



**TECHNICAL ASSISTANCE INTERVENTION TO MEMBER STATES ON  
PRODUCTIVITY AND OCCUPATIONAL SAFETY & HEALTH (OSH) IN MICRO,  
SMALL AND MEDIUM SIZED ENTREPRISES, LUSAKA ZAMBIA:**

**9<sup>th</sup> to 14<sup>th</sup> DECEMBER 2019**

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

**REPORT**

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floors coverage to the excluded? categories of workers and members of their families, including domestic workers, people living with HIV, TB and Malaria and people with disabilities and improve productivity and competitiveness in Africa”.

In order to achieve this, a set of strategies are recommended to the AUC, including the implementation of a continental special initiative on social security on social security targeting the MSMEs, in collaboration with the Regional Economic Communities. It was also outlined that the African Union should strengthen technical cooperation activities on capacity building with Member States and RECs for a better governance of employment and social protection. The strategies are:

- Undertake multi-sectoral studies to assess the situation of social protection for the informal economy and rural workers, and members of their families and utilize findings in developing national plans to implement the Social Protection Plan for the Informal Economy and Rural Workers (SPIREWORK) as priority for the government with the support of international partners;
- The Country Social Protection Plan for the Informal Economy and Rural Workers (SPIREWORK) should encompass (i) a Minimum Social Protection Package, (ii) a friendly legal and regulatory framework, (iii) advocacy, statistics and knowledge management, (iv) organisation and networking for empowerment and effective participation of the informal workers, and (v) policy and social dialogue;
- Develop flexible feasibility, costing and sustainable funding strategies, combining contributory and non-contributory schemes for the nationally defined SPIREWORK programmers, to curb public spending and to alleviate pressures on limited public resources for social protection;
- Ensure progressive formalization of the informal economy through enabling legal and regulatory environment for sustainable enterprises, skills development, progressive extension of labour and social protection, building on synergies and complementarities between SPIREWORK and the ILO Social Protection Floor Recommendation (no 202), productivity promotion and encouragement for organizing of informal workers and enterprises;
- Take specific measures to extend decent working conditions, labor and social protection to domestic workers, workers living with HIV and AIDS, workers with disabilities; and to develop and implement more gender sensitive social protection policies and programs in the informal economy;
- Promoting an integrated approach in terms of addressing gender inequality and linking poverty reduction, maternity and health protection and access to social protection for working mothers in the informal economy to enable conciliation of work, family and care sensibilities;
- Take appropriate steps to eliminate all forms of unacceptable work, including child labour and ensure occupational health and safety;

- Social security agencies should provide financial support and technical expertise to extend social protection to rural and informal economy workers and their families thus implementing national SPIREWORK programmes;
- Enhance the productivity and competitiveness of African economies , with focus on the SMEs, Micro Enterprises, Private and Public Sector, agricultural sector and informal economy in line with the Productivity Agenda for Africa.

Several initiatives have already been undertaken since 2018 to achieve this which include:

- A workshop in Lusaka, Zambia, 24-25 August 2018 whereby the first draft of Capacity Building plan submitted by the ACBF and a draft Advocacy/Campaign plan presented by the Commission.
- followed by a Training of Trainers (ToT) organized by the AUC in Nairobi, Kenya, in December 2018, with the support of the Pan African Productivity Association (PAPA) and ILO certified experts. The session covered two areas of capacity building: Occupational Health and Safety (OHS) and Productivity in MSMEs.
- a two-day technical meeting in Yaoundé, Cameroon, from 21-23 October 2019 to: adopt the programme of the technical assistance to the selected Member States on Productivity and Occupational Health & Safety (OHS) for MSMEs in the informal economy, and to prepare the logistics and calendar of intervention to dispatch the experts to the selected Member States in November-December 2019.

