

# PRODUCTIVITY SOUTH AFRICA PRESENTATION AT THE AFRICA KAIZEN ANNUAL CONFERENCE 2022 - CAMEROON

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# TOPIC

**South Africa Country Report on initiatives towards a Center of Excellence (CoE):**  
Activities, Achievements, Contribution to National Development Agenda, Challenges, Future plan

# PRODUCTIVITY SA MANDATE

- Productivity SA fulfils an **economic or social mandate** of government, which is to **promote employment growth and productivity.**
- Delivers on the mandate of the DEL, with a focusing on: **improved economic efficiency and productivity, creation of decent employment, and promoting social dialogue and workplace democratisation.**

# ALIGNMENT TO OTHER POLICY MANDATES AND GOVT PROGRAMMES

## Contribution to the National Development Plan (NDP)

- Chapter 3: Economy and Employment
- Chapter 9: Improving Education, Training and Innovation
- Chapter 13: Building a Capable and Developmental State

## Contribution to the Economic Reconstruction and Recovery Plan (ERRP)

- Priority 1: Industrialisation and Growing the productive economy:
- Priority 2: Macro-Economic Interventions and Enablers for Economic Growth.

## Re-Imagining the Industrial Strategy and District Development Model

- An integrated and aligned Eco-System (including Sector Master Plans, Special Economic Zones and Industrial Parks) to address sector-specific challenges through value chain and cluster upgrading which is linked to training and skills development along the value chain.
- Build the economic and business linkages (Vertical and Horizontal Integration) between the manufacturing sector and other production and services sectors of the economy.
- Targeted Enterprise Development and Support Programmes to improve the productivity of the priority sectors in support of the District Development Model (DDM), targeting the 44 Districts and 8 metros.

## International Instruments

- SDG 8: Decent work and economic growth
- ILO Centenary Declaration for the FoW, 2019
- ILO Decent Work Agenda
- Agenda 2063 – African Union
- SADC Declaration on Productivity
- Abidjan Declaration, 2019

# THE CHANGE AGENDA- AN INTEGRATED ENTERPRISE DEVELOPMENT AND SUPPORT ECOSYSTEM DURING AND POST COVID-19 AND TOWARDS 2030

## An Integrated Training & Skills Development Ecosystem

•To Build a Workforce of the Future by encouraging life-long learning. Given the fast pace of technological advances, which are disrupting many industry sectors and Business Models, it is common cause that sustained productivity growth and long-term competitiveness will require a more skilled workforce. It is critical for the country and individual enterprises to anticipate and prepare continuously for the FoW.

## An Integrated Enterprise Development and Support Ecosystem

•To improve the competitiveness & sustainability of enterprises, with a focus on SMMEs by:

- (a) creating an enabling environment conducive for entrepreneurship and sustainable enterprises,
- (b) encouraging the application of decent and productive workplace practices,
- (c) address sector-specific challenges through value chain and cluster upgrading which is linked to training and skills development along the value chain,
- (d) promoting technology & ways of doing business that are environmentally friendly; and
- (e) integrating government support for formal and informal SMMEs, start-ups and cooperatives. Govt should be a funder of first resort, with funding linked to productivity outcomes

## An Integrated Research & Innovation Ecosystem

•To ensure the provision of productivity and competitiveness related value-added information and statistics to inform evidence-based planning as well as monitoring and evaluating the impact of our interventions.

•Government should also incorporate an evaluation process that allows SMMEs to assess the productivity benefits they bring.

## A national Productivity Movement

•To promote a stronger culture of productivity and accountability thereof at all levels - national, sector and enterprise levels, and build awareness of the importance of and new mind-set about productivity in South Africa, which could pave the way for many more – and more highly paid – jobs and ultimately a more inclusive society.

