



## ALEPS - The Step Forward

Excerpts from the Executive Summary of ALEPS New Dimension survey results



### Research Scope:

The survey attempts to look at both the factual and organisational learning dimensions as they relate to the Look East Policy (LEP) as well as Aleps members' effectiveness in their professional lives.

The unique of this aspect of this study would be that it attempted to present effective organizational and cross-cultural learning models, in order to maximise returns on investment with regards to LEP.

In order for Aleps members to play more leadership roles in their respective fields, it is necessary to return to the original spirits of the LEP, and define the meaning or intention to emulate and adopt work values, and from there, plan concrete programmes.

Factual dimension refers to the analysis of status quo on data.

Organisational learning dimension refers to social-cultural areas including cross-cultural learning processes, work values and ethics of Malaysia and Japan, and organizational culture and behaviours of Japanese corporations.

### Professional Challenges Faced By Members:

1. Lack of career advancement opportunities
2. Lack of self-development opportunities
3. Lack of business know-how / capital constraints to start own business

Other challenges include lack of networking or connection with high profile figures, coping with advancement of technology and the pyramid system in the corporate world.

### Members' Expectations Towards A New ALEPS:

1. More business networking opportunities
2. Training and development opportunities
3. More avenues of interaction among members
4. Financial incubator and consulting services to facilitate business tie-ups
5. Clearing house function such as employment information

### Tapping Into ALEPS' Competencies Two-Ways

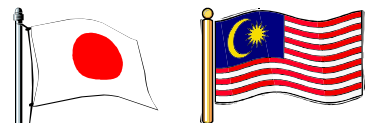
The survey indicated that members are either not given or have

(Continued on page 2)



### Menarik di dalam:

<i>Editor's say...</i>	3
<i>Heard about town...</i>	
<i>JETRO interview</i>	4 - 5
<i>Kampung Buku</i>	6
<i>SARS Laporan aktiviti</i>	7-8
<i>Gambar-gambar aktiviti</i>	9
<i>Diari ALEPS</i>	10



(Continued from page 1)

not sought proactively adequate venues to utilize their cultural competencies at work.

There are only a few initiatives reported that showed the management's conscious measures to utilize Japanese graduates strategically beyond translation or customer liaison.

On the part of Aleps members, a deeper understanding of governing principles of Japanese corporate culture and a working knowledge as to how to play a leadership role in Japanese corporations will be necessary.

The survey indicated that their experiences in Japan were helpful to acquire certain understanding about how Japanese think and work. However, although such cultural competences reportedly have proven beneficial, it did not go beyond to show that they were prepared to function and partner comfortably with Japanese expatriates.

On the part of their employers, more coaching of graduates and well-planned learning programmes involving both Malaysians and Japanese are urgently required. The programme would help to reap contributions of Aleps members' visible and invisible competencies.

#### Managing Cultural Diversity - Malaysian and Japanese

The objective of LEP - to emulate and adopt Japanese work values - should go one step further by adopting the diversity management approach.

Members have already learned the basic living skills such as language, customs, social values and general lifestyle of the Japanese people.

However, they have not learned about what to do when those Japanese cultural tenets conflict with those of their own whether at the level of values or behaviours. It is only *after* they return home that they confront it.

To resolve the issue, a well-planned educational intervention is necessary and when implemented, will prove effective as it benefits both members and employers.

Cross-cultural management research shows that multicultural groups have more potential for higher productivity than do homogeneous groups, but they bear the risk of greater losses due to faulty process in communication.

We should re-position LEP as cross-cultural learning programmes so that much more un-

tapped potentials will open up anew.

#### Making Learning via LEP Successful for Returnees

Going beyond "emulating and adopting" approach calls for several turn-around in thinking including:

1. Establish homegrown work ethics as industrial backbone
2. Challenge traditions and transform oneself
3. Integrate on-the-job training in Japan with LEP programmes

The first approach of homegrown ethical backbone refers to the need to develop original Malaysian work ethics while emulating Japanese ones.

To do that, one must be courageous enough to challenge traditional values, flexible enough to discard bad ones and build new ones without deviating from ethnic and national principles.

The third approach is a practical solution to value conflicts members face at work.

It suggests extending academic and technical study in Japan for a further period to enable graduates to acquire hands-on work values and practices of Japanese, and to build a network with key figures as a bridge with subsidiaries in Malaysia after their return.

