



APO *news*

Development of NPOs: A continuous process

Globalization, deregulation, and the advent of the knowledge-based economy are constantly changing the socioeconomic environment worldwide, including that in APO member countries. Consequently, the NPOs face a daunting task in staying abreast of the ever-changing requirements. In order to help NPOs to design productivity promotion strategies to adapt to and focus on changing needs and to exchange experiences among them in devising such strategies, the APO has organized a number of projects to speed up the process.

Since 2000, the APO has organized an annual Forum on Development of NPOs (DON). The first was held in Singapore in December 2000, at which NPOs were required to develop productivity road maps so that they would know the directions to take and specific programs that would allow them to reach their goals. At subsequent fora, NPOs presented their road maps delineating their focused strategies, new initiatives, and actions following the inputs at the forum in Singapore. Performance measures in the form of the NPO scorecard and human resources scorecard were also established. On 29 November–1 December 2004, another forum was organized in Sigatoka, Fiji, to identify concrete steps in which the APO network and resources could be tapped to meet the varying needs of NPOs and member countries.

The Fiji meeting was attended by 18 participants from 16 APO member countries. Minister for Labor, Industrial Relations and Productivity Kenneth Zinck delivered the inaugural address at the opening ceremony of the forum. APO Secretary-General Shigeo Takenaka, who attended the annual forum for the first time, delivered a welcome address. Takenaka pointed out that the APO, in response to emerging needs, has designated the development of NPOs as a thrust area to strengthen productivity movements in member countries and to provide assistance to less-advanced NPOs to help them upgrade their capabilities. He emphasized that the APO was founded on the spirit of mutual cooperation and that the continued support of NPOs with a wealth of experience in productivity promotion would make the DON Program effective and enable recipient NPOs to jump-start their journey toward excellence. He noted that this is a very good example of the founding spirit.

After three days of discussions and experience sharing, the forum delegates concluded that the future continuity and success of NPOs depend on their ability to strategize continuously to meet their missions. To accomplish this, NPOs must reconfigure their resources, skills, and processes into strategic competencies. These competencies are organizational in nature and must be distinguished from individual competencies in the form of the attitudes, behaviors, skills, and aptitudes of workers and managers. The forum suggested the following topics as potential areas for discussion for the next DON



Takenaka delivering his welcome address

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"The simple act of paying positive attention to people has a great deal to do with productivity."

Tom Peters

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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



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forum: i) repositioning and branding of NPOs; ii) public-private partnerships and implications for NPOs; iii) business consulting services; and iv) NPO continuity and enhancement of program offerings.

During his visit to Fiji, Takenaka also paid courtesy calls on Minister of Labor, Industrial Relations and Productivity Zinck; Minister of Commerce, Business Development and Investment Tom Vuetilovoni; and

Minister of Agriculture, Sugar and Land Resettlement Jonetani K. Galuinadi in their respective ministries. Takenaka also visited a Green Productivity demonstration project at Fletcher Steel Mills in Suva and received a briefing on APO GPDP activities. Takenaka called on the Training and Productivity Authority of Fiji (TPAF) headquarters where he was received by Jone Ushamate, Director-General of the TPAF. 