



# APO *news*

## Agricultural productivity enhancement in LDC members

*Agriculture and the rural sector still play an important role in the national economies of both developed and developing countries. The sound development of this sector is indispensable for poverty reduction and better management of resources and the environment. In the developing world, however, a vicious cycle of low productivity and poverty continues to beset the agriculture and rural sector, i.e., low productivity, low growth, low investment and savings, leading to even lower productivity. This problem is the most serious in the least developed countries (LDCs), where innovative means are urgently needed to break the cycle and enhance the productivity of the sector.*



*The meeting in progress*

**T**o address the issue, the APO has long been undertaking unique approaches targeting human resources development through knowledge sharing and networking among its members. Given these unique functions, the APO is expected to continue to tackle the challenges of poverty alleviation and rural development in more novel ways than aid agencies that rely heavily on traditional development approaches.

Considerable variation among NPOs, however, exists, in terms of their interests, experience, and capacity for agriculture-sector activities. Some NPOs of middle-income countries, for example, have frequently been involved in human resources development programs for agro-industries, while others have been successful in launching integrated community development projects. On the other hand, in some least developed member countries, an NPO has yet to be established or if already existing it is unable to take part actively in the promotion of agricultural productivity due to the lack of a clear mandate or expertise in general. In response, the APO has initiated a new project that is being funded by a special cash grant from the Ministry of Agriculture, Forestry and Fisheries (MAFF), Japan. The Special Program for Agricultural Productivity

*(Continued on page 6)*

Volume 35 Number 4  
April 2005

**“Creativity is thinking up new things. Innovation is doing new things.”**

**Theodore Levitt**

### INSIDE

- 2... p-Watch
- 3... p-TIPS
- 4... APO publications online
- 4... Common Sense Talk
- 5... Top Management Forum on corporate social responsibility
- 6... Recruitment Announcement
- 7... p-Experts
- 7... APO/NPO Update
- 7... Program calendar
- 8... NPO Pakistan inks its first international MOU
- 8... Calling forth the spirit of leadership: Pathway to organizational transformation

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

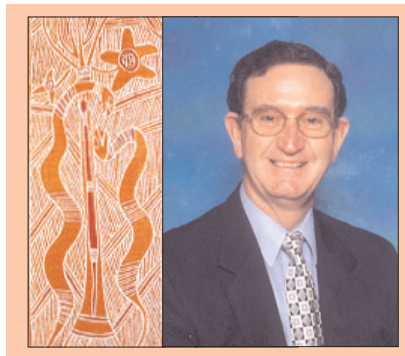


The past 13 years have seen a sustained period of productivity improvement and economic growth in the Australian economy. The economy is “feeding on itself” and seems to be full of confidence. Consumers are being rewarded by an abundance of employment, goods, and services. Unemployment is now the lowest for 30 years and is better than in most people’s living memory. There do not seem to be any major issues on the economic horizon.

Since the early 1990s, the workforce has increased by almost 30%. Consumers are secure in their income which has fed into the economy. Incomes have been rising steadily, but not threatening an inflation breakout. At the same time, union membership as a share of the workforce has declined from just over 50% to just above 20%. Concurrently, direct share ownership of Australian public companies has risen from 15% to more than 40% of the population (not including investments in retirement funds). This is close to the highest per capita share ownership rate in the world.

Some recent key economic measurements over the past four years are interesting: economic growth averaging between 2% and 4%; and inflation ranging between 2% and 3.5%. The OECD in a recent report noted that the Australian economy has been a model for other OECD countries in the “tenacity and thoroughness with deep structural reforms” that have been implemented and in increasing a “deep-seated competitive culture.” It also said, however, that the pace of reform has not been as strong as it could have been. OECD tables show that since 1990 Australia’s GDP per capita has improved from 15th to 10th position compared with the rest of the developed economies, but that labor productivity only improved from 16th to 15th place per hour worked.

The report also states that the economy has moved Australia up the OECD ladder of per capita incomes, but only to the relative terms of the 1970s, and it still remains well below the leading countries in terms of labor participation and labor productivity. It goes on to say that the



short-term outlook is rosy, with continuing low inflation and sustained GDP growth of around 3.6%.

