



**2020 Africa Kaizen Annual Conference**  
**“The Role of Kaizen in Accelerating Industrialization in Africa**  
**Under the Challenges of COVID-19 and Beyond”**

22 July 2020

## 1. Background

Private sector development is one of the key factors for industrialization and the creation of employment and decent work. Since the late 2000s, Japan International Cooperation Agency (JICA) has implemented several projects for private sector development in Africa adapting “*Kaizen*”, which is a comprehensive approach that makes use of broad technologies to pursue quality, productivity, and managerial capabilities. The “*Kaizen Handbook*<sup>1</sup>” states that *Kaizen* contributes to the enhancing of “firm capabilities”, which is regarded as a factor essential to the innovation process.

In order to further accelerate the dissemination of these activities and their impact throughout the continent, JICA and African Union Development Agency New Partnership for Africa's Development (AUDA-NEPAD) launched the “Africa *Kaizen* Initiative (AKI)” in 2017 with 4 key strategies;

- a. Advocating at the Policy Level,
- b. Creating and Strengthening the Function of Centers of Excellence,
- c. Standardizing *Kaizen* in Africa, and
- d. Networking with *Kaizen* Promoting Institutions around the World.

So far more than 18,000 enterprises and over 280,000 people have benefited from *Kaizen* in 25 countries in Africa.

The Africa *Kaizen* Annual Conference (AKAC) is one of the core activities of AKI, which 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. Notably, during the 2019 AKAC held in Tunis key messages were proposed which were then conveyed to the Seventh Tokyo International Conference on African Development (TICAD7);

- ✧ *Kaizen* is a highly effective tool for achieving economic growth in Africa through the enabling of human resources and enhancing of institutional capabilities.

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<sup>1</sup> [https://www.jica.go.jp/english/news/field/2018/180625\\_01.html](https://www.jica.go.jp/english/news/field/2018/180625_01.html)

- ✧ The conference emphasized that *Kaizen* is an integral part of innovation, which is the key source of economic development. *Kaizen* is not only critical for incremental innovation but also for achieving radical and sustainable innovation.
- ✧ Participants recognize that other factors such as political leadership and improved access to finance are crucial for enterprises to enhance their *Kaizen* impact.

As a result, AKI was highlighted as one of the initiatives which will be instrumental in achieving pillar 1 “Accelerating economic transformation and improving business environment through innovation and private sector engagement” of the “Yokohama Plan of Actions 2019 Actions for Implementation of the Yokohama Declaration 2019” in TICAD7.

AKAC 2020 is unique in the sense that it is conducted under the influence of COVID-19 as follows;

- (i) Prolonged COVID-19 Effect: The expected negative impacts in terms of the disruption of production operations, loosening or cutting of market links, disruption of established markets, reduction or depletion of revenues and associated impacts, labor layoffs, negative effects to worker morale, etc.
- (ii) Post COVID-19: Revival, survival and the challenges of achieving order. The opportunities that the challenges could generate for creativity, innovation and new ways and systems of doing business and global networking, etc.
- (iii) Revisiting the approaches, methodologies, principles, and activities of training, and disseminating *Kaizen* more effectively and efficiently in the current and post COVID-19 world.

In order to further contribute to the TICAD process and the corresponding AU initiatives, AKAC will provide opportunities for stakeholders to discuss and enhance *Kaizen* in Africa.

## **2. Objectives of AKAC**

AKAC aims to promote and upgrade *Kaizen* activities in African countries through;

- a. a mutual learning process on the know-how and practical experiences of *Kaizen* activities in Africa and around the world;
- b. strengthening and expanding the network among *Kaizen* practitioners, promoters and researchers at the global level, and

- c. comprehending and conveying key messages from *Kaizen* or quality and productivity improvement promoters and practitioners to African heads of states and policy makers.

### 3. Date

From Tuesday, 1 September 2020 to Thursday, 3 September 2020

### 4. Format

Webinar (ZOOM)

### 5. Agenda

The conference consists of the following agenda of presentations and discussions. Taking into account the time difference among possible participants, it is assumed that each session will be organized in the morning African time (see Table 1 for timetable)

#### **Day 1: Plenary (Open Session)**

##### (1) Opening Session

Master of Ceremonies: Mr. Martin Bwalya, AUDA-NEPAD

Welcoming remarks: African Union Commission (TBC)

Opening Speech: Mr. Koji Makino, Director General of Economic Development Department, JICA

##### (2) Keynote speech by Dr. Ibrahim Mayaki, Chief Executive Officer, AUDA-NEPAD

*“Revisiting Industrialization of Africa under COVID-19 and the Role of the Kaizen Initiative”*

The keynote speech will provide participants with some insights on (i) how industrialization in Africa can be realized under the challenges of COVID-19, and (ii) how AKI can contribute to the “African way” of industrialization.