#### ALEPS - Japanese Business Bodies Joint Programmes

To facilitate members' integration into (Japanese) business circle in Malaysia, the study propose to organize study sessions between Aleps and Japan-related business concerns and community. Programmes should be on a regular basis to enhance continuous learning.

The proposed joint programmes include:

1. *Benkyokai* (Study Forum)
2. Skills Development Seminars

*The official presentation of the new strategies was held on April 27 2003 and launched by Aleps adviser Tan Sri H.M. Khatib and His Excellency Minister Koichi Kawakami from the Embassy of Japan.*

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## Editor's say...

THERE were at least two major events that made an impression on people in the past few months - the war in Iraq and SARS.

The Severe Acute Respiratory Syndrome is seen to be the bigger threat, to our health and also the country's economy. Malaysia is likely to achieve its growth target now, what with many sectors badly affected by the flu-like disease.

Empty flights, hotel rooms and restaurants are some proof of the fact, although there are optimists still saying that things are not as bad as it seems. That remains to be determined, as long as SARS is not contained.

Meanwhile, this alumni also reached a new milestone when the New Dimension survey results were announced.

Adviser Tan Sri H.M. Khatib had urged members to re-evaluate their positions in the workplace and if things do not change, members should think of steps to improve themselves.

He urged members to look for opportunities at other companies, improving English proficiency and maybe get a better qualification.

The survey meanwhile touched on other subjects as well, including what members can do popularise ALEPS, which is something we have been talking about since the alumni's inception.

## Heard about town...

TAHUN lepas, pasukan Brazil telah singgah di Kuala Lumpur sebagai persiapan menghadapi Piala Dunia di Korea and Jepun.

Bulan Julai akan datang, tiga pasukan EPL pula akan tiba di ibu negara - Chelsea, Newcastle dan Birmingham - untuk menyertai Piala Liga Inggeris Asia bersama dengan pasukan kebangsaan kita.

Harap kesebelasan utama kita akan memberi persembahan yang terbaik mereka dan disamping itu akan mendapat pengalaman yang boleh membantu mereka meningkatkan prestasi pasukan di arena antarabangsa.

Dan kepada peminat tempatan, sudi-sudilah ke stadium memberi sokongan, samada kepada pasukan EPL mahupun Malaysia.

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# JETRO: Investing Know-how

An interview with Jetro (Japan External Trade Organisation) chairman Watanabe Osamu

Q: What are the main problems Japan faces in the global marketplace and what course should the country be taking to solve them?

A: Japan is confronted with two major challenges. The first is disposing of bad loans while halting deflation. The second is restoring the global competitiveness of Japanese business.

East Asia is a centre of world growth. I envisage rebuilding Japan's international competitiveness by integrating the Japanese economy with the expanding East Asian economy for shared development. Actually, many small and medium-sized Japanese companies are entering East Asian markets to expand their business networks on an international scale. Jetro supports these smaller scale companies by providing them with business consultation and information - covering investment, local business know-how, intellectual property rights and trade - both before and after they go overseas.

Q: Direct investment in Japan is on the rise. What action is necessary to further promote direct investment in Japan?

A: Considering the rapid rate of economic growth in East Asia, I expect China and the ASEAN countries will attract more investment than before, mainly in their commodity sectors, but I think Japan will attract investment in high-added-value and cutting-edge fields. However, we definitely need to alter our high-cost structure toward realising this goal.

After the Hashimoto Cabinet launched structural reforms in 1996, regulations were eased in the energy and distribution sectors, as well as the financial sector with the Big Bang. Japan's high cost structure also has been eased to some extent. As a consequence of this deregulation, direct investment in Japan increased, especially in the three year period starting in 1998. To further promote investment, however, it is imperative that Japan reform its high cost structure and deregulate those sectors closely related to daily life, including energy, medical care and welfare.

For instance, a broader range of services must be made available to foreigners in areas such as international schooling and medical care.

Our visa system should also be reviewed. Students from overseas lose their visa status as soon as they complete their studies, so they cannot stay to look for jobs. Eventually, they join companies in other countries, such as the United States. Former students with Asian backgrounds are very useful if their companies move into China or Southeast Asia, because obviously they know their home countries extremely well. Japanese companies, however, send Japanese personnel to direct the establishment of operations overseas. So Japan's visa situation must be changed, because it discourages world-class talent from coming to Japan to study.

