



APO *news*

48th WSM lays groundwork for new program planning

The 48th Workshop Meeting (WSM) of Heads of National Productivity Organizations (NPOs) was held in Hanoi, Vietnam, 16–18 October 2007. In attendance were 51 delegates, advisers, and observers from 19 member countries and three observers from the Colombo Plan Secretariat, Food and Agriculture Organization of the United Nations, and United Nations Industrial Development Organization. The workshop meeting, the second in 2007, was convened to facilitate the transition to the new budgeting system that will take effect from 2009, as decided by the Governing Body at its 49th session in Mongolia last June.



Secretary-General Takenaka (L) meeting Vietnam's Prime Minister Nguyen Tan Dung (center)

The 48th WSM reviewed the APO 2008, 2009, and 2010 Program Plans. Because 2007 is a transition year, the present workshop meeting adopted two different approaches in reviewing the projects proposed by the Secretariat. The 2008 plan was reviewed in same manner as previously and the proposed projects were endorsed after some modifications as suggested by the hosting countries. However, as the WSM was brought forward to October, projects to be financed using “other” income were not yet reflected. The complete 2008 Program Plan will be ready by February 2008 and submitted for the Governing Body’s final approval through circulation.

The 2009 and 2010 Program Plans were reviewed under the new budgeting system, which will require the Governing Body to determine the amount of the total membership contributions. Previously, the amount was automatically known following a preset calculation. For this purpose, the 2009 and 2010 Program Plans were prepared based on a new program planning process in which the proposed projects were presented according to their priority.

The Secretariat went an extra mile to explain the new program planning process. A reference paper was circulated prior to the meeting describing the four criteria for prioritizing projects: 1) projects with new topics, using new methods, and with new outreach contents; 2) projects suggested by delegates to the Governing Body Meeting (GBM) and WSM; 3) projects supported by the results of a survey conducted among member countries; and 4) projects suggested by resource persons and/or participants.

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“The most damaging phrase in the language is: ‘It’s always been done that way.’”

Grace Hopper

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Summary of Secretary-General's statement

The following is a summary of APO Secretary-General Shigeo Takenaka's statement to the 48th Workshop Meeting (WSM) of Heads of NPOs, 16–18 October, at the Melia Hotel in Hanoi, Vietnam. For the full statement, please see the APO Web site.

Secretary-General Takenaka opened his statement by conveying gratitude to the Government of Vietnam for its generous support and cooperation in hosting the meeting, particularly to Dr. Ngo Quy Viet, APO Director for Vietnam, for his gracious, warm hospitality extended to all. Before going into detail on the procedure for approving the APO 2009 and 2010 Programs under the new biennial budgeting system, the Secretary-General explained the imminent issue of finalizing the 2008 Program and then used the 2009 Program as an example of how future plans would be handled. He pointed out that the 2009 Program Plan contained a list of projects requiring a 20% increase in the total membership contributions above the current level, with subsets by priority for deletion or deferral if the GBM approved only a 10% increase or no increase. Because there had been no increase for the past three years and none in 2008, the Secretary-General said, “The Secretariat hopes to receive a significant increase in the total membership contributions.”

Secretary-General Takenaka next described projects on new topics, projects with new methods, and projects with new outreach contents. Noting that a major function of the APO is to identify trends influencing productivity drives in member countries, he cited some “promising to bring exciting breakthroughs,” citing projects organized on mergers and acquisitions, aging society, nanotechnology, biotechnology, and applications of knowledge management in agriculture. “It requires more time and effort to organize projects on new topics,” Secretary-General Takenaka acknowledged, since new resource persons must be contacted and persuaded to become involved, but said that the Secretariat planned to offer projects on intellectual capital, lean Six Sigma, eco-financing, e-waste, applications of nanotechnology in agriculture, and utilization of



Secretary-General Takenaka delivering his statement

biofertilizers and biopesticides in future. He also invited suggestions on new areas to strengthen the APO's research and think tank roles.


In terms of e-learning and the two-tiered project-based approach, the Secretary-General noted that e-learning enabled a wider, more cost-effective outreach and that follow-up face-to-face projects were now held for outstanding participants in e-learning courses, in line with efforts to raise participant quality. Self-learning, Internet-based projects were another successful example. He thanked NPOs for supporting the APO's e-learning drive and promised continuous improvement in course contents and delivery.

