



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

APO Governing Body convenes in Fiji

On 3–5 September 2003, the tropical paradise of Fiji was the venue for the 45th Session of the APO Governing Body. Forty-two delegates comprising APO Directors and their advisers attended the meeting. In addition, there were two observers representing Australia and one the Confederation of Asia-Pacific Employers' Associations. A contingent of staff members from the APO Secretariat provided secretarial support. Fiji's Prime Minister Laisenia Qarase inaugurated the meeting and Minister for Labour, Industrial Relations & Productivity Kenneth Zinck gave the welcome address. The meeting was hosted by the Training and Productivity Authority of Fiji (TPAF).

Outgoing APO Chairman Manu Leopairote presented the opening statement at the inaugural session. He congratulated the TPAF on its founding, which was a repositioning of the former Fiji National Training Council with an expanded mandate to bring productivity into the center of Fiji's national socio-economic development and to foster a productivity culture in the country. He pointed out that as the business and economic environments were dynamic and changing constantly, the NPOs must not stand still and keep doing the same things year-in and year-out. They must continue to remain relevant and effective and contribute more to the national economy and to business competitiveness, he added. He mentioned that repositioning, as in the case of the TPAF, was one way to achieve this, adding that there were other possibilities.

Mr. Manu further said that as the NPOs must change and adjust to stay relevant and effective, the APO, as the apex body of the productivity movement, must do likewise and set the pace for the NPOs to follow. He pointed out that the APO provided a unique avenue for member countries to learn from each other and to be inspired and encouraged by each other's success. He called for more support for the APO.

(Continued on page 5)



Delegates to the 45th GBM

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"If you stop learning today, you stop leading tomorrow."

Howard Hendricks

INSIDE

- 2....The Secretary-General's Annual Report to the Governing Body
- 3....The Secretary-General's schedule
- 4....New APO publications
- 4....Common Sense Talk
- 5....New APO Chairman and Vice Chairmen
- 6....Introducing the APO Secretariat (III)
- 6....Confab on development of NPOs
- 7....APO/NPO update
- 7....p-Experts
- 7....Program calendar
- 8....NPO-watch—Indonesia

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The Secretary-General's Annual Report to the Governing Body

Each year, at the Governing Body Meeting, the APO Secretary-General presents his annual report highlighting the major achievements of the APO in the organized programs under its five thrust areas over the past year and sharing his thoughts on the changing socio-economic environment and needs of member countries and how the APO should respond in its policies, strategies, and programs. His presentation was accompanied by the full text of the official APO Annual Report 2002.

In his report, Secretary-General Takashi Tajima told the Governing Body that the APO was actively lending support to member countries in their efforts to institutionalize knowledge management (KM) as a strategy for enhancing the competitiveness of enterprises. This includes strengthening the capability of the national productivity organizations (NPOs) to promote and propagate KM. Moreover, KM was the major theme in a number of APO multi-country and country-specific programs. Among the countries he cited for their exemplary work in KM were the Republic of China (ROC), Singapore, and Vietnam.

In this knowledge-based economy, he stressed that SMEs should transform themselves by fostering an innovative culture and form networks or alliances with others to sharpen their competitive edge. Recognizing the need to create vibrant and resilient SMEs in member countries, the APO embarked on a series of projects on entrepreneurship, innovation, forming and leveraging industry networks, and global supply chains. As examples, he mentioned the annual Asian Venture Business Forum held in Japan and a series of SME-related projects hosted by the ROC.

Corporate governance, the Secretary-General pointed out, has emerged as one of the most crucial issues for business corporations as its underlying principles of fairness, transparency, accountability, and responsibility have an important bearing on productivity and competitiveness. He highlighted two key findings of APO Basic Research XI and the Kyoto Top Management Forum, both of which dealt with corporate governance: 1) there are no recognized global standards in corporate governance as it is socio-cultural as well as firm specific; and 2) state-owned enterprises in Asia should incorporate good governance for greater transparency and accountability.