**The adopted Approach or Methodology to achieve the above will involve:**

- National Team of Experts from
  - Government (Ministry of Labour, Handicraft, Trade, Industry)
  - Organizations of workers in the Informal Economy, with gender consideration
  - Social security institutions and pension funds
- Capacity building on OHS and Productivity in MSMEs Experts/Practitioners based on country action plans.
- Dissemination through Model companies, etc.

**4. STATUS UPDATE ON THE PRODUCTIVITY AND OSH ACTIVITIES IN ZAMBIA**

The workshop was hosted in collaboration with the main stakeholders in Zambia which are the National Productivity Development Department and the Occupational Safety and Health within Ministry of Labour and Social Security and the National Pension Scheme Authority (NAPSA). The 3 entities presented the status on their activities

It was noted that:

- Most of the productivity related interventions and other national programmes were mainly focused in Lusaka.
- To maximize on their impact, they mobilize with strategic partners e.g. academic institutions.
- There is no national policy on Occupational Safety and Health and that present challenge in implementing the rules.
- They rely on international standards imposed by the ILO in the promotion of accident prevention in the workplace.
- The NAPSA presentation covered the following important factors:

- The legal and policy framework on Social Security: National Pension Scheme (NPS) Act and the National Social Protection (NSP) Policy.
- Despite a policy expectation of coverage for all, the NPS Act is tailored towards the Formal Sector.
- NAPSA's interventions in the Informal sector are designed to working around the identified policy inadequacies.
- However, NAPSA's has structured Extension of Coverage to the Informal Sector (ECIS) Project
- 23800 beneficiaries have been reached by September against the target of 30000 by end of the year.
- There is a clear communication strategy that uses all the various media platforms and has enhanced its service delivery through home grown value adding systems using technology.

## EXCERCISE



## DAY 2: TUESDAY 10-12-2019

**Activity 1:** The morning part of day two was spent on the draft baseline questionnaire for the survey activities which will be used as a guide for formulating the database, which was to be completed on day 4 Thursday.

### Activity 2: Guidance on Strategic Plan Formulation

The workshop developed the following SWOT Analysis:

<b>Enablers</b>	<b>Challenges</b>
<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. Ministry has a clear mandate with a gazetted notice, on OHS, social security and productivity</li> <li>2. Clear integrated Organisational structure</li> <li>3. Tripartite nature – TCLC</li> <li>4. Ratification of international conventions</li> <li>5. Presence of Employment Code /2019</li> <li>6. Draft Strategic Plan in place</li> <li>7. Skilled staff</li> <li>8. Institutional alignment</li> <li>9. Project coordination capacity</li> <li>10. Presence of two very important statutory bodies</li> </ol>	<ol style="list-style-type: none"> <li>1. Weak political will /administrative</li> <li>2. Lack of national policies (OHS and productivity)</li> <li>3. Weak institutional capacity</li> <li>4. Insufficient scientific data (ext)</li> <li>5. Inadequate skills (ext)</li> <li>6. Weak coordination</li> <li>7. Reduced budgetary allocation</li> </ol>
<b>Opportunities (external factors)</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Political will (NDP)?institution ling</li> <li>2. Regulatory framework Enabling political will at highest government level</li> <li>3. Supporting international partners (ILO, AU, PAPA) and Local stakeholder collaboration</li> <li>4. Regional commitments on <ul style="list-style-type: none"> <li>o productivity,</li> <li>o charters on various- signatory ant national level</li> <li>o Labor productivity</li> </ul> </li> <li>5. Database on MSMEs (ZDA)</li> <li>6. Open space for the informal sector database (ZDA) deals with formal aggregators</li> <li>7. Conducive environment for entrepreneurial/advancement : (economy, peace, youth)</li> <li>8. Technology (ICTs)</li> <li>9. Ecological Resources – rain, water, sun</li> <li>10. Cultural and ethnic diversity</li> </ol>	<ol style="list-style-type: none"> <li>1. Resistance to change e.g. labour movement, business culture</li> <li>2. Limited financial support</li> <li>3. Political change</li> <li>4. Inadequate legislative framework (lack of policy)</li> <li>5. Poor coordination amongst stakeholders (institutions)</li> <li>6. Depreciation of the currency / cost of doing business (fuel)/ changes in currency</li> <li>7. Climate change – lack of electricity</li> <li>8. Failure to adapt to new technology (SMES)</li> <li>9. Lack of formal training (SMEs)</li> <li>10. Barriers to financial access</li> </ol>