**“All the international evidence is that sources of productivity and improved competitiveness are in growth in skills, ideas, and infrastructure.”**

But there are some major challenges ahead for policy makers in improving productivity. Because of the buoyant economic conditions, the improved employment situation is starting to have an impact on the skill base of firms and professions. Additionally, as in many developed countries, the composition of the Australian labor force is changing as it ages. Soon fewer will be entering the workforce than leaving it. For example, over the next five years it is expected that 170,000 people will retire from the manufacturing workforce and be replaced by only 40,000. This pattern is likely to be replicated in other industries.

Some sectors and firms are reportedly struggling to recruit skilled workers. While this skill shortage can cause wage increases, it can also severely limit business growth. A recent survey by Mercer Human Resources Consulting forecast Australian salaries to rise by 4.3%, higher than

the predicted inflation figure. This is not good news.

Comments have been made by many business observers that work-life balance programs are in jeopardy because many people must work longer hours than is considered reasonable, making it increasingly difficult to balance work and life commitments. In full employment times, this can lead to decreased job satisfaction, increased staff turnover, low morale, and declines in productivity, output, and customer satisfaction. These can all result in a downturn in business results. Adding to wages will not compensate when the “quality of working life” is the issue.

An Australian study on matching workplace skills to business needs by Australian Business Limited (ABL) found that red tape (bureaucracy and a lack of customization in training packages) is creating a major bottleneck for Australian businesses wanting to train staff. As ABL reported: “This survey study shows there is a clear and urgent need for government at all levels to make training more attractive to businesses and their employees.” There appears to be too much focus on full qualifications rather than addressing the skills needed for the workforce.

It is not all down to government. Industry and trade organizations need to do more to make their sectors and jobs more appealing to potential employees. Often jobs suffer low levels of recruitment due to poor marketplace image or lack of promotion and poor publicity. Skill shortages in new and emerging industries can stifle growth, particularly in the SME sector, which has been the most progressive in innovation, competitiveness, and profitability in the recent economic success story.

Part of the solution, it seems, is for a greater focus by all parties on the present and future national skill shortage. Companies and human resources managers should focus on how employees can better use their skills and tap into what older workers can contribute to firms through knowledge management before they depart with their skills and corporate savvy. That

is a short-term result. In the longer term, more focus should be placed on vocational education and training, and the key occupations identified as needed for the future professional and skill base should be promoted.

According to the 17 March 2005 edition of the Australian business journal BRW: "All the international evidence is that sources of productivity and improved competitiveness are in growth in skills, ideas, and infrastructure." Dr. Ram Ramsay (RIPER Foundation) believes that there is a case for productivity to be quantified in economic terms rather than in physical resource productivity measures, such as output per person hour or per machine hour. Economic productivity, Dr Ramsay wrote in his contribution entitled "Economic Productivity" in the 2004 edition of *APO Asia-Pacific Productivity Data & Analysis*, is the true bottom line. Previously, when wages were linked to the consumer price index, which was in turn linked to inflation, economic productivity was described as the monetary value (say dollars) of output and value added per dollar of resource inputs, i.e., expenditure from all resources. However, to make the breakthrough in measuring

true productivity growth and not get caught up in the same anachronistic set of measurements which inevitably leads to higher inflation (short term), we need to look at a fresh productivity measurement approach such as that proposed by Dr. Ramsay, so that the focus can change over time to take the pressure off the already overworked workforce. We should look at improvements in business processes and operating systems to lift the productive output, reward real productivity success, and improve our international competitiveness over the longer term. 🌀

*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

## Rome wasn't built in a day (Your first 30 days)

The first 30 days in a new job are critical. Your success ultimately depends on personal productivity, which will be monitored by supervisors and coworkers alike. You should monitor it, too, but give yourself some time to learn the ropes. Bringing your productivity level up to the maximum is easier if you set reasonable goals for the first month. In *Your First Thirty Days: Building a Professional Image in a New Job*, Elwood N. Chapman and Robert B. Maddux suggest goals for each one-week period.

In week one:

- 1) Smile, remember names (don't be afraid to write names, positions, and departments down in a notebook), and try to become part of your new team.
- 2) Pace yourself. Don't be so eager to show what you can do that speed results in needless task-oriented mistakes or offends coworkers.
- 3) Remember that quality starts on day one. Resist the temptation to get the job done at the sacrifice of quality, especially if dealing with customers.
- 4) Communicate with your supervisor. Learn what he/she expects and ask how you're doing.