"The year 2002 was epoch-making for the APO Green Productivity (GP) Program," said Mr. Tajima. Among the accomplishments he cited were

the APO's participation in the UN World Summit on Sustainable Development in Johannesburg, South Africa, that enabled the vision and achievements of the APO GP Program to be made known globally; the APO 2nd World Conference on Green Productivity, Manila, the Philippines; APO participation in the 3rd World Water Forum, Kyoto, Japan; and activities to commemorate the International Year of Eco-tourism.

The Secretary-General commented that there should be more intensive private-sector participation in the GP Program as companies have extensive environmental management experience. Toward this end, a GP Advisory Committee comprising representatives of Japanese private-sector corporations was established.

Referring next to the APO Agriculture Program, Secretary-General Tajima said that in response to globalization emphasis was placed on three major areas: improving the competitiveness of agriculture and agri-business; promoting the sustainable development of the sector and its resources; and addressing rural poverty through integrated community development (ICD).

Under its Development of NPOs (DON) Program, the APO was helping NPOs to refocus their vision, redefine their role, and develop their institutional capabilities in light of the increasingly competitive environment. Mr. Tajima reported that under the DON Program, experts were dispatched to Sri Lanka to formulate a national public-sector productivity policy; to Bangladesh to help its NPO develop a strategic action plan for national productivity improvement; to Mongolia to create performance measures for model companies for the National Productivity and Development Center;



Secretary-General Tajima

and to Vietnam to upgrade the Vietnam Productivity Center's IT and KM capabilities.

The Secretary-General reported on the meeting of APO Liaison Officers held in the APO Secretariat. "It was very rewarding as it reaffirmed the close bonds not only between liaison officers and the Secretariat staff members but also among liaison officers themselves." A number of issues were raised and agreed upon for implementation, he added.

The 2002 edition of the *APO Asia-Pacific Productivity Data and Analysis* was published with productivity parameters presented in a more comprehensive manner than the first, said the Secretary-General. Efforts will continue to be made to improve its usefulness to policymakers in government and business, for which the Secretariat will need the strong support of all member countries and NPOs to secure the cooperation of national experts.

On IT application in APO activities, the Secretary-General commented that the APO Web site and its extranet, the APOnet, have enabled the Secretariat to share knowledge and information with all NPOs. The Web site now has an e-book feature. He told the meeting that a pilot e-learning teleconferencing project involving four countries—Japan, Indonesia, Malaysia, and the Philippines—had been successfully implemented in February 2003. Called the JICA-Net Seminar on Total Quality Management, it had more than 60 partici-

pants. He expressed his appreciation to the Japan International Cooperation Agency for co-sponsoring the project and for the use of its facilities. The Secretary-General said that more e-learning projects would be organized as they are cost-effective and they can create a greater multiplier effect.

On his future perspective of APO programs, the Secretary-General made the following points:

- 1) The application of KM within organizations and corporations will be expedited through two possible strategies: the identification of model KM-oriented corporations in member countries from which others could learn important insights and the development of KM auditing to measure the effectiveness of KM implementation.
- 2) More resources will be devoted to fostering entrepreneurship, encouraging innovation, improving supply-chain management, and promoting cluster-based industrial development to cater to the specific needs of SMEs.
- 3) Good governance will be promoted among local governments and state-owned enterprises by propagating the concept and philosophy and designing an index of good corporate governance.
- 4) The scope of the APO GP Program will be expanded, incorporating activities on greening supply chains; green purchasing; waste, water, and energy management; sustainable investment; and GP-ICD activities for poverty alleviation.
- 5) To enable the agricultural sector to cope with the challenges of globalization, the competitiveness of the sector will be improved by greater value addition and better marketing; promoting more sustainable development of the sector; and reducing rural poverty through ICD.
- 6) NPOs will be strengthened to lead their respective countries' national productivity movements more effectively by forming strategic alliances among themselves for sharing resources.
- 7) Greater emphasis will be placed on country-specific activities by organizing more Category B projects that address themes of common interest to select groups of member countries and Category C projects that cater to the specific needs of the NPOs, as directed by the Governing Body in 1998.
- 8) To strengthen collaboration with organizations and agencies in other parts of the world, the scope of cooperation will be expanded to achieve greater excellence in APO programs.
- 9) APO Directors will intervene more directly to secure the necessary budget to encourage member countries to meet all local implementation costs when hosting APO projects.
- 10) Innovative and creative responses to challenges brought about by new development scenarios, rapid technological advancements, and new societal demands will be sought so that the APO can be the driver for change. 🌀

From the SECRETARY-GENERAL'S schedule

September 2003

3–5 September

APO Secretary-General Takashi Tajima attended the 45th Session of the APO Governing Body in Fiji where he presented his annual report (see front page for full report).

