



Review of the Africa Kaizen Award (AKA) Process

by

the Examination Committee (EC) of AKA

Kimiaki Jin on behalf of the EC members

29 September 2023

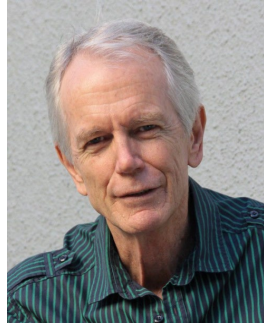
@AKAC2023 in Addis Ababa, Ethiopia

Outline of the AKA Review Process

Members of the EC (alphabetical order to surname)



M. Bwalya
AUDA-NEPAD
(by Mar 2023)



N. Faull
UCT



M. Z. Juri
APO



K. Jin
JICA



G. T. Mekonen
AUD-NEPAD



H. Osada
TIT



K. Toulassi
AUDA-NEPD
(from Aug 2023)

Review Process: From December 2022 to December 2023

Form Jan to Feb and from Aug to Sep 2023:	preparation of vision, mission, strategies and action plan
From Feb to Apr 2023:	review of evaluation criteria
From May to Jul 2023:	review of evaluation process
From Nov to Dec 2023:	finalization of the report

Outline of the AKA Review Process

Outputs of the review process are;

- ❑ Vision, mission, strategies, key factors for strategic implementation and action plan,
- ❑ Revised evaluation criteria of the AKA to be applied from the AKA2024,
- ❑ Guideline for evaluation process to be applied from the AKA2024,
- ❑ Plan to strengthen the publicity and branding of the AKA.

Vision, Mission, Strategies and Action Plan

Key points of discussion by the EC include the following points;

- The current objectives stated in the notification of AKA mainly focus on **strengthening nomination process and policy implications** than business practices. The vision, mission and strategies to be prepared need to **clarify ways how to make companies in Africa to grow and be competitive**.
- The vision, mission and strategies should be prepared based on **SWOT analysis** and **feedback from nominators/nominees** (see Appendix 4 & 5 in the report).
- The vision and mission should be **short sentences that people can memorize** and understand easily.
- The strategies and action plan should be **practically implementable** by the EC and the secretariat in collaboration with the AKI stakeholders.
- The action plan should be consistent with **WG-4 report and JICA Cluster Strategy**.
- The vision, mission, strategies and action plan should **focus on the AKA**, not for the AKAC and AKI because the EC is responsible to the AKA.

SWOT Analysis for preparing Vision, Mission and Strategies

Strengths

1. The AKA created **original evaluation criteria** and open them.
2. Invaluable experiences are gained in **the last 4 years**.
3. EC consists of qualified and committed members.
4. The AKA is operated based on **collaboration with the nominators**.
5. The AKA is linked with AKAC.
6. The AKA is backed up by the AKI to establish COEs.
7. **AUDA-NEPAD and JICA** are jointly organizing the award system.
8. The AKA involves **external scores** to strengthen its evaluation capacity.
9. The AKA is not fee-based process.
10. The AKA gives companies opportunities for conducting self-assessment.
11. Strong collaboration with **APO**.

Opportunities

1. No international quality/productivity award **specialized on firms in Africa**.
2. Regional/international organizations (i.e. ILO) are engaged in the activities of QPI.
3. The **nominators and nominees** in each country have coherent relation before/after the awarding process.
4. Outputs of AKI-WGs are believed to strengthen the COEs.
5. **PAPA** shows increasing interest to participate and contribute to AKI.
6. JICA PSD team2 is preparing "**AKI cluster strategy**" that aims to align AKI with SDGs (2015-2030) and promote collaboration with other development partners.
7. The nominators want to **increase the number of nominees** in each year.

Weaknesses

1. **No follow-up activities** for the nominees/awardees.
2. Risks of discontinuation of Kaizen/QPI activities due to factors in economy, finance, and security in each country.
3. The AKA is **not yet popular among private business** in Africa.
4. It needs broader and wider buy-in and legitimacy from AU players.
5. **Financial constraint** to increase the activities of the EC and the coverage of the AKA.
6. Nominators can submit **only two nominees** from one country.
7. The EC/Secretariat do not have adequate capacity to evaluate a large number of the nominees.
8. The EC / Secretariat do **not conduct onsite verification** of the nominees.

