



# A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

## Productivity education and certification

*All NPOs conduct training programs and activities on various productivity and quality improvement tools and techniques. However, there are differences in the frequency and regularity of the training; target groups; and qualifications, backgrounds, and experience of the trainers. The workshop on Enhancing NPOs' Core Competence: Productivity Education and Certification, under the Development of NPOs Program, examined options for establishing a common framework and standards for productivity competencies among NPOs. Fourteen participants from 14 countries and five resource persons met in Ulaanbaatar, Mongolia, 23–27 August 2004, to debate the issues involved.*

**A** common framework and standards for productivity training activities could serve as a platform for joint training and education programs, including joint certification and accreditation. The workshop defined standards as: “a level of quality that is accepted as the norm by which actual attainments are judged by an authority.” To validate conformance, standards typically include specific benchmarks or tests given by a competent authority. Standards are directly linked to quality. In the current environment characterized by intense competition and rapid globalization, acquiring standard certification has strategic importance for enterprises. Standards are frequently used by competitors as a winning factor and competitive edge, thus making certification among the prime means for promoting its products and services in regional and global markets.



*Participants in the workshop*

To ensure credibility, however, certification and accreditation are necessary. Certification was defined as “a procedure by which a third party gives written assurance that a product, process, or service conforms to specified requirements.” The definition of accreditation was “a procedure by which an authoritative body gives formal recognition that a body or person is competent to carry out specific tasks.” Putting the three together, the task of the workshop was to “explore and develop a common framework and standards leading to joint APO-NPO training programs and activities and... to identify the necessary processes of certification and accreditation therein.”

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**“Nothing limits achievement like small thinking; nothing expands possibilities like unleashed thinking.”**

**William Arthur Ward**

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## APO hosts first Baldrige study mission

One proven approach in increasing national productivity and enhancing competitiveness is the establishment of a national quality award program. That was the premise behind the establishment of the Malcolm Baldrige National Quality Award, established by an act of the US Congress in 1987. Originally begun as a business-oriented framework for manufacturing, service, and small businesses, it was expanded in 1998 to include health care and educational organizations. On 5 October 2004, US President George W. Bush approved legislation to extend the award to nonprofit organizations as well, thereby encompassing governmental and other entities not previously included in award eligibility.

The award criteria include seven categories: 1) Leadership; 2) Strategic planning; 3) Customer and market focus; 4) Measurement, analysis, and knowledge management; 5) Human resource focus; 6) Process management; and 7) Results. These seven categories are further subdivided into 19 items, each focusing on a major requirement of the category. Since 1988, 56 organizations have won the prestigious award.

The intent of the award process is for successful organizations to share best practices with others. This intent was manifested in the first APO Baldrige Study Mission, held in St. Louis, Missouri, USA, from 27 September through 1 October 2004. Twenty-nine representatives from 12 APO member countries participated in the study mission, which included nine recipients of the Baldrige Award. Throughout the study mission there was spirited discussion and questions from participants, and open responses from the organizational presenters. One characteristic in Baldrige sharing meetings is the tendency to be candid in a balanced assessment of both successes and failures in striving for excellence.

Executives from organizations willing to share best practices with the APO participants included: Boeing Airlift & Tanker Programs, Boeing Aerospace Support, The Ritz Carlton Hotel Co. (a two-time recipient), Caterpillar Financial, Xerox Business Products & Systems, Xerox Business



Services, SSM Health Care, and Wainwright Industries. St. Louis was chosen as the host city because it is one of the few cities in the USA which is home to multiple Baldrige award recipients.

In addition to learning best practices from award recipients, participants were provided with substantial background behind the Baldrige Award framework itself. Also provided was a comprehensive discussion of the Baldrige program administrative process. A consistently reinforced theme of the study mission was the capability to answer two fundamental questions:

- 1) What was the "message" and lessons learned behind the recipient's sharing?
- 2) How can this "message" be applied to improvements within my respective organization and country?

APO participants correctly observed that there appeared to be much commonality among Baldrige recipients. While the activities of the organizations differ greatly, ranging from the construction of large aircraft to delighting customers during a hotel stay, the beauty of the Baldrige framework lies in each organization's ability to adopt the criteria to fit the organization, not vice versa.

