




آزمان مے بهره‌وری ایران

NATIONAL PRODUCTIVITY ORGANIZATION OF I.R. IRAN

National Productivity Organization of I.R. Iran Annual Report-2022

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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شناسنامه سند


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چکیده		
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تنظیم‌کنندگان

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1- Introduction

The year 2022 in the Islamic Republic of Iran (I.R. Iran) coincided with two important events, both of which had an impact on the issue of productivity in Iran. First, the year 2022 coincided with the first year of the presidency of Dr. Seyyed Ebrahim Ra'isi, whose cabinet started working with the principles of progress and development, people-centeredness, and increasing efficiency and productivity in the country.

From the beginning of his career, the president put the goal of avoiding an economy dependent on oil revenues and focusing on productivity. His most important action was the enforcement of budget laws related to productivity. In the middle of 2022, which coincides with the beginning of 1401.AD in I.R. Iran, the Supreme Leader of the Revolution, Ayatollah Seyyed Ali Khamenei, emphasized on the importance of productivity and the need for the cooperation of various institutions to increase productivity in the country on the occasion of the solar new year (Norouz).

The year 2022 was a double important year for productivity in I.R. Iran. The government and especially the National Productivity Organization (NPO) of the I.R. Iran took important measures in 2022 to the productivity. This is a brief report of actions related to productivity in related executive institutions on one hand as well as agriculture, industry, transportation, and energy sectors on the other hand.

Balanced progress and achieving the goals of the second step of the Islamic revolution at the current stage depends on increasing the efficiency of the country's governance system in the economic field. Achieving sustainable and continuous economic growth is the key prerequisite for the progress of the country and the improvement of public living.

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2- I.R. Iran High-ranked Official’s Point of View on Productivity

At the beginning of 2022, the Supreme Leader of the Islamic of Iran (I.R. Iran), Ayatollah Khamenei, recommended the development and improvement of the productivity in the country. In line with the words of the Supreme Leader, I.R. Iran President, Dr. Ayatollah Ebrahim Ra'isi, emphasized on the importance of productivity and increasing the attention of government institutions on improving productivity in various speeches and meetings with the government delegations. In 2022, a large number of high officials of I.R. Iran emphasized on productivity.

2-1- The Supreme Leader of I.R. Iran


Ayatollah Seyyed Ali Khamenei, the Supreme Leader of I.R. Iran, in his speech in a television message on the first day of the new solar year, 1401 (2022) congratulated Nowruz occasion, and its coinciding with the new century, spring and the holy month of Ramadan, while designated the new Iranian calendar year of 1401 as the “Production, Knowledge-based and Job-Creating” year. Stating that “the only way for achieving fairly development all over the country would be possible through moving toward knowledge-based economy called all the government and the nation to work harder in order to boost knowledge-based production and create new jobs. While the Supreme Leader, emphasized on requiring more efforts to improve the productivity in the country, he also stressed the importance of economic growth and a "knowledge-based economy" and productive economy means a scientific and technological view of production in all areas, that results in reducing production costs, increased productivity, improving the quality of products, making products more competitive in global markets and reducing the cost of products locally (Figure 1).



Figure 1- The Supreme Leader of the I.R. Iran, Ayatollah Seyyed Ali Khamenei

2-2- Productivity from I.R. Iran’s President Perspective

In 2022, in many Cabinet meetings, the issue of productivity was raised as a basic issue. Monitoring the performance of state-owned companies, the system of paying salaries and

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benefits in offices, industry, transportation and agriculture sectors, and the implementation of Budget Law indications were among the issues to be decided in 2022 from the productivity point of view. At many meetings of the Cabinet, chaired by Ayatollah Dr. Ebrahim Ra'isi, the President of I.R. Iran, all the executive bodies subject to "The Civil Service Management Law", were required to act according to the related clause of "the 2022-2023 Budget Law" in order to improve productivity and achieve objectives of the predicted plans and programs indicated in "The Sixth Development Plan Law" of the country. According to this clause, all executive bodies must present their operational plans to NPO of I.R. Iran in order to facilitate the establishment of the productivity management cycle of the country and promotion of productivity indicators in their affiliated units by a specific deadline throughout the year (Figure 2).




Figure 2- President of the I. R. of Iran, Ayatollah Dr. Ebrahim Ra'isi

3- An Overview to the Performance of the NPO of I.R. Iran in 2022

The 4% growth of economic index in 2020 and 2021, along with the growth of %7.6 and %2.7, respectively, in the Total Factor Productivity (TFP) index in the mentioned years is a sign displaying a favorable trend. TFP index of production in the economy without oil in 2021 and 2022 has reached its highest value in the last fifteen years. The important issue is to stabilize this growth in the coming years; because the growth of the productivity index in two years in case of non-continuation in the long run, cannot have much effect on the progress of the country.

NPO of I.R. Iran has tried to strengthen the regulatory role of the organization in order to update policies instead of focusing on policy making. The second effort is making the processes of data collection, data analysis and productivity measurement smart. Our third attempt is to develop the flow of productive innovation in order to improve the competition in the productivity ecosystem of the country. Leaving the activities of the organization to the elites and the society through the activation of the national productivity network and focusing on improving the effectiveness of the productivity management cycle as well as empowering the managers of productivity in the national and provincial executive bodies were other endeavors of NPO of I.R. Iran.

Five new approaches were considered for NPO of I.R. Iran. The first approach is to define the role of the NPO of Iran as a regulator of the country's productivity ecosystem with the objective of policies implementation. According to the motto of the thirteenth cabinet, which is "outsourcing and entrusting affairs to the people", our other approach was productive

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innovation, crowdsourcing and elite outsourcing of the activities of the NPO of Iran. In this case, it was necessary to identify the fields of participation of the people and elites in the affairs of the organization and to empower the people to participate and evaluate the participants (Figure 3).

