



3 October 2023



## Africa Kaizen Annual Conference 2023

9 – 10 October 2023

Hybrid Conference (participants both online and on-site) in Hilton Addis Ababa, Ethiopia  
(Time shown is GMT/UTC+3)

### - Agenda -

#### DAY ONE ( 9 October )

\*This session will be held in Hilton Addis Ababa. Invitation only for the onsite participation.

TO PARTICIPATE  
VIRTUALLY (DAY1)

#### < For ONSITE participants >

**08:45** Registration starts

Venue: Hilton Addis Ababa Ethiopia, BALLROOM (Ground Floor)

#### < For ONLINE participants >

**10:00** Online streaming starts (Webinar)



DAY ONE 9 October	THEME: STRENGTHENING THE POTENTIAL AKI-COES TO SPREAD K/QPI ACTIVITIES ALL OVER AFRICA THEREBY CONTRIBUTING TO THE INDUSTRIALIZATION PROCESS AND INNOVATION
< OPENING SESSION >	
10:00 - 10:40	<p>&lt; Welcome Speech &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Dr. Milkesa Jagema Tolera</b>, <i>Director General, Manufacturing Industry Development Institute (MIDI)</i></li> </ul> <p>&lt; Opening Remarks &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Ms. Sachiko Imoto</b>, <i>Senior Vice President, Japan International Cooperation Agency (JICA)</i></li> <li>➤ <b>H.E. Takako Ito</b>, <i>Ambassador Extraordinary and Plenipotentiary of Japan to the Federal Democratic Republic of Ethiopia, Embassy of Japan in Ethiopia.</i></li> <li>➤ <b>H.E. Nardos Bekele-Thomas</b>, <i>CEO, African Union Development Agency (AUDA-NEPAD)</i></li> <li>➤ <b>H.E. Amb. Albert Muchanga</b>, <i>Commissioner of the Economic Development, Trade, Tourism, Industry, and Minerals (ETTİM) of the African Union Commission (AUC)</i></li> </ul> <p>&lt; Official Opening Remark &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>H.E. Melaku Alebel</b>, <i>Minister, Ministry of Industry, Ethiopia</i></li> </ul>

10:45 - 10:55	Group Photo / Health Break
<b>DAY ONE</b> <b>9 October</b>	<b>&lt; SESSION ONE &gt;</b> <b>HIGH-LEVEL OPENING PANEL</b>
11:00 - 12:00	<p><b>QPI IMPLEMENTATION IN SEZs FOR ENHANCED OUTPUT AND ECONOMIC PERFORMANCE</b></p> <p><i>Objective; This Panel discussion aims to shed light on how the principles of quality and productivity improvement can be effectively utilized in SEZs/Industrial Parks to elevated their output, economic performance, and global competitiveness.</i></p> <p>&lt; Moderator &gt; <b>Mr. George Murumba</b>, Program Officer, Industrialization Division, AUDA-NEPAD</p> <p>&lt; Keynote Presentation &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Toru Homma</b>, Senior Advisor to the CEO, AUDA-NEPAD, JICA Senior Advisor on Private Sector Development</li> </ul> <p>“QPI implementation in SEZs for Enhanced output and Economic Performance”</p> <p>&lt; Panelists &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Andile Africa</b>, CEO, Automotive Industry Development Centre (AIDC), South Africa</li> <li>➤ <b>Mr. Kiya Tekaligne</b>, Strategy Advisor, Industrial Parks Development Corporation (IPDC), Ethiopia</li> <li>➤ <b>Mr. Hibret Lemma</b>, CEO, Hawassa Industrial Park Investors Association (HIPIA), Ethiopia</li> <li>➤ <b>Mr. Fikadu Niguse</b>, Director, Labour Market Analytical Team, Ethiopian Investment Commission (EIC)</li> <li>➤ <b>Mr. Bedasa Fenta</b>, KAIZEN Consultant, KAIZEN Excellence Center (KEC)</li> <li>➤ <b>Mrs. Deveena Boygar</b>, Executive Director, National Productivity and Competitiveness Council (NPCC) in Mauritius</li> <li>➤ <b>Mr. Toru Homma</b>, Senior Advisor to the CEO, AUDA-NEPAD, JICA Senior Advisor on Private Sector Development</li> </ul>

