



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

The APO at the WSSD

The APO participated in the recent World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa, as an accredited inter-governmental organization. The objective was to make the vision and achievements of the APO Green Productivity Program known globally. The APO delegation was led by Secretary-General Takashi Tajima. Other members were: Nguyen Thi Bich Hang, Managing Director, Vietnam Productivity Center; Augustine Koh, Director, Environment Department, APO Secretariat; and Mandar Parasnis, APO Environment Program Officer.



The APO delegation at the WSSD (from L-R) M. Parasnis; A. Koh; T. Tajima; and Nguyen Thi Bich Hang

The 10-day summit was attended by an estimated 60,000 delegates, including heads of state/government and national delegates of more than 160 countries, and representatives of business and industry, women, children and youth, indigenous people, local authorities, workers and trade unions, NGOs, scientific and technological communities, farmers, and regional/international organizations. With its overriding concerns for dire poverty and environmental degradation, the summit touched on a broad range of subjects, such as water and sanitation, energy, health, agriculture, biodiversity and ecosystem management, and cross-cutting issues like access to markets, phasing out export subsidies, and promoting corporate responsibility and accountability. It concluded with the adoption of the Johannesburg Declaration on Sustainable Development and the Plan of Implementation.

APO Type II Partnership Initiative and Side Events at the WSSD

Apart from the Plan of Implementation and the initiatives announced by various governments to carry out their commitments (termed Type I Initiatives), another major outcome of the WSSD was the generation of a number of partnership proposals to implement Agenda 21 and sustainable development activities by governments, citizen groups, businesses,

(Continued on page 6)

Volume 32 Number 10
October 2002

When one door closes
another door opens; but we
so often look so long and so
regretfully upon the closed
door, that we do not see the
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Alexander Graham Bell

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Published by

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Productivity or profits?

Since the collapse of communism in 1989, virtually no one in Europe has doubted the merits of the free enterprise capitalist system for generating wealth by boosting productivity. However, the general public's perception of the importance of productivity growth has been seriously dented in the last decade for four main reasons.

First is the "new economy." A burgeoning shareholder society of the 1990s believed that there was far more lucre to be made far more rapidly by "playing the stock market" than making longer-term investments in more traditional enterprises. And the dot.coms were there "just in time." No longer was there a need for trust and thrift: gratification could be instantaneous. However, the dot.com money to be made was not based on past achievements but on future expectations. When the expectation bubble burst, wealth (if not value) evaporated. Nor was it only shareholders who lost their savings; future pensioners lost their future incomes, employees lost their jobs, and none had money to invest in really productive enterprises.

"The European Union could outdo the USA and become 'the world's most competitive economy' by 2010 by two means: investing in IT and IT skills, and espousing competition more broadly in both the private and public sectors."

Second, there was the "miracle" of IT. The 1990s debate on the "productivity paradox" questioned why a decade or more of enterprise investment in IT had not led to the expected boost in productivity. But then, in the late 1990s in the USA, the boost occurred; not only did productivity growth rates double, but employment was continuously rising. Taking their cue from the USA's suc-

cess, European leaders decided in Lisbon in 2000 that the European Union could outdo the USA and become "the world's most competitive economy" by 2010 by two means: investing in IT and IT skills, and espousing competition more broadly in both the private and public sectors.

The third reason is that unfortunately the political rhetoric and proclamations are not being broadly translated into reality. They are stymied by significant state and European lobbies proclaiming, often in the name of quality and equity, that competition and productivity are not the be-all and end-all of existence. Europe has a "social market model" that differs from the harsh "capitalist model" of the USA. So subsidies and protectionism will be needed into the foreseeable future to maintain high-quality public services for all Europeans. Thus, not only is the "European Single Market" that embraces the free movement of people, capital, services, and products no longer progressing (it was supposed to have been "finally" brought about in 1992), according to recent statements of the European Commission President Romano Prodi, it might even have gone too far already.

