices for Environmental Sustainability” in Tokyo, 6–13 August. It was hosted by the Japanese Ministry of Agriculture, Forestry and Fisheries and implemented by the Association for International Cooperation in Agriculture and Forestry. The seminar was launched by APO Secretary-General Takashi Tajima who, in his opening address, outlined the damaging environmental consequences of inappropriate agricultural practices and called on the participants to formulate strategies to ensure environmental sustainability in agriculture.

The seminar consisted of six resource paper presentations, 17 country paper presentations, two workshop discussions, and field observations. The resource papers provided an overview of better agricultural practices at farm, village, industry, watershed, and global levels. They also helped to identify important issues and key challenges in promoting environment-friendly practices. The 17 representatives from 15 APO member countries and two from non-member countries who took part in the seminar reviewed prevailing agricultural practices and innovative production technologies adopted in their respective countries and deliberated on ways to strengthen the framework for better agricultural practices. They underlined the importance of sustainable agricultural development in areas like national food security and international competitiveness. Other key areas they discussed were integrated farming systems; soil and water conservation; inclusion of the environmental factor in agricultural planning; local cooperative institution building; appreciation of the prevailing situation at policy level; flexibility in farmers’ attitudes; affirmative policy and legal instruments; capacity building through research and training; and commitment from all the stakeholders.?

For field study, the participants were taken to Fukushima Prefecture where they visited a village office, an organic farm, and an agricultural cooperative market. The field study enabled them to observe firsthand appropriate and inappropriate agricultural practices; ways to produce rice, vegetables, and fruits with few or no chemicals; organic production standards in application;



Participants visiting a cooperative market

and the activities of a cooperative market where a strong relationship was established between producers and consumers.

Two “write-shop”-type workshops were conducted. This is an innovative brainstorming process in which each participant was asked to bring a problem for solution, the answer to which was generated through group discussions. During these workshops, the participants identified the technological, economic, social, and political barriers that stand in the way of achieving environmental sustainability. They further clarified the role of the different stakeholders, including the APO, in changing policy protocols and agricultural practices, strengthening involved institutions, and promoting environmental education. 🌱

APO inaugurates GP Advisory Committee Continued from page 1

compiling reference materials on environment-friendly technologies and services of Japanese companies for use by APO member countries; making their staff available to serve as experts on environmental management and technology in other APO member countries; implementing demonstration projects; dispatching study missions from Japan to study the state of eco-business in other APO member countries; organizing exhibitions on eco-business; and exploring the feasibility of an APO-initiated Green Supplier Label.

Some Advisory Committee members suggested the following additional areas as meriting special attention: establishing common standards for greening the supply chain; creating a recycling mindset in society; determining safety levels of perishable products, like vegetables; developing a

mechanism for the exchange of information on new regulations and others; ensuring a stable energy supply; and promoting awareness of the needs of other APO member countries in eco-business.

Earlier this year, the APO commissioned the GPN Japan to undertake a survey on “Green Purchase and Procurement” in four countries: Republic of China, Republic of Korea, Japan, and Malaysia. GPN Secretary-General Hiroyuki Sato presented the interim report of the survey to the meeting. A complementary survey covering an additional four countries—Indonesia, Philippines, Singapore, and Thailand—is currently being undertaken for the APO by the JPC-SED. This study is expected to be completed by the end of September 2003. 🌱

APO signs MOU with Hawaii

On 29 July 2003, the APO signed a Memorandum of Understanding (MOU) with the State of Hawaii through its Department of Business, Economic Development and Tourism (DBEDT). The MOU is the forging of a formal strategic alliance between two organizations which will allow them to tap into each other's network for the better delivery of their respective products and services, the undertaking of joint projects of mutual interest to each other's clients or members, and the convergence of longer-term strategies. The APO-Hawaii MOU is the first collaborative agreement between the two parties. Signing on behalf of Hawaii was DBEDT Director Theodore Liu. Secretary-General Takashi Tajima signed for the APO.

In the MOU, the two organizations "recognize the desirability and necessity of improving the quality of life of people in the Asia-Pacific region through productivity enhancement" and they undertake to cooperate with each other in 1) planning and implementing joint projects that are of common interest in areas related to business promotion, economic development, and productivity enhancement; and 2) assisting their clients or members to expand their economic activities in developing business partnerships, trade, and investment; transferring technology; providing technical assistance; and participating in interactive programs and exhibitions.

