



## PROJECT IMPLEMENTATION PLAN

<b>PIP Issue Date</b>	9 October 2019
<b>Project Code</b>	19-RP-16-GE-SNP-C-01
<b>Title</b>	Institutional Capability Development Plan for the National Productivity Organisation of Bangladesh
<b>Reference</b>	Project Notification 19-RP-16-GE-SNP-C dated 22 May 2019
<b>Timing and Duration</b>	1 November 2019–31 January 2020
<b>Venue</b>	Dhaka, Bangladesh
<b>Implementing Organization(s)</b>	National Productivity Organisation of Bangladesh

## 1. Background

A strong productivity ecosystem, comprising the key institutions and engagement partners, must be in place as one of the preconditions for a successful productivity movement. NPOs are among the key institutions responsible for formulating the plans and policies and implementing the programs of national productivity movements. The NPO of Bangladesh is mandated with seven objectives comprising 12 operational activities ranging from productivity promotion to policy formulation. The 7th Five-Year Plan FY2016–2020 that aims to achieve eradication of poverty and to become an upper middle-income country by 2021 poses additional productivity challenges to key institutions including the NPO. Its capacity to deliver those mandates needs to be strengthened in a structured way. Strengthening its capacity was also one of the key recommendations stated in Bangladesh National Productivity Master Plan FY2021-FY2030. The Master Plan was the final output of the policy consultancy project implemented under the APO's Specific National Program.

Despite continuous effort and diverse initiatives to enhance national productivity, 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 the capability to enable effective productivity-related strategies and programs to be developed and implemented at the national level, the APO undertakes consultancy services for NPOs. The objective is to propose a set of recommendations after reviewing strategies, organizational structure, infrastructure, funding models, staffing, approaches to governance, leadership, human resources, services and programs, business activities, operations and systems, etc. The analysis includes benchmarking against more advanced NPOs to illustrate how progress can be made.

The NPO of Bangladesh 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 Bangladesh; 3) preparation of an institutional capability development plan; 4) consultative meeting in Bangladesh; and 5) finalization and submission of the proposed institutional capability development plan.

## 2. Objectives

To assist the NPO of Bangladesh 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 of Bangladesh 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 consultants in their countries of residence and examination of documents and data provided by the NPO of Bangladesh 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: 1–10 November 2019): Up to 10 working days in the consultants' countries of residence.

**Step 2.** Fieldwork/survey and stakeholders' meeting to be conducted in Bangladesh arranged 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 of Bangladesh 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, SME and business association representatives, NPO staff and officials, et al.

Time frame (tentative: 11–17 November 2019): Up to seven working days in Bangladesh.

**Step 3.** The proposed Institutional Capability Development Plan for the NPO of Bangladesh will be prepared in the consultants' 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: 20 November–4 December 2019): Up to 15 working days in the consultants' country of residence after the fieldwork/survey in Bangladesh.

**Step 4.** A consultative meeting on the initial proposed Institutional Capability Development Plan for the NPO of Bangladesh 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: 20–22 January 2020): Up to three working days in Bangladesh. The initial plan developed by the consultants must be submitted first to the APO and NPO for review before the consultative meeting. Tentative date for submission of the initial report: 15 January 2020.

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

Time frame (tentative: 26–31 January 2020): Up to six working days in the consultants' countries of residence after the consultative meeting.

#### **4. Roles and Responsibilities**

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

##### **NPO Bangladesh**

- 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 consultants, 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 consultants;
- c. Coordinate and carry out discussions with both the consultants and NPO of Bangladesh;
- d. Monitor the overall project;
- e. Take necessary corrective actions to achieve the objective; and
- f. Provide administrative and financial support.

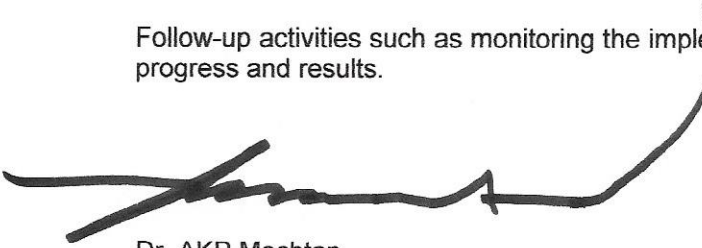
### **5. Financial Arrangements**

The APO will meet all costs related to assigning international consultants, while the NPO of Bangladesh will be responsible for all local implementation costs.

### **6. Final Project Output**

The project is expected to deliver a proposed Institutional Capability Development Plan for the NPO of Bangladesh 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 check the progress and results.



Dr. AKP Mochtan  
Secretary-General