



# APO *news*

## Cooperating with Africa on productivity

The APO sent a fact-finding mission to Africa, specifically to the countries of South Africa, Botswana, and Kenya, 14–25 September, to gain insights into the current status of the productivity movement and the organization and activities of the national productivity organizations (NPOs) on that continent. The mission members constituted two APO Secretariat staff, two officials from the Japanese Ministry of Economy, Trade and Industry, and one senior manager of the Japan Productivity Center for Socio-Economic Development. The mission engaged in intensive discussions with top officials of NPOs, government officers, and representatives of employers' federations, national centers of trade unions, chambers of commerce and industry, and other organizations linked with the productivity movement in the countries visited.



APO mission in discussion with African productivity leaders

The mission was deeply impressed with the commitment and willingness of all productivity stakeholders to promote the productivity movement in their respective countries. Specifically, the National Productivity Institute (NPI) of South Africa and the Botswana National Productivity Centre (BNPC), which are the two leading NPOs in Africa, have been playing a dynamic role in increasing productivity in both the public and private sectors. The Productivity Centre of Kenya is still in an embryonic stage with the potential to grow with the tripartite support of the government, employers, and labor.

The NPI has a staff of some 100, with an annual budget of approximately US\$10 million. It has had October recognized as Productivity Month, initiated a school debate program sanctioned by the Ministry of Education, and is now tasked with facilitating the entry of marginalized groups into the mainstream economy. The NPI is thus interested in the APO's Integrated Community Development Program, in particular Thailand's One Tambon, One Product movement.

The BNPC, although smaller, managed to raise productivity awareness from 7.7% to 60% of the population in a five-year period. Its activities are aimed at both the government and private sectors. BNPC staff were mentored by SPRING Singapore in the 1990s. Its goal is to be the "preferred transformation partner" in achieving the 2016 vision for a "prosperous, productive, and innovative nation."

(Continued on page 6)

Volume 35 Number 11  
November 2005

**"It says something about this new global economy that USA Today now reports every morning on the day's events in Asian markets."**

**Larry Summers**

### INSIDE

- 2.... p-Watch—Australia
- 3.... p-TIPS
- 4.... New APO publications
- 4.... Common Sense Talk
- 5.... APO Best Practice Network: focus on the Philippines
- 5.... Secretary General visits Malaysia
- 6.... APO at Global Festa Japan 2005
- 6.... New officer at APO Secretariat
- 6.... Yasuo Sawama becomes APO Honorary Fellow
- 7.... p-Experts
- 7.... APO/NPO update
- 7.... Program calendar
- 8.... NPDC, Mongolia, to establish a productivity and management institute
- 8.... Join the APO's first on-demand e-learning course on TQM
- 8.... GDP achievements by Fletcher Pacific Steel, Fiji

Published monthly by

**Asian Productivity Organization**

Hirakawa-cho Dai-ichi Seimei Bldg. 2F

1-2-10 Hirakawa-cho, Chiyoda-ku

Tokyo 102-0093, Japan

Tel: (81-3) 5226-3920

Fax: (81-3) 5226-3950

e-Mail: apo@apo-tokyo.org

Web site: www.apo-tokyo.org



Printed on Recycled Paper



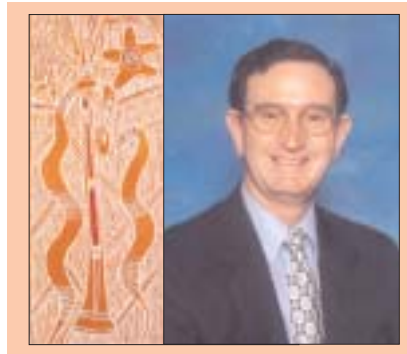
## The productivity movement in Australia

This is an update of the productivity movement in Australia over recent years and brief comments on organizations that could be classed as potential NPOs, their mission, objectives, programs, and activities.