12 September

Attended the closing session of the APO Training Course on “Management Consultancy for Productivity Improvement” which was held in Tokyo, Japan, 1–12 September. He presented certificates of completion to the participants and hosted a farewell luncheon in their honor.

16–17 September

Attended Indonesia's National Roundtable Conference on Productivity in Jakarta and participated as a panel member in a discussion on productivity promotion. Together with the delegates he met with President Megawati Soekarnoputri at the presidential palace to report on the outcome of the conference. The Secretary-General also made a courtesy call on Coordinating Minister for Economic Affairs Dr. Dorodjatun Kuntjoro-Jakti. In his visit to Indonesia, the Secretary-General was accompanied by Dr. A.K.P. Mochtan, APO Program Officer (Research and Planning) (see back page for full report).



Secretary-General Tajima with staff members of NPO Indonesia at the presidential palace

30 September

Visited Mr. Yoichi Morishita, Chairman of the Board, Matsushita Electric Industrial Co., Ltd., and Chairman, Board of Councillors, Japan Business Federation, to invite him to serve as chairman of the APO Green Productivity Advisory Committee. Mr. Tajima was joined by the interim chairman of the advisory committee, Professor Ryoichi Yamamoto of the Institute of Industrial Science, University of Tokyo. Mr. Morishita has kindly accepted the Secretary-General's invitation.



New APO publications



CORPORATE GOVERNANCE

APO 78 pp. August 2003 ISBN 92-833-2337-8

The recent Enron and WorldCom scandals have brought into sharp focus the importance of corporate governance and all that it entails: transparency, accountability, diversity to cope with expanded business operations, social responsibility, and speed and agility to make it functional. Corporate governance is also about internal operating and controlling mechanisms. A lack of good corporate governance will undermine investor confidence and adversely affect overall national economic performance. Good corporate governance, on the other hand, will help corporations to maximize shareholders' value and bring greater benefits to stakeholders.

To enable other member countries to learn from good corporate governance in Japan, the APO chose "corporate governance" as the theme of its 2003 Top Management Forum in Kyoto, Japan. This publication provides a summary of the forum proceedings and the text of the six resource papers which dealt with: Corporate Governance in Japanese Management; Current Status of Corporate Governance in Large Publicly Listed Corporations; Corporate Governance and the Role of Independent Directors; Corporate Governance: Viewpoint of Institutional Investors; The Importance of Internal Auditing in Good Corporate Governance; and The Union Role in Good Corporate Governance.



ENTREPRENEURSHIP AND INNOVATION IN THE KNOWLEDGE-BASED ECONOMY

Challenges and Strategies

APO 143 pp. August 2003 ISBN 92-833-2346-7

We are now in the age of the knowledge-based economy (KBE), the result of advances in information and communications technology. A nation's productivity and competitiveness now depend on its readiness for the KBE. Knowledge has become one of the most important forms of intellectual capital in starting and running businesses. R&D and innovation must be the primary focus of an enterprise in its pursuit of value creation.

To explore the challenges of the KBE, the APO held a symposium on "Entrepreneurship in Knowledge-based Industry" in the Republic of China, July 2002, to discuss: e-Business trends and new venture initiation in knowledge-based industry (KBI); Entrepreneurs' role in KBI; Appropriate business models, management strategies, and tactics in knowledge-based business; Role of venture capital; Entrepreneurship and innovation; and Initiating ventures within corporations. This publication includes an integrated summary of the symposium proceedings, and the three resource papers and six selected country papers presented at the meeting. It is useful for enterprises seeking to make the paradigm shift from being capital to knowledge based.

