

# Botswana's Productivity Movement and its Implication to Ethiopia

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Daniel Kitaw (Dr.-Ing.)  
Associate Professor and chair of  
Industrial Engineering  
Addis Ababa Institute of Technology  
Addis Ababa University

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# Outline

1. Introduction and Basic Facts
2. Why Quality and Productivity ?
3. Botswana's Productivity Movement
4. Institutional Framework of Productivity Movement
5. Lessons from Singapore's Productivity Movement.
6. Botswana's International Cooperation.
7. Conclusion and **its implication to Ethiopia**

# Botswana's Mission

(FEB 13- FEB 20/2011)

- Productivity Movement in Botswana
- Botswana National Productivity Center (BNPC)
- Scaling up Productivity Movement in Botswana
- Lessons from Singapore's productivity Movement
- Botswana's International Cooperation.
- Lessons for Ethiopia

# 1. Introduction and Basic Facts

## Key Statistics of Botswana (2010)

- Land Area 581,730 sq km
- Population 1.99 million (2009 estimate)
- Labor Force 663,000 (2006 estimate)
- GDP Growth 5.0 %
- Contribution of sectors to employment:
  - Agriculture 30 %
  - Wholesale and Retail 14 %
  - Public Administration 11 %
  - Education 8 %
  - Manufacturing 7%
  - Mining 3%

## Introduction and Basic Facts

- Botswana's growth remains **heavily dependent on the mining sector** (Diamond Mining).
- Since 1990s, the Government of Botswana had decided **to obtain more growth from non-mining sector by promoting productivity** in all sectors of the economy.

## Introduction and Basic Facts

- According to global competitiveness index 2009/2010 report, **Botswana ranked 66<sup>th</sup>**, and in 2010/2011 it has gone down to **76<sup>th</sup>** among 139 countries worldwide.

## 2. Why Quality and Productivity ?

### 1. Customer

- Today is the customer economy.
- Customer has upper hand.