For many years, Australia was an observer at APO Workshop of Heads of NPOs and Governing Body meetings. As the Australian observer and General Manager of the Total Quality Management Institute (TQMI) and later with the Australian Quality Council (AQC), I attended many of those meetings. The AQC was formed from a merger of the TQMI and several other quality and productivity-oriented organizations. The AQC was recognized by the Australian government as the apex/NPO equivalent organization in the country.

When the AQC was disbanded, there was sufficient systemic quality management commitment to claim that the concepts of productivity and competitiveness were well entrenched in many organizational cultures. Several such organizations were recognized in the Australian Quality Awards (now Business Excellence Awards). There is probably no better example of national productivity achievement than the internationally publicized holding of the Sydney Olympics in 2000, when the public and private sectors worked together to deliver outstanding results, not only in the arenas and on the sporting fields, but also in terms of organizational planning, administration, customer satisfaction, and business results. The Olympic Games gold medal tally is an interesting international best practice scorecard. From virtually a score of zero more than 30 years ago, the Australian Olympic medal tally has increased to the point where the country was among the “top 10” for the past three Olympic Games. How did that come about?

The Australian Institute of Sport (AIS) adopted a deliberate improvement strategy, established with considerable federal government support, many years ago. The AIS leads in the development of elite sport and is widely acknowledged in Australia and internationally as a world best practice model for elite athlete development. The AIS



therefore can be considered an NPO in Australia. While its focus is not on the performance of the agriculture, industry, or service sectors, the model can still be replicated and adapted for wider “industry” application because it aims at productivity improvement through better performance. However, productivity leadership in Australian enterprises does not have an AIS equivalent since the demise of the AQC.

**“Productivity and quality matters have been seen as the concern of individual enterprises. The government has seen its role as more to change the taxation, legal, and labor laws and regulatory frameworks inhibiting business from being more productive.”**

Absent from the corporate scene is a vigorous, visible, and viable productivity/quality body recognized as the apex organization with the mission of promoting and promulgating to enterprises nationally the benefits of quality management and contemporary productivity principles and practices. The federal government has taken little tangible interest in continuing to support a national quality

and productivity movement. Productivity and quality matters have been seen as the concern of individual enterprises. The government has seen its role as more to change the taxation, legal, and labor laws and regulatory frameworks inhibiting business from being more productive. It also provides targeted industry assistance programs to encourage innovation through AusIndustry and other agencies.

Having said that, at least two organizations can be considered to be productivity improvement bodies because they demonstrate some of the attributes of APO member country NPOs. Standards Australia, or SAI Global Limited as it is now known, is one of the world’s leading business publishing, compliance, training, and assurance organizations with offices in North America, Europe, Australia, New Zealand, and Asia. Through its network of auditors and compliance and training professionals, SAI Global works with organizations to drive business process improvement. It delivers an integrated range of standards and business improvement-related products and services ranging from occupational health and safety systems to risk and environmental management training. Those services are based on Australian Standards, ISO standards, and foreign standards that are the common denominators in countless daily business transactions and facilitate trade between individuals, corporations, and nations.

Through complementary services like education, compliance, conformity assessment, and business excellence programs, SAI Global adds value through enhanced organizational intelligence and operational efficiency and delivers measurable competitive advantage in the marketplace. SAI Global has four operating divisions. The key remnants of the AQC’s products and services, that is, the Business Excellence Awards, and the quality management courses were acquired and managed by Standards Australia (now SAI Global).

Another organization that in many ways is productivity focused is the Australian Institute of Management (AIM). AIM is Australia’s leading

management association with over 30,000 individuals and 3,500 organizations as members. For over 60 years, AIM has been providing managers and the business community with access to a unique and comprehensive range of services including education and training, speaker events, seminars, forums, a renowned bookshop and library, publications, online databases, and other resources. Its vision is to be the leading organization for managers in Australia, and its mission is to enhance the capability of managers.

