



APO *news*

Bali rolls out red carpet for WSM

The world-renowned Indonesian resort island of Bali played host to the 47th Workshop Meeting of Heads of NPOs (WSM), 6–8 March 2007. Sixty-seven delegates, advisers, and observers from 21 countries and three international organizations arrived to the welcome of a warm tropical climate, fragrant sea breezes, and friendly people. Indonesian Minister for Manpower and Transmigration Erman Suparno inaugurated the meeting. Also on hand to welcome the visitors were Bali Vice Governor Kusuma Kalakan and APO Director for Indonesia Besar Setyoko. Despite the idyllic setting, the delegates worked hard to bring the meeting to a successful conclusion. APO Secretary-General Shigeo Takenaka declared it the best in recent years.

The 47th WSM opened resoundingly when Minister Erman Suparno struck a Balinese ceremonial gong three times after declaring it officially in session. In his inaugural address, Minister Erman pronounced the APO to be the best productivity organization in the world. Since its establishment, much valuable information on productivity promotion, improvement, and maintenance have been made available to its member countries for achieving greater competitiveness and higher economic growth. That it was extending its services to Africa was an indication of its progressiveness, the Minister added. He further said that the WSM allowed Heads of NPOs to align and integrate their views while facing greater economic challenges in the future.

APO Director for Indonesia Besar Setyoko, who is also the Director-General of Training and Productivity Development, Ministry of Manpower and Transmigration, in welcoming the delegates and others to the meeting, said that productivity was a critical part of a country's economic development process. "We are gathered here today to share views and ideas to find strategies and approaches on productivity promotion and improvement that are appropriate to the current global economic situation." He was confident that the meeting would bring about results beneficial to future economic growth.

Vice-Governor of Bali Kusuma Kalakan warmly welcomed the APO delegates and expressed appreciation for the selection of Bali as the venue for the 47th WSM as a symbol of the international community's trust and confidence in the security situation on the island. In turn, he hoped that the richness of the Balinese culture and the beauty of the surroundings would motivate the delegates to hold a successful meeting.

The meeting elected NPO Delegate from Indonesia Afdaluddin and NPO Delegate from Sri Lanka D.L. Kumaradasa as the Chairman and Vice Chairman, respectively. A key feature of the WSM was the statement of Secretary-General Shigeo Takenaka. In it, he expounded his views on three areas: the reorganization of the APO Secretariat and its impact on the activities of the organization; measures taken or being planned to improve the performance of APO projects not directly linked to the restructuring of the Secretariat; and building relations with countries and organizations outside the APO region (see page 8 for a more complete report on his statement).

Another feature was the country reports presented by the delegates, from both NPOs and the agriculture sector, on immediate challenges facing the productivity movement in their countries and the role of stakeholders, including NPOs, in coping with them; essential NPO core competencies: present and future; and effective ways to share them with other NPOs. They also commented on the Secretary-General's statement. As the WSM is the annual planning meeting of the

(Continued on page 5)



Minister Erman striking a ceremonial gong

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"Managing change in business is like managing climbing a mountain. You have to pace yourself. If you go too fast you have to come down."

Faroog Kathwari

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APO, the most time was devoted to reviewing the report on the evaluation of projects implemented in 2006, putting the final touches on the 2007 Program, and strategic planning for the 2008 and 2009 Programs.

The evaluation report revealed that participants were generally well satisfied with the projects they had attended, especially with regard to program schedule and contents, quality of resource persons, and methodology used. Two major low points mentioned were inadequate and/or irrelevant field visits and too-short duration of projects, including field visits. The Secretariat also expressed concern about insufficient countries to host individual-country study missions as well as underutilization of the DON and BCBN Programs. A number of delegates suggested organizing follow-up programs for former participants to determine the extent to which they were able to use the knowledge and skills gained from attending APO projects. This will enable the APO to gauge the effectiveness of its programs.

For the strategic planning of the 2008 and 2009 Programs, the delegates were divided into two groups, which met concurrently. One group, comprising NPO delegates representing the industry and service sectors, was chaired by NPO Delegate from Thailand Dr. Phanit Laosirirat. He was assisted by NPO Delegate from Fiji Jone Usamate, who served as rapporteur. The agriculture delegates formed the second group. The Chairman was Agriculture Delegate from Indonesia Dr. Suryadi Abdul Munir, and the rapporteur was Agriculture Delegate from the Philippines Carlos A. Sayco, Jr. The concurrent sessions commenced with presentations by the Secretariat on the Two-Year Plan 2008 and 2009 and the rationale for the departmental projects included in the 2008 and 2009 Programs. Below are some suggestions and comments raised during the concurrent sessions:

From the industry and service sector group

1. Utilize the services of APO resource speakers deputed for APO projects to train local participants and experts.
2. Undertake an assessment of the strengths of each NPO for mutual learning.

3. Conduct impact evaluation and priority assessment surveys to monitor the effectiveness of APO projects and identify those to be given special priority.
4. Adopt a cluster-based approach for multicountry projects to be followed by national seminars.
5. Develop a database for productivity measurement.

From the agriculture sector group

1. Renew support for the three thrust areas of the APO Agriculture Program.
2. Develop special programs for less developed countries to replace the current Japan-supported APE-LDC Program when it expires in 2008.
3. Introduce follow-up activities by participants, e.g., reentry plans, to enhance the in-country transfer and application of knowledge gained in APO projects.

The Secretariat presented a report on the results of the survey questionnaire exercise on the 2008 and 2009 Programs undertaken to obtain member countries' preferences for the projects proposed and the issues of the low rate of and late returns. It also stated that this survey was useful as an additional tool for consulting with NPOs on the Two-Year Plan. The discussions concluded with the suggestions that a longer period should be allowed for NPOs to respond to the survey questionnaire and that NPOs should establish agriculture consultative bodies for advice on matters relating to agriculture, including the survey.

On the final day of the meeting, the delegates visited the Museum Subak, where they were briefed on the unique irrigation and water distribution systems in Bali and then had a bird's-eye view of the terraced rice cultivation at Jatiluwih where the irrigation system was put to use. They also visited Uber Sari Bali Corporation, a manufacturer of pottery, lamps, etc. for the home and garden. This was followed by the Closing Session where the meeting adopted a report for submission to the Governing Body Meeting to be held in Ulaanbaatar, Mongolia, 26–28 June 2007. 