

**NATIONAL PRODUCTIVITY ORGANIZATION
MINISTRY OF INDUSTRIES & PRODUCTION
GOVERNMENT OF PAKISTAN**

10(1) /NPO/APO/2025-28SS
Islamabad, 08 December 2025

**SUBJECT: INTERNATIONAL WORKSHOP ON HUMAN CAPITAL MANAGEMENT IN SMES,
27–30 JANUARY 2026, KARACHI, PAKISTAN (FACE-TO-FACE SESSION)**

Dear Sir /Madam,

It gives me immense pleasure to introduce the National Productivity Organization (NPO), Pakistan. NPO is a Liaison Office of the Asian Productivity Organization (APO), Tokyo, Japan, and is working under the umbrella of Ministry of Industries & Production (MoI&P), Government of Pakistan for productivity enhancement in Pakistan. APO was established in 1961 under a regional intergovernmental convention and committed to improve productivity in the Asia-Pacific region. Pakistan is one of eight founder member countries of APO and today APO has 21 member countries from Asia-Pacific region. APO Member countries comprise of Japan, Republic of Korea, Turkiye, Hong Kong, Taiwan, Singapore, Thailand, Philippines, Fiji, Bangladesh, Cambodia, Indonesia, Islamic Republic of Iran, India, Lao PDR, Malaysia, Mongolia, Nepal, Sri Lanka, Vietnam and Pakistan.

2. NPO, Pakistan in collaboration with APO, Japan is organizing 25-CL-10-GE-WSP-A: International Workshop on Human Capital Management in SMEs from 27–30 January 2026 (face-to-face), at Karachi. The said program is expected to be attended by 19 overseas participants from APO member countries, 12 local participants and sessions will be delivered by International and National Resource Persons/Experts.

3. The objectives of this program is to Enhance understanding of human capital management (HCM) as a strategic approach for improving competitiveness, productivity, and resilience in SMEs; discuss issues and challenges of HCM in the digital transformation era; and develop practical frameworks and tools to align workforce strategies with business goals.

Date & Venue:	27–30 January 2026, Karachi, Pakistan (time: 09 AM to 05 PM)
Participation Fee:	PKR. 15,000/- per applicant for Public Sector and PKR. 25,000 per applicant for Private Sector Fee includes: E-certificate from APO Japan, honorarium of International Experts, Site Visit, course material, lunch and tea.
Certificate:	APO, Japan will issue E-certificate to the participant against full participation in the program.
Methodology:	In house session, themed presentations, sharing of country experiences, individual exercises, group exercises, action plans by individual participants, site visit (if any).
Mode of Payment:	Online/cash directly deposit in NPO Pakistan bank (only) in favour of "National Productivity Organization" (bank details available at website)
TA/DA/Accommodation	Not applicable/Not provided
Closing date	31 December 2025 (limited seats)
Please fill Bio-Data Form Online	APO Japan has requested that all applicants to visit below link and fill their Biodata Form through Online Portal URL: https://apo.my.site.com/s/programs , (Click at code of program > click apply as participant > enter country > enter email id > enter code received at your email: Form will appear to fill and submit) Note: previous APO Bio-data form in MS Excel format is not acceptable as per new APO policy.

4. Applicants fulfilling the prescribed criteria may apply for the program through online portal (fill form online) and send nominations along with Fee deposit receipt at sohaibnpopak@gmail.com and faizan.npopak@gmail.com. For any inquiry and further information please feel free to contact.

Regards,


M. Sohaib

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PROJECT NOTIFICATION

Reference No.: 736

Date of Issue	7 November 2025
Project Code	25-CL-10-GE-WSP-A
Title	Workshop on Human Capital Management in SMEs
Timing	27 January 2026–30 January 2026
Hosting Country(ies)	Pakistan
Venue City(ies)	Karachi
Modality	Face-to-face
Implementing Organization(s)	National Productivity Organization, Pakistan
Participating Country(ies)	All Member Countries
Overseas Participants	19
Local Participants	6
Closing Date	15 December 2025
Remarks	Not Applicable

Objectives	Enhance understanding of human capital management (HCM) as a strategic approach for improving competitiveness, productivity, and resilience in SMEs; discuss issues and challenges of HCM in the digital transformation era; and develop practical frameworks and tools to align workforce strategies with business goals.
Rationale	Supporting SMEs' competitiveness and resilience is a key APO focus area as the backbone of most member economies. For SMEs to thrive, HCM is essential for navigating a rapidly changing environment characterized by limited financial resources, technology disruptions, and labor shortages. This workshop is timely for the APO to review the HCM framework to enhance SMEs' human resource (HR) strategies.
Background	<p>HCM transforms traditional HR functions such as recruitment, training, payroll, and performance management into strategic opportunities to enhance employee engagement, productivity, and overall business value. HCM views the workforce not merely as a cost of doing business but as a core asset whose value can be maximized through strategic investment and management. By focusing on human capital as a source of value creation, business leaders are encouraged to develop and implement workforce strategies closely aligned with corporate goals.</p> <p>SMEs, which account for around 70% of employment in APO members, face common workforce challenges including skill gaps, weak talent development systems, and limited governmental support for capability building (2025 APO Report on SME Productivity and Innovation in Asia). HCM strategies could serve as a solution for SMEs to address these challenges, enabling them to remain competitive amid rapid technological change and intensifying global competition.</p>
Topics	HCM concepts; Workforce planning and strategic alignment with business goals; Impact of digital transformation, AI, and the future of work on HCM; Effective skill development systems for SMEs; Observational site visit; and Discussion on potential HCM frameworks for SMEs.
Outcome	More SMEs in APO member economies report measurable improvements in productivity, workforce retention, and operational efficiency through the application of HCM tools and approaches.
Qualifications	SME owners, managers, and HR practitioners; officials from NPOs or SME development agencies; representatives of SME associations; and academics working on HCM frameworks.

Please refer to the implementation procedures circulated with this document for further details.



Dr. Indra Pradana Singawinata
Secretary-General