Some of the key elements for an NPO are visible in the organizations mentioned, but the leadership, coordination, and focus of a designated lead NPO are missing. What is needed is an organization equivalent to that of the AIS, or a reinvented AQC to lift the productivity game to the next level. This calls for a new national productivity institute (NPI) with a high-level, industry-led multi-partite board and credible top management to pick up where the AQC left off. The government's stakeholder role would be to provide the necessary strategic support, recognition, and encouragement, such as that given to the AIS, and to use the NPI as a "think tank," a receptor and disseminator of best practice information for all industry sectors, including participation in the APO.

Being internationally competitive is very important in the Australian culture, but it appears to be more so in sports than in the economy. We are in the top 10 in world sports, so why not on the economic scorecard? The Business Council of Australia had a vision in the 1990s of putting the country "in the top 10 by 2010." But by 2005, "the sand in the hourglass is running out" on achieving that vision. Australia could well slip out of the "top 20 by 2020" unless a new look is taken at the role of quality and productivity in Australia's social and economic development and what is needed nationally to lead Australia into the next productivity improvement phase. ⚙️

*Richard Barton is the Managing Director of Business Improvement Advisory Services. Previously he was the Business Process and Quality Management Executive for IBM in Australia & New Zealand. Prior to that he was General Manager with the Australian Quality Council. He has had a long and close association with the APO since 1992. Mr. Barton writes this column regularly for the APO News.*



## p-TIPS

Experts agree that holidays are necessary for a focused, healthy, productive workforce. Although the greenest holidays are those spent at home, avoiding the use of resources and energy, people who "travel sensitively" often make the best global citizens, according to *The Armchair Environmentalist* (MQ Publications, 2004) author Karen Christensen. Countries throughout the Asia-Pacific region are developing ecotourism destinations, green resorts, and nature-friendly leisure activities. For those considering a holiday, Christensen suggests the following to minimize the environmental negatives of tourism while maximizing the socioeconomic benefits for both travelers and hosts.

- 1) Choose a destination in which you and your family are truly interested. Don't just "do the sights" because everybody else has been there.
- 2) Travel to learn. Engage fully with a place and its people, history, natural surroundings, and culture. Master at least a few polite phrases of the local language and read a good guidebook before arrival.
- 3) Eat local. Sample local specialties, try independent (not franchised) small restaurants off the beaten tourist track, and shop in markets for fruit and snacks.

## Eco-hols (Green and productive tourism)

- 4) Stay in green hotels. Search the Internet for places to stay which have a green policy and features.
- 5) Try to make a connection with local people. This can be done through colleagues, associations, hobby groups, etc. and can make a big difference to your stay.
- 6) Conserve resources. When you leave your room, turn off lights and air-conditioning. Don't touch those little shampoo bottles at the hotel; they use too much packaging. Most hotels offer guests options on laundering linens and towels daily, and it isn't usually necessary to do so.
- 7) Try a home exchange. You'll save money and have a richer experience.
- 8) Explore new options. For a real change of routine, stay on an organic farm and help with planting or harvesting, volunteer with a group building housing for the disadvantaged, or offer expertise to an aid organization or school.
- 9) Buy appropriate souvenirs, dealing directly with craftspersons. Things that find daily use will be appreciated the most by those at home.



## New APO publications



### HANDBOOK ON GREEN PRODUCTIVITY

APO 324 pp. April 2005 ISBN: 92-833-2357-2

Green Productivity (GP) is a strategy to pursue productivity increases and environmental protection simultaneously. The APO has been implementing a wide range of activities related to GP in the Asia-Pacific region since 1994. In the process, the APO has developed various methods to put GP into practice. The methods have been successfully applied in demonstration projects and disseminated through various training programs in APO member countries. The APO has recently published the *Handbook on Green Productivity* and its companion *Greening on the Go* as tools to disseminate the accumulated knowledge on how to implement GP methods effectively.

The handbook is a comprehensive guide to GP. It explains the basic concept of GP and guides readers on how to implement GP options. It also enables readers to find quickly a specific technique or methodology to utilize in their GP efforts. It includes a chapter on management systems and programs, which are essential to when putting GP options into place.