The two-tiered project-based approach was adopted from last year for greater multiplier effects and is being expanded. Multicountry projects followed by national dissemination seminars had been so successful that six more utilizing this approach were planned for 2008, the Secretary-General said. He explained that a two-tiered approach had also been adopted for the Development of NPOs (DON) Program via DON Strategy and DON Implementation. He reported that DON Strategy, meant to assess NPO needs, had been launched and an assessment survey covering 15 member countries was underway.

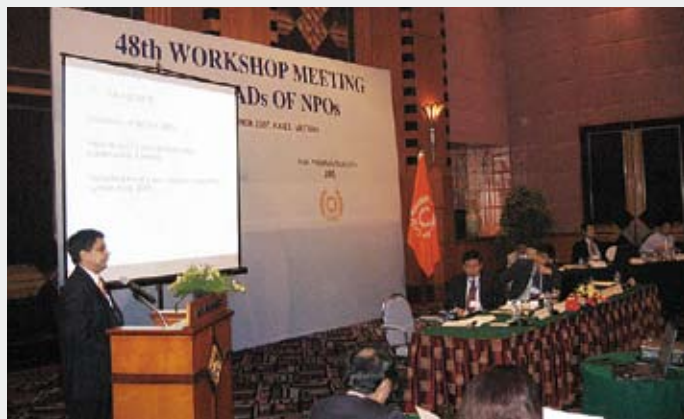
Under “projects with outreach contents,” the

Secretary-General detailed three fact-finding missions to the USA and Europe on knowledge management, innovation, and developing a productivity database and an observational study mission (OSM) on Business Excellence to Australia in June, with one to Switzerland and to Canada later this year. In 2008, more OSMs were planned, including one to Germany on advanced manufacturing technology and another to France on the development of safe, reliable food supply chains. Additional fact-finding missions are being contemplated, although preparations for missions beyond the APO region are often time-consuming and challenging. But, “We are determined to continue with the policy of learning and benefiting more from other regions,” he emphasized.

As the APO has benefited from others, Africans have learned from the African Program started in 2006 with a special cash grant from the Japanese government. With the inputs of productivity experts from member countries, the APO successfully organized the Basic Training Course for Productivity Practitioners in South Africa last July for 30 participants from six African countries. A follow-up advanced course will be held in the first quarter of 2008. The Secretary-General requested continued support from member countries for the African Program and sought suggestions on expanding the collaboration.

The Secretary-General expressed appreciation to NPOs for hosting this year's additional projects made possible through stricter financial control, to the Vietnam Productivity Centre for hosting the WSM and the next Eco-products International Fair (EPIF) in 2008, and to Vietnam's NPO Head Nguyen Anh Tuan and his able staff for the excellent coordination and arrangements for the WSM and ongoing preparations for the EPIF 2008. He reiterated that the APO was a network of member countries and of NPOs in a dynamic system that remained alive only with their active participation and support. “Higher productivity is fundamental to economic progress, prosperity, and the well-being of all in APO member countries,” the Secretary-General reminded WSM delegates in concluding his statement. 

The details of the rationales for these criteria were presented by the Secretariat before the Strategic Planning Session. The Secretariat also made presentations on e-learning and two-tiered projects, which represent projects using new methods. To complete the explanation, the Secretariat also made a presentation on the Eco-products International Fair (EPIF), which Vietnam is scheduled to host in March 2008, the fourth such event after those held in Malaysia, Thailand, and Singapore.



Research and Planning Department Director Bhattarai explaining the new program planning process

The WSM endorsed the new program planning approach developed by the Secretariat and it further decided to ask the Secretariat to make the necessary modifications in the priorities of projects to be presented to the GBM at the meeting in April 2008, taking into account the views and suggestions made at this workshop meeting.

The 48th WSM was graced by the presence of Vietnam's Minister for Science and Technology Hoang Van Phong, who delivered the inaugural address. He said that despite the dynamic economic growth of many Asian nations, including Vietnam, there was still a big gap in terms of economic development between the developing and developed member countries. "I believe that the APO's contribution to the socioeconomic development of countries in the region will be positively extended in coming years," he stated. APO Director for Vietnam Dr. Ngo Quy Viet gave a warm welcome address. After commending the APO's achievements in contributing to the socioeconomic development of its member countries, Dr. Viet added, "The APO is also an important bridge connecting regional members and other international organizations."

