



# APO NEWS

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## APO national programs: two-year retrospective

**A**s Secretary-General Shigeo Takenaka pointed out in his annual report to the Governing Body in April 2010, officers' suggestions in the new project reporting system had led to improvements, including introduction of the two-tiered project approach, referred to as Category A/C or B/C projects. This involves following up a typical multicountry project with national programs in three member countries for approximately 50 participants each. After a presentation on this at the 2007 Workshop Meeting of Heads of NPOs in Hanoi, NPO heads agreed that it was a feasible method to increase the training outreach of the APO and meet the increasingly diversified needs of member countries as the pace of development picks up. The Category A/C or B/C approach premiered in 2008 with four projects, followed by four in 2009, five planned for 2010, and four for 2011.

To ensure a clear, uniform understanding of national programs among Secretariat officers, the Secretary-General instructed a team to draft guidelines, which came into effect in June 2009. The basic concepts of the national programs under Category A/C and/or B/C projects are:

- 1) There should be no overlap with and be clearly differentiated from the activities of other national or international organizations.
- 2) They should be strongly linked to a preceding multicountry APO project, with the essential content tailored to local needs in cooperation with the NPO and main resource person so that they are enriched, more valuable, and have a stronger impact on more productivity practitioners.
- 3) At least one resource person should have been involved in the linked multicountry project.
- 4) National training programs must be fairly distributed among member countries.



Secretariat Agriculture Program Officer Dr. Muhammad Saeed briefs Secretariat staff on national programs in Tokyo, 11 May 2010. APO/Eriko Sugita



APO Program Officer Dr. Muhammad Saeed adjusts presentation material on a computer in Tokyo. APO/Eriko Sugita

In this time of ever-tightening finances, Secretary-General Takenaka requested that a review be conducted early

this year to determine how effective Category A/C or B/C projects had been so far in meeting the objectives and how they could be improved. On behalf of the Secretariat's National Program Team, Agriculture Department Program Officer Dr. Muhamad Saeed gave a presentation on the results of that review entitled APO National Programs: Lessons and Insights on 12 May to Secretariat staff.

An obvious benefit of the national programs was "being able to transfer knowledge to more individuals more economically," Dr. Saeed pointed out, since the cost of a typical multicountry project runs well over US\$2,000 per participant, while in national programs the cost per participant is often around US\$250. He also acknowledged that Secretariat of-

(Continued on page 5)



## Knowledge management: Evolution from theory to practice

**A** Google Internet search for the phrase “knowledge management (KM)” on any given day will display over 50 million links. While this phenomenal interest comes as no surprise today, it has not always been that way.

Many definitions of KM exist. These definitions include terms that range from citing wisdom and sharing to technology transfer and data mining. One common characteristic of these definitions is the need for KM to be “translated” or demystified by a technical expert on the subject. An approach that acknowledges the theory of KM but focuses on the practical applications was therefore needed. This type of approach can be embraced by all members of an organization, regardless of size, geography, or complexity.

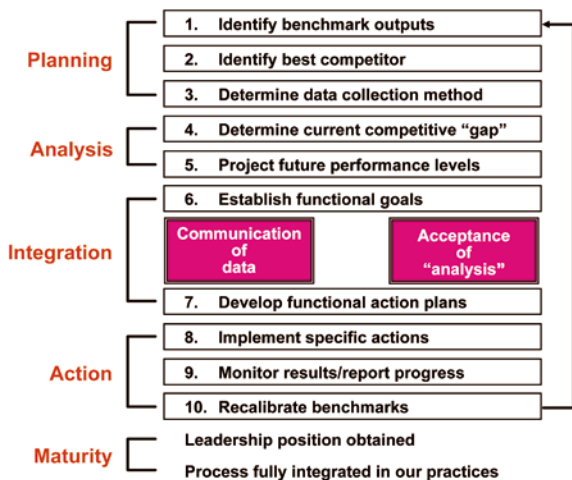
In establishing a baseline of thinking for the introduction of the KM concept in Thailand, the Thailand Productivity Institute (FTPI) chose Xerox Corporation for a case study (Figure 1). Xerox, along with well-respected corporations such as IBM, Nokia, Accenture, Microsoft, and Siemens, was in the earliest years of KM recognized as a pioneer in internalizing and promoting knowledge.

