



PROJECT IMPLEMENTATION PLAN

Ref. No. 20-RP-16-GE-SNP-C-PK01-PP2000020-004

PIP Issue Date	15 July 2020
Project Code	20-RP-16-GE-SNP-C-PK01
Title	Institutional Capability Development Plan for the National Productivity Organization of Pakistan
Reference	Project Notification on Specific National Programs for Member Countries dated 13 February 2020
Timing and Duration	20 July 2020 - 30 October 2020
Venue	Islamabad, Pakistan
Implementing Organization(s)	National Productivity Organization, Pakistan

1. Background

A successful productivity movement requires certain preconditions such as a strong supporting ecosystem comprising key institutions and engagement partners. National productivity organizations (NPOs) are among the key institutions responsible for formulating the plans and policies and implementing the programs of national productivity movements. The NPO of Pakistan has 16 broad objectives while striving to enhance productivity in the country. It has undertaken numerous initiatives to contribute to those national objectives. Among its successes, the NPO expanded national and international collaborations for productivity enhancement, developed a productivity, quality, and innovation (PPQI) framework with the assistance of the APO in 2017, and drafted its strategic framework 2016–2020 which was approved by its Board of Directors in 2015. Despite those efforts, the NPO faces inherent challenges in contributing more fully to enhancing national productivity.

The development of NPOs has been at the core of APO programs and projects since its establishment. Despite continuous efforts and diverse initiatives, the levels of development of NPOs vary. Some are advanced and undertaking a wide range of productivity-related activities, while a few have not been able to expand their services or scale up their activities due their organizational structures, mandates, objectives, and funding arrangements. Considering the social, political, and economic changes in member countries and emerging global developments and challenges faced, these have posed serious challenges to NPOs, including their effectiveness in and relevance to national productivity movements and the sustainability of operations in the long run.

To assist NPOs in addressing institutional needs and building their capability to develop and implement effective productivity-related strategies and programs at the national level, the APO undertakes consultancy services. After reviewing strategies, organizational structure, infrastructure, funding models, staffing, approaches to governance, leadership, human resources, services and programs, business activities, operations and systems, etc., a set of recommendations is proposed to increase NPO capabilities. The analysis includes benchmarking against more advanced NPOs to illustrate how progress can be made.

To develop a long-term productivity policy framework with the assistance of the APO, the NPO Pakistan proposed an institutional capability development initiative composed of five phases: 1) preparatory work to identify key issues faced; 2) fieldwork/survey and stakeholders' meeting in Pakistan; 3) preparation of an institutional capability development plan; 4) consultative meetings; and 5) finalization and submission of the proposed institutional capability development plan.

2. Objectives

To assist the NPO Pakistan in developing an institutional capability development plan to enhance its role as one of the primary institutions in the country's productivity ecosystem.

3. Scope, Methodology, and Time Frame

This consultancy project will be carried out through the following phases of activities.

Step 1. Preparatory work to identify key issues facing the NPO Pakistan using the Strengthening of NPO Assistance Program (SNAP) report of 2017 and other relevant data and information. Activities in this step include preliminary situational analysis through desk research performed by resource person in their countries of residence and examination of documents and data provided by the NPO Pakistan and the APO SNAP research findings. The results of this preparatory work will be utilized and validated during the fieldwork/study in the country.

NPO engagement includes providing relevant data and information for establishing the parameters of the fieldwork/study via e-mail, virtual meetings, or other modes of communication.

Time frame (tentative: 20–29 July 2020): Up to 10 working days.

Step 2. Fieldwork/survey and stakeholders' meeting (virtual) to be conducted through and facilitated by the NPO with objectives of: 1) reviewing the NPO's performance including profiling of resources and programs; 2) identifying the core competencies of the NPO including strengths, weaknesses, opportunities, and threats; 3) identifying the emerging roles and challenges of the NPO resulting from social, political, and economic changes; 4) identifying organizational development, capacity building, and institutional support needs to lead productivity-related initiatives in the country; and 5) surveying and interviewing stakeholders to assess the performance of the NPO, collect information essential to the capability development program, etc.

The NPO Pakistan will make arrangements for meetings and contacts with stakeholders who will provide inputs on and assessments of its activities and performance. They may include NPO clients/customers, ministry representatives/officials supervising the NPO, in-house and contract-based staff/consultants (if applicable), external partners from both the government and private sectors, SMEs and business association representatives, NPO staff and officials, et al.

Time frame (tentative: 10–16 August 2020): Up to 7 working days (virtual).

Step 3. The proposed Institutional Capability Development Plan for the NPO of Pakistan will be prepared in the resource person's country of residence using the findings and results of the fieldwork/survey and stakeholders' meeting feedback including consolidation of the initial preparatory work document. The document must contain the methodology used, findings, recommendations, course of action to be undertaken by the NPO and relevant stakeholders (including the concerned ministry in the country), and details of organizational capacity-building proposal for the next stage.

Time frame (tentative: 4–18 September 2020): Up to 15 working days.

Step 4. Consultative meetings (virtual) on the initial proposed Institutional Capability Development Plan for the NPO of Pakistan will be held to present, review, and deliberate on the findings and recommendations, including soliciting feedback from relevant stakeholders before finalizing and submitting the final plan to the APO and NPO.

NPO engagement includes providing feedback on the initial plan and arranging meetings with local stakeholders to present and deliberate on it.

Time frame (tentative: 5–7 October 2020): Up to 3 working days (virtual). The initial plan developed by the resource person must be submitted first to the APO and NPO for review before the consultative meeting. Tentative date for submission of the initial report: 29 September 2020.

Step 5. Finalization and submission to the APO and NPO of the proposed Institutional Capability Development Plan for the NPO of Pakistan incorporating the inputs and feedback received from the consultative meeting with relevant stakeholders.

Time frame (tentative: 20–25 October 2020): Up to 6 working days.

4. Roles and Responsibilities

The roles and responsibilities of the NPO Pakistan and APO are:

NPO Pakistan

- a. Play an active role in the relevant activities mentioned in Part 3. Scope, Methodology, and Time Frame;
- b. Assign a program manager to provide daily support to resource person, stakeholders, and the APO Secretariat;
- c. Act as a liaison in relation to the activities mentioned in Part 3. Scope, Methodology, and Time Frame;
- d. Provide budget not met by the APO;
- e. Make all local arrangements for the project; and
- f. Ensure smooth implementation of the project in the country.

APO

- a. Design the approach/methodology of the project;
- b. Assign international resource person;
- c. Coordinate and carry out discussions with both the resource person and NPO Pakistan;
- d. Monitor the overall project;
- e. Take necessary corrective actions to achieve the objective; and
- f. Provide administrative and financial support (for assigning the resource person).

5. Financial Arrangements

The APO will meet all costs related to assigning international resource person, while the NPO Pakistan will be responsible for all local implementation costs.

6. Final Project Output

The project is expected to deliver an Institutional Capability Development Plan for the NPO of Pakistan to

restructure and strengthen its capabilities in spearheading the national productivity movement.

Follow-up activities such as monitoring the implementation of the plan will be undertaken to determine the progress and results.

A handwritten signature in dark ink, appearing to read 'Mochtan', with a long, sweeping flourish extending upwards and to the right.

Dr. AKP Mochtan
Secretary-General