One of the highlights of the study mission was a keynote address by Sr. Mary Jean Ryan, President and CEO of SSM Health Care. This organization, based in St. Louis, operates 20 hospitals and three nursing homes and has 5,000 affiliated physicians and 23,000 employees. While improving productivity can necessarily be perceived as an arduous

challenge supported by rigid processes, Sr. Mary Jean portrays a different leadership style: a unique passion for meeting the needs of her hospital customers in an environment where physicians, nurses, and staff share a common mission of excellence. SSM Health Care clearly demonstrates that health care improvement can reach thresholds of excellence not based on external mandates, but on internal teamwork, compassion, and hard work.

APO delegates learned many lessons from the Baldrige recipients, among which the most significant were:

- 1) The myth that you can have excellent processes without results and still receive the Baldrige award is not valid. Forty-five percent of total Baldrige criteria require positive trends and sustained results.
- 2) While Baldrige criteria are used as a framework, successful organizations integrate useful tools such as ISO9000, PDCA, and six sigma approaches within the criteria context. An important message is that these tools can be complementary and do not have to be exclusive in their effective use.
- 3) There is a clear line of sight between senior management and front-line workers in understanding the mission and goals of the organization. How front-line employees contribute to the overall success of the mission is important.
- 4) Both internal and external processes are customer focused. There is a passion for delighting and retaining customers, measured by frequent, valid surveys and personal contacts.
- 5) A key characteristic of Baldrige recipients is perseverance. Most applicants continuously use the Baldrige framework as an internal assessment tool to improve the overall productivity and results of the organization. Receiving the Baldrige Award itself is viewed as a secondary benefit of applying.
- 6) Employees actively participate in the Baldrige process at all levels of the organization, although in varying degrees. Relationships with suppliers and partners are often viewed as the same as that of employees of the organization.

## by Robert J. Osterhoff

7) Senior leadership is not casually involved in the Baldrige process. Baldrige recipients have leaders at all levels of the organization who are dedicated and personally involved on a consistent and continuing basis.

One goal in organizing this first APO study mission of Baldrige recipients was to deliver too much information rather than too little. Each APO participant could uniquely determine relevant knowledge sharing that would be most beneficial in his or her country. That goal was achieved based on feedback from participants: 100% of the participants indicated that their expectations were met, with a significant 76% stating that their expectations were exceeded.

A secondary goal was also realized. The US-based organizations sharing their success stories took delight and satisfaction in knowing that participants from 12 countries in Asia will experience the benefits of better understanding the positive successes of the Malcolm Baldrige National Quality Award. ☺

*Robert J. Osterhoff is a former Vice President and Director, Corporate Quality and Knowledge Sharing, Xerox Corporation (world-wide); he has served with the Baldrige Award program since 1988, as a member of the Board of Examiners and as Senior Examiner and Site Visit Team Leader. He is presently the Treasurer and member of the Board of Directors of the Malcolm Baldrige National Quality Award Foundation, Inc.*

## APO Secretariat welcomes new officer

The APO Secretariat has a new Agriculture Program Officer, Mr. Joxelito Cruz Bernardo, who joined the organization on 12 November 2004.



Bernardo hails from the Philippines, where he was a Director in the National Economic and Development Authority and concurrently Deputy Head of the Philippine Council for Sustainable Development Secretariat before joining the APO. He has considerable experience in various facets of development work, including agricultural development, sustainable development, development planning, project development, policy analysis, participatory rural planning and appraisal, and human resources development.

Bernardo graduated from the University of the Philippines at Los Bano, Laguna, with a master's degree in agribusiness management. He also attended a postgraduate program on development studies in agriculture and rural development at the Institute of Social Studies, the Netherlands. He is married and has three children.



## p-TIPS

## Bunsha (divided we stand)

K. Sakai and H. Sekiyama are Japanese managers who don't buy the "bigger is better" concept. They created a group of more than 40 thriving, independent, high-tech manufacturing companies through *bunsha* (company division). Once a company is "successful," they fear that bureaucracy and complacency will set in. What do they do? They divide it, as detailed in *Divide and Prosper: An Asian Concept for Successful Business Growth*. How can this work? In brief:

1. Give each company a full complement of functions. Critics say that it is not economical to duplicate accounting, personnel, and other functions within a group. But in the information age, centralization limits data collection and personal contacts. If each company has its own information networks, in combination they will have access to more information than any other group of companies.