APO Alternate Director and Managing Director of the Vietnam Productivity Centre Nguyen Anh Tuan, and APO Alternate Director and NPO Head from Cambodia Yea Bunna were elected as Chair and Vice Chair of the meeting, respectively. One of the key agenda items of the WSM, the statement of Secretary-General Shigeo Takenaka, was then delivered (*see page 2 for a summary of his statement*).

During the concurrent strategic planning exercises, the Industry and Service Sector Committee was chaired by National Productivity Corporation, Malaysia, Head Dato' Nik Zainiah Nik Abdul Rahman with NPO Delegate from Bangladesh Dr. Md. Nazrul Islam serving as rapporteur. The Agriculture Sector Committee was chaired by Agriculture Delegate from Vietnam Dr. Nguyen Van Bo, and the rapporteur was Agriculture Delegate from Malaysia Esther Lew Swee Yong.

During the WSM, Secretary-General Takenaka paid a courtesy call on Vietnam's Prime Minister Nguyen Tan Dung. The Prime Minister appreciated the programs organized by the APO and the productivity movement being promoted nationwide by the Vietnam Productivity Centre. He was also very supportive of the EPIF 2008 to be hosted by Vietnam in March next year.

APO Secretary-General Takenaka, in his closing statement, noted, "We have made a successful first step in the long process of implementing a new budgeting system." He expressed his appreciation for the suggestions and advice at the meeting and promised to incorporate them in refining the program planning process further. In his closing statement, Chair Tuan called the meeting a success and said, "I believe that through this workshop meeting we made a great stride in the transition toward the new system of planning APO programs and projects."



(L-R) Vice Chair Yea Bunna, Chair Nguyen Anh Tuan, and APO Secretary-General Shigeo Takenaka

After the hard work of the WSM had been accomplished, approximately 40 of the delegates headed 30 kilometers outside Hanoi in the early morning of the final day to tour the handicraft village of Phu Vinh. Phu Vinh has been known as a supplier of bamboo and rattan products since the 1800s. On a cool, sunny day, the delegates observed artisans practicing traditional skills to produce useful household objects. Some craftspeople have also begun to offer homestays to complement informal handicraft and business tours to those appreciating the weaving and design artistry displayed by the residents of Phu Vinh and admired by the WSM visitors. ☺

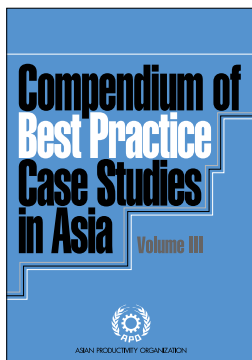


Delegates talking with village children in Phu Vinh

The APO Web site contains more extensive reports on the WSM, including a photo gallery.



New APO publication



COMPENDIUM OF BEST PRACTICE CASE STUDIES IN ASIA (VOLUME III)

APO 80 pp. October 2007

ISBN: 92-833-2377-7 (hard copy)

ISBN: 92-833-7060-0 (e-edition)

The Asian Productivity Organization-Best Practice Network (APO-BPN) was established in 2001. It is a network of organizations in Asia collectively pursuing the common goal of achieving competitiveness by generating, sharing, and transferring knowledge on best practices. To disseminate those best practices to other organizations, the APO initiated the publication of best practices case studies. The first publication in 2004 was the *Compendium of Best Practice Case Studies in Asia, Volume I*. It was a compilation of 17 best practices from six member countries on the three topics of the balanced scorecard, frontline customer service, and people performance evaluation. The second compendium, published in February 2007, supplemented the first with 12 new case studies from five member countries on three new topics, innovation culture, organizational excellence in SMEs, and local benchmarking.