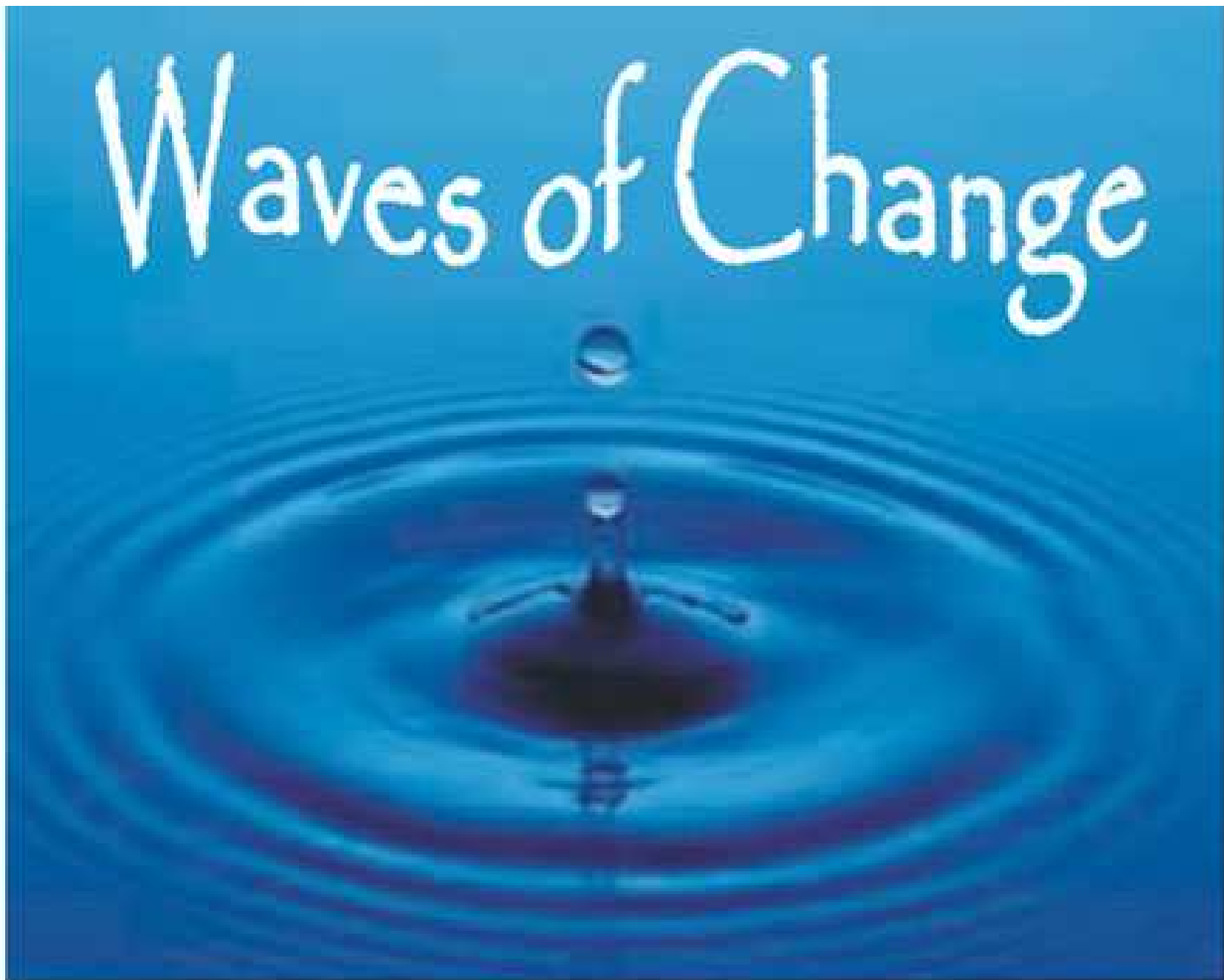
### 2. Competition

- Competition is agenda for survival.
- Lowest price, highest quality and best services is the standard of the day.

### 3. Change

- The nature of change becomes fast, flexible
- Nothing is constant or predictable

# Waves of Change







Change?



**Change?**





**Change?**



# Change?



Change?



# Change?



*Challenges can be turned  
into opportunities by*

***QUALITY AND PRODUCTIVITY  
MOVEMENT***



Quality, (KAIZEN) if it is introduced and managed correctly, will:

- Eliminate waste;
- Cut inventories;
- Improve customer satisfaction; and
- Enhance profitability.

At the heart of **Total Quality (KAIZEN)**

are two simple aims, they are:

- 1. Make things right the first time and every time.**
- 2. Work for continual improvement.**

## Productivity concept

"Productivity is a state of mind... an attitude that seeks the continuous improvement of what exists. It is a conviction that one can do better today than yesterday and that tomorrow will be better than today."

European Productivity Agency(1959)

## Productivity concept

"We cannot solve problems using the same kind of thinking we used when we created them"

