



Africa Kaizen Annual Conference 2021

2nd Announcement



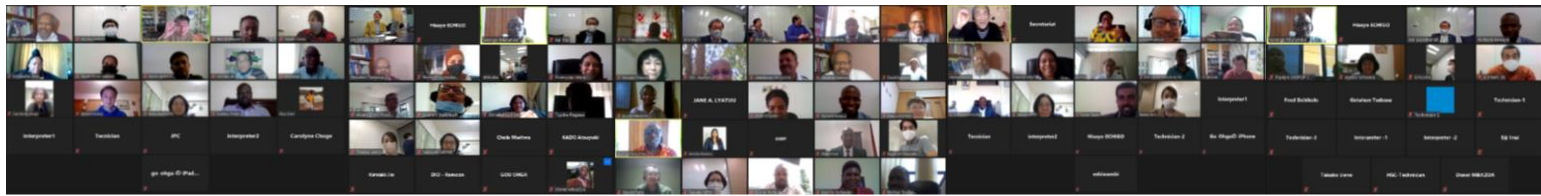
1. Background

Africa aspires to transform her economy as part of the shared African Union vision - Agenda 2063. The Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable industrial development. However, the plans for achieving this Agenda have been impacted by COVID-19 crisis, which has affected the entire world's economy. Africa with her vulnerability has not been spared. Key sectors of the African economy are already experiencing a slowdown because of the pandemic. In addition, COVID-19 amplified existing challenges by exposing African industries to unexpected internal and external shocks more so those that rely on external supply chains. These have severely affected their GDP contribution. Although the overall impact of the pandemic on socioeconomic outcomes still remains uncertain, [Africa is projected to recover in 2021 from its worst economic recession in half a century. According to the Africa Economic Outlook \(AEO\) 2021, after a contraction of 3.4% in 2020, Africa's GDP is projected to expand by 3.4%. According to the report, the continent's GDP will grow 3.6% in 2022¹.](#)

It is believed that deepening of quality and productivity improvement (QPI) or Kaizen can [help to realize those targets](#) and the modernization efforts of African industries; helps to create decent jobs, clean and safe workplaces; improve quality along the value chain of production; improve productivity of inputs and outputs and can assist to build competitive industries; develop the technical skills of workers and managerial capability; improves the business dividends and workers benefits and expands investment by generating additional revenue and profits with the same level of capital thereby creating additional job opportunities. The cumulative effect of those changes could lead to national, continental and global competitiveness and induce continental trading initiated by African countries by reducing costs along production and trading value chain.

Indeed, the introduction of Kaizen is beyond QPI, reducing costs and wastes. The basic changes it can bring are in the mind-sets of business owners, managers, supervisors and workers. It cultivates the attitude of 'Yes We Can'. Rectifying workplace challenges and developing problem solving skills eventually building the spirit and practice of creativity and innovation. In this way companies can turn adversities caused by the pandemic to opportunities for developing improved or new systems and methods for doing business that could enable them to stay and sustain in the changing environment.

¹ <https://www.afdb.org/en/knowledge/publications/african-economic-outlook>



In this context, the Japan International Cooperation Agency (JICA) and the African Union Development Agency New Partnership for Africa's Development (AUDA-NEPAD) launched the "Africa KAIZEN Initiative (AKI)" in 2017 to accelerate the dissemination of KAIZEN activities and their impact throughout the continent. As one of the core activities of the AKI, the Africa KAIZEN Annual Conference (AKAC) has been organized since 2016. It has served as a platform for stakeholders to expand their networks, share knowledge, and deepen their understanding of KAIZEN activities. To this end, Tanzania expects to host an Africa Kaizen Annual Conference in 2021 (AKAC2021), which will be used to share experimented knowledge, best experiences, information and stimulate regional cooperation for industrialization through nurturing *Kaizen/QPI* movement in Africa.

2. Objectives:

AKAC 2021 aims to promote and upgrade *Kaizen/QPI* in African countries through;

- a. mutual learning process of the know-how and practical experiences of *Kaizen/QPI* and other business support activities in Africa and in the world;
- b. strengthening and expanding network among *Kaizen/QPI* practitioners, promoters and researchers at the global level; and
- c. comprehending and conveying key messages from *Kaizen/QPI* and business promoters and practitioners to African heads of states, policy makers and business communities.

