



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

APO has new Secretary-General

On 16 September 2004, the APO welcomes its new and eighth Secretary-General, Mr. Shigeo Takenaka. He succeeds Mr. Takashi Tajima who completed his second and final term as Secretary-General on 15 September.

Mr. Takenaka served as a Japanese diplomat for many years, with postings to Japanese embassies in India, Republic of Korea, and Thailand, including as the Ambassador to Bangladesh (1993–1995) and Turkey (1999–2003). Mr. Takenaka's assignment from the Japanese Foreign Ministry before joining the APO was as the Ambassador in Charge of Inspection (2003–2004; also during 1995–1996), during which time he visited Cambodia, Republic of China, Laos, Mongolia, Philippines, and Vietnam. His work in other capacities has also taken him to Fiji, Indonesia, Pakistan, and Sri Lanka. Mr. Takenaka is clearly well acquainted with most, if not all, APO member countries.



Mr. Shigeo Takenaka

Among other prominent positions held by Mr. Takenaka were: Deputy Director-General for Asian Affairs, Ministry of Foreign Affairs; Executive Director, Metal Mining Agency of Japan; and Director-General in charge of immigration, Ministry of Justice.

Mr. Takenaka is a graduate of the prestigious Hitotsubashi University, Japan, and Swarthmore College, USA. He studied law, political science, and international relations. Apart from the Japanese language, Mr. Takenaka is proficient in four others: English, French, Korean, and Turkish. He is married and has a son and a daughter.

Writing in the preface to the new APO promotional brochure, Mr. Takenaka said that he was very proud to be associated with the APO, which he describes as unique, important, and the most active and effective regional productivity organization in the world today. He was very glad to be a part of the productivity quest, adding that increasing productivity will continue to be of prime importance in the development of the region. "Although much has been achieved, there is also much that remains to be done. In addition, there will be new challenges, the result of changes in the social, economic, political, and technological environments, which can come thick and fast."

Noting that the pursuit of higher productivity has been said to be a race with no finishing line, Mr. Takenaka commented: "The good news is that the path we traverse as we press forward with our efforts will lead us to what matters most to people—jobs, food security, a better quality of life, leisure, and a secure future." ☺

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September 2004

"It's not enough to recognize the need for change. A leader must be able to make it happen."

Sanjay Kumar

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A strategy for economic growth and higher productivity in East Asian economies

The economies of East Asia, which demonstrated impressive dynamic growth over a sustained period and hence served as a power center for global economic growth, have lately experienced a few common problems. These problems, unfortunately, pose a serious threat to growth and productivity gains in those economies.

The first problem is the rapid aging of the population structure. These demographics are likely to lead to reduced economic growth since at best the increase in the labor input for national production activities will be reduced, or in the worst case the absolute amount of the labor input will be reduced due to the decrease in the economically active population. The aging population structure will also increase the burden on people currently employed and supporting the elderly. Under these circumstances, the best policy to minimize the downward trend of economic growth and the subsequent low gains in national productivity is increasing the productivity of the current labor force. Programs such as extensive government support for skill upgrading or speedy introduction and dissemination of IT in all job sites could increase labor force productivity.

The second problem is that East Asian economies suffer from a hollowing out of their traditional labor-intensive industries as well as of some new high-tech industries because of relocation to China, due mainly to the differences in relative wages, market size, and business environment between China and its counterparts. This hollowing out is marked in the Republic of Korea, Japan, the Republic of China, and Thailand. The trend appears to be gaining momentum. The loss of key industries in some East Asian countries deprives their economies of dynamism and hence the potential for productivity gains. One important government strategy to deal with this problem is encouragement of "capital deepening" and restructuring in the sectoral distribution of industries within the economy. Capital deepening means that the ratio of the entire capital stock to the total labor force within a national economy is increasing through, for example, increased capital investments, with a given labor force size. Sectoral restructuring implies that industries utilizing IT, intensive knowledge, or other high technologies to generate high value added will replace traditional industries, which rely heavily on low wages and lower technologies. To implement these strategies, the government can offer, for example, tax breaks on investments in these new future-oriented industries. Sweeping deregulation could also be introduced to facilitate the easy exit of sunset industries and entry of new ones.