The *Compendium of Best Practice Case Studies in Asia, Volume III* is the outcome of the Seventh APO-BPN-Workshop held in Ulaanbaatar, Mongolia, in September 2006. This volume is comprised of 10 case studies from Singapore, Thailand, Republic of China, Australia, Mongolia, Philippines, and Japan and covers three topic areas: measuring the impact of business excellence approaches; key performance indicators in SMEs; and public service excellence. Each case study covers areas such as organizational profile, rationale and objectives, overall description, leading practices, benefits gained, lessons learned, and the next steps needed for continuous improvement. Following the pattern of the first and second volumes, the organizations featured in the case studies are anonymous to protect the confidentiality of the information provided. This refocuses the reader on the subject of the leading practices outlined rather than diverting the focus to profiling specific organizations.

A collection of best practices represents an invaluable aid to enterprises seeking to follow successful examples. It can help achieve organizational goals and contribute to excellent business outcomes. To ensure that these best practices are disseminated, shared, and applied among businesses in APO member countries, this publication carries suggested approaches for disseminating and deploying them within and between organizations. The importance of networking in particular is emphasized for disseminating knowledge and information. The continuing advances in ICT have greatly facilitated such networking initiatives.

The two best practices included at the end of this volume, i-Bench initiated by the China Productivity Center and the e-Benchmark System initiated by the National Productivity Corporation, Malaysia, highlight the progress being made in conducting benchmarking using ICT and serve as examples of the opportunities available for international collaboration.

All the three volumes in the *Compendium of Best Practice Case Studies in Asia* series are available on the APO Web site at www.apo-tokyo.org.

For order and inquiry on APO publications and videos, please contact the 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) 5226-3920, Fax: (81-3) 5226-3950, e-Mail: apo@apo-tokyo.org

COMMON SENSE TALK



"A mind all logic is like a knife all blade."

Rabindranath Tagore

"Try as hard as we may for perfection, the net result of our labors is an amazing variety of imperfection. We are surprised at our own versatility in being able to fail in so many different ways."

Samuel McChord Crothers

"With every civil right there has to be a corresponding civil obligation."

Edison Haines

"A book is the only place in which you can examine a fragile thought without breaking it, or explore an explosive idea without fear it will go off in your face. It is one of the few havens remaining where a man's mind can get both provocation and privacy."

Edward P. Morgan

"The Internet is based on a layered, end-to-end model that allows people at each level of the network to innovate free of any central control. By placing intelligence at the edges rather than control in the middle of the network, the Internet has created a platform for innovation."

Vinton Cerf

"Habits are safer than rules; you don't have to watch them. And you don't have to keep them, either. They keep you."

Frank Crane

"Frugality is one of the most beautiful and joyful words in the English language, and yet one that we are culturally cut off from understanding and enjoying. The consumption society has made us feel that happiness lies in having things, and has failed to teach us the happiness of not having things."

Elise Boulding

"Never accept the proposition that just because a solution satisfies a problem, that it must be the only solution."

Raymond E. Feist

"The most damaging phrase in the language is: 'It's always been done that way.'"

Grace Hopper

Women entrepreneurs shine

Fabled throughout history for its abundance of precious metals and costly jewels, Asia is now playing an increasing role in the less expensive costume jewelry sector. As hip young designers bring a fresh eye to sometimes whimsical, sometimes practical accessories, it appears that small entrepreneurs can play a major role in this relatively new market. Women entrepreneurs may have both a special interest in and aptitude for the costume jewelry business. APO projects specifically for female entrepreneurs were initiated in 2000 when assistance was sought from the Development Academy of the Philippines' Productivity and Development Center to develop course content. Since then, the APO has organized additional projects that assist women in their professional development in the Philippines and Malaysia. Participants in 2005 and 2006 projects in the women's entrepreneurship series suggested that the APO organize one offering training in specific skills such as costume jewelry making.



Participants practice making costume jewelry

Because the Republic of Korea has an international reputation for its costume/fashion jewelry, the APO organized a training course on Income-generating Activities for Women: Costume Jewelry in Seoul, 11–14 September. The local Beadlook Academy and the Korea Productivity Center (KPC) were the implementing organizations. Refreshingly, among the 25 participants from 12 APO member countries, one was a self-financed Cambodian man. The participants represented mainly SMEs and NGOs or associations involved in local handicraft production.