When East Asians need cardiac surgery, they usually go to doctors in Singapore or Bangkok. Japanese medical

technology is highly advanced, but we fail to attract many foreign patients, so something is lacking, whether it be our medical system or the language barrier.

So, if Japan could attract talented foreign personnel, as well as foreign capital, I believe it could become a key leader in East Asia and share the assets, knowledge and technology it has culminated over the past half century.

Q: Could you tell us the objectives of Jetro's "One Stop Centre for Investment to Japan," which is scheduled to be launched in spring 2003?

A: Our mission is to provide information on regulations and the procedures necessary for foreign firms to enter Japan. To do that, we are appointing full-time advisors specialising in legal affairs, labour laws and the tax system, who will provide agency services in their areas on behalf of foreign clients entering the Japanese market. We also need to identify and help correct those regulations and procedures that hinder foreign companies' entry into Japan.

In addition, we will hold seminars to show Japanese local governments in each of our 47 prefectures how to provide information about their local investment environments, and educate related organisations on how to attract foreign investment. Local governments must provide the necessary information and services, including in foreign languages. Of course, Jetro itself will also continue to provide such information and services.

Remember that when the US manufacturing sector ran into trouble in the 1980s, state governors were falling over themselves to visit Japan and encourage companies like Toyota and Nissan to open up plants in their states? Last fall, I attended the annual meeting with the Southeast US Japan Association, at which state governors delivered presentations on their local investment environments. I think this is a good model for an area where Japan needs to do more work.

In the near future, our local governments will compete with one another by offering highly preferential tax incentives to foreign investors. This will enable Japan to develop genuine global competitiveness while truly revitalising the nation's economy. For its part, Jetro will mobilise its extensive know-how to support the creation of greater competitiveness, which is the second major challenge of Japan, as I mentioned.

Q: China has achieved such remarkable growth that it has been labeled as the world's factory, but you have long been saying that China is not a threat, haven't you?

A: I don't think it will be a threat. Indeed, even one year ago, many Japanese companies were saying that China would be a threat, but they are not saying this now. Not only large companies, but also small firms are surging into the Chinese market, to take advan-

*(Continued on page 5)*

(Continued from page 4)

tage of rapid economic growth rates of between seven and eight per cent. Many are investing in fields in which China's domestic demand is expected to grow, such as processed food, stationery, soap and detergent.

*China welcomes foreign capital, recognising that products labeled "Made in China" do not necessarily have to Japanese companies shouldn't hesitate to enter the markets of China and*

be made by Chinese companies. Japanese companies shouldn't hesitate to enter the markets of China and Southeast Asia.

Q: Smaller companies have traditionally depended on the health of large companies, so is this a novel opportunity for small business?

A: Yes, I think it is. Top-notch small companies and ventures, with their inherent flexibility, can aggressively capitalise on high-risk, high-return opportunities. Moreover, small companies with competitive technologies grow their businesses on an international scale.

But I am a little apprehensive about Japanese corporate culture. Recently, I have sensed that not only middle managers, but also young people, are somehow becoming more defensive and choosing low-risk, low-return options, to avoid losses. Indeed, this is prudent sometimes, but enterprises must also pursue high-risk, high-return opportunities from a long-term perspective. Therein lies opportunity. So I am worried about the challenging spirit of these companies. I hope they will keep this spirit alive. In part, Jetro's role is to keep providing information on such opportunities.

Another key point is the changes we are seeing in the lifetime employment system and the recruitment of new graduates. Corporate reorganisation is leading to rapid changes to traditional management policies. So universities themselves will need to make basic changes if their graduates can no longer find jobs.

As for the basic factors of competitiveness change, I believe Japan can make a rapid response. There are many things that must be done, but I am quite optimistic about our future.

Q: Jetro will become an independent administrative entity this fall. Will there be substantial changes in Jetro's roles and impact in Japan or overseas?

A: Jetro has always worked with people from the private sector. In this sense, we are a little different from other government bodies. After becoming an independent administrative entity, Jetro will have fewer restrictions on how it uses its budget. So we will have more freedom to draft our own medium-term business plan. Moreover, as non-public officials, we will be able to work closely with the private sector. It is even conceivable that we might directly employ private-sector experts specialising in financing or M&A, to strengthen our promotion of direct investment in Japan.

At present, Jetro has 80 offices in 60 countries and 38 domestic offices. We employ some 1,600 people. We might begin hiring foreigners to serve as managers of Jetro offices overseas, of foreign graduates of Japa-

nese universities to work at Jetro headquarters in Tokyo.