It should be noted that Xerox first initiated the concept of benchmarking in the 1970s, which is now another well-recognized, pervasive management tool and arguably a key component of an effective KM strategy. What began as a simple practice of cost comparisons for machine components between Japanese and US photocopier manufacturers evolved into a 10-step, structured, systematic approach to identify and codify best practices for use by other organizations as varied as private industry, healthcare institutions, and governments.

1980s and 1990s and went on to achieve recognition as a recipient of the Malcolm Baldrige National Quality Award in 1989 and 1997. Building on those approaches, it was initially intellectual curiosity combined with the constant need for “smart products” that led to advanced research into KM. But one premise was always foremost in the minds of Xerox management: How do you conduct empirical research (then supported by the company-initiated, California-based Institute for Research on Learning) and balance that with common-sense implementation within the company?

The thought process of the FTPI closely mimicked the previous Xerox experience as a basis for applying KM. With the Xerox approach as a baseline, planning was begun in mid-2002 to begin pilot implementation of a KM strategy within selected Thai enterprises. After thorough screening by the FTPI, four pilot sites were chosen: Faculty of Medicine, Siriraj Hospital; True Corporation Public Company Limited; Spansion (Thailand) Limited; and the FTPI itself. Supported by the APO through a Technical Expert Services (TES) assignment, the implementation was launched by the FTPI in February 2003. A six-step model was used in the launch as a roadmap for implementation (Figure 2); each pilot organization was requested to select at least one project on which to focus using KM-based tools identified in the model. Project-based KM application was chosen to allow for gradual “learning by doing.” For example, the Faculty of Medicine, Siriraj Hospital decided to use communities of practice to create a knowledge-sharing network in clinical continuous quality improvement to facilitate best practices in patient care.

### Xerox Benchmarking Model\*



\* © Xerox Corporation

Figure 1. Original Xerox benchmarking model.

Through its revolutionary benchmarking efforts, supported by its innovative Leadership Through Quality Program, Xerox successfully reinvented its business in the

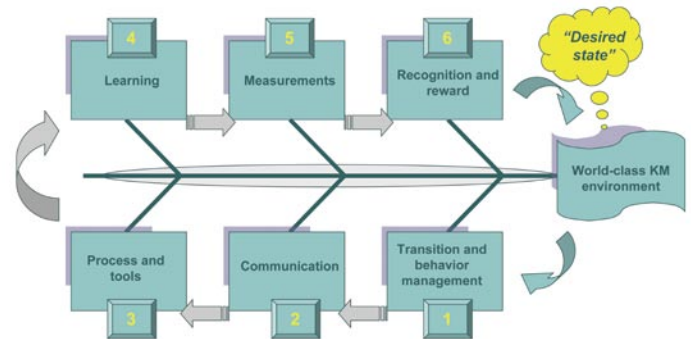


Figure 2. KM pilot project model developed by the FTPI.

The initial launch of KM was anything but smooth, although setbacks were anticipated. Many obstacles to successful implementation were cited by the pilot sites, including “It’s the Thai culture”; “We don’t have time”; and “It’s too complicated.” Although the list of potential roadblocks was lengthy, the benefits of trying to apply KM, such as increased knowledge sharing and employee learning soon began to outweigh the obstacles. As people understood KM better and grasped how it was relevant to the daily processes of their enterprises, the project was successfully completed in 2004. As a result, at least three KM books were published to disseminate the concept, implementation steps, lessons learned, and case studies from this project.

In 2005, the FTPI assisted the Thai Office of the Public Sector Development Commission to train and plan for KM implementation in all government offices

# by Robert J. Osterhoff and Boondee Bunyagidj

nationwide covering all ministries and provincial offices. The FTPI has also provided public and in-house KM training as well as consulting services to state enterprises and private companies since then.

