



**PROCEEDINGS OF THE
6th GENERAL ASSEMBLY OF
PAN-AFRICAN PRODUCTIVITY ASSOCIATION**

07-08 August 2013

**PRODUCTIVITY SA, JOHANNESBURG,
SOUTH AFRICA**

APPROVED AGENDA

1. Welcome remarks by PAPA Secretary General
2. Introduction Of Delegates
3. Opening Address by PAPA vice President
4. Inaugural address by Guest Speaker
5. Adoption of Agenda
6. Country Presentations
7. Vote of Thanks
8. Secretary General Report
9. Any other business
10. Election of the new Board
11. Closing statements
12. Board meeting

Agenda item 1: Welcome note by Productivity SA CEO and PAPA Secretary General Mr Bongani Coka

I would like to extend a warm welcome to all members assembled here today, and wish to thank you for making time in your busy schedule to grace this long outstanding general assembly of the Pan African Productivity Association. I also wish to extend a special welcome to our new member of PAPA, Namibia. It was long overdue.

There is no doubt that since its foundation more than 20years ago, PAPA has in a small way contributed to the economic development of many countries in Africa.

I'm saying insignificant, nevertheless, at the back of my mind knowing that a lot has been achieved through our concerted effort to journey into the competitiveness and the adoption of a culture of excellence. From the historic roundtable with the APO, to the World Productivity Congress, where all the strategic partners gathered to ensure that the productivity seeds are grown and will mature into plans which will bear quality fruits for our continent.

Let's continue profiling ourselves to be the first point of contact for issues of productivity and global competitiveness in our respective countries, rather than leaving this role to the experts from the multilateral agencies.

It is my wish and belief that this meeting will go beyond the usual reporting formalities and leverage this gathering of Productivity Experts to discuss the future direction of PAPA as well as contribute more effectively to the Productivity Agenda for Africa.

I once more welcome you all to our beautiful country which has become your second home through PAPA, and look forward to fruitful and productive discussions. Let us all join hands in becoming the Champions of Productivity in Africa.

Agenda item 2: Introduction of Delegates

Delegates introduced themselves as per the attached list (last page)

Agenda item 3: Opening Address by PAPA vice President Dr Paul Bdiya

There is a saying that “change is the only constant”. Whether change is good or bad, the bottom line is that change will ultimately happen. Ladies and Gentlemen none of us is left untouched by change. There is another saying that goes “Like sand through the hour glass so are the days of our lives” As we meet here today under the auspices of the Pan African Productivity Association (PAPA), our mandate is driven by the need for change. Fortunately it is change for good. As you are aware the work performed by PAPA is underpinned by the fundamental goal of PAPA which is to improve the quality of life of the African people through productivity improvement. The key objective that drives PAPA is the need to:

- increase value added, productivity and competitiveness of the African Economies,
- facilitate the improvement of productivity culture of people in Africa,
- mobilise all relevant stakeholders at national, regional and continental levels for addressing productivity more actively for socio-economic development of the African Continent.

Africa has undergone a lot of change. Some of it is bad but indeed most of it is good. To give you a prime example of what I mean by that let me refer to an article that was published in the Productivity SA Leader magazine. In an article titled “Africa the last frontier”, Economist Chris Gilmour succinctly outlined how economic change in Africa has been telling. Gilmour mentioned that the decade between 1990 and 2000, Sub-Saharan Africa’s real GDP growth in total was around 25%. In other words, between the beginning and end of that decade, Africa only grew by 25% in total. By comparison, the Asian newly industrialised countries (NICs) grew by 75% and the world grew by almost 35%.

By the following decade, however, that had all changed. Between 2000 and 2010, **Africa had grown by 85%**, the Asian NICs and Latin America by 45%, the USA by just over 20% and the Euro area a dismal 14%. Africa was the star performer and this view was endorsed in the *Economist* magazine’s supplement ‘*The World in 2009*’ which highlighted the fact that of the 10 fastest-growing economies on earth in 2008, five were in Africa.