Threats

1. JICA may stop its support in 2027 if the AKI is terminated.
2. **Low response ratio against the questionnaire survey** suggests that the impact of AKA may wanes quickly.
3. **Some nominators may prioritize their participation in ICQCC** than the AKA because of its focused approach and learning effects based on its scale of conference.

Vision, Mission, Strategies and Action Plan

1. Vision of AKA

“Inducing values of growth and competitiveness among African companies.”

2. Mission of AKA

“Creating a continental platform for sustainable growth whereby organizations that applied continuous Kaizen/QPI plug themselves into global value chain networks.”

3. Strategies to achieve the vision and mission

- a. Encouraging and enhancing good practices of Kaizen/QPI through **presenting evaluation criteria and awarding** based on them.
- b. Strengthening **the rational and transparent selection** of the awardees through entry, presentation, and scoring processes.
- c. Strengthening **networking, mutual learning, and collaboration** among Kaizen/QPI-promoting institutions/units/NPOs in each African country.
- d. Strengthening **value addition and benefits of the award** at all nominees, nominators, and national government level.
- e. Promoting **collaboration with international organisations** and big African and multinational businesses to learn from their experiences and gain support from them.
- f. **Institutionalising the AKA in African** and promoting its sustainability of operation and management (including the EC and the secretariat) based on the PDCA cycle.

5. Action Plan 2024-2030 (1)

In relation to the strategies, items of action plan are prepared. Some of them that are not explained in other parts of the slides are as follows.

- ❖ The EC/secretariat **develops questionnaire to collect feedbacks** from nominators and nominees **every year**. (a-4-1)
- ❖ The EC/secretariat members **visit or communicate with one or two countries every year** and promote the AKA to potential nominators. (b-1-1)
- ❖ The nominating organizations are expanded to include **the Industrialization Project offices of AUDA-NEPAD** and secretariats of **Regional Economic Communities of Africa** by **2025**. (b-1-2)
- ❖ The EC members prepare a manual that facilitates a **genuine self-assessment process** and filling entry sheet with essential and adequate data by self-nominating organizations in **2026-2028**. (b-4-1)
- ❖ The EC/secretariat organizes **next review of the AKA process** in **2028**. (d-2-1)

5. Action Plan 2024-2030 (2)

- ❖ The EC/secretariat examines the possibility of a follow-up assistance to manufacturing export awardees each year to maintain the sustainability of their continuous improvement and exemplary competitiveness starting from 2025, if the AKI secretariat secure necessary fund, such as fund from international /regional organizations and business corporates. (e-2-1)
- ❖ The EC recommends selected awardees to AKI secretariat for their participation in AfCFTA in collaboration with AUDA-NEPAD in 2025-2026 and sees if it is feasible or not. (e-2-2)
- ❖ The EC/secretariat organizes trainings for scorers selected from the nominating organizations. These scorers are encouraged to develop their skills through time and with feedbacks from the EC members for opportunities to join the EC. (f-2-1)

Other actions are included in the plan of strengthening publicity and branding.