3. Theme:

Opportunities to Accelerate Industrialization and Trade in Africa: Streamlining Kaizen/QPI with Digital Technologies, Start-ups, SMEs Development and Home-Grown Economic Activities in Africa

4. Date:

From 24th August, Tuesday, to 26 August, Thursday, 2021

5. Modality:

Hybrid of online conference and onsite events; the online conference consists of three-day program and is organized through live connection of more than 20 countries across the African continent. A series of the onsite events in Tanzania is also broadcasted as non-interactive live streaming for remote audience.

Because of the COVID-19 pandemic which makes the international travel extremely difficult, we regret to inform you that we are unable to invite most of the

participants from countries outside Tanzania for this time.

Day 1 and Day 2 are open to the general public. Day 3 is only for AKI stakeholders and *Kaizen*/QPI practitioners (members of JICA Kaizen Projects in Africa, members of the PAPA member organizations and other people who are involved in AKI).

6. Language:

English and French (simultaneous interpretation through online system)

7. Hosting venue:

Hyatt Regency Dar es Salaam, Tanzania and online/webinar

8. Hosts:

The government of Tanzania,
African Union Development Agency (AUDA-NEPAD),
Japan International Cooperation Agency (JICA)

9. Tentative Program: (Tanzanian time (GMT/UTC+3²) is indicated)

Day 1: 24 August, Tuesday, 2021 (Open Session)

11:30-14:00 *Online international conference that focuses on policy implication of Kaizen/QPI and regional integration toward industrialization.*

1) Opening Session:

Remarks by Ms Keiko Sano, DG of Economic Development Dep., JICA
Remarks by Representative of Africa Union Commission (TBD)
Opening remarks the Minister of Tanzania (TBC),
(30 minutes)

2) Keynote speech: “Emerging Needs of Industrialization in Africa - Development of Home-Grown Solutions and Regional Connectivity/Integration Under Digital Era to Accelerate Manufacturing and Trade” by Dr. Ibrahim Mayaki, CEO of AUDA-NEPAD (TBC). The speech may cover issues related to quality improvement, standardization and conformity of products/services in Africa. (15

² Time of online seminars in each participating country are 08:30-11:00 (Burkina Faso, Ghana), 09:30-12:00 (Cameroon, Nigeria, Tunisia), 10:30-13:00 (Botswana, Malawi, Namibia, South Africa, Zambia, Zimbabwe), 11:30-14:00 (Egypt, Ethiopia, Kenya, Tanzania), 12:30-15:00 (Mauritius), 17:30-20:00 (Japan).

One of important features of Kaizen/QPI is time management that is a key challenge in Africa. The conference is an opportunity to demonstrate our own quality and productivity of work as Kaizen promoters by performing good time management.

minutes)

- 3) Presentation on activities of Africa Kaizen Initiative (AKI) in 2020/21: Presentation focuses on “The Current Activities (AKI-AP 2021) of AKI and How They Can Contribute to the African Continental Agenda”: this might include QPI and competitiveness of industry in Africa. (25 minutes)
- 4) Cross continental panel discussion on “How to Strengthen Competitiveness of Firms/Businesses in Africa and the Role of Stakeholders (government, financial institutions, regulatory body and business entity) Under Changing Environment.” The session is organized under online connection of several sites in Africa and the world. (60 minutes, see Attachment 1)
- 5) Wrap-up: (10 minutes)

15:30-17:00 Onsite event: roundtable discussion on “Acceleration of Industrial Development through KAIZEN in Tanzania (non-interactive live streaming for remote audience)” (see Attachment 2)

Day 2: 25 August, Wednesday, 2021 (Open Session)

09:00-10:30 Onsite event: virtual factory visit through video screening of the factors at the conference hall followed by live Q&A session (non-interactive live streaming for remote audience, see Attachment 3)

11:30-14:00 *Online international conference that focuses on good practices of Kaizen/QPI and start-up of new business made by private firms and public offices.*

- 1) Introduction: (10 minutes):
- 2) Presentation on Tanzanian model: KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster) (45 minutes, see Attachment 4)
- 3) Discussion by the business owners: Panel Discussion by the Business Owners on good practices of Kaizen/QPI and start-up of new business made by private firms. (30 minutes, see Attachment 5)
- 4) Ceremony of Africa Kaizen Award 2021: announcement of the awardees³ of Outstanding and Excellent performers of Kaizen/QPI. (60 minutes, see Attachment 6)
- 5) Wrap-up: (5 minutes)

³ Online presentation session of the nominees of AKA is organized in the earlier week of August for evaluation and selection of the awardees.