In week two:

- 1) Ask for help with any skill deficiencies. Depending on company culture, this may be in the form of an official mentor or in informal sessions with individual coworkers.
- 2) Maintain a sense of humor. Laugh at yourself when you make a mistake, but above all learn from it.
- 3) Master workplace culture, e.g., the unwritten dress code, use of first names, and accepted timing and length of breaks.

In week three:

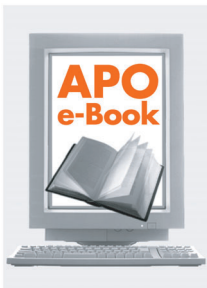
- 1) Maintain or increase your personal productivity.
- 2) Be generous with thanks to those who helped you in weeks one and two and pay sincere compliments on work styles.
- 3) Continue to ask for advice and feedback.

In week four:

- 1) Don't become sloppy with human relations or job performance.
- 2) Review your position objectively to decide whether you and the job are the right fit. If not, talk to your supervisor about adjustments.
- 3) Remember that helping others achieve maximum productivity can help your career as much as doing it yourself. Remain a true team player.



## APO publications online



The APO has made a number of publications on which it holds the copyright available on its Web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)) as e-books. The following is a list of e-books on issues related to productivity in the industry and service sector. Lists of e-books on agriculture and Green Productivity will appear in coming issues.

### Industry and service sector

#### *Compendium of Best Practice Case Studies in Asia*

A publication of the APO Best Practice Network.

#### *Training Knowledge Workers*

Report of the APO survey on in-company training strategies for knowledge workers conducted in 2002/2003.

#### *Intellectual Property Rights*

Report of the APO symposium on intellectual property rights in November 2003.

#### *Total Factor Productivity Growth*

Report of the APO survey on total factor productivity conducted in 2001/2002.

#### *Impact of Corporate Governance on Productivity: Asian Experience*

Report of the APO basic research on the impact of corporate governance on productivity conducted in 2002.

#### *Entrepreneurship and Innovation in the Knowledge-based Economy: Challenges and Strategies*

Report of the APO symposium on entrepreneurship in knowledge-based industry in July 2002.

#### *Multimedia and e-Learning: A New Direction for Productivity Promotion and Enhancement*

Report of the APO seminar on multimedia for productivity promotion and enhancement with a focus on e-learning in March 2002.

#### *New Currents in Productivity Analysis: Where To Now?*

Productivity Series 31.

#### *Six Sigma for Quality and Productivity Promotion*

Productivity Series 32.

#### *Asian Cases on Supply Chain Management for SMEs*

Report of the symposium on supply chain management for small and medium enterprises in December 2001.

#### *The Quest for Global Competitiveness through National Quality and Business Excellence Awards*

Report of the APO symposium on quality and business excellence awards in September 2001.

#### *Productivity Measurement in the Service Sector*

Report on the APO symposium on productivity measurement in the service sector in August 2000.

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



“He who establishes his argument by noise and command shows that his reason is weak.”

*Michel de Montaigne*

“If you can learn from hard knocks, you can also learn from soft touches.”

*Carolyn Kenmore*

“Experience is not what happens to you; it’s what you do with what happens to you.”

*Aldous Huxley*

“To have doubted one’s first assumptions is the mark of a civilized man.”

*Oliver Wendell Holmes*

“Live a good, honorable life. Then when you get older and think back, you’ll be able to enjoy it a second time.”

*Dalai Lama*

“Creativity is thinking up new things. Innovation is doing new things.”

*Theodore Levitt*

“Everything can be done better. There is nothing that cannot be improved.”

*Michael Dell*

“Nothing will work unless you do.”

*Maya Angelou*

“Nobody can be successful unless he loves his work.”

*David Sarnoff*

# Top Management Forum on corporate social responsibility

The APO organized its 2005 Top Management Forum in Tokyo from 28 February to 3 March with the Japan Productivity Center for Socio-Economic Development (JPC-SED) and the Ministry of Economy, Trade and Industry, Japan (METI). This year's forum, the 21st in the series, focused on corporate social responsibility (CSR). In recent years, interest in CSR has been growing worldwide. Along with the globalization of the economy, issues such as environmental destruction and violations of human rights have also contributed to the mounting interest in CSR. However, clear definitions of CSR still do not exist. The forum, with 30 participants from 16 APO member countries, covered issues such as the concept of CSR, case studies of CSR as practiced by Japanese corporations, and socially responsible investment.