During the same period, the number of organizations embracing the Thailand Quality Award (TQA) framework as a means for organizational improvement has continued to increase. The importance of KM is recognized as it has been explicitly included in one of the seven TQA criteria requirements and implicitly embedded in other categories. Therefore, the FTPI decided to start a project on the Development of Knowledge Management Assessment (KMA) Methodology in which the seven categories of the TQA, a Malcolm Baldrige-based assessment system, were used as a framework to construct pertinent questions to validate the effectiveness of KM within organizations.

With APO support through the TES Program, a four-year pilot project (2006–2010) was initiated to develop and evaluate the effectiveness of KMA methodology involving 10 pilot organizations, four in the government sector, and three each from the manufacturing and service sectors. Seventy percent of the participants were Thailand Quality Class winners. A public forum is planned later in 2010 to disseminate the lessons learned from this project.

With over seven years of implementation experience, five “lessons learned” so far are:

- Keep implementation simple and evolve rapidly from theory to relevant practice.
- Emphasize that KM does not have cultural barriers and can be implemented in Thailand or any other country.
- Start small; think big. Select an initial KM application where there is a great likelihood of success.
- Develop and use a means of assessment. Be prepared to answer the fundamental

question, “How are we doing?”

- Be patient and keep trying. Implementing KM is not a quick activity and needs to evolve over time.

While the seven-year KM journey in Thailand continues, another fundamental lesson learned from the FTPI experience was that the sharing of knowledge among organizations clearly provides an invaluable tool to improve productivity. 🌀



Photo courtesy of FTPI

Robert J. Osterhoff (L) is a former director, Quality and Knowledge Sharing, Xerox Corporation, and served as treasurer and member of the Board of Directors of the Malcolm Baldrige National Quality Award Foundation. He has assisted the FTPI in KM projects as a project adviser and supported other APO member countries through TES consulting assignments since 1995.

Dr. Boondee Bunyagidj is an adviser to the Executive Director of the FTPI and serves as member of the TQA Technical Subcommittee and TQA assessor. She has been involved in KM initiatives at the FTPI since 2002.



## Common sense talk



“Poverty is a society’s disrespect for human labor. Poverty strips a person of his or her humanity and poverty takes away their freedom.”

*Ela Ramesh Bhatt*

“History is largely a record of human struggle to wrest the land from nature, because man relies for sustenance on the products of the soil. So direct is the relationship between soil erosion, the productivity of the land, and the prosperity of people, that the history of mankind, to a considerable degree at least, may be interpreted in terms of the soil and what has happened to it as the result of human use.”

*W.C. Lowdermilk*

“An expert is someone who knows some of the worst mistakes that can be made in his subject, and how to avoid them.”

*Werner Heisenberg*

“Our subconscious minds have no sense of humor, play no jokes, and cannot tell the difference between reality and an imagined thought or image. What we continually think about eventually will manifest in our lives.”

*Sidney Madwed*

“Nobody motivates today’s workers. If it doesn’t come from within, it doesn’t come. Fun helps remove the barriers that allow people to motivate themselves.”

*Herman Cain*

“Time is free, but it’s priceless. You can’t own it, but you can use it. You can’t keep it, but you can spend it. Once you’ve lost it, you can never get it back.”

*Harvey Mackay*

“Everything about business comes down to people. Where in business can we escape the impact of human care, human creativity, human commitment, human frustration, and human despair? There is no reason for anything in business to exist if it does not serve the needs of people.”

*Bruce Cryer*

“It shouldn’t be too much of a surprise that the Internet has evolved into a force strong enough to reflect the greatest hopes and fears of those who use it. After all, it was designed to withstand nuclear war, not just the puny huffs and puffs of politicians and religious fanatics.”