The third common problem faced by East Asian economies is that after the Asian financial crisis, most witnessed fewer business loan transactions, with financial institutions reluctant to lend and corporations reluctant to borrow. These extremely pessimistic and bearish attitudes developed because during and immediately after the crisis, banks with large outstanding loans and firms with heavy debts suffered the most. This led to serious insolvency problems for financial institutions, largely triggered by massive business defaults. One serious effect of this bearish atmosphere is low investment and subsequent low economic growth, which inevitably lead to low productivity increases. Generally investments in new business capital formation or even in the expansion of existing production lines accompany new technologies, since investments result in the installation of machinery and equipment with better technology. It is also true that higher-tech machinery yields higher productivity.

Numerous policy options have been tested by Asian governments to deal with the problems of low investment and low economic growth. However, the majority of those options were designed to deal with the simple downward trend of business cycles, rather than with a prolonged trend of low investment and low economic growth caused by pessimism concerning the future following the Asian financial crisis. Countries are therefore likely to fall into the hopeless trap of secular low economic growth, unless drastic policy changes are introduced. A typical example is the Korean economy. The Republic of Korea's prolonged low economic growth is a serious hangover from the financial crisis. Nevertheless, numerous other factors such as political uncertainty, inconsistency in government policies, militant unions, and the prevalent anti-business environment since the inauguration of the present government should also be blamed for the failure to revitalize economically.

The Korean case suggests that there is no simple solution to deal with the problems of low investment and low economic growth-cum-low productivity increases triggered by the financial crisis. The few relevant factors cited above as responsible for the Korean problem of sustained low growth should be tackled decisively by the government. However, the bearish business behavior in economies that show similar long-lasting trends of low investment and sluggish economic growth following the Asian financial crisis is due to painful experiences of massive business defaults and insolvencies of financial institutions during and after the crisis. Despite the fact that the business firms and financial institutions that survived the crisis underwent serious internal restructuring, either upon government instruction or voluntarily, the pain and costs borne deterred firms and banks from

making aggressive investments and loans. Therefore, unless hefty profits from new investments are guaranteed, this extreme bearish mentality in some East Asian economies will continue rather than abate.

Bearish business behavior can be witnessed even in countries the financial crisis did not hit directly. Singapore, Malaysia, the Republic of China, and Japan witnessed the devastating impact of the crisis on neighboring economies and the spillover into their own through rapid contagion. Under these circumstances, governments should provide maximum encouragement to the business sector to increase economic activities, based on the understanding that this is no time to rely on traditional policy tools if sagging economies are to be rekindled. Only drastic and aggressive government incentives and actions can reverse the deep-rooted pessimism of the business sector. One or two minor policy changes will not redress the situation. A comprehensive, well-orchestrated, and decisive package of policies should be launched if substantive results are to be obtained. The most important element in this new policy package is the removal of factors that have discouraged active investment. The removal of militant unions, inconsistencies in government policies, and business-unfriendly attitudes shared by governments and some politicians should precede the full deployment of policy packages aimed at revitalizing the economy through the encouragement of business investments. Only when economic growth is rekindled in this manner can productivity gains be expected.