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



"The wisdom of the wise and the experience of ages may be preserved by quotation."

Benjamin Disraeli

"The man who has no imagination has no wings."

Muhammad Ali

"You've got to have great athletes to win. You can't win without good athletes, but you can lose with them. This is where coaching makes the difference."

Lou Holtz

"Great leaders are relentlessly driven by possibilities and potential achievement."

Donna Harrison

"If you stop learning today, you stop leading tomorrow."

Howard Hendricks

"Alone we can do so little; together we can do so much."

Helen Keller

"Fear of ideas makes us impotent and ineffective."

William O. Douglas

"Talent does you no good unless it is recognized by someone else."

Robert Half

"Everything is created twice—first mentally, then physically."

Greg Anderson

"Fear to let fall a drop and you will spill a lot."

Malaysian proverb

"Delegating work works, provided the one delegating works, too."

Robert Half

New APO Chairman and Vice Chairmen

The APO Governing Body comprises one director from each member country. Each year, it elects from among its members a Chairman and two Vice Chairmen who will, together with the Secretary-General, decide on important and pressing matters when the Governing Body is not in session. In the past, the posts of APO Chairman and the two Vice Chairmen usually went to the more senior APO Directors based on length of service. To give each member country a chance to serve in these capacities, this practice was revamped in this year's meeting. The APO chairmanship is now assigned on rotational basis by country, beginning with Bangladesh. Thus, under this new system, at the 45th Session of the Governing Body, Mr. A.F.M. Sarwar Kamal, APO Director for Bangladesh, was elected the APO Chairman for 2003–2004. Mr. Shen-Hsiang Hsu, Acting APO Director for the Republic of China, and Mr. Brian Singh, APO Director for Fiji, were appointed the First Vice Chairman and the Second Vice Chairman, respectively. 🌀



(L-R) Mr. Brian Singh, 2nd Vice Chairman; Mr. Yung-Hsiang Chen, Representing Mr. Shen-Hsiang Hsu, 1st Vice Chairman; Mr. A.F.M. Sarwar Kamal, APO Chairman; and the APO Secretary-General, Mr. Takashi Tajima

APO Governing Body convenes in Fiji Continued from page 1

Minister Kenneth Zinck, in welcoming the delegates, advisers, and observers to the meeting, commended them for their work in promoting and facilitating productivity and quality, a vital part of the development process for all APO member countries. He said that Fiji had gained considerable benefits from the activities of the APO. He expressed his appreciation to the organization for choosing Fiji as the venue for the 45th APO GBM.

In his inaugural address, Prime Minister Laisenia Qarase mentioned that Fiji's productivity performance, estimated to have increased by just 1% in 10 years, called for a radical change in attitude, especially on the part of the unions and the workers. "To them, productivity seems to mean having to work harder, with less job security, and fewer benefits. Looking at the international scene where corporations shed employees by the thousands so that they can produce an acceptable return on investment, perhaps this is understandable," said the Prime Minister, adding that there was a need to allay their fears about productivity. He called for mutual support and trust between employers and employees. "Productivity must be viewed as a way of preserving and creating jobs and as a key to improving benefits and sharing them fairly."

The Prime Minister next pointed to one productivity challenge that affects all economies—the need for institutions to be flexible. "When markets and cultures alter themselves to the degree that existing institutions are no longer relevant or not productive enough to satisfy changing demands, the institutions themselves must be open to change. Flexibility is the key to survival." In countries where there is institutional nimbleness, the economy

grows at a rate that is greater than those with similar resources but with a rigid institutional mindset. He further declared, "We can never lift our economic performance by locking land, labor, and capital into low-yield activities. Achieving growth will inevitably mean continuing review and change." The Prime Minister said that the sugar industry in Fiji, in its present outdated and inefficient form, could not compete internationally without preferential arrangements. The industry could be turned around only if there were comprehensive restructuring, including the introduction of new technology and work practices. All this calls for change and flexibility.