Costume jewelry is made of inexpensive materials such as glass, plastic, and synthetic stones, rather than precious metals and gems. It therefore offers income-generating opportunities for the self-employed, particularly in small trades and services and in microindustries, which describes most working women in the Asia-Pacific region. During the four-day course, more than 60% of which was devoted to hands-on practice, participants attempted bead art including bead looming, wire art following a formatted design, and polymer clay art under the instruction of seven local trainers. They created bracelets, necklaces, and other fashion accessories, with several evolving their own designs.

“The main objective of the project was to equip the participants with the practical skills for costume jewelry design and production which are common in Korea,” said Selim Chung of the KPC. During the site visit on the second day to Dongdaemoon Accessories Shops, participants observed trends in the local market for costume jewelry components and how other materials could be

utilized. Several purchased items for future use in their businesses. They also met with local material suppliers and explored the possibilities of establishing business relationships.

The traditional APO spirit of cooperation played a role in the appreciation the participants expressed for the course. “When a number of ladies including myself failed to complete our work, seven of us adjourned to my hotel room to complete the unfinished work. It was such a relief to work together and having the more skillful ones assisting the weaker ones in getting the work done. You should have seen the joy and satisfaction on our faces when we completed our masterpieces,” commented Project Volunteer Tina Tan Sok Cheng, Pasir Panjang Hill Community Services Center, Singapore. Managing Director Amone Phoummasak, Fa Wathana Group, Lao PDR, later wrote to the APO and KPC to say, “I have learned many new skills and techniques from this course. I will extend the knowledge that I have learned to the women of Laos so that they will have more ideas for jewelry making and improve their skills and businesses.”

Former APO Deputy Secretary-General revisits Secretariat

Former APO Deputy Secretary-General Dr. S.K. Rau paid a courtesy call on the Secretariat on 26 September while visiting from India. Dr. Rau joined the Secretariat in 1961, when the APO was first established, and served for about nine years. After meeting Secretary-General Shigeo Takenaka, he made a short tour of the Secretariat office to exchange greetings and reminisce with the staff. While conversing with several staff members, Dr. Rau expressed concern about the diverse themes the APO is covering in its projects and advised that the strategic areas be narrowed to manage projects more effectively.



Dr. Rau (center) with his photo in an article he wrote for the APO 40th anniversary publication

Sowing the seeds of prosperity

A seed is agriculture's fundamental element, determining crop yields and the efficiency of all other farming inputs. Biotechnology has produced many improved seed varieties. However, distribution, usually by large-scale seed parastatals, has not met the requirements of small farmers who constitute the vast majority of the farming community in the Asia-Pacific region. To address this problem and formulate measures for a cost-effective seed system, the APO organized a seminar on the Production and Distribution of Improved Seeds for Increasing Agricultural Productivity in India, 5–11 September, in collaboration with the National Productivity Council.

The APO deputed three experts from the Republic of China, Japan, and the Republic of Korea, all of which have advanced seed production and distribution systems, to exchange views with three local experts and 21 participants. "Opportunities are not given from the outside but have to be created inside by wisdom and effort," said Dr. Katsumi Katayama, Japan International Cooperation Agency Expert on the Rice Seed Multiplication and Distribution System Improvement project. He gave examples of how Asian countries, including Japan and Indonesia, had developed reliable, effective seed supply chains and listed the three essential components as being regulation to control seed multiplication and distribution of main crops; a National Seed Board to determine details of production plans, processing facility improvement plans, budget/fund allocation, etc.; and a National Seed Board Secretariat.

Participants made two site visits, to the National Seeds Corporation (NSC) and National Bureau of Plant Genetic Resources (NBPGR). The NSC is India's first public-sector seed production company, and the NBPGR is a governmental entity with a huge state-of-the-art facility which conserves and maintains germ plasm and identifies exotic pests or diseases for sound plant quarantine measures. "I have observed the facilities at national seed banks in Germany



The NCS conducts stringent seed quality control

and the Netherlands, which are known as being the best; however, the NBPGR was better," said Head of Division Seed Science and Technology Dr. Satriya Iiyas, Faculty of Agriculture, Bogor Agricultural University, Indonesia.