##### (3) Panel Discussion

Following the keynote speech, more practical insights in relation to *Kaizen* will be provided through presentations and discussion by panelists focusing on the following topics;

- (i) Critical factors for industrialization / economic transformation
- (ii) Vitalizing business under the challenge of COVID-19

Moderator: Mr. George Murumba, AUDA-NEPAD

Panelists: Mr. Toru Homma, Senior Advisor on Private Sector Development, JICA. Dr. Abdu Mukhtar, Director, Industrial And Trade Development, the African Development Bank. A to Z Textile Mills Limited, Tanzania (TBA)

(4) Awarding of the winners of Africa *Kaizen* Award (AKA) 2020

Prior to AKAC, candidates for the Africa *Kaizen* Award (AKA) are nominated by *Kaizen* promoting institutes or units in the participating countries. Their entry sheets and presentations will be examined by the Examination Committee, and the winners will be announced during AKAC. In this session, the Examination Committee will announce the recipients of the award in each category (Small and Medium organization / Large organization) accompanied by lectures and overall comments, followed by congratulatory remarks by the CEO of AUDA-NEPAD.

AKAC participants can watch the online presentations of selected nominees of the award held on 26-27 August.

**Day 2: Breakout session on selected topics**

The second day of AKAC aims to share and deepen the understanding of selected issues through presentations and group discussion.

(1) Plenary session

Moderator: Japan Productivity Center (JPC) (TBA)

*“Data Collection Survey on the Promotion of ‘Global Kaizen Network’ in African Region”* by JPC (11:00-11:15)

The subject of this presentation is a research project on *Kaizen* promotion focusing on five specific topics; (i) certification system for *Kaizen* consultants, (ii) Key Performance Indicator of *Kaizen* effects, (iii) monitoring methodology for *Kaizen* effects, (iv) *Kaizen* e-learning, and (v) partnership building. Highlights will be the presentation of the results of the “Survey Questionnaire for Collecting Information on AKI Activities” being conducted in a collaborative effort by AUDA-NEPAD, JICA and JPC, and the way forward for the survey.

*“Sharing the Experience in Asia by Asian Productivity Organization (APO)”* by Dr AKP Mochtan, Secretary General of APO (11:15-11:30)

This presentation covers (i) how APO was established, how it is governed, and its functions, (ii) the main activities of APO in the past and current

environment, and (iii) APO's main challenges and the way forward.

(2) Breakout session

Participants will be divided into three groups to discuss selected topics and come up with recommendations.

**Topic1:** *The Responses to COVID-19 and Kaizen Strategy to Reach out MSMEs*

Moderator: Mr. Kimiaki Jin, Economic Development Department, JICA

Presenters: *Kaizen* Institutes and Private sectors (TBC)

Presentation on the responses of companies to COVID-19 challenges and summary of country approaches to reach out to MSMEs are made, followed by discussion on possible strategies to pursue businesses under and post COVID-19.

Keywords: *Kaizen* and COVID-19 prevention, *Kaizen* and firm sustainability under COVID-19, pursuing quality and productivity after COVID-19

**Topic 2:** *Strengthening the Functions of Centers of Excellence in Africa: Sharing the Experience in Asia by Asian Productivity Organization (APO)*

Moderator: Mr. Getahun Tadesse, Principle *Kaizen* Consultant

A panel discussion focusing on the concept of the centers of excellence in Africa and a possible way forward for establishing and strengthening their functions and regional cooperation. The discussion is structured around lessons and insights of APO and its affiliates. The panel members consist of representatives from *Kaizen* institutes in Africa and in other regions.

Keywords: Regional dissemination of *Kaizen*, standardization of services, e-learning platform

**Topic 3:** *Startups, Innovation and Kaizen*

Moderator: (TBA)

Presentation: AfDB (TBC)

Startups are regarded as one of key factors for the economic development in Africa, while their business continuity or expansion remains a challenge. The discussion will focus on how *Kaizen* contributes to sustain or expand their business, and then bring eventual radical innovation, by introducing recent attempts by on-going projects.

Keywords: business continuity, radical innovation, *Kaizen* and managerial skills

(3) Plenary session

Moderator: JPC (TBA)

After the breakout session, participants will gather to share the results of each session. The conclusions will be integrated into the summary and recommendations which is to be formulated on Day 3.