The Prime Minister expressed interest in the APO Green Productivity concept with its focus on strengthening competitiveness while protecting the environment and maintaining social fairness. He said that Fiji was finalizing a sustainable development bill that includes identical notions. "We in the Pacific have very real concerns about the effects of greenhouse gases and global warming on sea levels." Prime Minister Qarase concluded his statement with a reminder that the aim of the productivity movement is to enhance the quality of life of the people.

A traditional feature of the GBM is a special presentation by a guest speaker from the host country on a topic of current interest. This year's presenter was Governor Savenaca Narube of the Reserve Bank of Fiji, who spoke on "The Quest for Productivity and Global Competitiveness—The Imperative for Change in the Pacific Island Economies." The *APO News* will carry excerpts from his presentation in the November issue. 🌀

— Introducing the APO Secretariat (III) —


In the June and August issues, we carried nutshell reports on the activities of the APO Secretariat's Administration and Finance Department and the Research and Planning (R&P) Department as part of a series to introduce the work of the organization. Our focus in this issue is the Industry Department.

Industry Department

The Industry Department is the largest in the Secretariat in terms of the number of projects undertaken each year. Its work dovetails with that of the R&P Department, that is, moving from a macro to micro perspective. While the R&P Department evaluates major trends and national socio-economic issues to identify emerging needs of member countries, the Industry Department organizes training courses, seminars, workshops, and study missions (both individual country and multi-country), and dispatches technical experts to enable industrial and service enterprises in member countries to meet their immediate needs and to enhance their productivity. This department also manages the APO Technical Expert Services Program and Member Country Support Program.

The Industry Department is currently testing various e-learning options, made possible by information and communications technology, to find more

cost-effective delivery systems for its various programs as well as enabling them to reach a wider group of people, particularly those located far from the major cities. It is also endeavoring to expand the productivity movement in the public and civil sectors.

The Director of the Industry Department is Ken Inoue, a keen advocate of the paperless office. Working with him are three officers—Dr. Syed Ahmad, Song-Hyun Choi, and Kamlesh Prakash—and four general staff—Sumie Horiuchi, Noriko Kasai, Emiko Iwasaki, and Akemi Oikawa. 



(L-R) Oikawa, Kasai, Ahmad, Inoue, Horiuchi, and Iwasaki. In the insets Choi (L) and Prakash

Confab on development of NPOs



Participants of the forum

Nineteen NPO Heads and senior officials met in Danang, Vietnam, for the annual APO Forum on the Development of NPOs, 15–17 September

2003. This was the fourth since the series started in 1999. During the forum, the delegates gave a status report on the NPOs' implementation of the balanced scorecard and human resources scorecard. They were introduced to scenario planning, including the identification of capabilities they would need to deal with what is to come or to forestall anticipated shortcomings.

The participants felt that scenario planning has enabled them to adopt a “multi-track” mindset; understand the forces that affect their NPOs; challenge deeply held assumptions; use simulation for organizational learning; anticipate uncertainties ahead; and improve their quality of strategic thinking. Regardless of the anticipated scenarios, the participants were told that they would have to consider developing the competencies and capabilities to

deal with up coming situations. In this regard, strategic human resources management is needed.



REPUBLIC OF CHINA

Mr. Juni Inamura, General Manager, Access Markets International, Japan, was deputed to serve as resource person in the seminar on Business Incubators for SMEs, 17 September 2003.

Mr. Yoshiro Takahashi, General Manager, Total Quality Management Department, Philips Japan Ltd., Japan, was deputed to conduct a seminar on the Balanced Scorecard, 18–19 September 2003.

FJI

Ms. Jenny Tan Suat Eam, Project Manager, Centre for Environmental Technologies, Malaysia, was deputed to provide training on Pollution Prevention and Low Waste Technology, 8–12 September 2003.

APO/NPO update

New APO Director for Bangladesh

Dr. Shoaib Ahmed, Secretary, Ministry of Industries, was designated as the new APO Director for Bangladesh w.e.f. 16 September 2003, in place of Mr. A.F.M. Sarwar Kamal.

New NPO Head for India

Dr. S.K. Pachauri, IAS, was appointed Director-General of the National Productivity Council, the NPO of India, w.e.f. 17 September 2003, in place of Shri Brijesh Kumar, IAS.