The forum in progress

The forum tried to provide participants with an understanding of the drastic changes in the current management climate and the recognition of the importance of CSR for the sustainable development of business corporations. After hearing various presentations by guest speakers, the participants discussed how they could promote CSR in their home countries and identify the issues and challenges in CSR promotion.

The forum led off with a keynote speech by Prof. Iwao Taka of Reitaku University on “The Current Situations and Future Directions of Corporate Social Responsibility,” followed by a special address on “Promotion Policies for Corporate Social Responsibility” by Mr. Hideo Suzuki, Director, Corporate Affairs Division of the Economic and Industrial Policy Bureau, METI.

Forum participants also had opportunities to hear presentations on: “CSR Management and Corporate Value” by Mr. Hiroshi Hirano, President and Chief Executive Officer, Sampo Japan Insurance Inc; “My Philosophy of Business

and Corporate Social Responsibility” by Mr. Morio Ikeda, President and CEO, Shiseido Co. Ltd.; “Building a New Snow Brand Milk Products Co., Ltd.” by Mr. Makoto Wakita, Managing Director, Snow Brand Milk Products Co., Ltd.; “Positive Prospects of the CSR Debate in Japan—in Comparison with Europe and America” by Mr. Minoru Inaoka, Managing Director, Ito-Yokado Co., Ltd.; and “Socially Responsible Investment in Japan” by Ms. Mariko Kawaguchi, Senior Analyst, Management Strategy Research Department, Daiwa Institute of Research Ltd.

In addition, Dr. Hiroshi Kato, President, Chiba University of Commerce, gave a commemorative speech at the forum on 1 March on “The Vision for the 21st Century and Productivity Movement for the Future,” and the participants attended a ceremony later that day organized by the JPC-SED to mark the 50th anniversary of the productivity movement in Japan. 🌀

## Calling forth ..... (Continued from page 8)

Sr. Mary Jean spoke on “Calling Forth the Spirit of Leadership: Pathway to Organizational Transformation.” She first recalled her own experience of “the awakening,” the moment of truth when she realized that SSM Health Care was not being managed as well as it could be. She thus determined to improve the organization. She explained how she decided that participation in the MBBQA was the method to achieve that improvement. It offered SSM Health Care a way to evaluate the entire organization systematically and understand the links between the hundreds of processes that make up the health care experience. The first step was rearticulating the mission statement, which is now “Through our exceptional health care services, we reveal the healing presence of God.” Then, the organization began to apply the principal methodology of the MBBQA: define, measure, and monitor. Finally, she referred to the intangible aspects of management as a spirit of leadership or “heart.” The moving story of a nurse’s brave decision making while caring for a baby born with multiple severe birth defects who later died at an SSM-managed hospital was recounted to illustrate the principle

that everyone at SSM Health Care is a leader. Sr. Mary Jean believes that the calling forth of leadership qualities ultimately transforms organizations.

Friedman supplemented Sr. Mary Jean’s points in making a presentation on “Baldrige as a Business Model in SSM Health Care.” She explained the four main aspects of MBNQA assessment: leadership; strategic planning; focus on patients, other customers, and markets; and organizational performance results. The importance of defining measurable objectives stemming from the mission statement was emphasized.

The audience was deeply impressed by both presentations and thanked the two women for visiting the APO Secretariat. They also delivered similar presentations at various seminars organized by the Japan Productivity Center for Socio-Economic Development in Tokyo, Thailand Productivity Institute in Bangkok, and Development Academy of the Philippines in Manila. Their Asian tour was funded by the APO TES Program.

