

TICAD8 Side Event: Africa Kaizen Initiative

*“Accelerating African Industrialization
by Applying Kaizen and Creating Decent Work”*

Panel Discussion

“How AKI contributes to African industrialization goals”

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***Towards a resilient,
inclusive, and
prosperous Africa***



Factors that hamper industrialization of Africa



Internal Factors

**Weak Firm Capability
(Management, Technical)**

Weak Entrepreneur Capability for Innovation



Access Factors

**Lack of Access to Global Business
(Trade & Investment)**

Lack of Access to Finance



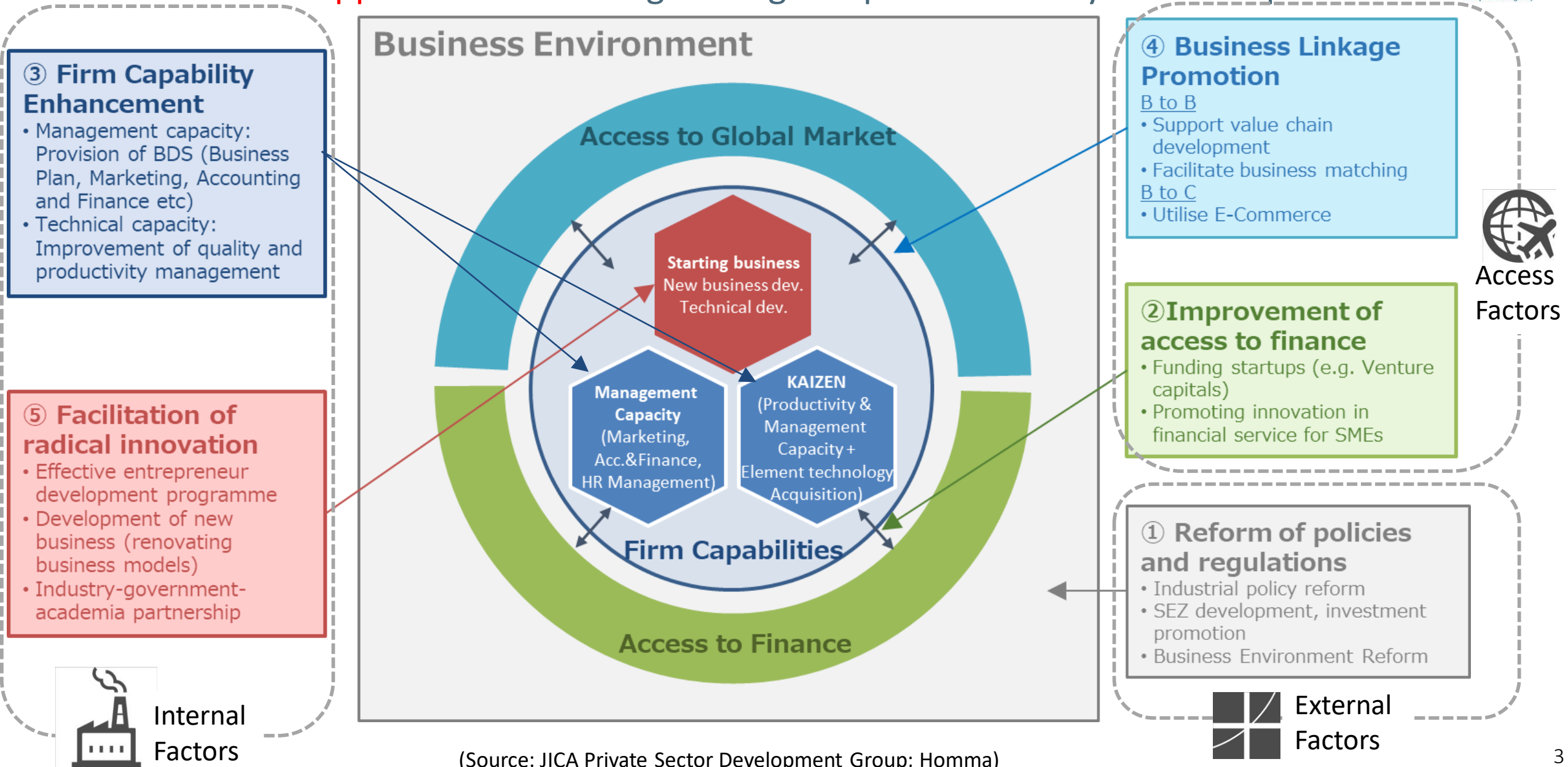
External Factors

**Unfavorable Business Environment
(incl. Policies & Regulations)**

Fundamental External Issues (incl. Security, Climate, Population etc.)