The Hawaii-APO relationship started in 1985 when the East-West Center (EWC) in Honolulu, an education and research institution, deputed experts to conduct projects for the APO. This collaboration was later expanded to include joint publications on economic policy issues. In 1996, there was a change of partner in Hawaii from the EWC to DBEDT. Since then, the DBEDT has been co-hosting with the APO at least one workshop a year in Hawaii on subjects such as eco-tourism, coastal resource management, telemedicine, healthcare management, and e-commerce. This year's focus is on e-governance.

A major driving force behind this partnership between Hawaii and the APO was Dr. Seiji F. Naya, former DBEDT Director and currently Visiting Senior Fellow in the EWC. His relationship with the APO goes back to the early 1980s when he was the Chief Economist at the Asian Development Bank (ADB). In that capacity, Dr. Naya reinvigorated the ADB's support for the APO, first initiated in 1972. Because of his belief in the work of the APO, which he once described as an institution that is steeped in tradition but farsighted in its vision and approach, Dr. Naya opened new avenues of collaboration for the APO when he joined the EWC in Hawaii as the Director of the Resource Systems Institute and when he was appointed DBEDT director.



Dr. Seiji Naya

RECRUITMENT ANNOUNCEMENT

Industry Program Officer

The Asian Productivity Organization (APO), an intergovernmental organization headquartered in Tokyo, is seeking a dynamic and competent Program Officer for its Industry Department.

The functions of this position include the formulation, implementation, and evaluation of programs and projects in human resources development in the industry and service sectors. The main responsibilities include needs analysis, project planning, preparation of project documents, development of training manuals, selection of participants, identification and deputation of resource persons, and conducting follow-up action on projects implemented.

Applicants should possess a good knowledge and understanding of the productivity enhancement programs and socio-economic development needs of APO member countries, a high degree of resourcefulness and creativity, and analytical capability. They must be graduates from reputable colleges or universities, preferably with an advanced degree in economics, engineering, business management, or equivalent qualification, with i) substantial experience in consultancy work, training activities, economic analysis, project management, and report preparation; ii) at least five years of administrative experience in human resources development; iii) substantial involvement in regional or international conferences or similar activities; iv) good organizational and management skills; v) effective communication and presentation skills; vi) good interpersonal and public relations skills; and vii) proficiency in both written and spoken English. Applicants should be from APO member countries, in excellent health, and preferably between 35 and 45 years old.

Salary will be commensurate with qualifications and experience, comparable with similar positions in other international organizations, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on a fixed-term basis for two years, and renewable thereafter upon mutual consent.

Interested candidates should send a resume with photograph by 15 October 2003 to:

*The Secretary-General
Asian Productivity Organization
1-2-10 Hirakawa-cho, Chiyoda-ku
Tokyo 102-0093, Japan
Tel: 81-3-5226-3920
(e-mail: apo@apo-tokyo.org)*

*Please refer to the APO Web site at
www.apo-tokyo.org
for further details.*



p-Experts deputed by the APO

REPUBLIC OF CHINA

Mr. Bruce Searles, Managing Partner, Benchmarking Partnerships, Australia, was deputed to serve as resource person in the seminar on Benchmarking for Small & Medium Enterprises, 9–10 September 2003.

Prof. Hong Kim, Dean, Graduate School of Venture, Hoseo University, Republic of Korea, was deputed to serve as resource person in the seminar on Business Incubators for SMEs, 18 September 2003.

FIJI

Dr. James Chen, Associate Professor, Chung Yuan University, Republic of China, was deputed to serve as resource person on Industrial Engineer Training, 18–23 August 2003.

Mr. Shinichi Shimose, Advisor, Notokyosei National Council, Japan, was deputed to provide technical expert services in the Green Productivity Demonstration Project in Fiji Sugar Corporation Labasa Mill, 12–15 August 2003.

