

PAPA THREE YEAR BUSINESS PLAN: 2017/18 – 2019/2020

| Item - OBJECTIVE | Current Situation and Activities - PROBLEM STATEMENT | Expected Goal after 3 years - OUTCOMES | Issues | Countermeasure – ACTION PLANS |
|---|---|--|--|---|
| 1. Expansion of member countries | Only 11 African countries participate in PAPA activities and 10 are official members which is 20% of the AU member states. | <p>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.</p> <p>Develop stronger advocacy drive and introduce incentives strategies to paid up members</p> <p>Increase membership and participation of African countries in PAPA activities, at least 50% of the AU member states belonging to PAPA or implementing PAPA/AU productivity activities</p> | <p>Lack of Awareness regarding the existence and importance of belonging to PAPA</p> <p>Poor membership drives/ initiatives</p> | <p>Intensify awareness campaigns using AU Side meetings</p> <p>Initiate and consolidate collaborations and partnerships with regional integration /development bodies</p> <p>Partner with identified African countries, JICA, JPC and APO in conducting productivity awareness and promotion seminars and workshops</p> <p>TICAD VI resolutions that AU organise a conference for Ministers on Productivity</p> |
| 2. Mutual Learning among PAPA member countries | <p><u>Fund Raising</u> No active fundraising activities at the moment</p> <p><u>Human Resources</u> Dependent on the technical cooperation projects with JPC on Kaizen and 5S and the training conducted by the APO</p> <p><u>Others</u> Small scale benchmarking amongst PAPA member countries Training by PAPA experts for AU member states through partnership with the AU/ILO</p> | <p>Promote the sharing of ideas, experience and best practices on productivity enhancement in Africa</p> <p>Skills transfer on productivity management Technology transfer</p> <p>Sharing of best productivity practices and productivity tool</p> <p>Productivity institutions continue to collaborate and benchmark with other nations of the world.</p> | <p>Language barrier (English/ French/ Portuguese)</p> <p>Commitment by government to productivity movement</p> <p>Limited funding</p> <p>Inadequate experts in productivity and quality management</p> | <p>Develop a coordinated approach for the integration of productivity tools and techniques like Kaizen and 5S to ensure that NPOs become centers of Excellence in those tools</p> |

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| 3. Capacity Building of PAPA | <p>Currently the responsibility for coordinating PAPA activities is solely left to Productivity SA, which is putting strain on its limited resources.</p> <p>Inadequate supply of readily available experts/consultants in productivity and quality management</p> | <p>Establish a permanent PAPA secretariat</p> <p>African Productivity Movement to be developed and sustained by AUC in partnership with PAPA</p> <p>Strengthening and developing/upgrading the staff capacity of NPOs</p> <p>Capacity of young people and women in the continent of Africa - Accredited development program for Africa</p> <p>Develop a certification system for productivity practitioners/assessors</p> <p>Develop a 5S Audit of the 5s /quality environmental systems for Africa</p> <p>Develop Excellence Productivity Awards Framework to Africa</p> <p>Develop stronger advocacy drive and introduce incentives strategies to paid up members</p> <p>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</p> | <p>Lack of strong commitment by governments to productivity movement</p> <p>Limited funding for existing NPOs</p> <p>No formal MoU or Agreement between PAPA and AU to implement the “Productivity Agenda for Africa”</p> | <p>The AU should take a leading role support the operations of PAPA both financially and in the coordination of its activities</p> <p>Facilitate the implementation of AU policies on productivity and competitiveness: AU Productivity Agenda (2010; Assembly Decision on Productivity and Competitiveness to boost industrialization (2014), Agenda 2063 (2015), First Five Year Priority Programme on Employment, Poverty Eradication and Inclusive Development (2015-2019)</p> <p>Training programmes designed and implemented for Board members, CEOs, management and staff</p> <p>A pool of productivity practitioners at different levels of the NPOs who can advocate for productivity and implement productivity improvement techniques</p> |

