



## PROJECT IMPLEMENTATION PLAN

Ref. No.: 21-SN-06-GE-SNP-C-PK01-PP2200002-001

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| <b>PIP Issue Date</b>                 | 28 February 2022  |
| <b>Project Code</b>                   | 21-SN-06-GE-SNP-C-PK01  |
| <b>Title</b>                          | Development of the National Productivity Master Plan for Pakistan |
| <b>Timing and Duration</b>            | March–August 2022 (six months)                                    |
| <b>Hosting Country(ies)</b>           | Pakistan  |
| <b>Modality</b>                       | Virtual and/or face-to-face                                       |
| <b>Implementing Organization(s)</b>   | National Productivity Organization, Pakistan                      |
| <b>Participating Country(ies)</b>     | Pakistan  |
| <b>Overseas Participants</b>          | Not Applicable  |
| <b>Local Participants</b>             | Not Applicable  |
| <b>Qualifications of Participants</b> | Not Applicable  |
| <b>Nomination of Participants</b>     | Not Applicable  |
| <b>Closing Date for Applications</b>  | Not Applicable  |

## 1. Objectives

- a. Assist the National Productivity Organization, Pakistan (NPO Pakistan) in developing the National Productivity Master Plan Framework to guide the country's productivity movement.
- b. Develop a nationwide productivity growth strategy by mainstreaming productivity in the economic development agenda of Pakistan.
- c. Set mid- to long-term productivity goals and targets for Pakistan including relevant strategies and initiatives as well as the division of work among key productivity-promoting institutions to achieve the targets.

## 2. Background

Productivity enhancement to support socioeconomic development has been recognized as a pillar of the national development strategy in Pakistan. An effort to create a comprehensive productivity strategy at national level was undertaken in 2017 through the development of a Productivity, Quality, and Innovation Framework that provided a baseline for a comprehensive productivity roadmap. The present undertaking is a continuation of that previous initiative by formulating a national productivity master plan to serve as a comprehensive blueprint comprising milestones, strategies, and roadmaps to raise national productivity with predetermined targets over the medium to long term.

The productivity master plan will aim at leveling up productivity and improving living standards through sustainable development. These two-pronged strategies take into account the fact that increased productivity always goes hand-in-hand with improved living standards. They are also intended to elucidate two key points: i) laying a firm foundation for post-COVID-19 pandemic recovery; and ii) closing the development gap.

Referring to APO Productivity Databook 2021, per-worker labor productivity growth of Pakistan for 2018–2019 was –1.3%, whereas the growth in Bangladesh, India, and PR China was 5.2%, 3.3%, and 4.7%, respectively. Pakistan's per-worker labor productivity was also low in monetary terms compared with that in neighboring countries. These data suggest that Pakistan requires new strategies to support its overall productivity movement and interventions within enterprises to raise productivity levels sustainably to catch up with other countries in the region.

The overall objective of the comprehensive national productivity master plan is to enable Pakistan to achieve sustainable productivity and economic growth. The master plan will guide Pakistan in improving productivity in all facets of the economy including the industry, agriculture, and service sectors; achieve global competitiveness; and ensure that these gains are sustainable over the long run.

## 3. Scope and Methodology

The activities under this project will be conducted either virtually or face-to-face depending on the COVID-19 pandemic situation and comprise the following steps:

### Step 1.

Preparatory work to identify key productivity needs and challenges in Pakistan including preliminary situational, benchmarking, and gap analysis. The results of this preparatory work will be utilized and validated during the consolidation step.

### Step 2.

Consolidation will include in-depth discussions and other related methods for verifying the collected data and information as well as the results of the preliminary analysis. This will involve key stakeholders in Pakistan.

**Step 3.**

The proposed national productivity master plan for Pakistan including the chapter on productivity policy initiatives will be prepared by the resource persons using the findings and results of the fieldwork/survey and stakeholders' meeting feedback including consolidation of the initial preparatory work document.

**Step 4.**

A consultative meeting on the initial master plan proposal will be held to present, review, and deliberate on the findings and recommendations, including soliciting feedback from relevant stakeholders before finalizing and submitting it to the APO Secretariat and NPO Pakistan.

**Step 5.**

Finalization and submission of the master plan to the APO Secretariat and NPO Pakistan incorporating the inputs and feedback received from the consultative meeting with relevant stakeholders.

**4. Roles and Responsibilities****NPO Pakistan**

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

**APO Secretariat**

- a. Design the approach/methodology of the project.
- b. Assign international resource persons through consultation with the NPO Pakistan.
- c. Monitor the overall project including coordinating with resource persons and the NPO Pakistan.
- d. Provide administrative support.

**5. Financial Arrangements**

5.1 The APO will meet all costs related to the honoraria for international resource person(s).

5.2 The APO will also provide financial support to meet the following local implementation costs up to USD10,000.00:

- a. Meeting package including meeting room with adequate facilities and necessary stationery, materials, and documentation based on the agreed details of the project.
- b. Interpreter service for consultation meetings and dissemination workshop.
- c. Translation fee, if necessary.
- d. Printing-related fees of the final document in the local language.

Upon request by the NPO Pakistan and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD5,000.00) prior to the implementation of the project.

The NPO Pakistan will make the agreed expenditures and settle the entire account by providing all necessary proof of payment to the APO after completion of the project. The proof of payment, e.g.,

bills, payment records, and receipts, must be issued by third parties, submitted together at one time, and written in clear English, with English translations for all documents not originally written in English. The final payment will be made based on the actual expenditure within 30 days after the completion date of the project. In general, internal evidence, i.e., expenditure evidence issued by the implementing organization is not accepted as proof of payment and will not be reimbursed.

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

Dr. AKP Mochtan  
Secretary-General