Yet surely, contest others, productivity growth is at the core of "free enterprise." Companies are continuously being purged of underperforming resources by corporate restructuring. Major companies that have not restructured in time have gone bust. The European Commission itself has ensured the disappearance in particular of two state airlines and refused mergers that could have restricted competition. But, and this is the fourth reason for productivity's woes, a public malaise has emerged around the free enterprise system as such and more especially the accountability of its managers. Several top managers and their boards clearly seem to be far more interested in boosting their own incomes by devious practices, accounting and

others, concerned with the short-term value of shares than raising longer-term corporate effectiveness and efficiency. For some highly visible bosses, "profits" are more important than productivity. So again the public's belief in the objectivity, integrity, and value of the system of reward and remuneration is being undermined, a questioning compounded by the fact that profits do not necessarily arise from working harder or smarter, but from swings in market supply and demand.

To tackle such distortions—and white-collar crime is a burgeoning area in Europe—governments are resorting increasingly to sticks. "Declarations of good intent" have clearly met their limits when rapacious executives have abandoned their quest for enhancing productivity in favor of almost pure greed. Legislative change is afoot, borne along by public malaise manifested in the recurrence in the first half of 2002 of a series of strikes in Germany, Italy, Spain, and the UK. These strikes were less a reaction to inequities in the division of wealth than they were demands for increased state expenditure for public services, particularly education, health, and security.

"Whereas two or so decades ago there was a tendency for confrontation, with one side or the other losing or winning, governments currently advocate 'win-win' partnerships with more participation, more productivity, and more profitability."

However, the "carrots" approach is more appropriate in a free market economy. Whereas two or so decades ago there was a tendency for confrontation, with one side or the other losing or winning, governments currently advocate "win-win" partnerships with more participation, more productivity, and more profitability. On the one hand, these



partnerships take the form of pacts between governments, trade unions, and employers on what each should, and should not, do. Such pacts have already shown their validity in smaller countries, such as Ireland, the Netherlands, and Finland. Now they are being tested in larger countries, most recently the July 2002 “Pact for Italy,” albeit without the largest (communist) trade union being a signatory. On the other, governments are increasingly encouraging partnerships more

“Companies are continuously being purged of underperforming resources by corporate restructuring. Major companies that have not restructured in time have gone bust.”

broadly in society. Thus, “social dialogue” is a major policy thrust of France’s new conservative government, seeking to overcome the confrontational nature of the populace. In the UK a “partnership fund” supports joint initiatives at the company level aimed at enhancing participation and productivity. In Germany, recent research has shown that the close-knit system of labor-management cooperation and co-determination constitutes a pillar for successful corporate development, at least in large, denationalized companies, despite employers’ lamentations about its recent extension. ☺

Anthony C. Hubert is the Secretary-General of the European Association of National Productivity Centers (EANPC) located in Brussels, Belgium. He is a regular contributor to this column.

From the SECRETARY-GENERAL’S Schedule

September 2002

3-4 September

APO Secretary-General Takashi Tajima attended the APO “Venture 2002: Asian Forum on Venture Business” in Osaka, Japan, where he also delivered the welcome address at the opening session. Other speakers were: Governor Fusae Ota, Osaka Prefectural Government; Mr. Yasuo Shingu, Chairman, Kansai Council; and Mr. Hideki Tomizawa, Managing Director, Nihon Keizai Shimbun, Inc.

20 September

Received Mr. Ruben Conti, Undersecretary, Office of the Presidential Adviser for Special Concerns, the Philippines, and Vice President for Internal Affairs of the APO Society of the Philippines, who paid a courtesy visit to the APO Secretariat.

21 September

Held meeting-cum-dinner with Mr. Somsavath Lengsavad, Deputy Prime Minister and Minister of Foreign Affairs, Lao People’s Democratic Republic, and Mr. Soukthavone Keola, Lao Ambassador to Japan.

26 September

Met with Mr. Suranimal Rajapaksha, Sri Lanka’s Minister for Education, and Mr. P. Dias Amarasinghe, Additional Secretary (Planning and Management), Ministry of Human Resource Development, Education and Cultural Affairs, who paid a courtesy call on the Secretary-General.



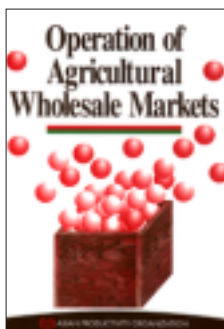
(L-R) Mr. N.G. Kularatne, APO Director for Admin & Finance; Secretary-General T. Tajima; Minister Rajapaksha; and Mr. Amarasinghe.