The fourth problem faced by some East Asian economies is a by-product of the fact that speedy globalization and restructuring following the Asian financial crisis opened up securities markets in most, leading to substantial increases in foreign-held shares in corporate equity. These increases in foreigners' shareholding sometimes resulted in their takeover of management or their accumulation of majority shares in corporations. Thus major corporate policies are decided by foreigners. While there are many virtues in the majority ownership of shares by foreigners, it sometimes forces corporations to make decisions based on short-term perspectives rather than on long-term perspectives. A typical feature resulting from increased foreign ownership of corporate equity is that foreign shareholders prefer large current-term dividends rather than longer-term investments, which may promise larger profits and at the same time would be beneficial for the entire national economy concerned. For example, the construction of a semiconductor plant requires a massive amount of funds as well as a few years' gestation period before yielding meaningful profits. Therefore, following the direction of the



foreign majority shareholders, corporations may allocate the largest chunk of current profits to immediate dividends instead of to long-term investment that may guarantee attractive profits in future. This strong preference for short-term dividends is more evident in corporations where short-term multinational hedge funds, instead of long-term foreign direct investors, hold the majority shares. Again, less investment means lower economic growth and smaller productivity gains.

Another by-product of the drastic opening of securities markets in East Asian economies following the Asian financial crisis is that the local owners of large conglomerates want to hold onto large sums of cash instead of investing them in profitable projects. This behavior occurs because the ownership and management of important local firms were taken over by foreign portfolio investors through purchases of significant volumes of shares, leading to hostile mergers and acquisitions (M&As). Therefore, local majority shareholders, fearing hostile M&As by foreign investors, want to keep sufficient cash to acquire the shares needed to prevent this. Holding large sums of money by local owners or managers will inevitably limit the funds available for investment in profitable, value-generating new projects.

Dealing with the fourth problem of the East Asian economies appears complex. The strong preference for immediate dividends by foreign investors and the preference for cash by local owners or managers of large firms became marked after the Asian financial crisis. Therefore, not much experience related to this issue has been accumulated, and few policy tools have yet been tested. Nevertheless, strong incentives encouraging investment based on the principle of market competition as described above should be devised and applied. Even so, this fourth problem seems extremely difficult to resolve fully. ☺

Dr. Hiwhoa Moon, renowned economist and academic, has held key appointments in organizations under the Ministry of Trade, Industry and Energy and Ministry of Economy and Finance, Republic of Korea. Among other portfolios he held were: country economist, World Bank; Adjunct Professor, Columbia University, New York; Chairman and CEO, Korea Productivity Center; and APO Chairman. He is now Adjunct Professor, Yonsei University, and advisor to UGCom Co. Ltd., after retiring as Professor/Dean, School of Economics and International Trade, Kyung Hee University, Republic of Korea.

From the SECRETARY-GENERAL'S schedule

August/September 2004

5 August

APO Secretary-General Takashi Tajima received Dr. S.K. Pachauri, IAS, Director-General, National Productivity Council of India, who paid a courtesy visit to the Secretariat. Dr. Pachauri was visiting Japan under the APO Bilateral Cooperation between NPOs Program.

25 August

Served as chief judge in the award selection meeting of the 7th Green Purchasing Award Contest organized by the Green Purchasing Network of Japan.

Received Mr. Makoto Katsura, the new Japanese Ambassador to Laos, who paid a courtesy visit to the Secretary-General.

26 August

Attended the international conference on "Globalization and Intangible Cultural Heritage: Opportunities, Threats, and Challenges" co-organized by the United Nations University and UNESCO in Tokyo.

2-4 September

Visited Malaysia to attend the Eco-Products International Fair 2004 in Kuala Lumpur. He delivered welcome statements at the opening ceremony of the fair and at the opening sessions of three other concurrent events: International Conference on Green Supply Chains, Workshop on Green Procurement, and National Seminar on Natural Farming (see page 5 for full report).



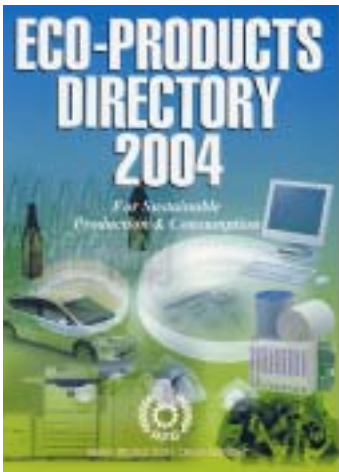
(L-R) Mr. Takashi Tajima, Tan Sri Dato' Hj. Muhyiddin, Minister for Agriculture and Agro-Based Industry, Malaysia, and Dato' Ismail Ibrahim, Director-General, Department of Agriculture, Malaysia, at the opening of the National Seminar on Natural Farming

4-6 September

Visited India, where he paid a courtesy call on Mr. Lakshmi Chand, APO Director for India and Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry. He also visited the National Productivity Council where he was met by Dr. S.K. Pachauri, IAS, Director-General, Mr. R.C. Monga, Deputy Director-General, and other senior staff members.