**The team also formulated the Objectives for the strategic plan:**

Group 1	Theme	Inclusive Social Security
	Objective	Increase social security coverage
Group 2	Theme	Enhanced productivity
	Objective	To improve productivity in MSMEs
Group 3	Theme	Enhanced OHS
	Objective	To promote OHS among MSMEs through awareness, incentivizing and enforcement
Group 4	Theme	Regulatory reform
	Objective	Strengthen governance mechanisms

## DAY 3: WEDNESDAY 11-12-2019

The workshop focused on the development of the Strategic Plan based on the identified strategic Pillars and the strategic objectives.

Overall goal		Sustained growth of MSMEs through Decent Work	
Pillar: Enhanced Productivity	Pillar: Inclusive social security	Pillar: Enhanced OHS	Pillar: Good Governance

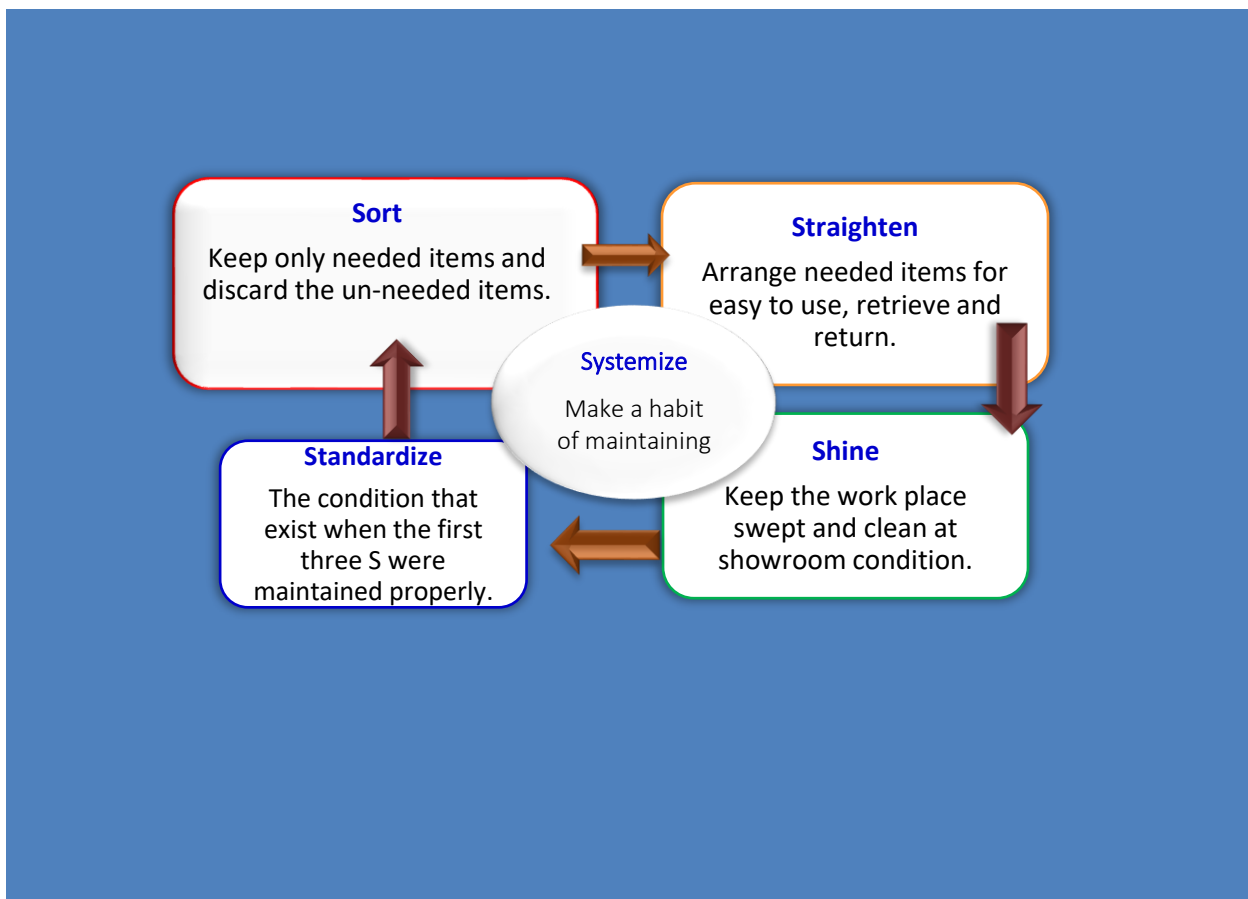
OBJECTIVES	MEASURES	TARGETS	INITIATIVES	OBJECTIVE OWNER
1. To promote OHS and productivity amongst MSMEs	Number of events	2 awareness campaigns conducted per year	Create awareness through IEC print materials, meetings, radio programmes and performing arts	<b>MLSS</b> KIZ NAPSA WCFCB ZDA ZCTU ZFE
	Number of programmes designed Number of programmes implemented	2 programmes designed 2 programmes implemented	Design and implement programmes to promote OSH and productivity improvement in MSMEs	MLSS
	Number of enterprises supported	10 enterprises per year	Integrate productivity Improvement and OSH in MSMEs	<b>MLSS</b> KIZ WCFCB ZCTU ZFE
	Number of tools	2 tools developed	Develop assessment tools e.g. Checkpoint	MLSS, Smart - Zambia UNZA
2. To strengthen OHS and productivity governance mechanisms in MSMEs	Number of Policies submitted for approval	3 policies	Develop a productivity policy Develop OSH policy MSME Policy	MLSS MCTI