In that vein ladies and gentlemen, I would like to reiterate the importance of this General Assembly as briefly alluded to by Mr Bongani Coka. As outlined in the AU’s Productivity Agenda for Africa, Africa is endowed with abundant resources. But the relative inefficiency and ineffectiveness of the use of its resources is hampering its competitiveness and affecting adversely the capacity of the African Nations to deliver in social and human development in the framework of the Ouagadougou 2004 Declaration and Plan of Action on employment Promotion and Poverty Alleviation, as well of the NEPAD objectives. Our meeting here today is to continue to work towards that goal.

Let me digress a bit and say it was quite fulfilling when recently back home as part of our National Productivity Centre (NPC) ‘s strategy to encourage small scale enterprises (SMEs), and to nurture them into becoming employers of labour and creators of wealth, the NPC which partnered Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in training for small and medium industrialists. For me this partnership highlighted productivity improvement at work. To ensure that the continent attains its potential it is organisations like PAPA that stand to strengthen the continent’s competitiveness. “Small and Medium Enterprises (SMEs) have been universally identified as the engine of growth in any economy.” One of the pillars of strength in Germany’s economy is the thriving SME sector.

I thus take this opportunity and urge members present in this meeting, to ensure that by the time our meeting reaches its conclusion, we would have moved closer towards ensuring that PAPA objectives are realised. Our role on the continent cannot be overemphasised.

Agenda item 4: Inaugural address by Director of International Labour Organisation (ILO) Pretoria Office Mr Vic van Vuuren

Mr Vic van Vuuren's theme for his talk was "The Role of SMMEs in Job Creation". He reflected on the following issues:

1. **Inadequate Policies** on SMME: He said that policies don't have interest for SMMEs to succeed and become big. It seems not to be priority for government to stimulate small business. It is not easy to start a business, no finance. He noted that promotion of small business is mentioned in our current policy but little priority is given to the upliftment of SMEs during the implementation of policies. Hence small businesses are pushed away by big business.
2. **Unions** don't thrive in the SMME arena; they focus on the mass employment turfs.
3. The role of **chambers of commerce**: SMMEs are battling and Chambers are the only organised bodies to represent small traders.
Education system doesn't promote the small business mind-set. He further mentioned that, our education system does not produce or neither prepares graduates to work for themselves. Governments must be persuaded to build in the curricula that promote productivity.
4. **Implementation of ideas**: governments seem to be good in putting policies but not implement those policies. (John Deer project)
5. **Informal trading** can be nurtured to become big. The challenge is how the informal sector can be encouraged to become more formal.
6. **Create a platform for ideas**: governments need to encourage starting small businesses and let them thrive and not kill them by giving opportunities only to big companies.
7. **Role of national and local/provincial government**
In his statement, he further mentioned that our National or Local Government laws, governing local traders are outdated and need to be reviewed to address the challenges faced by SMEs.
8. **Information Literacy**.
9. Mr. Van Vuuren stressed changing mindset of individuals as the key to improve productivity in any organization. This could only be possible if productivity champion engage in mass mobilization with the involvement of community, church leaders and other influential bodies.

Agenda item 5: Adoption of Agenda

The General Assembly adopted the agenda. The item on Productivity Agenda for Africa was amended since Mr Omar Diop couldn't make it to the GA.

Agenda item 6: Country Presentation

Representatives from the following countries made presentation on their productivity activities in their respective countries:

1. Botswana National Productivity Centre (BNPC)
2. National Productivity and Competitiveness Council (NPCC) MAURITIUS
3. National Productivity Centre of Nigeria (NPC)
4. Productivity Unit, Ministry of Labour and Social Welfare, NAMIBIA
5. Productivity SA, SOUTH AFRICA
6. Association Burknabe Pour Le Management de la Qualite ABMAQ) BURKINA FASO

Agenda item 7: Vote of Thanks

Dr Clement Illoh, Permanent Secretary of the Federal Ministry of Labour and Productivity in Nigeria thanked the GA for affording him the platform to speak. He informed the GA that his Minister bestowed him the honour to attend the General Assembly, and that the issue of productivity has been placed in the fore front. He said that productivity cut across family to the workplace; therefore tradition and development go hand in hand. He complemented all the country presentations and also commended the ILO keynote address. He elaborated on the topic of "SMME and job Creation" as Mr Vic Van Vuuren alluded to, that the informal economy is not a sector as it's usually referred to, but it is an economy in its own right. The society need to change its mind-set around that. Productivity is still in the background in a lot of African governments, and he raised a concern of whether there is conflict between politics and productivity.

