Review of

the Africa Kaizen Award (AKA) Process

by

the Examination Committee (EC) of AKA

Draft as of October 2023

Table of Contents

1. Background and Objectives of AKA Review

The Africa Kaizen Award (AKA) is an awarding system for good practices of quality and productivity improvement (Kaizen) under a framework of the Africa Kaizen Initiative (AKI), which is jointly implemented by the African Union Development Agency (AUDA-NEPAD) and the Japan International Cooperation Agency (JICA). The first AKA was initiated and launched at the Africa Annual Kaizen Conference (AKAC), hosted by the Government of Tunisia in 2019. Kaizen practitioners from various African countries participated in the competition, and the winners were decorated with AKA Awards for the first time.

AKA2023 marks the fifth edition of the AKA awarding process since it started. In the last four awarding processes, invaluable experiences and accumulated know-how of AKA operations were gained, which could be utilised by the Examination Committee (EC) members of AKA to develop its vision, mission and strategies; and to review its evaluation criteria and selection process aimed at improving its system for implementation as of 2024.

The focuses of reviewing the process of AKA are mainly to:

1) Review the objectives of AKA and clarify its long-term vision, mission and strategies.
2) Review the evaluation criteria of AKA to compare comparative and absolute assessments and select the appropriate one in the context of AKA.
3) Review the scoring process of AKA to make it possible to accommodate a larger number of nominees to participate.
4) Elaborate measures to improve its publicity and name recognition in international business.

2. Reviewing Team (the EC Members)

The review process is conducted by the EC members in 2023, listed below, with the support of the AKI secretariat. The members are responsible for completing an appropriate review process and designing a new (or improved) awarding system that they or their successors and the secretariat will implement.

➢ Mr. Martin Bwalya, Director, Knowledge Management and Program Evaluation Directorate, AUDA-NEPAD (until March 2023).
➢ Professor Norman Faull, Chairman, Lean Institute Africa, and Emeritus Professor, University of Cape Town, South Africa.
➢ Mr. Kimiaki Jin, Chief Advisor, JICA Quality and Productivity Improvement (*Kaizen*) Project in South Africa.
➢ Mr. Md Zainuri Juri, Principal Officer, Program Directorate, Asian Productivity Organization (APO).
➢ Mr. Getahun Tadesse Mekonen, Certified Principal Kaizen Consultant, Ethiopia.

> ➢ Professor Hiroshi Osada, Professor Emeritus, Tokyo Institute of Technology, Japan.
> ➢ Mr. Kossi Toulassi, Head of Industrialization, AUDA-NEPAD (from August 2023).

<div align="right">(Alphabetical order to surname)</div>

In addition to the EC members, members of the Working Group 4 (WG-4) of AKI and focal points of national awarding processes of AKI participating countries can join in the review process as resource people/informants. However, they may not share the responsibility for the final result of this process.

The EC members are appointed by the Chief Executive Officer (CEO) of the AUDA-NEPAD, who serves a chair of the EC. The AKA is supported financially by JICA and administratively supported by the secretariat of the AKI. However, the EC is autonomously organising the AKA regarding substantive issues such as evaluation criteria and selection processes. Efforts of the nominators in each participating country also sustain the AKA. In this sense, the EC must be accountable to AUDA-NEPAD, JICA and the nominators in participating countries.

The EC members will present a draft of the following outputs to the AKI stakeholders at the AKAC2023, collect feedback and finalise them. According to their administrative procedures, the outputs will be included in the AKA and AKI documents.

3. Expected Outputs and Schedule of the Review Process

Considering the tentative schedule of the AKA2023 process as of December 2022, (see Appendix 1), the review process is scheduled from December 2022 to December 2023. The following major outputs are expected by the end of December 2023:

1) Report on the AKA review process by the AKA's EC serving in 2023.
2) The following output documents will be published and included in the revised award notification.
   - Vision, mission, strategies and Action Plan of the AKA.
   - Plan to strengthen the publicity and branding of the AKA.
   - Revised evaluation criteria of the AKA that is applied from the AKA2024.
   - Revised evaluation process to be applied from the AKA2024.

The members will organise regular meetings once a month and schedule to review the following issues.

Dec. 2022 to Aug. 2023: Review the AKA's objectives and prepare draft vision, mission and strategies.

Feb. to Apr. 2023:	Review the current evaluation criteria of AKA, comparative assessment compared to absolute assessment.
May to July 2023:	Review the selection process to increase the number of nominees.
Aug. 2023:	Analysis for improving publicity and name recognition in international business.
Sep. 2023:	Comprehension of all processes and preparation for presentation at AKAC2023.
Oct. 2023:	Presentation and discussion at AKAC2023.
Nov. to Dec. 2023:	Finalisation of the review results and drafting of the AKA2024 notification.

4. Progress and Outputs

4-1 Review of objectives and preparation of vision, mission, and strategies.

The draft version of the vision, mission, and strategies is prepared (see ANNEX 1) due to the following key discussion and references made by the EC members.

a) The current AKA processes from 2019 to 2023 present the following aims:

   i) to strengthen the learning/reviewing process of the nominators and nominees to further improve their practices;
   ii) to demonstrate the benefits that *Kaizen* has on economic and social transformation and to promote it to the public;
   iii) to encourage African policy makers, practitioners, and scholars to disseminate and upscale *Kaizen* practices; and
   iv) to motivate the development of a national award system in each participating country.

   The above aims to focus on strengthening nomination processes and policy implications, and place less focus on the benefits of the nominees and private companies. The vision, mission, and strategies need to clarify how to make Africa companies grow and enable them to be more competitive in the international market.
b) The vision, mission and strategies should focus on the AKA, not for the AKAC and AKI because the EC members are responsible for only the AKA.
c) Although there are many arguments on how to structure the vision and mission statement, the EC members prefer a compact statement with components of vision, mission, strategies, key factors for strategic implementation and action plans. The vision and mission should comprise short sentences that people can memorise and understand easily.

d) The vision and mission statement needs to clarify the roles and benefits of nominees (companies), nominators (Kaizen/QPI institutions), ministries (governments), and EC members/Secretariat.

e) The EC members tried to make items in the strategies, key factors for strategic implementation and an action plan to be mutually exclusive and collectively exhaustive (MECE).

f) To analyse the current system of the AKA and to generate ideas for the elaboration of the vision, mission, and strategies, the EC members conducted a SWOT analysis on the current AKA shown in Table 1. The analysis also contributes to reviewing the examination of criteria and the scoring process.

g) When the EC members prepare the action plans, the members need to pay attention to the implementation stage of the action plan. Because the EC and secretariat are implementing body of the plan, the plan should be realistic and implementable. The EC members must remember that planning is easy, but implementation requires more effort.

h) The vision, mission, strategies and key factors must be consistent with the AKI cluster strategies prepared by the JICA PSD team2. The cluster strategy aims to align AKI with SDGs (2015-2030) and promote collaboration with other development partners, such as ILO, UNIDO and UNDP. An English version of the cluster strategies was made available in July 2023.

i) The EC members should maintain close communication and share thoughts with WG-4 of AKI on analysing institutionalization process of AKAC and AKA. Their work mainly covers the administrative process of AKAC/AKA operation and will be completed by the end of December 2023.

j) To collect feedback from the nominators in the last four years, the EC members conducted a questionnaire survey in April 2023. The questionnaire is attached in Appendix 4-1, with a summary of answers to the survey form. Eleven (11) nominators responded out of 16 during 2019-2022 are shown in Appendix 5-1. Responses from the nominators are compiled in a separate Excel file that needs further analysis. In addition, the EC members had interviews with the nominators in South Africa, namely AIDC and Productivity SA.

k) The EC also conducted a survey of the nominees in June 2023. The questionnaire in Appendix 4-2 was sent to 70 companies/organisations for which the EC had e-mail addresses, including updated addresses by the responses to Appendix 4-1. However, 12 e-mails were not delivered. Twenty (20) nominees out of 58 answered (response rate is 34%) to the questionnaire, which preliminary summary is shown in Appendix 5-2.

Table 1: Africa Kaizen Award SWOT Analysis in priority order

Strengths	Weaknesses
1. The AKA created original evaluation criteria and opened them to the nominators and nominees. 2. Invaluable experiences were gained in the last four years of the AKA operations, national conferences and awards. 3. The EC consists of qualified and committed members in quality and productivity improvement. 4. The AKA is operated based on collaboration with the nominators (JICA projects and PAPA members) to select nominees. 5. The AKA is linked with AKAC under the umbrella of the AKI. 6. The AKI's initiative to establish Centre of Excellences (COEs) supports the AKA. 7. The AUDA-NEPAD and JICA (development partner) jointly organise the award system. 8. The AKA involves external scores to strengthen its evaluation capacity. 9. The AKA is not a fee-based process. 10. The AKA is considering giving companies opportunities for conducting self-assessment, thereby improving their businesses based on the AKA criteria. 11. There is a strong collaboration between Asia and Africa through APO's participation.	1. The EC and Secretariat do not have follow-up activities (mechanisms) for the nominees/awardees. 2. Risks of discontinuation and unsustainability of Kaizen/QPI implementation due to various reasons (in the economy, finance, and security) in each country. 3. The AKA is not yet popular among private businesses in Africa. 4. It needs broader and wider buy-in and legitimacy from AU players and public and private stakeholders. It also relates to the general perception that Kaizen is only for private businesses. 5. There is a financial constraint on (1) increasing the activities of the EC to promote AKA, increasing the coverage and quality of AKA in the continent, and (2) promoting and conducting national conferences and awards by National Productivity Organisations (NPOs). 6. Nominators can submit only two nominees from one country. 7. The EC and Secretariat do not have adequate capacity (time) to evaluate a large number of nominees. 8. The EC and Secretariat do not conduct onsite verification of the nominees. 9. Negligence/oversight of nominators and nominees in filling-in the entry sheet. 10. The secretariat of AKA can pay only an honorarium but not remuneration to the EC members. 11. No terms and conditions exist for the awardees, i.e. to act as the model/benchmarking for others.

Opportunities	Threats
1. No international quality/productivity award specialises in firms in Africa. 2. Regional and international organisations (for instance ILO) are engaged in the activities of QPI in collaboration with NPOs (for instance Productivity SA and NPCC Mauritius) in Africa. 3. The nominators and nominees in each country have coherent relationships before and after the awarding process. 4. Outputs of AKI-WGs are believed to strengthen the COEs to deliver quality services to nominees (companies). 5. PAPA shows increasing interest in participating and contributing to AKI. 6. The JICA PSD team2 is preparing an "AKI cluster strategy" to align AKI with SDGs (2015-2030) and promote collaboration with other development partners, such as ILO, UNIDO and UNDP. 7. The nominators want to increase the number of nominees every year. 8. The current business environment posed by COVID-19 is compelling companies/organisations to review and improve service delivery, competitiveness and profitability, and resilience in business management. 9. The AKA winner should be recognised as a model in the country/Africa region.	1. JICA may stop its support in 2027 if the AKI is terminated. 2. The low response ratio against the questionnaire survey suggests that the impact of AKA may wane quickly. 3. Some nominators may prioritise their participation in ICQCC higher than the AKA because of its focused approach and learning effects based on the scale of the conference.

**4-2 Plan to Strengthen the Publicity and Branding of the AKA**

The captioned plan in this section consists of parts of the action plan of the AKA described in ANNEX 1. The EC members are responsible for implementing the actions with support from the secretariat:

a) The EC/secretariat encourages and support the branding *Kaizen* in the African language by the nominators, collects its information and elaborates it by 2028 (d-1-2).

b) The EC/secretariat, in collaboration with the nominators, AUDA-NEPAD and JICA, will organize a discussion on how to customise the award system to fit the African context by 2028 (d-1-3).

c) The EC invites and encourages 'local' academics to conduct a case study based on the AKA winner. Such cases aim to lodge the study with major journals of business management/development (d-3-1).

d) The EC/secretariat prepares an annual report of the AKA that can be used as inputs to AUDA-NEPAD, JICA and AU to strengthen policy advocacy at the occasion of the AU summit, TICAD process and associated events (d-3-2).

e) The EC/secretariat will develop a reliable online database comprising key information on the nominees for the award by 2024, and updates the data annually (d-4-1).

f) The EC/secretariat requests the AKI secretariat to make AUDA-NEPAD and JICA sign an agreement on effective and timely uploaded the AKA information on both Websites by 2025 (d-4-2).

g) The secretariat circulates key information on the nominees to potential business partners, investors, and venture capitals companies, based on necessary update of information the nominees gave with their consent (d-4-4).

h) The EC/secretariat provides information on the awardees to the AKI secretariat to assist them with funding sponsors for AKA and AKAC, e.g. multinational OEM (Toyota, Honda, Isuzu, Suzuki) and Africa Business (Ethiopian Airline, Dangote Group etc.) (e-1-1).

According to the questionnaire survey, in response to the question "What kind of follow-up do you expect from the AKA secretariat and the EC," both the nominators and nominees selected "promotion of awardees in the international event" coupled with "feedback on the evaluation results and comments." In addition, some respondents commented on "creating business-to-business linkage for the winners," and "recognising the awardees as AKA ambassadors and giving testimonials."

   The AKA logo can be created and utilised for publicity on various occasions. The followings are logos to be selected by polls at AKAC 2023. Participants in AKAC 2023 are requested to poll at the conference venue (one poll per person) on 9 October, first day of the conference. The poll results will be announced on the second day of AKAC2023.

Figure 1: Proposal of AKA Logo
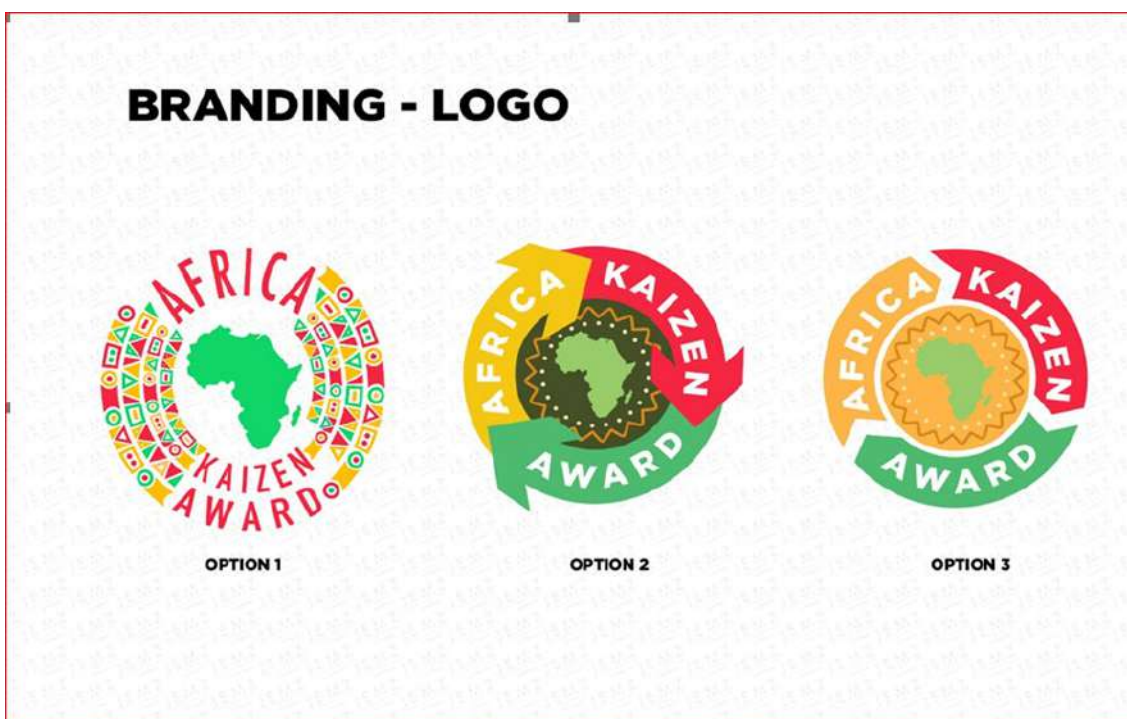
Option 1: The award's name in red represents the blood that unites all people, and the map of Africa in green symbolises sovereignty and unity. Mosaics on both sides presents the diversity of businesses and companies on the continent.

