



Online seminar on policy implication of Kaizen/Quality and Productivity Improvement (QPI) on transforming MSMEs thereby contributing to the establishment and strengthening of African Continental Free Trade Area (AfCFTA)

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Board Member of PAPA (www.pa-pa.org)**

**CONTRIBUTION OF PAPA TO INDUSTRIALIZATION
OF AFRICA THROUGH ITS ACTION PLAN 2022-2025**

OUTLINE OF PRESENTATION

I. BACKGROUND AND ACHIEVEMENTS

II. WAY FORWARD : THREE YEAR BUSINESS PLAN 2022/23-2024/25 TO ADDRESS THE MAIN CHALLENGES PAPA ARE FACING

1. Expansion of membership

2. Mutual Learning among PAPA member countries

3. Capacity Building of PAPA

4. Enhancement of Collaboration with AUC, ILO AND AUDA/NEPAD

5. Enhancement of Collaboration with RECS and include more francophone countries to enlarge PAPA member country

III. PERSPECTIVES AND MOBILISATION OF STAKEHOLDERS

BACKGROUND AND ACHIEVEMENTS (1/2)

The Pan African Productivity Association (founded in November 1990 in Malaysia during the World Productivity Congress) is an international body comprising National Productivity Organizations (NPOs), which mission is **“To be the catalyst for the African nations to address productivity and competitiveness for sustainable development”** in Africa. Its aim is to provide a forum for :

- 1. Promoting and sharing ideas and experience on strategies, techniques and best practices for productivity enhancement;*
- 2. Fostering co-operation and collaboration between national productivity organizations(NPOs) and other related bodies in Africa and beyond;*
- 3. Advocating for the importance of national productivity organizations as well as assisting existing and emerging national productivity organizations; and*
- 4. Building the capacity of productivity practitioners on the continent.*

Our vision which is **“To inspire and lead a more productive and competitive Africa for a better standard of living by 2030”**.

PAPA current members : Botswana, Burkina Faso, Ghana, Kenya, Malawi, Mauritius, Namibia, Nigeria, South Africa, Zambia and Zimbabwe

The Pan African Productivity Association acknowledges that to transform Africa into the global powerhouse of the future as envisioned by Agenda 2063 requires concerted efforts at addressing the major impediments to the realization of this goal prominent among them being : **high informality, high unemployment levels, low skills base, low wages and widening inequalities**. These, unfortunately are some of the main causes of low productivity.

BACKGROUND AND ACHIEVEMENTS (2/2)

Despite the issues and challenges PAPA faces, many actions have been taken by members of our organization as part of implementation of their respective program activities. As a pan-African organization, PAPA has implemented activities to improve quality and productivity in our continent which can be summarized around the following axes :

- 1. Expansion of member countries**
- 2. Mutual Learning among PAPA member countries**
- 3. Capacity Building of PAPA**
- 4. Enhancement of Collaboration with AUC, AUDA-NEPAD, JPC, JICA, APO**
- 5. Enhancement of Collaboration with Regional Economic Commissions and include more francophone countries to enlarge PAPA member country**
- 6. Streamlining of activities amongst PAPA member countries**
- 7. Strengthening and development of inclusive platforms and processes for promoting competitiveness and productivity**
- 8. Productivity capacity building programmes for MSMEs, agricultural and public sectors developed and implemented at level of Regional Economic Commissions**
- 9. Productivity and Competitiveness Index for Africa developed and in place**
- 10. Monitoring and Evaluation**

WAY FORWARD : THREE YEAR BUSINESS ACTION PLAN

Main challenges facing by PAPA : i. Expansion of membership ii. Mutual Learning among PAPA member countries iii. Capacity Building of PAPA iv. Enhancement of Collaboration with AUC, ILO AND AUDA/NEPAD v. Enhancement of Collaboration with RECS and include more francophone countries to enlarge PAPA member country