Key points of Discussion to prepare Evaluation Criteria

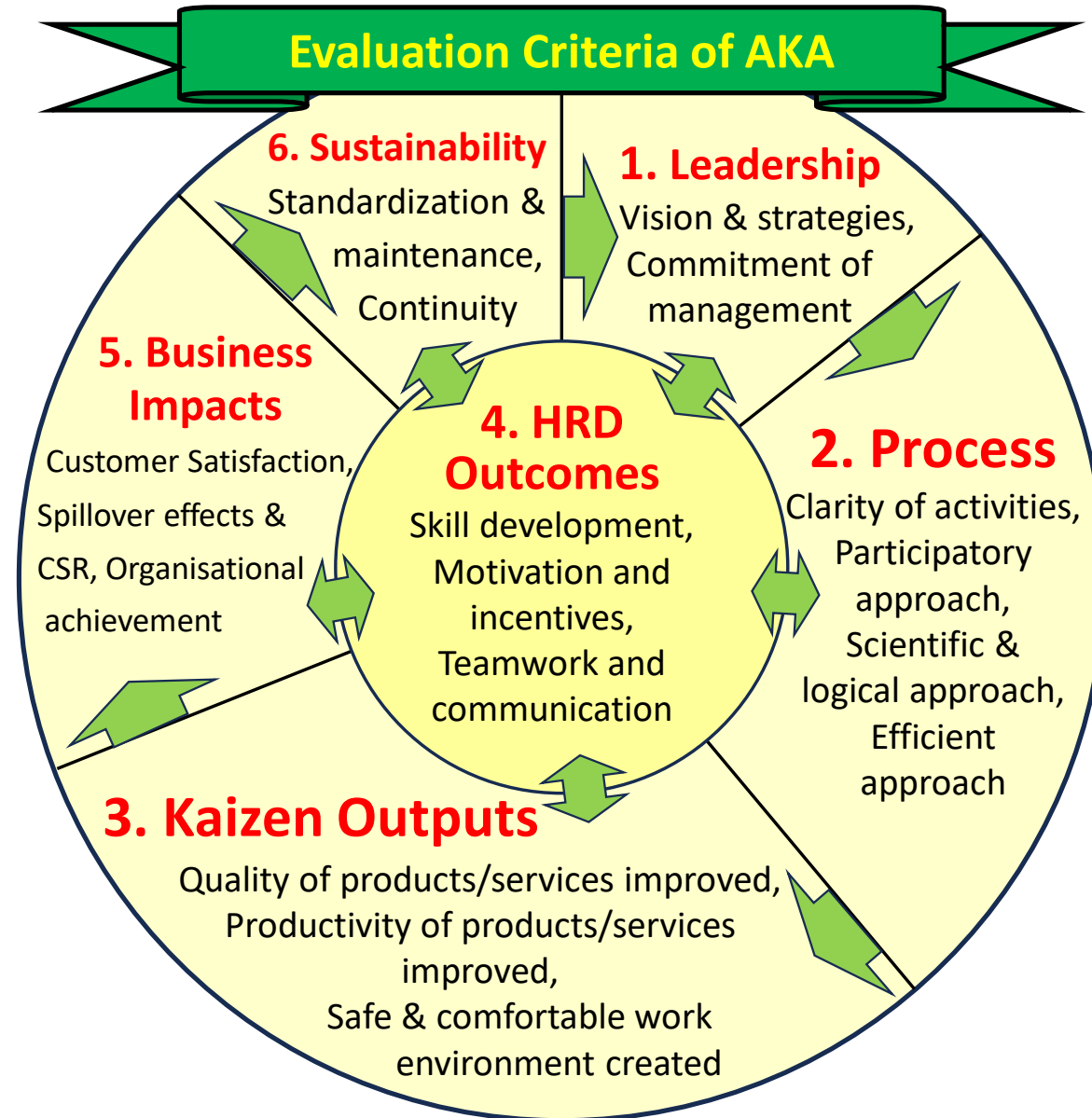
- The current evaluation criteria were prepared based on them of Deming Prize and modified based on inputs from *Kaizen Handbook*.
However, further customization is possible based on the past four years' experience.
- The EC analysed pros and cons of both comparative and absolute assessment.
The comparative assessment is good to select awardees and absolute assessment is good for certification system that requires periodical update.
While the AKA maintains comparative assessment, it can include good points of absolute assessment such as introducing minimum score to be the awardee.
- The EC also considered that 1) periodic review of the criteria is needed, 2) the criteria should be compared with of other awards such as EFQM, 3) it is good to visualize the criteria.

Evaluation Criteria (Headings and Allocated Score)

Total score 200

Headings	Score	Headings	Score
1. Leadership	25	4. HRD Outcomes	35
a) Organizational vision, strategies and global business perception	15	a) Skill development of employees	15
b) Commitment of the management	10	b) Motivation of and incentive for employees	10
2. Process	40	c) Teamwork organization and communication	10
a) Clarity of Kaizen activities	10	5. Business Impacts	30
b) Participatory approach	10	a) Customer satisfaction	10
c) Scientific and logical approach	15	b) Accrued spill over effect and social responsibility	10
d) Efficient (economical) approach	5	c) Achievement of organizational objectives and targets	10
3. Kaizen Outputs	50	6. Sustainability	20
a) Quality of products/services improved	20	a) Standardization and maintenance	10
b) Productivity of products/services improved	20	b) Continuity	10
c) Safe and comfortable work environment created	20		

**Diagram
of
Evaluation
Criteria
as
visualization**



Key Discussion to prepare Guideline for Evaluation Process

- Evaluation process should be **objective and transparent** in order to maintain its **accountability to the stakeholders**.