Comprehensive approach of private sector development

- **5 critical approaches** for strengthening competitiveness by JICA with partners -

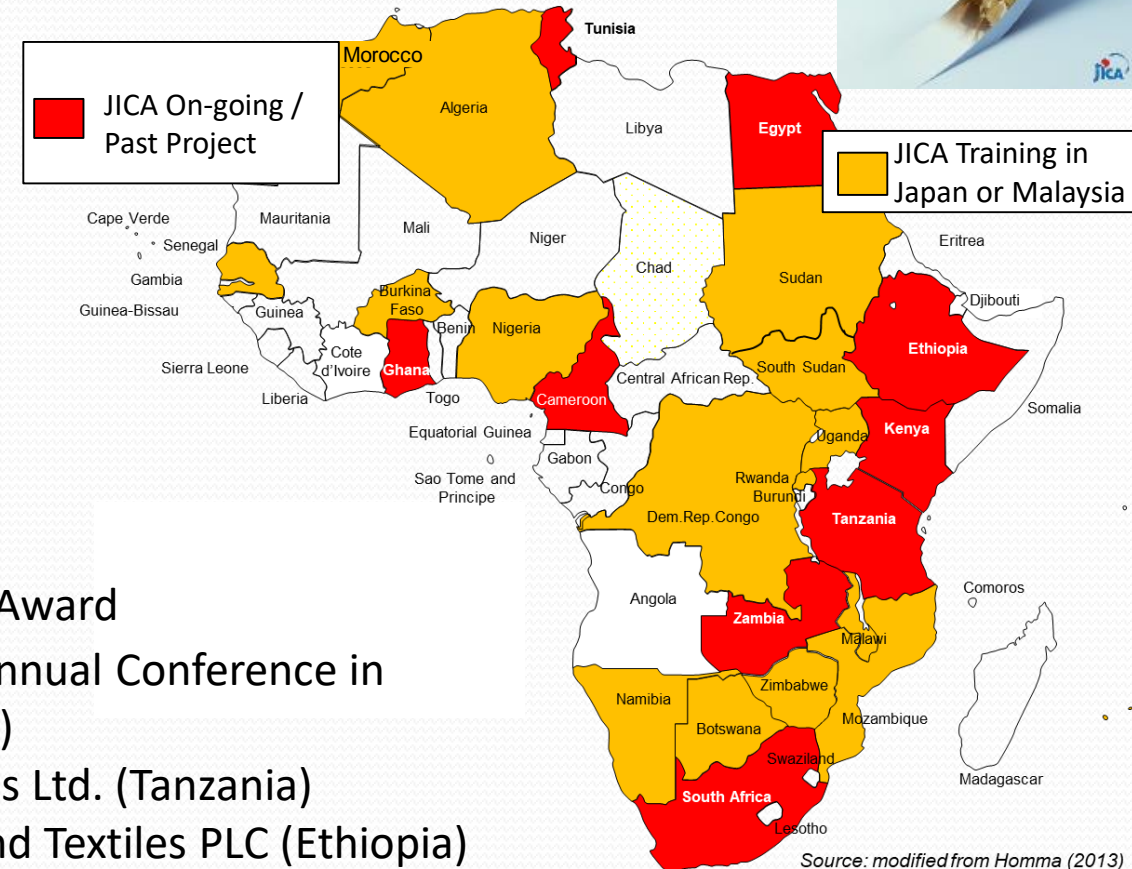
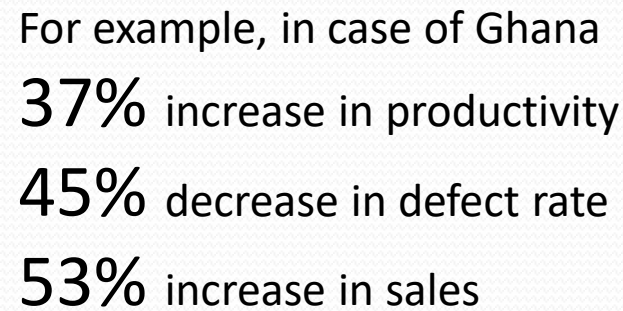