New APO publication



ECO-PRODUCTS DIRECTORY 2004

For Sustainable Production and Consumption

APO 419 pp. September 2004 US\$35.00
ISBN 92-833-1144-2 (limp bound)

On 2 September 2004, at the first Southeast Asian Eco-Products International Fair held in Kuala Lumpur, Malaysia, the APO launched a new landmark publication *Eco-Products Directory 2004*. The occasion was officiated by Malaysian Minister for International Trade and Industry Dato' Seri Rafidah Aziz, who had earlier on the same day inaugurated the eco-products fair. This publication was the work of the APO Green Productivity Advisory Committee (GPAC), a grouping of leading private-sector Japanese corporations with expertise in environmental management, which was set up in 2003 to advise and support the APO in its GP-related activities. The GPAC adopted the compiling and updating of an eco-product database as one of its core activities. The others were implementing pilot projects on greening supply chains and organizing regular eco-product exhibitions in Asia.

To compile a database on major eco-materials, eco-components, and eco-products produced in Japan with the aim of disseminating eco-friendly products in Asia and the Pacific, the GPAC commissioned a subcommittee headed by Prof. Ryoichi Yamamoto of the University of Tokyo to undertake the task. The collaboration of the Society of Non-Traditional Technology in Japan was sought. A Database Working Group comprising scientists and experts from the University of Tokyo, National Institute for Material Science, and Green Purchasing Network was set up to compile the database. *Eco-Products Directory 2004* was the fruit of their labor. More than 750 eco-materials (199), eco-components (134), and eco-products (421) are featured in the directory, which also provides their specifications and information on their suppliers. The directory also includes a comprehensive chapter on the development of eco-materials and eco-products in Japan.

Each product in the book is evaluated in terms of three categories: A) environmental load; B) environmental performance index; and C) life cycle stage. In category A, a product is evaluated for its contributions to reducing global warming, air pollution, hazardous substances, waste, and resource consumption. Category B, on the other hand, evaluates a product for its contributions to resolving the environmental problems mentioned in category A: recyclability, longevity, resource savings, higher quality, energy savings, environmental purification, and use of recycled material. Under category C, a product is evaluated for its contributions to resolving environmental problems at each of the six stages of its life cycle: material extraction; material and component production; design and material selection; product manufacture; product use, maintenance, and repair; and end-of-life disposal or recycling.

Eco-Products Directory 2004 is available from the APO at US\$35.00 per copy. A CD-ROM version at US\$5.00 is also available. Postage charges are extra.

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



"A man may die, nations may rise and fall, but an idea lives on."

John F. Kennedy

"Successful people simply form habits that failures don't do."

Jackson King

"Never trade results for excuses."

Dick Lyles

"Quick fixes don't fix big problems."

Ronald Reagan

"The conductor is only as good as his orchestra. That's not hyperbole. That's fact."

André Previn

"It's not enough to recognize the need for change. A leader must be able to make it happen."

Sanjay Kumar

"Education's purpose is to replace an empty mind with an open one."

Malcolm S. Forbes

"Excellence is doing ordinary things extraordinarily well."

John W. Gardner

"Treating a competitor's brand as if it didn't exist doesn't mean your customers will do the same."