### GREENING ON THE GO

APO 270 pp. June 2005 ISBN: 92-833-2358-0

To accompany the *Handbook on Green Productivity*, the APO also published *Greening on the Go*, a pocket-sized (9.2 cm × 14 cm) guide that contains information to implement GP processes at work. The guide presents practical steps to implement GP efforts and outlines more than 80 concepts, tools, and techniques to generate ideas, set priorities, and implement GP programs.

To be user-friendly and practical, the guidebook explains these items by presenting answers to the following six questions: “What is it?” “Why is it useful?” “How will it help you?” “Where do you apply it?” “When is it useful?” and “Who benefits?” In addition, many sections include a tip or word of advice, and diagrams that show readers the process or the flow of logic. The guide also provides readers with cross-references to the *Handbook on Green Productivity*.

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



“Management works in the system. Leadership works on the system.”

*Stephen R. Covey*

“The bad news is that time flies. The good news is that you’re the pilot.”

*Michael Altsuler*

“It says something about this new global economy that *USA Today* now reports every morning on the day’s events in Asian markets.”

*Larry Summers*

“Quality isn’t something that can be argued into an article or promised into it. It must be put there. If it isn’t put there, the finest sales talk in the world won’t act as a substitute.”

*C.G. Campbell*

“When a man is no longer anxious to do better than well, he is done for.”

*Benjamin Haydon*

“Art, it seems to me, should simplify. That indeed is very nearly the whole of the higher artistic process; finding what conventions of form and what detail one can do without and yet preserve the spirit of the whole.”

*Willa Cather*

“Freedom is not worth having if it does not connote freedom to err.”

*Mohandas K. Gandhi*

“Humor is a serious thing. I like to think of it as one of our greatest, earliest natural resources, which must be preserved at all costs.”

*James Thurber*

“Your work should be an act of love, not a marriage of convenience.”

*Haruki Murakami*

# APO Best Practice Network: focus on the Philippines

The APO established its Best Practice Network (BPN) after a study meeting on the topic in Singapore in April 2001. Since then, six workshops on the APO BPN have been held in member countries. As decided at the second workshop, three demonstration projects were initiated in the areas of the balanced scorecard, front-line customer service, and people performance management systems in Thailand, Malaysia, and the Philippines, respectively. At the fourth workshop meeting, selected participating organizations presented their best practices on the three topics.

The sixth workshop was held in Thailand, 2–5 August, to address the major challenges organizations face when they undertake a benchmarking exercise: making contact with other organizations, developing benchmarking partnerships, sharing information, and absorbing lessons from other countries. Twenty-four participants from 14 APO member countries attended. The group deliberations encouraged a more focused approach to problem solving related specifically to organizational excellence in SMEs, developing an innovation culture, and promoting local benchmarking. Participants proposed solutions relevant to their industrial environment and suggested future areas of intervention to promote best practices, including virtual networking. The culmination of the workshop was two site visits to MBP Leather, a recipient of the National SME award, and Yokogawa Thailand, a hub for creating a culture of innovation in industry. These site visits enabled the participants to assess how process improvement systems can be put in place in SMEs and the key strengths necessary for the implementation of best practices. It was pointed out that key success factors are top management support, staff involvement, external support from consultants, and organizational focus on the key performance indicators identified.

The new topics of the APO BPN are the “development of performance indicators for SMEs” led by Malaysia; “measuring the impact of business excellence” led by Singapore; and “public-sector excellence” led by Iran and the Philippines. The NPC, Malaysia, has made its e-Benchmark portal available to all BPN members to initiate the sharing of best practices among APO member countries, and a similar facility was offered by the ROC.

The Philippines has set up a local benchmarking network called the Best Practice Exchange (BPEX) Network. It started with 41 organizations, mostly from the private sector, led by recipients of the Philippine Quality Award (PQA), other large manufacturing companies, and service and government organizations. An Executive Committee steers the BPEX Network under the leadership of the managing director of the DAP Center for Knowledge Management.

