

## Attachments

### Attachment 1: Application Form for In-country Programs

1. To which APO productivity goal is your proposed project expected to contribute? Please check one.

*To learn more about the APO productivity goals, please refer to the APO Vision 2025 document.*

- ☒ Sustained Productivity Growth  
☐ Robust Innovation Ecosystem  
☐ Inclusive Engagement and Shared Productivity

2. Based on the APO productivity goal with which your proposed project is aligned, which APO key result area (KRA) will your proposed project focus on? Please check one.

*To learn more about the APO KRAs, please refer to the APO Vision 2025 document.*

- ☒ Sustained Productivity Growth ☐ Centrality of Productivity ☐ Quality of Workforce  
☐ Smart Transformation ☐ Robust Innovation Ecosystem ☐ Business Dynamism ☐ Innovation Capability  
☐ Inclusive Engagement and Shared Productivity ☐ SMEs ☐ Informal Sector ☐ Women ☐ PWDs  
☐ Productivity Gainsharing

3. Subject Area (Project Title): **Development of “Productivity Measurement system” and “Productivity based incentives”**

#### SECTION 1. BASIC PROJECT DETAILS

<b>Project Type</b> <i>Please check the applicable box</i>	<input type="checkbox"/> IOSM <input type="checkbox"/> DMP	<input type="checkbox"/> TES <input type="checkbox"/> SNP	<input checked="" type="checkbox"/> BCN	
<b>Project Modality</b>	<input type="checkbox"/> Virtual <input checked="" type="checkbox"/> Face-to-face <input type="checkbox"/> Hybrid			
<b>Requesting Member/NPO</b>	NPO Pakistan			
<b>Hosting Member/NPO</b> <i>List first- and second-priority host members/NPOs (applicable to IOSM and BCN only)</i>	1. Singapore 2. Malaysia			
<b>No. of Visits and/or Follow-up Activities Required</b> <i>Please indicate whether the project will be implemented in multiple visits/activities throughout the year (applicable to TES and BCN only)</i>	• One visit			
<b>Project Timing</b>	From	22 <sup>nd</sup> April, 2024	To	26 <sup>th</sup> April, 2024
<b>Project Timing</b> <i>(Follow-up activities for IOSM, BCN, TES, and DMP)</i>	From	-	To	-
<b>Preference for Timing and Duration</b> <i>Please check the applicable box</i>	<input type="checkbox"/> Fixed, not flexible <input checked="" type="checkbox"/> Preferred, not yet fixed <input type="checkbox"/> Adjustable to suit resource person's availability			

#### SECTION 2. PROJECT BACKGROUND, OBJECTIVES, AND EXPECTED RESULTS

##### 1) Background:

National Productivity Master Plan (NPMP) is a flagship project of MoI&P and Planning Commission has added the plan in 5Es Framework to turnaround Pakistan, Outlook 2035 and 13<sup>th</sup> Five Year Plan 2024-2028. National productivity master Plan (NPMP) was developed by Korean Development Institute (KDI) with the assistance of Asian Productivity

Organization (APO) Tokyo, Japan which includes vision for Doubling up the National Productivity of Pakistan.

An awareness Phase (Phase I) at National level was launched by NPO Pakistan and successfully completed under a PSDP funded project titled “Improving competitiveness through Sustainable National Productivity (SNP)” from July 2021- June 2023. Phase II of the SNP is based on the recommendations of the NPMP for which preparation of PC-1 is underway.

When analyzed the implementation of NPMP. It has been realized that unfortunately there is almost no productivity data available at Industry level even majority of the firms do not have productivity data maintained. So, keeping in view this obstacle NPO decided to seek help from APO to develop Productivity Measurement System in Pakistan for following three levels, i.e.

- National Level
- Industry Level
- Firm Level

After Developing the Productivity Measurement system, next step would be implementation Productivity Based Wage System to promote the concept of Productivity Gainsharing and social responsibility. The implementation of the Productivity-linked Wage System is expected to benefit both employers and employees and ensure that both sides obtain a fair share of the gains from productivity or performance improvement

Therefore, NPO is requesting APO to arrange the visit of a country where Productivity Measurement system is in place. In this context, NPO Pakistan planned to visit and see the implementation of short, medium- and long-term activities of productivity wage system.