Option 2: The arrows with the award's name represent cyclical process of Kaizen activities. Green is a symbol of sovereignty and unity. Yellow means a bright future, and red represents the blood that unites all people.

Option 3: The modest arrows with the award's name represent the cyclical process and a circle of Kaizen activities. The yellow background of the map of Africa represents the bright future of business on the continent.

4-3 Review of the evaluation criteria of AKA

The following sentences are described in a footnote on the first page of the notification of the AKA from 2019 to 2023.

> *The current evaluation system is not based on an absolute scale, but rather, on comparative assessment. However, after several years of experience in evaluation for awards, the system may be modified to be a more objective award system that evaluates the concrete capacity of firms, similar to ISO, the Deming Prize, and the Good Design Award.*

The review of the evaluation criteria aims to respond to the above intention of changing from comparative assessment to absolute assessment (not competition with others but own self-achievement) if the latter is favoured.

The followings are key references and directions set by the EC members to review the evaluation criteria.

a) Current evaluation criteria are shown in Table 2. The table briefly explans each cluster's criteria (objectives, process, and outputs/outcomes).
b) The scoring process guideline for AKA2022 that is prepared for the scorers of the AKA in 2022 is shown in Appendix 3. The guideline shows technical details on how to score and rank the nominees.
c) The updated format of the entry sheet for AKA2023 is shown in Appendix 2. The entry sheet is consistent with the criteria and should be renewed based on the revised criteria.
d) The current evaluation criteria were prepared based on the criteria of the Deming Prize and modified based on a figure titled "Characteristics and Effects of Kaizen" in the *Kaizen* Handbook (page 1-1) published by JICA in 2018. These characteristics and effects are based on JICA's experience with Kaizen projects in Africa. They focus on human capacity development and firm capabilities. These characters may represent the customisation process of Kaizen in the African context when the AKA was launched. However, during the review process, the EC discussed further customisation based on the past four years of experience.
e) The EC members emphasised that they must prepare comprehensive, understandable, and African looking standard criteria and guidelines with the participation and inputs of beneficiary organisations.
f) The EC members analysed the pros and cons of comparative and absolute assessment and prepared its result in Table 3. They also clarified the difference between an awarding system and a certification system in Table 4 and the characters of the Deming Prize and ICQCC medals in the Table 5.
g) In response to a question asking which system, awarding or certification, was more suitable for materialising the AKA's vision, mission and strategies, an EC member commented that the AKA is not setting up a certification process. What the AKA may do, in time, is to require nominees, as a condition of being nominated, to have achieved at least one ISO certification. If the AKA can find a way to motivate nominees to seeking ISO certification, that would be good. However, it is not easy to foresee how the AKA could do that.

h) Another EC member commented that parts of the Deming Prize evaluation method and criteria focussing on Kaizen activity are useful for the AKA.

i) One of the ideas shared among the EC members is that the AKA can combine comparative assessment with absolute assessment. The AKA could introduce a minimum score for each cluster of criteria such as having more than 70% of the total score allocated in the cluster.

j) The EC cited a part of the article written by Faull (2022) on the AKA and other global awarding systems, shown as Appendix 6. Key recommendations to the AKA learnt from the article, and the way forward are as follows:

- A periodic review of the criteria (e.g. in light of comparison with other awards, as above) is recommended.
  => In the action plan of AKA vision, mission and strategies, the EC proposes to review the criteria every five years (see Annex 1, 6. d-2-1).

- Moving closer to the European Foundation for Quality Management (EFQM) or other award criteria.
  => Table 6 compares current criteria, EFQM, Professor Faull's comparison and newly proposed criteria. Current headings of criteria of AKA (objectives, process, outputs/ outcomes) are modified (leadership, process, improvement after Kaizen, HRD, business results, sustainability) in the new criteria that have been shifted towards EFQM. However, the proposal is not the same as EFQM's, considering the business context in Africa. EFQM is orienting to global issues such as Net Zero, A Circular Economy, UN SDGs, Innovation and Education, while AKA is valuing cyclical and continuous processes and development of human resources in consideration of the relatively less competitive firm capability in Africa.

- The cause-effect system from which the AKA criteria arises needs to be visualized.
  => Annex 2 includes a diagram of the new evaluation criteria.

- AKA should consider joining the Global Excellence Model (GEM) Council.
  => That may be possible if AKI stakeholders agree and GEM accepts the difference between an EFQM type model and AKA criteria.

- The criteria need to be reviews by business leaders and QPI experts.
  => This can be done as research by post-graduate students during the next five years of AKA practices.

- A Country-level on-site verification/audit is needed.
  => 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 by signing on it (see Table 7, selection process).

- Encourage national awards bodies to adopt the same or similar criteria.
  => See Table 7.

- A short explanatory manual regarding the criteria is needed to ensure consistent understanding across nominating bodies and nominees.
  => A guideline for the scoring method will be prepared as ANNEX 3 of this report, based on Table 7 and Appendix 3 (scoring process guideline).

As a result, the EC members prepared revised evaluation criteria for AKA starting in 2024, as shown in ANNEX 2.

Table 2 Current Evaluation Criteria (AKA2022) and Additional Explanation

No		Features	Scores					Explanation
1	Objectives	**a) Organizational vision and strategies** ● The organization has clear vision and strategies for its own proactive customer-oriented business aspiration.	1	2	3	4	5	- The objectives focus on the relationship between overall direction of the company and Kaizen strategy, Kaizen activities, especially consistency between them (a, b, c) and management commitment (d). - A total of 20 points are allocated to the objectives.
		b) Clarity of *Kaizen* activities ● The organization has clear objectives strategy for *Kaizen* activities with their targets to be improved, which are relevant to the vision of the organization.	1	2	3	4	5	
		c) Scope of *Kaizen* activities ● The scope of the countermeasures identified is wide enough to create impact in the organization.	1	2	3	4	5	
		d) Commitment of the management ● The management presents clear commitment to promote *Kaizen* activities and takes clear concrete leadership throughout the activities	1	2	3	4	5	
2	Process	**a) Participatory approach** ● Effective systems to promote participation of people are incorporated in the activities.	1	2	3	4	5	- a-d are based on the JICA Kaizen Handbook (2018). - The maximum score of the scientific approach is ten (10) instead of five (5) in (c) since AKA2021, because of the importance of data-based analysis and methodology. - A logical way of thinking is added in AKA2022. - The above changes show that criteria have valued an evidence-based logical approach.
		b) Continuous approach ● *Kaizen* activities are frequently and continuously organized and the PDCA cycle is repeatedly applied.	1	2	3	4	5	
		c) Scientific approach ● Data are collected accurately and frequently and they are accumulated, properly analyzed and effectively utilized.	2	4	6	8	10	
		d) Economical approach (efficiency) ● The countermeasures are designed based on wisdom and internally available resources, instead of using external resources.	1	2	3	4	5	
		e) Logical way of thinking ● The analysis and explanations are logical and convincing based on the utilization of appropriate tools.	1	2	3	4	5	
3	Outputs/Outcomes	**a) Quality of products/services** ● The activities create quantifiable improvement in the quality of products/services verified with data of Key Performance Indicators.	1	2	3	4	5	- The criteria cover broad issues, not only quality and productivity improvement but also skill development, work environment and corporate social responsibility.
		b) Productivity of products/services ● The activities create quantifiable improvement in the productivity of products/services verified with data of Key Performance Indicators.	1	2	3	4	5	

Outputs/Outcomes	**c) Motivation of and incentives for workers** ● Mechanisms to motivate staff to participate in and sustain the activities, such as rewards and awards, are established, and motivation of staff and incentives are increased.	1 2 3 4 5	- However, the weight of each criterion may be revised or some of items may be integrated.
	d) Skill development of workers ● Mechanisms to develop human skills such as training and education programs are established, and skills/competency are developed.	1 2 3 4 5	
	e) Teamwork and communication ● An improved system to promote teamwork and communication is established and functional.	1 2 3 4 5	
	f) Safe and comfortable work environment ● Concrete improvement in the work environment that benefits workers is created by the *Kaizen* activities.	1 2 3 4 5	
	g) Customer satisfaction ● Concrete customer satisfaction in value chain (quality of products/services, lower price, improved delivery and waiting times) is reported and measured.	1 2 3 4 5	
	h) Spillover effects ● *Kaizen* activities spill over or transfer to business partners in the supply chain.	1 2 3 4 5	
	i) Social responsibility ● *Kaizen* activities promote corporate social responsibility such as achievement of Sustainable Development Goals (SDGs) in the local community.	1 2 3 4 5	
	j) Achievement of organizational objectives and targets ● Overall achievements of *Kaizen* activities meet quantifiable organizational objectives and targets.	1 2 3 4 5	
Total		Total Max 100	

Table 3: Pros and Cons of Assessment Systems

	Pros	Cons
Comparative Assessment	• This is a ranking system, so the award can always be made to the topmost nominees.	• The award cannot guarantee a certain level of performance of the awardees in contrast with ISO guarantees level of achievement by certification. • Because of the above character, the award may be less appreciated by the awardees/nominees than certification system.
Absolute Assessment	• The award can guarantee the performance of the awardees as certified firms. • Because of the above character, the award may be appreciated by the awardees/nominees.	• The award cannot select awardees if all nominees are not good performers. • Without an onsite evaluation of all nominees by the same examiners, the absolute scores of nominees cannot be seen as comparable • Onsite evaluation by the same examiners will be prohibitively expensive.

Table 4: Difference between an ISO-type certification system and an awarding system

ISO-type certification system	Awarding system
• ISO standards are set by panels of international experts and adjudicated in applicant organisations by appointed/licensed examiners. When a company achieves a certain standard, it uses it as a 'signal' to (particularly international) markets with which they have been accredited. ISO inspection should happen periodically to assess if standards are maintained. There is a wide and expanding number of ISO standards (for quality, environment, IT security, risk management, etc.). So, each standard is specific and does not	• The AKA awarding system does not signal any specific competence to customers. Instead, it indicates international recognition of achievements across a range of competencies (quality and delivery would be of primary interest to potential customers). In the immediate weeks following the award, the company will trumpet the achievement to its workers, the community, possibly the government, and the market.

231003
AKA EC

say anything about the organisation as a whole. • The ISO standards are helpful to purchasing departments when assessing potential suppliers. As a necessary pre-condition for tendering to supply to that company, the company's buyers may require that certain ISO certifications be current. • ISO evaluation is done for a management system based on the PDCA cycle where onsite evaluation of documents is done (manuals and records). Assessors do not evaluate the output level, such as the defect rate in output. • ISO9001 comprises minimum Quality Management standards for customers and no competitive evaluation of the Kaizen method and implementation.	• The award is a one-off whereas the ISO certification is a 'badge' maintained over the years for as long as follow-up inspections find affairs up to standard. • Some years ago, the bigger multinationals somewhat discredited ISO standards. They then began drawing up their standards and required that suppliers and potential suppliers be accredited to these standards rather than the ISO ones.

Table 5:   Characters of the Deming Prize and the ICQCC gold/silver/bronze medal

Deming Prize	ICQCC gold/silver/bronze medal
• Assessment of the Deming Prize is a company-wide evaluation of the management system and TQM. • Evaluation criteria cover innovation and improvement with methodologies such as QC story (standard procedure for problem-solving), statistical method, IT, human resource development, CSR in process, output (quality, cost, delivery time, safety and environment), and outcome (customer satisfaction, employee satisfaction, society satisfaction). • They also covers financial performance such as increased sales value, profit etc. • At least four professionals evaluate TQM activities over a minimum three years through document review and a minimum two 2 days of onsite review.	• Assessment on ICQCC is QC circle-wise evaluation of the Kaizen method, employee involvement, output (benefit such as quality improvement. presentation) and outcome (cost reduction, members' satisfaction, customer satisfaction), through case studies and presentations.

Table 6   **Comparison of criteria, headings and score allocation of AKA, EFQM, Headings for comparison and new proposal**

AKA2023	100	EFQM	100	Prof. Faull's Comparison	Proposed Criteria	200
1. Objectives		**1. Leadership**	10	**1. Leadership**	**1. Leadership**	**25**
a) Organisational vision and strategies	5				1-a) Organisational vision, strategies and global business perception	15
b) Clarity of *Kaizen* activities	5	**2. Policy and Strategy**	10	**2. Strategic Planning**	1-d) Commitment of the management	10
c) Scope of *Kaizen* activities	5				**2. Process**	**40**
d) Commitment of the management	5				1-b) Clarity of *Kaizen* activities	10
2. Process				**5. Process oriented**	2-a) Participatory approach	10
a) Participatory approach	5			**4. Human resource management**	2-c) Scientific and logical approach	15
b) Continuous approach	5			**6. Continuous improvement**	2-d) Efficient (economical) approach	5
c) Scientific approach	10	**5. Process, Products and Services**	10	**3. Assessment and Evaluation**	**3. Kaizen Outputs**	**50**
d) Economical approach (efficiency)	5				3-a) Quality of products/services improved	20
e) Logical way of thinking	5	**6. Partnership and Resources**	10		3-b) Productivity of products/services improved	20
3. Outputs/outcomes					3-f) Safe and comfortable work environment created	10
a) Quality of products/services	5				**4. HRD Outcomes**	**35**
b) Productivity of products/services	5				3-d) Skill development of employees	15
c) Motivation of and incentives for workers	5	**3. People Management**	10		3-c) Motivation of and incentives for employees	10
d) Skill development of workers	5	**4. People's Satisfaction**	10		3-e) Teamwork organisation and communication	10
e) Teamwork and communication	5				**5. Business Impacts**	**30**
f) Safe and comfortable work environment	5	**8. Customer Satisfaction**	15		3-g) Customer satisfaction	10
g) Customer satisfaction	5				3-h&i) Accrued spill over effect and social responsibility	10
h) Spillover effects	5	**7. Impact on Society**	10		j) Achievement of organisational objectives and targets	10
i) Social responsibility	5			**7. Social responsibility**	**6. Sustainability**	**20**
j) Achievement of organisational objectives and targets	5	**9. Business Results**	15	**8. Focusing on output performance**	Standardisation & maintenance	10
					Continuity	10

4-4 Review of the selection process

If AKA increases the number of participating countries, the total number of nominees will increase. If AKA accepts more than two nominees from one country, the total number will also increase. Using the development process of AKA, knowing how to deal with larger numbers of nominees is one of the key challenges.

a) Review of bottlenecks of the current scoring process
   - Table 7 shows AKA scoring process, starting from nominating scorers, submission of the entry sheet by the nominators and sending feedback comments of the EC to nominators and nominees. The table also shows bottlenecks and challenges in the process.
   - The current scoring method (standard score (deviation)) is explained in item 4 in Appendix 3.
   - Another important point is the transparency and accountability of the AKA selection process. Although AKA discloses the evaluation criteria, if the selection process is not objective and transparent, the value of the AKA will be undermined. Without accountability of the selection process, the result of a selection may be criticised as an arbitrary process.
b) Analysis of two-step selection process: i) peer review among the scorers selected from the nominators and ii) scoring by the EC.
   - Table 8 proposes the two-step selection process and its remarks that can accept more nominees through the transparent process.
   - The proposal consists of the first scoring of the process by scorers selected by the nominators as participatory step and a second scoring process by the EC members.
   - A new entry sheet may request information on the date of the onsite verification and the name of the verifier in the nominating organisation.