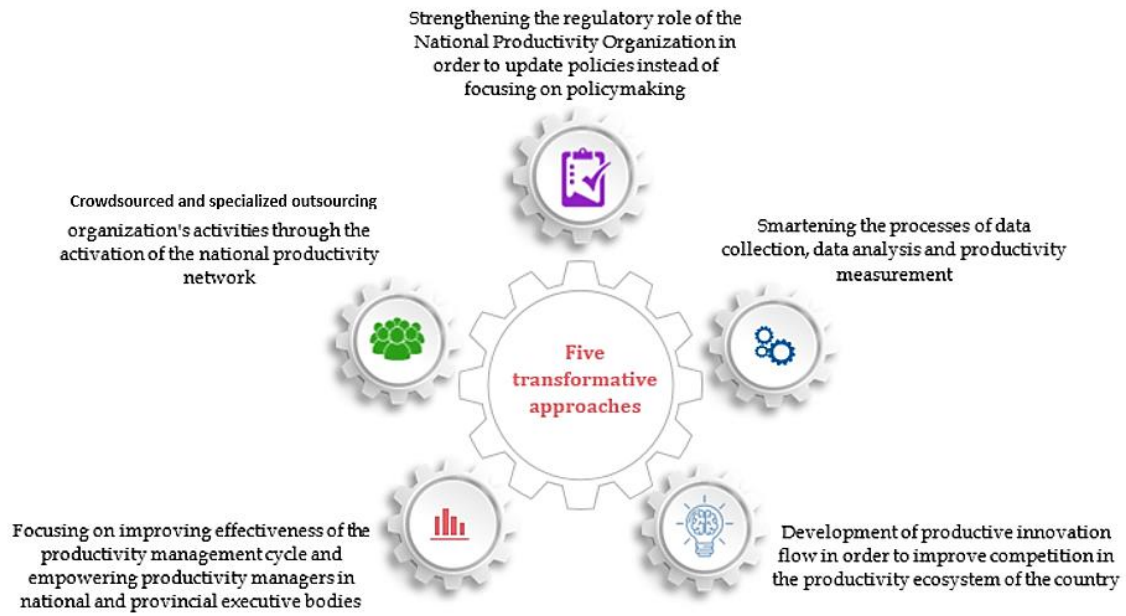



Figure 3- Five Transformation Approaches in NPO of I.R. Iran

Another action is to hold a series of Productive Innovation Events as a space for knowledge-based companies, technology cores and elites to play a role in improving productivity. Focusing on the empowerment of those in charge of productivity in the country is the third approach. The last approach is co-accreditation to the productivity network; based on this, productivity certificates are given to the specialists who are active in the country's productivity process. In this regard, an international plan titled "Iran Certification Body" (ICB) was developed and presented in cooperation with the Asian Productivity Organization (APO) Accreditation Body (APO-AB) as well as Malaysia Productivity Center Certification Body (MPC-CB), based on which, the NPO received permission to issue international productivity certifications for productivity specialists and it is in the final stages. The center of these 5 approaches is changing the role of the organization from a policy-making body to a regulatory body that can guarantee the implementation of productivity policies.


Briefly, it can be said that NPO of I.R. Iran has developed items including launching and developing of "Iran Productivity Mirror System" called "SABA system", the establishment of the international accreditation system of productivity experts and consultants, the activation of the productivity committees of national and provincial executive bodies through institutional provincial visits, the design and implementation of the university plan. The Secretary of Productivity Committee in provinces and executive bodies in the form of concluding a memorandum of understanding, launching the publications of the NPO of Iran with the aim of creating a platform for producing and promoting knowledge and experiences in the field of productivity, benefiting from the opportunities of the APO opportunities,

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developing the productivity measurement of state-owned companies and creating a flow of innovation.

In addition to all above activities, conducting the project on Innovative productivity in three fields of Agriculture, Transportation and Energy considered as the most important activity of the NPO of Iran in 2022. Therefore, the activities that NPO of I.R. Iran has performed under the above five approaches during the year 2022 are as follows at a glance:

- Regulating and policymaking
 - Compilation of the executive regulations of the 2022 budget law clause
 - Compilation of the bylaws for the cross-departmental productivity working groups
 - Presenting a proposal regarding the amendment of the People-Oriented Government Transformation Document with a focus on productivity
 - Identifying the desired productivity intervention in the Seventh Development Plan of the country.
- Productivity facilitation
 - Activation of productivity committees of national and provincial executive bodies
 - Designing the country's comprehensive productivity system
 - Establishing a consulting and facilitation center for improving productivity
 - The formation of expert desks for the separation of executive bodies in charge of each sector
 - Creating a system named Mirror System for public sector productivity issues
 - Managing the executive organizations in the productivity cycle
 - Providing the necessary training courses and holding some briefing sessions to meet the queries of executive bodies and provinces of the country on the productivity issues
 - Carrying out the necessary coordination with the productivity committees of executive bodies and provinces all over the country.
 - Evaluation of the submitted programs progress for the development of the productivity in executive bodies and provinces
 - Examining, confirming and approving the proposed programs to improve the productivity of executive bodies and provinces
- Interaction and networking with stakeholders
 - Improving the effective interactions through social networks with the secretaries of the productivity committees in executive organizations, provincial productivity committees, productivity specialists, experts and elites all over the country.
- Evaluation and monitoring of productivity improvement programs
 - Preparing and publishing the annual performance reports related to the productivity measures in executive bodies, provinces and state companies
 - Preparation and publication of the comprehensive report on “Iran's Productivity Outlook- 2021”
 - Diagnosis of the organization's past performance through brainstorming results gathered from executive bodies and provinces

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- Quarterly monitoring the proposed programs of national and provincial executive bodies to improve their progress in productivity issues
- Preparing the performance records of executive bodies and provinces related to productivity
- Evaluating the executive bodies productivity performance management improvement in the of local festivals such as “Shahid Rajaei Festival”
- Development and implementation of productivity measurement model at macro and sectoral levels
 - Development of the methods and implementation of labor inputs (based on the quality and composition of the labor force) at the macro level
 - Development of method and implementation of capital input (based on capital services) at the macro level
 - Developing a methodology and model for measuring the productivity of Total Factor Productivity (TFP) at the overall level and economic sectors
 - Resolving the conflict between domestic and international productivity indicators
- Measuring productivity at the level of economic activities (using micro-level data)
 - Designing a productivity measurement model by type of activity (industry, services, financial companies, and contracting companies)
 - Designing framework instructions for collecting productivity data according to the accounting standards
- Development of international interactions aiming to hold training and research projects: Attending the individual, multi-country and research projects
- Designing and implementing the national productivity network: Designing and developing the National Productivity Network platform
- Holding productivity promotion events
 - Need assessment for necessary training courses
 - Planning and Conducting productivity promotion training courses
 - Evaluating and monitoring the effectiveness of the training courses
- Holding productivity training events for the executive bodies in provinces and the private sector
 - Standardizing the content of productivity training courses based on the resources of the Asian Productivity Organization (APO)
 - Standardizing the contents of productivity training courses based on the clauses indicated in “The Budget Law of 2022”
 - Conducting some productivity orientated training course in the executive bodies of the country (provinces)
- Formation of the Alumni Club of the Asian Productivity Organization
 - Stablishing permanent communication channels for Alumni
 - Stablishing a separate profile for graduates in the network portal
 - Creating a database and sharing reports of APO courses
 - Facilitating Knowledge sharing meetings to present lessons learned by graduates
 - Comprehensive notification of educational opportunities

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- Research projects and publicity activities
 - Obtaining a publishing license under the name of the NPO of I.R. Iran
 - Compilation instructions for research projects and publicity activities of NPO of I.R. Iran to help according to the organization's new goals
 - Managing the knowledge sharing of organization's publication related to productivity
- Signing Memorandum of Understanding for improving cooperation at national levels with the governmental and non-governmental sectors as follows
 - Vice Presidency for Science, Technology and knowledge-based Economy
 - Department of Justice
 - Judiciary Dispute Resolution Development Center
 - Ministry of Science, Research and Technology
 - Ministry of Labor Cooperation and Social Welfare
 - Ministry of Communications and Information Technology
 - Agricultural Education and Promotion Research Organization
 - Metropolitan Municipality
 - Iran Cooperation Chamber

4- Strengthening the Regulatory Role of NPO of I.R. Iran

In line with the economic regulation and strengthening the role of NPO of I.R. Iran, the key activities such as development and revision of the executive regulations of 2022 Budget Law of the country, review in evaluation system of the state-owned companies, connecting two systems of budget allocation for the executive bodies as well as the remuneration of board members of state-owned companies was the main strategy formed the organization. Targeted provincial and departmental visits were implemented as a complementary measure to increase the mobility of the productivity committees and the greater efforts of senior managers, which had good effectiveness. The aspect of economic regulation and government resources needs improvement and it is expected to be realized under the cooperation of the Budget and Plan Organization and Ministry of Economy and Finance. In terms of administrative regulation, two basic strategies of creating the linkage in "employee service compensation" and "performance evaluation system" of executive bodies to productivity were put on the agenda of NPO of I.R. Iran, which led to success in both cases.

In relation to the regulatory task of the NPO of I.R. Iran, the main strategies and executive policies, together with the publication of magazines and publications related to the productivity is shared as following.