<b>DAY ONE</b> <b>9 October</b>	<b>&lt; SESSION TWO &gt;</b> <b>STRENGTHENING THE POTENTIAL COE</b>
12:00 - 12:45	<p><b>STRENGTHENING THE POTENTIAL AKI-COES TO SPREAD KAIZEN/QPI ACTIVITIES ALL OVER AFRICA THEREBY CONTRIBUTING TO THE INDUSTRIALIZATION PROCESS AND INNOVATION.</b></p> <p><i>Objective; Exploring global experiences in establishing and strengthening KAIZEN/QPI Center of Excellences and their contribution to the growth and competitiveness of the industry.</i></p> <p>&lt; Moderator &gt; <b>Mr. Getahun Tadesse</b>, Principal KAIZEN Consultant, Ethiopia</p> <p>&lt; Panelists &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Prof. Izumi Ohno</b>, Professor, National Graduate Institute for Policy Studies (GRIPS), Senior Research Advisor, JICA Ogata Sadako Research Institute for Peace and Development. <u>(Online)</u></li> </ul>

	<p><i>"Key success Factors for KAIZEN/QPI Institutions and their role in the process of growth and competitiveness of Industry"</i></p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Cyprian Mayamba</b>, President, Pan African Productivity Association (PAPA) <i>"The Role of PAPA in Strengthening/Establishing KAIZEN/QPI COEs"</i></li> <li>➤ <b>Mr. Md Zainuri Juri</b>, Principal Officer, Program Directorate, Asian Productivity Organization (APO) <i>"Stages of COEs formation, operations, performances evaluation and incentives from the experience of APO and Strengthening the Mutual Collaboration for Productivity Enhancement Through COE-APO Experience"</i></li> <li>➤ <b>Ms. Maria Eugenia Suárez</b>, Subsecretary of Institutional Relation, and <b>Ms. Maria Eugenia Lagier</b>, Technical Director of Management Technology, The National Institute of Industrial Technology (INTI) <i>"Strategy of KAIZEN/QPI dissemination in Neighboring countries in Latin America"</i></li> </ul>
12:45 - 13:00	<b>Q&amp;A Session</b>
13:00 - 13:10	<b>Wrap-up</b>
13:10 - 13:20	<b>Closing Remarks of Day 1</b> <b>Mr. Mindaye Yirga</b> Manager, KAIZEN Excellence Center (KEC)
13:20 - 13:30	<b>Housekeeping announcement</b>

### < For ONLINE participants >



DAY 1  
ONLINE

Questionnaire of DAY 1 for ONLINE participants

Thank you very much for your online participation to DAY 1.  
Please take a few minutes to fill out the survey.

<https://forms.gle/mBumPp4BzTzgptC8A>

### < For ONSITE participants >

13:30 - 14:30 Lunch Break

<b>DAY ONE</b> <b>9 October</b>	<b>&lt; COMPANY VISIT PROGRAM &gt;</b> <b>- ONSITE ONLY/ INVITATION ONLY -</b>
14:45	Gathering for the company visit at the hotel reception
15:30 - 17:00	<b>VISITING HIGH PERFORMING COMPANIES IN ETHIOPIA</b> <i>Objective; Ethiopia's Kaizen dissemination in the last decade brought significant results that were paramount to the realization of the strategic goals of the companies. The Ethiopian Kaizen model is a holistic approach that deals with different sectors, including the service sector, which has strategic importance to national development.</i> <i>In due course, nationally, KEC is able to provide training and consulting services to more</i>