11:30-14:30 *Online international conference that focuses on Kaizen/QPI promoting institutions that are engaged in Africa Kaizen Initiative Action Plan.*

- 1) Introduction: (10 minutes)
- 2) Presentation on research on AKI: outputs of comparative studies of AKI activities and importance of customization/translative adaptation (30 minutes, see Attachment 7)
- 3) Presentation on outputs by AKI-AP WGs: the progress of 5 Working Groups (WGs) and possible linkage with business development services and start-up support as a way forward (60 minutes, see Attachment 8)
- 4) Discussion by the stakeholders: on AKI action plan, and on how to create management mechanisms for AKAC and AKA (30 minutes)
- 5) Endorsement of the documents: Explanation and endorsement of the communique of AKAC2021 and the inputs for update of Africa Kaizen Initiative Action Plan. (30 minutes).
- 6) Closing Session: wrap-up and remarks by the hosting organizations (MIT, AUDA-NEPAD and JICA) (20 minutes)

17:00-18:00 Reception (onsite event)

10. Registration for participation

Registration will start from 12 July 2021 through the following processes.

Those who register through the below process will receive the necessary zoom link and manual/instruction to participate in the conference through email by 23rd August (one day before Day 1) at the latest.

The participation in the conference is free of charge, although the participants are requested to cover cost for own internet connection.

(1) The general public: online registration

Please register yourself through the following website for Day 1 and Day 2. (Please be aware that Day 3 is a closed session to AKI stakeholders only). Please input necessary information in the on-line registration form and submit it before 20th August. Although no confirmation message of the registration will be sent to you^[JK3], you will get zoom links for your participation.

<https://forms.gle/bEenmREciTu9FcaU6>

(2) AKI Stakeholders: through Kaizen/QPI institutes

Please register yourself by using the designated excel file sent from the secretariat to Kaizen/QPI institutes (Organization of AKI Stakeholders) in each country. Each organization is requested to compile all the registration from own organisation and submit to the following e-mail address of the secretariat by 13th August.

ohga.jica@gmail.com; hisayo.echigo@jpc-net.jp; AKAC2021@gmail.com;

Please also be aware that only those who are registered by the designated excel file can join to program on Day 3 (Closed session).

(3) Participants in Tanzania

Please registration yourself through Tanzania Kaizen Unit (TKU), Ministry of Industry and Trade (MIT). Please contact the TKU focal person.^[W-4]

XXXXX@YYY.ZZ

11. Implementing structure

Organizers	AUDA-NEPAD, Tanzanian Government, JICA
Supporting Organization	Pan African Productivity Association (PAPA)
Secretariat	AUDA-NEPAD, JICA, JPC

For any inquiries, please contact the secretariat by the following e-mail address:

2021AKAC@gmail.com^[JK5]

Attachment

1. Panel discussion on “How to Strengthen African Firms or Businesses to Compete in the Global Economy and the Role of Stakeholders Under Changing Environment” (Day 1, webinar)
2. Roundtable Discussion on “Acceleration of Industrial Development through KAIZEN in Tanzania” (Day 1, onsite event)
3. Virtual Factory Visit (Day 2, onsite event)

4. Presentation on Tanzanian Model, “KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster)” (Day 2, webinar)
5. Panel Discussion by the Business Owners on good practices of Kaizen/QPI and start-up of new business made by private firms (Day 2, webinar)
6. Awarding Ceremony of Africa Kaizen Award 2021 (Day 2, webinar)
7. Presentation on Research on Africa Kaizen Initiative (AKI) (Day 3, webinar)
8. Presentation on Outputs by Africa Kaizen Initiative Action Plan (AKI-AP) Working Group I-V (Day 3, webinar)
9. Exhibition and Poster Presentation (Day 1-3, onsite event)

Attachment 1

Panel Discussion on “How to Strengthen African Firms or Businesses to Compete in the Global Economy and the Role of Stakeholders Under Changing Environment.”