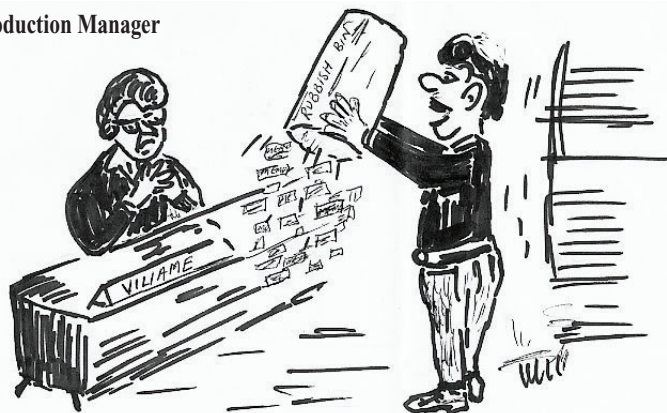
## Agriculture ..... (Continued from page 1)

Enhancement in Asian Least Developed Countries (APE-LDC) aims to contribute to poverty reduction and sustainable agricultural/rural development in low-income developing countries in the APO membership through capacity building of NPOs and other related agencies. Such capacity building will be pursued primarily through three core programs: 1) productivity promotion; 2) productivity and quality management training; and 3) demonstration projects in agriculture.

The project will initially target four least developed member countries where the NPOs are relatively inactive in agricultural productivity enhancement: Bangladesh, Cambodia, Lao PDR, and Nepal. The APE-LDC project is proposed to be implemented over a period of five years from 2004. The national action plans, which are to be formulated by the individual NPOs together with the designation of the "agriculture focal point" of each of the targeted LDCs, will serve as a basis for undertaking specific activities under the project. Rough drafts of the plans were prepared at an Expert Meeting conducted in March 2005 in Bangkok. At that meeting, the experiences of the more advanced NPOs in productivity promotion in the agriculture/rural sector, productivity and quality training, and implementation of demonstration/pilot projects were shared with the participants from the APE-LDC-targeted NPOs. Some of the points stressed during the experience-sharing exercise were: 1) To get off to a quick start, the targeted member countries should focus on simple and easy-to-implement activities. 2) The experiences of the more advanced NPOs should be considered to facilitate early implementation and avoid as many pitfalls as possible. 3) Proposals should be made taking national priorities and comparative advantage into account.

Under the APE-LDC project, assistance to be provided by the APO, at least during the initial stages, will take the following forms: 1) technical expert services; 2) observational study missions; and 3) demonstration projects. However, while agreeing that these assistance modalities would be beneficial, the target member countries strongly suggested at the Bangkok Expert Meeting that greater flexibility should be exercised by considering the specific situation of each of the target LDCs and NPOs. During the remainder of 2005, project activities are expected to focus on the implementation of the individual national action plans. 🌀

### Production Manager



"Today is my retirement day and I want to give you back the memos you gave me."

(Amit Singh, Fiji)

## RECRUITMENT ANNOUNCEMENT

### APO PROGRAM OFFICER

The Asian Productivity Organization (APO), Tokyo, an intergovernmental organization established to contribute to the socioeconomic development of Asia and the Pacific through productivity enhancement, is seeking a dynamic and competent Program Officer with considerable work experience in the industry and service sectors, particularly in although not confined to environmental management.

The main responsibilities are to plan, manage, implement, evaluate, and follow up on activities relating to environmental and industrial management, such as training courses, workshops, study meetings, symposia, demonstration projects, surveys, and others. This position will require occasional overseas travel.

Interested candidates must have at least a Master's degree in social sciences, management, industrial engineering, or environmental management from a recognized college or university and should have at least 10 years of working experience in government service, public- or private-sector corporations, research institutes, or institutions of higher learning. Experience in consultancy work and in conducting training programs is an advantage. Candidates must also have a good working knowledge and understanding of the productivity and socioeconomic development needs of Asia and the Pacific in general and APO member countries in particular. Proficiency in both spoken and written English and the ability to relate and communicate well with people are prerequisites for employment.

Candidates must be from APO member countries, in excellent health, and preferably between 35 and 45 years of age. Salary will be commensurate with qualifications and experience, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on fixed-term basis for two years, and renewable thereafter upon mutual consent.

Interested candidates should send a resume with photograph by 30 April 2005 to:

The Secretary-General  
Asian Productivity Organization  
1-2-10 Hirakawa-cho  
Chiyoda-ku, Tokyo 102-0093  
JAPAN  
(e-Mail: [jobs@apo-tokyo.org](mailto:jobs@apo-tokyo.org))

Please visit the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org) for information on the mission and work of the organization.