# 1. Human Resource Development

## Internal - Trained Practitioners within Productivity SA

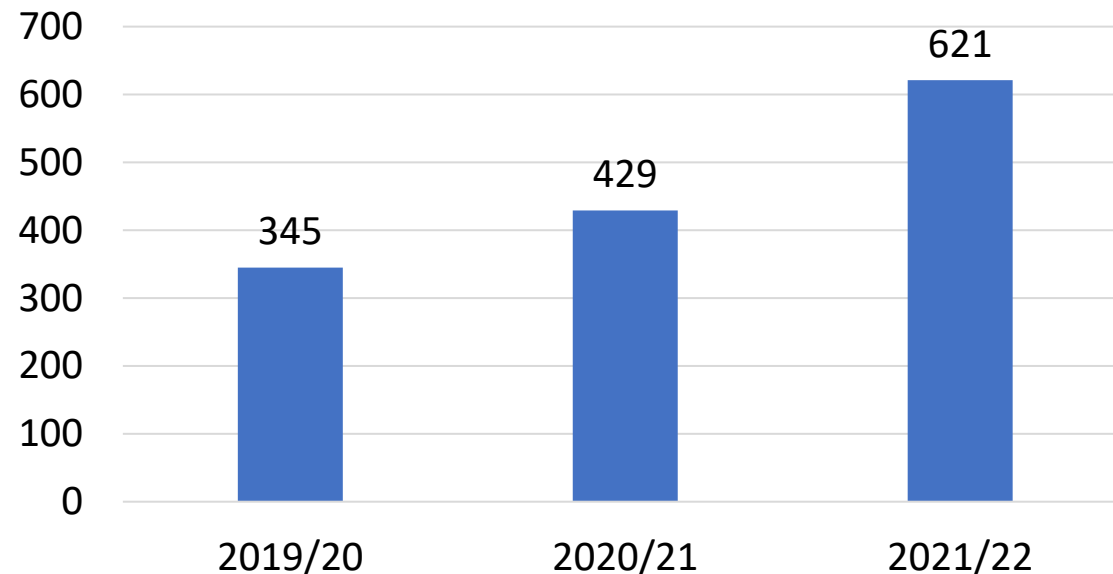
- Productivity SA Practitioners: qualified Industrial Engineers, Operations Management Specialists or SME Specialists)
  - Trained 33 Practitioners on Kaizen Programme (including by the APO)
  - Technical Training : Six Sigma
  - Trained 10 Practitioners - Greenbelt Six Sigma (2021)
  - Currently training 15 Practitioners: 6 on Blackbelt Six Sigma; 9 on Greenbelt Six Sigma

## External - Productivity Champions trained

Productivity Champions (managers/workers) within enterprises are trained on Kaizen/QPI tools and the methodology.

- Trained 1 395 Champions 2019 - 2022

Champions Trained per Year



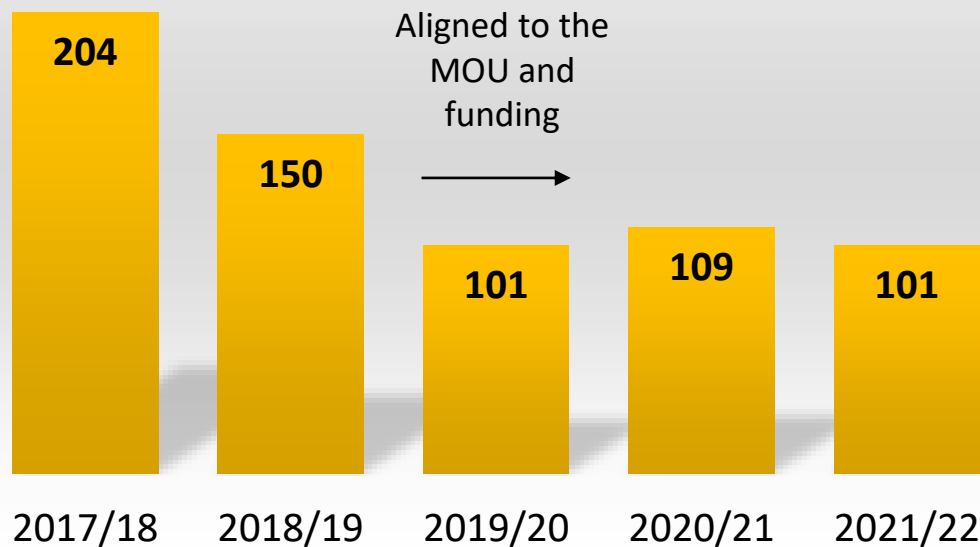
## 2. Major approaches in providing training and guidance services to companies