27 September

Received Mr. Prakash Bahadur Gurung, Assistant Minister, Ministry of Industry, Commerce and Supplies, Nepal, and Mr. Bhanu Prasad Acharya, Secretary of the Ministry and APO First Vice Chairman, who were also briefed by APO Secretariat departmental directors as part of their Bilateral Cooperation Between NPOs Program in Japan. They had earlier visited Fiji.

30 September and 1 October

Attended the APO study meeting on “Regional Industrialization and Development” held in Miyazaki Prefecture, Japan, where he gave the opening address.



OPERATION OF AGRICULTURAL WHOLESALE MARKETS

APO 205 pp. August 2002 ISBN 92-833-2331-9

Agricultural wholesale markets provide an important facility for meeting the diversified supply needs of large populations and for setting appropriate prices for better distribution. Traditional wholesale markets comprise a large area set aside and occupied by numerous assemblers/wholesalers, middlemen/traders, and retailers. The common result is large price differentials for the same products, which has a negative impact on producer income and consumer satisfaction. An alternative model is the central wholesale market where farmers sell their products to local assemblers, shippers, or cooperatives who in turn transport them to commission agents in the central wholesale market where the products are sold, usually by auction, to licensed wholesalers, retailers, and institutional buyers. Through this process, the prices for commodity items of the same quality are the same at any given time in the market.

To assess the present situation of agricultural wholesale markets in member countries and to enable participants to study the operation of the central wholesale market system in Japan, the APO organized a multi-country study mission on "The Operation of Agricultural Markets" in Japan in July 2000. This publication comprises a summary of the findings of the study mission and the resource papers and country reports presented at plenary sessions of the mission. It is a useful reference text for policy-makers, planners, and managers of wholesale markets.



ACCELERATING THE PROGRESS OF JAPAN'S AGRICULTURE, FORESTRY, AND FISHERIES RESEARCH (Video)

APO Sept. 2002 25 minutes
VHS/PAL & VHS/NTSC US\$60.00

Scientific research is a fundamental driving force in raising agricultural productivity. Japan has a long and successful history of developing comprehensive R&D systems for agriculture, forestry, and fisheries. Nevertheless, recent changes in the socio-economic environment and technological developments demand that research become more effective, more advanced, and more focused.

Therefore, the Japanese agricultural research system was reorganized into a few independent research institutes. One group of reorganized institutes focuses on the development of technologies with practical use such as cost reduction, disease prevention, creation of new crop strains, etc. Another centers on more basic and fundamental research that in the long term will contribute greatly to the sector's development.

This video presents the history of the Japanese agricultural research system with particular emphasis on its recent transformation. Representative research results in major institutes are also briefly touched upon.

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



"There ain't no rules around here! We're trying to accomplish something!"

Thomas A. Edison

"The world is full of willing people, some willing to work, the rest willing to let them."

Robert Frost

"A sense of humor is part of the art of leadership, of getting along with people, of getting things done."

Dwight D. Eisenhower

"Do what you can with what you have where you are."

Theodore Roosevelt

"When one door closes another door opens; but we so often look so long and so regretfully upon the closed door, that we do not see the ones which open for us."

Alexander Graham Bell

"An undefined problem has an infinite number of solutions."

Robert A. Humphrey

"The trouble with facts is that there are so many of them."

Samuel McChord Crothers

"The only way to discover the limits of the possible is to go beyond them into the impossible."

Arthur C. Clarke

"If we can't make a profit, there's no use to being in business."

Fujio Mitarai

"Voyages are accomplished inwardly, and the most hazardous ones, needless to say, are made without moving from the spot."

Henry Miller

Productivity measurement in the service sector

The service sector in APO member countries has been increasing in importance; it is now a key contributor to employment and national GDP. This makes it imperative for this sector to enhance its productivity so that it can play an even greater role in the economic growth and development of these countries. An understanding of the various models and tools available for measuring productivity in the sector will enable its performance to be analyzed and evaluated for identification of areas for further improvement.

Against this background, the APO organized a seminar on “Productivity Measurement in the Service Sector” in Malaysia, 12–16 August 2002. Nineteen participants from 14 APO member countries took part. The seminar was led by a prominent productivity expert from Australia, Dr. M.R. Ramsay. He introduced a new concept of economic productivity and the method for its measurement which is non-dimensional and which could be used in any sector, be it manufacturing or service.

