Concept Note
Stakeholder Engagement towards the Finalisation and
Implementation of the Africa Kaizen Initiative Action Plan

1. Background

The Africa Kaizen Initiative (AKI), was highlighted as one of the initiatives to achieve the TICAD VII "Yokohama Plan of Actions 2019; Actions for Implementation of the Yokohama Declaration 2019." In particular, the AKI will contribute to the achievement of Pillar 1 of the Yokohama Plan of Actions aimed at "Accelerating economic transformation and improving business environment through innovation and private sector engagement". In order to further contribute to the TICAD Process and corresponding AU Initiatives, AKAC is believed to provide opportunities for stakeholders to discuss and enhance Kaizen in Africa.

The 5th Africa Kaizen Annual Conference (AKAC 202) and the 2nd Africa Kaizen Awards (AKA 2020), were held from the 1st to 3rd September 2020 by webinar. The AKAC 2020 was unique in many instances. The number of participant countries increased and most of Pan-African Productivity Association (PAPA), countries participated. The conference was conducted under the theme: *"The Role of Kaizen in Accelerating Industrialization in Africa: Under the Challenge of COVID-19 and Beyond"*. All speeches, presentations, panel discussions and breakout sessions were geared towards the theme of the conference. The participants forwarded recommendations for uptake by specific role players.

In addition, long-term action plan was prepared and presented. The first draft of Africa Kaizen Initiative Action Plan (AKIAP) 2021-2025 was presented to the participants and discussed. It was agreed that participants would provide feedbacks to be used as inputs to finalize the AKIAP. Accordingly, useful ideas, opinions and recommendations were provided and the final draft is prepared to be discussed among the stakeholders. This Concept Note on Stakeholder Engagement is prepared in the context of driving the implementation of those recommendations, finalizing the AKIAP through the involvement of stakeholders and of designing effective implementation options.

The first stakeholder meeting will be organized by JICA and AUDA-NEPAD by webinar to discuss on the final draft, collect feedback and build consensus on the plan. In addition, Working Groups (WGs) will be proposed to work on the strategic components of the AKIAP and the survey on the "Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region". The first information on AKAC 2021 and AKA

2021 will be announced. We recall that the concept and basic outcomes of *"The Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region"* were presented to the participants of AKAC 2020. In the first stakeholders meeting, the schedule and expected support from the stakeholders in the process of the survey will be presented and discussed.

Also, the basic issues documented in the communiqué of the AKAC 2020 that need the attention of specific stakeholders, will be points of discussion in subsequent stakeholder meetings.

2. Objectives and Anticipated Outcomes

The major objectives of the stakeholder engagement process and working groups formation are to:

A) Accelerate the implementation of AKI to achieve Pillar 1 "Accelerating economic transformation and improving business environment through innovation and private sector engagement" of "Yokohama Plan of Actions 2019; Actions for Implementation of the Yokohama Declaration 2019" in TICAD VII.

B) Assist AU Member States to strengthen their capacity of implementing AKI's strategic activities through studies, creating platforms for cooperation, team-works, continuous capacity building, knowledge generation and sharing.

C) Strengthen national and continental institutional capacity to deliver Kaizen/QPI services at the highest possible standards.

3. Outline of Agenda of Stakeholder Engagement Process

The stakeholder engagement meetings shall focus on the Agenda items outlined below. Additional relevant issues that require further discussion shall be considered as they emerge.

1) Finalization of the Africa Kaizen Initiative Action Plan 2021-2025 and activity plan for the year 2021.

2) Follow-up and monitoring of the AKIAP performance in member countries, including provision of feedback and improvement advice.

3) Establishment of Working Groups (WGs), follow-up of the progress of WG activities, and support to their efforts through feedback on outputs and impacts.

4) Discussion on the progress of the "Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region" conducted by JPC in collaboration with JICA and AUDA-NEPAD.

5) Discussion on AKACs, AKAs, relevant and timely issues to enhance the performance of AKIAP.

4. Participants of Stakeholder Engagement Meetings

The stakeholder engagement meetings represent platforms to bring together national productivity movement leaders to discuss, network, share experiences, advice and recommend mechanisms for acceleration of national and continental productivity movements to meaningfully contribute to the realization of national and continental development agendas. Due to the importance attached to the stakeholder meetings, the participants consist of heads or deputy heads of KIs, CPs and NPOs of the followings; JICA supported Kaizen projects in 9 Countries (Cameroon, Egypt, Ethiopia, Ghana, Kenya, South Africa (AIDC) Tanzania, Tunisia, and Zambia); Pan-African Productivity Association (PAPA) in 10 countries (Botswana, Burkina Faso, Ghana (MDPI) Kenya (NPCC), Mauritius, Namibia, Nigeria, South Africa (PSA) , Tanzania (NIP), Zambia, Zimbabwe) and AUDA-NEPAD, JICA and JPC   ;

5. Proposed Working Groups (WGs)

Five Working Groups are proposed with their basic duties suggested below. Specific ToRs that detail the duties, activities, work schedules, expected outcomes, etc. of each will be prepared after the formation of the WGs.