(Webinar)

1) Objective and Key Messages

The usefulness and effectiveness of the Kaizen approach under and beyond the COVID pandemic was reaffirmed in the last Kaizen Annual conference 2020. However, African firms and businesses are still not competitive in the global business environment compared to the rest of the world. Through this panel discussion, we seek to explore the root causes of the lack of competitiveness for African firms in the global economy and find out what concrete solutions can be put in place to remedy this situation by various stakeholders in the African business ecosystem or policy environment.

2) Key questions to panellists:

- a. What are the main reasons or issues that bring about the lack of competitiveness of African firms or business in the global economy/market?
- b. Why have we not been able to address the issues of competitiveness for African businesses/firms for a long time?
- c. Given the current context, how do we conquer the above issues by whom, by when, how?
- d. What role should government, financial institutions, regulatory body, and business entity play?

3) Program:

- 12;50-12;55 Introduction of the session by moderator
- 12;55-13;20 Response from each panellist for key questions.
- 13;20-13;30 Questions and answers by moderator to each panellist
- 13;30-13;40 Q & A from participants
- 13;40-13;50 Summary for the session by moderator

4) Panel members (TBD, total around five members)

- Mr. Toru Homma, Senior Advisor on Industrialization, JICA
- African Financial institutions,
- Regulatory body
- Private sector/Business
- Mr. George Murumba, Industrialization Policy and Development Unit, AUDA-NEPAD (Moderator)

Attachment 2

Roundtable Discussion on “Acceleration of Industrial Development through KAIZEN in Tanzania” (Onsite event)

1) Aim of the Session

- Tanzanian stakeholders will elaborate a scenario for industrial development in the country based on the Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector 2020-2030 (FKM 2020-2030) (promoting KAIZEN in the manufacturing sector) and key role of the Ministry of Industry and Trade (MIT), and other stakeholders.
- International participants and the audience will gain insight into planning and implementing a nationwide KAIZEN promotion program.

2) Key messages

- To encourage stakeholders at national level to participate in operationalization of the FKM 2020-2030.
- At continental level, to use FKM 2020-2030 as a good practice to other African countries.
- To share experience on how Tanzania localizes and promotes Kaizen activities.

3) Program

Time	Program	Caretaker
15:30 – 15:40	Introduction of panelists, topic, and related facts	Moderator
15:40 – 16:20	Panellists’ discussion on the topic presented	Panellists
16:20 – 16:55	Questions and comments from the floor	All
16:55 – 17:00	Conclusion	Moderator

4) Proposed Candidates for Roundtable Discussion (TBC)

No	Roundtable Panelists	Responsibility
1.	Ally Gugu (DTI – MIT)	1 st Presenter
2.	Dr. Edwin Mhede	Discussant
3.	Xavey Shabbil – Vice President CTI	2 nd Presenter
4.	Prof. Emmanuel Mjema – CBE Rector	Discussant
5.	Dr. Angelina Sijaona – MoH	3 rd Presenter
6.	Prof Silvester Mpanduji – DG (SIDO)	Moderator

Attachment 3

Virtual Factory Visit (Onsite event)

1) Introduction

In order to show the success of KAIZEN implementation in Tanzania, there must be an Industrial virtual visit with the aim of shooting video to share with other countries which will participate through online (On-site event with non-interactive live streaming for remote audience).

2) Aim of the session

- AKAC participants will learn from successful cases of KAIZEN implementation in Tanzanian factories.
- To provide an overview of KAIZEN activities implementation and gain the benefits of continuous improvement based on realistic experience through Videos and power point presentation.
- Also helps to see positive changes from the Gemba

3) Key message

Understand the way Tanzania Industries enhance KAIZEN culture.