The major topics covered in the seminar were: Productivity framework and paradox in the service sector; Productivity measurement in the service sector of Malaysia: public-sector perspective; Productivity quantification of govern-



Participants in the seminar

ment services expenditure; Alternative approaches in productivity measurement in the service sector; Case examples of productivity measurement/performance in Northport (M) Berhad, Malaysian healthcare sector, and the Malaysian financial sector; and Performance measurement: balanced scorecard. Participants visited the Subang Jaya Medical Center for a first-hand study of its productivity measurement program. ☺

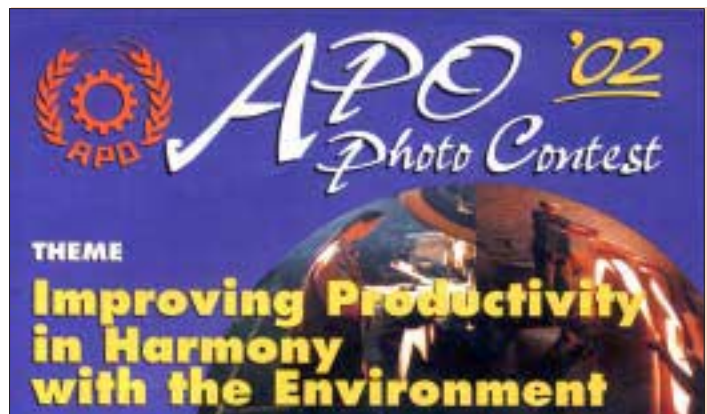
APO Venture Business 2002

The APO “Venture 2002: Asian Forum on Venture Business” is one of the major annual programs organized under the APO Strengthening of Small and Medium Enterprises thrust area. This year’s was the third in the series, all of which were held in Osaka, Japan. Venture 2002 was held on 3–4 September. It formed part of “Venture 2002 Kansai,” a joint undertaking of the APO, Kansai Council, Osaka Prefectural Government, Foundation for Osaka Research Enterprise Companies, Osaka Securities Exchange, New Business Conference Kansai, Nihon Keizai Shimbun, and Television Osaka. “Venture 2002 Kansai” comprised a symposium, the program of which was the same as for the APO Venture 2002, and an exposition “Venture EXPO 2002” where participating companies displayed their products and services.

The APO “Venture 2002” program included the facilitation of presentations of business plans by APO participants seeking business linkages with others and a business matchmaking service where participants with similar business interests were brought together for possible cooperation and business tie-ups.

The two-day event attracted more than 21,000 visitors, especially to the exposition. Most were from Japan. The APO sponsored 118 participants from 16 of its member countries. The Department of Business, Economic Development and Tourism of the State of Hawaii deputed a delegation of 15 members to take part. They also set up a booth at the exposition to promote Hawaiian products and businesses. The APO booth, on the other hand, featured those of companies represented by APO participants.

A survey conducted earlier this year among APO participants of the two earlier venture fora to evaluate the results achieved revealed the following: 1) Participants attended the two events with the serious intention of finding business partners. 2) Almost 400 contacts were made for possible business tie-ups after the fora. 3) Sixty-two business partnerships or alliances were formed. 4) The key qualities most look for in potential business partners are: types, quality, and price of products; financial soundness; and in-house expertise and capability.



Progress Report

This year’s contest solicited an even greater response than last year’s. We received a total of 1,260 entries from 464 contestants representing 16 member countries. This signifies a 16 percent increase in both number of entries and contestants as compared with the 2001 contest. For two years running, Vietnam topped the list of member countries with the highest number of entrants and entries. A close second was once again Thailand. Of the top 19 prizes awarded last year, Vietnam walked away with five, including the Gold Prize.

The pre-selection meeting for this year’s contest was held on 25 September. Two members of the panel of five judges helped to shortlist the number of entries to a more manageable number for final selection on 16 October. This timing is a little later than we had anticipated. For this reason, the winners of the APO Photo Contest 2002 will be announced only in the November issue of the APO News. Our apologies for this delay. However, winners of the contest will be posted on the APO Web site (www.apo-tokyo.org) a day or two after the selection meeting. The APO will also notify them directly by post.

The APO at the WSSD

.....(Continued from page 1)

international organizations, and others. These partnership initiatives are called “Type II Initiatives” and they are international in scope and reach (i.e., global, regional, and/or sub-regional). More than 220 partnership initiatives were announced and accepted by the WSSD to complement the governmental commitments. Among them was the APO’s proposal on “Regional Partnership for Poverty Alleviation and Environmental Protection through Green Productivity-Integrated Community Development and the Clean Development Mechanism.”