Initially, the network’s activities centered on the sharing of best practices on any topic chosen by the sharing organization/s. However, with that approach, attendance and participation dwindled because not all the best practices shared were of interest to the entire network. Thus, in 2004 the Executive Committee organized four sectoral benchmarking groups for healthcare, in-house call centers, semiconductor manufacturers, and government to make the BPEX more responsive to the needs of participating enterprises. In addition, an SME sectoral group was formed in response to the APO BPN 2004 benchmarking topic on “organizational excellence in SMEs.” Four new sectoral benchmarking groups were set up in 2005 to address the new APO BPN benchmarking topics of public-sector excellence, measuring the impact of implementing business excellence, and key excellence indicators in SMEs. A fifth, food safety, was added to address an urgent need in the Philippines. To sustain the network, the sectoral benchmarking groups are linked to apex bodies or industry associations/organizations, including: the Philippine Society for Quality in Health Care; Philippine Society for Quality; Semiconductor and Electronic Industry in the Philippines, Inc.; Makati city government; ASEAN TQM Foundation; and Union of Local Authorities of the Philippines.



Finishing department of MBP Leather

The DAP BPEX Network presented plaques of appreciation to six healthcare and five in-house call center members of its BPEX Network sectoral benchmarking groups during the Philippine Society for Quality’s 17th Annual National Quality Forum held on 12 October. 🏆

## Secretary-General visits Malaysia



Takenaka (R) with Tan Sri Azman Hashim

En route to the Eco-products International Fair 2005, in Bangkok, Thailand, APO Secretary-General Shigeo Takenaka paid an official visit to Malaysia, 3–4 October. He made a courtesy call on APO Director for Malaysia and National Productivity Corporation (NPC) Chairman Tan Sri Azman Hashim. The Director-General of the NPC and APO Alternate Director for Malaysia Dato’ Nik Zainiah Nik Abdul Rahman and APO Liaison Officer for Malaysia Md. Zainuri Juri were also present. During the meeting, Takenaka and Tan Sri Azman Hashim exchanged ideas on future APO activities. The Secretary-General also visited the NPC office in Petaling Jaya, met senior NPC officers, and was briefed on major activities.

## APO at the Global Festa Japan 2005

The APO once again took part in the annual International Cooperation Festival in Tokyo's Hibiya Park. From this year, the festival was renamed the Global Festa Japan. More than 75,000 visited this colorful event on 1 and 2 October.

The APO has been a part of this event since 1998. Global Festa Japan showcased the activities of more than 200 international, governmental, and nongovernmental organizations. Other attractions included the Global Stage, Millennium Stage, and workshops, a rally game, live music, dancing, international food bazaar, world folk crafts show, and more.

The APO booth, decorated with orange balloons, displayed information on its activities. In addition to the usual lucky draw feature, a game in which visitors attempted to identify the national flags of all APO member countries proved to be immensely popular among visitors of all ages, who enthusiastically lined up to play. The APO also presented its mission and activities in a workshop on the premises of the Global Festa Japan.



Visitors at the APO booth

## Yasuo Sawama becomes APO Honorary Fellow

Yasuo Sawama, former president of the Japan Productivity Center for Socio-Economic Development (JPC-SED), received the title of APO Honorary Fellow on 17 October with a certificate and memento given by APO Secretary-General Shigeo Takenaka at the JPC-SED headquarters in Tokyo.



Sawama (L) with Takenaka

The APO bestows the title of APO Honorary fellow on those who have contributed to the APO by participating in the APO's Governing Body Meeting and/or Workshop Meeting of Heads of National Productivity Organizations five times or more. The APO had conferred this title on 98 individuals as of 2004. Sawama, who served as JPC-SED president from 2001 to 2005, is one of the three who received the title this year. He now acts as an adviser to the JPC-SED.