*Denise Caruso*

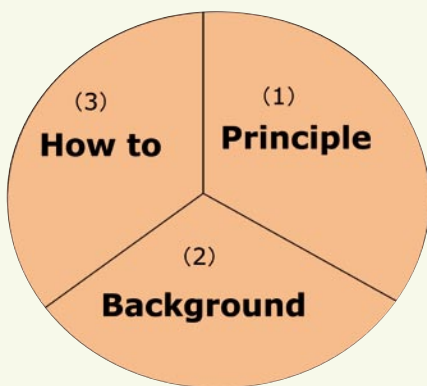


# Productivity methodologies, tools, and techniques

## Synopsis of the APO's Toyota Production System projects

Through APO projects, I have visited several of its member countries including India, the Philippines, Malaysia, Singapore, etc. to give lectures and consultations on the Toyota Production System (TPS). I have also delivered presentations through the APO's distance-learning courses to 13 different countries during the past three years. People in other Asian countries are always eager to learn from Toyota's manufacturing competitiveness and are interested in implementing the system within their own companies.

For those who want to learn about the implementation of any system, it is important to know there are three points they should be aware of: 1) the principles; 2) the background; and 3) how to implement the system (Figure 1). I shared this idea with all the participants in the APO projects that I have been involved in.



**Figure 1.** Essential points to grasp before implementing a system.

To explain this further: 1) The principles are what people can grasp from any type of seminar or course. In terms of the TPS, they include the concepts of just-in-time, elimination of waste, *jidoka* (automation so that machines can detect the production of defective parts and immediately stop the line), etc. People want to know what these concepts are and they normally understand them very well in a relatively short time. 2) The background explains why an enterprise (in this case, Toyota factories) operate based on those principles. If there is a principle, there must be a background to the “why and how” the principles were developed. By examining the background, people achieve a better understanding of the principles.

However, it is not enough for people simply to grasp points 1) and 2). They also need to know point 3), i.e., how to put the system into practice when they actually try to adopt the concept within their companies or factories. There always are some difficulties and obstacles in any organization when trying to implement new systems. For example, some people may not be willing to cooperate, there may be some who oppose the concept of the new system, and others may feel they do not have sufficient time to practice improvement activities. Participants learn points 1) and 2) easily, but quite often they are not able to put into practice what they have learned within their own workplaces for many different reasons.



*Hisazumi Matsuzaki in action at APO program in Tokyo Photo courtesy of H. Matsuzaki*

In the APO's TPS-related projects, I have always emphasized the importance of point 3) and spent a lot of time on this issue during my lectures. The participants actively exchange their opinions on and experiences with point 3) and understand how important it is to grasp points 1), 2), and 3) at the same time. In the meantime, they also recognize that the TPS is not a system that “you can just learn and then apply in your own company,” but rather it is a system that people need to create by cooperating with each other.

Once during an APO TPS project, one of the participants mentioned that he had come to realize that, “The TPS is not like the computer system in my company, it is rather a system that we must make by ourselves. You cannot just purchase it and start using it.” By engaging in active discussions, participants recognize why the TPS requires many group activities and why continuous efforts are needed. Then they start thinking what they could do to make better-quality products, shorten lead times, and reduce costs, which are the purpose of the TPS and every company's daily activities.



*Hisazumi Matsuzaki is a Senior Consultant, Central Japan Industries Association; and Lecturer, Keio University Graduate School of System Design Management, in Tokyo. His areas of expertise include specific techniques for system functionality and their systematization (transplanting Japanese-style production systems overseas, clients' marketing practices and systematization, etc.). Matsuzaki has served as an expert in numerous APO projects on the TPS. He has published numerous books in Japan, the Republic of Korea, and Republic of China, and two of the most popular are Learning the Toyota Production System through the English Language and Toyota Production Systems in English Conversation.*

ficers, resource persons, and NPOs had greater responsibility in organizing national programs, especially when officers do not attend: “Care must be taken to ensure that there is a clear linkage with the multicountry project to meet participants’ expectations, that project enrichment includes the distribution of training manuals/materials that are abundant in practical content and of immediate use in the specific national setting, and that interactive, practical sessions are provided.”

Resource persons involved in the previous multicountry project are instructed to give short, to-the-point presentations, encourage questions, and include group assignments and exercises. The length and format of such lead presentations become even more important when participants are not completely proficient in English and presentations must be translated into the local language for effective communication between the teaching and the taught. NPOs are requested to arrange a venue with seating arrangements for small group work, find skilled interpreters and translators of training materials/presentations when necessary, appoint a local coordinator, and source local resource persons if possible to enrich sessions in the local context. Above all, NPOs are responsible for seeing that funds for national programs are managed wisely in line with financial regulations.