The APO Type II initiative was officially launched by Secretary-General Tajima at the joint APO-Vietnam seminar on “Green Productivity Approach for Integrated Community Development (GP-ICD) & Poverty Alleviation.” This was one of three side events which the APO co-organized with others at the WSSD. The seminar was held at the Japan Pavilion, Ubuntu Village, Johannesburg, 28 August, with the objective of showcasing the successful APO-Vietnam initiatives in GP-ICD for poverty alleviation, one of the primary issues discussed at the WSSD.

In his opening remarks, Secretary-General Tajima gave an outline of the GP-ICD Program and its importance as a thrust area in the context of APO activities. Dr. Pham Khoi Nguyen, Vice-Minister, Vietnamese Ministry of Science and Technology, thanked the APO for its constant support for the GP-ICD program in Vietnam and assured the continued cooperation of his government. Dr. Nguyen Huu Thien, Director-General of the Vietnam Directorate for Standards and Quality, spoke on the successful implementation of the GP-ICD Program in Vietnam. This was followed by a video presentation on the GP-ICD demonstration projects in Vietnam.

The seminar was attended by about 35 participants from all over the world. Participants from Africa, Eastern Europe, and South America requested APO assistance to introduce similar GP-ICD activities in their countries.

The second APO side event at the WSSD was the roundtable meeting on “SIGN³-Asia:



Vietnam-APO team at the WSSD. In the center is APO Secretary-General Takashi Tajima. On his left is Vietnamese Vice-Minister Pham Khoi Nguyen, and on his right is Dr. Nguyen Huu Thien

Sustainable Investments, Global Network for Asia.” This meeting was jointly organized with the United Nations Environment Programme (UNEP), European Partners for Environment (EPE), and the Regional Institute of Environmental Technology (RIET) of Singapore at the Hotel Caesars Gauteng, Johannesburg, 29 August.

SIGN³-Asia stands for “Sustainable Investment Global Network for Asia.” The N³ in the acronym denotes the need to consider the triple bottom line of development—economic prosperity, social equity, and environmental sustainability—in all investment decisions. Its central aim is to promote “sustainable investments.” SIGN³-Asia is a proposal of the APO, Asian and Pacific Development Centre, EPE, RIET, International Institute for Environment and Development, and UNEP. The roundtable meeting, held to introduce this proposal to interested stakeholders, focused on the steps to take to launch SIGN³-Asia and the possible roles and responsibilities of the supporting parties.

The meeting was attended by more than 15 high-ranking participants from various governments, international/regional organizations, NGOs, and multinational corporations from Europe, Asia, and Africa. They were highly appreciative of the concept and indicated their willingness to cooperate. Mrs. Liana Bratasida, Indonesian Deputy Minister for Environmental Conservation, graced the event and expressed her support for the proposal.

The symposium on “Greening Asian SMEs:

Cleaner Production & Green Productivity for Water Conservation & Management” was the third APO side event. It was held at the Water Dome, Johannesburg, 30 August. Partner organizations were the Asian Development Bank (ADB) and UNEP. The objective of the meeting was to deliberate on the GP and Cleaner Production (CP) concepts in relation to the key issues discussed at the WSSD and their importance, based on past experiences in the Asia-Pacific region, to small and medium enterprises (SMEs) for enhancing their competitiveness and environmental performance in the present time of financial crisis.

APO Secretary-General Tajima, speaking at the opening session, highlighted the importance of SMEs in the Asian region and hence the APO’s special emphasis on SMEs in all its activities, including GP. Mme. Jacqueline Aloisi de Lardere, Director, UNEP Division of Technology, Industry and Economy, in her closing remarks, emphasized the importance of changing production and consumption patterns and on focusing on product eco-design rather than on the production process alone. Other speakers were: Mr. Cornis van der Lugt (UNEP); Mr. J. Warren Evans (ADB); Mr. Augustine Koh (APO); and Dr. Loh Wah Sing (RIET).