Margie Smith

Eco-Products International Fair 2004

On 2–4 September this year, the APO collaborated with the Federation of Malaysian Manufacturers (FMM), and the National Productivity Corporation (NPC) of Malaysia to organize the Eco-Products International Fair in Kuala Lumpur, Malaysia, the first in Southeast Asia and outside Japan. The theme of the fair was “Living in harmony with the environment—towards sustainable production and consumption.” The guest of honor and keynote speaker at the opening ceremony was the Malaysian Minister for International Trade and Industry, Dato’ Seri Rafidah Aziz. Running parallel to the fair were three other events: the International Conference on Green Supply Chains, Workshop on Green Procurement, and National Seminar on Natural Farming.

Seventy-seven exhibitors from Japan (37), Republic of Korea (one), Malaysia (35), Singapore (two), Belgium (one), and Germany (one) showcased their eco-friendly products and services covering consumer goods to materials for manufacturing. Among the exhibitors were the three leading automakers, Daimler Chrysler, Honda, and Toyota, and their hybrid cars. Other renowned exhibitors included Panasonic, Ebara, Mitsubishi, Daikin, Canon, Fuji Xerox, Hitachi, Toray, JVC, Kaneka, Marubeni, Ricoh, and Sirim. The Korean National Clean Production Center also participated. The APO had a booth to promote its Green Productivity (GP) activities. The organizers of the fair sponsored an eco-product concept booth that had as its main attraction an “Eco-Wish Tree” that proved to draw crowds.

Apart from Minister Rafidah Aziz, speakers at the opening ceremony were FMM President Dato’ Mustafa Mansur, Tan Sri Dato’ Azman Hashim, APO Director for Malaysia and Chairman of NPC Malaysia, and APO Secretary-General Takashi Tajima. Minister Rafidah Aziz, in her keynote address, said that the general public had an important role in dealing with concerns facing the global environment. By choosing eco-friendly products, consumers could help promote environment-friendly practices and GP. The fair, she said, would give an insight into and showcase the variety of choices available to both industry and consumers which could satisfy the need to balance the consumption and preservation of natural resources. Dato’ Mustafa Mansur expressed the hope that the fair would create and enhance awareness of the importance of environment-friendly products in relation to greening the supply chain among the business community, government officials, and the public. Tan Sri Dato’ Azman Hashim in his address pointed out that the competitive advantage of eco-products is closely related to their level of productivity, efficiency, and market reach. All these factors should be embodied in the production process, from the design phase to when the products reach the marketplace. Secretary-General Tajima said that the industries in Asia and the Pacific, the manufacturing hub of the world, must shift their focus to produce more eco-friendly products and services to strengthen and sustain their competitiveness.

The opening day of the fair also saw the launching of the seminal APO publication *Eco-Products Directory 2004*. Professor Ryoichi Yamamoto of



(L-R) Mr. Morishita, Dato’ Mustafa Mansur, Minister Rafidah Aziz, Mr. Tajima, and Tan Sri Dato’ Azman Hashim

the University of Tokyo and a Vice Chairman of the APO GP Advisory Committee (GPAC) presented the first copy of the book to Minister Rafidah Aziz (see page 4 for a write-up on the directory).

The fair included a number of attractions targeting younger visitors, for example, the Eco-Quiz Rally, Recycling Awareness Poll, coloring contest, drawing contest, Dart: Mix and Match, and 3R Contest. A special feature was the “Organizers’ Stage” where nine exhibitors made presentations on their products.

The International Conference on Green Supply Chains, held on 2 September, was attended by about 250 participants, including 28 sponsored by the APO. The conference was inaugurated by Datin Paduka Dr. Tan Yee Kew, Parliamentary Secretary, Ministry of International Trade and Industry, Malaysia. The keynote address on the “Role of Eco Products for Sustainable Development” was provided by APO GPAC Chairman Yoichi Morishita, who is also the Chairman of Matsushita Electric Industrial Co. Ltd. Among the other prominent speakers were Mr. Yoshihide Suga, Parliamentary Secretary, Ministry of Economy, Trade and Industry, Japan, who spoke on “Compatibility between Environment and Economy: Japanese Industrial Policy,” and Dr. Hiroyuki Fujimura, Chairman, Zero Emissions Forum of Japan and Honorary Chairman of Ebara Corporation, who expounded on “Regeneration of Regions by Biomass Industries.” Tan Sri Azman Hashim gave the closing address.

