

Q & A : Accelerating African Industrialization Through the Application of Kaizen and Creating Decent Work

1. Many thanks for the Webinar, especially to JICA. How can a country benefit from the African Kaizen initiatives?

→AKI (Africa Kaizen Initiative) shows a way to accelerate African Industrialization through Kaizen. Companies, Managers, Workers know the concept and improve their productivity with human-centered Kaizen approach. If you need more information, Please visit AUDA-NEPAD website (<https://www.nepad.org/programme/africa-kaizen-initiative-aki>) .

2. Many thanks for the Webinar, especially to JICA. How can a non- member country benefit from the African Kaizen initiatives in terms of the process involved to achieve this. Thank you.

→AKI's key strategies include 1)Advocating at Policy Level, 2)creating and strengthening the Function of Center of Excellence, 3) Standardizing KAIZEN in Africa and 4) Networking with KAIZEN Promoting Institutions around the World. Non-member country would be able to access outputs produced from the activities of AKI. In addition, AKI is not the initiative for only current active member countries but also every African countries. Every African countries can be a member of AKI and discuss together how to introduce Kaizen in their companies and organizations. If you need more information, Please visit AUDA-NEPAD website (<https://www.nepad.org/programme/africa-kaizen-initiative-aki>) .

3. 1. What is the meaning of kaizen? 2. How to situate Kaizen global process in economic activities in Japan? 3. Is it possible to apply Kaizen approach in any activities as education sector? 4. How Kaizen is proceeding in Africa, are all African countries imply in Kaizen?

→1. According to [KAIZEN HANDBOOK \(2018\)](#), the word “Kaizen” as a general term for “techniques and tools for improvement of quality and productivity” was first used in the Japanese manufacturing industry but is now recognized worldwide.

2. Kaizen contributes to improve organizational capabilities. Kaizen drives change in people's mindset and thus functions to develop core capacity of the people as well as functions as an instrument of industrial policy. Although it is difficult to show benefits of such change in the short term, it is important for country's growth in the long term.

3. One of characteristic of KAIZEN is “universal” which indicates its broad applicability: it uses easy-to-use tools and thus allows anyone to implement it, without special technology or equipment, in any field, organization or size. Therefore, it can be applied to other sector

including education.

4. Not all countries imply Kaizen in Africa yet. However, Kaizen is using as a management tool for companies and organizations to improve their sustainability and global competitiveness.

4. Very interesting discussions, thank you. How can a country become a PAPA member state?? thank you

→Thank you for showing your interest. Please contact PAPA website (<https://pa-pa.org/>) .

5. What is the best route for getting Kaizen certification in Africa for a private person?

→It is difficult to decide the best route. Some African countries have Kaizen certification system. A Working Group under AKI is trying to standardize African Kaizen Certification system and we will be able to recognize the achievement in near future.

6. To all panelists, could you tell me some concrete examples that improved quality of products or services while it achieved time, cost saving through KAIZEN?

→Following is one of specific examples observed at one Plastic Product manufacturer in Addis Ababa, the capital of Ethiopia.

Plastic manufacturer in Ethiopia boosts productivity by 20 percent "In December 2016, a letter arrived for JICA expert Kozo Sakai, who is working on Kaizen in Ethiopia. The letter said, "Thanks to Kaizen, our machines' availability time increased by more than 30 percent, our defects dropped, and our overall productivity rose by more than 20 percent," followed by the comment "I want to make Kaizen common." The letter was from a plastic product manufacturer in Addis Ababa, the capital of Ethiopia. It's been about 30 years since the company was founded. Previously, sales were sluggish, the machines producing major products had a low utilization rate and the defect rate was high. The company managers were at their wits' end. Before Kaizen was introduced, the machines were dirty, the wiring was tangled, and the floor was sticky with oil and waste water. Inside the factory, there were so many defective products scattered there was nowhere to stand.

A project team consisting of Mr. Sakai and consultants from the Ethiopian KAIZEN Institute (EKI) gave 180 employees of this company training in the importance of machine maintenance and made them think about the causes of product defects and solutions.

One of the basic tools of Kaizen is something known as 5S: "sort, set in order, shine,

standardize and sustain." In the process of cleaning the machines, workers found loose bolts and oil leaks, and it became clear that the tangled wires were hindering the passage of electric current. Furthermore, as the result of a defect-causes survey, they learned that an operation for applying heat and pressure was being done improperly. After that, improvements came one after another."

[Japanese-Style 'Kaizen' Spreads in Africa; Handbook Near Completion | News | News & Features | JICA](#)

7. To add to the above question to all the panelists. If there is a company in Africa that wants to procure KAIZEN consultations but does not have the funding, how do your organizations support these companies to get the KAIZEN consultations? Or does the company seeking the funding have to go through the KAIZEN organization/government agency's a procurement process?

→ Each country has some supporting organizations providing Business Development Services including KAIZEN, so please contact those organization to figure out what kind of assistance are possible for a company.

8. KAIZEN or 'Kaikaku' is for innovation?

→ Since Kaizen is a management approach to enhance quality and productivity, as much as an approach to enhance human capital, it can be said that Kaizen is one of the key elements of innovation inputs. Furthermore, as Kaizen is a continuous activity to seek improvement in areas of quality of the products, efficiency in business processes and managerial practices, it is also a paramount process to achieve innovation outputs.

9. I am from a technical university. It seems Ghana needs to get more young volunteers to support this to make it. How do I get involve in volunteering to support?

→ In Ghana, JICA is implementing Kaizen related project with Ghana Enterprise Agency. Please contact with GEA or JICA Ghana Office, for further information (<https://gea.gov.gh/kaizen/#>) ([Ghana | Ghana | Countries & Regions | JICA](#))

10. Dear neila, thank you for your summarized overall kaizen implementation performance. I have experience, the main problem for implementing the kaizen are attitude change and specially in government organization kaizen politicized. because of these reasons the implementation performance not as per the expectations. can you share some experiences , how your country overcome such

a kind of challenges ?

→The quality and productivity improvement project in Tunisia achieved its objectives in terms of:

- training of trainers,
- Technical assistance,
- Dissemination and promotion of the KAIZEN culture,

This performance is due to these factors:

- The UGPQP(The Management Unit of the National Program of Quality and Productivity Promotion) is a management unit that works according to measurable objectives and indicators,
- A very important contribution of Japanese experts and managers in the project,
- A motivated and involved staff at the level of the UGPQP.
- Great work on communication and awareness of economic actors with the involvement of all partners has facilitated our work.

11. To Eleonetech, as you share your experiences with other companies, how do you select such companies? Do you make follow-ups to handhold them in their journeys? Is it good 'fodder' to create a national movement through such collaborations?

→We share our experience with other companies, so we invited them to our plant and present our projects. Subsidiaries in the same group, companies that participated in Kaizen competitions, our suppliers, and customers were involved.

Yes, we think that it's a good 'Fodder' to create a national movement. Currently we started by creating a group called: CEO kaizen. In this group companies and participants share their knowledge, experience, and their idea. (By Eleonetech)

12. To Mr. Daami, representing the only private company on this panel. How does your company go about to procure KAIZEN consultants and are there any support mechanisms from the Tunisian government or the Africa Kaizen Initiative partners for the funding?

→Eleonetech didn't receive any funding. The kaizen deployment support mechanisms were through consultants from CETIME(The Technical Center of Mechanical and Electrical Industries) and JICA. Experts from Japan and Tunisia supported Eleonetech by doing visits frequently, Gemba, on job training, group training, selection of projects and close monitoring.