The symposium had about 25 participants, including officials from the ADB, UNEP, and other agencies. A prominent guest was Dr. Kim Hak-Su, UN Under Secretary-General and Executive Secretary of the Economic and Social Commission for Asia and the Pacific.



p-Experts deputed by the APO

REPUBLIC OF CHINA

Mr. Takeo Honda, Product Engineer, Japan, was deputed to conduct a seminar and provide consultancy services on Rationalization in Manufacturing Design, 3-5 September 2002.

FIJI

Mr. Joy Jau Woie Chang, Manager, R&D Center for SCM, Pou Chen Group, Republic of China, was deputed to provide training on Industrial Engineering, 26-28 August 2002.

INDIA

Mr. Anandam Thomas Benedict, Total Quality & Innovation Manager, Temasek Polytechnic, Singapore, was deputed to serve as a resource speaker in the seminar on Benchmarking, 10-13 September 2002.

INDONESIA

Dr. Ram Badan Singh, Former Assistant Director-General and Regional Representative, FAO Regional Office for Asia and the Pacific, India; **Mr. Grant Stephen Vinning**, Managing Director, Asian Markets Research, Australia; and **Dr. Luc De Wulf**, Consultant, World Bank, USA, were deputed to serve as resource speakers in the seminar on Promoting Domestic and International Markets for Agricultural Products, 2-6 September 2002.

ISLAMIC REPUBLIC OF IRAN

The following six experts were deputed to render technical expert services in the advanced workshop on GP for Educators, 31 August-5 September 2002: **Prof. Dr. Ramli Mohamed**, Professor, School of Communication, Universiti Sains Malaysia, Malaysia; **Dr. Goh Ban Lee**, Associate Professor, School of Social Sciences, Universiti Sains Malaysia, Malaysia; **Prof. Tay Joo Hwa**, Head, Division of Environmental and Water Resources Engineering, Nanyang Technological University, Singapore; **Ms Hiswani Harun**, Senior Project Coordinator, Center for Urban and Environmental Management, INTAN, Malaysia; **Dr. Ichiro Minami**, Associate Professor, Department of Environmental Systems Engineering, Kochi University of Technology, Japan; and **Prof. Bharat Chhapparwal**, Vice Chancellor, Devi Ahilya University, India.

Mr. Shuichi Yoshida, President, GTR Institute International, Japan, was deputed to conduct a Gemba Kaizen Workshop, 10-15 September 2002.

JAPAN

Dr. Chu Irwin Yaw-En, Founder and Board Member, Taiwan Flower Biotechnology Co., Ltd., Republic of China; **Mr. Leigh A. Talmage-Pérez**, President and CEO, Asian Conservation Company, Philippines; **Dr. Eugene Khor**, Associate Professor, Chemistry Department, National University of Singapore, Singapore; **Mr. George Stadler**, President and CEO, Vanderbilt University Technology Company, USA; and **Dr. Ashok**

Jhunjhunwala, Professor, Department of Electrical Engineering, Indian Institute of Technology, Madras, India, were deputed to serve as resource speakers in the APO Venture 2002: Asian Forum on Venture Business, 3-4 September 2002.

REPUBLIC OF KOREA

Mr. Cho Han Kyu, Chairman, Korean Natural Farming Association, Republic of Korea; **Prof. Tay Joo Hwa**, Head, Division of Environmental and Water Resources Engineering, Nanyang Technological University, Singapore; and **Mr. Ramli Burhanuddin**, Assistant Director, Vegetable and Field Crop Division, Department of Agriculture, Malaysia, were deputed to render technical expert services in the workshop on Green Productivity and Natural Farming, 9-15 September 2002.

LAOS

Mr. Yasuhiko Tsutsumi, Representative, Pete Consulting Engineering Associates, Japan, and **Mr. Koh Kasuga**, Special Advisor, International Department, Japan Productivity Center for Socio-Economic Development, Japan, were deputed to conduct a productivity survey for the Laos Productivity Movement, 20-24 August 2002.

MALAYSIA

Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia, was deputed to conduct a Benchmarking Study on Project Management, 10-11 September 2002.

Ms. Uma Reddy, Vice President, Association of Women Entrepreneurs of Karnataka, India, was deputed to serve as a resource speaker in the APO Training Course on Development of Women Entrepreneurs, 16-17 September 2002.

Mr. Seah Soon Huat, Principal Consultant, Pro-Improve Consultancy, Singapore, was deputed to conduct training on Cost of Quality for Competitiveness, 17-18 September 2002.