Goals, achievements and extensions

1. Accelerate industrialization and economic transformation
2. Create employment and decent work
3. Develop innovative human resources

Beneficiaries of Kaizen

282,000 managers and workers



Source: modified from Homma (2013)



1st Africa Kaizen Award
(at Africa Kaizen Annual Conference in
Tunis in June 2019)

- A to Z Textile Mills Ltd. (Tanzania)
- MAA Garment and Textiles PLC (Ethiopia)

Source: JICA Private Sector Development Group (2020)

Africa Kaizen Initiative (2017-2027)

Publications and Africa KAIZEN Annual Conference



“KAIZEN HANDBOOK” (2018)

https://www.jica.go.jp/english/news/field/2018/180625_01.html



“Applying the Kaizen in Africa: New Avenue for Industrial Development” (2018)

Open access:

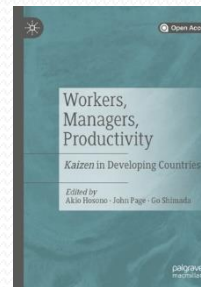
<https://www.palgrave.com/jp/book/9783319913995>



“Workers, Managers, Productivity: Kaizen in Developing countries” (2020)

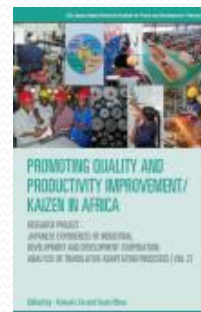
Open access:

<https://link.springer.com/book/10.1007%2F978-981-15-0364-1>



“Promoting Quality and Productivity Improvement / Kaizen in Africa” (2022)

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



Africa KAIZEN Annual Conference (since 2016)

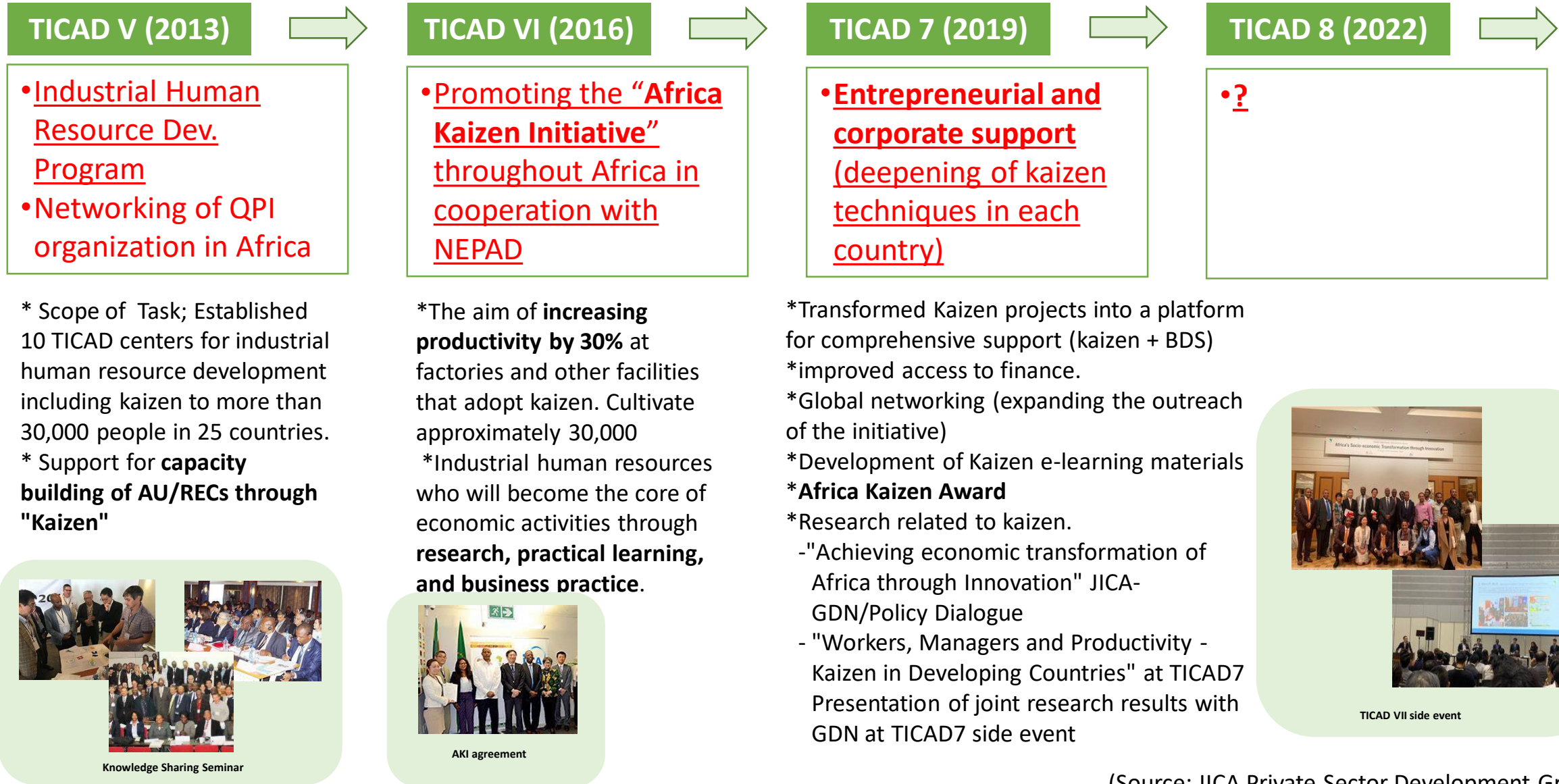
incl. Award Ceremony for the Africa KAIZEN Award (since 2019)