4) Program

Time	Program	Caretaker
9:00 – 9:20	Factory A – Video screening	Moderator
9:20 – 9:45	Factory A – Questions and Answers	Representative of Factory A
9:45 – 10:05	Factory B – Video screening	Moderator
10:05 – 10:30	Factory B – Questions and Answers	Representative of Factory B

Attachment 4

Presentation on Tanzanian Model “KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster)” (Webinar)

1) Aim of the Session

To share the approach, achievements and lessons learned.

2) Key Messages to Be Shared with Participants

- Cluster development approach has been promoted in Tanzania as a way for industrialization.
- KAIZEN is meaningful to individual firms as already known. In addition to that, dissemination of KAIZEN concept and implementation can be enhanced by utilizing the framework of industrial cluster.

3) Program

Time	Program	Caretaker
20 min.	Presentation	Speaker(s)
25 min.	Questions and comments from the floor	All

4) The number of regions in Tanzania that implemented KAIZEN x Cluster program have been summarized as follows.

S/N	Regions	Clusters	Trainers
1.	Dodoma	UWAZAMAM	Sempeho Manongi, Richard Benaya
		Dane Holding Ltd.	Meitalami Nyangusi, Crispin Kapinga
2.	Morogoro	MECI – Morogoro Metal Engineering Cluster Initiative	Allen Mhidze, Emmanuel Zakayo Lilian Godwin, Joan Nangawe, Grace Makoye
3.	Mbeya	MRG – Mbeya Rice Group	Francis Stewart, Jane Lyatuu Baraka Israel, Stanley Kibakaya
4.	Kagera	SIDO Karakana	Nina Nchimbi, Peter Kilima Maneno Maporo, John Lelo

Attachment 5

Panel Discussion by the Business Owners on good practices of Kaizen/QPI and start-up of new business made by private firms and public offices.

(Webinar)

Panel discussion by private sectors (winners of Africa Kaizen Award (AKA), the business competition for start-up of new business (Ninja) and Home-Grown Solution Acceleration Program) under COVID-19.

1) Aim of the session and key messages to be shared with participants

- To share information on how Kaizen is effective for companies to improve their benefit from 3 dimensions; human resource, cost/financial effectiveness for company's activity, and effect to their product.
- To clarify how Kaizen is utilized for the betterment of company's benefit under COVID-19 and to highlight the importance of broader Kaizen, including management and marketing, under/after COVID-19.
- To discuss how Kaizen including management and marketing can contribute to start-up of new business and how Kaizen are utilized in Home-grown Solution Acceleration, especially for import substitution and supply-chain development.

2) Panel members

Moderator: TBD

Panellist: Companies that are AKA awardee, and winners of Ninja (new innovation with Japan) competition and the Home-Grown Solution (HGS)

Attachment 6

**Awarding Ceremony of Africa Kaizen Award 2021
(Webinar)**

1) Aim of the Session

The session is planned to formally announce the outstanding and excellent awardees in the categories of large-scale organization and small & medium-scale organization of Africa Kaizen Award 2021. The award aims to give the nominators and nominees opportunities to review own practice, and appraise their achievements, and raise awareness of Kaizen among policy makers, businesspeople, and practitioners.

2) Program (12:55-13:55 / UTC+3)

Moderator: Ms. Kato

12:55 Introduction

Explanation on the awarding system, its evaluation criteria, members of the examination committee and rewards by Ms Takako Ueno

13:05 Introduction of the entry organizations by Ms. Takako Ueno

Announcement of the awardees by the examination committee (EC) members, short slide presentations the awardees, followed by three minutes speeches by the awardee.

- Excellent awardee in small & medium organization
- Outstanding awardee in small & medium organization
- Excellent awardee in large organization
- Outstanding awardee in large organization

13:35 Comments by the EC, Prof Hiroshi Osada

13:45 Congratulatory speeches by

Representative of PAPA

Representative of Tanzanian government

And announcement of way forward by Mr. Kimiaki Jin

13:55 Close of the session

**Presentation on Research on Africa Kaizen Initiative (AKI)
“Quality and Productivity Improvement in Africa”
(Webinar/closed)**

1) Aim of the Session

JICA Ogata Research institute publishes a research report on QPI in Africa and particularly on AKI as a part of research project on the Japanese Experience of Industrial Development and Development Cooperation: Analysis of Translative Adaptation Processes. Structure of the report is as follows.