	<p><i>than 1500 enterprises. The process enabled enterprises to enhance their capability to compete in this dynamic environment. By taking the AKAC 2023 as an opportunity, KEC wants to share the best experiences of selected industries through direct industry visits.</i></p> <p><b>&lt;Schedule&gt;</b></p> <ol style="list-style-type: none"> <li>Travel from Hilton Hotel to Companies (30-45 minutes)</li> <li>Welcoming and reception by company managers (5 minutes)</li> <li>Briefing about the company and Kaizen activities (15 minutes)</li> <li>Visiting at Gemba (30 minutes)</li> <li>Experience sharing Discussion (30 minutes)</li> <li>Group photo (10 minutes)</li> <li>Travel from the company to Hilton/Jupiter hotel (30-45 minutes)</li> </ol> <p><b>&lt;Visiting Companies&gt;</b></p> <p><b><u>Anbesa Shoe Factory (Group 1)</u></b></p> <p>Anbesa Shoe Factory is one of the largest leather product manufacturers in Ethiopia, mainly producing leather shoes, bags, and belts. It is located in Akakai Kaliti Sub City, Addis Ababa (approximately 16 km from the hotel). It has a capital of 12 million USD and creates job opportunities for 1316 employees (825 female and 491 male).</p> <p>Its establishment dates back to 1935 but has passed through different stages, and the current factory line was formed in 2015. The factory has maintained Kaizen activities since 2019 and got very remarkable results in various indicators. Kaizen implementation in the factory started with basic Kaizen activities and advanced from time to time. It is one of the recommended factories for the visit program to share experiences about how Kaizen is practiced in such a labor-intensive industry.</p> <p><b><u>Horizon Addis Tyre Manufacturing (Group 2)</u></b></p> <p>Horizon Addis Tyre Manufacturing is the only tire manufacturer in Ethiopia, established in 1972 and located in Nefas Silk Sub City, Addis Ababa (approximately 10 km from the hotel). It manufactures different types of tires and has a 28–30% local market share. The current capital is 20,056,464.5 USD, and it has created jobs for 833 workers.</p> <p>The company is one of the leading factories in implementing Kaizen and has achieved tremendous results. Kaizen introduction in the factory started in 2017/2018 with the application of basic Kaizen. Through time and the actual scenario, the company is able to progress and achieve results by integrating Kaizen with their strategic objectives. In this aspect, the factory was one of the winners of the African Kaizen Award in 2021.</p>
<b>17:30 - 18:00</b>	<b>Back to hotel</b>

## DAY TWO ( 10 October )

*\*This session will be held in Hilton Addis Ababa. Invitation only for the onsite participation.*

TO PARTICIPATE  
VIRTUALLY (DAY2)

### < For ONSITE participants >

**07:45** Registration starts for the "Morning Session"

Venue: Hilton Addis Ababa Ethiopia, FOYER I&II (Ground Floor)

**08:45** Registration starts

Venue: Hilton Addis Ababa Ethiopia, BALLROOM (Ground Floor)