MONGOLIA

Dr. Sallehuddin Yusof, Managing Director, Advanced Power Solutions Sdn. Bhd., Malaysia, was deputed to conduct an introductory course on Power System Simulation Software for Power System Steady State and Dynamic Analysis, 16-24 September, 2002.

PAKISTAN

Mr. Geert De Clercq, Consultant, Ir Geert De Clercq, Belgium, was deputed to conduct a seminar and provide consultancy services on Benchmarking in the Textile Spinning Sector, 27 August-4 September 2002.

PHILIPPINES

Md. Nik Zainiah Nik Abdur Rahman, Deputy Director-General, National Productivity Corporation, Malaysia, was deputed to serve as a resource speaker in the Training Course on Development of Women Entrepreneurs, 10 September 2002.

SINGAPORE

Mr. Teruo Kawamura, Senior Researcher, Standards Department, Japanese Standards Association, Japan, was deputed to serve as a resource speaker in the study meeting on the Transition from Quality Circles to Innovation and Quality Circles, 24-27 September 2002.

THAILAND

Mr. Mohan Dhamotharan, Consultant, Germany, and **Mr. Roel R. Ravanera**, Executive Director, Asian NGO Coalition for Agrarian Reform and Rural Development, Philippines, were deputed to serve as resource speakers in the symposium on the Role of NGOs in Integrated Local Community Development, 26 September 2002.

Program Calendar

Republic of Korea

Seminar on Computer Integrated Manufacturing (CIM) Systems, 3-7 March 2003.

Thailand

Workshop on Creative Design for Packaging Industries, 27-31 January 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.

VIETNAM

Mr. Freddy Soon, Deputy Chief Executive, SPRING Singapore, Singapore, was deputed to conduct a seminar/workshop on Developing and Improving Productivity and Quality Promotion Activities for Vietnam, 3-5 September 2002.

The following 12 national experts of the Basic Research XI: Impact of Governance on Productivity attended the second coordination meeting, 9-11 September 2002: **Dr. Chwo-Ming Joseph Yu**, Professor, Business Administration, National Changchi University, Republic of China; **Mr. R. C. Monga**, Deputy Director-General, National Productivity Council, India; **Ms. Tati Hendarti**, Head, Sub-Directorate of Accreditation of Labour Certification Institutes, Directorate of Labour Competency Standards and Certification, Ministry of Manpower and Transmigration, Indonesia; **Dr. Hossein Rahmanseresht**, Professor, Strategic Management and Organization Theory, Faculty of Management, Allame Tabatabaee University, Islamic Republic of Iran; **Prof. Junichi Mizuo**, Professor of Business Administration, Faculty of Economics, Surugadai University, Japan; **Dr. Young Seog Park**, Professor, School of Business Administration, Sogang University, Republic of Korea; **Dr. Bishwa Keshar Maskey**, Chairman, Center for Development and Governance, Nepal; **Ms. Magdalena L. Mendoza**, Vice-President, Development Academy of the Philippines (DAP), Philippines; **Dr. Chee Leong Chong**, Director, NUS-SPRING Center for Best Practices, Business School, National University of Singapore, Singapore; **Prof. Lal Balasuriya**, Dean, Faculty of Architecture, University of Moratuwa, Sri Lanka; and **Ms. Nguyen Thi Bich Hang**, Director, Vietnam Productivity Centre (VPC), Vietnam. The meeting was chaired by chief expert **Dr. Eduardo T. Gonzalez**, President, DAP, Philippines.

Mr. Yasuhiko Inoue, Director, International Department, Japan Productivity Center for Socio-Economic Development, Japan, was deputed to conduct the Member Country Support Program, 11-13 September 2002.

Dr. Leong Yueh Kwong, Director, Socio-Economic and Environmental Research Institute, Malaysia, was deputed to render technical expert services in the 7th Productivity & Quality Forum and the Establishment of GP Award for ICD-GP Demonstration Project, 12-16 September 2002.

Mr. Tan Kim Leng, Managing Director, Knowledge Driver Asia Pte Ltd, Singapore, was deputed to assist the VPC on Developing Knowledge Management Schemes under the APO Development of NPOs (DON): Strengthening NPO Services Program (Phase 1), 12-18 September 2002.

Dr. John Man, Certified Management Consultant, Singapore, was deputed to render technical expert services in the Phase 2 program of the Developing 6 Sigma Consulting Services, 12-20 September 2002.