New APO Alternate Director for Nepal and NPO Head of Nepal

Mr. Bharat Mani Gyawali, Acting General Manager, National Productivity and Economic Development Center, was designated as the new APO Alternate Director for Nepal and NPO Head, w.e.f. 3 September 2003, in place of Mr. Chandra Lal Joshi.

New APO Alternate Director for Pakistan

Mr. Fazal-i-Qadar, Joint Secretary, Administration and Finance, Ministry of Industries and Production, was designated as the new APO Alternate Director for Pakistan w.e.f. 29 August 2003, in place of Mr. S.M. Hasan Zaidi.

Sri Lanka NPO has new address

The National Productivity Secretariat of Sri Lanka has moved to a new location at:

Address: 134, 4th Floor, CIL Tower, High Level Road, Colombo 06, Sri Lanka
Tel/Fax: 94-1-2513156
E-mail: nposl@itmin.com

INDIA

Dr. Noshir Khory, Technology Planning & Development, Motorola, USA, was deputed to conduct programs on Six Sigma-Stage I, 17–25 September 2003.

INDONESIA

Prof. Tor Hundloe, Director, Environmental Management Center, University of Queensland, Australia, was deputed to provide technical expert services to the ASEAN Hotel and Restaurant Association Conference 2003, 3–4 September 2003.

Dr. Mohammad Bagher Kamali, Faculty Member, Ministry of Jihad for Agriculture, Islamic Republic of Iran, and **Mr. Mohan Dhamotharan**, Consultant, Germany, were deputed to serve as experts in the training course on Facilitation for Community Development, 7–14 October 2003.

Mr. Masahisa Mizumoto, Senior Management Consultant, Central Japan Industries Association, Japan, was deputed to conduct training on the Quick Response System and Policy Deployment, 15–26 September 2003.

Mr. Teoh Cheng Hai, Consultant, Total & Quality and Environment Management, Malaysia, was deputed to provide technical expert services in the Green Productivity Demonstration Project on GP for Tourism and Community, 24–27 September 2003.

ISLAMIC REPUBLIC OF IRAN

Dr. Dae-Sil Lee, Director, Bio-venture Center, Korea Research Institute of Bioscience and Biotechnology, Republic of Korea, was deputed to serve as resource person in the seminar on the Industrial Use of Biotechnology, 28 September–1 October 2003.

REPUBLIC OF KOREA

Ms. Mariko Tamura, Bureau Chief, Japan Academic Society for Ventures & Entrepreneurs, Japan, was deputed to serve as resource person in the study meeting on Women and SOHO, 7–10 October 2003.

MALAYSIA

Mr. R.C. Monga, Deputy Director-General, IS & Cooperation, National Productivity Council, India, was deputed to serve as resource person in the Development of Productivity Specialists: Advanced Program, 1–3 October 2003.

Mr. Prasit Tansuvan, Management Development Advisor, Thailand, was deputed to serve as resource person in the Development of Productivity Specialists: Advanced Program, 10–11 October 2003.

NEPAL

Dr. Eduardo T. Gonzalez, President, Development Academy of the Philippines, Philippines, was deputed to serve as resource person in the workshop on Corporate Governance Index, 2–4 December 2003.

PAKISTAN

Dr. Young-Chul Chang, Professor, Department of Management, Kyunghee University, Republic of Korea, and **Dr. Michael H. Chung**, Director & Professor, College of

Program calendar

Bangladesh

Workshop on Productivity Strategy for Public-sector Enterprises, 11–15 January 2004.

India

Workshop on Green Productivity and Benchmarking, 12–16 January 2004.

Islamic Republic of Iran

Study Meeting on Reengineering of Government Agencies through IT, 15–18 December 2003.

Japan

Top Management Forum: Corporate Strategic Alliances for Economic Development in Asia, 8–11 March 2004.

Pakistan

Seminar on Quality Management in the Public Sector for Good Governance, 26–30 January 2003.

Thailand

Symposium on Agricultural Productivity Index, 15–17 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.