The change in Jetro's status will dramatically increase our flexibility to aggressively pursue our goals. A more competitive Jetro would be able to make a greater contribution, so we must change.

Q: What roles do you think Jetro will play in the future?

A: Primarily, we will use our experience as an expert in trade and investment to contribute to policymaking by the national government.

We are studying, for example, the proposed Japan-ASEAN Closer Economic Partnership, including the possibility of a free trade agreement, based on which we will issue our findings and recommendations. In general, we plan to strengthen our research capabilities, focusing on trade and investment.

In addition, we will promote industrial specialisation in Japanese regions to help them export more. For instance, we recently organised an exhibition and trade fair in New York for the towel industry in Imabari, Ehimeken. We think we can help Japanese industries regain their vitality and motivation by encouraging them to expand into overseas markets.

By promoting exports of Japanese specialty items, we believe we can help to stimulate our regional economies. This is the kind of enhanced contribution that we wish to make.

*Watanabe Osamu joined the Ministry of International Trade and Industry after graduating from the University of Tokyo in 1964. He served as director of the Americas and Oceania Division, director-general of the International Trade Administration Bureau and director-general of the Machinery and Information Industries Bureau. For more than 10 years he played a leading role in easing trade friction between Japan and the US, including reformulating the Japan-US Semiconductor Agreement as a private sector arrangement. He also served as administrative vice minister from July 1997 to September 1999. Mr. Watanabe became the chairman of Jetro in July 2002.*

*This interview appeared in Look Japan, March 2003 edition*

## Kampung buku pertama di dunia

Oleh Shaharom TM Sulaiman

HAY-ON-WYE bukanlah sebuah kampung istimewa, terpencil jauh dari kota-kota utama di Wales dan England. Terletak di daerah Wales (di pertengahan antara Bristol dan Birmingham) Hay-On-Wye hanya `memiliki' taman pergunungan Black Mountain. Namun, pada akhir 1970-an, berkat usaha pengasasnya, Richard Booth, `Hay' berjaya menjadi kampung buku pertama di dunia dan memiliki lebih daripada sejuta koleksi buku sama ada yang nadir, lama mahupun buku terpakai.

Hay-On-Wye pada asalnya sebuah kampung lama yang ditinggalkan orang dan telah dihuni oleh Booth dengan keluarganya sejak 1903. Booth berfikir bagaimana untuk membangunkan kampungnya dan menjadikannya perhatian masyarakat dunia dan yang ada di benaknya ialah mewujudkan sebuah kampung buku. Paling menarik selain dari koleksi bukunya, `Hay' juga akan menjadi tarikan kepada para pelancong. Booth begitu yakin kerana ideanya tentang Hay-On-Wye amat unik dan boleh menjadi kawasan perniagaan yang kompetitif.

Langkah awalnya mendirikan Cinema Bookshop yang kemudiannya sebuah toko buku terpakai antara yang terbesar di dunia dengan koleksi lebih daripada 200 ribu jilid. Di samping menjadi pencinta buku yang lahap, Booth mempunyai keperibadian dan daya tarikan yang tersendiri.

Dia tahu bagaimana untuk menarik perhatian media dan merancang publisiti. Pada April 1977, Booth mendeklarasikan Home Rule of Hay dan mengangkat dirinya sebagai Raja Hay. Namun begitu, beberapa tahun kemudian, Kampung Hay hanya dilihat sebagai sebuah kampung buku yang unik kerana selepas itu telah muncul kampung-kampung buku lain seperti Redu (Belgium), Montolieu (Perancis), Bredevoort (Belanda). Dikatakan sudah terdapat 23 buah kampung buku di serata dunia termasuklah Kampung Buku Langkawi yang akhirnya membentuk Gerakan Kampung Buku.

Hay-On-Wye ternyata memberi pulangan ekonomi dan dalam keadaan tertentu memberi rahmat kepada

ekonomi Wales. Hotel-hotel, restoran tidak termasuk toko buku telah muncul dengan maraknya. Setiap tahun terdapat kira-kira lima juta orang yang mengunjungi kampung Hay yang mempunyai penduduk seramai 2,000 orang. Kini, terdapat lebih dari 39 toko buku terdapat di kampung ini.