Participants and experts discussed the major issues and concluded that more effort was needed to encourage small farmers to adopt new, improved seeds by means of expanded training, the distribution of mini-kits of new varieties, infrastructure improvement, increased publicity, and public-private partnerships. Active engagement of the public and private sectors was highlighted as crucial. However, governmental support and initiatives are still required as well as crop insurance against natural calamities and epidemic pest outbreaks. 🌀

Breathing new life into national quality awards

In 1987, a law was enacted by the US government to create an integrated management approach to improve quality in enterprises, which gave birth to the Malcolm Baldrige National Quality Award (MBNQA) and its business excellence framework a year later. Since its launch, the framework has changed the way people and businesses view and run their operations. Some 80 countries have now launched their own national or local award frameworks. Sixteen APO member countries have at least one version of an award framework in place. However, the initial momentum tends to fall off after introduction.

Therefore the APO organized a seminar specifically for award administrators on quality award systems with the theme "Sustaining a Successful Quality Award System: The Next Milestone." The program was jointly conducted with the National Productivity and Development Center of Mongolia in Ulan Bataar, 4–7 September. In addition to the primary targets of senior administrators of national award systems, others who attended included award system sponsors and government bodies directly involved in the awards. They totaled 27 participants from 15 member countries, with an observer from Bangladesh, which has not yet instituted a national quality award system.

The key objectives were to address the challenges of running a sustainable award system and benchmarking against the MBNQA 20-year learning curve. Chairman of the Board of Assessors of the Baldrige Committee David Branch addressed the MBNQA experience, and CEO of Quality Texas Dr. William Denney spoke on "Sharing best practices of Quality Texas: A regional award perspective." A session with representatives of five selected member countries informed participants on best practices from the Asia-Pacific region in national award administration.

A regional mapping activity conducted by Dr. Luis Calingo, Dean of the Dominican University School of Business and Leadership, California, and cofacilitated by Viliame Waqalaivi, administrator of the Fiji Excellence Award, led to the agreement that award systems in APO member countries should address social development through enhanced competitiveness and productivity of local enterprises, leading to balanced prosperity. It was recommended that similar seminars be held yearly or every two years as a strategic platform for sustaining national quality award initiatives and developing an Asia-Pacific regional award system for which all APO member countries would be eligible. 🌀



p-Experts deputed by the APO

CAMBODIA

Principal Consultant **S.A. Khader**, SAK Consultants & Associates, India, was deputed as chief resource person, and **Dr. Masami Mizuno**, College of Bio Resources Sciences, Nihon University, Japan, and Senior Scientist **Dr. Rashmi Singh**, Division of Agricultural Extension, Indian Agricultural Research Institute, 14–21 August, and Professor emeritus of Seoul National University **Dr. Jil Hyun Lee**, ROK, 14–18 August, as resource persons for the training course on Rural Life Improvement for Community Development: Application of Kaizen for Community Development.

REPUBLIC OF CHINA

Professor **Makoto Sato**, Center for Advanced Tourism Studies, University of Hokkaido, Japan, was deputed as expert for TES to the international conference on Tourism Innovation for SMEs and Consultancy, 14–15 August.

FIJI

Dr. Jisso Yu, College of Economics and Business Administration, Kookmin University, ROK, and Principal Consultant **Choo Tuck Low**, Eunision Network Pte. Ltd., Singapore, were deputed as chief experts, and Director General **N.A. Viswanathan**, NPC, India, Director General **Jone Usamate**, TPAF, Director of Productivity and Quality Promotion Division **Mustapha Bin Sufaat**, NPC, Malaysia, Chief of NPO **Tariq Bajwa**, Pakistan, Senior Research Fellow **Dr. Ketmanee Ausadamongkol**, Knowledge Network Institute of Thailand, and Special Advisor **Dr. Huu Thien Nguyen**, Vietnam, were deputed as national experts to the coordination meeting for the study on the NPO Need Assessment Survey, 8–9 August.

INDONESIA

Farmland Engineering Laboratory Head **Dr. Yoshiyuki Shionogi**, National Institute for Rural Engineering, Japan, 21 August, and Chief Executive Officer **Bankim Bhatt**, Bisman Fintech Pvt. Ltd., India, and Senior Director of Products Development **Dr. Why-Kong Hoi**, Forest Research Institute, Malaysia, 21–25 August, were deputed as resource persons for the study meeting on Bio-fuel Production and Utilization for Green Development.