3. Strengthen inclusive social security mechanism amongst MSMEs	Number of MSMEs covered	tbc	Extend social coverage to the informal economy	MLSS, NAPSA
4. Enhance Management Skills of MSMEs	Number of managers trained, mentored and coached	tbc	Conduct Training, Mentoring and coaching	ZDA, CEEC, ZCTU, ZFE, ZACSIMBA, ZAM,
5. Enhance Information System on Productivity and OSH among MSMEs	Number of surveys conducted	2 surveys	Conduct survey to establish and monitor the status of MSMEs	MLSS CSO, MLSS, MCTI
	Number of Productivity and OSH reports published	2 reports	Productivity and OSH reports	
	Centralized database developed	1 database	Develop integrated database	

## DAY 4: THURSDAY, 12-12-2019

**Activity 1:** The team completed the survey.

**Activity 2:** Presentations on:

- **Introduction to Productivity concepts** – this module introduced the basic definitions of productivity from the technical, economic, social and management point of view. As well as different kinds of productivity: labour vs total factor productivity, factors that influence the productivity of workforce. It also gave illustrations of the GDP per capita growth in selected African countries. The roles of different stakeholders in productivity were also highlighted.
- **Introductions to 5S** – the presentation summarized the Japanese concept of 5s, the words that stand **Seiri, Seiton, Seiso, Seiketsu** and **Shitsuke** which are basically the 5 pillars of housekeeping practices. It went into details of the benefits of applying these Japanese principles. How to sustain the implementation of 5s which include Management Commitment, Welcoming 5S Visit & Benchmarking, Getting Employee's Feedback, Learning & Communication