He noted the following points that NPOs need to focus on in relation to their country presentations:

- NPOs need to be able to conduct Monitoring and Evaluation on productivity, and be able to demonstrate sustainability.
- Need for networking of social partners as productivity is everybody' responsibility.
- The issue of mass mobilisation and consciousness about productivity.
- How to reward stakeholders when productivity has been enhanced.
- How to assess the contribution of accounting ministries in relation to their contribution to productivity improvement activities?
- Nigeria's Policy on Productivity is a good example (roadmap) and should be mainstreamed into the National Development Plan.

Agenda item 8: Secretary General Report

Mr Bongani Coka, PAPA Secretary General tabled the following report:

Introduction: This report provides an overview of PAPA secretariat activities in the recent years. PAPA hasn't had a General Assembly as the constitution states biannually; the last one was in 2009. The main areas of activities included the following: AU Productivity Agenda for Africa, Asian partnerships and the institutional capacity building of the Secretariat.

Secretariat Activities

1. Productivity Agenda for Africa

The Agenda will be outlined by the AU official under a different item.

However we would like to inform the GA that PAPA was requested to conduct training on Productive Capacity Building for the Micro Enterprises of the Informal Economy Training Session, from 28 to 30 September 2011 in Addis Ababa. Experts were invited from PAPA Member countries to conduct the training, only Dr Bala Usman from Nigeria and Ms Lalane Janse van Rensburg from SA honoured the invitation. Participants were from the following countries: Ivory Coast, Senegal, Namibia, Tanzania, Rwanda, Cameroon, Tunisia and Ethiopia.

At the end of the workshop the participants developed their national action plan as main output of the training session which will be monitored but the AU. The action plans were aligned to the Productivity Agenda for Africa with the following objectives:

1. Increase the productivity and competitiveness of the African small and informal enterprises
2. Facilitate the improvement of productivity culture amongst small and informal enterprises

3. Promote the use of productivity approaches, techniques, tools and processes by all stakeholders
4. Mobilize all relevant stakeholders at a national level.

Subsequently the following countries submitted their draft plan of action: Cameroon Tanzania and Rwanda.

2. **APO/PAPA Partnership:** Since the partnership started in 2006, APO has done so much for PAPA. The current economic situation in Japan has led to the APO redirecting its resources to its member countries and less for the Africa Program. You will see as per the table below that the last training was conducted in 2010, with funding from the Government Republic of China. At the APO Governing Body meeting in Singapore in 2012, the APO had taken a resolution to expand its membership to outside of Asia, and Turkey was the first country to show aspiration to join the APO.

The statistics of the APO training are as follows:

	DPS 2006, Philippines	BCPP-1 2007, SA	ACPP-1 2008, SA	BCPP-2 2008, SA	BCPP-3 2009, SA	ACPP-2 2010, SA	BCPP-4 2010, SA	Total per country
Botswana	3	4	5	5	5	4	3	29
Kenya	1	5	5	0	5	5	2	23
Mauritius	1	5	4	4	2	5	0	21
Nigeria	0	5	5	5	5	6	2	28
South Africa	3	6	6	6	6	4	4	35
Zambia	0	5	3	5	5	5	2	25
*Swaziland	-	-	-	-	-	-	1	1
*The Gambia	-	-	-	-	-	-	1	1
*Burkina Faso	-	-	-	-	-	-	1	1
Total per course	8	30	28	25	28	29	16	164

**Non-PAPA members*

3. **JPC Partnership** The JPC invited participants from the four member countries (SA, Botswana, Zambia and Mauritius) to participate at the observational study mission on Green Productivity to Japan from May 30th to June 3rd. (Program attached). The participants were privileged to participate at the TICAD V's Side Event Seminar on "Diffusion of Green Productivity from Asia to Africa".
4. **PAPA Vision and Mission:** At the previous Board meeting in April, members discussed the issue of crafting a vision and mission of PAPA and wish the GA to deliberate and eventually adopt the vision and mission of the Association.
5. **PAPA Board Election:** The GA also has to conduct elections for the PAPA Executive given that the term for the current Board had expired and some members have retired.