Table 7   Selection process of AKA2023

	Current selection process	Bottleneck / challenges
Nomination of external scorers (by 31 May)	A Kaizen-promoting institution/unit/NPO can select a scorer from its institution/unit/NPO for the first scoring process by sending the CV of the candidate. Qualification of the scorer requires a professional understanding of Kaizen/QPI with more than ten years of practical experience, good motivation to learn the evaluation process, and a strong sense of responsibility to complete the work within the set timeframe.	This process was introduced in 2021 to improve the scoring process's transparency. The EC accepted two scorers from the nominating organizations in 2021, four in 2022 and seven in 2023.
Submission of entry sheet (by 15 July)	Nominator(s) submit two candidates from each country. Notification of the AKA states "If there are two Kaizen promoting institutions that are willing to nominate candidates in the same country, a nominee can be nominated by each."	Because of the capacity of the Examination Committee, the number of nominees is limited, regardless of the nominee's size and in which sector they may fall.
Negative screening of nominees (by 31 July)	The EC makes a negative screening (check only proper submission of required documents but not substance) of the nominees and informs the nominators of the result.	In 2020, one nominee was disqualified two weeks late for submission.
1st scoring (by 31 August)	Some EC members (Osada, Getahun and Jin in the case of 2023), external scorers and a JICA official complete the 1st scoring based on the documents and online presentations. Online presentation by nominees is scheduled on 22, 23, 24 August. Based on this result, the EC shortlists the nominees.	Scoring of all 16 or more nominees is time-consuming work. Since the AKA uses standard deviation by each scorer, each scorer scores all nominees.
2nd scoring (by 20 September)	All six EC members score the shortlisted nominees based on the documents and online presentation (recorded) of the nominees. Based on the result, the EC selects the awardees.	Because of the recorded online presentation, the EC members who do not participate in the first scoring cannot make it in the Q&A.
Award Ceremony	Announcement of the awardees at AKAC2023.	
Feedback and evaluation (by November)	Although it is not mentioned in the AKA notification, the EC prepared feedback sheet to each nominee (cc to nominator) in AKA2020 and 2022.	Although it is time-consuming work for the EC members who prepare the feedback sheet, it is one of the values of the AKA.

Table 8: Possible process of two-step selection

Steps	Process	Remarks
1st step	1. AKA asks all nominee to prepare an entry sheet and nominators to write the <u>date of onsite verification, name of verifier and signature</u> in the entry sheet. 2. Each country can submit maximum of two nominees in the large organisation category (LO) and two in the small and medium organisation category (SMO), a total of four. 3. <u>Each nominating organisation mandatory selects **one scorer per two nominees.** The nominating organisation that submit only one nominee can also select one scorer if they wish. The nominating organisation cannot select more than one of two nominees</u>. **AKA** provides training to the scorer for the scoring method. 4. After receiving the entry sheet and other documents from the nominees, AKA asks the scorer to score around eight nominees each. 5. <u>The Online Presentation</u> Session is arranged for the scoring process. 6. A set of scores of each scorer is converted to a set standard score (deviation). Scorers write comments on each nominee scored mandatory. 7. AKA calculates the <u>average of standard scores (deviation)</u> of each nominee and ranks the nominees. 8. Based on the final score of each nominee, AKA selects around eight nominees and proceed to the second step.	• Integrating the entry sheet and recommendation letter will create new format. • Nominee prepares PPT (8 slides) and 15-minute video presentation. • In a country where two or more organisations (recognised by the EC) want to submit nominees, these organisations need to coordinate their selection process, preferably by organising a unified national selection system. • Each scorer serves for <u>minimum of two years.</u> • AKA needs to <u>develop a clear guideline for objective scoring</u> that ensure everybody can give a similar score to the same nominee. • Each scorer evaluates around eight nominees. Nominees are randomly selected. • Each nominee receives scores from minimum of four scorers. • Scorers do not score nominees from their own country. • AKA collect comments on each nominee from the scorers for the feedback sheet. • Large (more than 200 employees) and small and medium (200 and less employees) are balanced (4

		each) preferably.
2nd step	9. Based on the document and pre-recorded presentation, the EC members score <u>shortlisted (around eight) nominees</u> 10. Scores are converted to <u>standard score (deviation)</u> and used for ranking.	• Because of a pre-recorded presentation, the EC <u>cannot make a Q&A session</u> with the shortlisted nominees. • The categories of the award are LO and SMO.
After awarding	11. Based on the comments collected from the scorers and the EC members, AKA prepares a feedback sheet for each nominee and its nominator.	

5. Conclusion

As the outputs of the review, the report presents the following documents. These documents will be a part of the award notification and information shared through the website.

ANNEX 1   Vision, Mission and Strategies of the AKA
ANNEX 2   Evaluation Criteria
ANNEX 3   Guideline for Evaluation Process of the AKA

The new system of AKA proposal based on the above annexes aims to promote mutual learning among Kaizen/QPI practitioners at the continental level through participatory presentation and evaluation process. The evaluation criteria is a guideline showing the broad value of Kaizen/QPI activities, adopted to Africa's current diversified business condition. The award may have complementarity with other certification systems in global business.

The Vision, Mission and Strategies are prepared based on experience of the AKA operation. Its Action Plan is elaborated to be practical and implementable. Because many policy documents and action plans are not implemented, we must remember that doing is essential rather than merely writing. "Imagination means nothing without doing" are the words of Charlie Chaplin. Implementing action plans and creating or negative results is critically important. We can then learn from the results and make further improvements.

We hope the revised AKA activities can allow us to increase employment and decent job opportunities in Africa, which promote people's welfare of people and reduce global social disparities.

ANNEX 1

Vision, Mission and Strategies of AKA

1. Background of AKA

Quality and productivity improvement (QPI) activities have been critical to developing all sectors in Africa. This improvement is more essential than ever to the growth and competitiveness of African firms to curb the economic shrinking effect of the COVID-19 pandemic and transform Africa to realise its potential, particularly in entering international markets and global value chains.

Since the late 2000s, *Kaizen* has been promoted in several countries in the African continent to improve the quality of products and services and the productivity of local companies and organisations due to the technical support of the Japan International Cooperation Agency (JICA). Particularly in the early 2010s, the achievements of *Kaizen* attracted the interest of an increasing number of governments in Africa. In light of this trend, *Kaizen* received significant attention at the sixth Tokyo International Conference on African Development (TICAD VI) in 2016 as a promising method for raising quality and productivity, improving standards, and ensuring overall quality management.

In 2017, the African Union Development Agency (AUDA-NEPAD) and JICA launched the Africa *Kaizen* Initiative (AKI) to accelerate momentum, integrate knowledge, and mobilise resources for further *Kaizen* dissemination in Africa. In 2019, the AKI started giving the AKA to outstanding Kaizen/QPI performing organisations.

In this way, promoting and embracing *Kaizen*/QPI at all levels of local industries and institutions including public ones contributes to advances in Africa's industrial and service delivery goals and the continent's economic growth and development ambitions as articulated in Agenda 2063.

This document shows the vision, mission, and strategies of the AKA.

2. Vision of AKA

"*Inducing values of growth and competitiveness among African companies.*"

3. Mission of AKA

"*Creating a continental platform for sustainable growth whereby organisations that applied continuous Kaizen/QPI plug themselves into global value chain networks.*"

4. 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. Key Factors for Strategic Implementation (2024-2030).

See the table below.

6. Action Plan (2024-2030)

See the table below.

Table of strategies, key factors for strategic implementation and action plan

	Strategies		Key factors for strategic implementation (2024-2030)		Action Plan	2024	2025	2026	2027	2028	2029	2030
a	Encouraging and enhancing Kaizen/QPI good practices through (i) presenting/communicating evaluation criteria, and (ii) the awards based on them.	a-1	Maintaining the number of awardees minimum 4 per year from 2024 to 2030.	a-1-1	The EC/secretariat members explain the concept of the entry sheet and encourage the nominators and nominees to prepare good entry sheets that can gain high scores.	✓	✓					
				a-1-2	The EC/secretariat members operate AKA properly and select the awardees annually.	✓	✓	✓	✓	✓	✓	✓
		a-2	Increasing the number of nominees from 2 to 4 per country.	a-2-1	The EC/secretariat communicate and collaborate with the nominators to operate the new two-step selection process effectively.	✓	✓	✓	✓	✓		
		a-3	Human-oriented management style is cultivated and motivation, teamwork and skill development are maintained in the evaluation criteria.	a-3-1	The EC/secretariat members explain the concept of the evaluation criteria to the nominators and encourage them to promote the human-oriented management style.	✓	✓					
		a-4	Mind-set change among managers, supervisors and employees creates a positive organisational culture towards learning, adaptation, innovation and converting challenges into opportunities.	a-4-1	The EC/secretariat develops questionnaire to collect feedbacks from nominators and nominees annually in December.	✓	✓	✓	✓	✓	✓	✓
				a-4-2	The EC/secretariat collects nominee feedback using **follow-up surveys** and monitors mind-set change created by the Kaizen/QPI activities and awarding process.	✓	✓	✓	✓	✓	✓	✓
b	Strengthening the rational and transparent selection of the awardees through entry, presentation, and scoring process.	b-1	Increasing the number of nominators from 21 organisations in 16 countries in 2023 to more than 30 organisations in 25 countries in 2030.	b-1-1	The EC/secretariat members visit or communicate with one or two countries annually and promote the AKA to potential nominators.	✓	✓	✓	✓	✓	✓	✓
				b-1-2	The nominating organisations are expanded to include the Industrialisation Project offices of AUDA-NEPAD and the secretariats of Regional Economic Communities of Africa by 2025.	✓	✓					
		b-2	Strengthening and maintaining the two-step evaluation process consists of mutual scoring among the nominators (institutions/ units/ NPOs) and in the second step by the EC members.	b-2-1	The EC/secretariat communicates with the nominators (institutions/ units/ NPOs) to effectively operate the two-step selection process based on **the Guideline for Evaluation Process**. (same as a-2-1).	✓	✓	✓	✓	✓		
		b-3	Motivating the development of a national award system and its coordination with the nomination process of the AKA in each participating country;	b-3-1	The secretariat supports enriching the national nomination process in each country through information sharing and mutual learning, making presentations by some of the nominators on the national selection process at the AKAC starting in 2024.	✓	✓	✓	✓	✓		
		b-4	Making the award open to African SMEs through introducing self-assessment and nomination process (self-nomination but verification by institution/units/NPO).	b-4-1	The EC members prepare **a self-assessment manual facilitating an assessment process and filling entry sheet** with essential and adequate data by self-nominating organisations. The EC organises online training as a trial.			✓	✓	✓		
c	Strengthening networking, mutual learning, and collaboration among Kaizen/QPI promoting institutions/units/NPOs in each African country.	c-1	Promoting online presentation sessions on the Kaizen/QPI practices by the nominees for mutual learning;	c-1-1	The EC/secretariat prepares **a standard template for preparing and delivering online presentations** and gives orientation to the nominees and nominators.	✓	✓					

d	Strengthening value addition and benefits of the award in all levels of nominees, nominators and national government.	d-1	Promoting brand value and recognition of the AKA in national and international business.	d-1-1	The EC/secretariat organises the annual evaluation meeting of the EC and the scorers in the 1st step, collect feedback, reflect them annually if possible, and inputs to the review process planed in every five years.	✓ ✓ ✓ ✓ ✓ ✓ ✓
				d-1-2	The EC/secretariat encourages and supports the branding of *Kaizen*/QPI in African languages by the nominators, collects its information and elaborate it by 2028.	✓ ✓ ✓ (cols 3-5)
				d-1-3	The EC/secretariat, in cooperation with the nominators, AUDA-NEPAD and JICA, will organise a discussion on how to customize the award system to fit the African context by 2028.	✓ (col 6)
		d-2	Reviewing the AKA's evaluation criteria and scoring process in every five years (2028 will be the next reviewing).	d-2-1	The EC/secretariat organises the next review of the AKA process in 2028.	✓ (col 6)
				d-2-2	The EC members consider the outputs of WGs such as the institutionalisation of AKAC & AKA, AKI-COE, the establishment of common KPIs, standard curriculum and the certification system to be developed under the Africa Kaizen Initiative, in the next process of reviewing evaluation criteria.	✓ (col 1) ✓ (col 5)
		d-3	Encouraging African policymakers, academics and the public to promote *Kaizen*/QPI by demonstrating its economic and social transformation benefits.	d-3-1	The EC invites and encourages 'local' academics to conduct a case study based on the AKA winner. Such cases aim to lodge the study with major journals of business management/development.	✓ ✓ ✓ ✓ (cols 1-4)
				d-3-2	The EC/secretariat prepares **an annual report of the AKA** that can be used as inputs to AUDA-NEPAD, JICA and AU to strengthen policy advocacy at the occasion of the AU summit, TICAD process and associated events.	✓ ✓ ✓ ✓ ✓ ✓ ✓
		d-4	An AKA (Data Book) website is prepared to register and follow-up with awardees involved in AfCFTA and foreign trade by 2025.	d-4-1	The EC/secretariat develops **a reliable online database comprising key information on the nominees for the award** by 2024, and updates the data annually.	✓ ✓ ✓ ✓ (cols 1-4)
				d-4-2	Because uploading information (d-4-1) on Websites is not easy, the EC requests the AKI secretariat to make AUDA-NEPAD and JICA sign an agreement on effective and timely uploading on both Websites by 2025.	✓ ✓ (cols 1-2)
				d-4-3	The secretariat conducts **follow-up surveys (collect data)** in collaboration with NPOs to understand the Awardees' sustainable growth improvement, participation in the global market and foreign exchange earnings, i.e. exports starting from 2025.	✓ ✓ ✓ (cols 3-5)
				d-4-4	The secretariat circulates key information on the nominees to potential business partners, investors, and venture capital companies, based on necessary updates of information the nominees gave with their consent.	✓ ✓ ✓ (cols 3-5)

						1	2	3	4	5	6	7
e	Promoting collaboration with international organisations and big African and multinational businesses to learn from their experiences and gain support from them.	e-1	Promoting the awardees to play exemplary roles to attract Japanese FD through joint venture.	e-1-1	The EC/secretariat provides information on the awardees to the AKI secretariat to assist them with finding sponsors for AKA and AKAC, e.g. multinational OEM (Toyota, Honda, Isuzu, Suzuki) and Africa Business (Ethiopian Airline, Dangote Group etc.).	✓	✓					
		e-2	Supporting the awardees to play the role of model companies from which others are encouraged to share their experiences, plus case studies.	e-2-1	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 can secure the necessary funding, such as funding from international /regional organizations and business corporates.		✓	✓				
				e-2-2	The EC recommends selected awardees to the AKI secretariat for their participation in AfCFTA in collaboration with AUDA-NEPAD in 2025-2026 and sees if it is feasible.		✓	✓				
f	Based on the PDCA cycle, institutionalizing the AKA in Africa and promoting its sustainability of operation and management (including the EC and the secretariat).	f-1	Strengthening the capacity and mandate of the EC.	f-1-1	The EC/secretariat organise an annual evaluation meeting (online within one month after AKAC) of the EC, the scorers and the secretariat to review the award process (including the notifications descriptions, evaluation criteria, scoring system and entry sheet) every year and fine-tune them for ease of understanding and responding.	✓	✓	✓	✓	✓	✓	✓
				f-1-2	The EC members are appointed by the CEO of AUDA-NEPAD who have adequate knowledge and background in Kaizen/QPI and experiences in assessment. The members serve for two years with the possibility of additional reposting periods.	✓		✓		✓		
		f-2	Strengthening the capacity of the scorers in nominating organisations.	f-2-1	The EC/secretariat organises training for scorers selected from the nominating organisations. These scorers are encouraged to develop their skills over time and with feedbacks from the EC members for opportunities to join the EC.	✓		✓		✓		
		f-3	Strengthening the capacity of the AKA secretariat.	f-3-1	After drafting the notification each year, the EC, AUDA-NEPAD, JICA and NPOs meet online and agree on the contents of the notification before its circulation (in March).	✓	✓	✓	✓	✓		
				f-3-2	The secretariat establishes modest (standard) online and onsite presentations and awarding ceremony systems	✓						
				f-3-3	The secretariat maintains records of EC's communications, consultations and meetings.	✓	✓	✓	✓	✓	✓	✓