2. Pick capable leaders, then stand back and let them lead. Give them enough start-up capital in the beginning and, more importantly, the people

they want to work with. Customer lists can be divided up, or the units can compete head to head for customers. The new leaders must in turn create an atmosphere in which employees can contribute through suggestions, experimentation, etc. Expect mistakes. As long as they are learned from, they should be viewed as progress.

3. See *bunsha* as a means to alleviate unemployment. In an era of massive layoffs, why not give employees an opportunity to start up a new company, with all the inherent risk and exhilaration involved, rather than the proverbial pink slip? *Bunsha* is like tapping into the fountain of youth. Even older managers are rejuvenated by the process of starting over.

4. Remember that smaller entities are more likely to adapt and survive rather than expect the environment to adapt to them. Newer entities are less likely to fall into the trap of following outdated procedures simply "because we've always done it this way" and thereby can be more responsive to changing customer demand.



## New APO publication



# AGRICULTURAL DIVERSIFICATION AND INTERNATIONAL COMPETITIVENESS

APO 280 pp. July 2004 ISBN 92-833-7032-5

Many countries are diversifying their agricultural sector as a basic strategy to meet the challenges of globalization, enhance the stability and profitability of the sector over the long term, generate employment, ensure food security, and conserve resources. Agricultural diversification involves introducing high-value crops, enlarging the crop mix, and enhancing nonfarm activities. However, diversification is not an easy undertaking, particularly for small farmers. Although globalization gives greater access to export markets, it also brings about increased competition in the domestic market. For this reason, countries with diversification programs give special weight to those agricultural activities in which they have a competitive advantage.

The APO organized a study meeting on “Agricultural Diversification and International Competitiveness” in Japan in 2001 to explore ways to increase the competitiveness of agricultural produce through diversification. This e-book is a report of the proceedings of that meeting. It provides the highlights of the meeting and the text of presentations by four resource speakers and country reports by 15 participants. The four resource papers and their respective authors are:

- “Globalization and International Competitiveness: Concepts and Policy Implications for Agriculture,” Dr. Luc De Wulf, World Bank Consultant;
- “Diversification of Agriculture in a More Competitive Environment,” Dr. Pramod K. Joshi, Principal Scientist, National Centre for Agricultural Economics and Policy Research, India;
- “Agricultural Diversification in Japan,” Dr. Mitsugi Kamiya, President, Food and Agriculture Policy Research Center, Japan; and
- “Diversification with Vegetables to Improve Competitiveness in Asia,” a team from the Asian Vegetable Research and Development Center and Development Center, Taiwan: Dr. Mubarik Ali, Head, Socioeconomic Unit and Economic and Nutrition Project; Abedullah, former consultant; and Umar Farooq, consultant.

During the meeting, the participants deliberated at length on how diversification could enhance the competitiveness of the agriculture sector in the context of a changing global trade environment. An extensive list of suggestions was generated which is included in the e-book.

This publication should be of interest to all involved in the promotion and implementation of agricultural diversification in Asia and the Pacific.

The APO has listed a number of e-books on its Web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)). Some are also available in hard copy, while others, including *Agricultural Diversification and International Competitiveness*, are available only in the e-edition.

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](mailto:ipr@apo-tokyo.org)

## COMMON SENSE TALK



“No question is so difficult to answer as that for which the answer is obvious.”

*George Bernard Shaw*

“Nothing limits achievement like small thinking; nothing expands possibilities like unleashed thinking.”

*William Arthur Ward*

“Luck is infatuated with the efficient.”

*Persian proverb*

“The uncreative mind can spot wrong answers, but it takes a creative mind to spot wrong questions.”

*Anthony Jay*

“The first responsibility of a leader is to define reality.”

*Max DePree*

“Some of my best thinking has been done by others.”

*John C. Maxwell*

“None of us is as smart as all of us.”

*Ken Blanchard*

“Give a lot, expect a lot, and if you don’t get it, prune.”

*Tom Peters*

“Control freaks don’t grow good companies.”