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| 4. Enhancement of Collaboration with AU | <p>The AU projects are not structured and they are done as and when there is a need</p> <p>PAPA is invited to make presentations at the AU Ministers meetings on productivity on an ad hoc basis</p> <p>Implementation of the “Productivity Agenda for Africa not yet formalized</p> | African Productivity Movement to be developed and sustained by AUC and NEPAD in partnership with PAPA | No formal MoU or Agreement between PAPA and AU to implement the “Productivity Agenda for Africa” | <p>Institutionalize the Agreement between PAPA and African Union Commissions</p> <p>Effective implementation of the objectives of the TICAD IV declaration supporting Africa’s effort on productivity improvement.</p> |
| 5. Enhancement of Collaboration with RECS and include more francophone countries to enlarge PAPA member country | <p>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</p> | <p>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</p> <p>Promote the mainstreaming of productivity in all economic sectors and developmental agenda of member states of AU</p> <p>Promote the sharing of ideas, experience and best practices on productivity enhancement in Africa</p> <p>Strengthen the regional structures and the Board should look at members in different regions and allocate NPOs for regional coordination.</p> <p>The President and the Secretariat to approach the RECs and introduce PAPA officials and encourage the establishment of NPOs</p> | No formal MoU or Agreement between PAPA and African Union Commission to implement the “Productivity Agenda for Africa” | Build regional leadership structures which will be coordinated by the Secretariat |
| | <p>There is only one French speaking country on PAPA membership.</p> | <p>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</p> | Language barriers as most of the productivity tools are written in English | <p>Mobilization by the domestic members in their own region</p> <p>Undergo study missions to AUC and RECs</p> <p>Build regional leadership structures which will be coordinated by the Secretariat</p> |

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| <p>6. Streamlining of activities amongst PAPA member countries</p> | | <p>The agenda for productivity institutions be aligned with SDGs and AU Agenda, and should be seen to address:-</p> <ul style="list-style-type: none"> • Productivity and Poverty Alleviation • Productivity and Employment Creation • Productivity and Labour Standards <p>Productivity and Sustainable Development Productivity institutions align their programmes with TICAD VI Declaration</p> <p>PAPA participate in international organisations (AU, ILO) to leverage and tap on opportunities thereof.</p> <p>Productivity institutions continue to educate and inform their nations about the relevance of productivity and competitiveness.</p> <p>Productivity institutions intensify engagement with the political leadership and or governments and lobby for commitment and championship on/of the productivity agenda</p> <p>Productivity institutions involve unions, business and civil society in their quest to improving productivity and competitiveness.</p> <p>Productivity institutions contextualize productivity, customize models, craft programmes and develop initiatives that address aspirations, cultural and environmental conditions of the African continent and are impactful.</p> | | <p>PAPA to lead the implementation of projects activities/tasks, as the technical arm of the AUC, along with stakeholders and partners based on a strategy of negotiated contributions and responsibilities to achieve all the expected outcomes and results of such activities</p> |

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| 7. Strengthening and development of inclusive platforms and processes for promoting competitiveness and productivity | | Forge partnerships with international organisations and institutions to promote competitiveness and productivity in African countries (e.g. ILO, PAPA, JPC, UNEP, UNIDO, Asian Productivity Organization, etc.) | | |
| | | Facilitate Stakeholder meeting on strategies for cooperation on the promotion of competitiveness and high productivity in member states | | |
| 8. Productivity capacity building programmes for MSMEs, agricultural and public sectors developed and implemented at level of RECs | | Implement the Programme on Productivity Capacity building for MSMEs | | |
| | | Support the Implementation of a Programme on Green Productivity and Sustainable Development | | |
| | | Promote Productivity Capacity Building programme in Public Services and Administration | | |
| 9. Productivity and Competitiveness Index for Africa developed and in place | | Development of the index and testing in member states | | |
| | | Workshop to validate the index and strategy by the AU Technical Working Group on LMIS and the Informal Economy | | |
| | | First AU Productivity and Competitiveness Report | | |
| | | Productivity Agenda for Africa domesticated in all RECS | | |
| 10. Monitoring and Evaluation | | PAPA adopt a common framework/template for reporting progress on its projects | | |