6. **PAPA Website:** The PAPA website is now up and running under the address www.pa-pa.co.za. We would like the members' input on what could be added to make it more informative. The PAPA board agreed at the April 2013 meeting that the cost for the redesigning of the website should not be more than R20 000. The cost of the development of the PAPA website is as follows: Monthly cost debited off the PAPA bank account = R 39.00. Once off cost of development @ R 500.00 per hour (10 hours) = R 5,000.00

Mr Grant Glenville, Productivity SA IT Manager demonstrated the PAPA website.

7. **Finance Report:** The PAPA finance report was tabled.

8. **Challenges:**

- Commitment from Board members/member countries to support the Secretariat with regards to attending meetings and other responsibilities of the Association. An instance like when the AU requested us to send productivity trainers who attended the BCPP and ACPD to conduct training in Addis Ababa in 2011. Certain member countries pulled out on the eleventh hour which led to the disruption of the training program and putting a lot of pressure on the remaining experts. This also had a negative view in the eyes of the AU as it was PAPA that always wanted to be to be the implementing organ of the Productivity Agenda for Africa.
- Lack of communication and follow-up on the deliverables.
- Active recruitment drive of new members.
- Leadership vacuum (which will be addressed by the appointment of the new Board).
- Outstanding membership fees: PAPA hasn't been audited for a number of years due to the outstanding membership fees.

The General Assembly accepted the Secretary General report.

Remarks emanating from the SG report:

- Since Nigeria doesn't enjoy the benefit of having bilateral relations with JPC, they can exchange notes with other countries that have bilateral.
- There is a need to improve on the vision and mission of PAPA. (referred to the New Board)
- There must be alternate board members to ensure that there is quorum at Board meetings. During elections the GA must elect individuals and their alternates, not a country.
- There are certain countries that experience challenges when trying to transfer membership fees through to South Africa and this leads to countries being on areas. E.g Nigeria, Namibia. Members suggested that NPOs can use other means other than the traditional electronic funds transfer like the Western Union, though it may be another challenge to transfer Public funds through the western unions.
- The invoicing period should be done between April – July.
- PAPA need to take their commitment with the AU very serious and honour this whenever the AU request PAPA to avail their experts for any AU training.
- The issue of PAPA fulltime secretariat was deferred to the Board.
- Put a date on what the last date for the cut off for March 2013. End of October.

Agenda item 9: Any other Business

1. PAPA vision and mission (deferred to the Board)
2. Alternate Board member (covered under remarks for the SG report)
3. The issue of PAPA presenting the PAPA report to the ALSAC meetings. It is very important for PAPA to be present at the AU meetings for the association to be taken seriously as the first point in productivity matters.

Agenda item 10: Election of New Board

The GA referred to the process of election of the new Board as stated in the Constitution of the Pan African Productivity Association adopted at the GA in 2009.

The following members were elected and ratified by the General Assembly as constituting the new Board of PAPA:

President	: Dr Paul BDLIYA - Nigeria
1 st Vice President	: Mr. Kevin L. CHUTTUR - Mauritius
2 nd Vice President	: Mr. Baeti MOLAKE – Botswana
Secretary General	: Mr. Bongani COKA – South Africa
Board Member	: Mr. David ligonda - Namibia
Board Member	: Mr. Ousséini OUEDRAOGO – Burkina Faso
Alternate Board Members	
	: Ms Maritza TITUS - Namibia
	: Mr Dev APPALSWAMY – Mauritius