*Jeffery A. Timmons*



# Reducing postharvest losses of fruit and vegetables

One outcome of economic development is changes in the dietary preferences of the people with a greater demand for fruit and vegetables. This sector, however, suffers greatly from postharvest losses. Some estimates suggest that about 30–40% of fruit and vegetables harvested perish and/or are discarded after leaving the farms. Obviously, the quality of postharvest management affects food quality and safety, competitiveness in the marketplace, and the income of the producers. Some countries like Japan, the Republic of Korea, and Republic of China have put in place effective postharvest management systems. However, in most developing countries in the region the situation is far from satisfactory. In light of huge postharvest losses and new challenges posed by trade liberalization and globalization, serious efforts are needed to reduce postharvest losses, especially of fruit and vegetables.

To examine this important issue and to identify strategies and measures to remedy it, the APO organized a seminar on “Reduction of Postharvest Losses of Fruit and Vegetables” in India in October this year. It was attended by 14 participants from 10 member countries. The participants received presentations by experts on: 1) Recent developments in postharvest losses of fruit and vegetables in the Asia-Pacific region; 2) Processing of fruit and vegetables for reducing postharvest losses and adding value; 3) Successful conservation of fruit and vegetables in cold storage; 4) Packaging and transportation of fruit and vegetables for reducing postharvest losses and better marketing; and 5) The Indian horticulture postharvest management scenario.

The country papers presented by the participants reviewed the current status of postharvest losses of fruit and vegetables in the region; recent developments in postharvest management; major problems in reducing losses; and measures undertaken by governments to address them. For a first-hand observation of postharvest management in the host country, the participants visited the fruit and vegetable unit of Mother Dairy Food Processing Limited and the fruit and vegetable market in Azadpur. At the end of the seminar, the participants made the following observations:

1. APO member countries are at different stages of postharvest system development and there is a wide scope for sharing of expertise, knowledge, and information among them.
2. Since postharvest management focuses on preserving the fruit and vegetables harvested and the improvement of their characteristics, effective preharvest management to obtain the best-quality produce before putting it in the postharvest supply chain is gaining the attention of all stakeholders.
3. Value addition through the processing of fruit and vegetables is not the only solution to reducing postharvest losses. The causal factors are spread over the entire supply chain, from farmers to consumers, and they need to be addressed in a holistic way through integrated postharvest management.



Participants visiting the Azadpur market

4. Development of harvest indices, on-farm sorting, grading, packaging, pre-cooling, and storage and transportation are key starting points of any effective postharvest management system. Planners, policymakers, and researchers should pay adequate attention to address these issues.
5. Time is of the essence in any perishable product supply chain, and fruit and vegetables are no exception. To keep the time lag between production and consumption to a minimum, the development of infrastructure is essential.
6. When a geographical area is large and distances are huge, cold chains are vital in extending the shelf life of fruit and vegetables. Since such facilities involve huge investments, willing investors should be provided incentives like soft loans, subsidized power costs, and duty exemptions until the operations become viable.
7. Practices like minimal/primary processing before sending the fruit and vegetable produce to the market should be promoted as they improve the presentation of products, reduce field-level losses, and increase efficiency in space usage and transportation.
8. The use of biotechnology to develop new varieties and improve on existing ones to meet prolonged storage requirements and withstand damage and stress during handling and transportation should be accorded high priority.
9. The starting point for effective postharvest management must be quality-conscious and demanding consumers who would not mind paying a little more for high-quality products. Educating consumers to be more quality conscious is one way to kick-start postharvest management improvement at farmer, distributor, wholesaler, and retailer levels.
10. Harmonization of local standards of fruit and vegetable products and their packaging with international standards like those of CODEX should be encouraged for better food quality and greater competitiveness in the export markets. 🌀

## Productivity education and certification ..... (Continued from page 1)

The profession of productivity specialist entails a set of distinct competencies, paving the way for competency-based certification. There are two streams for imparting productivity competencies: the “professional track,” i.e., for those already engaged in the profession; and the “academic track,” through formal education programs or courses. NPOs are mostly active in the professional track, with only a few engaged in the academic track. In recognition of their equal importance, the workshop proposed competency-based certifications covering both the professional and academic tracks.

Many NPOs presently lack recognition and credibility due to the absence of authoritative certifying bodies or partners. Only a few NPOs have received accreditation from the designated national authority such as done by Development Academy of the Philippines and/or validated by a credible external party/parties, as exemplified by the PSB Academy, Singapore. Joint training programs based on a common framework and standards would help to raise the overall quality of the training activities of many NPOs. Most important, once an authoritative external partner exists to validate compliance with commonly agreed standards, NPO certification will be perceived as more credible.