4-1- New Strategy, Policymaking and Regulation in Productivity

Based on the study of productivity facts in Iran, NPO of the I.R. Iran analyzed its national capacity and mission and identified "weakness in policy implementation" as the most important issue. The challenge of improving the productivity of the country was identified and investigated. In order to solve this key challenge, the organization has focused its efforts on the government on changing its activity model to an "Intelligent and Open Regulator" in

the country's productivity ecosystem and has taken steps to design and implement effective and necessary mechanisms in this direction (Figure 4).

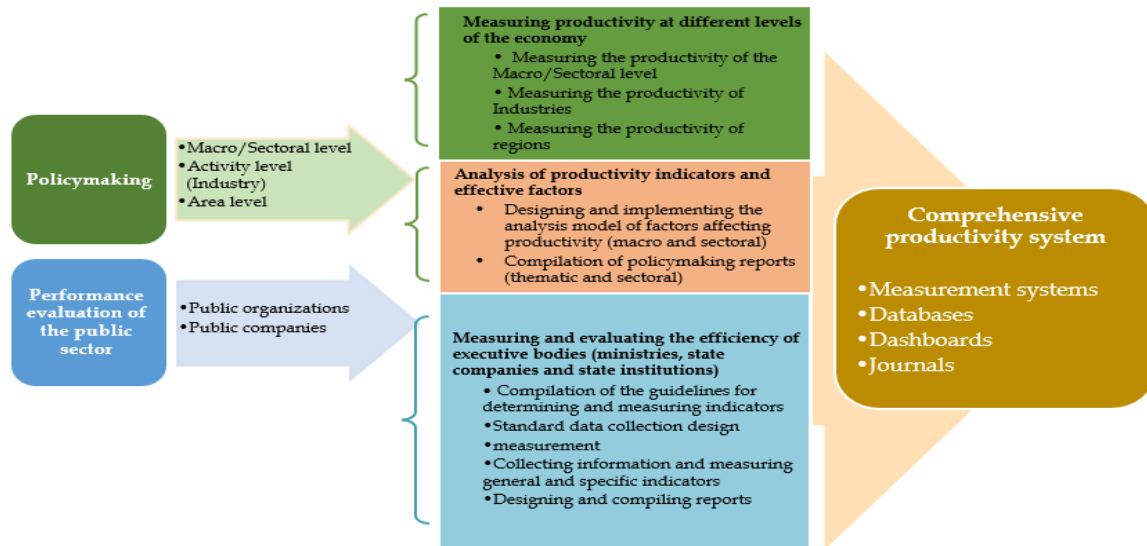



Figure 4-Public Sector Productivity Process in the Country

The organization's effort in 2022 was to expand its regulation in four dimensions such as social and cultural issues, economic and government resources, administrative efforts and innovation-technology and therefore attempted to gradually design and implementation of effective regulatory mechanisms. The design and implementation of a comprehensive empowerment program for productivity supervisors in provincial and national executive agencies, along with the establishment of the international accreditation system for productivity experts and consultants, was an important step in the direction of increasing the capability and competency of the country's productivity ecosystem activists, which was implemented last year. The development and continuation of this program will definitely be emphasized either (Figure 5).

After the regulation of innovation-technology, the organization's most important initiative in 2022 was to create an efficient innovation flow, focusing on the three areas of transportation, agriculture and energy. Productive innovation is a type of innovation that seeks cheap and cost-effective solutions to solve key productivity issues in conditions of limited resources and relies on the participation of elites and people. Now, in order to implement this view, a series of productive innovation events have been put on the agenda in cooperation with the vice president's office for science, technology, and knowledge-based economy, and the institutions in charge of the sector, which have been welcomed by elites, technology cores, and knowledge-based companies. Turning this initiative into a continuous flow in the form of an open innovation platform will be the future perspective of this program.

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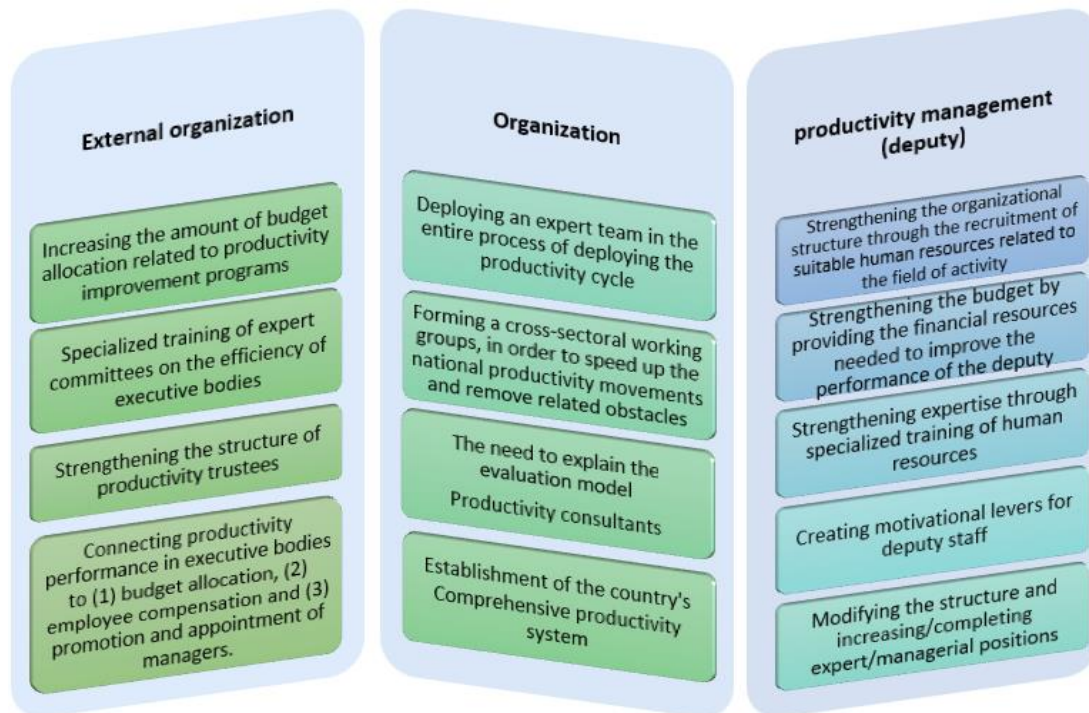



Figure 5- Productivity management in 2022 at a glance

Regarding the connection of employee service compensation to productivity, the Administrative and Employment Organization of the country was obliged to create the necessary mechanisms of the productivity measurement system in the NPO. In the field of the performance evaluation system, with the cooperation of the administrative and employment organization of the country, "Efficiency" has been evaluated as an independent axis in the "Shahid Rajaei festival" for executive bodies, as well as an evaluation model for the coming year with the aim of focusing more on the productivity of revision and improvement.

In the dimension of socio-cultural regulation, the main focus of the organization was on the development and deepening of the national productivity network and the expansion of participation and dynamics of the network. One of the important measures, in order to increase transparency and information for the elites and the people, has been the launch and development of the Iran Productivity Mirror System (SABA).

In the international arena, NPO of I.R. Iran's main strategy has been to play an active role in the Asian Productivity Organization and to continue its role to an active player in Asia. This year, for the first time, Iranian specialists and scientists shared their knowledge and experiences with APO members and their partners as Resource Speakers in different programs.