# p-Experts deputed by the APO

## CAMBODIA

**Mr. Shigetsugu Namiki**, President, Namiki Management Consulting, Inc., Japan, and Mr. Yasuhiko Inoue, Director, International Department, JPC-SED, were deputed to conduct a seminar on Productivity, 7–8 March 2005.

## FIJI

**Mr. A.K. Asthana**, Director, Energy Management Division, National Productivity Council, India, was deputed to serve as resource person for the Green Productivity Demonstration Project on Energy Efficiency and Greenhouse Gas Emission Reduction at Fletcher Pacific Steel Ltd., 14–18 March 2005.

**Mr. Mohammad Rosly Selamat**, Chief Operating Officer, Pempena Sendirian Bhd., Malaysia, was deputed to conduct the study mission on Marketing Strategies for Tourism Industries, 4–7 April 2005

**Mr. R.C. Monga**, Consultant, India, was deputed to serve as expert for the Second Roundtable Conference on Productivity, 6–8 April 2005 and for Linking Wages with Productivity, 11–15 April 2005.

**Mr. Koh Kasuga**, Special Adviser, JPC-SED, Japan, and **Mr. S. Thiagarajan**, Director, Ong Teng Cheong Institute of Labour Studies, Singapore, were deputed to serve as resource persons for second Roundtable Conference on Productivity, 6–8 April 2005.

**Dr. Yoshiyuki Shinogi**, Laboratory Chief, National Institute for Rural Engineering, Japan, was deputed to serve as resource person in the workshop on Green Productivity Approaches to Sustainable Development, 11–13 April.

## INDIA

**Dr. V. Anbumozhi**, Senior Policy Researcher, Institute

## APO/NPO update

### New APO Director for Bangladesh

Mr. Muhammad Nurul Amin, Secretary, Ministry of Industries, was appointed as the new APO Director for Bangladesh, w.e.f. 28 March 2005, in place of Mr. Ayub Quadri.

### New APO Director for Nepal

Mr. Bharat Bahadur Thapa, Secretary, Ministry of Industry, Commerce and Supplies, was appointed as the new Director for Nepal, w.e.f. 17 March 2005, in place of Mr. Dinesh Chandra Pyakural.

for Global Environmental Strategies, Kansai Research Center, Japan, and **Dr. Wolfgang Frank**, Senior Advisor, Population and Community Development Association, Thailand, were deputed to serve as resource persons for the study meeting on Employment Generation in Rural Areas through the Development of Agro-industries, 26 April–2 May 2005.

## ISLAMIC REPUBLIC OF IRAN

**Mr. S.N. Nandi**, Deputy Director General, National Productivity Council, India, was deputed to conduct a training course for Productivity Promoters, 3–8 March 2005.

## LAOS

**Mr. Shigetsugu Namiki**, President, Namiki Management Consulting, Inc., Japan, and Mr. Yasuhiko Inoue, Director, International Department, JPC-SED, were deputed to conduct a seminar on Productivity Improvement and Competitiveness for SMEs, 10–11 March 2005.

## MALAYSIA

**Dr. Suporn Koottatep**, Associate Professor, Department of Environmental Engineering, Faculty of Engineering, Chiang Mai University, Thailand, and Mr. Hiroyuki Sato, Secretary-General, Green Purchasing Network, Japan, were deputed to serve as resource persons for a practicum workshop on Green Productivity, 13–29 March 2005.

**Dr. Ahmad Jailani b. Muhamed Yunus**, Senior Project Coordinator, National Institute of Public Administration, Malaysia, was deputed to serve as expert for the Development of Case Studies for the Practicum Workshop on Green Productivity, 7 March–1 April 2005.

## MONGOLIA

**Mr. Dominic Lim**, Principal Consultant, PSB Consulting Group, PSB Corporation, Singapore, was deputed to serve as resource person for the Trainer's Training and Management Development Program, 4–14 April 2005.

## THAILAND

The following were deputed to serve as resource persons for the promotional visit for the Eco-products International Fair 2005, 9–11 March 2005: **Mr. Katsushi Motoi**, Section Manager, Sales Department, First Co., Ltd.; **Mr. Masatoshi Yoda**, Corporate Adviser, Ebara Corporation, Japan; and **Mr. Lee Cheng Suan**, CEO, Federation of Malaysian Manufacturers, Malaysia.