Business Administration, California State University Long Beach, USA, were deputed to serve as resource persons in the symposium on Features of Knowledge-based Business Corporations, 7–10 October 2003.

SINGAPORE

Mr. Bob McCarthy, Deputy Director-General, Department of State Development, Australia, was deputed to make a presentation and attend the Q&A session at the International Small Business Congress 2003, 23 September 2003.

SRI LANKA

Mr. Teruhiko Mitsufuji, Consultant, Japan, was deputed to conduct training on Productivity Measurement Indicators, 29 September–3 October 2003.

THAILAND

Mr. Keizo Ninomiya, General Manager, Quality Control Department, Furukawa Technoresearch Co., Ltd., Japan, was deputed to conduct a seminar on New Product Development in the TQM Way (Focus on QFD), 15–20 September 2003.

VIETNAM

Mr. Caleb Chua Soon Boon, Consultant, Singapore, was deputed to serve as resource person in the Eighth Productivity and Quality Forum, 18–19 September 2003, and in the Introducing and Managing Service Quality Program of Developing the VPC's Capability in Enhancing Quality Culture (Part I), 20–23 September 2003.



Indonesia holds National Roundtable Conference on Productivity

In the second half of this year, the Directorate of Productivity Development in Indonesia's Ministry of Manpower and Transmigration, which has also been designated as the NPO of the country, in collaboration with the Coordinating Ministry for Economic Affairs, initiated two preparatory meetings to draw up a series of plans for revitalizing the national productivity movement. It culminated in the National Roundtable Conference on Productivity (NRTCP) held in Jakarta, 16–17 September 2003.

The preparatory meetings, held in July and August, drafted three documents on the following matters for final endorsement at the NRTCP: 1) productivity declaration; 2) the set-up of a national productivity institution; and 3) national productivity promotion strategy. These two meetings also featured panel discussions on “Economic policy and productivity as solutions to crisis” and “Stakeholders’ roles in national productivity movement,” respectively.

All the three meetings had tripartite representation with delegates from governmental ministries and agencies, the business community, employer federations, trade unions, academia, and the provinces. The latter included Governors and representatives of Regional Development Planning Offices and Regional Productivity Boards. Altogether, about 300 people attended the meetings.

APO Secretary-General Takashi Tajima attended the NRTCP as guest of honor and was one of the speakers at the plenary session. Sharing the platform with him were Prof. Emil Salim, former cabinet Minister and noted Indonesian economist, and Mr. Arturo Tolentino from the International Labour Organization. Prof. Dorodjatun Kuntjoro-Jakti, Coordinating Minister for Economic Affairs, gave the keynote address.

At the NRTCP, delegates adopted the Declaration on Enhancing National Productivity, in which they undertake to:

1. Launch a comprehensive, consistent, and sustained productivity drive to enhance national productivity;
2. Adopt productivity as the basic strategy and culture in all activities, roles, and functions; and
3. Establish a productivity institution that is both national and regional in scope to coordinate, synergize, and give focus to the productivity movement.



Secretary-General Tajima being greeted by President Soekarnoputri. Minister Kuntjoro-Jakti looks on

The longer-term objectives of the NRTCP are to enhance national competitiveness, accelerate economic growth, expand employment opportunities, and improve the people's quality of life.

On 17 September, the NRTCP delegates visited the presidential palace to present the declaration to Indonesian President Megawati Soekarnoputri. Minister for Manpower and Transmigration Jacob Nuwa Wea made the presentation on behalf of the delegates. In her address to the delegates, President Soekarnoputri lauded the efforts made to launch a concerted productivity drive in the country. She commented that the productivity of the country is low and it is matter of concern not only to the Manpower Ministry. Productivity, she stressed, is a matter of attitude and one starting point for increasing productivity is to build and maintain discipline. She called on the delegates to take concrete actions and achieve practical results to help solve the country's huge problems. While appreciating the intention of the delegates in recommending the establishment of a new productivity institution, she cautioned against rushing into it as there are already too many in the country. She said time should be given to examining thoroughly the best possible options to avoid duplication of mission and efforts among institutions. 