Setiap Mei, Hay-On-Wye merayakan hari kecintaannya kepada buku dengan mengundang para pencinta buku dari seluruh dunia untuk menghadiri Festival of Literature. Pada musim panas terdapat pula Jazz Festival.

Booth juga terpilih sebagai Presiden Kehormat Seumur Hidup bagi Gerakan Kampung Buku Dunia. Cerita-cerita menarik Hay-On-Wye dan perjuangan Booth boleh dinikmati dalam bukunya, *My Kingdom of Books: An Autobiography*.

Perjuangan Booth sebenarnya `mengilmukan' masyarakat yang tentunya jauh lebih baik daripada perjuangan `mempolitikkan' masyarakat.

*Utusan Malaysia*



# What you need to know about SARS

SARS has claimed the lives of nearly 400 people worldwide since the flu-like virus made its appearance at the end of last year.

We need to take the necessary precautions to keep this deadly disease at bay.

## WHAT IS SARS?

SARS is a form of pneumonia. Pneumonia is a lung infection which doctors normally treat with antibiotics.

However, SARS is known as an atypical pneumonia, meaning it is caused by organisms that are not so easily identifiable.

Doctors only know that it spreads easily through droplet infection and can cause a person to be very sick very quickly.

## HOW DO YOU KNOW IF A PERSON HAS SARS?

The condition spreads much like the common flu. Therefore it presents itself in pretty much the same way.

Some symptoms to look out for:

- \* Fever and chills
- \* Shortness of breath
- \* Cough, sore throat and blocked or runny nose
- \* Muscle and joint aches
- \* Weakness and fatigue

## WHAT CAN YOU DO TO AVOID SARS?

Even though the germs that are causing SARS are believed to be viral in nature, doctors cannot confirm their true nature. There is no known vaccination or medication available to protect yourself from getting infected. So the common sense approach is encouraged.

Stay away from crowded places. Keep a fair distance (at least three metres) from people who are ill and who are sneezing and coughing openly.

Like the flu, the SARS virus is spread through air droplets which you pick up through inhalation. Should you need to go to places like shopping malls, the airport or a hospital, wear a face mask to protect yourself, available in pharmacies.

Wash your hands frequently to reduce your risk of picking up the virus as it can be transmitted through touch as well.

Always remember to NEVER touch your face unless your hands are clean.

Maintain a healthy lifestyle. Exercise regularly, eat wisely and try to keep yourself stress-free.

Drink plenty of water, eat lots of bright-coloured fruits and increase your intake of vitamin C to boost your immune system.

Your immunity is your only de-

fence.

## QUARANTINE

In countries where cases of SARS have been reported, people suspected of having the disease are quarantined. To quarantine someone is to isolate (in a designated area) him or her from other people to prevent the spread of an infectious disease.

This is especially crucial to stop the disease from spreading.

*(New Straits*



## MoU ALEPS - KBSA

ALEPS BUSINESS Venture (ABV) telah menandatangani satu memorandum persefahaman (MoU) dengan Keio Business School Alumni (KBSA) pada 27 April 2003.

Saudara Syed Putera Syed Mokhtar, selaki pemangku naid presiden, telah mewakili ALEPS manakala KBSA diwakili oleh Takahisa Kato dan Hiroshi Iwasaki.

MoU tersebut telah ditandatangani selepas majlis pembentangan ALEPS New Dimension di Nikko Hotel, disaksikan oleh Menteri di Kedutaan Jepun di Malaysia Yang Terutama Koichi Kawakami dan penasihat ALEPS Tan Sri H. M. Khatib.

Usaha menemukan kedua belah pihak merupakan idea ketua wakil Japan Bank of International Cooperation (JBIC) di Kuala Lumpur Harumi Ao.

Ao, yang juga seorang bekas pelajar Keio Business School dan ahli KBSA, turut aktif menyertai aktiviti ALEPS yang lain.

## Only in Japan....

ONE of the biggest mistakes anybody can make in Japan is to enter a room while still wearing shoes, so it's kinda understandable why a Kawasaki man went berserk when firefighters failed to remove their footwear when they entered his home quench a blaze in May last year.

Keiji Sanada's arrest for kicking a fireman is one of those "only in Japan" type stories that stood out in 2002.

Aki Yamashita got some kicks, too, but hers were gained by pretending to be Marie Louise, an American model. Yamashita is accused of using ploys such as blue contact lenses and speaking only English to convince her boyfriend she was actually a Yank. Her scheme came unstuck after he reported her to the police for threatening to turn Chinese gangsters onto him unless he paid a huge fee for getting her pregnant and ruining her modeling career even though in reality she did not have one.