**Mr. Kou Harada**, Chairman, Association for International Cooperation of Agricultural Organizations, Japan, was deputed to serve as resource person for the Expert Meeting on the Special Program for Agricultural

## Program calendar

### Republic of China

Study Meeting on Creative Entrepreneurship: Value Creation, 19–22 July 2005.

Training Course on Balanced Scorecard, 22–26 August 2005.

### Japan

Web-based Training Course on the Occupational Health and Safety Management System: OHSAS 18001, 19 August–1 September 2005.

### Mongolia

Training Course on Total Productivity Management, 4–8 July 2005.

### Singapore

Study Meeting on SME Financing, 5–7 July 2005.

### Sri Lanka

Seminar on Sustainable Contract Farming for Increased Competitiveness, 18–22 July 2005.

Study Meeting on the Management of Large-scale Surface Irrigation Systems for Better Conservation and Use of Water Resources, 12–17 September 2005.

### Thailand

Sixth Workshop on the APO Best Practice Network, 2–5 August 2005.

### Vietnam

Training Course on Implementing Knowledge Management for NPOs, 8–12 August 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).*

Productivity Enhancement in Asian Least Developed Countries, 28 February–2 March 2005.

## VIETNAM

**Mr. A.K. Asthana**, Director, Energy Management Division, National Productivity Council, India, was deputed to serve as resource person for the Green Productivity Demonstration Project on Energy Efficiency Enhancement for Saovang Rubber Company, 7–11 March 2005.

# NPO Pakistan inks its first international MOU

The NPO of Pakistan expanded its horizons when its Head, Saquib Mohyuddin, signed a memorandum of understanding (MOU) with the international firm Belmah Strategies, based in Malaysia, on 16 February 2005. The signing ceremony was attended by Malaysian Prime Minister Dato' Seri Abdullah Ahmad Badawi, who was on a three-day state visit to Pakistan, and Prime Minister Shaukat Aziz of Pakistan. Belmah Strategies, headquartered in Petaling Jaya, is a well-known provider of technology for leading-edge developments in all aspects of advanced product quality planning, total quality management, service quality, and R&D involving manufacturing software solutions for SMEs.

The MOU represents a classic example of making the best possible use of APO seminars/workshops for NPO staff. It originated when Program Coordinator and Head, IT, Ishfaq Sheikh attended the APO workshop on Information and Communication Technology as Productivity Tools for SMEs, 22-26 November 2004, in Malaysia, at which a Belmah Strategies representative gave a presentation. Extensive electronic communications between the firm and the NPO of Pakistan ensued, finally resulting in the signing of this MOU. The APO Secretariat and NPO of Pakistan can take pride in laying the groundwork that led to this bilateral cooperative MOU with an international firm.

To reap the maximum advantage from this opportunity, Pakistan's NPO will soon offer entrepreneurs in association with chambers of commerce and industry a selection of Belmah Strategies' IT-based tools to enhance their productivity. Interested enterprises will be designated as role model companies and provided with the



(L-R) Saquib Mohyuddin, Abdullah Ahmad Badawi, Shaukat Aziz, and Dominic Belavendram of Belmah Strategies

appropriate training. Successful examples will be publicized among other enterprises and then replicated. 

## Calling forth the spirit of leadership: Pathway to organizational transformation

Sister Mary Jean Ryan, President/CEO, and Ms. Paula Friedman, Corporate Vice President, Strategy & System Improvement, of SSM Health Care based in St. Louis, MO, USA, visited the APO Secretariat on 14 March 2005 and gave presentations to staff members of the APO Secretariat and Japanese experts associated with the APO.

Sr. Mary Jean has been President/CEO of SSM Health Care for the past 18 years. Under her guidance, the firm, which is one of the largest Roman Catholic health care systems in the USA with 23,000 employees and 5,000 affiliated physicians serving in 20 hospitals and three nursing homes, in 2002 became the first health care organization to win the Malcolm Baldrige National Quality Award (MBNQA), the nation's premier award for performance excellence and quality achievement. She will also assume the presidency of the MBNQA Foundation in the autumn of 2005.

(Continued on page 5)



(L-R) Friedman and Sister Mary Jean at the head table. Standing is Ken Inoue, Director, Industry Department, APO