Precious funds are saved when officers attend only if they can make a “visible, substantial contribution to the national program.” Dr. Saeed assured the Secretariat audience of the high quality of the national programs, stressing that, “When no officer is present, it is very important to receive detailed reports from the resource person and NPO using a standard report format for each and remain in close communication with both during the preparation stage.” Dr. Saeed estimated that the Secretariat officers involved in organizing the national programs could access “90% or more of all their details.”

A standard report format was developed for both resource persons and NPOs by the Secretariat team to obtain maximum information and complement participants’ feedback. The two report formats vary slightly in coverage but detail the course content, methodology, and logistics; local counterpart lecturers; type and number of participants, their comments; course limitations; suggestions for follow-up activities; and recommendations.

While the Secretariat values all those details, the limitations and recommendations for improvement are particularly important. For example, resource person Jimmy Chua pointed out that for a National Workshop on the Food Safety Management System ISO22000 and Traceability for the Seafood Industry, “Time is certainly a limiting factor, especially as interpretation does take up some of the presentation time.”

When reporting on a National Seminar/Workshop on Food Safety Management for the Seafood Industry: HACCP Requirements and Applications, Chua wrote: “The objective has definitely been achieved. Further, this has been very much assisted by the good management of the course by the coordinator and Secretariat (i.e., Mr. Sayco, Ms. Leslielyn, and their assistants). The schedule was followed well and the program certainly went according to plan. No limitations were experienced.”




National program participants in Vietnam beginning a half-day visit to Bac Dau Co., Ltd., a fish-processing enterprise in Danang. APO/Muhammad Saeed

At the recent national training course in Pakistan on the FSMS ISO22000:2005 for Auditors/Lead Auditors held in Karachi, 6–8 May, and Lahore, 10–12 May, expert Yong Kok Seng of QMC Resource Centre, Malaysia, was backed up by local counterpart experts Dr. Riffat Aysha Anis, Chief of the Nutrition Division of the National Institute of Health in Islamabad, in Karachi and by Tariq Qamar, Auditor and Expert, Food Division, Bureau Veritas Pakistan, in Lahore. The course attracted a combined total of 109, and Yong believed that, “The presence of Pakistan’s National Productivity Organization CEO Ishfaq Sheikh, his welcoming speech, and presentation at both venues gave the training course additional importance.” His evaluation report also mentioned the greater than expected number of participants from a range of professions and the fact that their fees were supported by the Agribusiness Support Fund of the Government of Pakistan.

At the end of Dr. Saeed’s review, he listed improvements and modifications that could be made in the national programs. First, to enhance the APO’s visibility and secure its ownership of the national programs, it was suggested that the acronym “APO” be added to national program names and displayed on banners, flyers, and other publicity materials. “APO” should therefore appear in the program title of the Project Implementations Plans issued by the Secretariat. This would also indicate added value for participants.

Second, multicountry project participants should be involved in the national programs to the extent possible, serving as local coordinators, facilitators, and translators/interpreters. For example, the Development Academy of the Philippines invited all its multicountry participants to play roles in its national program on food safety management for the seafood industry, including giving presentations.

The Secretariat National Program Team concluded that the takeaway from the past two years of Category A/C or B/C projects was that they are manageable, economical, and beneficial to extend the APO’s outreach to more productivity practitioners in member countries. Some Category A/C or B/C project topics scheduled for 2010 are energy management capacity building, innovation in production systems, FSMS ISO22000 for auditors/lead auditors, and planning and management of community-based rural and agrotourism enterprises. 

# Value chain approach for enhanced agribusiness competitiveness

**B**usinesses constantly face new challenges from demanding markets. A value chain (VC) approach is one strategy to cope. A VC is an alliance of enterprises collaborating vertically to strengthen market competitiveness. At each link in the VC, value must be added in terms of quality, system efficiency, service, and product differentiation. A VC approach can increase efficiency and control costs, reduce risks, and respond to consumer demand.