ANNEX 2 **Proposed Evaluation Criteria**

	Total score				200
1. Leadership	Sub-total				**25**
a) Organisational vision, strategies and global business perception	3	6	9	12	15
●This criterion checks to see if the organisation has a clear vision and strategies for its proactive customer-oriented business aspirations considering its global context. The vision and strategies are written clearly and can motivate the organisation's staff to work toward them.					
b) Commitment of the management	2	4	6	8	10
●This criterion checks if the management commits to promote Kaizen activities and performs concrete leadership throughout the activities. This can be checked by counting how frequently top management visits the workplace, participates in meetings, and communicates with staff members, encourages and incentivises workers and Kaizen teams. In addition to written vision and strategies, management's actions and the behaviour/involvement are also important.					
2. Process	Sub-total				**40**
a) Clarity of *Kaizen* activities	2	4	6	8	10
●This criterion checks to see if the organisation has clear objectives for Kaizen activities, identifies problems and selects targets to be improved that are relevant to the vision and strategies of the organization and wide enough to create impact.					
b) Participatory approach	2	4	6	8	10
●As Kaizen practices a bottom-up participatory approach, this criterion checks to see if the nominee's activities are built on effective systems to promote people's participation. Applying participatory tools like a quality control circle, a suggestion system, or other group activities can evaluate this.					
c) Scientific and logical approach	3	6	9	12	15
●This criterion checks if data are collected accurately and frequently, and if they are accumulated, properly analysed and effectively utilised. This criterion also checks on the clarity of explanation regarding cause-and-effect relations, and consistency between analysis and conclusion. This criterion can be checked by viewing the data and analysis as explained in the documents.					
d) Efficient (economical) approach	1	2	3	4	5
●This criterion checks if the countermeasures applied by the nominee are designed based on wisdom and internally available resources instead of external resource mobilisation. The requirement of large resource allocation for countermeasures hinders the continuity and flexibility of Kaizen.					

29

3. Kaizen Outputs	Sub-total				50
a) Quality of products/services improved ●This is a key output of Kaizen as the highest points are allocated. Here, this criterion evaluates if the activities create measurable quality improvement of the products/services verified with data of Key Performance Indicators, such as rate of reduction of defects, reworks, customer compliances, reliability of throughput time (time in production) and development of new products/services.	4	8	12	16	20
b) Productivity of products/services improved ●This is another key output of Kaizen as the highest points are allocated here. This criterion checks if the activities measurably improve the productivity of products/services, verified with the data of Key Performance Indicators, such as rate of reduction of cost, downtime of machinery, inventory, cycle time and improvement of labour productivity.	4	8	12	16	20
c) Safe and comfortable work environment created ●This criterion focuses on checking whether or not there is concrete improvement in the work environment that brings benefit to the employees that have been created through Kaizen activities, such as rate of reduction of searching time, workplace accidents, improvement in layout, cleanliness, orderliness, and the canteen and rest room.	2	4	6	8	10
4. HRD Outcomes	Sub-total				35
a) Skill development of employees ●This criterion examines if mechanisms to develop human skills, such as on-the-job and off-the-job training and education programs, are being utilised, and if skill/competency are developed. A skills map is one of the tools that identifies employees' current and future skill.	3	6	9	12	15
b) Motivation of and incentives for employees ●This criterion checks if mechanisms to motivate the staff to participate in and sustain Kaizen activities, such as a reward and award mechanism, are established, and if staff motivation and incentives have increased.	2	4	6	8	10
c) Teamwork organisation and communication ●As effects of Kaizen activities, it is often reported that improved teamwork can positively affect productivity and employee satisfaction. This criterion focuses on system improvement to promote teamwork and communication, and checks whether the established system is functional.	2	4	6	8	10

5. Business Impacts	Sub-total				30
a) Customer satisfaction ●As one of the ultimate goals, this criterion evaluates if concrete satisfaction of customers in the value chain (quality of products/services, lower price, shorter and more reliable delivery lead times) is reported and measured. Industrial standards/international standards are targeted to meet, where applicable. The efforts made to measure indicators related to customer satisfaction are crucial.	2	4	6	8	10
b) Accrued spill over effect and social responsibility ●This criterion focuses on the spillover effect of Kaizen activity on business partners, households or local communities through influence or cultural impacts. This also focuses on the proactive approach towards social responsibility, such as environmental protection, educational activities at local schools and contribution to or consideration for the SDGs.	2	4	6	8	10
c) Achievement of organizational objectives and targets ●This criterion corresponds to the objectives and evaluates to see if the overall achievements of Kaizen activities meet the organisational objectives and targets, which are countable.	2	4	6	8	10
6. Sustainability	Sub-total				20
a) Standardisation & maintenance ●This criterion checks whether Kaizen activities become standard company operations, are frequently and continuously organised, and if the PDCA cycle is repeatedly applied, instead of being applied as a onetime improvement. The spiral and incremental cycle of improve-standardise-maintain is concretely observed.	2	4	6	8	10
b) Continuity ●The criterion checks to see whether the Kaizen mindset (yes-we-can) and philosophy are incorporated into organisational culture, if it is widely shared among employees, and whether the application of Kaizen tools from simple when starting is advanced to ensure continuity of improvement. Continuity can ensure significant and substantive improvement even on a small scale.	2	4	6	8	10

Diagram of the Evaluation Criteria

Evaluation Criteria of AKA

6. Sustainability
Standardization & maintenance, Continuity

1. Leadership
Vision & strategies, Commitment of management

5. Business Impacts
Customer Satisfaction, Spillover effects & CSR, Organisational achievement

4. HRD Outcomes
Skill development, Motivation and incentives, Teamwork and communication

2. Process
Clarity of activities, Participatory approach, Scientific & logical approach, Efficient approach

3. Kaizen Outputs
Quality of products/services improved, Productivity of products/services improved, Safe & comfortable work environment created

Annex 3

Guideline for Evaluation Process of the Africa Kaizen Award

1. Vision, Mission and Strategies of Africa Kaizen Award

Vision of AKA

"*Inducing values of growth and competitiveness among African companies.*"

Mission of AKA

"*Creating a continental platform for sustainable growth whereby organisations that applied continuous Kaizen/QPI plug themselves into global value chain networks.*"

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.

2. Value of the AKA Evaluation Criteria

1) **Reliability:** The Evaluation criteria are largely based on facts, data, analysis and the use of appropriate Kaizen tools.
2) **Standardisation:** In all the six items of the Evaluation Criteria, Leadership, Process, Kaizen Outputs, HRD Outcome, Business Impacts, and Sustainability, there are elements of standardisation. Because, improvement through Kaizen application presupposes standardisation.

3) **Validity:** The Evaluation Criteria measures what it is supposed to measure, under the appropriate criteria item, and in the appropriate Kaizen scope/activities.

4) **Transparent**: The Evaluation Criteria items and corresponding values, entry sheet, selection processes, scoring procedure and documentation, including assessment briefing and awarding must be clear.

5) **Reliable:** The Evaluation Criteria can measure improvement indicators as accurately as possible, in consistent and repeatable ways.

6) **Practicability**: The Evaluation Criteria must be practicable in measuring the Kaizen processes, participatory activities, outputs, outcomes, and expected sustainability.

7) **Fairness:** The Evaluation Criteria, if applied properly with adequate knowledge, are non-discriminatory regarding nominators, nominees and scorers and match stakeholder's expectations.

8) **Flexibility.** The Evaluation Criteria allows for the measurement of results of Kaizen activities from different ranges of indicators, and it is a heuristic process.

9) **Traceability:** The Evaluation Criteria, selection processes, scoring procedure and result announcements are documented to trace back for evidence and studies.

10) **Benefits:** For the AKA and beyond, the Evaluation Criteria can help beneficiaries with self-evaluation, understanding their current status and planning for improvement.

3. Categories of the Awards

➢ An **outstanding** performer (first ranking) and an **excellent** performer (second ranking) falls in the category of small- and medium-scale organisations (SMO) (size of **200 employees** or less);

➢ An **outstanding** performer (first ranking) and an **excellent** performer (second ranking) falls in the category of large-scale organisations (LO) (size of more than **200 employees**);

4. Entry Procedure

1) The *Kaizen* promoting institution/unit/NPO (the EC recognises that) in the participating country collects basic facts on good practices throughout the country. It conducts an onsite evaluation of each possible candidate (nominee) to confirm their *Kaizen* activities and achievements during the **past complete two years**. The institution/unit/NPO is encouraged to give opportunities to a wide range of *Kaizen* practitioners, allowing them to participate in the nomination process, such as calling for applications

and self-recommendations.

2) The nominee prepares an entry sheet, a PowerPoint (PPT) presentation **with eight (8) slides** and a video-recorded presentation (15 minutes)**.** *Kaizen* promoting institution/unit/NPO verifies the entry sheets and PPT by signing and submitting them to the award secretariat **by the appointed due date**. Each country can submit a **maximum of two nominees** in each category of SMO and LO (a total of four nominees at maximum).

5. Evaluation Process

The evaluation process consists of two-step selection. The first selection is based on a participatory mutual scoring process by the nominating organisation's scorers. The first step shortlists (around 8) the nominees. The EC members make the second step to select the final awardees among the shortlisted nominees.

Each nominating organisation select **one scorer per two nominees (mandatory)** selected by its organisation, a senior member (management position with more than ten years of working experience in Kaizen/QPI promotion). The scorers serve for a minimum of two years. A nominating organisation that submits only one nominee can also select one scorer. A nominating organisation that submits three nominees can choose one or two. The nominating organisation cannot select more than one scorer per two nominees. AKA provides training to the scorer for the scoring method.

The first selection process starts with checking the submitted documents (entry sheet verified by the nominator, PowerPoint slides (8 pages) and video recorded presentation (15 minutes)) to confirm whether the nominees are prepared properly, based on the instructions stated in the notification. Nominees that successfully pass the initial checking process are then assigned to a team of scorers who randomly select eight nominees (in case all nominators submit two nominees and each nominee is evaluated by four scorers: 2 x 4 = 8). Scorers do not assess the nominees from the scorer's own country. EC members may join in the first scoring process.

Each scorer receives a set of the documents of the nominees at the beginning of August (date to be decided), determines the scores of the nominees and submits the scoring results as preliminary ones to the secretariat by the middle of August (date to be decided). Then, the scorers participate in the Q&A session at the online presentation session in the latter part of August (date to be decided), adjust the scoring results to be final, and resubmits them to the secretariat by the end of August (date to be decided). The secretariat compiles the scores in a summary table, calculates the average of the standard scores, and ranks the nominees. The EC examines the scores and ranking of nominees and shortlists those who will be evaluated in the second selection.

At the second scoring process, all EC members determine a set of scores of the shortlisted nominees, and submit the results to the secretariat by the middle of September (date to be decided) and select the awardees at the EC meeting at the end of September.

6. Evaluation criteria

The evaluation criteria table shown in the notification of AKA 2024 is structured with six headings: 1) leadership, 2) process, 3) Kaizen outputs, 4) HRD outcomes, 5) business Impacts and 6) sustainability. The score allocated to each heading varies, based on the weight of the evaluation. The focus of each criterion is shown in the notification of the award.

7. Scoring Method

7.1 Scoring by each scorer

The maximum points allocated to each criterion varies between 5 and 20 points, based on the weight of each criterion. The scorers are requested to select the most appropriate score within the given range. The table of the Evaluation Criteria shows five levels of number in each criterion. The highest score corresponds to a detailed explanation with data and graphs. The middle score corresponds to narrative explanation, and the lowest score corresponds to brief mentioning without details. "0" can be applied if there is no mention of the criterion in any part of the document.

The scorers receive a full set of the documents (entry sheet including attachments, PowerPoint slides, and recorded presentation) of the nominees they evaluate (eight randomly selected). The nominees prepare the entry sheets based on the format indicated in the notification.

The followings are instructions for the nominees to prepare the entry sheet that will be written in the format.

i. Please describe the following points in a **maximum of ten (10) pages of A4 sheet**, excluding attachments. The Attachment should be limited to photos, diagrams, graphs, one case study and **a maximum of fifteen (15) pages of A4 sheet** to make the entry sheet focused and clear.
ii. The entry sheet should convincingly explain concrete cases of Kaizen activities (not just images of action or examples) based on data, measurable facts, and graphs appropriately. The nominee should ensure that the evaluation is done based on the information to be submitted.
iii. The nominee should prepare the entry sheet and explain its activities during the online presentation.

iv.   The entry sheet can be written in either English or French.
v.   Apart from the entry sheet, a PowerPoint Presentation with eight slides that explain the key features of the *Kaizen* activity and a 15-minute presentation to be recorded by ZOOM should be prepared and submitted to the secretariat.

If the explanations in the documents are unclear or difficult to understand, for example if there is an indication of monetary value in local currency without quoting the exchange rate to US dollar, the scorers can reflect such an impression in the score by making it lower. If the explanations are clear and convincing, with concrete data and numerical figures, the scorers can reflect it as a higher score. If the number of pages of the document exceeds the maximum limit or if an explanation is about an image or impression instead of quoting concrete activities/data, the scorer can give a lower score on the criterion of the clarity of Kaizen activities or other appropriate criteria.

The format of the entry sheet is consistent with the evaluation criteria. This helps nominees recognise through the format what key information is to be evaluated and allows them to explain and prepare their entry sheet accordingly.

An important point is that after scoring of all nominees, the scorer should review and adjust the balance of scores if necessary. The scoring process should result from the combination of the mechanical counting of each criterion and the overall adjustment of the scores between the nominees, based on a general impression the scorer gains from the nominees. This is because a scorer may have a slightly different sense of evaluation after reading many entry sheets from when she/he reads the first one. During scoring, scorers should remember the following: "The whole is often greater than the sum of its parts (Aristotle)." It implies that simple adding scores in each criterion may not necessarily fit with the general impression of nominee's performance by of the scorer. If that happens, the scorer should think over its reason why a difference between the total and the scorer's impression emerges.

7.2 Calculation of the standard score

Each scorer may have their own scoring style, and one may allocate points more easily or harshly than another. To avoid such potential bias and differences in scoring styles based on personal tendency, the ranking of the nominees is calculated based on the average of the standard score made by each scorer. The mathematical formula to calculate the standard score is as follows.

Standard score (deviation) "ij" : 10*(original score "ij" – average score by Scorer "i")/standard deviation of Scorer "i" + 50

Notes: the original score "ij" is a score of Nominee "j" made by Scorer "i".

The secretariat provides an Excel file scoring sheet to each scorer that automatically calculates the average score "i" of the nominees as well as the standard deviation "i" of the scorer. The scorer is requested to check the average "i" and the standard deviation "i" indicated in the scoring sheet's top line.

Eash nominee's standard score is calculated using the standard deviation of each respective scorer. Then, the averages of the standard scores of all scorers who evaluate the respective nominee are calculated and ranked. At least four scorers score each nominee. Based on this ranking of nominees, the nominees to be further evaluated at the second selection process are shortlisted.

Matching between scorers and nominees is made based on random selection in each category of LO and SMO.

After scoring, the scorers should write comments on the nominees they evaluated. This is mandatory for each scorer.

