



APO *news*

Mongolia hosts historic GBM

Mongolia turned on its charm and hospitality to welcome the 52 delegates comprising APO Directors, advisers, and observers from 20 countries attending the 49th Session of the APO Governing Body (GBM) held in Ulaanbaatar, 26–28 June 2007. The meeting was inaugurated by Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj. President of Mongolia Nambaryn Enkhbayar sent a congratulatory message presented by his adviser Zagd Tumenjargal. Other speakers at the Inaugural Session were Acting Director for India N.A. Viswanathan, who delivered the opening address on behalf of APO Chairman Dr. Ajay Dua, who was unable to attend, and APO Director for Mongolia Dr. Pagvajav-Un Shurchuluu who gave the welcome address. APO Secretary-General Shigeo Takenaka introduced the heads of delegations. Prior to the speeches, Cultural Ambassador of Mongolia Khongorzul Ganbaatar, resplendent in traditional Mongolian dress, gave a haunting rendition of the Mongolian long song “The Sun Over the Placid World.” A main agenda item was the annual report of the Secretary-General (see page 2 for detailed coverage).



Delegates to the 49th GBM

Newly elected APO Chairman Besar Setyoko called the 49th GBM a landmark meeting. “We have changed the way the APO’s budget is to be decided; we have introduced a new membership contribution formula; and we have rearranged the timing of the Workshop Meeting of Heads of NPOs (WSM) and GBM. In endorsing these changes, we believe that they were right and necessary in light of changing circumstances and reality.” The Secretary-General also viewed the meeting as historic as it made deliberate departures from past practice in some areas to stay in tune with the times and to keep up with the expectations of APO member governments. Major decisions reached included:

- The APO will adopt a biennial budget from 2009. The budget size will first be determined by the Governing Body. The current practice of pegging the budget to GNI, with automatic increases as member countries’ GNIs grew, can no longer be sustained. Contributions by member countries will be based on a new formula involving a minimum contribution of US\$10,000 for least developed countries and US\$30,000 for others.
- With the introduction of a new personnel performance appraisal system as part of the Secretariat Reform Plan and for greater flexibility in linking annual wage increments with work performance, the Governing Body decided to: 1) subdi-

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“Markets change, tastes change, so the companies and the individuals who choose to compete in those markets must change.”

An Wang

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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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vide each incremental wage step in all grade levels for both categories of staff into four without changing the minimum and maximum in the Table of Salary Scales; 2) create a special allowance for staff members at the maximum of their grade levels with good work performance but not meeting the requirements for promotion; and 3) amend the requisite portions of the *Staff Regulations and Rules* to reflect these changes.

- To facilitate the new budget system, the timing of the WSM and GBM will be changed. The WSM will be held in October instead of February and the GBM in April instead of June. To accommodate this change, the transitional year 2007 will have two WSMs. The first was held in Bali in March; the second will be hosted by Vietnam, 16–18 October.

The GBM elected APO Director for Indonesia Besar Setyoko as APO Chairman for 2007/2008 and Acting APO Director for Iran Dr. Mahmood Ghanizadeh and APO Director for Japan Tadao Chino as First Vice Chairman and Second Vice Chairman, respectively. The meeting unanimously reappointed Secretary-General Shigeo Takenaka to a second term.



(L-R) Chino, Dr. Ghanizadeh, and Setyoko

In his opening message, APO Chairman Dr. Ajay Dua said that the world was moving inexorably toward becoming a global village. “Trade boundaries are blurring, perhaps to eventually disappear altogether. These changes bring both threats and opportunities to our local enterprises or SMEs.” He identified competition as a major threat, although the world has become a more level playing field for SMEs to be global players. However, most SMEs still require substantial assistance to grow and develop before they can leverage available opportunities. Increasing productivity, he added, must be one of their strategic thrust areas. As they do not have the luxury of time, haste must be made to bring them the needed assistance. Dr. Dua’s message also said that to forge ahead, APO member countries must not only move and change with the times but also aspire to be change leaders, with fresh ideas to do things better or to break new ground. In this process, he said that the APO could be an important catalyst for member countries by making available expertise and programs to support this endeavor.

Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj, in his inaugural address, said that the productivity and quality movement in Mongolia had started at about the same time that the country embraced democracy and the market economy. Recognizing that productivity growth is vital for sustaining development and reducing poverty, Mongolia had prepared the National Productivity Policy for 2006–2020, the Minister added. “In the era of globalization, it is becoming more crucial to be more competitive, build recognition in the world arena, and expand markets.”

Mongolian President Nambaryn Enkhbayar said in his message that the nucleus of world development had been shifting from America and Europe to Asia. “This has been intensifying and today most of the social and economic indicators of Asian countries show Asia’s leading position.” He pointed out that greater cooperation among Asian countries was vital to increase their role in defining the direction of world development. He noted that since joining the APO 15 years ago, Mongolia had sent over 1,500 professionals and managers to APO programs, and APO experts deputed to Mongolia had completed many projects. As a result, Mongolia now has its own model enterprises. The President also informed the meeting that Mongolia had developed its National Development Policy based on the Millennium Development Goals. He requested international organizations’, including the APO’s, support for the implementation of this holistic policy. He concluded by commending the National Productivity and Development Center (NPDC) for its efforts in developing the country’s human resources and disseminating productivity awareness.

APO Director for Mongolia and NPDC Chairman and CEO Dr. Pagvajav-Un Shurchuluu said that it was an honor for the NPDC to host the GBM. The productivity journey in Mongolia began in the early 1990s and Mongolia’s membership in the APO was a significant milestone. The NPDC is celebrating its 15th anniversary this year. “We have made a number of proud achievements,” declared Dr. Shurchuluu. Among those he listed were a successful change management project at Baganuur Mining Co., which now serves as a role model of productivity management for other Mongolian enterprises, and the National Productivity Policy mentioned by Minister Davaadorj. Dr. Shurchuluu said that the NPDC would continue to aspire to become a center of excellence. He reaffirmed his commitment to both national and international societies to make tomorrow better than today. He thanked the APO and its member countries for their support.



Cultural Ambassador Khongorzul Ganbaatar performing a Mongolian long song

The GBM was not all business. The delegates were treated to a cultural night at the welcome dinner hosted by Dr. Shurchuluu, featuring traditional chamber orchestra music, Mongolian long song, traditional dances, *khuumei* (throat singing), *morin khuur* (horse fiddle) music, contortion acrobatics, and an appearance by Mongolian violin prodigy Degi who enthralled the audience with her mesmerizing music. On the final day, before the closing session, delegates visited the newly developed 13th Century National Park depicting nomadic life during the time of Chinggis Khaan, where special performances were held. En route, the delegates viewed a 30-meter monument being built of Chinggis Khaan on horseback, on a base 10 meters high. It was a memorable way to wrap up the GBM. 🌀