Other regional organizations like ASEAN are pushing ahead with initiatives that will have wide repercussions on the regional economy, such as free trade and open exchanges of services. The new arrangements will also include provisions to facilitate freer movement of professional workers. Accordingly, if approved, the APO’s common framework and joint certifications of productivity proficiencies will be in line with prevailing trends. Overall, APO efforts will contribute to faster achievement of regional development goals.

Establishment of a common framework and standards on productivity competencies and subsequent joint training and certification would mark a new role for the APO. Productivity training and education were previously left


for NPOs to pursue as they chose. In contrast, the establishment of a common framework and standards would be tantamount to a collective obligation for all to comply with. Depending on the level of individual NPOs, the new scheme may require adjustments in existing productivity training programs.

To ensure the credibility of the standards, the APO must monitor compliance in productivity training activities requiring certification and accreditation, ideally through an external third party such as reputable universities or professional bodies.

The participants prepared a preliminary draft outlining the basic elements of the common qualifications framework, on which a small group of experts will continue to work. Specific priorities suggested for the immediate term are:

- 1) designing a comprehensive productivity qualifications framework;
- 2) determining the elements in standards of competencies, including the skills, knowledge, and experience required in each level of productivity proficiency qualifications; and
- 3) preparing for publication of the framework and standards for formulating joint training, education, and certification programs.


Priorities and goals for the mid to long term are:

- 1) enhancing competency-based certification of NPOs;
- 2) promoting the APO as an accreditation and certification body;
- 3) building networks/partnerships with internal and external stakeholders;
- 4) resource mobilization; and
- 5) sharing the productivity and quality learning resource system across the region. 

## Philippines celebrates National Productivity Month ..... (Continued from page 8)

incorporated into the Medium Term Philippine Development Plan as policy directions.

APO Secretary-General Shigeo Takenaka, in his congratulatory message to the organizers of the first national assembly, noted that the Philippines is unique among APO member countries in that it has a sizable number of organizations devoted to promoting productivity and quality in different sectors in the country. This is a strength, he added. “Organizing this national assembly demonstrates recognition that for this collective strength in numbers to make a definitive impact, there must be proper coordination of their respective activities to minimize duplication and maximize integration for synergistic results.” He also said that the national assembly was for pooling collective wisdom in developing policy and program directions to address current productivity issues and concerns facing the country.

The PQPM 22nd National Quality and Productivity Congress held on 14 October received a special presentation on “Closing the Philippine Productivity Gap” by World Bank Country Director to the Philippines Joachim von Amsberg. His focus was on the reasons why recent reforms have resulted in only limited increases in investment and productivity. He offered the following possible explanations: the impact of reforms may only have begun to be felt, indicating a time lag problem; high frequency of natural disasters; weak investment climate; weaknesses in public governance; and high and growing concentration of control. Amsberg said that the way forward for the Philippines was to improve public institutions to deliver the common good, including implementing fiscal reforms for macroeconomic stability, regulatory reforms for a better investment climate, and social reforms for sharing the benefits of development. 



# p-Experts deputed by the APO

## BANGLADESH

**Mr. Eddie Rickell**, Textile Consultant, UK, was deputed to provide consultancy services on Dyeing to Improve Productivity in Arkay Dyeing Mills Ltd., 6–11 October 2004.

**Mr. Robert G. Tucker**, Textile Consultant, USA, was deputed to provide consultancy services on Sizing Machines, 20 October–5 November 2004.

## CAMBODIA

**Mr. Shigetsugu Namiki**, President, Namiki Management Consulting, Japan, was deputed to provide consultancy services on New Model Company Building, 18–22 October 2004.

## FIJI

**Mr. John A. Uzzì**, President, Roy W. Walters & Associates, Inc., USA, was deputed to conduct a training course on Six Sigma, 12–15 October 2004.

**Mr. Ahmad Murshid Abu**, Manager, Industry Research, National Productivity Corporation, Malaysia, was deputed to conduct a training course on 7 Quality Management Tools and to speak at the 10th National Convention on Quality, 12–22 October 2004.