### < For ONLINE participants >

**10:00** Online streaming starts (Webinar)

DAY TWO 10 October	< MORNING SESSION > KNOWLEDGE SHARING - ONSITE ONLY/ FIRST IN FIRST SERVED BASIS -
<b>08:00 - 09:10</b>	<p><b>INTRA AND INTER CONTINENTAL KNOWLEDGE SHARING ON EXPANDING KAIZEN/QPI BEYOND NATIONAL BORDERS.</b></p> <p><i>Objective;</i></p> <ol style="list-style-type: none"> <li>1) To learn from KAIZEN- related international experience from multilateral organization such as UNIDO and ILO.</li> <li>2) presentation on case studies of assistance to neighboring countries by Latin American countries and Africa to deepen understanding of the implementation system in preparation for future training by strengthen the functioning of the AKI-COE.</li> <li>3)To announce the establishment of a Cross-Functional Working Group (CFWG) with defined tasks and roles. The members are drawn among WGs Chairpersons, AKI-COEs Sored high in self-assessments AKI-COEs Practitioners and PAAP secretariat.</li> </ol> <p>&lt; Moderator &gt; <b>Ms. Pamla Gopaul</b>, Programme Officer, Knowledge Dissemination, AUDA-NEPAD</p> <p>&lt; Panelists &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Ali Badarneh</b>, Chief of Food Security and Food Systems Unit SDG Innovation and Economic Transformation Directorate, United Nations Industrial Development Organization (UNIDO)  <i>"UNIDO's value addition in Africa Kaizen Initiative - performance management tool, international certification of Kaizen trainers and Center of Excellence"</i></li> <li>➤ <b>Ms. Sara Anderson</b>, Technical Officer, International Labor Organization (ILO)  <i>"Progressing towards a Productivity Ecosystem for Decent Work"</i></li> </ul> <p><b>(Latin America Experience)</b></p> <ul style="list-style-type: none"> <li>➤ <b>Ms. Yumiko Okabe</b>, JICA Expert, The Ministry of Industry, Commerce and Mipymes (MICM), Dominican Republic  <i>"Advisory activities for MSMEs policies in the Dominican Republic &amp; The Central America and Caribbean Productive Network"</i></li> </ul>

	<p><b>(African Experience)</b></p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Birane Diouf</b>, Programme Manager, The Agency for the Development and Supervision of Small and Medium-Sized Enterprise (ADEPME), Senegal “Kaizen Senegal- Initiatives in Vocational Training and Their Application in SMEs in Senegal”</li> <li>➤ <b>Mr.Yoda Mamadou</b>, Directeur, Côte d'Ivoire PME (CIPME) “Cote d'Ivoire - Japan cooperation for private sector development”</li> </ul>
9:10 - 09:20	<b>Q&amp;A</b>
9:20 - 09:25	<b>Announcement Cross - Functional Working Group (CFWG)</b>
9:25 - 09:30	<p><b>Closing Remarks of Morning Session</b></p> <p><b>Mr. Keiji Ishigame</b>, Private Sector Development Group, JICA HQ</p>

<b>DAY TWO</b> <b>10 October</b>	<b>&lt; SESSION ONE &gt;</b> <b>AKI WORKING GROUP</b>
10:00 - 11:10	<p><b>THE PROMISING AND CHALLENGING LANDSCAPE IN SPREADING AND HARVESTING THE BENEFITS OF KAIZEN IN AFRICA THROUGH PROMOTING POTENTIAL AKI-COES</b></p> <p>Objective;</p> <p>1) Comprehend the AKI-AP 2021-2025 five working groups deliverables and set the direction in the utilization of same to promote the potential (COEs) KAIZEN Institutes, units, teams and National Productivity Centers to designated AKI-COEs level.</p> <p>2) Report on the AKI-mid-term (2017-2023) performance, AKI Cluster Strategy (2024-2030) and AKI-AP (2024-2027)</p> <p>3) Explore the experience of KAIZEN dissemination in Ethiopia and Confer KAIZEN Award to the Winner of AKA 2023</p> <p>&lt; Moderator &gt; <b>Mr. Getahun Tadesse</b>, KAIZEN principal Consultant</p> <p>&lt; Presenters &gt;</p> <ul style="list-style-type: none"> <li>➤ <b>Mr. Hosni Belhadj</b> (Tunisia), WG1&amp;3 Deliverable “Established Common KPIs and Certification Framework for KAIZEN Consultants in Africa</li> <li>➤ <b>Mr. Walid Ayed</b> (Tunisia), WG2 Deliverable “Developed KAIZEN Standard Curriculum”</li> <li>➤ <b>Mrs. Francoise Marechal Charlotte</b> (Mauritius), WG4 Deliverable “Institutionalization of AKAC and AKA in Africa; alternatives and viable recommendation of WG4”</li> <li>➤ <b>Mr. Richard Benaya</b> (Tanzania), WG5 Deliverable “Definition Criteria and Expect Roles of AKI-COEs and CEP”</li> </ul>
11:10 - 11:20	<p><b>The Prospects of Establishing Africa KAIZEN E-leaning (<u>Online</u>)</b></p> <p><b>Mr. Go Ota</b>, JICA Survey Team</p>