## New officer at APO Secretariat

K.D. Bhardwaj took up his duties as a program officer in the Environment Department at the APO Secretariat, effective 3 October. Bhardwaj holds a master's degree in Environmental Engineering from M.S. University, Baroda, and first-class honors in a postgraduate program in Industrial Pollution Prevention and Control from the Dr. Ambedkar Institute of Productivity, Chennai, India. His most recent post at the National Productivity Council (NPC), India, where he was employed for the past 10 years, was Deputy Director (Environment). Projects Bhardwaj was involved in at the NPC covered such fields as hazardous and solid waste management, water pollution control, air pollution monitoring and control, environmental impact assessment, and preparation of environmental management plans. That background makes him uniquely qualified to take on his new role at the Secretariat.



Describing himself as a simple, down-to-earth, and work-loving person, Bhardwaj enjoys surfing the Internet and watching television in his free time. He is married and has one daughter.

## Cooperating with Africa ..... (Continued from page 1)

The mission met with President Thembo Lebang and Secretary General Dr. Yvonne Dladla of the Pan African Productivity Association (PAPA). PAPA is a loose body of NPOs, employers' federations, and management institutes recognized as a nongovernmental organization by the African Union. Hence its institutional character is basically different from that of the APO, which is intergovernmental. At present, the NPOs of Botswana, Egypt, Kenya, Mauritius, Nigeria, South Africa, Swaziland, and Tanzania are members of PAPA. Due mainly to financial constraints, however, PAPA has yet to undertake notable operational activities.

Upon the completion of the fact-finding tour, the mission members made a number of recommendations that the APO may consider once strategic alliances can be formed with the African partners. Among those recommendations was that the APO give support to the capacity-building efforts of NPOs so that they can better cater to the expressed needs of the emerging private sector. Capacity building can be achieved through African NPO staff participation in the APO's regular activities, especially in cost-effective e-learning projects, attachment to NPOs in member countries, and the deputation of technical experts. ☺



# p-Experts deputized by the APO

## REPUBLIC OF CHINA

**Mr. Hitoshi Seki**, President, SEK Consulting, Japan, **Dr. Jisoo Yu**, Professor, College of Economics and Business Administration, Kookmin University, Republic of Korea, **Mr. Nolan Tan**, Chief Executive, Service Quality Centre Pte. Ltd., Singapore, and **Dr. Buck Peng Tang**, Divisional Director and Principal Consultant, Service Quality Centre Pte. Ltd., Singapore, were deputized as resource persons for the study meeting on Customer Satisfaction in Competitive Markets, 4–7 October 2005.

**Mr. Kousuke Ueda**, Secretariat Officer, Japan Industrial Waste Management Foundation, and **Prof. Tay Joo Hwa**, Director and CEO, Institute of Environmental Science and Engineering, Nanyang Technological University, Singapore, were deputized as resource persons for the workshop on Green Productivity for Hazardous Waste Management, 17–20 October 2005.

## FIJI

**Mr. George Wong Hock**, Managing Director and Principal Consultant, Hoclink Systems and Services Pte Ltd, Singapore, was deputized as expert for the training course on “7 Quality Management Tools” and “10th National Convention on Quality,” 17–27 October 2005.

## ISLAMIC REPUBLIC OF IRAN

**Mr. Donald Hannan**, Engineering Consultant, Certified Value Specialist and Principal, D.H. Australia, was deputized as expert for the training course on Value Engineering, 29 September–5 October 2005.

## JAPAN

**Mr. Masakazu Kashio**, Forest Resources Officer, United Nations Food and Agriculture Organization

Regional Office for Asia and the Pacific, Thailand, was deputized as resource person for the multi-country study mission on Rehabilitation of Forests Degraded by Disasters, 4–11 October 2005.

**Mr. Hiroshi Nakano**, Advisor, Business Services Center, Japan External Trade Organization, **Mr. Hiromi Oki**, Director, International Economic Research Division, Japan External Trade Organization, and **Datuk Mustafa bin Mansur**, President, Federation of Malaysian Manufacturers, were deputized as resource persons for the symposium on Strengthening Regional Development, 23–27 October 2005.