- **Introduction to Total Productive Maintenance (TPM)** – the presentation introduced another Japanese approach which focusses on:
  - Creating company culture for maximum efficiency.
  - Striving to prevent losses with minimum cost- Zero breakdowns and failures, Zero accident, and Zero defects etc.
  - The essence of team work (small group activity) focused on condition and performance of facilities to achieve zero loss for improvement.
  - Involvement of all people from top management to operator.
  - **Combines** the American practice of **Preventive maintenance** with the Japanese **Total Quality Control** and **Total Employee involvement** resulting in innovative, system for equipment maintenance that optimizes effectiveness, eliminates breakdowns, and promotes autonomous operator maintenance through daily activities.
  
- **Introduction to Occupational Health and Safety** – the main objectives of the presentation were as follows:
  - Identify and assess hazards and risks to safety and health.
  - Causes and prevention of accidents.
  - Implement key practices and procedures to remove/reduce risks:
    - ✓ A health and safety management system and policy
    - ✓ A Joint Health and Safety Committee
    - ✓ Appropriate safety standards
    - ✓ Health and environmental Hygiene
  - Manage the day-to-day operations of a healthy/safe workplace
  - Understand relevant Health and Safety Laws

**Activity 3:** Preparation for the model companies' visit - As part of the observation from the theory that

was presented in class the team compiled the Baseline Assessment Forms/questionnaire for the Survey to be completed at the enterprise level.

## **DAY 5: FRIDAY 13-12-2019**

**Activity 1:** On-Site Visit to 2 MSMEs – the focus was to observe and assess Productivity enhancement and OHS Tools and Techniques in MSMEs.

**Activity 2:** Presentation of recommendations and observations from the on-site visits.

**Activity 3:** Development of Action plan for the Strategic Plan - The workshop agreed on the following action plans based on the Strategic plan and objectives adopted on day 3.

Activities	Timeframe
1. Strategy validation and adoption	31 March 2020
2. Interventions (objectives 1-4)	tbc
3. Survey formulation and piloting	30 <sup>th</sup> April 2020
4. Conduct survey to establish and monitor the status of MSMEs	30 <sup>th</sup> June 2020
5. Validation of Reports	15 <sup>th</sup> July 2020
6. Dissemination of results	30 <sup>th</sup> August 2020
7. Review meeting	December 2020
8. Need for review of interventions	

**Activity 4:** Closing and certification ceremony – the Acting PS, officially closed the workshop and handed the certificate of participation to the participants.

## List of Resource Persons

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## List of Participants

	<b>NAME</b>	<b>ORGANISATION</b>
1.	Dr Isaac Kabelenga	University of Zambia
2.	Mr Mason Mwiinga	National Pensions Scheme Authority
3.	Mr Mabvuto Mumba	National Pensions Scheme Authority
4.	Ms Yvonne Kanenga Nawila	Ministry of Labour and Social Security
5.	Mrs Jacqueline Phiri Chipuma	Ministry of Labour and Social Security
6.	Mrs Sifamwelwa S. Mwila	Workers Compensation Fund Control Boar
7.	Ms Olga Silima	Zambia Congress of Trade Unions
8.	Mr Kenneth Sichinga	Technical Education Vocational and Entrepreneurs Training Authority
9.	Mr Voster Nkukumbani	Kaizen Institute O f Zambia
10.	Mr Felisian Ngosa	Ministry of Labour and Social Security
11.	Mr Hilary Chilala Hazele	Zambia Federation of Employers
12.	Gerson Alick Banda	Zambia Statistical Agency
13.	Friday Mulenga	Carpenters Association
14.	Manas Chiwala	Tinsmith Association
15.	Precious Botha	National Arts Council
16.	Theresa Mushibwe	Lumbama Tailors
17.	Judith Mattaka	Vendors Association
18.	Gabriel Musetekwa	Zambia Development Agency
19.	Morgan Nyanga	Ministry of Commerce Trade and Industry
20.	Cyprian Mayamba	Ministry of Labour and Social Security