11:20 - 11:30	<b>AKI Cluster Strategy (2024-2030)</b> by <b>Mr. Keiji Ishigame</b> , <i>Private Sector Development Group, JICA HQ</i>  <b>AKI Mid-term (2017-2023) Performances Reviews &amp; Second Mid-Term AKI-AP (2024-2027)</b> by <i>AKI Secretariat</i>
11:30 - 11:50	<b>Questions and Answers</b>
11:50 - 12:10	<b>PRESENTATION ON GOOD PRACTICE OF KAIZEN DISSEMINATION ACTIVITIES IN ETHIOPIA (ETHIOPIAN MODEL) AND EXPERIENCE SHARING BY KAIZEN EXCELNCE CENTER (KEC)</b>  <i>Objective; To present on the inception of KAIZEN in Ethiopia and important milestones, policy Level support and KAIZEN implication, peculiarities of the Ethiopia KAIZEN Model, Major Achievements, benefits and impacts and the future of KEC and TICAD</i>  ➤ <b>Mr. Alwoye Yigrem</b> , <i>the former head of KEC</i>
12:10 - 12:20	<b>Questions and Answers</b>
12:20 - 12:30	<b>Wrap-up</b>

12:30 - 13:30 Lunch Break

DAY TWO 10 October	< SESSION TWO > AFRICA KAIZEN AWARD (AKA)2023
14:00 -	<b>AWARDING CEREMONY OF AKA 2023: ANNOUNCEMENT OF THE AWARDEES (OUTSTANDING AND EXCELLENT PERFORMERS) OF AKA 2023 AND 4 PRESENTATIONS OF THE AWARDEES</b>  Objective; 1) <i>Reviewing AKA system and nomination process since 2029 and recommendations for improvement</i> 2) <i>Bestowing AKA for 2023 competition winners</i>  <i>This session will be held to formally announce the outstanding and excellent awardees in the “large-scale organization” and “small &amp; medium organization” categories in the Africa Kaizen Award 2023. The award aims to give nominators and nominees opportunities to review their own practices, appraise their achievements, and raise awareness of Kaizen among policymakers, businesspeople, and practitioners.</i>  < Moderator > <b>Mr. Go Ohga</b> , <i>Japan Productivity Center (JPC)</i>
14:00 - 14:30	<b>Presentation on revised AKA processes</b> <b>Mr. Kimiaki Jin</b> , <i>Chief Advisor, Quality and Productivity Improvement (Kaizen) Project in South Africa, JICA</i>
14:30 - 14:45	<b>Discussion on revised AKA process</b> ➤ <b>Prof. Norman Faull</b> , <i>Chairman, Lean Institute Africa, and Emeritus Professor, University of Cape Town, South Africa</i> ➤ <b>Mr. Kimiaki Jin</b> , <i>Chief Advisor, Quality and Productivity Improvement (Kaizen) Project in South Africa, JICA</i> ➤ <b>Mr. Md Zainuri Juri</b> , <i>Principal Officer, Program Directorate, Asian Productivity Organization (APO)</i> ➤ <b>Professor Hiroshi Osada</b> , <i>Professor Emeritus, Tokyo Institute of Technology, Japan (<u>Online</u>)</i>