**Dr. Wei-Jung Shiang**, Assistant Professor, Department of Industrial Engineering, Chung Yuan Christian University, Republic of China, was deputed to serve as resource person in the Industrial Engineer Training Project, 18–21 October 2004.

## APO/NPO update

**New Program Officer at the APO Secretariat**  
Mr. Joselito Cruz Bernardo has joined the APO Secretariat as Program Officer (Agriculture) w.e.f. 12 November 2004.

**New APO Director for Sri Lanka**  
Mr. Mahinda Madihahewa, Secretary, Ministry of Labour Relations & Foreign Employment, was appointed as the new APO Director for Sri Lanka w.e.f. 19 October 2004, in place of Mr. Mahinda Gammampila.

**New APO Director for Thailand**  
Mr. Chakramon Phasukavanich, Permanent Secretary, Ministry of Industry, was appointed as the new APO Director for Thailand w.e.f. 1 October 2004, in place of Mr. Manu Leopaiprote.

## INDIA

**Mr. Yasuhiko Iwaoka**, Senior Consultant, Iwaoka R&C, Japan, was deputed to serve as an expert on Development of Demonstration Companies/Organizations, 6–10 September 2004.

The following were deputed to serve as resource persons in the seminar on Reduction of Postharvest Losses in Fruit and Vegetables, 5–11 October 2004: **Dr. Rosa Rolle**, Agricultural Industries Officer, FAO-UN, Italy; **Mr. Jean Reyt**, Consultant, France; and **Dr. Somjate Sirivatanapa**, Director, Chiangmai Tavekun Ltd., Thailand.

## INDONESIA

**Dr. Hesan Quazi**, Associate Professor, Nanyang Business School, Singapore, was deputed to serve as an expert in the seminar on Strategic Management for Civil Society Organizations, 6–10 September 2004.

## ISLAMIC REPUBLIC OF IRAN

**Ms. Fione Tan**, President & CEO, eOneNet.Com Sdn. Bhd., Malaysia, and **Dr. Christina Fader**, Associate Professor, University of Waterloo, Canada, were deputed to serve as experts in the training course on SMEs and Internet in Service Industries, 2–6 October 2004.

## REPUBLIC OF KOREA

The following were deputed to serve as resource persons in the study meeting on Customer Satisfaction in Competitive Markets, 12–15 October 2004: **Dr. Tai-Hwa Douglas Chow**, Marketing Professor, Department of Business Management, National Sun Yat-sen University, Republic of China; **Mr. Satoshi Kuroiwa**, Visiting Professor, Techno Innovation Center, Nagoya Institute of Technology, Japan; and **Mr. Choon Siang Seah**, Director, Quality, The Ritz-Carlton, Singapore.

**Mr. Charles Maguire**, Consultant, USA, and **Dr. Heinrich K.F. Hoffmann**, Consultant, Germany, were deputed to make presentations at the Second International Conference on Agricultural Education and Environment, 14–16 October 2004.

## LAOS

**Mr. S.A. Khader**, Sak Consultants & Associates, Saudi Arabia, and **Prof. Nelson Delailomaloma**, Consultant and former Minister of Education, Fiji, were deputed to serve as resource speakers in the seminar on Productivity Awareness for Public-sector Undertakings, 18–22 October 2004.

## Program calendar

### Indonesia, Malaysia, Philippines, Thailand, and Vietnam

Seminar on Total Quality Management, 13–16 December 2004 (A Distance Learning Program).

### Japan

Top Management Forum: Corporate Social Responsibility, 28 February–3 March 2005.

### Malaysia

Training Course on ISO9001:2000 Series Auditor/Lead Auditor Course, 21–26 February 2005.

### Pakistan

Seminar on the Development of Sustainable Commercial Floriculture, 7–12 March 2005.

*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](http://www.apo-tokyo.org).*

## MALAYSIA

**Mr. Masatoshi Yoda**, Corporate Adviser, Ebara Corporation, Japan, was deputed to serve as resource person in the Eco-Products International Fair 2004, 2–6 September 2004.

**Dr. Chris Fader**, Associate Professor, University of Waterloo, Canada, was deputed to provide consultancy services on Researching into Industrial Clusters' Competitiveness, 18–22 October 2004.