- Use train the trainer methodology
- Training of Productivity Champions - tools and techniques to ensure continuous implementation
- Physical and virtual training session held
- On the shopfloor coaching and implementation support
- Clustering of companies (average of 5 enterprises)
  - Regional or sector clusters
- Sharing of lessons through Milestone workshops – innovations and projects presented by team members

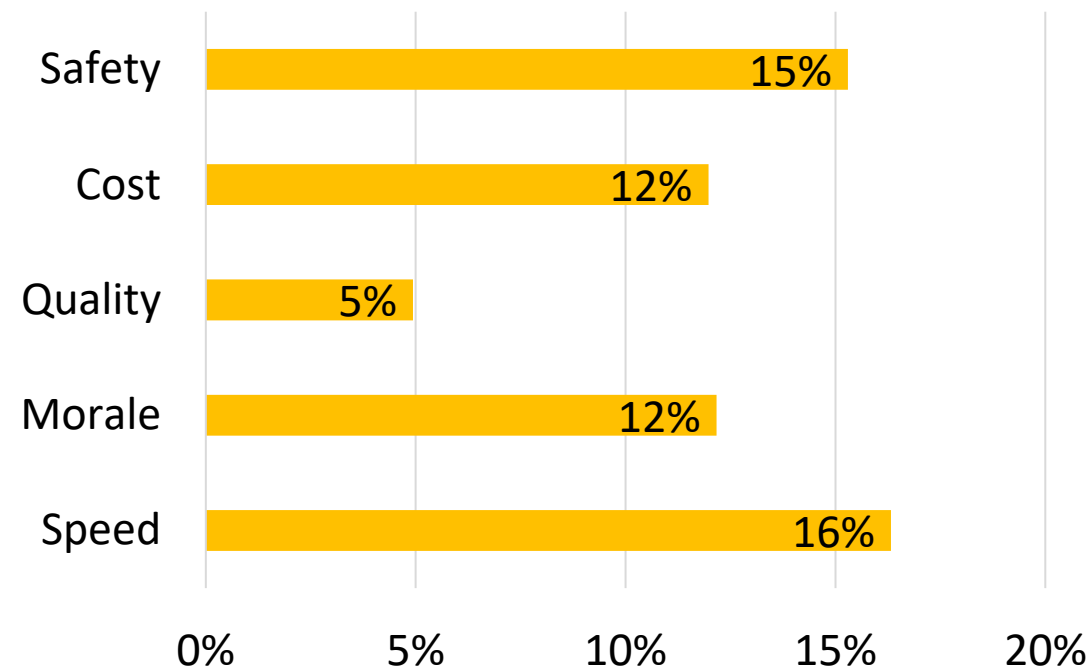


# 3. Quality and Productivity Initiatives (QPI) Enterprise level interventions

Number of QPI Enterprises supported per year



Impact Improvement (average reported)



	2017/18	2018/19	2019/20	2020/21	2021/22
No. of Employees	4 361	1 655	4 275	9 339	2 450
Average business size	21	11	42	85	24



# 4. Experiences and Successes

- Growth of employees from workers to Managers over time
- Giving employees opportunities to participate, innovate and implement solutions to shopfloor problems
- Recognition of enterprises through the Productivity Awards (Regional and National)
  - Organisations that contributed significantly to South Africa's productive capacity through organisational initiatives may enter.
  - The nature and extent of the productivity improvement should be clearly identified
  - The results of their productivity improvement efforts should be clearly visible.



# 5. Major challenges encountered and countermeasures

- Lack of funding available to support clients
  - Look for alternative partners with the same objectives
  - Companies are willing to pay for services based on the results the programme has achieved – success stories
- The Kaizen didn't meet needs of the client during and after Covid-19
  - Revised our approach to focus on resource utilisation and cost reduction projects
  - Changed the delivery methods (combination of online and physical)
- Accessibility of clients (SMEs) – trade of between investment for the future vs the here and now challenges
  - Commitment upfront built into the contracts
  - Move towards a commitment fee/ commitment of the client vs free
- Business owners are experts in what they do/have technical skills but lack basic business skills
  - Develop business acumen via coaching and training
  - Partner with other entities to provide business skills training

# THANK YOU

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