(Continued on page 6)

On 3-4 September, the APO workshop on Green Procurement was held attended by 28 participants and two observers from 15 APO member countries. Resource speakers and the topics they dealt with were: Prof. Ryoichi Yamamoto on “Green Procurement and Eco-products for Green Supply Chains, Competitiveness, and Sustainable Development in the Asia-Pacific Region”; Prof. Hideki Nakahara, Chair, Green Purchasing Network of Japan, on “Green Procurement in Japan”; and Dr. Chaiyod Bunyagidj, Vice President, Thailand Environment Institute, on “Green Procurement in Thailand: Challenges and Opportunities.”



Scene at the fair

Another major event was the Malaysian national seminar on “Natural Farming,” launched by the Malaysian Minister for Agriculture and Agro-Based Industry, Tan Sri Dato’ Hj. Muhyiddin, attended by about 250 participants. Secretary-General Tajima also addressed the seminar. The highlight of the

program was the release of the results of the APO GP-Integrated Community Development demonstration project on natural farming in Malaysia, including a mini exhibition of products from the project. 🌱

First live Internet e-broadcast

Early this year, the APO Secretariat established an e-Learning Portal for disseminating information on improving productivity through live e-broadcasts on the Internet. The maiden presentation was delivered by Prof. Michael Chung of California State University, Long Beach, USA, on 19 July 2004. A noted academic, Prof. Chung’s book *Electronic Commerce: A Managerial Perspective* was a bestseller. Prof. Chung made this presentation from the China Productivity Center in Taipei, Republic of China, where he served as a resource person in the APO study meeting on “The Internet and New Business Frontiers.” The broadcast was viewed by a broad spectrum of people in APO member countries. More such e-broadcasts are in the offing and will be announced on the APO Web site.



Prof. Chung delivering the e-broadcast

APO/NPO update

New APO Director for Cambodia

Mr. Ith Praing, Secretary of State, Ministry of Industry, Mines and Energy, was appointed as the new APO Director for Cambodia w.e.f. 26 August 2004, in place of Mr. Hul Lim.

New APO Director for India

Mr. Ashok Jha, Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, was appointed as the new APO Director for India w.e.f. 8 September 2004, in place of Mr. Lakshmi Chand.

New APO Director for Pakistan

Dr. Mutawakkil Kazi, Secretary, Ministry of Industries and Production, was appointed as the new APO Director for Pakistan w.e.f. 12 August 2004, in place of Mr. Muhammad Javed Ashraf Hussain.

New Designations for APO Director and Liaison Officer for Singapore

The job designations of Mr. Cedric Foo, APO Director for Singapore, and Mr. Wong Wai Meng, APO Liaison Officer for Singapore, have been changed to:

Mr. Cedric Foo, Minister of State for Defence and National Development, and Chairman, SPRING Singapore.

Mr. Wong Wai Meng, Head, International Policy Department, SPRING Singapore.

The Vietnam Directorate for Standards and Quality has been relocated to the following address:

08 Hoang Quoc Viet Street, Cau Giay District, Hanoi, Vietnam.
Telephone: 844-7911633, fax: 844-7911595.



BANGLADESH

Mr. Syed Abu Bakar Syed Hamzah, Managing Director, Tirai Inovatif Sdn. Bhd., Malaysia, and **Mr. Zaini Ithnin Bin H.J.A. Rajak**, Chief Executive Officer, Wisdom Management Services Sdn. Bhd., Malaysia, were deputed to conduct training on Improving Productivity and Quality in the Furniture Industry, 22–29 August 2004.

Mr. Toshitsugu Nakai, Consultant, Productivity Improvement, Japan, was deputed to conduct a seminar for National Tubes Ltd. on Steel Pipe Welding & Maintenance, 21–31 August 2004.