**Day 3: Wrap up session**

(1) Summary and Recommendations

Moderator: Mr. Martin Bwalya, AUDA-NEPAD

The results of the preceding sessions will be compiled into a summary and AKAC's recommendations by selected participants and the secretariat. The output, which will be shared to the participants and made open to the public, consists of;

- (i) Summary of AKAC 2020 and AKA 2020: A summary of the presentations and discussions from Day 1 and Day 2
- (ii) AUDA-NEPAD's Message to the AU Summit: Policy recommendations on how to effectively respond to COVID-19 and promote industrialization in Africa by utilizing *Kaizen*, meant to be presented at the AU summit
- (iii) Africa *Kaizen* Action Plan 2021-2023 by AUDA-NEPAD: Actions planned or scheduled to be carried as a part of AKI until 2023

(2) Closing Session

Master of Ceremonies: Mr. Martin Bwalya, AUDA-NEPAD

Closing Remarks by JICA (TBA)

Closing Speech by AUDA-NEPAD (TBA)

**6. Participants**

Day 1: Open mainly to:

- a. Members of JICA *Kaizen* Projects in Africa (Cameroon, Egypt, Ethiopia, Ghana, Kenya, South Africa, Tanzania, Tunisia, Zambia) and other *Kaizen* related project such as 5S-*Kaizen*-TQM in hospitals, and technical and vocational training
- b. Representatives of the member organizations of the Pan-African Productivity Association (PAPA) (Botswana, Burkina Faso, Ghana, Kenya, Mauritius, Namibia, Nigeria, South Africa, Tanzania, Zambia, Zimbabwe)
- c. Nominees of the Africa *Kaizen* Award 2020

- d. People promoting, implementing or researching *Kaizen* in and outside of Africa and whose participation is accepted by the secretariat
- e. Development partners (AfDB, APO, UNDP, UNIDO, UNWTO, World Bank, etc.)

Day 2: Open mainly to:

- a. Members of JICA *Kaizen* Projects in Africa
- b. Representatives of the member organizations of PAPA
- c. Policy makers for industrial development

Day 3: Closed mainly to:

- a. Members of JICA *Kaizen* Projects in Africa
- b. Representatives of the member organizations of PAPA
- c. Policy makers for industrial development

## 7. Registration

Those who want to participate to the conference are kindly requested to make the following procedures. There are 2 different ways of registration based on the categories shown in “6. Participants”. Please read carefully for your registration.

### (1) Registration with Excel form

**If you are categorized “a”, “b” or “c” specified in “6. Participants/Day 1”, please fill in the registration for “Attachment 1” of the separate Excel file and send it by e-mail to the secretariat <[g.ohga@ipc-net.jp](mailto:g.ohga@ipc-net.jp)>, <[hisayo.echigo@ipc-net.jp](mailto:hisayo.echigo@ipc-net.jp)> and <[2020akac@gmail.com](mailto:2020akac@gmail.com)> no later than by 14 August 2020.**

In the Excel file, please specify your preference on the theme of breakout session on Day 2. Please be reminded that we might not be able to meet your preference when your request comes more than the expected number. In this case, we might ask you to move to the other topic.

The number of the participants for each breakout session is two persons per organization. If more than two persons per organization wish to participate each breakout session, they are able to participate as observers. In addition, two persons per the nominees of Africa Kaizen Award are able to join breakout sessions depending upon their preference.

Those who want to watch the online presentation of the Africa *Kaizen* Award nominees to be held on 26-27 August from 11:00am to 13:00pm in South Africa Time (GMT/UTC+2), please indicate your request in the Excel file so that you will receive the ZOOM link later.

Once the secretariat receive your registration, the confirmation mail will be sent with “the Questionnaire on Responses to COVID-19”. Please kindly be cooperative to answer it.

If you do not receive the confirmation within a week, please contact the secretariat.

## **(2) Registration with Google form (On-line registration)**

### **If you are categorized “d” or “e” specified in “6. Participants/Day 1”,**

- (i) Please visit the below on-line registration form and register before 28 August 2020.

<https://docs.google.com/forms/d/e/1FAIpQLScKNgg0ISLDMQfGDNFWGBE-b57xtt9xitPqkDO2BKd0at4yHA/viewform>

- (ii) After filling in your details in the form, you can go into “the Questionnaire on Responses to COVID-19”. Please answer to all questions and then your registration is done.
- (iii) You can participate the Day 2 as an observer. If you wish to participate them, please specify your intention in the on-line registration form.
- (iv) No confirmation of registration will be sent to you.

All the registered participants will receive the link of Zoom Webinar by 24th August by e-mail. The manuals to attend the Webinar will be also provided at the same time.

Also all the participants are requested to cover internet connection cost while participation in the conference is free of charge.

## **8. Language**

English/French simultaneous interpretation will be available during the conference (1-3 September) and the presentation by Africa *Kaizen* Award nominees (26-27 August) . The manual provided will explain you how to use



the system.