The second scoring process to be done by all EC members follows the same evaluation method as the first. However, for selecting the outstanding and excellent awardees, the average of original scores given by all EC members for each of the six headings is also considered in addition to average of standard scorers. This is because the award needs to guarantee a certain level of technical achievement of the awardees through the combination of the comparative assessment by standard scores and absolute assessment by original scores.

8. Conditions to Be a Scorer
The scorer should have a professional understanding of *Kaizen*/QPI and have over ten years of practical experience. The scorer should be motivated to learn the evaluation process and have a strong sense of responsibility to complete the work within the set timeframe.

Each scorer should score eight randomly selected nominees (excluding those nominated by their own country) to avoid inconsistency in scoring. The scorers should ensure confidentiality regarding any information and data related to the nominees.

9. Reservation
Suppose the EC finds any mistakes in scoring or inconsistencies in the guideline process, In that case, the Committee reserves its right to reject the scores of the scorer concerned with disclosing why they are rejected.

Appendix

Appendix 1   Tentative Schedule of AKA2023

Appendix 2   Entry Sheet for Nominee of AKA2023

Appendix 3   Scoring Process Guideline of the Africa Kaizen Award 2022

Appendix 4-1 Questionnaire to the Nominator of the Africa Kaizen Award (AKA)

Appendix 4-2 Questionnaire to the Nominee of the Africa Kaizen Award (AKA)

Appendix 5-1 Preliminary Summary of the Questionnaire Survey to the Nominators

Appendix 5-2 Preliminary Summary of the Questionnaire Survey to the Nominees

Appendix 6   Citation from Norman Faull 2022 "Chapter 5. The Africa Kaizen Award: Its Practice and Contribution to Quality and Productivity Improvement in Africa"

Appendix 1:

Tentative Schedule of AKA2023

By 28 Feb 2023   The secretariat distributes 1st notification of AKA2023

By 31 May 2023   A nominating organization that wants to join the first scoring process submits a candidate scorer to the secretariat.

By 11 July 2023   The secretariat notifies the URL, ID, and password for the file exchange system to the nominators.

By 15 July 2023   The nominators submit the entry sheet, PPT, and recommendation letter for the nominees to the secretariat via the file exchange system.

By 31 July 2023   The EC makes a negative screening of the nominees and informs the nominators of the result.

Late August 2023   Online Presentation by nominees

By 31 August 2023   The EC completes 1st scoring based on the presentations and documents.

By 20 September 2023   The EC completes 2nd scoring to select awardees.

9th to 10th October 2023   The EC announces the awardees in each category at the AKAC 2023 held in Ethiopia.

Appendix 2:

Entry Sheet for Nominee

vi.   Please describe the following points in a **maximum of ten (10) pages of A4 sheets**, excluding attachments.

vii.   The nominee should prepare the entry sheet and explain its activities at the presentation session.

viii. The entry sheet should include data, quantifiable facts, and graphs appropriately to make a convincing explanation.

ix.   The relation between the Process (2.5) and the Outputs/Outcomes (2.6) of the activities should be explained clearly.

x.   The entry sheet can be written in either English or French.

xi.   Apart from the entry sheet, a PowerPoint Presentation with 8 slides that explains the key features of the *Kaizen* activity should be prepared and submitted to the secretariat.

1.   Information on the nominee (as of 1 January 2023)
      *Please fill in all the blank in gray-colored-cell below.

1.1	Name, address and contact details of the organization.	
1)	Name of the organization *It has to be written in the formal notation. (It will be applied to the honorable certificate.)	
2)	Country	
3)	Physical address of the head office/factory.	
4)	Name of the representative	Mr./Ms.
5)	Number and e-mail address of the representative. *not necessary if he/she has the secretary. If so, please go to "6)".	(Cell phone) + (e-mail)
6)	Name of the secretary of the representative. (if any)	Mr./Ms.
7)	Number and e-mail address of the secretary of the representative. (if any)	(Cell phone) + (e-mail)
1.2	Year founded	
1.3	Capitalized at (US$)	
1.4	Annual turnover (US$)	
1)	Turnover of FY 2021	
2)	Turnover of FY 2022	
1.5	Business Style	
1)	Type of business	
2)	Main products/services	
1.6	Number of employees	
1)	Regular employees	

2)	Non-regular employees	
1.7	Number of managers	
1.8	Person in charge of the nominated *Kaizen* activities.	
1)	Contact details of the person in charge of *Kaizen* activities. ***Contact person of AKA 2023 entry.**	(Name) Mr./Ms. (Position) (Cell phone) + (e-mail)
2)	Contact details of the expected person who is going to implement the presentation. (*the person can be changed later)	(Name) Mr./Ms (Position) (Cell phone) + (e-mail)
1.9	Organization chart	(Attachment 1)
1.10	Division of duties	(Attachment 2)
1.11	Current quality control system of work	(Attachment 3)

2.   Information on *Kaizen* Activities
    *Please fill in all the blank in gray-colored-cell below.

2.1	Level of *Kaizen* organization nominated a) company/institution b) department/factory/division
2.2	Number and composition of managers/workers involved in the activities
2.3	History of *Kaizen* implementation a) year *Kaizen* started b) major implementation process and approaches, c) brief information on activities and results in 2021 and 2022 Responses to COVID-19 can be interesting practices if they relate to improvement of competitiveness and development of new businesses.
2.4	Objectives of *Kaizen* activities a) vision and strategies of the organization, b) clarity of the objectives and target of *Kaizen* activities, c) scope of *Kaizen* activities, and d) commitment of the management
2.5	Process of *Kaizen* activities

	a) features of participatory approach, b) continuity of *Kaizen* process, c) features of scientific methodology including appropriate tools selected and used and data-based approach, d) efficiency of the activities and countermeasures, and e) causal relations between data/facts and actions to be taken
2.6	Outputs/Outcomes of *Kaizen* activities a) quantifiable improvement in quality of products/services, b) quantifiable improvement in productivity of products/services, c) change in motivation of and incentives for workers, d) skill development of workers, e) change in teamwork and communication, f) change in working environment, g) reported and measured customer satisfaction, h) spill-over effects to business partners, i) activities related to social responsibility, and j) overall achievement of targets The relation between the Process (2.5) and the Outputs/Outcomes of activities should be explained clearly.
2.7	Other notable points of *Kaizen* objectives, process, and outputs/outcomes to be described, if any

3. Contact person in the *Kaizen* promoting institution/unit/NPO (*Kaizen* promoting organization) that nominated the organization.
   *Please fill in all the blank in gray-colored-cell below.

3.1	Name, address and contact details.	
1)	Name of the *Kaizen* promoting organization	
2)	Country	
3)	Physical address of the office of *Kaizen* promoting organization	
4)	Contact details of the person in charge of *Kaizen* promoting	(Name) Mr./Ms (Position)

	organization	(Cell phone) + (e-mail)
3.2	Relationship between the *Kaizen* promoting organization (how the institute/unit supports the nominee)	

4.   Other Attachments

If attaching photos, please limit the number to a maximum of 10 photos.

Appendix 3

Scoring Process Guideline of the Africa Kaizen Award 2022

Contents
1.   Award objectives
2.   Evaluation process
3.   Evaluation criteria
4.   Scoring method
5.   Scoring process
6.   Contact address

10. Award objectives
The Africa Kaizen Award 2022 (AKA2022) has the following four primary objectives as written in the notification (see Appendix 1):

1) To strengthen the learning and reviewing process of the nominators and nominees in order to further upgrade their practices;

2) To demonstrate the benefits of *Kaizen* towards economic and social transformation and to promote those benefits to the public;

3) To encourage African policy makers, practitioners, and scholars to disseminate and upscale *Kaizen* practices; and

4) To motivate the development of a national awarding system in each participating country.

The objectives 1) and 4) in particular are related to the capacity development of the *Kaizen* institutions and units when they play the role of a nominator. Appropriate nominees are selected through a nomination process in which the nominator reviews the performance of the candidates. Nominators are requested to conduct onsite verification and confirm the validity of the activities stipulated in the entry sheet prepared by the nominees. The nominees, companies, or organizations are requested to prepare their own entry sheet based on the format explained in the notification. These practices give the nominators and nominees a chance to review their respective activities and re-examine the value of *Kaizen* practices.

The evaluation process of AKA is designed based on the collaboration between the nominators, the Examination Committee (EC) members, and the secretariat of AKA. It is a tool to raise awareness about the values of *Kaizen* that includes, as shown in the Evaluation Criteria, 19 sub-criteria regarding *Kaizen* . The criteria are designed based on the key characteristics and effects of *Kaizen* explained in the JICA Kaizen Handbook (2018) prepared for *Kaizen* promotion in Africa. The characteristics are modified based on the evaluation criteria of Deming Prise, the longest-running and one of the highest awards of Total Quality Management (TQM) in the world. Therefore, it can be said that the aim of the AKA is to promote TQM-type quality control and productivity improvement activities that are adjusted Africa's current situation. However, there

is always room for further advancement through Continuous Improvement, because AKA has had only three rounds of the awarding processes since it was launched in 2019.

11. Evaluation process

The evaluation process consists of a two-step scoring system. The first scoring is based on the documents submitted by the nominators. The second scoring is composed of the preliminary scoring based on the documents and the scoring following the online presentation by the nominees. The process is carried out by three parties, namely the EC members, the external scorers, and the secretariat. The EC members are experts who work for Quality and Productivity Improvement (QPI) as academics or practitioners. They are selected from organizations that are not involved in concrete consultation and training of the nominees.

The first scoring process starts with checking the submitted documents (entry sheet, PowerPoint presentation and recommendation letter) to confirm whether the nominees are prepared properly based on the instruction stated in the notification. Nominees that successfully pass the initial checking process are then assigned to a team of scorers who score all nominees based on the evaluation criteria. The scorers are composed of 6 to 8 people selected from the EC members, the secretariat, and nominator representatives.

The scorers receive a full set of the documents on 3 August, determine scores of the nominees and submit the results to the secretariat by 19 August (see Table 1). The secretariat compiles the scores in a summary table and, at third EC meeting on 23 August, reports their selection of the shortlisted nominees to the examination committee, who then be further evaluated by an oral presentation at the online presentation session on the 20-22 September. By 24 August, the secretariat also informs all nominees to make a presentation at the online session if the EC member agree.

The second scoring process consists of 1) a preliminary scoring by the EC members and 2) a final scoring based on online presentation session. The EC members determine a preliminary scoring of the shortlisted nominees based on documentation and submit the results to the secretariat by 12 September. The EC members listen to the oral presentations of the nominees at the online presentation session (20-22 September) and review and finalize the score of each presenter. The members then submit the scoring results to the secretariat on 22 September and select the awardees at the EC meeting on 27 September.

The schedule of the evaluation process and the roles of the EC members, scorers, and the secretariat are indicated in Table 1 below.

Table 1. Schedule for Africa Kaizen Award towards the Annual Conference

Date	EC members	Scorers	Secretariat
By 15 July			The nominators submit the entry sheet, PowerPoint (PPT) slides and recommendation letters to the secretariat.

By 30 July	The EC checks and endorses the list at the online EC meeting on 29 July		The secretariat checks the documents and prepare the list of nominees. The secretariat informs the acceptance of nominees to the nominators.
3 August		The scorers participate in the online training. The scorers receive the documents.	The secretariat conducts online training for the scorers. The secretariat provides full set of the documents for the scorers.
By 19 August		The scorers complete the scoring and submit the results to the secretariat.	
By 24 August	The EC checks the scores and selects the nominees who are further evaluated, at the online meeting on 23 August.		The secretariat lists the scores of nominees and presents at the EC meeting. The secretariat informs the result to the nominators.
By 12 September	The EC submits preliminary scoring results to the secretariat.		
20-22 September	Online presentation session: the EC submits the final results to the secretariat.		Online presentation session by the all nominees. The secretariat collects the scores and rank the shortlisted nominees.
27 September	The EC selects the awardees at the EC meeting.		The secretariat prepares the certificates and trophies.
5 October	Awarding ceremony		Awarding ceremony
11 October	Evaluation meeting for the AKA2022 process	Evaluation meeting for the AKA2022 process	Evaluation meeting for the AKA2022 process

12. Evaluation criteria

The evaluation criteria table shown in Annex 2 of the second notification of AKA 2022 (see

Appendix 1) are structured with objectives, process and outputs/outcomes.

The objectives cover the overall framework of QPI/*Kaizen* activities and consist of three sub-criteria, which are followed by a brief explanation of each criterion in the table. The following explanation are the detailed versions of each criterion found in the Annex 2.

a) Organizational vision and strategies: This criterion checks if the organization has a clear vision and strategies for its own proactive customer-oriented business aspirations. The vision and strategies are written clearly and can motivate the staff of the organization to work toward them.

b) Clarity of *Kaizen* activities: This criterion checks if the organization has clear objectives for *Kaizen* activities and targets to be improved that are relevant to the vision and strategies of the organization.

c) Scope of *Kaizen* activities: This criterion checks if the identified scope of countermeasures (or of *Kaizen* activities) is wide enough to create an impact in the organization. If the scope is too narrow or not well balanced, the result may not create enough impact.

d) Commitment of the management: this criterion checks if the management presents clear commitment to promote *Kaizen* activities and performs concrete leadership throughout the activities. This can be checked by counting how frequently top management visit the workplace, participate in meetings, and communicate with staff members. In addition to written vision and strategies, the actual actions and the behavior of the management is also important.

The process consists of the following four sub-criteria that are derived from figure 1.1-1 in the Annex 2 of Attachment 1. Out of the five characteristics shown in the figure, namely participatory, continuous, scientific, economical and universal, only the universal feature is not included in the evaluation criteria. The universal feature (application in any country, industry, sector, size, and organization) is already demonstrated because the nominees practice *Kaizen*; therefore, it is not fit for the criteria in this stage.

a) Participatory approach: As *Kaizen* is a bottom-up participatory approach, this criterion checks if the activities of the nominee are built on effective systems to promote people's participation. This can be evaluated by the application of participatory tools like quality control circle, suggestion system, or other group activities.

b) Continuous approach: This can be checked if *Kaizen* activities are frequently and continuously organized, and if the PDCA cycle is repeatedly applied, instead of being applied as a onetime improvement. Continuity can ensure significant and substantive improvement even at a small scale.

c) Scientific approach: *Kaizen* is a scientific and data-oriented approach: this criterion checks if data are collected accurately and frequently, and if they are accumulated,

properly analyzed and effectively utilized. Because of the importance of this data-oriented approach, the score allocated to this criterion is 10 points instead of the usual 5 points. This criterion can be checked by actual data and analysis as explained in the documents.

d) Economical approach (efficiency): This criterion checks if the countermeasures applied by the nominee are designed based on wisdom and internally available resources, instead of external resources mobilization. The requirement of large resource allocation for countermeasures hinders continuity and flexibility of *Kaizen*.

e) Logical way of thinking: This criterion is set to evaluate clarity of explanation in terms of cause-and-effect relation, consistency between analysis and conclusion and proper reference of the data as logical and accurate way of thinking.