Mr. Masao Kikuchi, Technical Adviser, Materials Process Technology Center, Japan, was deputed to provide technical assistance to BITAC on Foundry Technology, 28 August–5 September 2004.

Mr. Nirun Chimparlee, Consultant, Production Technology and Management Upgrading, Thai Footwear Association, Thailand, was deputed to provide technical expert services on Improvement of Productivity and Quality in the Footwear Industry, 31 August–9 September 2004.

FIJI

Dr. Rajesh Bheda, Professor, National Institute of Fashion Technology, India, was deputed to conduct a training course on Quality Control for Apparel Manufacturers, 23–27 August 2004.

INDIA

Dr. Tae-Sun Min, Senior Advisor, Department of Life Science, KOSEF, Republic of Korea, and **Dr. Irwin Y.E. Chu**, President, A-Tum Biotech Company, Republic of China, were deputed to serve as resource speakers in the seminar on Industrial Use of Biotechnology, 17–20 August 2004.

INDONESIA

The following were deputed to serve as resource persons in the workshop on Green Productivity and Occupational Environmental Health and Safety, 9–13 August 2004: **Dr. B. Jagdev Singh**, Consultant, Occupational Safety & Health & Medical Resource, Malaysia; **Mr. Anik Ajmera**, Counsellor, Environment, Confederation of Indian Industry, India; and **Dr. Gopal Joshi**, Senior Specialist, Small Enterprise and Management Development, ILO-SAAT, India.

ISLAMIC REPUBLIC OF IRAN

Mr. Shuichi Yoshida, President, GTR Institute International, Japan, was deputed to provide the second advisory service to the demonstration project at Takcelam Co., 21–26 August 2004.

MALAYSIA

Mr. Rodney M. May, Consultant, Australia, was

deputed to serve as a resource person in the Integrated Community Development on Natural Farming project, 2–6 August 2004.

Mr. Noriyoshi Oguchi, Professor, Faculty of Commerce, Senshu University, Japan, was deputed to serve as a resource person in the seminar on Total Factor Productivity Measurement and Analysis, 16–19 August 2004.

MONGOLIA

The following were deputed to serve as resource persons in the workshop on Enhancing NPOs' Core Competence: Productivity Education and Certification, 23–27 August 2004: **Mr. Nelson H. Delailomaloma**, Former Director-General, Training and Productivity Authority of Fiji, Fiji; **Mr. M. Moedjiman**, Head, Training and Productivity Board, Ministry of Manpower and Transmigration, Indonesia; **Ms. Zainiah Nik Ab. Rahman Nik**, Deputy Director-General, National Productivity Corporation, Malaysia; and **Dr. Segundo Joaquin E. Romero, Jr.**, Executive Vice-President, Development Academy of the Philippines, Philippines.

Mr. John Parsons, Consultant, Australia, was deputed to serve as a consultant on Methodology and Strategies for Demonstration Companies (Phase I), 31 August–9 September 2004.

Mr. Hsiu-Ching Yeh, Senior Consultant, China Productivity Center, Republic of China, was deputed to conduct training on Development of Demonstration Companies/Organizations (Stage II), 16–20 August 2004.

NEPAL

Mr. Yasuhiko Iwaoka, Senior Consultant, IWAOKA R&C, Japan, was deputed to conduct stage III of the Demonstration Project at Saakha Metal Co., 23–27 August 2004.

THAILAND

Dr. Luis R. Calingo, Dean, College of Business Administration, California State University, USA, was deputed to provide training for the Thailand Quality Award Program, 2–9 August 2004.

Mr. Robert Osterhoff, Vice President & Director, Corporate Quality and Knowledge Sharing, USA, was deputed to provide training to the FTPI on Capacity Building on Knowledge Management, 18–26 August 2004.