- WG I. Standardization of Common Key Performance Indicator (CKPI) of Kaizen effects and QPI activities, including testing their effectiveness, developing comprehensive methodology of monitoring and evaluation (company→national→continental).

- WG II. Preparing Standardization of Kaizen/QPI training curriculum and consultancy services for different scales of economy (Micro and Small Enterprises, Medium Enterprises, Large Enterprises) and services, test─run with the coordination of KIs, CPs and NPOs.

- WG III. Designing Certification System for Kaizen/QPI consultants, try the applicability and produce recommendations for implementation

- WG IV. Institutionalization of AKACs and AKAs, rules/procedures of participation; study on the feasibility of establishing 'Africa Quality Award' at continental level.

- WG V. Comprehensive study on the establishing and strengthening of 'Centre of Excellence/s on Kaizen/QPI in Africa. This may include compiling best practices, defining C/E in the context of Kaizen/QPI in Africa, duties and responsibilities, criteria for measuring competence, performance, expertise, experiences, etc.

6. Members of WGs

Members of WGs are drawn from JICA-supported Kaizen projects in 9 Countries (Cameroon, Egypt, Ethiopia, Ghana, Kenya, South Africa (AIDC) Tanzania, Tunisia, and Zambia); Pan-African Productivity Association (PAPA) in 10 countries (Botswana, Burkina Faso, Ghana (MDPI) Kenya (NPCC), Mauritius, Namibia, Nigeria, South Africa (PSA) , Tanzania (NIP), Zambia, Zimbabwe); AUDA-NEPAD, JICA and JPC

The WG activities are more technical and require strong knowledge, skill and experience in Kaizen/QPI activities. Countries are advised to recommend a senior consultant (certified consultant is preferred if available), with proven performance records who could contribute to the good cause of accelerating AKI. All KIs, CPs and NPOs are expected to participate at least in one WG. Some countries those relatively performing better currently may be asked to participate more than one WG to share their experiences. Cognizant of finalizing WGs formation through discussion with member states, tentatively the following combinations of countries are proposed:

1. WG I Standardization of KPIs including Methodology of Monitoring and Evaluation:
   (i) Zambia
   (ii) Cameroon
   (iii) Kenya
   (iv) Tunisia
   (v) South Africa (PSA)
   (vi) JPC
2. WG II Standardization of Kaizen/QPI training curriculum and consultancy services
   (i) Ethiopia
   (ii) Burkina Faso
   (iii) Botswana

(iv) Egypt

(v) Zambia

(vi) JICA

3. WG III Certification system for Kaizen/QPI consultants

    (i) Tanzania（KU）

    (ii) Ethiopia

    (iii) Kenya

    (iv) Ghana

    (v) South Africa (AIDC)

    (vi) JPC

4. WG IV Institutionalization of AKACs and AKAs, establishing 'Africa Quality Award'

    (i) Mauritius

    (ii) Tunisia

    (iii) Nigeria

    (iv) Zimbabwe

    (v) Tanzania(KU)

    (vi) AUDA-NEPAD

    (vii) JICA

5. WG V Establishing and strengthening of 'Centre of Excellence/s on Kaizen/QPI

    (i) Zambia

    (ii) Ethiopia

    (iii) Tanzania (NIP)

    (iv) Namibia

    (v) South Africa (PSA)

    (vi) AUDA-NEPAD

    (vii) JICA

7. The Secretariat of the Stakeholder Engagement meetings and WGs

The secretariat of the stakeholder engagement meetings and WGs include:

    (i) Mr. George Murumba (GeorgeM@nepad.org)

    (ii) Mr. Getahun Tadesse Mekonen (getahuntadesse2007@gmail.com)

    (iii) Mr. Eiji Inui (Inui@nepad.org)

    (iv) Mr. Kimiaki Jin (Jin.Kimiaki@jica.go.jp)

    (v) Go Ohga (g.ohga@jpc-net.jp)

    (vi) Mr. Kenji Ishizuka Ishizuka.Kenji@jica.go.jp;

    (vii) Ms. Takako Ueno <Ueno.Takako2@jica.go.jp>;

Annex I

1. Proposed Program for the First Stakeholder Engagement Meeting

    a. Tentative date of first stakeholders meeting   20th of October 2020

    b. Tentative Time (in South African Time, GMT/UTC+2)

    c. Tentative Agenda and Program

        11:00 -11:10 Introduction of the program of the first stakeholders meeting

        11:10 -11:40 Discussion on the final draft of AKI Action Plan 2021-2025 and activity plan for 2021

        11:40- 12:00 Alignment between AKI Action Plan and "The Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region"

        12:00- 12:30 Establishment of Working Groups, Calendar of meetings and agenda.