Despite the aforementioned measures, the weakness of the institutional structure of the productivity ecosystem at the national level is the main obstacle to many of the country's key policies in the field of productivity. This institutional complication has led to the distortion of role-playing, responsibility and accountability of the executive agencies and the erosion of the effectiveness of productivity promotion policies. Reviewing the institutional structure of the productivity field through the design and establishment of the "National Productivity System"

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is a necessity, that if it delays, it will lead to the loss of current valuable opportunities and the inability to achieve the goals of national progress. On the eve of drafting the seventh progress plan, paying attention to this key need can pave the way to continue improving productivity in the coming years and achieve economic growth and important goals of I.R. Iran.


4-2- Specialized Reports in the Field of Productivity

NPO of I.R. Iran has been published some reports and specialized studies and researches for governmental officials, senior decision makers, specialists, professors, and experts in two modalities including electronic and hard copies publications and according to the regulations aiming to promote the mindset of Green Productivity and paperless activities, producing the hardcopies has been limited and distribute to the high rank officials only. Five Reports has been published by NPO of I.R. Iran are as follows: (Figure6)

- Iran's Productivity Outlook
- Productivity Measurement report of state-owned companies
- Analytical report on the state of the salary system
- Abstract report on the state of productivity in Iran
- Report of Iran's National Productivity Symposium (2022)



Figure 6-Reports in the Field of Productivity

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4-3- Publications, Documentation and Information

NPO of I.R. Iran has performed its promoting role through monthly publications called "National Productivity Journal" (Figure 7) through following procedures:


- Adopting a subject-oriented approach
- Defining special topics such as "water crisis", "pension fund crisis", "administrative system transformation plan", "productivity of state companies", "productivity of the electricity industry" and "the role of productivity is education and training"
- Distribution and publishing phase (electronic and limited hardcopies)
- Widespread distribution of the electronic version to the provinces



Figure 7- Publication on Productivity-NPO of I.R. Iran

5- Crowdsourcing and Specialized Outsourcing through the "National Productivity Network"

The National Productivity Network of Iran intends to outsource the important part of ideation and implementation of productivity plans with two main approaches. The macro-outsourcing approach is carried out in two ways: crowdsourcing and expert-oriented. Following, a brief introduction of the National Productivity Network, implementation of the Specific National Program (SNP) project, holding the National Productivity Symposium and participation of Iran specialists in APO international programs called APO Productivity Talks (P-TALK) has been addressed.

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5-1- Iran's National Productivity Network Platform


Improving productivity in the country requires national determination and public participation. Realizing such a movement is through creation of a network platform to specify the communication and interactions of all the stakeholders of productivity and to enable the implementation of the duties and responsibilities of each element of the network. For this purpose, the design and establishment of Iran's national productivity network with the mission of facilitating and developing the interactions of productivity stakeholders in order to create alignment, synergy and increase the level of participation in the national productivity movement were placed on the agenda of the NPO of Iran in 2022 (Figure 8) with following objectives and details.

- National Productivity Network Platform objectives
 - The participation of stakeholders in productivity decision-making and macro-planning
 - Utilizing the specialized potentials of the members
 - Productivity knowledge management
 - Identifying and sharing the experiences and creating the modeling possibility
 - Promotion and training the productivity in basic and advanced levels



Figure 8-Iran's national productivity network platform

- National Productivity Network Platform Key Roles
 - Productivity think tank (Using the potentials of productivity stakeholders in research, applied research, planning and decision-making)
 - Facilitating interactions and creating a partnership platform (creating effective and targeted communication between stakeholders to create common benefits resulting from productivity growth)

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- Productivity knowledge base (productivity knowledge management through data sharing, productivity information and successful experiences)
- Institutionalization (capacity building and empowering the beneficiaries through training and specialized consulting)
- Qualification (validating and certifying the National Productivity Network member's qualifications)

5-2- I.R. Iran National Productivity Network Processes and Structure

- **1st step - Development of project management plan:** The project management plan was developed and then the organization of the executive elements of the project was determined. (Figure 9)

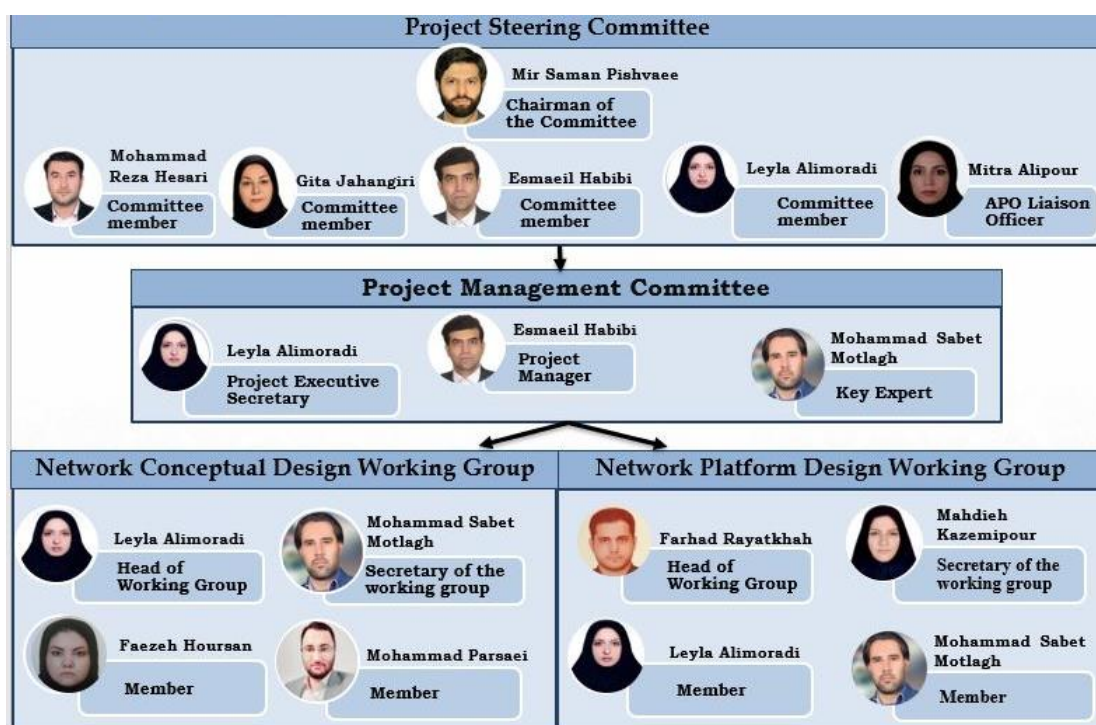



Figure 9- The executive elements of the SNP project

- **2nd step - Problem analysis through a survey of productivity experts and stakeholders:** At this stage, by taking advantage of the opinions of the stakeholders of productivity, the basic issues and challenges facing the promotion of productivity in the country were identified and analyzed.
- **3rd step - Holding a meeting with the former chiefs and productivity experts:** A think-tank meeting on the topic of Iran's National Productivity Network was held with the presence of the head of the NPO, former heads and productivity specialists to survey the issues and problems facing productivity promotion in the country in order to attract public participation for the national productivity movement.

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- **4th step - Comparative Study of Member Countries of Asian Productivity Organization (APO) in the field of networking:** At this stage, the comprehensive documents of the productivity transformation of nine APO member countries were studied from the perspective of the national productivity movements and interactive networking in line with the goals of productivity at the governmental and company level.
- **5th Step - Compilation of the Mission Statement of Iran's National Productivity Network:** The National Productivity Network of Iran is a specialized-social network consisting of all the stakeholders of productivity, which is managed collaboratively. The support and coordination of this network are done by the Deputy of the organizing the National Productivity Network of Iran in NPO of I.R. Iran (Figure 10).
- **6th Step - Designing the Conceptual Model of Iran's National Productivity Network:** In this step, based on the obtained results, the design of the macro system model of the network, the value chain of the national productivity network and the classification of the processes of the national productivity network of Iran have been discussed.