A real American created a stir when he turned up at the Fiji Embassy in Tokyo one March afternoon and demanded the South Pacific nation accept him as a refugee.

His wish wasn't granted and he was arrested instead, but the American's opportunism was far from being the only time people swooped on a chance this year. Security guards from a Tokyo company managed to convince the Supreme Court they were entitled to be paid to sleep.

Pickpockets in Italy also gave a Japanese TV crewmembers a quick lesson in street smarts while they were in Rome to film a documentary on, what else but pickpocketing.

And, while most of the rest of the world deplores the slaughter of whales for food, that didn't worry some Ibaraki Prefecture residents who raced to cart away a herd of beached whales to eat them before rescuers could try and push the majestic mammals back out to sea. At least they weren't bearing chainsaws to cut off chunks of whale meat as some Kagoshima Prefecture residents had done when whales beached near their home in January.

Perhaps the greatest example of striking while the iron was hot came from the hundreds of Sapporo shoppers who cost a supermarket millions of yen after it promised payments of up to 30,000 yen from those who claimed to have purchased meat from it,

yet did not require them to provide proof of purchase.

Just as the supermarket gave the finger to common sense, a rice ball manufacturer in Sendai also gave the finger, this time literally as part of a human digit was found in one of its products.

A Tokyo musician also had his say to the world, or the Education Ministry at least, by proving that he was not all hot air and spraying a graffiti message reading, "Life is a Fart" on the ministry building.

A step further than flatulence came from an Osaka nurse, who proved herself to be a real turd by constantly feeding laxatives to the senile patients she was supposed to be looking after.



Allegations of involvement by AUM Shinrikyo in an apparent hate campaign against a Kyushu University academic were also pooh-poohed in April when it was

learned that what everybody thought had been white paint cultists had hurled at his home turned out to be harmless bird droppings.

Bird droppings of another sort caused furor at a Kyoto shrine after it was learned that what everybody believed had been an arsonist targeting the place of worship was actually crows picking up and carrying lit candles they dropped on piles of dried leaves.

Organizers of a high school judo tournament also dropped a bombshell in July when they banned half a dozen competitors from taking part in the competition because they had plucked their eyebrows.

Raising eyebrows on the other hand, was Hiro-masa Ando, whose career as a racing boat driver became a hell of a lot harder after motorboat association officials recognized his request to race as a man instead of the woman he had been born as. Ando had never been able to accept he was a woman because of his gender identity disorder.

Another gender bender created disorder for an Okinawa bar owner in September when he was apprehended for employing as a hostess what turned out to be a cross-dressing 14-year-old boy.

"I was flabbergasted," the bar owner said. "I never thought she was in fact a boy."

(Mainichi Daily News)

# Gambar-gambar aktiviti ALEPS



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We're on the Web  
[www.aleps.org](http://www.aleps.org)

Networking, Sharing &  
Synergizing



## Diari Aktiviti Tahun 2003 (Apr - Jul)

27 April Sidang Akhbar ALEPS New Dimension  
10 Mei Mesyuarat Agung Tahunan dan Makan Malam  
Jun Japan - Malaysia Martial Arts Festival  
27 - 28 Jun Japan Education Fair  
Julai Program Balik Kampung (Fukiage)  
26 - 28 Julai Program Balik Kampung (JSKL)

- Program di atas adalah cadangan dan tertakluk kepada perubahan
- Sila lawat laman web ALEPS bagi tarikh yang telah ditetapkan dari semasa ke semasa
- Kami mengalu-alukan sebarang cadangan dari ahli-ahli bagi mengisi diari ini

## ことわざ - kotowaza

### 石の上にも三年

読み】 いしのうえにもさんねん

意味】 根気(こんき)よく苦しいことに耐(た)えて、努力(どりよく)をすれば、必(かなら)ず道は開けるものだ、ということ。または、努力は報(むく)われる、ということのたとえ。冷たい石の上にも三年座(すわり)続(つづ)ければ暖(あたた)かくなる、ということから。

### 一寸の虫にも五分の魂

読み】 いっすんのむしにもごぶのたましい

意味】 小さく弱い者にも、意地(いじ)や考えがあるからあなどってはならない、ということ。また、小さくても、馬鹿(ばか)にできないことのたとえ。