	<ul style="list-style-type: none"> <li>➤ <b>Mr. Getahun Tadesse</b>, <i>Principal KAIZEN Consultant, Ethiopia</i></li> <li>➤ <b>Mr. Kossi Toulassi</b>, <i>Head of Industrialization, AUDA- NEPAD</i></li> </ul>
14:45 – 14:55	<b>Mr. Kimiaki Jin</b> explains and introduces the awarding system, the evaluation criteria, the members of the EC, and the rewards.
14:55 - 15:05	<b>Prof. Norman Faull</b> introduces the organization entrants
15:05 - 15:20	<b>Mr. Md Zainuri Juri</b> announces the Excellent awardee in the “small & medium organization” category. <ul style="list-style-type: none"> <li>➤ Speech and Presentation by the awardee (10 min)</li> </ul>
15:20 - 15:35	<b>Mr. Md Zainuri Juri</b> announces the Outstanding awardee in the “small & medium organization” category. <ul style="list-style-type: none"> <li>➤ Speech and Presentation by the awardee (10 min)</li> </ul>
15:35 - 15:50	<b>Prof. Norman Faull</b> announces the Excellent awardee in the “large organization” category. <ul style="list-style-type: none"> <li>➤ Speech and Presentation by the awardee (10 min)</li> </ul>
15:50 - 16:05	<b>Prof. Norman Faull</b> announces the Outstanding awardee in the “large organization” category. <ul style="list-style-type: none"> <li>➤ Speech and Presentation by the awardee (10 min)</li> </ul>
16:05 - 16:15	<b>Overall comments</b> ( <i>Online</i> ) <b>Prof. Hiroshi Osada</b> , <i>Professor Emeritus, Tokyo Institute of Technology, Japan</i>
16:15 - 16:20	<b>Congratulatory speeches</b> <b>Mr. Kossi Toulassi</b> , <i>Head of Industrialization, AUDA- NEPAD</i>
16:20 - 16:25	<b>Mr. Kimiaki Jin</b> announces on the way forward and closes session

<b>DAY TWO</b> <b>10 October</b>	<b>&lt; CLOSING SESSION &gt;</b>
16:25 - 16:35	<b>Endorsement of the Communiqué of AKAC 2023</b> <b>Mr. Kossi Toulassi</b> , <i>Head of Industrialization, AUDA- NEPAD</i>
16:35 - 17:00	<b>&lt; Closing Remarks &gt;</b> <ul style="list-style-type: none"> <li>➤ <b>Mr. Mindaye Yirga</b>, <i>Manager, KAIZEN Excellence Center (KEC)</i></li> <li>➤ <b>Dr. Katsuki Morihara</b>, <i>Chief Representative, Japan International Cooperation Agency (JICA) Ethiopia Office</i></li> <li>➤ <b>H.E. Mr. Sugio Toru</b>, <i>Charge'd Affairs, Mission of Japan to the African Union</i></li> <li>➤ <b>Dr. Milkesa Jagema Tolera</b>, <i>Director General, Manufacturing Industry Development Institute (MIDI)</i></li> </ul> <b>&lt; Vote of thanks/announcements &gt;</b> <ul style="list-style-type: none"> <li>➤ <b>Ms. Pamla Gopaul</b>, <i>Programme Officer, Knowledge Dissemination, AUDA- NEPAD</i></li> </ul>
17:00	<b>Housekeeping announcement</b>



**< For ONLINE participants >**



DAY 2  
ONLINE

Questionnaire of DAY 2 for ONLINE participants

Thank you very much for your online participation to DAY 2.

Please take a few minutes to fill out the survey.

<https://forms.gle/1iLfEnuVpf7ZWASM6>



OVERALL

Questionnaire for All (Overall evaluation for ONLINE participants)

Thank you very much for your onsite participation to AKAC 2023.

Please take a few minutes to fill out the survey.

<https://forms.gle/yq9MxAhWBVYv49tz5>

**< For ONSITE participants >**



DAY 1 & 2  
ONSITE

Questionnaire of DAY 1&2 for ONSITE participants

Thank you very much for your onsite participation to Day 1&2.

Please take a few minutes to fill out the survey.

<https://forms.gle/Fdnk1xoQpwYj2gfg6>

(END)