1. Expansion of membership

Output	Current Situation and Activities	Expected Goal after 3 years / Output Indicators	Problem statement	Countermeasure
1. Expansion of membership	Only 11 African countries are official members which is 20% of the AU member states.	<ul style="list-style-type: none"> Mobilization by the domestic members in their own region (EAC, ECOWAS, Central Africa and SADC) and build regional leadership which will be coordinated by the Main Secretariat. Develop stronger advocacy drive to sell the benefits of joining PAPA Increase membership and participation of African countries in PAPA activities, at least 50% of the AU member states belonging to PAPA or implementing PAPA/AUC/ILO productivity programmes 	<ul style="list-style-type: none"> Lack of Awareness regarding the existence and importance of belonging to PAPA Poor membership drives/ initiatives 	<ul style="list-style-type: none"> Intensify awareness campaigns using AUC and ILO structures Consolidate collaboration and partnership with ILO and other regional integration /development bodies Partner with identified like minded international organisations like JICA, JPC and APO in conducting productivity awareness and promotion seminars and workshops

WAY FORWARD : THREE YEAR BUSINESS ACTION PLAN

2. Mutual Learning among PAPA member countries

Output	Current Situation and Activities	Expected Goal after 3 years / Output Indicators	Problem statement	Countermeasure
2. Mutual Learning among PAPA member countries	<p><u>Fund Raising</u></p> <ul style="list-style-type: none"> No active fundraising activities at the moment <p><u>Human Resources</u></p> <ul style="list-style-type: none"> Dependent on the technical cooperation projects with ILO, AUC, JICA, JPC and APO <p><u>Others</u></p> <ul style="list-style-type: none"> Small scale benchmarking amongst PAPA member countries Training by PAPA experts for AU member states through partnership with the AUC and ILO 	<ul style="list-style-type: none"> Promote the sharing of ideas, experience and best practices on productivity enhancement in Africa Skills transfer on productivity management and technology transfer Sharing of best productivity practices and productivity tools amongst members countries 	<ul style="list-style-type: none"> Language barrier (English/ French/ Portuguese) Commitment by governments to productivity movement Limited funding Inadequate experts in productivity and quality management 	Develop a coordinated approach for the integration of productivity tools and techniques to ensure that NPOs become use centers of Excellence in those tools

WAY FORWARD : THREE YEAR BUSINESS ACTION PLAN

3. Capacity Building of PAPA

Output	Current Situation and Activities	Expected Goal after 3 years / Output Indicators	Problem statement	Countermeasure
3. Capacity Building of PAPA	<ul style="list-style-type: none"> Currently the responsibility for coordinating PAPA activities is solely left to Productivity SA, which is putting strain on its limited resources. Inadequate supply of readily available experts/consultants in productivity and quality management Reliance on the MoU between Productivity SA and ILO which incorporates selected PAPA deliverables 	<ul style="list-style-type: none"> Establish a functional PAPA secretariat Strengthening of the Board Subcommittees to enhance the governance and strategic focus of PAPA African Productivity Movement to be developed and sustained by AUC in partnership with PAPA and ILO Strengthening and developing/upgrading the staff capacity of NPOs Develop stronger advocacy drive and introduce incentives strategies to paid up members Active participation in the African Kaizen Initiatives (AKI) Action Plan 2021-2025 through the different Working Groups Provide technical assistance and share information on productivity promotion and interventions to existing national productivity organizations and those that to start the productivity organizations in Africa 	<ul style="list-style-type: none"> Lack of strong commitment by governments to productivity movement Limited funding for existing NPOs No formal MoU or Agreement between PAPA and AUC to implement the “Productivity Agenda for Africa” 	<ul style="list-style-type: none"> The AU should take a leading role support the operations of PAPA both financially and in the coordination of its activities Training programmes designed and implemented for Board members, CEOs, management and staff A pool of productivity practitioners at different levels of the NPOs who can advocate for productivity and implement productivity improvement techniques