The APO organized a seminar on Building Value Chains in Agribusiness, in Bogor, Indonesia, 23–27 May 2010. Twenty-two participants from 11 member countries, along with five overseas and local resource persons, attended. In group discussions they identified issues in developing agribusiness VCs in the Asia-Pacific and formulated recommendations to overcome difficulties. Indonesia's expertise in this area was clearly demonstrated in site visits to three facilities.



Workers plant chrysanthemums at PT Mandiri Jaya Flora in Desa Munjul near Bogor, Indonesia, 26 May 2010. APO/Muhammad Saeed

PT Saung Mirwan, established in 1984 near Bogor, grows vegetables and flowers, acts as a vendor, and supplies central distribution systems of supermarkets with 18 flower varieties and more than 40 fresh vegetables. Its own production is supplemented with items from 50 other growers, 40 of which are small-scale operations. Participants agreed with Director Tatang Hadinata, PT Saung Mirwan, when he advised that successful integration of small producers into VCs depended on “mutually beneficial, fair, transparent partnerships between the VC actors.”

MJ Flora has a 6-ha garden located 600–700 m above sea level in West Java. It grows ornamental plants for landscaping and interiors, mainly under plastic and shade structures. Cocofiber dust is used as a growth medium, allowing for export to countries where imported plants containing soil are prohibited. While speaking on VCs for ornamentals in Indonesia, Dr. Benny Tjia, Technical Adviser of MJ Flora, stated: “The most pressing problem preventing the rapid development of the ornamental industry in terms of value chains is the lack of knowledgeable manpower to run operations with the needed discipline.”

Warso Farm, located in Cihideung village, a popular Bogor ecotourism destination, spreads over 15 ha containing 800 durian trees of several species. This farm has become a center for durian R&D for regional and international organizations and offers visitors samples of durian in many forms.

Resource person Grant Vinning, Marketing Adviser, Government of Solomon Islands Agricultural Livelihoods Program, commented, “I have been a resource speaker at a number of APO seminars. The Bogor Value Chain Seminar was one of the best. I saw a greater willingness to talk about ‘lessons learned from problems faced,’ which is surely at the heart of any genuine exchange and learning experience.”

## Developing certified energy managers/auditors

**W**ith rising energy costs, concerns about global warming, and increasing energy use as development progresses, it is clear that commercial energy must be managed efficiently. This requires a cadre of energy managers and auditors. India's Energy Conservation Act and Bureau of Energy Efficiency have institutionalized energy efficiency services. A national scheme in India has developed some 7,500 certified energy managers auditors and managers since 2004.

In the belief that India's success in those training efforts should be publicized, the APO organized a workshop on Energy Management Capacity Building: Formulation of National Frameworks for the Development of Certified Energy Managers and Auditors in Phnom Penh, Cambodia, 24–28 May. Two experts from India, K.K. Chakravarti and A.K. Asthana, were deputed to the workshop. They covered the basics of energy efficiency concepts in specific areas such as lighting, refrigeration, and air-conditioning; explained India's national certification examination for energy managers and auditors; and then oversaw the drafting of national planning frameworks by the 22 participants from seven member countries.

It was acknowledged that it would be difficult to replicate the Indian system soon. Joint Secretary Ahmed Ulla, Energy and Mineral Resources Division, Government of Bangladesh, commented that his immediate task would be “trying to convince higher-ups in the ministry of the need for implementing a course.” Deputy Head, Planning and Tariff Office, Tek Socheath, of Electricité du Cambodge, said that, “We have no energy auditors,

so we gained knowledge but can apply it only to a limited level.”

The relative newness of certification systems for energy managers and auditors also led several participants to request that the APO organize national training programs in their countries. Some APO member countries already have energy guidelines in place and plans for producing certified managers and auditors. For example, Indonesia identified eight priority sectors for energy management and calculated that 25% reductions could be achieved in cement, petrochemicals, and commercial buildings. The country requires 800 energy managers and 1,600 energy auditors to achieve those goals.

