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**TRAINING SESSION ON THE DEVELOPMENT AND GROWTH FOR
MICRO, SMALL AND MEDIUM ENTERPRISES
NAIROBI, KENYA
03-11 DECEMBER 2018**

**IN COLLABORATION WITH
THE PAN AFRICAN PRODUCTIVITY ASSOCIATION (PAPA)**



REPORT OF THE WORKSHOP

(Prepared by Mokgadi Mahlakgane, PAPA Secretariat)

1. BACKGROUND OF THE WORKSHOP

The AU Decent Work for the Transformation of the Informal Economy underscores the necessity of creating an African expertise on MSMEs development and growth management. This expertise is focused on relevant areas of capacity building covering various aspects such as (1) policy planning; (ii) organization and representation; (iii) communication, advocacy and negotiation; (iv) and Productivity.

For the purposes of this workshop, two main areas of capacity building for the Informal Economy were identified:

- i. Systems to IE workers and units; and
- ii. Productivity improvement interventions in the IE

With the following intended outcomes:

- **Capacity for Increased Productivity:** Productivity mind-set and culture promoted through basic productivity tools and techniques such as 5S, Kaizen Micro Enterprises Models and the implementation of the AU productivity Agenda;
- **Awareness Raising on Social Security:** Increased coverage/access of informal and rural workers and producers, and their families to affordable social protection and social security building on SPIREWORK mix strategy approach.
- **Occupational Safety and Health (O):** Training of Trainers will be provided to IE enterprises followed by systemic support in establishing the necessary framework to protect IE workers;
- **Managerial and Technical Skills:** Continuously improve the skills and competencies of the I.E workers and producers, including basic literacy and numeracy skills, recognition of skills acquired through traditional apprenticeship

2. THE OBJECTIVES OF THE WORKSHOP

Against this background, the 9-day training of **MSMEs Development and Growth Facilitators/Practitioners workshop** was held in Nairobi Kenya from 02 – 11 December 2018. The workshop brought together 21 participants from the following 8 countries:

- Cameroun
- Ghana
- Kenya
- Tanzania
- Senegal
- Sudan
- Zambia
- Zimbabwe

The workshop targeted the following groups: the beneficiaries are labour administrators/ inspection; officials in ministry of handicraft and of MSMEs supporting agencies, including Chamber of Commerce, Industry and handicraft; leaders of informal economy workers' associations.

Profile of participants that attended the workshop:

Country	Social Security and OHS Agencies	Ministry supporting promotion and development of MSMEs	IE organizations' leaders	Productivity Unit/ Centre	Total no. of participants
Cameroun	-	3	-	-	3
Ghana	1	2	-	-	3
Kenya	1	2	-	1	4
Senegal	-	1	-	-	1
Sudan	-	2	-	-	2
Tanzania	2	2	-	-	4
Zambia	2	-	-	1	3
Zimbabwe	-	1	-	-	1
TOTAL	5	14	0	2	21

Methodology: Training of Trainers workshop and facilitation using the ILO's SCORE tool, PAPA basic productivity improvement tools and WIEGO OHS tool.

Resources Persons for the workshop:

1. Hemlata Ramsok Jomadar, National Productivity and Competitiveness Council, Mauritius
2. Tshenolo Mapitse, Botswana National Productivity Center
3. John Wilson, Wilsjon Consult Limited
4. Laura Alfes, Social Protection Programme, WIEGO
5. Mokgadi Mahlagane, Secretariat, Pan African Productivity Association

The following were the objectives of the workshop:

1. Improve knowledge awareness on concepts, basic international standards and policies
2. Increase capacity to promote (advocacy and lobbying) and enforce
3. Gain capacity on planning, implementation, evaluation and monitoring of
4. Build capacity to manage data and information system, including at local level
5. Build capacity to provide support to IE stakeholders on systems development, implementation, M&E
6. Improve understanding of productivity as an important mean to promote decent work
7. Improve understanding of productivity culture, principles and systems for the micro, small and medium sized enterprise
8. Develop capacity to design and/or implement productivity improvement systems

3. MAIN DELIBERATIONS AT THE WORKSHOP

3.1 Inaugural Session

The workshop was officially opened by Mr Oumar Diop, Senior Policy Officer, Department of Social Affairs, African Union Commission. He explained the policy context regarding challenges facing the Informal Economy and the AU's perspective on approaching those challenges with special reference to the following strategic documents:

1. Programme on Upgrading the Informal Economy (AU Executive Council, 2009)
2. Social Protection Plan for Informal Economy and Rural Workers (SPIREWOR- (Executive Council, 2012)
3. Productivity Agenda for Africa (Executive Council, 2010)
4. Agenda 2063- First Ten Year Implementation Plan (2013-2023)

Mr Diop expanded on the purpose of the workshop and the envisaged outcomes/country actions. Participants were grouped per country and discussed the following topics:

- Their Understanding of informal economy
- How they work with MSMEs
- How best to work with MSMEs

3.2 Contents of the training/workshop

	Topic	Content
Productivity Modules	Productivity concepts/ measurement/ role of stakeholders	Technical, social, economic definition of productivity. Role of social partners and civil society in productivity movement.
	Overview of productivity tools	Basic Productivity Improvement Approaches
	5S/ Lean	Described the 5 pillars of housekeeping practices. Differentiated between good 5S condition to the poor one.
	Simple Strategic Planning	Explained the importance of strategic planning to business success and outlined the steps in the strategic planning process.
	Quality Control Circles and Suggestion Schemes	Explained the philosophy, basic concepts, tools and operations of quality circles. Enabled participants to Design, organize and set up quality circles in organization and implement suggestion scheme.
	Developing Facilitation and Presentation Skills	Demonstrative exercises in applying the basic facilitation skills, practical tips in preparing for an effective presentation and the processes of giving and receiving feedback in training.
	Total Productive Maintenance	Benefit of implementing TPM. Keeping all equipment in top working condition to avoid breakdowns and delays in manufacturing proves.

	Topic	Content
Social Protection	SCORE (Sustaining Competitive and Reasonable Enterprises) Modules: Workplace Cooperation, Better Communication, Teamwork, Workplace Improvement, Taking Action	The SCORE approach gave the basic knowledge relating to the work-place environment.
	OHS	
	Introduction to occupational safety and health at work	What is OHS and inculcating the culture of OHS policies; OHS challenges in the workplace, how to manage the OHS risks in the workplace; awareness creation amongst IE on OHS. Which will lead to improvement in productivity. Participants were given an exercise on challenges in their respective countries and strategies to overcome them (annexure 1)
	Common workplace risks to health	
	Risks to safety, welfare and psychological health	
	Cooperation on safety and health management	
	Prioritising risks, investigation and controls	
OHS Case Studies		
Field visit to selected small and micro enterprises	In-plant Practice and Development of Action Plans	On-Site Visit to VEGPRO and LSH enterprises Focus: Observation and assessment on Productivity Enhancement and OHS Tools and Techniques in MSMEs
	Presentation of recommendations to model MSMEs	Recommendations by participants to the model companies
Way forward	Country Action Planning	Presentations of country action plans Course Evaluation and Follow up Activities

4. COUNTRY ACTION PLANS

Participants were grouped as per their respective countries and developed action plans as part of implementation of what they have learnt during the workshop. This they presented on the last day of the workshop with the guidance of the trainers.

Detailed action plans as **Annexure 2**.

5. OBSERVATIONS AND OUTCOMES OF THE WORKSHOP

5.1 Observations

- 5.1.1 Late arrangement of logistics and poor communication prior to training.
- 5.1.2 Incomplete delegations as per selection criteria, no representation of informal economy worker's associations from all the countries.
- 5.1.3 Absence of AUC staff/representatives for most part of the training for purposes of clarifying some of the procedures when uncertainties arose.
- 5.1.4 Lack of handouts/presentations in the French language.
- 5.1.5 Participants expected to be issued with certificate of attendance at the end of the workshop.
- 5.1.6 The participants recognized that the workshop provided them with an excellent opportunity to learn about different tools to equip them and use to improve productivity in the IE.
- 5.1.7 The workshop highlighted the integral role that OHS and other Productivity improvement techniques play in the success of the IE.

5.2 Outcomes of the Workshop

- 5.2.1 Standardize the Program for future implementation.
- 5.2.2 Participants to identify model company in their respective countries and implement at least one of the tools learnt during the workshop.
- 5.2.3 Develop an online platform to share their experience and provide regular updates on their activities whereby trainers will provide input. For example, designing a template for each country to update on a quarterly basis.
- 5.2.4 Participants were encouraged to present the action plans to their management team and get approval and commitment.