INDIA

Dr. Chung-Zen Shyu, Research Fellow and Chief,

Aquaculture Division, Taiwan Fisheries Research Institute, Republic of China, and **Mr. Tarlochan Singh**, Chief, Technical Advisory Unit, INFOFISH, Malaysia, were deputed to serve as resource persons in the seminar on Development of Sustainable Commercial Aquaculture, 15–20 September 2003.

INDONESIA

The following were deputed to serve as resource persons in the workshop on Enhancing NPOs' Core Competence: Training of Trainers, 1–5 September 2003: **Mr. Nelson H. Delailomaloma**, Former Director-General, Fiji National Training Council; **Mr. Abdul Khader Shaik**, Former Deputy Director General, National Productivity Council, India; and **Ms. Zainiah Nik Ab. Rahman Nik**, Deputy Director-General, National Productivity Corporation, Malaysia

Prof. Tay Joo Hwa, Head, Division of Environmental and Water Resources Engineering, Nanyang Technological University, Singapore, was deputed to provide technical expert services in the workshop on Green Productivity and Occupational, Environmental Health and Safety, 3–8 August 2003.

ISLAMIC REPUBLIC OF IRAN

Mr. Yoshio Nakagami, Senior Counselor, Society of Japanese Value Engineering, Japan, was deputed to conduct a seminar on Value Engineering, 27–29 August 2003.

MALAYSIA

Mr. Keng Chuen Chan, Director and Principal Consultant, Teian Consulting International Pte. Ltd., Singapore, was deputed to provide training on Waste Reduction Management, 19–20 August 2003.

MONGOLIA

Dr. Luis Ma. R. Calingo, Dean, College of Business Administration, California State University Long Beach, USA, was deputed to conduct National Productivity Award Assessors' Training, 4–11 August 2003.

PHILIPPINES

Prof. Somchai Chantsavang, Department of Animal Science, Kasetsart University, Thailand, was deputed to provide technical expert services in the World Congress and Exhibition on Animal Health and Nutrition and in the Post-Evaluation of Green Productivity Demonstration Program Extension and Expansion Service, 20–26 August 2003.

THAILAND

Mr. Harry Douglas Sears, Director, Bon Secours Health System, USA, was deputed to conduct a workshop and seminar on Improvement of Accredited Hospitals through Benchmarking Process, 25 August–2 September 2003.

VIETNAM

Dato' Dr. Soh Chai Hock, Expert, Malaysia, was deputed to provide technical expert services in the In-country

Program calendar

Indonesia

Symposium on the Role of the Citizen Sector in Socio-economic Development, 9–12 December 2003.

Islamic Republic of Iran

Workshop on Green Productivity for Curriculum Developers, 30 November–4 December 2003.

Lao PDR

Seminar on Development of Small Cottage Industry and the Informal Sector, 1–5 December 2003.

Pakistan

Seminar on ICT Application for Lifelong Learning, 15–19 December 2003.

Sri Lanka

Seminar on Community-level Infrastructure Development, 15–21 December 2003.

Symposium on Productivity Education, 20–22 January 2004.

Hawaii, USA

Workshop on e-Governance, 8–12 December 2003.

Kindly contact your NPO for details of the above activities, including eligibility for participation. If you need the address of your NPO, it is available from the APO Web site at www.apo-tokyo.org.

APO/NPO update

Laos establishes NPO

Laos has announced the establishment of its national productivity organization called Lao NPO. APO Alternate Director for Laos Soutchay Sisouvong is the NPO Head. Vice Head is Senekham Vongvorath. APO Liaison Officer for Laos is Sayasith Khamphasith. All three officials are from the Ministry of Industry and Handicrafts. The office of Lao NPO is located at the Centre for Industrial Research and Development. Contact address is: Nongbone Road P.O. Box 4708, 01005 Ban Fai Area, Xaysetha District, Vientiane, Lao PDR (Phone: 856-21-416718; Fax: 856-21-413005; e-Mail: mihlaoex@laotel.com).

New APO Director for Philippines

Ms. Margarita R. Songco, Assistant Director-General, National Economic and Development Authority, was designated as the new APO Director for Philippines w.e.f. 20 May 2003, in place of Dr. Gilberto M. Llanto.

Training of GP Specialists: Training Course on Green Productivity with Special Focus on Emergency Response Planning, 11–15 August 2003.