WAY FORWARD : THREE YEAR BUSINESS ACTION PLAN

4. Enhancement of Collaboration with AUC, ILO AND AUDA/NEPAD

Output	Current Situation and Activities	Expected Goal after 3 years / Output Indicators	Problem statement	Countermeasures
<p>4. Enhancement of Collaboration with:</p> <ul style="list-style-type: none"> AUC ILO AUDA/NEPAD 	<ul style="list-style-type: none"> The AU projects are not structured and they are done as and when there is a need PAPA is invited to make presentations at the AUC Ministers meetings on productivity on an ad hoc basis Active MoU between Productivity SA and ILO which incorporates selected PAPA deliverables Discussions on bilateral MOU on collaboration between AUDA-NEPAD and PAPA Implementation of the “Productivity Agenda for Africa” not formalized 	<p>AUC:</p> <ul style="list-style-type: none"> African Productivity Movement to be developed and sustained by AUC in partnership with PAPA and ILO. Projects to implement the AUC-ILO Joint Programme on Decent Work for the Transformation of the Informal Economy in Africa (2020-2024) focussing on <u>Output 3.2: Integrated productivity growth framework to enhance the transition of informal to the formal economy.</u> <p>ILO:</p> <ul style="list-style-type: none"> Implement the recommendations on the Assessment of the state of the National Productivity Ecosystems and lessons learned from the various productivity programmes and interventions implemented by member States. Inclusion of additional 5 countries on the IMD World Competitiveness Yearbook. Develop a Communications Strategy for PAPA in order to improve communication and attract more member States from across the continent, including in Francophone and Lusophone countries. <p>AUDA-NEPAD:</p> <ul style="list-style-type: none"> MoU between PAPA and AUDA-NEPAD with joint action plan. 	<p>No formal MoU or Agreement between PAPA and AU to implement the “Productivity Agenda for Africa”</p>	<ul style="list-style-type: none"> Institutionalize the Agreement between PAPA and African Union Commissions MoU with AUDA-NEPAD to effectively implement the objectives of the TICAD IV declaration supporting Africa’s effort on productivity improvement.

WAY FORWARD : THREE YEAR BUSINESS ACTION PLAN

5. Enhancement of Collaboration with RECS and include more francophone countries to enlarge PAPA member country

Output	Current Situation and Activities	Expected Goal after 3 years / Output Indicators	Problem statement	Countermeasures
5. Enhancement of Collaboration with RECS and include more francophone countries to enlarge PAPA member country	<ul style="list-style-type: none"> The Declaration on Productivity by the SADC heads of states in 1999 led to the establishment of the SADC Regional Productivity Organization in 2004 but it is not operational 	<ul style="list-style-type: none"> Provide technical assistance and share information on productivity promotion and interventions to existing national productivity organizations and those that to start the productivity organizations in Africa Promote the mainstreaming of productivity in all economic sectors and developmental agenda of member states of AU Promote the sharing of ideas, experience and best practices on productivity enhancement in Africa 	No formal MoU or Agreement between PAPA and African Union Commission to implement the “Productivity Agenda for Africa”	<ul style="list-style-type: none"> Build regional leadership structures which will be coordinated by the Secretariat
	<ul style="list-style-type: none"> There is only one French speaking country on PAPA membership. 	French speaking member country (Burkina Faso) should provide technical assistance and share information on productivity promotion and interventions those that want to start the productivity organizations in West Africa	Language barriers as most of the productivity tools are written in English	<ul style="list-style-type: none"> Mobilization by the domestic members in their own region Undergo study missions to AUC and REC Build regional leadership structures which will be coordinated by the Secretariat

PERSPECTIVES AND MOBILIZATION OF STAKEHOLDERS

Despite productivity improvement being an enduring theme across at least 75% of the goals and priority areas of Agenda 2063, it is still a peripheral subject with most member countries lacking clear strategies on how to mainstream productivity. Consequently, only about 20% of the AU member states have functional National Productivity Organizations some of whom constitute the membership of PAPA.

We therefore call upon the Civil Society Organisations and other stakeholders to actively lobby governments and the social partners to prioritize the need to establish strong institutions that will drive the productivity agenda of their countries and as a means for ensuring concerted efforts towards attainment of Agenda 2063.

As PAPA we remain committed to playing our part in clarifying the role that productivity ought to play in galvanizing efforts towards addressing the challenges that the continent faces in its quest to attain full and productive employment for its people.

In this regard, PAPA looks forward to foster and strengthen its partnership with organizations such as **JICA, ILO, AUC, AUDA-NEPAD, APO, JPC, etc.** to transform Africa's economies and accelerate its industrialization for more job and decent work through Quality and Productivity Improvement.