## REPUBLIC OF KOREA

**Dr. Loke Chong Lee**, Deputy Executive Director (Industry), Singapore Institute of Manufacturing Technology, **Dr. Benjamin Yuan**, Professor, Technology Management Institute, National Chiao-Tung University, Republic of China, and **Dr. Fumihiko Kimura**, Professor, Department of Precision Machinery Engineering, Graduate School of Engineering, University of Tokyo, Japan, were deputized as resource persons for the study meeting on Advanced Manufacturing Technologies and Systems—Precision Engineering Industries, 25–28 (Dr. Lee and Dr. Yuan) and 26–28 (Dr. Kimura) October 2005.

## MONGOLIA

**Dr. Tsair-Fuh Lin**, Professor, Department of Environmental Engineering, National Cheng Kung University, Republic of China, **Dr. Makoto Murase**, Chief of Rainwater Utilization Promoting Section, Sumida City Hall, Japan, and **Mr. Mandar Parasnis**, Environmental Management Consultant, India, were deputized as resource persons for the workshop on Green Productivity and Appropriate Technology for Water and Wastewater Management, 24–28 October 2005.

**Mr. Paul Chandran**, Principal Consultant, PSB Corporation, Singapore, was deputized as resource person for the project on Strengthening NPO Services: Trainer’s Training and Management Development Program (Phase III: “People Excellence”), 24–28 October 2005.

**Mr. Goh Swee Seang**, Deputy Director General, National Productivity Corporation, Malaysia, and **Mr. Mustafa Bin Mohd. Nor**, Managing Director/Chief Economist, Am Securities Sdn Bhd, were deputized as experts for the workshop and consultation: Foundations for a Learning Organization, 26–29 (Mr. Goh) and 26–30 (Mr. Nor) September 2005.

## THE PHILIPPINES

**Mr. Ranjith Hettiarachchi**, Chief-Executive-Officer, Association of Asian Confederation of Credit Unions, Thailand, was deputized as expert for the Business Opportunity Forum, 5–6 October 2005.

## Program calendar

### Japan

Multi-country Study Mission on Greening the Agri-food Supply Chain for Enhanced Food Safety, Competitiveness, and Sustainable Agriculture Development, 24–31 January 2006. Web-based Training Course on the Occupational Health and Safety Management System: OHSAS 18001, 30 January–10 February 2006.

### Malaysia

Regional Workshop on Capacity Building for Creating an Eco-circulation Society through Biomass Utilization in the BIMP-EAGA Region, 5–9 December 2005.

### Nepal

Workshop on Green Productivity for SMEs, 23–27 January 2006.

### Participating Member Countries

Basic Research XIII on Social Capital and Its Impact on Productivity (Phase II), 1 year commencing from December 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).*

**Mr. Kelvin Chan**, Director and Principal Consultant, Teian Consulting International Pte Ltd., Singapore, was deputized as resource person for the program on Development of Productivity Specialists, 10–28 October 2005.

**Mr. Santhana Krishnan Senthikumar**, Program Coordinator-Connectivity, M.S. Swaminathan Research Foundation, India, was deputized as expert for Establishment of 49 Community e-Centers in Luzon, 26–28 October 2005.

## THAILAND

**Prof. Ryoichi Yamamoto**, International Research Center for Sustainable Materials, Institute of Industrial Science, University of Tokyo, Japan, **Mr. Masatoshi Yoda**, Corporate Adviser, Ebara Corporation, Japan, and **Mr. Yasuhiko Hotta**, Policy Analyst, Long-term Perspective and Policy Integration Project, Institute for Global Environmental Strategies, Japan, were deputized as resource persons for the International Conference on Eco-products for Competitiveness in Global Markets, 6–8 October 2005.

## APO/NPO update

### Change in title of NPO Head/Alternate Director for Malaysia

Ms. Nik Zainiah Nik Abdul Rahman has been conferred the title Dato’ by the Sultan of Pahang. She is now Dato’ Nik Zainiah Nik Abdul Rahman.

### New APO Liaison Officer for Mongolia

Mr. N. Tumenjargal, Deputy Director, National Productivity and Development Center, was appointed the new APO Liaison Officer for Mongolia, w.e.f. 1 November 2005.