## PAKISTAN

**Mr. Yasuhiko Inoue**, Director, International Cooperation Department, Japan Productivity Center for Socio-Economic Development, was deputed to make presentations at the HRD Congress and the Productivity Awareness Seminar, and to conduct a seminar for staff of the NPO, Pakistan, 1–6 October 2004.

The following were deputed to serve as resource persons in the symposium on Supply Chain Management, 5–8 October 2004: **Mr. Antonio Sayo**, President, Orient Multifoods Manufacturing Corporation, Philippines; **Dr. Duangpun Kritchanhai**, Assistant Professor, Head of Logistics and Supply Chain Project Group, Thailand Research Fund; and **Mr. Shigemi Sakamoto**, Consultant, Japan Electronics and Information Technology Industries Association.



# Philippines celebrates National Productivity Month

October 2004 was designated National Productivity Month in the Philippines. A potpourri of commemorative activities was organized to renew commitment, pledge new undertakings, and strengthen national cooperation and coordination to give fresh impetus to the productivity movement. Among the major events held were the signing of a Memorandum of Understanding (MOU) by the quality and productivity organizations within the country; 22nd National Quality and Productivity Congress of the Philippine Quality & Productivity Movement, Inc. (PQPM); and the 1st National Assembly of Quality & Productivity Organizations/Associations hosted by the PQPM and organized jointly with the Development Academy of the Philippines (DAP) and Quality and Productivity (Q&P) Forum.

This year was particularly significant for the Q&P Forum, a grouping of organizations established by the DAP in 2001 to create an intensified and concerted effort for the promotion and advocacy of quality and productivity in the Philippines. For the period 2001–2003, it had 21 members called Focal Productivity Organizations (FPOs). In 2004, the membership increased dramatically to 49. This enlarged grouping signed an MOU to strengthen and widen the advocacy, adoption, and practice of quality and productivity in both public and private sectors as well as to unify efforts of Q&P organizations to support the government's developmental program. The MOU was presented to President Gloria Macapagal-Arroyo on 6 October 2004 at the 30th Philippine Business Conference organized by the Philippine Chamber of Commerce and Industry.

A key speaker at the first national assembly of Q&P organizations, held on 15 October with the theme "Quality and Productivity for All and by All," was DAP President Dr. Eduardo Gonzalez, who is also the APO Alternate Director for the Philippines. In his discourse on "Working toward an Economy-wide Productivity Increase," Dr. Gonzalez presented the Q&P

Forum 2005 plans and programs in the following thrust areas: SME development, labor productivity, excellence in education, productivity enhancement in agriculture and fisheries, and excellence and innovation in manufacturing and service industries. The plans and programs are clustered into advocacy, institutional networking, capability building, and technical assistance and research.



Dr. Gonzalez

Dr. Gonzalez also proposed an institutional framework for adoption by the meeting. It calls for FPO heads to meet once a year to identify common and specific needs in quality and productivity and to recommend to the Philippine Council for Productivity (PCP) specific thrust areas for productivity enhancement. If accepted by the PCP, the recommendations will be

(Continued on page 6)

## APO and UNV sign MOU

APO Secretary-General Shigeo Takenaka and United Nations Volunteers (UNV) Executive Coordinator Ad de Raad signed a Memorandum of Understanding (MOU) to formalize cooperation between the two organizations. The signing ceremony was held at the APO Secretariat in Tokyo, 19 October 2004.

The UNV is the volunteer arm of the UN system. It promotes volunteerism for development, including through the mobilization of volunteers. Each year it dispatches more than 5,600 qualified and experienced volunteers of over 160 nationalities to serve in some 140 developing countries, including most APO member countries, in the fields of development cooperation, humanitarian assistance, and peace-keeping operations.

The MOU enables the APO to identify qualified experts, such as management advisers for SMEs, environment specialists, and rural development experts from all over the world through the UNV to serve in APO member countries. It will expand and enhance its Technical Expert Services Program. The UNV will administer the dispatch of the experts under the



(L-R). N.G. Kularatne, Administration and Finance Director, APO Secretariat, Takenaka, de Raad, and UNV Programme and Trust Fund Manager for Japan Chika Kitajima at the signing ceremony

sponsorship of the APO. As the UN volunteers expect and receive only a modest living allowance for their services, this MOU will enable the APO to dispatch more experts and/or for a longer period to its member countries.