The following were deputed to serve as resource persons in the seminar on the "One Village, One Product" Movement for Community Development, 17–23 August 2004: **Mr. Masato Kuroda**, President and Architect, Kuroda Sekkei Co. Ltd., Japan; **Dr. Noriko Inozume**, Research and Planning Fellow, Institute for Urban and Regional Planning, Japan; **Ms. Kazuko**

Program calendar

Bangladesh

Symposium on Cross-functional Management, 20–23 December 2004.

India

Study Meeting on New Concepts of Top Management, 22–25 November 2004.

Laos

Seminar on Productivity Awareness for Public Sector Undertakings, 18–22 October 2004.

Malaysia

Workshop on Information and Communication Technologies as Productivity Tools for Small and Medium Enterprises, 22–26 November 2004.

Seminar on Integrated Community Development Strategies: Kaizen and Rural Life Improvement Programs, 13–17 December 2004.

Pakistan

Training Course on Productivity Measurement in the Government Sector, 13–17 December 2004.

Thailand

Workshop on Improved Usage of Internet Technology for Small and Medium Enterprises, 20–24 December 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.

Kano, Senior Technical Advisor, Project Development Department, Japan Bank for International Cooperation, Japan; **Mr. Masanobu Yamakage**, Chief Director, Public Affairs, Oita International Center, Japan; and **Mr. Jon Jeffrey Palmer**, Director, Asian Rural Life Development Foundation, Thailand.

VIETNAM

Dr. Luis R. Calingo, Dean, College of Business Administration, California State University, USA, was deputed to provide training on Continuous Improvement of the Vietnam Quality Award Systems and Its Assessors, 11–14 August 2004.

Prof. Tay Joo Hwa, Director, Environmental Engineering Research Center, School of Civil and Structural Engineering, Nanyang Technological University, Singapore, was deputed to serve as a resource person in the ongoing GP-ICD Demonstration Project on Generating Value from Industrial Solid Waste, 25–27 August 2004.

Statement from Tan Sri Dato' Azman Hashim in appreciation of Mr. Takashi Tajima


The APO News has received a statement of appreciation to Mr. Takashi Tajima, immediate past Secretary-General of the APO, from Tan Sri Dato' Azman Hashim, APO Director for Malaysia and Chairman of the Malaysian National Productivity Corporation (NPC). Tan Sri Dato' Azman Hashim is the most senior member of the APO Governing Body who has served the longest in this capacity and attended the most sessions of the Governing Body. We thank him for his statement and it is our pleasure to publish it below.



Tan Sri Dato' Azman Hashim

The NPC Malaysia would like to put on record its sincere appreciation to Mr. Takashi Tajima for his stewardship in making the APO better known in the region when he was the Secretary-General. The enhanced international profile of the APO has benefited the NPC Malaysia and other member countries. A case in point was the recently concluded Eco-Products International Fair held at the Mid-Valley Exhibition Center in Kuala Lumpur. This event was particularly significant as it was the first time that it was held outside Japan.

Mr. Tajima's three-pillared vision of the APO—strengthening competitiveness, harmonizing productivity increases with environmental protection, and achieving social fairness—has the general endorsement of the NPOs. During his tenure as the Secretary-General, we have seen changing and progressive productivity programs being hosted and facilitated by the NPOs. It was through Mr. Tajima's leadership and guidance that the NPC Malaysia was able to share its productivity know-how with other countries in Asia and the Pacific. This has contributed to the further honing of its expertise. The NPC Malaysia has grown in strength and reputation as the premier productivity institution in the country over the past six years. In addition, the new programs initiated by Mr. Tajima also addressed the development of the knowledge-based economy, a subject of particular interest to Malaysia. The NPC Malaysia is also pleased to express our appreciation to Mr. Tajima for his efforts in soliciting the support of senior governmental leaders for member countries' productivity movements in general and the NPOs in particular.

We are not able to thank Mr. Tajima enough for all his contributions to the APO and NPC Malaysia. On behalf of Malaysia, I would like to take this opportunity to wish him the very best in his future undertakings. We look forward to working with him in his continual efforts to promote and sustain international cooperation. 

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