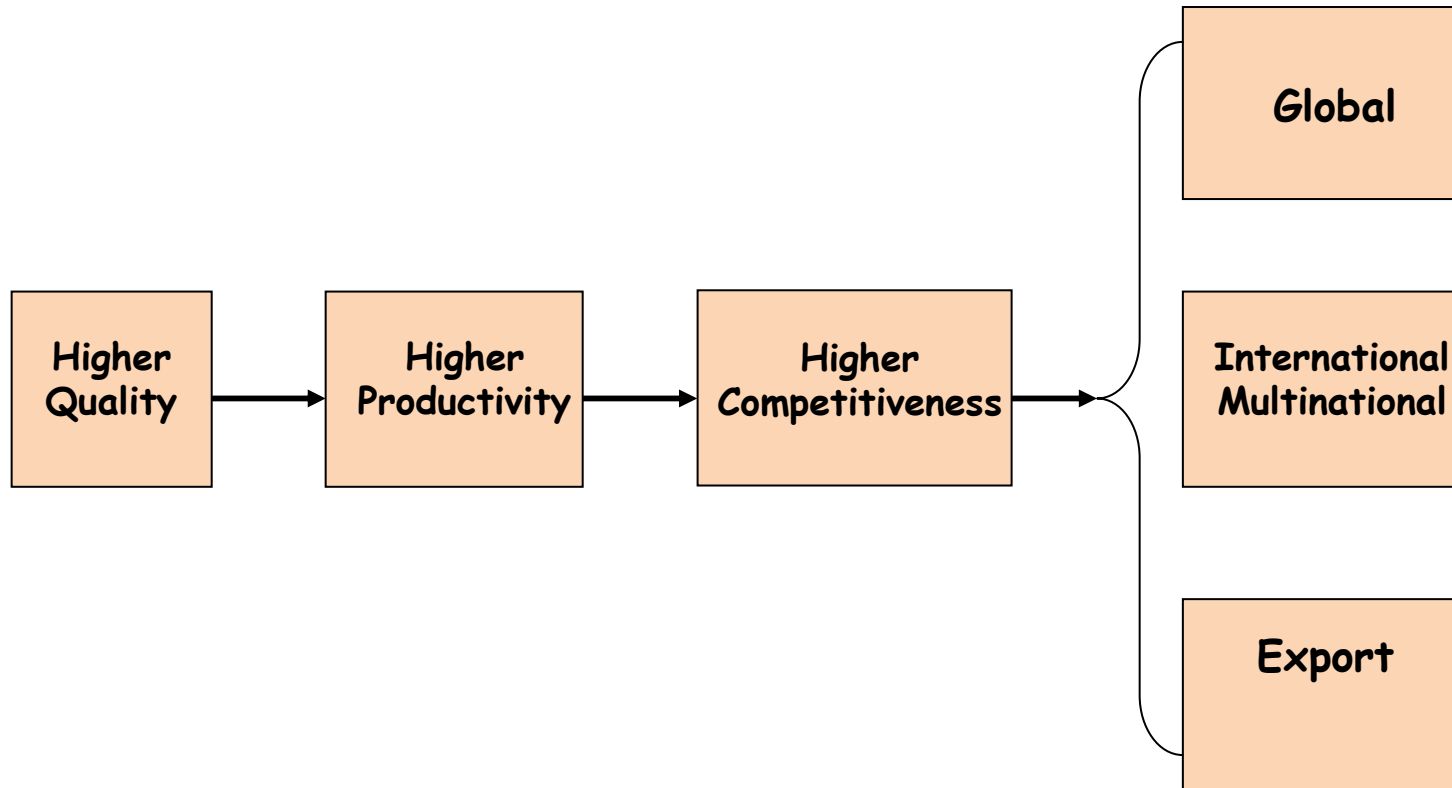
Albert Einstein

## Productivity Concept

“ Productivity is an attitude of mind that strives for and achieves the habit for improvements, as well as the systems and the set of practices that translate the attitude into action”

National Productivity Board, Singapore

# Productivity Concept



## 3. Botswana's Productivity Movement

### Early Years

- The productivity movement in Botswana started in the early 1990's. The leadership had realized that the work culture was not good and people needed to change their attitudes.

## Botswana's Productivity Movement (Cont...)

President of the country, Sir Ketumile

Masire, complained about

- **"the culture of laxity"** that prevailed in the civil service.
- **Unreliable work habits"** in the Botswana public sector and rapidly declining labor productivity.



## Botswana's Productivity Movement (Cont...)

- Therefore, the government decided to promote and increase productivity in all sectors of the economy through **BNPC**.

## Botswana's Productivity Movement (Cont...)

Some of the major objectives of BNPC are:

- To stimulate and generate **productivity consciousness** in Botswana.
- To **promote productivity** in all sectors of the economy.
- To foster **equitable sharing of productivity** gains among management, workers & consumers.

## Botswana's Productivity Movement (Cont...)

The policy process in Botswana is characterized by:

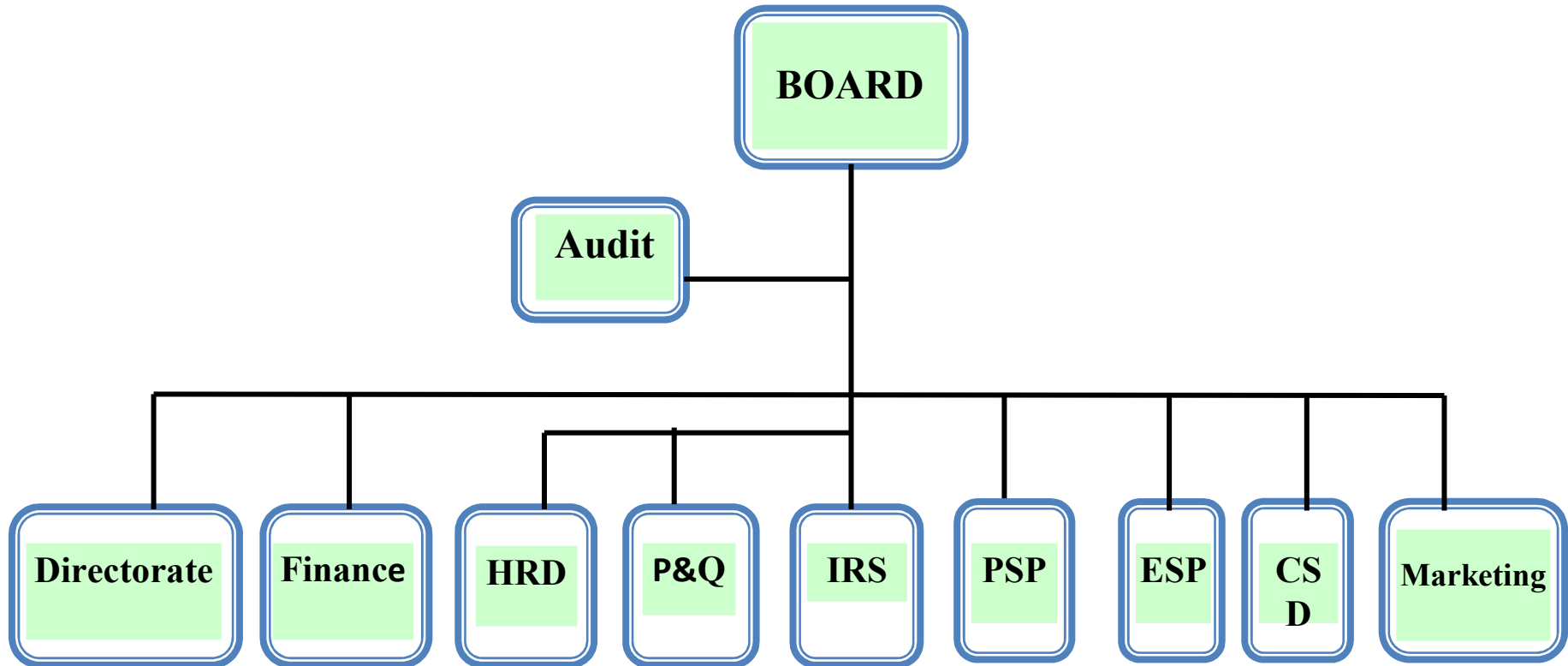
- i) Tripartite cooperation among government, labor unions, and industry.
- ii) A multi-sectoral and multi-functional approach involving all relevant government ministries and agencies in good collaboration.

## Botswana's Productivity Movement (Cont...)

The government of Botswana has a motto of 5D:

- Democracy,
- Development,
- Dignity,
- Discipline and
- Delivery

## 4. Institutional Framework for Productivity Movement



**BNPC Organizational Structure**

## Framework for Prod'vity Movement (Cont)...

The basic programs of BNPC are:

- The **Board** reports to the **Minister for Presidential Affairs and Public Administration.**
  
- **Directorate:**
  - Is overseer of corporate & strategic matters.
  - Develops strategic plans (Ex. period 2009/10 to 2016.)

## Framework for Productivity Movement (Cont)...

- **Productivity and Quality (P&Q)**

- Frontline advocacy and mobilization arm of the BNPC
- Promote public awareness, knowledge & utilization of productivity and quality tools/concepts.

- **Human Resources Development (HRD):**

- Deals with the sourcing and provision of human capital

## Framework for Prod'vity Movement (Cont)...

- **Enterprise Support Program (ESP)**
  - Quality management systems
  - Project management
  - Service quality, SMME productivity



## Framework for Prod'vity Movement (Cont)...

- **Public Service Program (PSP):**
  - Aimed at improving service quality.
  - Facilitate the culture of high performance
- **Information & Research Services (IRS):**
  - Conducts research on productivity and related areas
  - It avails productivity and quality information

## Framework for Prod'vity Movement (Cont)...

- **Marketing Department**

- Marketing department deals with all marketing related issues about the BNPC and its products.

## Framework for Prod'vity Movement (Cont)...

### District Productivity Improvement Forum

- The District Productivity Improvement Forum's (DPIFs) are **networks of change agents** from government, private sector organizations, community and NGOs.

## Framework for Productivity Movement (Cont)...

- Francis town (regional office of BNPC) has conducted advocacy campaigns at the rate of one per month.
- Advocacies focus on **5S**.