- Addis Ababa, Ethiopia (2016)
- Nairobi, Kenya (2017)
- Durban, South Africa (2018)
- Tunis, Tunisia (2019)
- On-line (2020)
- Dar es Salaam, Tanzania (2021)
- Yaoundé, Cameroon (2022 forthcoming)



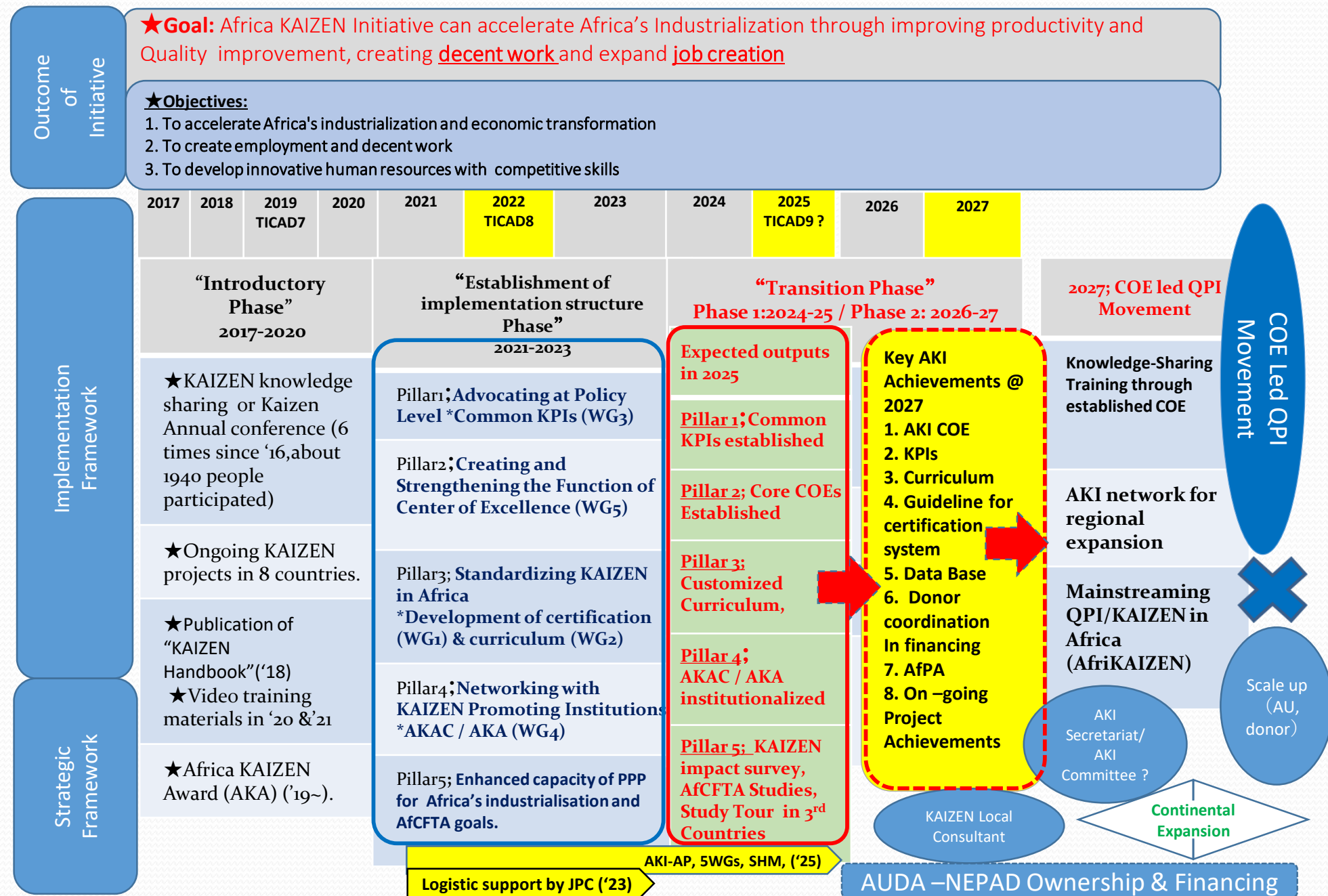
AKAC 2021 in Tanzania: “Opportunities to Accelerate Industrialization and Trade in Africa”