Figure 10-Meeting of the National Productivity Network

5-3- I.R. Iran National Productivity Symposium

On the occasion of the “National Day of Productivity and Consumption Optimization”, NPO of I.R. Iran held a national symposium with the participation of scientists in the field of innovation and productivity and high-ranked officials of the country (Figure 11).

National Productivity Symposium was held on the occasion of “National Day of Productivity and Consumption Optimization”, on May 24, 2022, at Iran University of Science and Technology. The symposium, which was attended around 350 Iranian experts and some

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senior government officials, addressed to some issues such as increasing productivity in the Iranian administrative system, knowledge-based institutions and benefited from Iran university of science and technology issues on productivity status and related indices.



Figure 11-Attendees of the National Productivity Symposium

Dr. Meysam Latifi, Vice President and Head of the Administrative and Employment Organization, Dr. Pishvae, the Head of the NPO of I.R. Iran, Mr. Sadatinejad, the Minister of Agriculture-Jihad, and Mr. Anbiae, the President of the Iran University of Science and Technology spoke at this Symposium. During this event, a congratulatory video message from Mr. A.K.P. Mochtan, the Secretary-General of the Asian Productivity Organization (APO), was exhibited in the conference hall on the occasion of National Productivity Day in I.R. Iran. After the speeches of senior government officials at the national productivity symposium of I. R. Iran, Iranian experts and scientists gathered in three scientific panels to discuss the situation of productivity in the various fields and sectors, and they discussed and exchanged their views.

In the first panel, invited experts addressed the topic of "productive innovation". The second panel was formed under the title of "challenges and strategies for productivity" and, the third panel was concentrated on the issue of "policymaking and productivity regulation."

Linking innovation and productivity, improving productivity, competition through innovation, streamlining innovation and productivity, strengthening productive innovation and the supporting role of the government, the dual capacity of innovation; social and economic benefits were among the main topics of Productive Innovation Panel. This specialized panel was held to raise awareness about the effective ways of implementing innovation and attracting the participation of industry and university experts, as well as creating motivation in innovators (Figure 12).


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Figure 12- Challenges and Strategies for Productivity Panel

The purpose of holding the “Challenges and Strategies for Productivity Panel” was to examine the institutional process and structural problems in the productivity management system and the role of the NPO of I.R. Iran in solving them, with the main topics including the diagnosis of the productivity situation, productivity in the seventh national development program, and the evaluation of the performance of the NPO.

The important topics of “The Productivity Policy and Regulation” Panel concentrated on the policy requirements for improving productivity, the difference between policy and regulation in the field of productivity, the multi-sectoral nature of productivity, and the requirement of coordination between the relevant executives and the role of the NPO of I.R. Iran. The main goal of this panel was to answer this key question: "To what extent has the policymaking and goal-setting in the laws been able to pave the ways to improve productivity in the country."


At the end of "National Productivity Symposium", a statement was read by all the attendees. The main themes of this statement were concentrated on "Productive Innovation", "Productivity Cycle Regulation" and "Productivity Institutionalization"¹.

5-4- The Presence of Iranian Specialists in APO Productivity Talk Series Program

During 2022, four Iranian specialists participated in the series of APO Productivity Talk programs on the following topics:

- **Dr. Alireza Zali:** The Chancellor of "Shahid Beheshti University of Medical Sciences", as one of the scientists and skillful experts in the field of innovation and smart health in I.R. Iran, presented his speech on Tuesday, May 24th 2022, as the first P-Talk program in collaboration of NPO of I.R. Iran and Asian Productivity Organization with the title of “Smart Healthcare”. This program coincided with the ceremony of “National Productivity and Consumption Optimization” in I.R. Iran. The outline of this

¹ The full text of the statement is attached at the end.

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presentation concentrated on “Introduction of Hospital Intelligent Management System (HIM), health innovation, context and benefits of smart health care, and Iran's experience in establishing this integrated health information system (Figure 13).




Figure 13-The Chancellor of Shahid Beheshti University of Medical Sciences, Dr. Alireza Zali

- **Dr. Seyed Ali Torabi:** Full professor of Tehran University, in the second effort of NPO of I.R. Iran in APO Productivity Talks, shared his knowledge successfully in this online event, on 06 September, 2022 with the headlines of “an introduction to supply chain risk management”, the impacts of the COVID-19 pandemic on supply chains, an introduction to Supply Chain Risk Management (SCRM), the impacts of SCRM on productivity, a practical framework for SCRM, an introduction to Supply Chain Resilience (SCR) and new trends of SCRM (Figure 14).



Figure 14-Full Professor of Tehran University, Dr. Seyed Ali Torabi

- **Dr. Ismaeil Fatehifar:** "Sahand University of Technology" President, presented his speech in the third series of APO Productivity Talk on 15 November 2022 with the topic of "Environmental Innovation for Productivity". The main points of this speech included a brief introduction and use of green productivity tools and techniques, case examples of implementing green productivity (GP) and material flow costing accounting (MFCA) in public and private companies, industries, and organizations, sustainable development, and the effects of COVID-19 on green productivity. Also, this presentation focused on the positive effects resulting from the use of productivity

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concepts, tools, and techniques, green productivity, innovation in the environment, comparison of green productivity tools with conventional environmental approaches, and the related software in the material flow cost accounting area (Figure 15).



Figure 15-The Chancellor of Sahand University of Technology, Dr. Esmaeil Fatehifar


- Dr. Hamed Fazlollahtabar:** Associate Professor of the Industrial Engineering Department at “Damghan University”, presented his scientific speech on "Business Analysis for the Productivity of Small and Medium Industries" on Tuesday, 06 December 2022 as the fourth Iranian specialist presence in the international programs. This presentation focused on business analytics, the role of business analytics in SME productivity improvement and business transformation with success stories in I.R. Iran, Future trends of business analytics, Major challenges in the adoption of business analytics by SMEs, etc. (Figure 16).



Figure 16-Associate Professor of Damghan University, Dr. Hamed Fazlollahtabar

6- Effectiveness of Productivity Management Cycle and Empowering the Managers of Productivity

The formation of a comprehensive productivity movement will not be possible without the training of top managers and decision makers. Policymaking based on expertise and knowledge will facilitate the implementation of productivity. Therefore, in 2022, the NPO tried to achieve the goal of training managers and senior decision makers by holding

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coordination meetings and training sessions. Below, the meetings of the government board and ministries, as well as provincial educational trips will be discussed.

6-1- Productivity in Government Bodies and Ministries of I.R. Iran


During the year 2022, more than ten meetings and conferences were held with the presence of ministers or high-ranked officials of different ministries on different occasions. In these meetings, participants decided to expand productivity in the agricultural system, industries and mines, judicial system, military institutions, science and research and transportation in the presence of the representatives of the NPO of I. R. Iran (Figure 17, Figure 18).



Figure 17-The Meeting of the Government Board on the Topic of Productivity



Figure 18-The Representatives of NPO of I.R. Iran in different sectors meeting of the country on productivity

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6-2- Training Activities for Executive Bodies on Productivity and Innovation

Around 344 audiences have benefitted from the promotional training activities which NPO of I.R. Iran has proceeded in 2022 (Table 1).