- To learn Experience: -
  - Opportunity and challenges faced while developing Productivity Measurement System.
  - Idea sharing on existing situation of Productivity link wages and situation of Pakistan

## **2) Objectives:**

### **Productivity Measurement system**

The public policy realization does exist that it would not be possible to design and develop an effective national program without introducing the Productivity Measurement mechanism. In such context, first step is to develop a framework to measure baseline productivity at firm level. Following objectives are foreseen;

1. Process of Establishing a Productivity Measurement;
2. Determining Processes Areas to be measured;
3. Analyzing the Implementation of Productivity Measurement System;
4. Reviewing the results;
5. Study the Processes Improvement;
6. Evaluate and Follow-up requirements.

### **Productivity Link wage System:**

1. To establish a closer link between wages and productivity in order to enhance competitiveness and ensure job stability;
2. To enable employers to create broader and systematic approach towards improving productivity and wages through the active participation and cooperation of their employers;
3. To enable employees to obtain fair share of gains that arise from productivity improvement thereby promoting equity, social unity and improving the quality of life besides developing career advancement opportunities and enhancing job satisfaction.

### **3) Intended Beneficiaries:**

1. **Number of participants: 8**
2. **Qualifications of participants:** Masters Degree and 10- 15 years' experience in govt. departments, Industry and SME
3. **Number of organizations:** Participants may be from NPO Pakistan, 1 or 2 Senior Officials from Ministry of Industries and Production, Ministry of Planning, 1 or 2 NPO Board members and 1 or 2 major stakeholders from private sector.

### **4) Intended Results:**

- *Participants will get idea that how they can implement and get benefit from Productivity Measurement System in Pakistan.*

*Describe the expected activities to be undertaken to achieve the intended outputs and outcomes. Insert more rows as needed.*

Productivity Measurement System	Development and implementation guidelines
Productivity Link Wage System	Implementation guidelines and issues

### **5) Sustainability Strategy**

*What are the follow-up activities envisioned to sustain the benefits of the project after implementation? Describe them below. Note: For SNP, please include the project management structure.*

### **6) Supporting Documents**

*a. Daily Program and Schedule*

Date	Activity	Venue (City)
1 <sup>st</sup> April, 2024	<ul style="list-style-type: none"><li>• Review of policies for development of Productivity Measurement System</li><li>• Role of management in implementation of Master Plan.</li></ul>	Singapore / Malaysia
2 <sup>nd</sup> April, 2024	<ul style="list-style-type: none"><li>• Provide guide lines to prepare for changing future</li><li>• Challenges faced during development of Productivity Measurement System</li></ul>	Singapore / Malaysia
3 <sup>rd</sup> April, 2024	<ul style="list-style-type: none"><li>• Identifying Critical Uncertainties</li><li>• Good practices adopted by relevant stakeholders, public-sector organizations that have developed the program</li></ul>	Singapore / Malaysia
4 <sup>th</sup> April, 2024	<ul style="list-style-type: none"><li>• Introduction and detailed overview of implementation approach Importance of human capital.</li><li>• How Productivity Link Wage System have affected people, society and business demand</li></ul>	Singapore / Malaysia
5 <sup>th</sup> April, 2024	<ul style="list-style-type: none"><li>• Recommendation and strategies for implementation of Productivity</li></ul>	Singapore / Malaysia

	<b>Measurement System and Productivity Link Wage System</b> <ul style="list-style-type: none"> <li>Finalization of follow up activities</li> </ul>	
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*Note: Activity should indicate specific topics of presentations/discussions and detailed coverage of services. If there are multiple activities for the requested project, please include all activities.*

*b. Participants (applicable to study visits, missions, and capacity-building activities such as training, workshops, etc.) Provide information on the number of participants and/or individual beneficiaries of the proposed activities. Explain criteria and requirements of participants in proposed activities to ensure the achievement of intended objectives.*

*c. Plan for follow-up activities*  
*For BCN and IOSM, please see the arrangement of the follow up activity(s) in the Specific Information page of each program. A plan/proposal may be developed and agreed by all parties after the implementation of Stage 1 (mission/visit).*

Requested by	Name: Wajih A. Abbasi	Date: 15-02-2024
	Designation: General Manager (IL)	
	Organization: NPO Pakistan	
Endorsed by	Name: Mohammad Alamgir Chaudhry	Date: 20-02-2024
	Designation: CEO, NPO Pakistan	

**Important:**

- This application should be submitted by the APO Liaison Officer with an endorsement from the APO Director, Alternate Director, or NPO Head. Please submit with the signature of the APO Director, Alternate Director, or NPO Head or copy them when submitting the application.
- Please submit biodata forms of participants along with the application form, which can be downloaded from the APO website for IOSM and BCN.