ISLAMIC REPUBLIC OF IRAN

Director of Gender and Development and Special Projects **Dr. Cely Binoya**, Camarines Sur State Agricultural College, Philippines, and Agricultural Research Officer **Dr. Abubaker Maddur**, Natural Resources Management and Environment Department, Food and Agriculture Organization of the United Nations, Italy, were deputed as resource persons for the study meeting on Knowledge Management Tools for Strengthening Agricultural Research and Extension Systems, 4–9 August.

MALAYSIA

Professor **Kazuhiko Yokota**, International Centre for the Study of East Asian Development, Japan, and Professor **Sangho Kim**, Honam University, ROK, were deputed as resource persons for TES on Analysis of TFP Sources of Growth to Enhance Competitiveness, 30 July–3 August.

Dr. Moon-Kyum Kim, Department of Entrepreneurship and Small Business, Soongsil University, ROK, was deputed as chief resource person, and Director **Dr. Ganesh Chand**, Fiji Institute of Applied Studies, **Dr. Ping Ching Terence Fan**, Singapore Management University, and **Dr. Han-Kyun Rho**, College of Business Administration, Kookmin University, ROK, were deputed as resource persons for the study meeting on Mergers and Acquisitions for Higher Corporate Value, 31 July–3 August.

Professor **Kastutoshi Ayano**, Tokai University Graduate School of Economics, Japan, was deputed as expert for TES to the international symposium on Quality Management, 7–9 August.

PAKISTAN

Regional Director **D. Pawan Kumar**, NPC, India was deputed as expert for TES on Renewable Energy and Energy Efficiency, 4–16 August.

PHILIPPINES

Management Consultant **Hisazumi Matsuzaki**, Chu San Ren, Japan, was deputed as expert for the seminar on Lean Manufacturing for Industry Competitiveness, 20–24 August.

SINGAPORE

Director **Praba Nair**, KDiAsia Pte. Ltd, Singapore, 13 August, and President **Antonio D. Kalaw Jr.**, DAP, Managing Director **Shoji Kusuda**, Association for Overseas Technical Scholarship, Japan, National Manager **Dr. Jagdishwar Singh**, Confederation of Postgraduate Medical Education Councils, Australia, Consultant **Hamdi Bin Othman**, WNA Systems Innovations Sdn. Bhd., Malaysia, and Principle Consultant **Sabapathy Paul Chandran Narayan**, PSB Corporation, Singapore, 13–15 August, were deputed as resource persons for the workshop on Training Evaluation: Review Meeting and Expert Group meeting.

THAILAND

Fredrick Simon, Fredrick Simon & Associates, Inc., USA, and **Martin Koser**, Germany, were deputed as resource persons for the Workshop on Knowledge Management Implementation, 20–24 August.

Program calendar

January

India

Workshop on Green Productivity and Integrated Management Systems (ISO9001, ISO14001, OHSAS 18001), 7–17 January 2008.

Islamic Republic of Iran

Forum on Development of NPOs, 28–30 January 2008.

February

Japan

Training Course on Basic Agricultural Policy Analysis, 4–8 February 2008.

Republic of Korea

Training Course on the Food Safety Management System (ISO22000) for Food Processors, 18–22 February 2008.

March

Republic of Korea

Multicountry Observational Study Mission on Best Cases of Green Supply Chains for Agribusiness SMEs, 10–14 March 2008.

Kindly contact your NPO for details of the above activities, including eligibility for participation. If you need the address of your NPO, it is available from the APO Web site at www.apo-tokyo.org.

VIETNAM

Director **Jan Tan**, Centre for Industry Enterprise Promotion Centres Pte Ltd, Singapore, and Senior Counselor **Kazuyoshi Terashima**, Ebara Corporation, Japan, were deputed as resource persons, and Editor **Masashi Ikeda**, *Environmental News*, Japan, was deputed as writer-publicist for the promotional visit for the Eco-products International Fair 2008, 6–7 August.

WEB-BASED

Managing Director **Yong Kok Seng**, QMC Resource Centre Sdn. Bhd., Malaysia, Lead Auditor and Senior Consultant **Geok Boon Chua**, Independent European Certification (M) Sdn. Bhd., Malaysia, and Managing Director **Shigeru Yoshida**, Kamaichi Inc., Japan, were deputed as resource persons for the e-learning course on ISO22000, 6–9 August, 25–28 September, and 1–4 October.