Evolution of Africa Kaizen Initiative along with the TICAD



Africa Kaizen Initiative (2017-2027)

The way forward under consideration



Further consideration

Towards Kaizen for Africa industrialization

1. Kaizen and digitalization

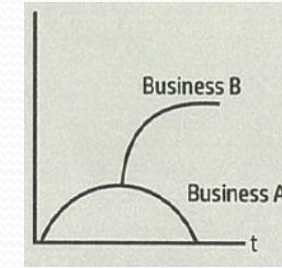
- Foundation for digital-driven (data recording)
- Affinity (SQC origin, data-driven, data sharing)
- E-learning; Remote Kaizen

2. Kaizen and innovation

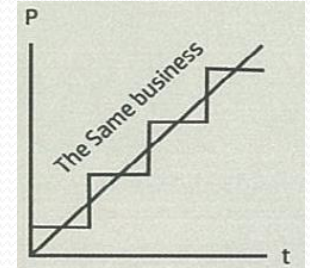
- Incremental innovation with Radical Innovation
- Ladder of Firm Capabilities (World Bank)

3. Kaizen and regional integration

- AfCFTA: African Continental Free Trade Area
- To contribute to readiness for regional integration



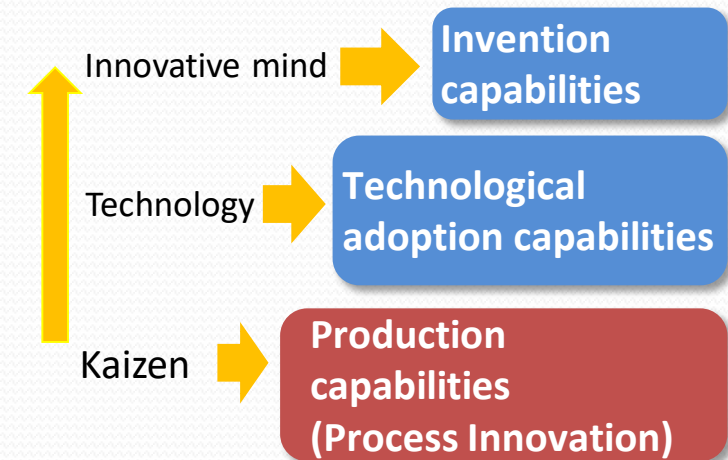
Radical Innovation
<Breakthrough>



Incremental
Innovation <Kaizen>

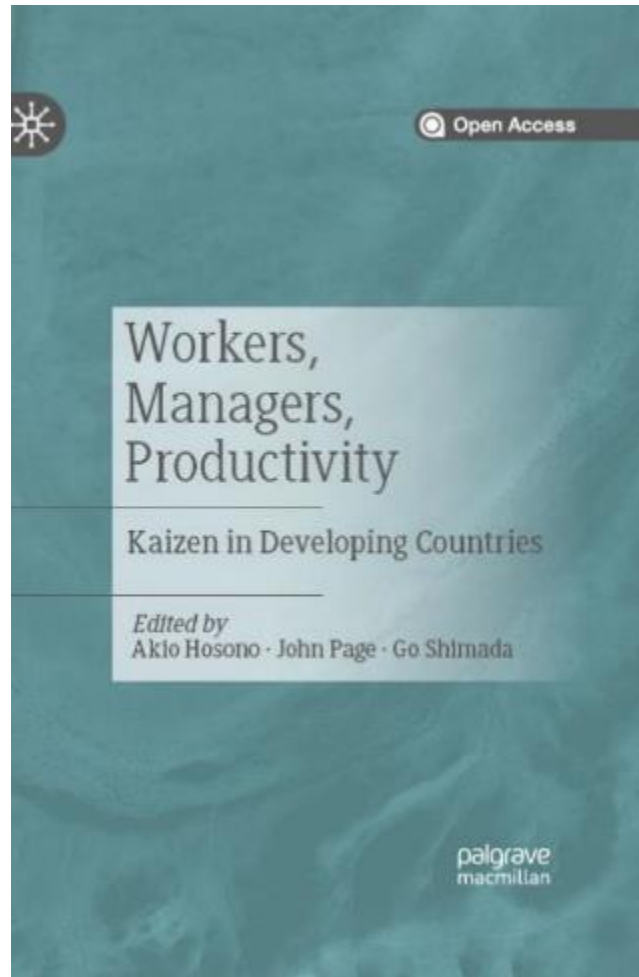
Source: Prof. Shiba, VLFM/CSM Project, modified by JICA

Ladder of Firm Capabilities



Source: World Bank (2017) "The Innovation Paradox", modified by JICA

(For reference) *How Kaizen can contribute to industrialization*
“Workers, Managers, Productivity: Kaizen in Developing Countries”
- Edited by Akio Hosono, John Page and Go Shimada (2020); GDN-JICA RI joint research -



Chapter 1: Overview

Akio Hosono, John Page, Go Shimada

Chapter 2: Industrial Policy, Firm Capabilities and Kaizen

John Page

Chapter 3: Kaizen towards learning, transformation, and high-quality growth: insights from outstanding experiences

Akio Hosono

Chapter 4: Why is Kaizen Critical for Developing Countries? – Kaizen as a Social Innovation in the Era of Global Inequality