APO/NPO Update

New head of and e-mail address for NPO Sri Lanka

Mr. J. Abeywickrama, Additional Secretary, Ministry of Employment and Labour, and APO Alternate Director for Sri Lanka, has been designated as the NPO head for Sri Lanka with effect from 19 September 2002.

As of 1 October 2002, the e-mail address of the NPO of Sri Lanka is nposl@tmin.com

Vietnam PQ Forum enters its seventh year

This annual event started in 1996, the year the Socialist Republic of Vietnam joined the APO and a year after it became a member of the Association of Southeast Asian Nations (ASEAN). The Productivity and Quality (PQ) Forum was conceived by the Vietnam Productivity Centre (VPC) to introduce to Vietnamese businesses, governmental agencies, and communities the latest know-how and approaches for enhancing productivity, improving competitiveness, and protecting the environment. From 1994, an additional highlight of the PQ Forum is the presentation of ISO 9000 certification awards. This year's event, held in Hanoi on 12-13 September, was the seventh in the series.

The PQ Forum is considered as one of the key activities in promoting the national productivity and quality movement in Vietnam. Each year, it is held in a major city and with a new theme. In its debut year, the theme was "Quality Is the Key to Vietnam-ASEAN Rapprochement" and the venue was Hanoi. In 1997, with Hanoi as host city for the second successive year, the forum's focus was "ISO 9000—Your Partner towards the 21st Century." Hochiminh City was the venue for the 1998 meeting. The theme then was "For the Goods Made in Vietnam." Danang hosted the PQ Forum for the first time in 1999. The main focus of that meeting was "Sharpening Your Competitive Edge through Productivity and Quality." The meeting moved back to Hanoi the next year with the rallying cry "Make a Difference through Productivity and Quality." Hochiminh City was the host city in 2001, championing "Productivity and Quality in the Knowledge Age."

Attendance at each year's PQ Forum runs into the hundreds. For example, the 2002 forum had 253 senior management personnel from government agencies, socio-economic organizations, and both local and foreign enterprises attending. Many past years' participants have proceeded to introduce and implement productivity improvement programs in their workplaces. According to the VPC, hundreds of companies are putting into effect ISO 9000, ISO 14000, and SA 8000 management systems. A significant role of the PQ Forum is its facilitation of the sharing of information, knowledge, and experiences among the participants. This is helping to put the national productivity and quality movement in high gear.

The 2002 PQ Forum featured 31 speakers, out of which eight were from outside the country, with three from the national productivity organizations of other APO member countries deputed under the APO spirit of mutual cooperation. The forum com-



Vietnam PQ Forum 2002 in progress

prised one plenary session with presentations on the main theme "People, Creativity, and Innovation," and four concurrent sessions on the following sub-themes: 1) Reaching new markets through standards-based management systems; 2) Enriching enterprise knowledge assets in the new era; 3) Human capital: Investment for performance excellence; and 4) Sustainable development: Challenge in the changing business environment. This year, eight companies were presented with the ISO 9000:2000 certification and one with the Hazard Analysis and Critical Control Point (HACCP) award. The meeting ended with the adoption of a PQ declaration.

Forum participants were taken on field visits to three organizations for exchange of experiences and for benchmarking studies. The host organizations were: the Central Pharmaceutical Company No. 1; Toyota Automobile Company; and the VPC.

An exhibition of the products and services of the companies that sponsored the forum was also held

in conjunction with the meeting and in the same venue, the Hotel Sofitel Plaza Hanoi. They were: Vietnam Insurance Corporation, GTZ SME Promotion, Asia Commercial Bank, Veritas Vietnam Ltd., Vietnam Certification Services, Ngan Son Trade and Service Co. Ltd., Goldsun Group, and the VPC.

On the future of the PQ Forum, Ms Nguyen Thi Bich Hang, Managing Director of the VPC and APO Liaison Officer for Vietnam, had this to say: "We will continue to organize the PQ Forum annually as it has a very positive impact on Vietnam's national productivity and quality movement. However, we hope one day to be able to co-host such an event with other member countries of the APO, either on a bilateral or multilateral basis. The venue could be rotated among the participating countries. The important consideration is the greater benefits, through cross-cultural exchange of ideas and experiences, that could be gained by all concerned than if each country were to do it alone." ☺