The outputs/outcomes consist of the following nine sub-criteria. Although there are arguments that some of the sub-criteria should be categorized as processes or inputs, the AKA2022 secretariat prefers to keep them in the outputs/outcomes category. That is because the "human resources development" and the "safe and comfortable work environment" sub-criteria can be important outputs of the *Kaizen*, even if such sub-criteria do not generate measurable monetary benefit to the organization. In addition, the outputs/outcomes of *Kaizen* activities can be inputs or processes of the next step of *Kaizen* under the continuous and cyclical process.

a) Quality of products/services: This is a key output of *Kaizen*. This criterion evaluates if the activities create measurable quality improvement of the products/services verified with data of Key Performance Indicators.

b) Productivity of products/services: This is another key output of *Kaizen*. This criterion checks if the activities measurably improve the productivity of products/services, verified with the data of Key Performance Indicators.

c) Motivation of and incentives for workers: This criterion can be categorized as human resource management. This criterion checks if mechanisms to motivate the staff to participate in and sustain the activities, such as a reward and award mechanism, are established, and if staff motivation and incentives have increased.

d) Skill development of workers: This criterion can be a part of human resource development. This sub-criterion examines if mechanisms to develop human skills, such as training and education programs, are established, and if skill/competency are developed.

e) Teamwork and communication: as effects of *Kaizen* activities, it is often reported that improving teamwork can positively affect productivity and workers' satisfaction. This criterion focuses on system improvement to promote teamwork and communication, and checks if the established system is functional or not.

f) Safe and comfortable work environment: This criterion focuses on checking whether or not there is concrete improvement in the work environment that brings benefit to the

workers that have been created through *Kaizen* activities.

g) Customers' satisfaction: As one of the ultimate goals, this criterion evaluates if concrete satisfaction of customers in value chain (quality of products/services, lower price, improved delivery and waiting times) is reported and measured. The efforts to measure indicators related to customer satisfaction is crucial.

h) Spillover effects on social responsibility: This criterion focuses on the spillover effect of *Kaizen* activity to the business partners or activities on social responsibility, such as environmental protection and educational activities at local schools and communities. If they are observed, *Kaizen* can bring benefit to wider stakeholders.

i) Achievement of organizational objectives and targets: This criterion corresponds to the objectives and evaluate if the overall achievements of *Kaizen* activities meet the organizational objectives and targets, which are countable.

13. Scoring Method

4.1 Scoring by each scorer

The number of points allocated to each criterion is from 1 to 5 points, with the exception of the "scientific approach" criterion in the process category: as mentioned above, the maximum point for the scientific approach is 10 points. The scorers are requested to select the appropriate score between 0 and 5 (or 0 and 10 for the scientific approach) for each criterion and calculate total scores. "5" corresponds to detailed explanation with data and graphs, "3" corresponds to narrative explanation, "1" corresponds to brief mentioning without details, and "0" is attributed if there are no mention of the criterion.

The scorers receive a full set of the documents (entry sheet including attachments, PowerPoint slides, and recommendation letters). The entry sheet is prepared by the nominees based on the format indicated in the Annex 3 of the notification (Appendix 1).

The followings are instructions for the nominees to prepare the entry sheet that are written in the format (Annex 3).

xii.   Please describe the following points in a **maximum of ten (10) pages of A4 sheets**, excluding attachments.
xiii.   The entry organization should prepare the entry sheet.
xiv.   The entry sheet should include data, measurable facts, and graphs appropriate to making a convincing explanation.
xv.   The relation between the Process (2.5) and the Outputs/Outcomes (2.6) of the activities should be explained clearly.
xvi.   The entry sheet can be written in either English or French.
xvii.   Apart from the entry sheet, a PowerPoint Presentation with 8 slides that explains the key features of the *Kaizen* activity should be prepared and submitted to the secretariat.

If the explanations in the documents are unclear or difficult to understand, for example if there are indication of monetary value in local currency without the exchange rate to US dollar, the examiners can reflect such impression in the score by making it lower. If the explanations are clear and convincing, with concrete data and numerical figures, the examiners can reflect it through a higher score.

The format of the entry sheet is consistent with the evaluation criteria. This helps nominees to recognize through the format what key information are to be evaluated and allows the nominees to explain and prepare their entry sheet accordingly.

However, an important element of the scoring process is that the scorers are not requested to evaluate consistency of the document with the format. The scorers are requested to evaluate performance and achievement of QPI/Kaizen activities. Even if the entry sheet submitted does not exactly follow the format, information related to the evaluation criteria can still be present within the entry sheet. Thus, the scorers are strongly requested to find such information in the sheet by carefully reading the contents, evaluate them positively, and reflect such information in the scoring.

Another important point is that, after completing scoring of all nominees, the scorer should review the balance of scores among the nominees and adjust them if necessary. The scoring process should be a result of the combination of the mechanical counting of scores that focus on each part of activities, and the heuristic adjustment based on experience and the common sense of the scorers. During the scoring process, scorers should keep in mind the following saying: "the whole is often greater than the sum of its parts (Aristotle)."

4.2 Calculation of standard score

Each scorer may have their own scoring style and one may allocate points more easily, or more harshly. In order to avoid such potential bias and difference in scoring styles based on personal tendency, the ranking of the nominees is calculated based on the average of the standard score made by each scorer. The mathematical formula to calculate the standard score can be found below.

Standard score (deviation) "ij" : 10*(original score "ij" - average score by Scorer "i")/standard deviation of Scorer "i" + 50

Notes: the original score "ij" is a score of Nominee "j" made by Scorer "i".

The secretariat provides an Excel file scoring sheet to each scorer that automatically calculates the average score "i" of all nominees as well as the standard deviation "i" of the scorer. The scorer is requested to check the average "i" and the standard deviation "i" that are indicated in the top line of the scoring sheet.

The standard score of each nominee is calculated by using the standard deviation of each respective scorer. Then, averages of the standard scores of all scorers are calculated and ranked. Based on this ranking of nominees, the nominees to be further evaluated at the online presentation session are selected.

14. Scoring process

The secretariat shares a complete set of the documents, including scoring sheets, of the nominees, through the following Google Drive link, before the training session on **3 August**.

The scorers are requested to send the scoring result to the secretariat **by 19 August**.

15. Conditions to be a scorer

The scorer should have a professional understanding on *Kaizen*/QPI and have over 10 years of practical experience. The scorer should be motivated to learn the evaluation process and have a strong sense of responsibility to complete the work within the set timeframe.

Each scorer should score all nominees (except the ones nominated by her/his own country) by herself/himself in order to avoid inconsistency in scoring. The scorers should ensure confidentiality regarding any information and data related to the nominees.

16. Reservation

In case of the EC finding any mistakes in scoring or inconsistencies in the guideline process, the Committee reserves its right to reject the scores of the scorer concerned with disclosure of the reason why they are rejected.

17. **Contact address**

For any inquiries on the scoring process, please contact the e-mail address below.

- AKA/AKAC Secretariat (akac@jpc-net.jp) with cc to Prof. Hiroshi Osada (hosada10@yahoo.co.jp) and Mr. Kimiaki Jin (jinkimiaki@gmail.com).

(end)

Appendix 4-1

Questionnaire to the Nominator of the Africa Kaizen Award (AKA).

Dear XXX,

Kimiaki Jin
Member of Examination Committee (EC)
Africa Kaizen Award

Sincere greetings to you.

Your organization participated in the AKA as a distinguished nominator from your country.
The EC of the AKA is now reviewing the award system and wishes to learn from the reflections of those who participated in the awarding process.
We would be grateful if you would take a few minutes to complete the following questionnaire and send it back to me (jinkimiaki@gmail.com) by **Friday, 14 April 2023**.
Your response to the questionnaire will be processed to aggregated anonymise data and utilised for the AKA review process. The outputs of the process and survey data will be shared with AKI stakeholders at the Africa Kaizen Annual Conference in October 2023.

In each question, you will be asked to choose a 'score' by marking one of the numbers from 1 to 7, where

1 = Not achieved/Weak/Not serious and 7 = Highly achieved/Very strong/Very serious

Question 1

Stated here are the four objectives of the Africa Kaizen Award. Score the achievement of each objective for your country? (1 = Not achieved/, 7 = Highly achieved)

To further strengthen the learning/reviewing process of the nominators and nominees to improve their practices   1 2 3 4 5 6 7
To demonstrate Kaizen's benefits on economic and social transformation and mote it to the public.   1 2 3 4 5 6 7
To encourage African policymakers, practitioners, and scholars to disseminate and upscale Kaizen practices.   1 2 3 4 5 6 7
To motivate the development of a national award system in each participating country.
                                                                              1 2 3 4 5 6 7

Question 2

What benefits did your organization get from participating in the AKA? (1 = Weak, 7 = Very strong)

Improved relations with firms and nominees.   1 2 3 4 5 6 7
Better recognition of Kaizen in the business sector in your country.   1 2 3 4 5 6 7
Better recognition of Kaizen in the public sector   1 2 3 4 5 6 7
Better communication with nominators in other countries.   1 2 3 4 5 6 7
Strengthening the national system for selecting nominees.   1 2 3 4 5 6 7
Better recognition by the government and increase support   1 2 3 4 5 6 7
Other (please specify) …………………………………………………………..   1 2 3 4 5 6 7

Other (please specify) …………………………………………………………   1 2 3 4 5 6 7

Question 3

What challenges did your organization face seriously when it participated in the AKA? (1 = Not serious/not important, 7 = Very serious/very important)

Weak national process/procedure for selecting nominees.   1 2 3 4 5 6 7
Limited publicity of the AKA.   1 2 3 4 5 6 7
Limited time to select nominees.   1 2 3 4 5 6 7
A limited number of nominees are accepted by the AKA.   1 2 3 4 5 6 7
Other (please specify)……………………………………………........   1 2 3 4 5 6 7
Other (please specify). …………………………………………………..   1 2 3 4 5 6 7

Question 4

What improvements to the AKA does your organization expect in the future? (1 = Not expect, 7 = Strongly expect)

An increased number of nominees per country.   1 2 3 4 5 6 7
Increased number of nominating organizations (nominators) in each country. 1 2 3 4 5 6 7
Accepting more scorers from your organization in the selection process.   1 2 3 4 5 6 7
Improve publicity of the award and awardees.   1 2 3 4 5 6 7
More extended period for nomination.   1 2 3 4 5 6 7
Participation in the awarding ceremony in person.   1 2 3 4 5 6 7
Other (please specify). …………………………………………………..   1 2 3 4 5 6 7
Other (please specify). …………………………………………………..   1 2 3 4 5 6 7

Question 5

What kind of follow-up activities by the AKA secretariat and the EC committee do you expect nominees to receive? (1 = Not expect, 7 = Strongly expect)

Feedback on the evaluation results and comments.   1 2 3 4 5 6 7
Promotion of awardees at international events.   1 2 3 4 5 6 7
Financial and material support to the top awardees.   1 2 3 4 5 6 7
Consultancy service/technical advice to be given to the awardees.   1 2 3 4 5 6 7
Other (please specify) ……………………………………………........   1 2 3 4 5 6 7
Other (please specify) ……………………………………………........   1 2 3 4 5 6 7

Please feel free to add any general comments:
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Request

The EC is going to send a similar questionnaire to the following nominees that your organization recommended. Please update the contact points in the list for our survey.

Year	Name of Nominee	Contact person in the nominee	E-aml address of contact person	Other contact phone/mobile/ WhatsApp

Many thanks for completing this questionnaire. We greatly appreciate it. It will contribute to continuous improvement in promoting and effectively using Kaizen in Africa!

Appendix 4-2

Questionnaire to the Nominee of the Africa Kaizen Award (AKA)

Dear XXX,

Kimiaki Jin
Member of Examination Committee (EC)
Africa Kaizen Award

Sincere greetings to you.

Your company/organization participated in the AKA in 20XX as a distinguished nominee from your country.
The EC of the AKA is now reviewing the award system and wishes to learn from the reflections of those who participated in the awarding process.
We would be grateful if you would take a few minutes to complete the following questionnaire and send it to me (jinkimiaki@gmail.com) by **Friday, 16 Jun 2023.**
Your response to the questionnaire will be processed to aggregated anonymise data and utilised for the AKA review process. The outputs of the process and survey data will be shared with AKI stakeholders at the Africa Kaizen Annual Conference in October 2023.

In each question, you will be asked to choose a 'score' by marking one of the numbers from 1 to 7, where;
1 = Not achieved/Weak and 7 = Highly achieved/Very strong

Question 1

What are the reasons your company/organization engaged with the AKA?

Promotion of the company/organization.	1 2 3 4 5 6 7
To learn from other companies.	1 2 3 4 5 6 7
To expand business opportunities.	1 2 3 4 5 6 7
Because the nominating organization invited/insisted.	1 2 3 4 5 6 7
Other (please specify) ……………………………………………………	1 2 3 4 5 6 7
Other (please specify) ……………………………………………………	1 2 3 4 5 6 7

Question 2

What concrete benefits did your company/organization get from participating in the AKA?

Improved relations with the AKA nominator.	1 2 3 4 5 6 7
Improved relationship/recognition of your business among your business partners.	
	1 2 3 4 5 6 7
Improved access to financial institutions because of the award.	1 2 3 4 5 6 7
The improved motivation of workers and working environment.	1 2 3 4 5 6 7
Other (please specify) ……………………………………………………	1 2 3 4 5 6 7
Other (please specify) ……………………………………………………	1 2 3 4 5 6 7

Question 3

What are the challenges you faced after participating in the AKA?

Shrinking of market/business because of the COVID-19 pandemic.   1 2 3 4 5 6 7
Shortage of finance/difficulty of getting loan.   1 2 3 4 5 6 7
Difficulty of getting foreign currency to procure material.   1 2 3 4 5 6 7
Loss of staff experienced in Kaizen.   1 2 3 4 5 6 7
Degradation of infrastructure and security conditions.   1 2 3 4 5 6 7
Other (please specify) …………………………………………….........   1 2 3 4 5 6 7
Other (please specify) ……………………………………………………   1 2 3 4 5 6 7

Question 4

What are your current activities related to Kaizen's quality and productivity improvement?

Practicing Total Quality Management (TQM).   1 2 3 4 5 6 7
Practicing Total Productive Maintenance (TPM).   1 2 3 4 5 6 7
Practicing Lean/Six Sigma.   1 2 3 4 5 6 7
Practicing Quality Control Circle (QCC).   1 2 3 4 5 6 7
Practicing 5S and Muda elimination.   1 2 3 4 5 6 7
Not practicing Kaizen / QPI activities anymore.   1 2 3 4 5 6 7
Other (please specify) ……………………………………………………   1 2 3 4 5 6 7
Other (please specify) ……………………………………………………   1 2 3 4 5 6 7

Question 5

What kind of follow-up do you expect from the AKA secretariat and the EC?

Feedback on the evaluation results and comments.   1 2 3 4 5 6 7
Promotion of awardees at international events.   1 2 3 4 5 6 7
Financial and material support to the top awardees.   1 2 3 4 5 6 7
Consultancy service/technical advice to the awardees.   1 2 3 4 5 6 7
Other (please specify) …………………………………………….........   1 2 3 4 5 6 7
Other (please specify) …………………………………………….........   1 2 3 4 5 6 7

Please feel free to add any general comments:
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Many thanks for completing this questionnaire. We greatly appreciate it. It will contribute to continuous improvement in promoting and effectively using Kaizen in Africa!

Appendix 5-1

Preliminary Summary of the Questionnaire Survey to the Nominators

11 out of 16 nominators that submitted the candidate during 2019 to 2022 responded to the questionnaire shown in Appendix 4-1. The following are preliminary summary of the replies.

1. **What objectives of AKA are achieved?**
   Creating and aligning with national award system shows high score (avg. 5.36). Strengthening Kaizen practices is also high (avg. 5.09) and encouraging policy makers is relatively low (avg. 4.27).

2. **What benefits did you get from participation in AKA?**
   Improvement of relation with the nominees is highest (avg. 5.50) and recognition of Kaizen in business sector follows (avg. 5.09).

   Other benefits described include improved capacities of 1) inspectors, 2) scorers, 3) institution / organization, 3) ecosystem with collaborating organizations,

3. **What challenges do you face seriously to participate in AKA?**
   Among the choices, limited publicity of AKA shows relatively high (avg. 4.09).