# NPDC, Mongolia, to establish a productivity and management institute

There has been a long-felt need in Mongolia to develop management and productivity experts to meet the growing demands of its industry, the country, and neighboring countries. Consequently, at the request of the National Productivity and Development Center (NPDC), Mongolia, the APO deputed Dr. G.K. Suri, former Director General, NPC, India, and currently Honorary Professor, International Management Institute, India; and Prof. C.S. Venkata Ratnam, Director, International Management Institute, 1-4 August, to examine Mongolia's proposal for the establishment of an institute of management and productivity and prepare a project document. As a result of that Technical Expert Service (TES) mission, a memorandum of understanding (MOU) was drafted and signed by the NPDC, Erdem Oyu Institute in Ulaanbaatar, and International Management Institute. The MOU spells out the obligations of the three parties, covering licenses and permits from the relevant regulatory bodies, creating the infrastructure and resources for the proposed institute, developing faculty and teaching materials, designing the curriculum, setting up a library and documentation center, and seeking assistance from



(L-R) Prof. C.S. Venkata Ratnam; Dr. Shurchuluu, APO Director for Mongolia; and Dr. Suri

industry and international agencies. The cooperation between the NPDC, Erdem Oyu Institute, and International Management Institute will thus extend long after the TES mission was completed. ☺

## Join the APO's first on-demand e-learning course on TQM

Information technology (IT) has changed the way people do business. IT has not only become a very powerful, productive tool, but also opened new avenues to conduct business in innovative ways. e-Learning is one such opportunity generated by IT which the APO would like to harness to reach a broader audience in a cost-effective manner. For this purpose, the APO has set up an e-Learning Portal on its Web site. The portal can be used to host on-demand e-learning courses, allowing users to attend the course at their own pace and on their own time using personal computers. On-demand courses are open to all. In addition to on-demand e-learning courses, the portal can be used to host e-learning courses for selected users during a specified period. In that case, participants will receive a separate username and password to take the course. The portal can also host live presentations by resource persons for face-to-face APO courses.

The APO has launched its first e-learning on-demand course on total quality management (TQM). TQM is more than a concept; it is a philosophy unto itself. It is useful because it changes the way an organization works from seeing quality as something "extra" or an afterthought to being a means to improve core productivity. TQM has always been a flagship theme for the APO, and we hope that with the launch of this on-demand e-learning course on TQM, this important concept can be disseminated to a wider group of productivity practitioners.

The TQM course is open to all. To join the course, please click on the APO e-Learning icon on our Web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)) and log into the APO e-learning course as a guest. The TQM course is largely based on the handbooks on TQM prepared by the Japan Standards Association. S.A. Khader, a well-known productivity practitioner, is the course facilitator. The complete course will be covered in 11 sessions, including an introductory one. TQM is a holistic approach and each session is a complete unit to help in the practice of TQM. The introductory session and Chapter 1: CEO's commitment, are already available. The subsequent chapters will be made available on a given schedule and the complete course will be available by July 2006.

## GPDP achievements of Fletcher Pacific Steel, Fiji

M/s Fletcher Pacific Steel (Fiji) Ltd. is implementing a Green Productivity Demonstration Project (GPDP) on Energy Efficiency and Greenhouse Gas (GHG) Emission Reduction and has decreased electricity and oil consumption (from 115 to 85 liters/ton of steel produced). Those decreases resulted in a reduction in GHG emissions and increased overall production from 91.26% to 95.53% of total capacity during the project period. In addition, employee awareness of the need for good housekeeping increased significantly through a bonus-based system evolved by the GPDP team. Recently, the team received the QC Organization of the Year Award and the QC Manager of the Year Award at Fiji's 11th National Convention on Quality Awards. The circle that participated was the Fletcher Pacific Steel GPDP team. Team members have approached the Ministry of Labor, Industrial Relations and Productivity to request that the Prime Minister speak at the official close of the project in December this year.