Table 1-Promotional Education Activities in Detail

The Title of the Specialized Events	Number of Audiences
Productivity in public companies	80
Productivity in the power industry	93
Productive Family	63
Productivity in Education	73
Productivity in the Transportation Industry	35
Total	344

6-3- Training Activities for Provinces on Productivity and Innovation


Productivity orientation training courses were planned after the needs assessment of the executive bodies of the country, non-governmental public institutions, private sector and productivity specialized associations in the form of two preliminary and supplementary courses, in the second 6 months of 2022, the preliminary course hosted by 7 provinces in the form of workshop meetings was held for 8 hours for all provinces of the country (Table 2).

Table 2-Training Course in 7 provinces in detail

Host Province	Guest provinces	NO. of Audiences
Fars	Bushehr, Kohgiluyeh and Boyer Ahmad, Khuzestan	137
Tehran	Gilan, Qazvin, Mazandaran	86
Zanjan	Alborz	110
Qom	East Azerbaijan, West Azerbaijan, Ardabil	123
Ministry of Interior	Markazi, Isfahan, Chaharmahal and Bakhtiari	20
Yazd	Headquarters	154
Khorasan Razavi	Kerman, Sistan and Baluchistan, Hormozgan	120
Lorestan	Semnan, North Khorasan, South Khorasan, Golestan	135

The special courses were held for productivity involved employees of executive bodies in the provinces and according to the quota allocated to each of the provincial bodies, the participants attended the related workshops. 869 employees involved in productivity issues participated in the introductory training courses in the provinces, of which 314 people participated in the face-to-face modality and 555 attended virtually. A total of 6,952 people per hour were provided during this period of productivity training event.

According to the organization's policy of accrediting the educational certificate for the employees of the executive bodies, at the end of the training courses, the attended employees

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were tested and 142 of the participants succeeded in obtaining the maximum test score. A valid educational certificate was provided to them (Figure 19).



Figure 19- Provincial Productivity Training Courses

To check the effectiveness of these courses, the "paired comparison model of two affiliated societies" was used. At the beginning of the pre-examination course, the participants were given a pre-test and their scores were compared with the scores of the final exam. The comparison between the two scores witnesses a great difference which indicates the effectiveness of these courses. The content of the course, the instructors, the location, level of presentations and related call ways evaluated the level of satisfaction of the employees and on average, 78% of the employees expressed their satisfaction with the courses.

7- Smartening Processes of Data Collection, Data analysis, and Productivity Measurement

One of the main tasks of the National Organization of Productivity is to measure the productivity indicators of the executive bodies in order to analyze and evaluate their productivity status. In addition, according to the country's comprehensive productivity program, in order to produce analytical and statistical and annual reports related to the organization's productivity, it should be measured the productivity in order to obtain the required statistics and information.

7-1- I.R. Iran's Productivity Mirror System

Statistics and information related to productivity indicators are useful and valuable for academic researchers and economic experts. This information will be very efficient for planning institutions, managers, experts of executive bodies and economic business owners who have the necessary expertise to analyze descriptive and analytical reports. The dashboard

of Iran's productivity statistics and information under the title of “Iran's Productivity Mirror” was designed and published by the NPO of I.R. Iran to benefit the mentioned stakeholders from the country's productivity status (Figure 20).

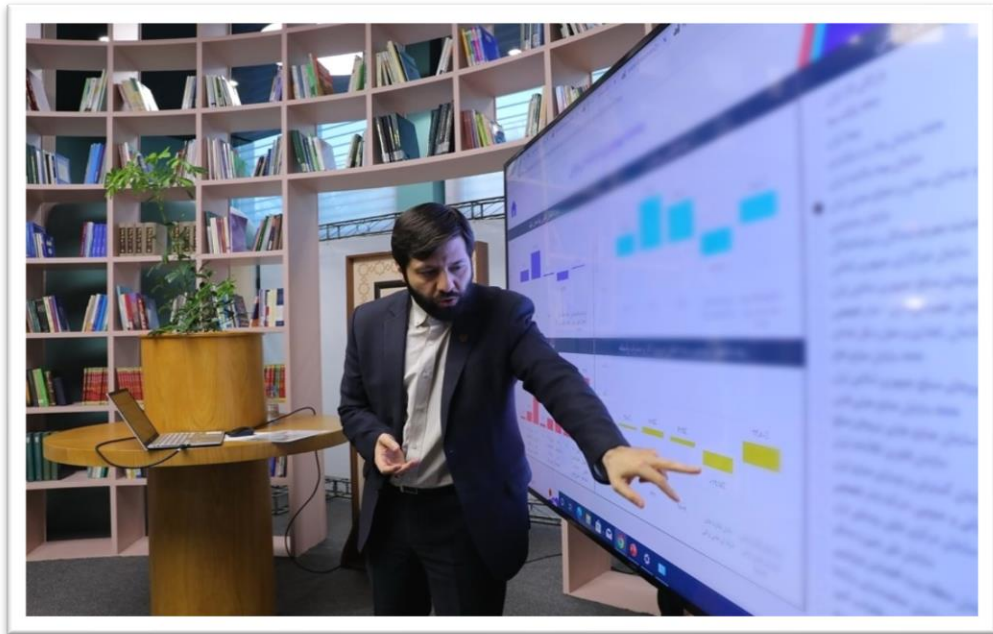



Figure 20- The Head of NPO of I.R. Iran is presenting the performance report to I.R. Iran’s President



Figure 21- Productivity Mirror System

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This system, in addition to drawing the most important indicators of the current situation, also makes it possible to understand the factors that create the current situation in precise but simple analytical frameworks. This system includes four main parts: “Productivity Mirror of State-Owned Companies”, “National Productivity Mirror”, “International Productivity Mirror” and “Public Sector Productivity Mirror” (Figure 21). Designing and implementing an analytical dashboard of the country's productivity status in 2022.

- The Mirror of world Productivity
- The Mirror of Iran's Productivity
- The Productivity Mirror of state-owned Companies

8- Productive Innovation Development in the Productivity Ecosystem

Innovation and productivity are two categories related to each other in such a way that both of them are related to the value of resources in the production sector and are also closely related to the change and development of technology. Advanced technology and its development depend on human knowledge, which is possible through research and its application. Specifically, the volume of greater investment and the use of wealth does not ultimately lead to an increase in production and more wealth, but it is the optimal use of resources and facilities, especially the effective and efficient use of human resources, along with creativity and innovation, which provides higher productivity.

8-1- Productive Innovation Series program under APO Vision 2025 Project

In 2022, the "Productive Innovation" project was approved under the 2025 Vision Program of the Asian Productivity Organization. This project is defined in three fields: Transportation, Agriculture and Energy (Figure 22).