   Other challenges/difficulty described include,
   1) absence of additional reward to the winner,
   2) limited time for presentation,
   3) limited participation of SMEs,
   4) difference of criteria between national award and AKA that makes nominee difficult to prepare entry sheet and nominator to open AKA to more companies,
   5) nominees rely on the nominator for preparation,
   6) adjusting time of national award selection system to AKA.

4. **What improvements do you expect to AKA?**
   Improving publicity of the awardee shows highest (avg. 6.45) followed by awarding ceremony in person (5.91).

   Other points to be improved include,
   1) strong reward system for the winner,
   2) allocation of reasonable time for presentation,

3) participation of <u>COE coordinators in person</u>,
4) <u>training on AKA criteria to all</u> nominators,
5) <u>design a logo of AKA and allow the winners to use</u>,
6) develop <u>network of certified award evaluators</u>.

5. What kind of follow-up activities do you expect to AKA?

All four choices of the follow-up activities show high score that means the nominators value follow-up activities. Especially, <u>feedback on evaluation</u> and <u>promotion of the awardees in international event</u> show the highest (avg. 6.64 for both).

Other follow-up activities pointed out are,
1) creating business to business linkage for the winners,
2) sponsorship for benchmarking activities to other countries,
3) study tours in Africa and/or in Asia for the top awardees,
4) recognizing the awardees as AKA ambassador and give testimonials.

6. General comments

- The activity is a good base for creating interest and further strengthen the learning/reviewing process of the nominators and nominees to improve their practices. To this end I think it is very motivational to give them a feel of the objective of the Initiative by <u>giving those who were not able to attend physically an opportunity</u> to benchmark in this year's AKAC. <u>The importance of the coordinator for the nominating organization should not be underrated</u> otherwise the sustainability of the gains may face many hurdles to full realization. They are the main players of the activity on the ground. (KIBT)
- For an assessor, the entry sheet allows for more information sharing than the power point, particularly as the power point has a limited number of slides. <u>The power point could be sent by the organisation when the online presentations are held</u> (or sent a few days before the online presentations to the secretariat). (NPCC Mauritius)
- There is a need to have a stronger promotion of Kaizen within South Africa in general and AKA can play a role here. There needs to be <u>more organisations nominating across the country</u> and <u>more nominees being accepted</u> to the AKA. Attendance to such events also provides a motivational factor for companies to participate – whether online or in person – but also provides a learning opportunity for other companies - which in turn assists with the promotion and publicity of AKA. (AIDC)
- KiZ hereby proposes the need for nominees to <u>deliver presentations in person</u> as opposed to virtual means. (KIZ)

Appendix 5-2

Preliminary Summary of the Questionnaire Survey to the Nominees

20 out of 58 nominees that the EC could send the questionnaire responded to the questionnaire sown in Appendix 4-2. The following are preliminary summary of the replies.

1. **What are the reasons your company/organization engaged with the AKA?**
   In terms of average score, promotion of the company (6.06), to learn from other companies (5.79) and to expand business (5.72) gain high score compared with the nominating organization invited (2,47). This means that the nominees proactively participate in the award. Written comments in other support this tendency.

2. **What concrete benefits did your company/organization get from participating in the AKA?**
   Many respondents give high score to "Improved motivation of workers and working environment (5.68)" followed by "improved relation/recognition of your business among business partners (5.56)" and "improved relation with the nominator (5.17)". "Improved access to financial institutions (3.53)" is not as significant as other choices.

3. **Q3. What are the challenges you faced after participating in the AKA?**
   Average score of this question (challenges (3.14)) is relatively low compared with question to benefit (4.98). Challenges seem to vary depends on condition of country and type of business.

4. **What are your current activities related to Kaizen's quality and productivity improvement?**
   The respondents give high scores in order of 1) 5S & Muda elimination (5.39), 2) QC Circle (5.26), 3) TQM (4.82), 4) TPM (4.67) and Lean/Six Sigma (3.44). One company reported that the company is no longer provide service to own customer. The company gives 6 points to impact of COVID and access to market as a key challenge.

5. **What kind of follow-up do you expect from the AKA secretariat and the EC?**
   All follow-up activities listed in the questionnaire gain high scores in the order of 1) promotion of awardees in international event (6.42), 2) feedback on the

evaluation results and comments (6.00), 3) financial and material support (5.78), and 4) consultancy service/technical advice to the awardees (5.76).

6. **General comments**

   15 out of 20 respondents wrote general comments. Most of them commented positively about AKAC and AKA because of opportunities to learn Kaizen and good practices of other companies.

Appendix 6

Citation from

Faull, Norman 2022 "Chapter 5. The Africa Kaizen Award: Its Practice and Contribution to Quality and Productivity Improvement in Africa" in Jin and Ohno ed. *Promoting Quality and Productivity / Kaizen in Africa.* JICA Research Institute

https://www.jica.go.jp/jica-ri/publication/booksandreports/20220210_02.html

1.2 Evaluation criteria and Entry Sheets
Table 5.1. Headings of Evaluation Criteria for Organizations

No		Features		
1	Objectives	a) Organizational vision and strategies	1 2 3 4 5	/20
		b) Clarity of *Kaizen* activities	1 2 3 4 5	
		c) Scope of *Kaizen* activities	1 2 3 4 5	
		d) Commitment of the management	1 2 3 4 5	
2	Process	a) Participatory approach	1 2 3 4 5	/20
		b) Continuous approach	1 2 3 4 5	
		c) Scientific approach	1 2 3 4 5	
		d) Economical approach (efficiency)	1 2 3 4 5	
3	Outputs/Outcomes	a) Quality of products/services	1 2 3 4 5	/50
		b) Productivity of products/services	1 2 3 4 5	
		c) Motivation of and incentives for workers	1 2 3 4 5	
		d) Skill development of workers	1 2 3 4 5	
		e) Teamwork and communication	1 2 3 4 5	
		f) Safe and comfortable work environment	1 2 3 4 5	
		g) Customers satisfaction	1 2 3 4 5	
		h) Social responsibility	1 2 3 4 5	
		i) Spillover effects	1 2 3 4 5	
		j) Achievement of organizational objectives and targets	1 2 3 4 5	
4	Presentation	● Presentation (or description) is made within specified time (or volume) and completed in good balance.	1 2 3 4 5	/10
		● Presenter makes clear and impressive explanation as well as responses to questions/comments made by audience.	1 2 3 4 5	
Total				/100

Source: Adopted from AKA Secretariat (2018).

…

3. The AKA in Comparison with Other Award Systems

3.1 The proliferation of awards and their motivation

By 2001 more than 70 quality awards had been established worldwide (Calingo 2002), and they continue to proliferate: by 2004 there were over 90 quality and business excellence awards in over 75 countries (Koura and Talwar 2008). Probably the best known and oldest is the Deming Prize established in Japan in 1951. In 1987 the United States (US) established the Malcolm Baldrige National Quality Award, awarded for 'business excellence,' probably the next most famous 'excellence' award, but, as indicated, many other awards have been established since then (Talwar 2011a).

What motivates the establishment of these awards? The Deming Prize looked for the successful application of Total Quality Control based on statistical process control (Dooley et al. 1990). The Baldrige is seen to raise awareness of excellence as a competitive edge (Best and Neuhauser 2011). The title of an Asian Productivity Organization book arising from a conference sums up much of what motivates the establishment of awards: *The Quest for Global Competitiveness Through National Quality and Business Excellence Awards* (Calingo 2002). Raising competitiveness grows an economy, adds jobs, and raises social wellbeing; this is essentially what lies behind the establishment of the awards within countries. A similar sentiment lies behind the establishment of the AKA.[1]

Research tells us that, over time, awards play the role of encouraging a broader adoption of good practice (Gupta 2019; Baldrige 2015; Best and Neuhauser 2011; Dooley et al. 1990). Moreover, the application process headings used in the award applications can guide adoption of improved practices and outcomes (Doulatabadi and Yusof 2018; Lee 2002; Rajashekharaiah 2014). However, there are bigger, continent-wide reasons for promoting the AKA, as evidenced by the above quotation from AKA Secretariat 2020: 'transform Africa' to enter 'international markets and global value chains.' It declares that 'quality and productivity improvement activities' are critical to this objective.

This is a bold ambition. Where do nations find the quality and productivity improvement activities to adopt, if not from countries that appear to have developed and refined practices that underpin their superior competitiveness? And awards can lend assistance: for instance, both the American and Japanese agencies promoting their national awards offer training associated with their award criteria (Baldrige 2020a; JUSE 2020b). We now turn to review the criteria of some of the foremost awards.

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[1] From notes taken by the author from a speech by the CEO of NEPAD, Ibrahim Assane Mayaki, at the opening of the Africa Kaizen Awards Conference, Tunisia; June 2019.

3.2 A comparison of award criteria

The criteria used in awards such as Deming, Baldrige, European Foundation for Quality Management (EFQM), and others are stated or analyzed in various papers (Uygun et al. 2020; Best and Neuhauser 2011; Koura and Talwar 2008; Miguel 2001; Dooley et al. 1990). The preponderance of the comparison insights reported below are from papers published in 2020 and 2011 (Uygun et al. 2020; Talwar 2011a, 2011b).

Talwar (2011a) identifies 100 BEMs/NQAs (Business Excellence Models/National Quality Awards), relating their criteria relative to those of the Deming Prize, the Baldrige Award and the European Award; he finds that these three awards are most frequently used as the basis for BEMs in the other countries. He concludes that 'evaluation criteria of most of the BEMs/NQAs are similar.' But the weighting varies: criteria relating to customers, employees and business results account for 'about 50 per cent' in most awards. However, this is not true for the Deming Prize. It assigns 'maximum weighting' to the 'internal environment criteria' of leadership, strategic planning, processes and knowledge, and information management. At the lower end of weighting, two criteria, accounting for less than 10 per cent, are 'society' and 'supplier/partners.' Talwar (2011a) further notes that the Deming Prize has a focus on 'core quality systems' through a 'hand-holding approach' and is highly prescriptive, supported with 'TQM diagnosis' by the assessors. In contrast, most BEMs, are non-prescriptive and have a focus on 'business results,' including the Baldrige and European Awards (Talwar 2011b).

The second Talwar paper goes into greater detail on 20 BEMs/NQAs (Talwar 2011b). It reports nine criteria as most common. Through the analysis of criteria and weightings across the 20 awards, the nine criteria being grouped under three headings:

- Core criteria ('a must for survival')
  - Customer
  - People
  - Business results
- Internal environment criteria ('the differentiators')
  - Processes
  - Leadership
  - Strategic planning
  - Knowledge and information management
- Stakeholder value ('satisfaction')
  - Society
  - Suppliers/partners

Many of the awards have a diagram to depict the interrelationship of criteria (Miguel 2001). Figure 5.1 is the equivalent for the AKA. A diagrammatic representation of the Deming

Prize criteria, showing the 'points' (totaling 100) assigned to each, is shown in Figure 5.2[2] (Talwar 2011a). The equivalent schematic for the Baldrige award criteria, without 'points,' is depicted in Figure 5.3 (National Institute of Standards and Technology 2019).
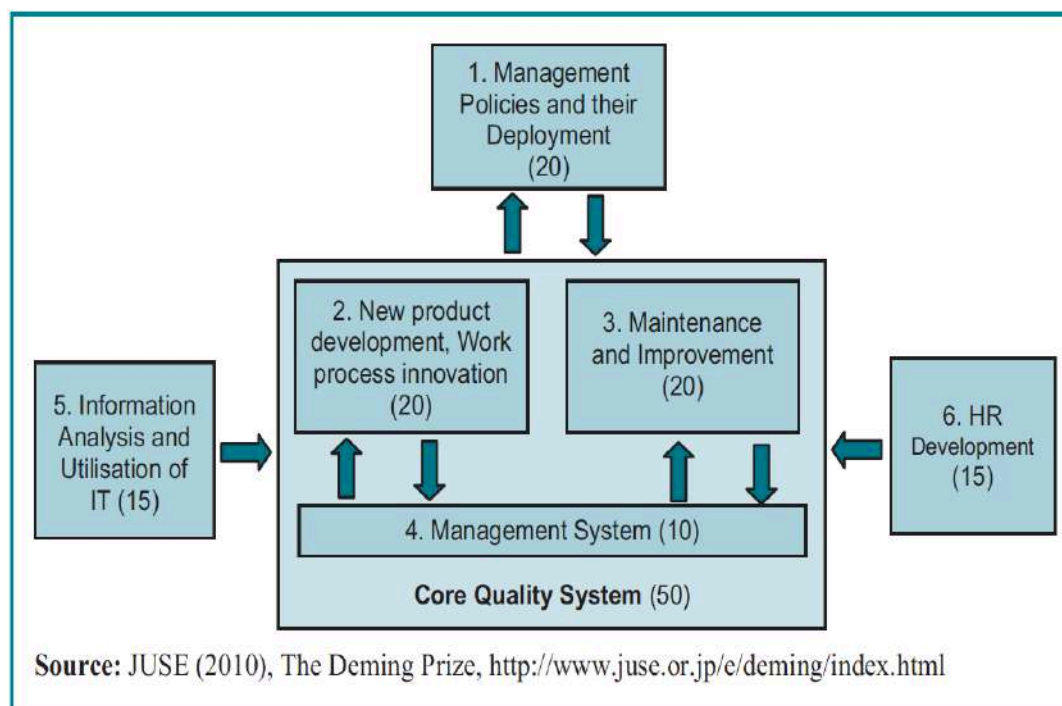

Figure 5.2. A Diagrammatic Representation of the Deming Prize Criteria

Source: Talwar (2011a).

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[2] Evaluation criteria of the Deming Prize was revised in 2016. Total point has become 300 that consists of 100 for the establishment of business objectives and strategies and top management leadership, 100 for suitable utilization and implementation of TQM, and 100 for the effects of TQM.
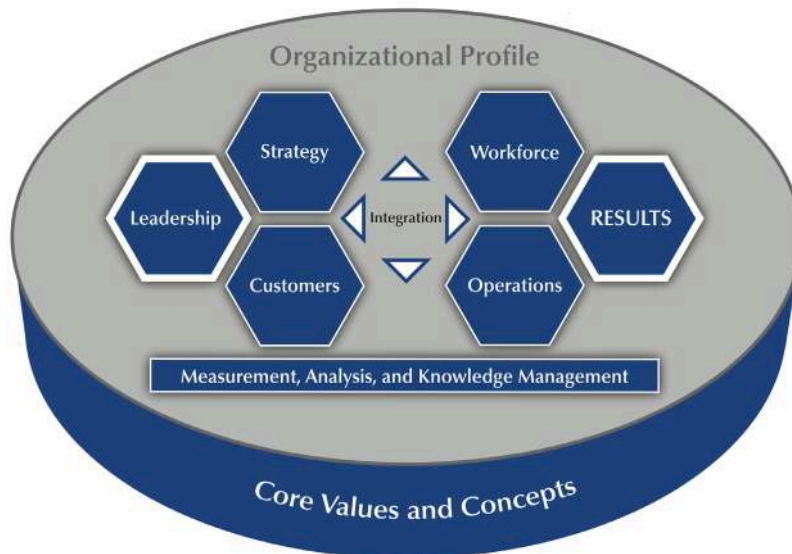
Figure 5.3. Baldrige Award Criteria

Source: National Institute of Standards and Technology (2019).