        12:30 -12:40 Discussion on stakeholder and WGs meetings calendar and agenda

        12:40 -13:00 First announcement for AKAC 2021 and AKA 2021

        13:00-13:30 Wrap-up and way forward

2. Schedule for Finalizing AKAP 2021-2025 and activity plan for 2021.

End of September 2020	Circulation of final draft of AKIAP 2021-2025
8 October, 2020	Follow-up reminder and additional information
20 October 2020	The first stake holder meeting
October-November 2020	The first working group (kick off) meetings
24-26 November 2020	AUDA-JICA Annual Consultative meeting
30 November 2020	Distribution of final AKIAP 2021-2025/2021

Annex II

Kaizen/QPI promoting institutes/units, NPOs participating in stakeholder meeting and WGS

Country	Institute	Remarks
Botswana	▪ Botswana National Productivity Center	PAPA member
Burkina Faso	▪ Burkina Association for Quality Management (ABMAQ)	PAPA member
Cameroon	▪ Division of Study, Project and Planning, Ministry of SME, Social Economy and Handicraft (MINPMEESA)	JICA project
Egypt	▪ Kaizen Center, Ministry of Industry and Trade	JICA Project
Ethiopia	▪ Ethiopia *Kaizen* Institute (EKI)	JICA project
Ghana	▪ National Board for Small Scale Industries (NBSSI)	JICA project
	▪ Management Development and Productivity Institute	PAPA member
Kenya	▪ Kenya Institute of Business Training (KIBT)	JICA project
	▪ National Productivity and Competitiveness Center	PAPA member
Mauritius	▪ National Productivity and Competitiveness Council (NPCC)	PAPA member
Namibia	▪ Productivity Unit, Ministry of Labour and Social Welfare	PAPA member
Nigeria	▪ National Productivity Center of Nigeria	PAPA member
South Africa	▪ Automotive Industry Development Center (AIDC)	JICA project
	▪ Productivity South Africa (PSA)	PAPA member
Tanzania	▪ Tanzania *Kaizen* Unit, Ministry of Industry, Trade & Investment,	JICA project
	▪ National Institute for Productivity	PAPA member
Tunisia	▪ Management Unit of the National Program of Quality Promotion (UGPQ)	JICA project
Zambia	▪ *Kaizen* Institute of Zambia (KIZ)	JICA project
	▪ National Productivity Development Department (NPDD)	PAPA member
Zimbabwe	▪ Zimbabwe National Productivity Institute (ZNPI)	PAPA member

15 countries, 19 *Kaizen* promoting institutes/units (9 JICA projects and 10 PAPA members)

Annex III: Template for Terms of References for WGs

Below is the draft ToR template for developing Terms of References for WGs This Terms of Reference Template may be amended, varied or modified in consultation and agreement with each WG.

1. Description of the assignment: conceptual framework of the "Task" the WG is assigned to (defining the subject matter, best experiences, importance, contextualize, etc.).
2. Objective of doing the "Task" (Why we do? what do we benefit?)
3. Developing 'Vision' for the "Task" (the change we aspire from now to 2025)
4. Scope of the assignment and expected outcomes.
5. Listing detail activities (from the beginning to the end without omission) and deliverables.
6. Timeline of activities
7. Methodology for undertaking the assignment including testing, feedback collection, endorsing and recommendation for full-fledged implementation of the final output.
8. Expertise: WG members profile (Name, Title, Organisation, roles and responsibilities in the WG: who will take part in what)
9. Identify essential support that may be required
10. Reporting: indicate timeline of progress reports and final report and methodology of discussions, feedback collection, etc.
11. Advise on capacity and system of implementation of the output of the assignment (institutional mechanism, knowledge, skill, procedure/s, manual/s, etc.)
12. Prepare complete calendar of the WG (Who does what? By When? Where? How? check points etc.)
13. Terms of the assignment: this Terms of Reference is effective from (insert start date) and continues until the (insert expected date of completion)
14. Commitments expected: The members of the WG will commit to:
    (i) Attending all scheduled WG meetings
    (ii) Wholeheartedly championing the "Tasks" assigned to the WG in individual members..
    (iii) Delivering in team or person what is expected from the WG.
    (iv) Conducting open and honest discussions

15. Meetings:

(i) All meetings will be chaired by (insert name and organisation)

(ii) A meeting quorum will be….. members of the WG

(iii) Decisions is made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice).

(iv) Meeting agendas minutes will be provided by (Insert name and organisation), this includes: preparing agendas and supporting papers and preparing meeting notes and information.

(v) Meetings will be held every………..

(vi) If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.