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## OCCASION

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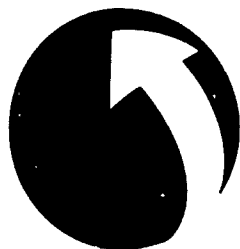
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# The Role of the APO in the Regional Productivity Drive

IN 1955, THE FIRST productivity centres were established in Japan and thereafter other Asian countries began to set them up. In due course, the governments came to appreciate the need for closer contact and co-operation between the centres and at the First Asian Round Table Productivity Conference in Japan, in 1959, they considered the possibility of establishing the Asian Productivity Organization. At the Second Asian Productivity Conference, in 1960, a Convention was drawn up. This was signed in April 1961 and a month later APO was officially born. This co-operative effort to raise the standard of living by increasing productivity is supported by the governments of the fourteen members, namely: Ceylon, the Republic of China, Hong Kong, India, Indonesia, Iran, Japan, Nepal, Pakistan, the Philippines, the Republic of Korea, Singapore, Thailand and the Republic of Vietnam.

## Objectives

APO was established with the aim of stimulating the productivity movement in Asia, thereby accelerating economic development. In pursuing its objectives APO follows a multipronged approach by linking productivity and economic planning, increasing and strengthening the productivity movement in the region, fostering mutual help, disseminating information and assisting national organizations.

APO holds conferences and symposia, organizes teams of observers, arranges for the services of

technical experts, conducts training courses, provides fellowships, undertakes research and maintains information services.

Often the aims of the productivity drive are only vaguely understood and it is, therefore, the task of APO to publicize the importance of productivity and implement the projects in the field.

## Management

In Asian countries the management function is carried out on traditional lines and, although it has undoubtedly contributed towards the growth of the industrial sector, in future it must be more scientifically applied. Technology, too, will have to be systematized. Thus scientific management and the application of technology are two essentials that a productivity organization, either national or regional, must encourage.

A gradual reorientation of industry to conform with national objectives, to assist in launching programmes and to set the targets for economic development has been taking place.

Beginning with management and technological development, the APO added agricultural improvement to its programme by means of specific projects, and it now carries out feasibility surveys, arranges for the services of experts and the like.

An important step forward was made at the last two meetings of the Governing Body when it was agreed to link productivity and economic planning.

In the early days of the productivity movement in Japan, it became clear that management should be schooled in the productivity techniques applied in industrialized countries. Management-study missions were, therefore, sent to Europe and to the United States of America. In the first ten years of the existence of the Japan Productivity Center, 660 study teams of executives from industry were sent out which, upon their return, were used to publicize the importance of productivity all over the country. APO believes that the experience of Japan showed that a knowledge of planned productivity is a need common in all Asian countries, irrespective of their stage of economic growth. Accordingly, the Organization arranged a phased programme for the orientation of management whereby a large number of projects, including seminars and study missions, have been implemented.

### **Technological improvement**

At the outset, APO instituted multi-country training projects on repair and maintenance. Besides the general shortage of engineers, there was a lack of the particular type of engineer needed. In order to remedy this situation, the training of repair and maintenance engineers has been developed into a training scheme for production engineers. Most of the training takes place in the factory rather than in the lecture room because of the importance of the practical application of techniques. APO has arranged

for consultancy experts to give technical guidance and has organized fellowship programmes to ensure that individual requirements from member countries are met by the study of a specific technique. A gradual expansion of the initial multi-country study missions has been carried out.

### **Small industries**

Since the inception of APO, all programmes, seminars, symposia and study missions have been geared to the needs of small industries. Since 1962 a training programme for small-industry management consultants has been in operation. In 1964 the scope of the programme was enlarged and it now lasts for 24 weeks. A consultant can help the manager of a small plant to bring the operation to maximum efficiency and also train him to run the enterprise more effectively. As small industries are in the majority in Asia, great attention is being paid to their development.