Spreading the eco-spirit

In August, the APO received an invitation from the Federation of Thai Industries (FTI), a coorganizer of the Eco-products International Fair (EPIF) 2005 held in Thailand, to attend the FTI Fair, 19–23 September. The FTI Fair, to commemorate H.M. King Bhumibol Adulyadej's 80th birthday and the FTI's 40th anniversary, aimed to provide FTI members with the opportunity to promote their products and services among suppliers and consumers. The fair had the theme "Industry Prospers in the Thai Stable Economy," and attracted 180,000 visitors to the IMPACT Exhibition Center, the site where the EPIF was also held in Bangkok.

The eco-products section, in which 30 companies showcased their environment-friendly products, was located at the center of the exhibition area. "Since the EPIF 2005, the FTI has continuously made efforts to increase environmental awareness and promote eco-products in Thai society. The creation of the Environment Management Industry Club (EMIC) within the FTI and the organization of the eco-products section at the FTI Fair were part of those efforts," said Vice Chairman of the FTI and Chairman of the EMIC Sompong Tancharoenphol. The FTI set up its own booth in the eco-products section and publicized eco-friendly products and services and the APO's EPIFs. Copies of the *Eco-products Directory 2006* and EPIF 2008 brochure were distributed at the FTI booth.

The FTI also organized a special seminar on Combating Global Warming by



FTI Fair mascot spreading the spirit among students

Using Green Products in conjunction with the fair together with the Thailand Environmental Institute and other organizations, 21–22 September. APO Industry Department Program Officer Setsuko Miyakawa, who manages the EPIFs, took part in the seminar and made a presentation on the APO and its Green Productivity initiatives. More than 80 attended that seminar. "It was very impressive to see how the EPIF 2005 has taken root in Thai industries and communities. However, it would have been impossible without the strong commitment and initiatives of the leaders of Thai industry," commented Miyakawa. 🌱

Organic productivity multiplies in Sri Lanka

The Sri Lankan Ministry of Agriculture and the Department of Agriculture organized the workshop on Local Market Development for Organic Products in Kandy, 10–11 September. Three participants who had attended the APO study meeting on Organic Agriculture for Promoting Green Productivity and Agribusiness Exports held in India, 23–27 July, attended the workshop along with 60 local participants from the Department of Agriculture, private companies, NGOs, and the farming sector. The workshop aimed at identifying the constraints on the development of the local market for organic agriculture products and deriving strategic solutions from all sectors involved.

The local market for organic agricultural products is still small in Sri Lanka but interest and demand have grown among the more health-conscious. Products such as tea, coconuts, coffee, cocoa, spices, and fruit are mainly cultivated on plantations operated by large enterprises. After listening to the experts' presentations on current issues, possible solutions, and best practices in local and overseas organic markets, the workshop participants formulated strategic recommendations and programs to develop local markets for organic products under the four headings of policy research and support services; strategies for local markets; roles of producer groups; and supply chain management logistics and maintenance. "The knowledge on the marketing of organic products and agribusiness gained from the APO study meeting held in India served as the initial foundation of our discussion," said Agriculture Monitoring Officer W.M.S. Nishantha Wanasundara, Department of Agriculture, Sri Lanka. Wanasundara, as well as two other participants, provided the APO with a detailed report of the workshop. 🌱

Online registration for Eco-products Directory 2008

As part of the Green Productivity (GP) Program, a strategy developed by the APO to harmonize improved productivity with environmental protection, the *Eco-products Directory* was published annually between 2004 and 2006 with the support of the GP Advisory Committee comprising some 50 leading Japanese corporations. The three editions published thus far have been circulated in Asia and beyond at various international events including the Eco-products International Fairs and have been well received.

The latest in the series, the upcoming *Eco-products Directory 2008*, is now accepting online registration from companies, organizations, or associations within APO member economies which wish to publicize their environmentally friendly materials, components, products, or services by listing them in the directory. The URL for registration is <http://www.snnt.or.jp/epdirectory2008/en> and the deadline is 11 December 2007.