## 5. Lessons from Singapore's Productivity Movement

### Phases of Productivity Movement

The three stages of Productivity Movement in **Singapore** include:

- 1- Awareness Stage (1981-85),
  - Focuses on positive work attitude and teamwork
- 2- Action Stage (1986-88),
  - Translate "awareness" into specific programs
- 3- Ownership Stage (1989-90s).
  - Focus on self-sustaining productivity movement

In a similar way, **Botswana** had planned to use the three stages of productivity movement:

1. Awareness Stage
  - Spent much time on awareness
2. Action Stage
  - On an early stage to translate awareness into action.
3. Ownership Stage
  - Not yet start ownership stage

## Lessons from Singapore's Productivity Movement (Cont...)

- Singapore had achieved the **three stages** of productivity movement in about **10 years (1981 - 1990s)**.
- But Botswana took about **20 years (1991 - 2011)** and yet it is still on the awareness stage and on an **early stage of implementing productivity improvement program**.

## Lessons from Singapore's Productivity Movement (Cont...)

- Productivity awareness in Botswana has **significantly increased** through BNPC.
- But, with such a **high level of awareness**, the question is: why are there still resound concerns of **low productivity** and **poor work ethics**?
- **Awareness alone** is not a sufficient condition for productivity improvement.

## 6. Botswana's International Cooperation in Industry Sector

### BNPC and Japan Productivity Center

- BNPC has been collaborating with Japan Productivity Center in the areas of **capacity building for almost five years.**
- BNPC consultants have been to Japan to learn how the Japanese conduct productivity improvement in various institutions.



## Botswana's International Cooperation (Cont...)

- The Japanese have been in Botswana to assist BNPC to improve productivity of organizations in Botswana and have recommended a number of tools such as Kaizen

## Botswana's International Cooperation (Cont...)

### BNPC and SADC

- SADC has a regional productivity center and its objective is to **assist countries to establish National Productivity Organizations (NPO)** and to **capacitate existing NPOs**.

## Botswana's International Cooperation (Cont...)

### BNPC and Asian Productivity Organization

- Asian Productivity Organization (APO) imparts **skills to African Practitioners.**
- For instance in 2009, five BNPC consultants attended an advanced course for productivity practitioners held in Johannesburg.

## 7. Conclusion and its Implication to Ethiopia

- According to BQW 2010 survey report, productivity in Botswana is generally still lower than the required level which is a reflection of inadequate leadership and management of BNPC.

## Conclusion and its Implication to Ethiopia (cont...)

### Lessons to learn from BNPC

- The leadership realized **poor work culture** and **request change of attitude**.
- BNPC is a **parastatal** with a **tripartite board**.
- **Department of Labour Union** is the strongest link, in **tripartite** and **social dialogue** in Botswana.
- BNPC follows three stages (**Awareness, Action and Ownership**) of productivity movement.

## Conclusion and its Implication to Ethiopia (cont...)

### Practices to avoid from BNPC

- Spent longer time on awareness stage;
- A non existent Triple helix interaction.
- Tripartite partnership too weak;
- Limited impact on the private sector ;
- Limited research/measurement capability;
- Skills attraction and retention is low; and
- Productivity development is not homegrown.

## Conclusion and its Implication to Ethiopia (cont...)

### Its implication to Ethiopia:

- Since 1999, Botswana is moving with:
  - Productivity dilemma
  - Unreliable work habits and
  - Declining labor productivity
- Due to the limitation of BNPC's effort on bringing paradigm shift in the society.

## Conclusion and its Implication to Ethiopia (cont...)

- The situation in Ethiopia is the same. And it indicates that Productivity is a change in mental attitude that leads to practical action and due attention should be given to **paradigm shift**.
- Currently, the leadership in Ethiopia has recognized the need for attitude change in working culture.



## Conclusion and its Implication to Ethiopia (cont...)

### Commitment of Higher officials, organizations, and individuals

- BNPC was lacking due attention by the Office of the President and is left on its own in recent days.
- This is a good lesson for Ethiopia that Productivity needs strong commitment of higher officials, organizations, and individuals.

## Conclusion and its Implication to Ethiopia (cont...)

- BNPC is comprising of three parties (Government, Private sector, and workers).
- We need to involve the labor unions as early as possible ( **they are the foot soldiers**).
- The organizational structure and the programs of BNPC can be taken as a starting point that can be adapted to productivity movement in Ethiopia.

## Conclusion and its Implication to Ethiopia (cont...)

### Productivity Promotion

- BNPC's promotional work is limited on few economic sectors & unable to cover all sectors countrywide.
- This may be a good signal to Ethiopia to search for all possible ways of promoting productivity.

# Three Golden Rules

Rule Number 1: Do it right the first time and every time.

Rule Number 2: There is always a better way of doing things.

Rule Number 3 : Don't forget Rule Number 1 & 2.

Thank you