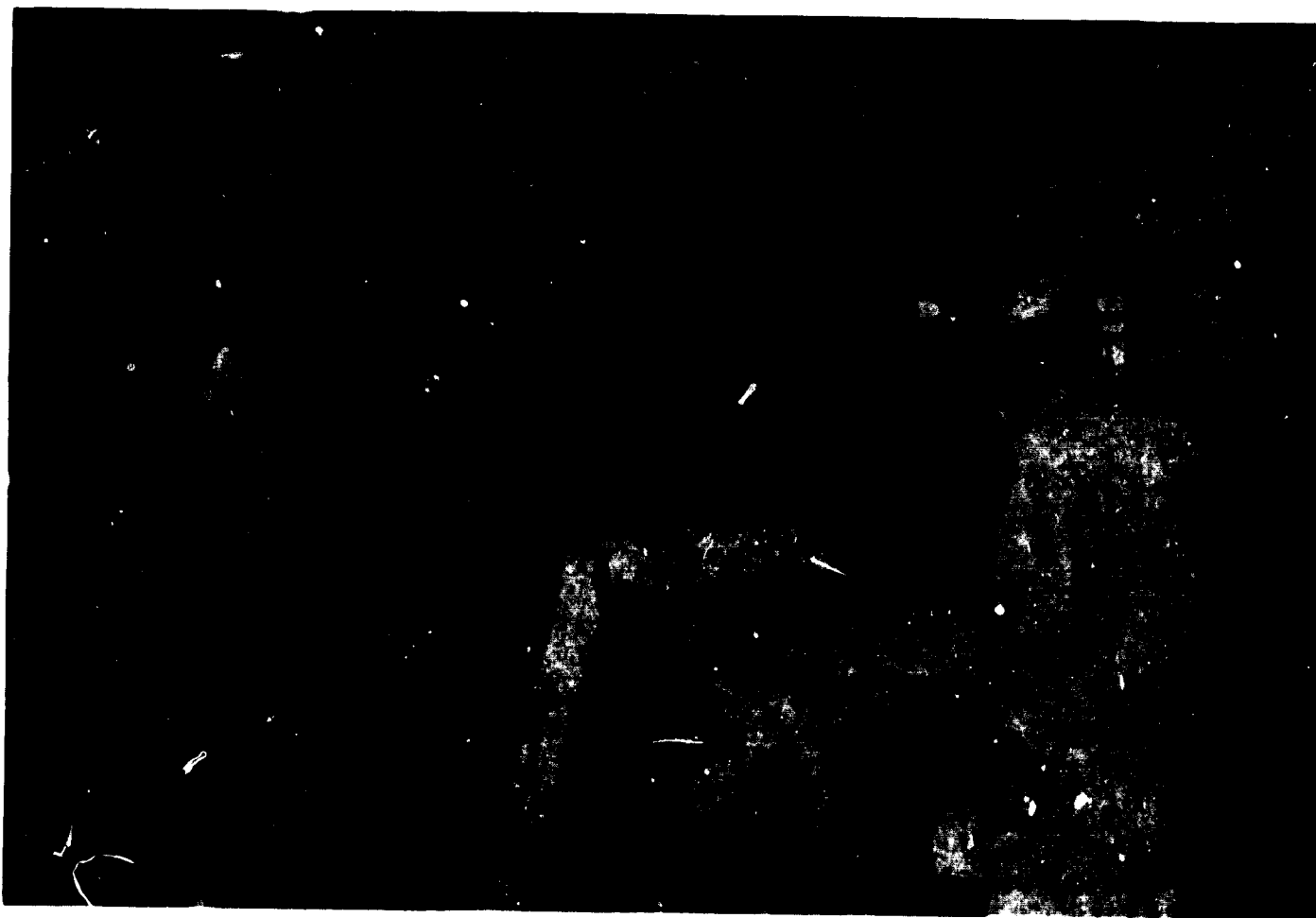
### **Agriculture**

The urgency of improving agricultural productivity in Asia has been stressed repeatedly. The immediate objectives of APO in this area are:

- To stimulate productivity consciousness;
- To discover better productivity techniques;
- To organize training courses in agricultural projects.

**The Hon. Fakhruddin Ali Ahmed, Minister of Industrial Development and Company Affairs and President, National Productivity Council, India, delivering his inaugural speech at the opening of the Ninth Workshop Meeting of Heads of National Productivity Organizations held in New Delhi, India, 21—24 January 1969. Left: Mr. N. N. Wanchoo, APO Director for India and Chairman, NPO. Right: Mr. Ichiro Oshikawa, Secretary-General, APO**





Trainees from Asian countries during the APO course on "Training on Installing Quality Control System in an Industry" visit a farm machinery plant, the Sakai Factory of Kubota Iron Works in Osaka, Japan, January/February 1968

### **Economic planning**

APO thinks that productivity should be an integral part of economic development planning and that a study should be made in depth to find out what contributions productivity can make towards meeting economic development targets. Research projects now being planned will more closely link productivity and economic development.

### **Five-Year Plan**

In 1969, the APO formulated a Five-Year Plan in co-operation with foreign experts. The guidelines are:

- Productivity improvement will contribute to economic growth;
- The introduction of the required ideas and technology is vital;
- A co-ordinated effort by management and labour and the organizations concerned is essential for a rapid increase of productivity;

- The productivity movement should be the concern of everybody and not merely that of the specialists.

The long-range programme has been developed to upgrade the quality of human resources and adapt advanced techniques to Asian conditions.