Mr. Tan Wee Liang, Professor, Singapore Management University, Singapore, and **Dr. Ravinder Kumar Zutshi**, Associate Professor, Long Island University, USA, were deputed to serve as resource persons in the Forum on Development of National Productivity Organizations, 15–17 September 2003 and the Eighth Productivity and Quality Forum, 18–19 September 2003.

Mr. Jose Jesus Roces, Associate Professor, Asian Institute of Management, Philippines, and **Ms. Lucia M. Berte**, Quality Systems Consultant, USA, were deputed to conduct Total Quality in Health Care Program for the Health Care Sector, 18–23 August 2003.



President Arroyo hosts DAP 30th anniversary fete

On the occasion of its 30th anniversary, the Development Academy of the Philippines (DAP) was specially honored by Philippine President Gloria Macapagal Arroyo with a formal dinner reception for 300 at the Malacanang Palace, 30 June 2003. Among the guests present were former President Fidel V. Ramos and first lady Amelita Ramos, several cabinet ministers who are members of the DAP Board of Trustees, and the management and staff of the DAP.

Established in June 1973, the DAP was mandated to support the country's development efforts as a change catalyst, capacity-builder, and NPO. Over the years, it has assisted in shaping new governmental policies, crafting innovative development programs, and modernizing the management of government agencies and private enterprises. DAP President Dr. Eduardo Gonzalez told the APO News that the organization will be relentless in its pursuit of creative solutions to development issues and in evolving new approaches, technologies, and programs that will respond to the challenges of the times. "Our goal is to make a dent in reducing poverty; in ensuring the well-being of Filipinos."

As a change catalyst, the DAP serves as a think tank to the government. Among the programs and approaches it has pioneered in the country are "social weather stations," experiential learning, participatory-strategic planning, value-driven leadership development, and organizational change management. The more recent techniques that the DAP has introduced are in the area of governance. Among those that have been adopted by the government are corruption vulnerability assessment, report card surveys, a signature reduction scheme, and public ethics.

In its role as capacity-builder, the DAP has enabled people and institutions, especially those in public and community services, to carry out their tasks effectively. In its bid to build a critical mass of capable public managers, the DAP offers a Master's Degree in Public Management Program. Since its inception, it has passed 162 graduates, many of whom are now occupying mid- to top-level positions in various governmental agencies. In 1975, it started the Assessment Center as the second stage of the public sector's Career Executive Service eligibility process.

The DAP has been the NPO of the Philippines since its inception. In this capacity, it spearheads the promotion of quality and productivity awareness, and their concepts and techniques, in the country in general and in key sectors of the economy in particular. With assistance from the APO, the DAP has introduced practices like Green Productivity, eco-labeling, natural farming, and integrated community development. It was one of the parties involved in the establishment of the Philippine Quality Award. It presently acts as the award administrator for the public sector.

In addition, the DAP has in place the Quick Quality Management Assessment to give interested organizations an initial appraisal of their quality



President Arroyo (front row, sixth from left) with DAP staff members

management practices and the Philippine Quality Award–Nurturing Excellence and Sustaining Transformations, an approach for developing and nurturing organizations for achieving quality and performance excellence.

Last year, seven strategic thrusts were identified for special focus in the next 10 years, with poverty reduction as the ultimate goal: 1) Democratic reforms; 2) Education for excellence; 3) Knowledge management; 4) Peace and prosperity in Mindanao; 5) Productivity for economic development; 6) Sustainable human development; and 7) Transparency and accountability in governance.

The work of the DAP is carried out through a number of operational centers. The Center for Governance, in collaboration with the government, civil society, private sector, and international development institutions, supports the development and implementation of government policies and programs that promote good governance through transparency and accountability, growth with equity, people empowerment, and sustainable development.

The Center for Knowledge Management provides knowledge solutions for enhancing national development and for continuous innovation for sustainable competitive advantage. The Center for Quality and Competitiveness, on the other hand, focuses on helping government and business organizations to improve their quality and productivity. The Graduate School of Public and Development Management offers degree courses to develop public management capabilities to deal with the development and governance problems of the country. In addition, the DAP has two regional centers, in Mindanao and the Visayas 