The EC should create **a short explanatory manual** regarding the criteria and evaluation process so that nominators/nominees have consistent understanding.

- Based on the current system, the EC proposes **two-step selection process** that can **accept larger number of nominees** through transparent process.

First scoring process is made by **scorers selected from the nominators** as participatory one and second scoring process is made **by the EC members**.

- It is extremely costly for the EC members to conduct **onsite verification** for all nominees by themselves. Instead, the proposed system requests **the nominators to conduct verification** and endorse the entry sheet.

New entry sheet will request information on date of **onsite verification and name and signature of verifier in the nominating organization**.

Guideline for Evaluation Process (1)

Two-step selection process

- ❖ Each country can submit **a maximum of two nominees in each category** of SMO and LO (**total four nominees at maximum**).
- ❖ Each nominating organization mandatory select **one scorer per two nominees** selected by own organization. (The organization that submits only one nominee can also select one scorer if wish.)
- ❖ Scorer should be **a senior member** and serve as scorer for minimum two years. The scorers receive **training for scoring method** by the EC.
- ❖ The nominee submits an **entry sheet, PowerPoint slides (8 pages)** and **video recorded presentation (15 minutes)** by the set due date.
- ❖ **For 1st scoring, the scorers evaluate the nominee** by the documents and online presentation. **Scorers do not evaluate the nominees from own country.**
- ❖ The EC may join in 1st scoring, and exclusively conducts the second scoring.

Guideline for Evaluation Process (2)

Scoring method

- ❖ The **entry sheet** should be a **maximum of ten (10) pages** and the **attachment** should be limited to photos, diagrams, graphs and one case study and a **maximum of fifteen (15) pages**.
- ❖ If number of pages of the **document exceed a maximum limit** or if **explanation is not clear** the scorer gives lower score.
- ❖ For the 1st scoring process, **average of the standard score (deviation)** is used to evaluate all nominees. Each scorer evaluate **about 8 nominees (each nominee is scored by 4 scorers)**.
- ❖ Based on the 1st scoring, **the nominees are shortlisted**.
- ❖ For the 2nd scoring process, **average of the standard score** is used but **average of original score** given by the EC is also considered.
- ❖ The guideline for Evaluation Process will be **open to the nominators/nominees**.

Plan to Strengthen the Publicity and Branding

- a) branding *Kaizen* in African language (d-1-2) and customizing the award in African context (d-1-3) by 2028;
- b) invites and encourages 'local' academics to conduct a case study (d-3-1);
- c) prepares an annual report of the AKA as inputs to AUDA and TICAD events. (d-3-2);
- d) develops an online database on the nominees for the award by 2024 (d-4-1);
- e) request AKI secretariat to make AUDA-NEPAD and JICA timely uploading of the AKA data on both Websites by 2025. (d-4-2)
- f) circulates information on the nominees to potential business partners, investors, and venture capitals (d-4-4); and
- g) provides information on the awardees to the AKI secretariat for their finding sponsors, e.g. multinational OEMs (Toyota, Honda, Isuzu, Suzuki) and Africa Businesses (Ethiopian Airline, Dangote Group etc.). (e-1-1).
- h) One of the logo in the cover page will be selected at AKAC2023 and utilized for AKA.

Way forward

- The EC welcomes [comments / feedback](#) on the Review Report [by the end of October 2023](#) to be sent to Kimiaki Jin <jinkimiaki@gmail.com> and the AKA Secretariat <akac@jpc-net.jp>
- The EC will [finalize](#) the report [by the end of December 2023](#) and submit it to the AKI Secretariat (AUDA-NEPAD and JICA).
- CEO of AUDA-NEPAD will appoint [the EC members in 2024-2025](#).
- The AKA Secretariat will prepare [the Notification of AKA2024](#) in collaboration with the [EC by the end of February 2024](#).
- The [new AKA process will start](#) by circulation of the Notification in 2024.
- 1) selection and training of the scorers, 2) submission of entry documents, 3) 1st scoring process with online presentation, 4) 2nd scoring process, and 5) awarding ceremony at AKAC2024 will follow, [if the proposed process is accepted](#).
- For any inquiries about the report, please contact <jinkimiaki@gmail.com>.