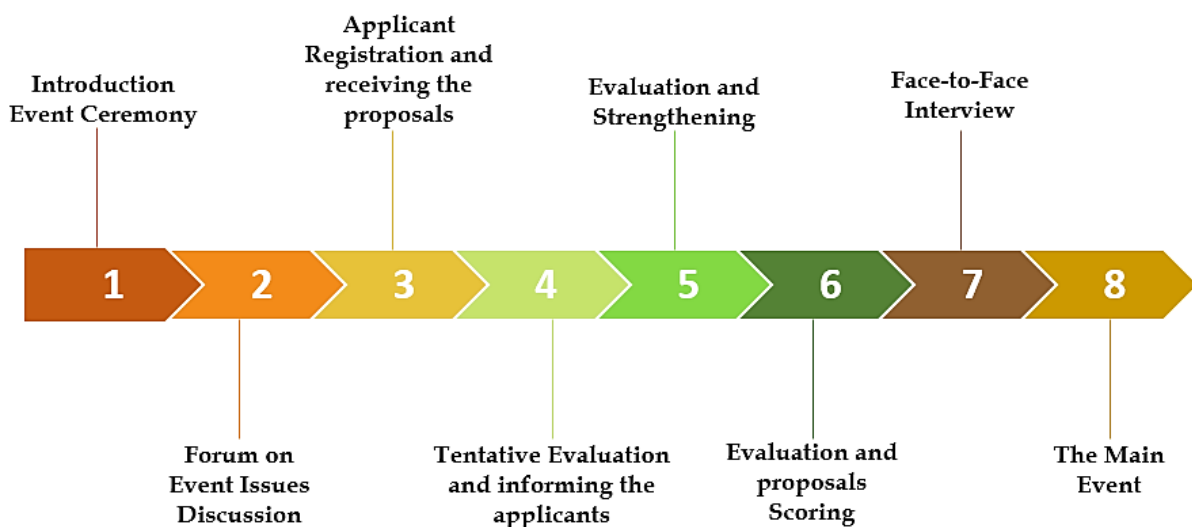



Figure 22-The Event Implementing Process

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The objectives of this project are set as follows:

- Networking and holding sessions with cooperating governmental institutions
- Invitation, advertising and subsequently attracting innovative ideas
- Initial evaluation and selection of ideas and identification of appropriate ideas by a screening committee
- Organizing pre-events and pre-ceremonies
- Organizing and holding enabling training courses
- Assessment and reviewing the final received designs by the special screening committee
- Holding the main event, introducing and awarding to the prominent innovative selected plans and ideas
- Validate the leading ideas and evaluate productivity indicators of an undertaking governmental institution for an event period
- Review and monitor the conditions of selected ideas in evaluating the productivity of institutions.

In 2022, in addition to organizational planning and coordination between related institutions, two events with the theme of "Transportation, Economic Vehicle" and "Agriculture Sector Opening Ceremony" conducted. Considering the importance of innovation in productivity, the NPO of I.R. Iran organized the Productive Innovation Project under the 2025 Vision Development Project of the Asian Productivity Organization.

According to the implementation process of the series of productive innovation events which can be seen in Figure 1, currently, the NPO of I.R. Iran has taken the implementation steps of these events in the fields of transportation and agriculture. In this report, a summary of the activities that have been carried out in this area so far is presented.

8-2- Executive Structure of Productive Innovation Project

The executive structure of each productive innovation event consists of the event policy council and the event secretariat. The Policy Council of Productive Innovation Event consists of representatives of the National Organization of Productivity of Iran, the Vice President for Science, Technology, and the Knowledge-Based Economy of the Presidency, and the institutions in charge of the event. Figure 23 and Figure 24 show the executive structure of two productive innovation events in the field of agriculture and transportation.




Figure 23- Executive structure of productive innovation event in the field of agriculture



Figure 24- The executive structure of the productive innovation event in the field of transportation

8-3- Productive Innovation Event in the Field of Transportation

One of the main requirements for the implementation of this event is networking, communicating, and attracting the participation of influential beneficiaries and key experts in the transportation sector from all over the country (Figure 25). Various platforms, including the organization's Persian and English websites, organization's Instagram and LinkedIn

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profile, as well as the organization's internal and external information channels, were used to publish posters and news related to the event.



Figure 25-Productive Innovation Event in the Field of Transportation


By the end of December, 47 project abstracts (ideas) were received. It has been found that 19 ideas are related to real participants and 28 ideas are related to legal participants. Most of the received ideas are respectively related to the subject areas such as intelligent transportation, economic cars and traffic engineering.

8-3-1- A view of actions in the field of productive innovation in transportation

Regarding productive innovation in the field of transportation, knowledge-based companies, centers, and research institutes active in this field were first identified and then communicated to them. This was done through correspondence, phone calls, and consultation with various centers and organizations to get the information list of these activists, including active knowledge-based companies involved in the field of transportation. Table 3 mentions some of these created databases.

Table 3- Productive innovation event database in the field of transportation

No	Title	Description	No. Of participants/ companies
1	Members of the Automotive Engineering Association	Contact information of more than 138 members	138
2	Students and graduates of the Automotive Faculty of Iran University of Science and Technology	Contact and detailed information of 211 Students and graduates (Ph.D. and Master of Science)	211
3	Knowledge-based Companies	Contact and detailed information of 319 Companies	319
4	Participants in related Events	Contact and detailed information of 996 participants in the Transportation sector event	996

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5	The elites of the National Elite Foundation and the elite and academic award winners	Contact and detailed information of 938	938
Total registered Info		2602	

In the advertising section, calls and announcements related to the event are available to the involved audiences of this field, knowledge-based companies, related students and professors, and other people in various ways, including holding booths and participating in exhibitions, sending emails and invitation messages, phone calls, information through channels and virtual platforms.



Figure 26- Productive Innovation Event Page of the Transport Sector

On the NPO of I.R. Iran website, a page named "Effective Innovation Event in the Field of Transportation" was created (Figure 26), which provides access to information about this event as well as registration in this event for the audience and those interested, and finally in a local messenger (BALE), an information channel with 289 members has been created so far. After going through the measures related to networking, and identifying the subject areas and each issue, the implementation process of this event was officially started in September and the registration for this event started at the beginning of October.

8-3-2- Holding a Specialized Meeting to Explain the Technological Needs of the Transportation Sector

A specialized meeting to present the technological needs of the Productive Innovation Event in the field of Transportation was held on 18 December 2022 to present the technological issues and challenges of the country with the presence of knowledge-based companies, technologists, experts, academicians, and innovative idea owners were held (Figure 27).


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Figure 27- Poster of the Meeting to Explain the Technological Needs of the Transportation Sector

This meeting was held for 3 hours by six specialists and activists in this field, faculty members of Iran, and high-rank responsible charge of this field in the country-related devices. Nearly 60 people, including 23 representatives of knowledge-based companies, 29 students of fields related to transportation, and the rest from government companies, attended this meeting. After the presentation, the audience raised their questions about the issues and challenges, and the way to present their ideas was carefully answered.

8-4- Productive Innovation Event in the Field of Agriculture

Networking and informing are one of the important measures in the implementation of productive innovation events. In this regard, like the transportation event, posters, and announcements related to this event were also placed on the organization's Persian and English websites, the organization's Instagram and LinkedIn profile, as well as the organization's internal and external information channels. Also, communication with the audience of this event was done in different ways, including sending emails and invitation messages, phone calls, and informing through available channels and virtual platforms

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related to the field of agriculture. On the website of the organization, a page created and called “the productive innovation event in the field of agriculture”²(Figure 28).



Figure 28- Productive Innovation Event Page in the Field of Agriculture

8-4-1- Holding the Opening Ceremony for the Event

The opening of the productive innovation event in the field of agriculture was held on December 14 to introduce the implementation steps and issues of the event, media coverage of the productive innovation event to attract more innovative proposals and ideas as well as the participation of beneficiaries. Deputy Minister Head of the Agricultural Research, Education and Promotion Organization and Head of the NPO of I.R. Iran presented in this meeting (Figure 29).