In their workshop evaluations, both resource speakers noted that follow-up activities would be necessary for the draft planning frameworks to result in workable certification systems. Noted Asthana, “Due to the increased threat of global warming, most countries have initiated the process of enacting an Energy Conservation Law.” Such laws would lead to greater recognition of the need for energy managers/auditors, he predicted.



Session of Energy Management Capacity Building workshop in Phnom Penh, Cambodia Photo courtesy of NPCC

## Program calendar

September

### India

**Study Meeting on Reforming Agricultural Extension Systems through Knowledge Management, 9–11 September 2010.**

▶ Objectives: To review recent developments and trends in agricultural extension; examine the role of knowledge management (KM) in reforming agricultural extension systems (AES); and identify challenges in the use of KM for improving AES.

▶ Participants: Senior officials, experts/professionals directly involved in managing AES.

### Japan

**Multicountry Observational Study Mission on Knowledge-creating Enterprises, 13–17 September 2010.**

▶ Objectives: To learn about knowledge-creating enterprises in Japan and identify innovative practices for application in other APO member countries.

▶ Participants: CEOs/chief knowledge officers of enterprises practicing KM; KM consultants, professionals, and researchers; and NPO consultants specializing in KM.

### Pakistan

**Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains, 13–18 September 2010.**

▶ Objectives: To enhance understanding of the principles and practices of building safe, efficient, competitive horticultural chains; and analyze problems in operating fresh fruit and vegetable chains in member countries.

▶ Participants: Producers, processors, retailers, wholesalers, traders, and others involved in fruit and vegetable supply chains; and government officers, academics, and consultants engaged in capacity building of actors in fruit and vegetable chains.

### USA

**Study Mission to a Nonmember Country on Quality and Innovation, 13–17 September 2010.**

▶ Objectives: To learn from the US quality management experience and provide firsthand exposure to the best practices in quality and innovation in the USA.

▶ Participants: Quality award administrators and business leaders involved in award programs; award assessors; and senior managers of quality award-winners.

Please contact your NPO for details of future activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org).



## New APO publication



## ENVIRONMENTAL MANAGEMENT FOR SUSTAINABLE PRODUCTIVITY ENHANCEMENT

APO 40 pp. June 2010

ISBN: 92-833-2408-0 (print edition)

ISBN: 92-833-7094-5 (e-edition)

## Photo op



APO Director for Malaysia Tan Sri Dato' Seri Azman Hashim (R) attends the APO Governing Body Meeting in Kuala Lumpur, 22 April 2010. Tan Sri Dato' Seri Azman Hashim assumes the position of the Second Vice Chair for 2010–2011, representing Malaysia. On left is APO Director for Lao PDR Somdy Inmyxai, First Vice Chair for 2010–2011. APO/Kaoru Negishi



2001 Special Prize "Cutting steel" by Lu Chee Yang, Malaysia

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PRODUCTIVITY PHOTO CONTEST 2010 > PRODUCTIVITY PHOTO CONTEST 2010 > PRODUCTIVITY PHOTO CONTEST 2010 >

# APO Productivity Photo Contest 2010

The August deadline is approaching for this year's APO Productivity Photo Contest. We're waiting for pictures that illustrate efforts in productivity (people working together for improvement in agriculture, industry, schools, communities... there are topics all around us). For details, see our Web site ([www.apo-tokyo.org](http://www.apo-tokyo.org)).



# New Mongolian Productivity Organization in action

**T**he new national productivity organization for Mongolia is in operation. Under the state registration certificate granted to the Mongolia Productivity Organization (MPO), the official establishment day was 15 December 2009. Although the MPO is a nongovernmental organization, it cooperates closely with the Ministry of Social Welfare and Labor of Mongolia, and the minister overseeing its activities is H.E. Tugsjargal Gandi.

The MPO employs four full-time staff: NPO Director Davaadorj Delgertsogt; APO Liaison Officer Dorj Otgonchuluun; Senior Expert Tsagaan Batbileg; and Expert Dechmaa Altanzaya. It also relies on 18 part-time staff including those serving on the board of directors, headed by Yamaaranz Erkhembayar, and Supervision Committee. The MPO planned to recruit more staff from June 2010. Five departments lead the productivity movement in Mongolia and liaise with other APO members: Administration and Finance; National and International Cooperation;

Training and Promotion; Research/Think-tank Database; and Public Information/Media/Publication.