Some awards established subsequent to the Baldrige group criteria in ways similar to that system. For instance, the EFQM requires applicants to report under headings and subheadings, as shown in Figure 5.4 (Miguel 2001).
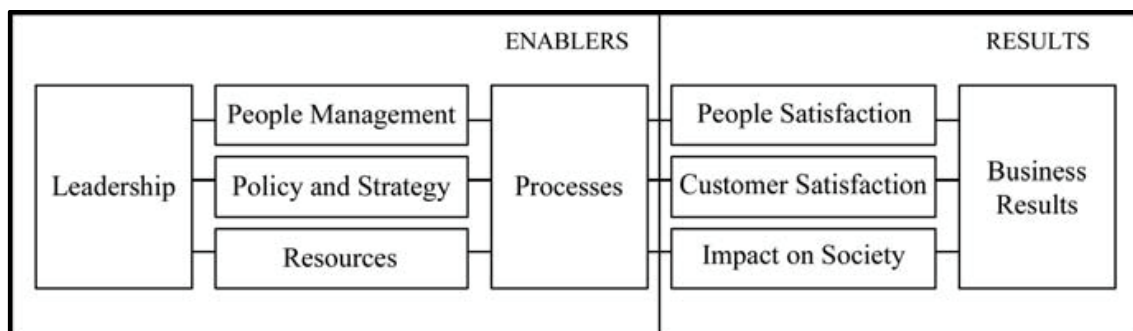

Figure 5.4. EFQM Criteria

Source: Miguel (2001).

A helpful paper in comparing the above three awards is that by Uygun et al. (2020). The paper, together with the above sources are the basis for Table 5.8 which shows a comparison of the criteria and weightings, shown in brackets, of all four awards (Please note that the weightings

reported by Uygun et al. (2020) are not identical with those of Talwar (2011a); being more recent, the 2020 weightings are used here). The 'criteria' column is from Uygun et al. (2020). The next four columns give the 'first level' headings of the Deming, Baldrige, EFQM, and Africa Kaizen Awards, from the above depictions, Uygun et al. (2020), and Table 5.1. The fifth column shows the second level headings for the AKA, using only the criteria for an organization, i.e. those in Table 5.1. It is, however, important to note that 'Human Resource Development' has been inserted into Table 5.8 as a first level heading although it is not present in Table 5.1. All four of the second level headings shown with this first level heading come originally from the 'Outputs/Outcomes' area of Table 5.1. Because the other three awards compared in Table 5.1 have a clear 'people' heading at the first level, it was deemed useful to rearrange criteria in this way. Please refer to Section 4 for recommendations regarding reviewing the AKA criteria.

Table 5.8. Comparison of First Level Award Criteria and Weights [x] with AKA Second Level Criteria

| Criteria | First Level Headings for Award Criteria | | | | *Second Level |
	Deming	Baldrige	EFQM		AKA
Leadership	Management system (Organization) [10]	Leadership [10]	Leadership [10]	Objectives [20]	Commitment of top management (1d)
Strategic planning	Management policies and their deployment [10] Future Plans [10]	Strategy and strategic planning [10]	Policy and strategy [10]		Business vision and strategies (1a) Clarity and scope of activities (1b&c)
Assessment and evaluation	(Stated in effect criteria) Information analysis and utilization of IT [10]	Measurement, analysis and knowledge management [5]	(In output criteria)		
Human resource management	Human resource development [10]	Workforce and human resource focus [17]	People management [10] People satisfaction [10]	#Human resource develop-ment	Motivation and incentives (3c) Skill development (3d) Teamwork and communication (3e) Safe and comfortable environment (3f)
Process oriented	Maintenance [10] Standardization [10] Quality assurance [10]	Operations and process management [17]	Process, products and services [10] Partnerships and resources [10]	Process [20]	Participatory (2a) Continuous approach (2b) Scientific approach (2c) Efficient (2d)
Continuous improvement	Improvement [10]				See 2b under 'Process'
Social responsibility	(Stated in effect criteria)	(Stated in results)	Impact on society [10]		Social responsibility (3h)
Focusing on	Effects [10]	Customer focus	Customer	Outputs/	Quality and

output performance		and satisfaction [17] Business results [24]	satisfaction [15] Business results [15]	Outcomes [+] [50]	productivity improvement (3a&b) Customer satisfaction (3g) Achievement of organizational objectives and targets (3j)
Total points	100	100	100	90 + 10 for presentation	
Geographical region	Japan and world-wide	North America	Europe	Africa	

Source: Uygun et al. (2020), Table 5.1.

Note: *References in brackets are from Table 5.1.
  [#]Human resource development is not a First Level Heading in Table 5.1.
  [+]The score includes [20] for human resource development as shown in Table 5.1.

Comments arising from Table 5.8:

(1)   AKA has the fewest first level headings, meaning that each AKA heading covers a broader range of criteria. This may or may not be an advantage; 'Assessment and evaluation' (including analysis) is missing from AKA criteria;

(2)   'Business results' is not an explicit AKA criterion. Business results, e.g. profits, are the outcome of so many factors that the AKA's 'Achievement of organizational objectives and targets' is probably a more appropriate criterion regarding a *Kaizen* initiative;

(3)   'Social responsibility' is an explicit second level AKA criterion. Only the EFQM states it at the first level. Miguel (2001) reports that the impact an applicant has on society, corporate responsibility and citizenship is a feature of many of the award criteria;

(4)   Baldrige and EFQM are most similar at the first level of headings;

(5)   Deming is low on Human Resource Development and on Output Performance;

(6)   Deming is high on Process Orientation, as is AKA;

(7)   Baldrige is strong on Output Performance (41/100), with EFQM at 30, and Deming just 10. AKA is difficult to assess. Although the weighting is 50/90 in Table 5.1, at least four of the criteria listed under Output performance can be seen to fall under Human Resource Development when compared with the other awards.

However, the biggest difference between the AKA and the other three awards is not revealed by Table 5.8. The Deming, Baldrige, and EFQM awards require applicants to report actual data which can be used in an 'absolute' scale of excellence, along with on-site verification by members of an adjudication committee (Baldrige 2020b; Business Excellence Australia 2019;

Calingo 2002). The AKA EC members are not required to do on-site verification visits; obviously, such would require Africa-wide travel at extraordinary cost. The EC has to rely on each Nominator verifying the respective nominee's *Kaizen* journey; the Entry Sheet requests applicants to include 'data, measurable facts, and graphs appropriately to make explanation convincing;' the EC thus has to rely on the self-reporting. However, this is in line with the following extract:

> At current stage, the award is not aiming to guarantee capacity and quality of work of the winning firms, but to promote *Kaizen* activities in Africa through information sharing of good practices. Therefore, evaluation is based comparative assessment, not based on absolute scale. However, after several years of experience of awarding, the system may be developed to more objective award system to evaluate concrete capacity of firms like ISO, Deming Prize and Good Design Award are doing. (AKA Secretariat 2018)

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5. Observations, Recommendations, and Conclusions

5.1 Observations and recommendations arising from the tables and application forms

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Table 5.10 shows that the response to the questionnaire was disappointing, particularly from Nominees; overall only thirty-one per cent of the latter responded. Sixty-two per cent of Nominators responded. What does this indicate? Only one of the five organizations that received the top Awards responded. This may indicate that the impact and motivation from Conferences and Awards on private organizations wanes quickly. A revision to, or addition to, the Award may be necessary. For instance, if JICA-sponsored marketing or advisory support for each awardee is included, there might be ongoing collaboration which sustains interest and value. It is suggested that awardees are consulted directly as to how collaboration can continue; alternatively, the Nominators may be asked how awardees might be motivated to support and assist future AKACs.

It is noticeable that the examiners found it easiest to evaluate those Entry Sheets that closely followed the prescribed format (Appendix 5.1 and Appendix 5.2). It is possible that this biased their judgement in favor of those submissions. An alternative view is that adherence to required standards is a mark of progress towards improvement and that adherence in this instance is correlated with such progress. The different scoring baselines of the examiners, as shown in Table 5.4, might also occasion a re-think of how the final scores are ranked. A way of standardizing the scores[3] prior to ranking might be found to be fairer to Nominees. See Appendix 5.6 for a proposal of how to standardize scores prior to ranking.

Table 5.14, showing the high ranking afforded 'Knowledge gained from informal conversations during the conference' indicates the importance of AKAC for participants from

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[3] AKA 2020 applies the Normal Standard Scoring method for ranking.

governments and their agencies promoting *Kaizen*. Given this high ranking, it may be unnecessary to change the structure of the AKAC, but the value of refreshment breaks, lunches, etc. should be noted and the time allotted to such events should not be shortened.

5.2 Recommendations derived from the literature reviewed

The points and weighting given to criteria in other awards are periodically revised (Uygun et al. 2020; Tavana et al. 2011; Talwar 2011a, 2011b). It is recommended that the criteria and their weightings of the AKA also be periodically revised. Table 5.8 and the comments thereon may prove helpful in this regard; in particular, it is recommended that a first level 'Human Resource Development' heading be introduced. The views of business leaders and quality/productivity experts might be garnered to aid this process and improve the credibility of the revision, if any.

It is acknowledged that individuals will have different interpretations of the criteria. For instance, should 'Skill development of workers' (3d in Table 5.1) be considered an 'Output/Outcome' as at present, or a 'Process' element, i.e. an input element stimulating *Kaizen*, or one falling under the category 'Human Resource Development'? A review process should therefore reflect on the cause-effect nature of the criteria used. Members of the EC should be briefed on the reasoning adopted. In addition to these the following papers may also be of value should a review be undertaken: Calingo (2002), Doulatabadi and Yusof (2018), Miguel (2001), and Rajashekharaiah (2014). It is further recommended, if not already done, to join with the Global Excellence Model (GEM) Council. Their website states: 'Through a formalized approach for sharing knowledge, experience and information, the members of the GEM Council, as guardians of Premier Excellence Models and Award processes globally, enhance the value for their customers and other stakeholders' (GEM Council 2020). The on-site verification feature of other awards, mentioned in Section 3.2, is also important. Consultation with the national authorities to either fund such verification visits by an independent group, or to find other means of independent verification, is recommended. It is inconceivable that one verification team can do this for all African applicants. It will need to be nation-by-nation.

5.3 Observations and recommendations relative to the objectives of establishing the Award

As indicated in the introduction to this chapter, the primary objectives of the award are: (i) to demonstrate the benefits of *Kaizen* and make this known to the public; (ii) to encourage all practitioners to disseminate and upscale *Kaizen* practices; and (iii) to facilitate development of their own national awarding system in each target country. This chapter has reported the process and outcome of the inauguration of the AKA during 2018/19. Did these contribute to the above objectives? This chapter, via the survey questionnaire, can obviously only comment in the context of the AKAC 2019.

However, as preamble to this concluding section, it should be noted that the AKA has a range of 'interested parties.' Table 5.18 sets out some of these, together with their surmised 'interest' and the actions they might take in promoting that interest. It would be impertinent as well as beyond the remit of this chapter to make recommendations for each of these parties. Table 5.18 is therefore speculative at best. However, if JICA wishes to review the purpose and processes of its African Kaizen Initiative in general and the AKA in particular, something along these lines might be appropriate. A panel drawn from interested parties and independent experts might be

needed for such a comprehensive review.

As indicated in the second paragraph of this chapter, two constituencies are key to the AKA: the Nominators and the Nominees. Nominators are crucial to the development of *Kaizen* capabilities in organizations in their countries, leading to the availability of Nominees. The 'cause-and-effect' relationship here should be clearly recognized and strengthened. As indicated in Table 5.18, Nominators have the role of giving effect to national policy regarding improved quality, productivity and competitiveness. This role is congruent with the AKA objectives. This nexus between Nominator, promotion of *Kaizen* and the development of Nominees is unique among the awards reviewed above. JICA is already building a range of capabilities with Nominators. Perhaps further capability development in support of both *Kaizen* dissemination and the AKA can be devised, for instance, a standardized, on-site way of assessing potential nominees against the explicit (and evolving) criteria of the AKA; this may facilitate a move in support of the recommendation in Section 3.2 regarding independent assessment of applicants. Independent assessment will also be necessary of the nomination process is broadened, possibly even to allowing self-nomination. Furthermore, it should be noted that the literature asserts that the award criteria themselves act as a guide to improvement (Dooley et al. 1990; Rajashekharaiah 2014; Gupta 2019).

Table 5.18. Parties with an Interest in the AKA

Party	Nature of interest	Actions in support of AKA
1. Japanese government	Promote good will Promote trade	Host TICAD Mandate and fund JICA
2. JICA	Give effect to national policy	Africa Kaizen Initiative including AKA Dispatching experts Kaizen Handbook preparation Liaising with national agencies in Africa (Nominators)
3. Governments of African countries	Advance well-being of population through enhanced competitiveness and trade	Attend TICAD Mandate and fund Nominators
4. Nominators	Give effect to national policy regarding improved quality, productivity and competitiveness	Advisory services Learning from JICA Promoting national *Kaizen* award Publicize AKA Short-list potential AKA applicants Assist AKA application process of Nominees
5. Nominees	Publicity and marketing Review own *Kaizen* progress Motivate staff Learn from experts outside of own company	Apply for AKA Attend AKAC if invited Learning at AKAC Applying learning
6. Other interested parties 6.1 Universities	Access to research subjects	Participate in national *Kaizen* award
6.2 Private sector consultants	Promote own profile	Promote awards amongst clients and potential clients Put forward best clients for awards
6.3 Chambers of Business, Commerce and Industry	Promote the interests of their members, with particular reference to enhanced competitiveness	Publicize: - The value of *Kaizen* - The work of Nominators and JICA - AKA
6.4 Trade Unions	Achieve for members: - Fair compensation - Safe work conditions - Development opportunities	Monitor the criteria and process of national award and AKA

Returning to the objectives (i) and (ii) above, the Nominees were indeed able to report the benefits of *Kaizen*, as shown in Table 5.5 and benefits were further shown through the poster presentations at AKAC 2019. There is only weak evidence to indicate that these benefits were made known to the public, as seen in the relatively low ranking of 'Insights and motivation taken back to your wider community' (Table 5.14) and the Nominees' low ranking of 'Promoted *Kaizen* outside own organization' (Table 5.15). It is recommended that Nominators be asked to collaborate with awardees to ensure such publicity happens; there will surely be benefits to both those parties and the promotion of

Kaizen through such action. The recommendation regarding 'tours' to awardees' premises also pertains to the objective regarding the wider community.

As to the dissemination and upscaling of *Kaizen* practices, Tables 5.14 and 5.15 again provide supportive insights: personal motivation to continue with *Kaizen* ranked high, as well as the taking back of insights to own organizations. Nominees also rated high the 'Continued improvement in own organization based on *Kaizen*.' It is heartening to also see that both groups used *Kaizen* and new tools after returning home. However, it is difficult to claim that the award motivated organizations to take up *Kaizen*. The AKA was only announced late in 2018, with applications due in February 2019. Organizations had between 1- and 11-years' experience with *Kaizen* up to and including 2018. It is recommended that 'tours' to the award winning organisations be organized in the months following the AKAC. The aim should be to promote awareness and adoption of *Kaizen* as well as boost the prestige of the award winner. Obviously, a budget will be needed for this, as well as agreement about the limitations a host might want to invoke regarding visitors from competitors. These 'tours' might also be used to educate the visitors as to the AKA criteria and how to conduct self-audits (Doulatabadi and Yusof 2018).

Regarding the third objective (iii) of facilitating the 'development of their own national awarding system in each target country,' this research provides no evidence. However, the objective invites serious consideration. It is clear from the opening paragraph of a recent document that JICA has a long-term vision of contributing to Africa's development:

> Quality and productivity improvement activities are critical to develop industries and services in Africa and success in modern economy. Their improvement is essential to transform Africa and realising its potential, in particular, to entering international markets and global value chains. (AKA Secretariat 2020)

This is a bold assertion. Where do nations find the quality and productivity improvement practices to adopt, if not from countries that appear to have developed and refined practices that underpin their superior competitiveness? Rote copying may be successful for some, but likely more effective would be the 'translation' of the practices and their adaptation to the local setting, circumstances and 'culture.' In the context of the AKA, is it JICA's wish to see the '*Kaizenization*' of Africa or the Africanization of *Kaizen*?

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