Go Shimada

Chapter 5: Kaizen promotion in Ethiopia

Kimiaki Jin

Chapter 6: Kaizen Dissemination through the Government and Private Sector in Southeast Asia: Malaysia, Indonesia, and Myanmar

Toru Homma

Chapter 7: Opportunities for Kaizen in Africa, Developing the Employability of African Youth through Kaizen

Momoko Suzuki, Eriko Sakamaki

Chapter 8: The Role of Kaizen in Participation in the Global Value Chain: The Case in Mexico

Keiji Katai

Chapter 9: Enhancing Learning through Continuous Improvement: Case Studies of the TPS in South Africa

Keiji Ishigame

Chapter 10: Does Management Matters? An Assessment of Kaizen in Brasil

Filipe Lage de Sousa, Mauricio Canêdo-Pinheiro, Bernardo Pereira Cabral, Glaucia Estefânia de Sousa Ferreira

Chapter 11: Kaizen for Small and Medium Sized Enterprises in Vietnam

Vu Hoang Nam, Nguyen Thi Tuong Anh, Doan Quang Hung

Chapter 12: Management Practices and Performance Improvement in Manufacturing Enterprises: The Case in Ghana

Charles Godfred Ackah, Richmond Atta-Ankomah, Johnson Appiah Kubi

Chapter 13: Consequences of Kaizen practices in MSMEs in the Philippines:

Nestor O. Raneses, Nelson G. Cainghog, Mili-Ann M. Tamayao, Kristine Mae C. Gotera

Open Access: <https://www.palgrave.com/gp/book/9789811503634>

“Given its wide range of case studies from across Africa, Asia and Latin America, the book showed evidence in both large and smaller firms that Kaizen resulted in productivity and quality improvements and in some cases, that it enabled firms to upgrade their position in global value chains.”