Chapter 1: Overview: Technology Transfer on Quality and Productivity Improvement in Africa and Its Implication of Translative Adaptation
Kimiaki Jin and Izumi Ohno

Chapter 2: National Movements for Quality and Productivity Improvement in Japan and Singapore: From a Perspective of Translative Adaptation
Izumi Ohno and Getahun Tadesse Mekonen

Chapter 3: Key Success Factors for Quality and Productivity Movement (*Kaizen*): The Case of African Countries
Getahun Tadesse Mekonen

Chapter 4: A Comparative Study of Kaizen Projects in Tunisia and Ethiopia
Tsuyoshi Kikuchi

Chapter 5: The Africa *Kaizen* Award: Its Practice and Contribution to QPI in Africa
Norman Faull

Chapter 6: Which one does Africa need, Innovation or Kaizen?
Tomonari Takeuchi

Chapter 7: Development of Non-Cognitive/Socio-Behavioral Skills through *Kaizen* in the Era of Digital Transformation
Kimiaki Jin

The session aims to present the key findings, arguments and recommendations made by the research project.

2) Program

- Introduction on the research project and presentation on its key findings by *Kimiaki Jin*, team leader of the project (15 minutes)
- Commentary by a discussant (8 minutes)
- Response to question submitted through chat-box. (7 minutes)

Attachment 8

Presentation on Outputs by Africa Kaizen Initiative Action Plan (AKI-AP) Working Group I-V (Webinar/closed)

1) Aim of the session and key messages to be shared with participants.

The main aim of the session is to report the progress of 5 Working Groups (WGs) and possible linkage with business development services and start-up support as a way forward.

The AKI (2017-2027) consists of four strategic activities to realize its objectives; (i) advocacy at policy level; (ii) standardizing Kaizen activities in Africa; (iii) establishing and strengthening the functions of Centres of Excellence (Kaizen institutes/counterpart organizations) and (iv) networking Kaizen institutes/counterpart organizations with global Kaizen/productivity institutions.

Standardizing Kaizen activities in Africa serves two purposes: to maintain the quality of training and consulting services and to have a basis to improve this service continuously through customization and institutionalization in Africa.

Establishing and strengthening the functions of centres of excellences: the main AKI strategic activity in this regard is to effectively and efficiently implement Kaizen projects in Africa.

Networking: it can be said that this strategic activity has been the most delivered compared to others. The Africa Kaizen Annual Conference (AKAC) and the Africa Kaizen Award (AKA) are the major annual activities conducted to support implementing countries in networking both intra- and inter-nationally.

Issues presented, discussed and recommendations made in all conferences have been reviewed and those found important, relevant and timely are included in AKI-AP 2021-2025. Five highly significant and cross-cutting issues are selected and five Working Groups (WGs) drawn from 20 countries are established. Those are;

- WG I: designing consultant certification system;
- WG II: crafting training curriculum for consultant development and in company training;
- WG III: developing common key performance indicators (KPIs);
- WG IV: Institutionalization of AKAC and AKA; and
- WGV: establishing and strengthening Center of Excellences.

2) Program (12:00-13:00 / UTC+3)

Moderator; Mr. Getahun Tadesse

- 12:00-12:05 Introduction of the session by moderator
- 12:05-12:40 Reporting of each WG Activities (7 Minutes each)
- 12:40-12:55 Q & A from participants
- 12:55-13:00 Summary of discussion points and way forward by moderator

Exhibition and Poster Presentation

(Onsite event)

At Hyatt Regency Dar es Salaam

Exhibition of products/services

- Tanzanian companies (which implement KAIZEN?) will be invited to exhibit and selling their products/services physically at the venue of AKAC2021.
- The number of exhibitors will be around five, considering the space that can be allocated.

Poster Presentation

- KAIZEN institutes, productivity centers, and other organizations in Africa which promote dissemination of KAIZEN knowledge and techniques will be called for submission of an artwork of poster presentation about their activities and achievements.
- The posters will be printed and displayed in the foyer/lobby area and the conference visitors will vote (or score) to determine the winner(s).
- Images of the posters will be presented online to receive votes (or scores) from online AKAC participants (how long?).
- The winner(s) will be announced and awarded at the reception on Day 3.