### **Information programme**

During 1969, the APO made vigorous efforts to expand its Regional Information Programme the better to serve the needs of APO member countries, particularly information on concepts of management and productivity technology, by the printed word and audio-visual aids.

The information programme is grouped under the following headings:

- Publications;
- Audio-visual materials;
- Publicity and public relations; and
- Exchange of information.

## Publications

The APO produces both promotional and technical publications. General publications include the monthly bulletin *Asian Productivity*, pamphlets and proceedings of meetings. In 1970 distribution is planned for a wider public.

Technical publications constitute the major portion of the publication programme and include:

- Management concepts, theories and techniques;
- Engineering, organization and management of production for higher productivity;
- Economics, productivity concepts and productivity and economic growth;
- Agricultural productivity; and
- Glossaries of Management and Technical Terminology.

The APO has recently concluded an agreement with McGraw Hill Far Eastern Publishers (S) Pte. Ltd., to select suitable APO manuscripts for publication on a world-wide basis in addition to an agreement with a publishing firm in Hong Kong. Technical leaflets will also be published and distributed by the APO itself to interested parties and through NPOs.

APO's success in reaching agreements with leading publishers to publish and distribute its technical publications on a commercial basis is a major step forward in its information activities. The APO will thus be able to serve the needs of the region better by publications of a professional calibre.

## Audio-visual aids

The Regional Information Unit in Manila in 1969 produced a sample audio-visual kit for use by NPOs in training and public information programmes. The kit comprises eleven items and each of them is designed both to transfer a specific technical message and to demonstrate the particular usefulness of that visual or audio-visual medium. The items are as follows:

- A brochure explaining the audio-visual aids;
- Flip Chart on Communications with brochure;
- Slides on recorded tape in English on APO and Asian Productivity, and brochure;
- Six posters on "Quality-Reliability";
- Sound filmstrip on "How to Organize a Q R Campaign at a Plant Level";
- Transparencies on "Starting a New Business with Productivity in Mind", with brochure;
- Flannel Board on "Cost Reduction Techniques" and brochure;
- Multi-purpose magnetic board on "Plant Layout" with brochure;
- 3-D card with sound recording on "Materials Handling";
- Display panels on "Concept of Productivity" with leaflet;
- 16 mm short in colour on communication through visual aids.



Mr. Joeffino S. Dakita, from the Philippines, receiving practical training in electroplating at Tohei Plating Co. Ltd., Japan

APO Directors and Secretary-General Ishiro Oshikawa, pay a courtesy call on the Prime Minister of Japan, Mr. Eisaku Sato, at his official residence. Left to right are the Prime Minister; Secretary-General Oshikawa; Dr. A. Djamin, Director for Indonesia; Mr. Chui Seung Lee, Alternate Director for Korea; Mr. Pue Rochanapur-ananda, Director for Thailand; and Mr. H. E. Tennekoon, Director for Ceylon



A slide/filmstrip projector and tape cassette recorder will be supplied to each NPO.

In 1970, the production of audio-visual materials will be continued. Materials already planned include:

- A colour film on Fuel Efficiency, produced in co-operation with the National Productivity Council, India;
- Two sets of slides, one on "Tool Engineering" from the Metal Industry Development Center, Taiwan, the other on "Plastic Moulding" from Japan;
- Films on productivity to be produced with APO support, including one from India entitled "Prosperity through Productivity".

The 11th Meeting of the Governing Body, on the recommendation of the 9th Workshop Meeting, urged the need for the establishment of a film loan library, as an integral part of APO's Regional Information Programme. The APO is requesting the Organisation for Economic Co-operation and Development (OECD) to provide on indefinite loan a large number of training films, filmstrips and slides on management and technical subjects, which would in turn be available for loan to NPOs. It is hoped that the OECD films would provide a basis for a library which would serve the needs of member countries. APO is also requesting OECD for experts to assist NPOs in developing film production and audio-visual projects.

### Public relations

Creating productivity consciousness will be the main field of emphasis during the APY 1970.

The APO's Manila Unit has further contracted a public relations firm to produce prototypes of radio commercials and cinema slides based on the monthly themes for distribution to member countries.

Supplements are being prepared for insertion in leading periodicals such as *Time*, *Far Eastern Economic Review* and the *Asia Magazine*.

### Exchange of information

A function of the Manila Unit in 1970 is to achieve the establishment of a research and development reference library, which will furnish material to member countries by means of photo-copies, micro-films, microfiche, films, slides, filmstrips and transparencies.

The essential part of this information exchange programme is the documentation, storage and retrieval of technical materials for reference. The aim is to serve the region through a technical inquiry service by drawing information from the data bank and linking up the service with other national, regional and international organizations, so that advanced management skills and productivity technology can be more swiftly and economically transferred to the countries in this region to hasten their economic growth.



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