55 people, including 46 representatives from Knowledge-based and Innovative companies, 3 students from the agriculture field, and other governmental companies, attended this meeting. following key points were raised in this opening ceremony (**Error! Reference source not found.**):

- Expressing the concept of productive innovation
- The need to pay more attention to the importance of productive innovation events in the field of agriculture
- The need to improve productivity in the agriculture sector according to the sixth development plan of Iran
- The necessity of policy-making for the mutual effects of energy, water, and food
- Maximum use of the existing potentials in the agriculture field
- Explaining the four main components of food security and the effective importance of innovation
- Emphasis on the role of institutions that develop the innovation ecosystem in completing and developing the value chain of the agricultural sector, including the Vice Presidency for Science, technology and Knowledge-Based Economy as well as the Presidential Administration National Innovation Fund

² <https://www.npo.gov.ir/productiveinnovation/roydad2>


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Figure 29-Productive Innovation Event in the Field of Agriculture

After holding meetings to determine issues of the event and developing the implementation framework, the implementation process of this event officially started in December and the registration for this event started on 15-30 December 2022 and 178 project abstracts (ideas) have been received. 80 ideas are related to real participants and 98 ideas are related to legal participants. The main ideas received were respectively related to the disease management and the production of healthy products, breeding and genetics, agronomics and physiology of agricultural and garden plants, and finally smart agriculture along with the supply chain of agricultural products and the expansion of new technologies usage (Table 4).

Table 4- The Number of Ideas Received in Each Subject Area of the Event

NO.	Event Subject Area	Number
1	Management and optimization of water distribution and consumption in agriculture	1
2	Fertility management and soil biotechnology	33
3	Breed improvement - genetics and agronomic - physiological improvement of plants	27
4	Restoration and management of dry and desert areas	0
5	Marketing and energy economics in the agricultural industry	1
6	Managing pests and diseases and producing healthy and high-quality products	76
7	Optimizing the process of production, maintenance, and distribution of agricultural products	21
8	Agricultural intelligence along the supply chain of agricultural products	19
Collection of abstracts of registered designs		178

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8-4-2- Meeting of Technological Needs in the Event of Productive Innovation in the Field of Agriculture in Mazandaran Province

The technological need meeting in the field of agriculture was held on January 19, 2023, at the Islamic Azad University of Sari with the presence of government officials and provincial officials, knowledge-based companies, experts and activists of the agricultural industry, academics, and idea owners from 8 am to 12 pm. (Figure 30).




Figure 30-Meeting of Technological Needs of Agriculture in Mazandaran province

In this meeting, there were participants from three government, private and university sectors. The information of the participants in the product innovation conference in the field of agriculture is shown in Table 6 (The information of the participants in the product innovation conference in the field of agriculture). Considering that this meeting was held in Mazandaran province, the information and publicity part of this meeting was done focusing on the northern provinces of Iran including Golestan, Gilan, and Mazandaran (**Error! Reference source not found.**).

Table5- Information about the product innovation conference in the field of agriculture


NO.	Audience	Description	Number
1	Knowledge based companies	Knowledge-based and technological companies active in the field of agriculture and animal husbandry	116
2	University	Bachelor's, Master's, and Ph.D. students from Mazandaran Universities, Noshirvani Babol Industrial, Sari Agriculture, Mazandaran Science and Technology, Kosha Ares, Vocational Technical	32
3	Governmental	Mazandaran Governorate, Islamic Council, NPO, Agricultural Jihad, Research Center, Science and Technology Park, Mazandaran Governorate, Mazandaran General Directorate of Education, General Directorate of Natural Resources	258
4	Agricultural industry activists	Farmers of Mazandaran province	43
Total			449

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At the end of the meeting, with the presence of the Head of the NPO of Iran, the head of the Agricultural Research, Education and Promotion Organization, the governor, and the representatives of the province in the Islamic Council, the document on reforming the pattern of crops in Mazandaran province was unveiled (Figure 31). In the next step, as in the event of transportation of the birth certificate, the abstracts of the received plans were reviewed and compared. As mentioned earlier, 178 project abstracts were received, of which nearly 30 projects did not have the necessary quality for evaluation, so they were excluded from the screening and comparison stage; From the rest of the received abstracts, 70 abstracts were selected by the scientific committee of the event.



Figure 31- Unveiling of Mazandaran Province Cultivation Pattern Document

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9- Appendix

Final Statement of the National Productivity Symposium of Iran


At the end of the "Iran National Productivity Symposium", a statement was prepared and read by all the attendees. The main themes of this statement were "productive innovation", "productivity cycle regulation" and "productivity institutionalization". The full text of this statement is as follows:

“

In the name of Allah, the most compassionate, the most Merciful

This year, in the situation that Supreme Leader of the Islamic Revolution of I.R. Iran has emphasized on the importance of productivity in his new year congratulation message (2022-2023), the serious will of the 13th Cabinet to achieve economic growth through productivity, Iran productivity ecosystem activists have gathered here in the event of the “National Productivity Symposium”, and it has provided a new opportunity in the field of productivity of the country. We believe that achieving the productivity goals of the country requires a national determination based on the participation of people and society as well as the private, cooperative, and sovereignty sectors together to develop the "national productivity movement". Therefore, we, the attendees of the National Productivity Symposium on 2022, while declaring the following items as the necessities of the success in this national movements, emphasizing either on the centrality of productivity in the sustainable development of the country in the "Second Perspective of the Islamic Revolution of I.R. Iran" program,

1. Since the Innovation is one of the key drivers of productivity promotion, reforming and improving the national system of innovation in the line with the "turning knowledge into ability" and create national wealth through knowledge-based activities is one of the most important measures that should be considered by policymakers at this time. The development of "Productive Innovation" in various economic sectors is an effective and important axis in this area of action in order to form a growing and productive ecosystem
2. The role of society and social associations is very irreplaceable and undeniable in institutionalizing productivity and turning it into a public demand. Therefore, informing the people and social institutions and empowering them to play an effective role in increasing their participation in promoting the country productivity is an effective strategy to achieve the progressive goals in the country that should be considered by governmental organization.
3. Promoting productivity in a country without a productive government is very difficult and even impossible. Therefore, it is necessary to initially take basic measures to institutionalize the productivity concept in the executive organization. In this regard, it seems that in addition to establishing the productivity cycle in the executive organizations, linking the productivity performance of the executive organizations and managers to the employee compensation system, promotion and appointment of managers and budget allocation is an appropriate and effective alternative to implement productivity principles inside the government.

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4. Increasing fair competition along with synergistic cooperation are two important productivity bases for any system. Scientific and practical experiences display that unrealistic and authoritarian pricing are one of the important factors in eliminating competition and thus reducing productivity. Therefore, while supporting the need for economic reforms, we remind the necessity of paying attention to support the weak classes.
5. Considering the wide scope of productivity including different levels such as individual, household, enterprise, sectoral, cross-sectoral and national levels, at the same time it is a function of competitiveness, entrepreneurship, innovation, knowledge base, culture, justice, and transparency; Thus, it is necessary that the national structures and programs designed for productivity will be able to respond to this broad level of the mission. Therefore, improving the productivity structure at the national level and reflecting the centrality of productivity to the development plans of the country, especially the Seventh Development Plan and the people-oriented Cabinet Transformation Document are important demands of productivity activists and are expected to be considered by policymakers and officials.
6. Productivity is a logic-oriented approach that is compatible with religious rationality, which emphasizes the creation of a structured connection between economic, political, cultural, and social elements. This relationship will effective when it would be adjusted based on environmental requirements and internal capabilities and acts independent from any group desires and interests. Therefore, addressing to this issue requires professional competence and avoiding ambition to gain power and wealth. In this regard, the establishment of a professional accreditation system for log in and operate in the productivity ecosystem is a key requirement that must be considered.
7. In order to achieve the goals stated in the document of the Islamic-Iranian model of progress, it is emphasized that the effective utilize of Islamic-Iranian heritage to promote productivity in the country has been neglected. It is expected that this precious heritage to be considered and promoted by educational institutions and the media in the country.

Peace and God's mercy and blessings are upon you

22- May- 2022

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