Agenda item 11: Closing Statements

1. **Dr Paul Bdliya** on behalf of Nigerian delegation thanked all the members for the fruitful and productive meeting. Dr Bliya accepted the nomination as the President of PAPA. He requested that we give him more of the cooperation as the time goes on. He stressed that PAPA is still battling with membership and we need to go aggressively on the membership drive. There are countries with NPOS but still not members of PAPA. He paid tribute to the past presidents and Dr Yvonne Dladla who worked tirelessly to resuscitate PAPA a few years ago when it went into a lull. He acknowledged the different political situations in our respective countries and said members need to keep the momentum going especially with the support of Mr Omar Diop from the African Union Commission. He also urged members to give their commitment to the Secretariat and keep them up to date. Lastly he thanked the PAPA Secretariat for all the hard work they do for the Association.
2. **Mr Baeti Molake** on behalf of Botswana also thanked the participants and appreciated that the members took their time off to attend the General Assembly. It is sad that the African continent has a youth full population, still have a growing middle class. He called upon PAPA to make a difference in the lives of the Africa people; through collaborations amongst ourselves, benchmark and assist one another and progress the agenda for the economic growth. He thanked the Members again for electing him as 2nd vice President, and pledged commitment and support that PAPA should succeed.
3. **Mr Kevin Chuttur** on behalf of Mauritius acknowledged the very fruitful meeting and that he had learned so much as it was the first time he participated at PAPA meeting. He said

-
we should continue this learning for succession and will be implement what they learnt in Mauritius. He appreciated the members to nominate him as 1st vice president.

4. **Mr. Ousséini OUEDRAOGO** thanked PAPA for the trust they entrusted in him and ensured his full committed to moving forward with PAPA.
5. **Mr. David ligonda** from Namibia thanked PAPA for accepting their application as members and wished that the money transfer problems have been fully addressed.
6. **Mr Bongani Coka from South Africa** appreciated the visit by the respective countries to South Africa. He reflected on the objectives of PAPA and that we should live by those four principles and be able to tick the boxes of what we stand for.

1.To provide a forum for promoting and sharing ideas and experience on strategies, techniques and practices for productivity enhancement, accelerated economic growth and social development in Africa.

2.To encourage the development of a productivity culture in African economies in order to ensure better living standards on the African continent.

3.To foster co-operation and collaboration between national productivity organisations and other related bodies in Africa as well as those outside Africa with a view to promoting sustainable growth in productivity in the economies of Africa.

4.To facilitate the establishment and development of national productivity organisations, centres or institutions in all African countries.

5. To facilitate and promote tripartism in enhancing productivity.

The General Assembly Adjourned.

Agenda item 12: Board Meeting

The Board meeting commenced.

LIST OF DELEGATES

Botswana	Mr Baeti Molake Executive Director BNPC
	Mr Teedzani Majaule Manager: Productivity and Quality Awareness BNPC
Burkina Faso	Ousséini OUEDRAOGO Secrétaire Permanent Association Burkinabè pour le Management de la Qualité (ABMAQ)
Mauritius	Mr Kevin Chuttur Chairman NPCC
	Mr Dev Appalswamy Productivity Consultant NPCC
Namibia	Mr. David Iigonda Ministry of Labour and Social Welfare (Productivity Promotion Unit) Namibia
	Maritza Titus Namibia Employers Association
Nigeria	Dr Clement Illoh Permanent Secretary Federal Ministry of Labour and Productivity
	Dr Paul Bdiya Director-General National Productivity Centre
	Dr Nasir O. Raji-Mustapha National Productivity Centre
	Ms Adebampe Aor National Productivity Centre
	Mr John Egwa National Productivity Centre
South Africa	Mr Bongani Coka CEO Productivity SA
	Ms Mokgadi Mahlakgane Manager: CEO Office Productivity SA
	Ms Keneuoe Mosoang Chief Economist Productivity SA
	Mr Maupi Monyemangene Media Manager Productivity SA

-
Ms Rebecca Phalatse
Executive Manager: Marketing and Communication
Productivity SA

Mr Andrew Mbatha
Marketing Manager
Productivity SA

Ms Tracey Wereley
Executive Manager: HR
Productivity SA

Ms Lalane Janse van Rensburg
Executive Manager: Productivity Organisational Solutions
Productivity SA

Ms Dimakatso Phiri
Manager:
Productivity SA

Ms Mathews Moatli
Acting Manager:
Productivity SA