Yamaaranz Erkhembayar (2nd/L), APO Director for Mongolia, and his MPO team at a National Productivity Award ceremony in Ulaanbaatar Photo courtesy of MPO

The office of the MPO is located on the second floor of the building housing the Mongolia Trade Union Association, located in the heart of the capital of Ulaanbaatar on Sukhbaatar Square. Near

neighbors are Parliament House, Capital City Municipal Office, other modern office buildings and business centers, and sites such as the Opera Theatre and Central Culture Palace.

The mission of the MPO is “to contribute to the development and rapid growth of the national economy and improve the social well-being of the Mongolian people through productivity enhancement programs and nationwide productivity movement initiatives undertaken in collaboration with the government, industries, unions, and academia.” Its overarching vision is “to be the organization that acts as the core of the national productivity movement and sets and maintains the standards of productivity to match world best practices to enable Mongolia to develop productive, world-class human resources.”

Main target groups of MPO outreach are public and private institutions, including SMEs, and representatives of labor and academia supporting the basic tenets of the MPO charter and its activities. Commented Director Delgertsogt, “We believe that with the strong support from the Mongolian government and APO, the MPO can achieve its mission and objectives and we will make every effort to promote productivity awareness among SMEs, the business community, and public institutions through effective training and consultancy. The MPO will also seek strong institutional partnerships to support its productivity initiatives.”

Immediate goals are developing a National Productivity Program in collaboration with the Ministry of Social Welfare and Labor and Agency of National Development and Innovation and becoming a center of excellence in the application of productivity and quality tools. The long-term goal, reported Director Delgertsogt, is the same as that of other NPOs: “achieving sustainable productivity growth at the national level by improving human and capital productivity.”

## People behind the scenes: Khanendra Kumar Dulichand Bhardwaj

**T**he energy and environment czar of the APO—that’s how K.D. Bhardwaj, or KD for short, is known at the Secretariat.

With extensive academic training and experience under his belt, K.D. has been responsible for developing and managing projects in these fields since he joined the Secretariat in 2005. K.D. is also referred to as the godfather of APO e-learning courses. He pioneered the implementation of e-learning methodology using the videoconferencing facilities of the World Bank Tokyo Development Learning Center, as well as the WebEx online meeting applications.

It didn’t take long for his presence to stand out at the Secretariat. Among more senior colleagues, his frank views on issues about APO operations quickly began to gain attention. The outspoken trailblazer has constantly strived to surpass expectations, looking at an issue from various angles and exhausting all possibilities before reaching an appropriate solution. He’s demanding of the support staff he works with, and a colleague commented that K.D. can be vocal with dissatisfaction, while at the same time generous with praise for work well done.

Some support staff, as well as new program officers who work with K.D. for the first time, remark that it can be hard to keep up with the fast talker and fast thinker. K.D.’s voice sometimes reverberates across the Secretariat as his thought

processes are verbalized to drive across his point.

A new program officer who recently supported K.D. on a project was impressed with his professionalism. “After a full day, K.D. would hold hours of discussions with experts, making minor changes according to participants’ needs and going over how best to achieve program objectives. He’s energetic, focused, and totally involved.”

Some colleagues wonder where this energy and zest come from. Aside from his wife, K.D. seems to have a special lady in his life, one whose snapshot of a smiling face is carefully tucked away in his wallet. He says she is his source of inspiration, particularly for APO projects which have implications for the future generations of member countries. The beauty is K.D.’s precious seven-year-old daughter, Khushi (meaning “happiness” in Hindi).

“When we look back at the end of our careers, what really matters is what we’ve done to give to the world. I hope that I can be happy when some day I will look back, and in that regard, I am fortunate to work on energy and environment projects of the APO, in which we strive for sustainable development in the region.”



K.D. Bhardwaj at the Secretariat APO/Eriko Sugita