## 9. Implementing structure

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

For any inquiries, please contact

JIN Kimiaki (Mr), and KODAMA Akihiko (Mr), JICA

[Jin.Kimiaki@jica.go.jp](mailto:Jin.Kimiaki@jica.go.jp); [Kodama.Akihiko@jica.go.jp](mailto:Kodama.Akihiko@jica.go.jp)

END

Table 1 Tentative Time Table (in South African Time, GMT/UTC+2)

Time	Program
<b>Day 1 (Sept. 1)</b>	
Opening Session	Master of Ceremonies: Mr. Martin Bwalya, AUDA-NEPAD
11:00 - 11:05	Introducing the Program of AKAC & AKA 2020 by Master of Ceremonies
11:05 - 11:10	Welcoming remarks by AU Commission (TBC)
11:10 - 11:15	Opening Speech by Mr. Koji Makino, DG of Economic Development Department, JICA
Keynote Speech	
11:15 - 11:45	Keynote Speech by Dr Ibrahim Mayaki, CEO, AUDA-NEPAD
Panel Discussion	
11:45 - 12:45	Moderator: Mr. George Murumba, AUDA-NEPAD Panelists: Mr. Toru Homma, Senior Advisor on Private Sector Development, JICA. Dr. Abdu Mukhtar, Director, Industrial And Trade Development, AfDB (TBC). Private Sector (TBC)
Africa Kaizen Award Ceremony	
12:50 - 12:55	Introduction to the awarding system by Mr. Kimiaki Jin
12:55 - 13:10	Lecture on QPI by Professor Norman Faull
13:10 - 13:20	Announcement of the recipients
13:20 - 13:35	Presentation by the outstanding recipients
13:35 - 13:45	Overall comment by Professor Hiroshi Osada
13:45 - 13:50	Congratulatory remarks by Dr Mayaki, CEO of AUDA-NEPAD
13:50 - 14:00	Housekeeping Announcement / End of the day
<b>Day 2 (Sept. 2)</b>	
Plenary Session	
11:00 - 11:15	Moderator: Japan Productivity Center (TBA) Presentation on "Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region" by JPC
11:15 - 11:30	"Sharing the Experience in Asia by Asian Productivity Organization (APO)" by Dr Mochtan, SG of APO
Breakout Session	
11:30 - 12:30	Topic 1: The Challenges of COVID-19 and Kaizen Strategy for Reaching out to MSMEs Topic 2: Strengthening the Functions of Centers of Excellence in Africa: Sharing the Experience in Asia by Asian Productivity Organization (APO) Topic 3: Access to Finance for MSMEs
Plenary Session	
12:30 - 12:55	Moderator: Japan Productivity Center (TBA) Sharing the results of the breakout session
12:55 - 13:00	Housekeeping Announcement / End of the day
<b>Day 3 (Sept. 3)</b>	
Summary and Recommendations	
11:00 - 11:25	Summary of AKAC 2020 and AKA 2020
11:25 - 11:40	Policy recommendations
11:40 - 11:55	Africa Kaizen Action Plan 2021-2023
11:55 - 12:30	Feedback from participants
Closing session	
12:30 - 12:40	Announcements
12:40 - 12:45	Closing Remarks by JICA
12:45 - 12:50	Closing Remarks by AUDA-NEPAD
12:50 - 13:00	Housekeeping Announcement / End of the conference



Attachment 1 : Registration

In the excel file attached to this information on the conference, you will find the following sheet. If you are categorized “a”, “b” or “c” specified in “6. Participants/Day 1”, please fill in necessary information for your registration in the excel file and send it to the secretariat members indicated below within the period of 1 – 14<sup>th</sup> August 2020.

Mr. Go OHGA [g.ohga@jpc-net.jp](mailto:g.ohga@jpc-net.jp)

Ms. Hisayo ECHIGO [hisayo.echigo@jpc-net.jp](mailto:hisayo.echigo@jpc-net.jp), [2020akac@gmail.com](mailto:2020akac@gmail.com)

List of Participants for Africa KAIZEN Annual Conference 2020, Zoom Webinar (1-3 September 2020)																
N°	Country	Title	Name	Job Title	Position	Organization	E-mail address	Participation of the Confere from 1st to 3rd September				Attribution	Language to speak	Participation of the Presentation of AKA nominated companies		Remarks
								Day1	Day2	Breakout Session	Day3			26th August	27th August	
1	Japan	Mr.	Aaaaa Bbbbb	Coordinator	staff	JICA	<a href="mailto:XXXXX@jica.go.jp">XXXXX@jica.go.jp</a>	○	○	Participants-Topic 1	△	J	English			
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