



12 July 2021

Africa Kaizen Annual Conference 2021

2nd Announcement




1. Background

Africa aspires to transform her economy as part of the shared African Union vision - Agenda 2063, a strategic framework for the continent that aims to deliver on a set of goals for inclusive and sustainable industrial development. The plans for achieving this Agenda, however, have been impacted by the COVID-19 crisis and its effects on the world economy as a whole. Africa, with all of her vulnerabilities, has not been spared. Key sectors of the African economy are already stalled under the weight of the pandemic. In addition, COVID-19 has amplified existing challenges by exposing African industries to unexpected internal and external shocks, especially in sectors that rely on external supply chains. These shocks have severely hindered the GDP contributions of affected industries. Although the overall impact of the pandemic on socioeconomic outcomes still remains uncertain, Africa is projected to recover in 2021 from its worst economic recession in half a century. According to the Africa Economic Outlook (AEO) 2021, Africa's GDP is expected to expand by 3.4%, rebounding from a contraction of 3.4% in 2020. In 2022, according to the report, the continent's GDP will grow by 3.6%¹.

A deepening of quality and productivity improvement (QPI), or Kaizen, is expected to help realize the targets and modernization efforts of African industries; to promote the creation of decent jobs and clean and safe workplaces; to improve quality along the value chain of production; to improve the productivity of inputs and outputs and assist in the building of competitive industries; to develop the technical skills of workers and managerial capabilities; to improve business dividends and worker benefits; and to expand investment by generating additional revenue and profits with the same levels of capital, thereby creating additional job opportunities. The cumulative effect of those changes could lead to national, continental, and global competitiveness and induce continental trading initiated by African countries by reducing costs along the production and trading value chain.

Indeed, the introduction of Kaizen moves beyond QPI and reductions in both costs and waste. Kaizen can bring basic changes in the mindsets of business owners, managers, supervisors, and workers. Kaizen cultivates a 'Yes, We Can' attitude. Kaizen rectifies workplace challenges and develops problem-solving skills, eventually building the spirit and practice of creativity and innovation. In

¹ <https://www.afdb.org/en/knowledge/publications/african-economic-outlook>



these ways, companies can turn the adversities brought by the pandemic into opportunities for developing improved and new systems and methods for doing business that enable them to sustain themselves in the changing environment.

In this context, the Japan International Cooperation Agency (JICA) and the African Union Development Agency New Partnership for Africa's Development (AUDA-NEPAD) launched the "Africa Kaizen Initiative (AKI)" in 2017 to accelerate the dissemination of Kaizen activities and their impacts throughout the continent. The Africa Kaizen Annual Conference (AKAC) has been held since 2016 as one of the core activities of the AKI. AKAC has served as a platform for stakeholders to expand their networks, share knowledge, and deepen their understanding of Kaizen activities for the last five years. The number of participants has been increasing year after year.

This year, Tanzania hosts an Africa Kaizen Annual Conference in 2021 (AKAC2021), a gathering for the sharing of experimental knowledge, best experiences, and information, and for the stimulation of regional cooperation for industrialization through the nurturing of the Kaizen/QPI movement in Africa.

2. Objectives:

AKAC2021 aims to promote and upgrade Kaizen/QPI in African countries through the following activities:

- a. mutually learning the know-how and practical experiences of Kaizen/QPI and other business support activities in Africa and the rest of the world;
- b. strengthening and expanding the network among Kaizen/QPI practitioners, promoters, and researchers at the global level; and
- c. comprehending and conveying key messages from Kaizen/QPI and business promoters and practitioners to African heads of states, policymakers, and business communities.

3. Theme:

Opportunities to Accelerate Industrialization and Trade in Africa: Streamlining Kaizen/QPI with Digital Technologies, Start-ups, SME Development, and Home-Grown Economic Activities in Africa

4. Dates:

From 24th August, Tuesday, to 26 August, Thursday, 2021

5. Modality:

A hybrid of an online conference and onsite events. The online conference will consist of a three-day program bringing together more than 20 countries across

the African continent through live connections. A series of onsite events in Tanzania will also be broadcasted as a non-interactive live stream for online audiences.

Because of the restrictions of international travel imposed during the COVID-19 pandemic, we regret to inform you that we are unable to invite most of the participants from outside of Tanzania to take part in the onsite events in AKAC2021.

Day 1 and Day 2 are open to the general public. Day 3 is only open to AKI stakeholders and Kaizen/QPI practitioners (members of JICA Kaizen Projects in Africa, members of the PAPA member organizations, and other people involved in AKI).

6. Language:

English and French (simultaneous interpretation provided online)

7. Hosting venue:

Hyatt Regency Dar es Salaam, Tanzania and online/webinar

8. Hosts:

The Government of Tanzania,
African Union Development Agency (AUDA-NEPAD),
Japan International Cooperation Agency (JICA)

9. Tentative Program: (Tanzanian time (GMT/UTC+3²) is indicated)

Day 1: 24 August, Tuesday, 2021 (Open Session)

11:30-14:00 *Online international conference* focusing on the policy implications of Kaizen/QPI and regional integration toward industrialization.

1) Opening Session: (30 minutes)

Remarks by Ms Keiko Sano, DG of the Economic Development Dept.,

² Schedule for the online seminars of participating countries: 08:30-11:00 (Burkina Faso, Ghana), 09:30-12:00 (Cameroon, Nigeria, Tunisia), 10:30-13:00 (Botswana, Malawi, Namibia, South Africa, Zambia, Zimbabwe), 11:30-14:00 (Egypt, Ethiopia, Kenya, Tanzania), 12:30-15:00 (Mauritius), 17:30-20:00 (Japan).

Time management, one of the important features of Kaizen/QPI, is a key challenge in Africa. The conference is an opportunity to demonstrate the quality and productivity of our own work as Kaizen promoters by performing good time management.

JICA

Remarks by the Representative of Africa Union Commission (TBD)

Opening remarks by the Minister of Tanzania (TBC),

2) Keynote speech: (15 minutes)

“Emerging Needs of Industrialization in Africa - Development of Home-Grown Solutions and Regional Connectivity/Integration in the Digital Era to Accelerate Manufacturing and Trade,” by Dr. Ibrahim Mayaki, CEO of AUDA-NEPAD (TBC). The speech may cover issues related to the quality improvement, standardization, and conformity of products/services in Africa.

3) Presentation on the activities of the Africa Kaizen Initiative (AKI) in 2020/21: (25 minutes)

Presentation focused on “The Current Activities (AKI-AP 2021) of AKI and How They Can Contribute to the African Continental Agenda.” QPI and the competitiveness of industries in Africa may be covered.

4) Cross-continental panel discussion: (60 minutes)

“How to Strengthen the Competitiveness of African Firms and Businesses, and the Roles of Stakeholders (government, financial institutions, regulatory bodies, and business entities) in a Changing Environment.” This online session will link participants from several sites in Africa and other parts of world (see Attachment 1).

5) Wrap-up: (10 minutes)

15:30-17:00

Onsite event: roundtable discussion on the “Acceleration of Industrial Development through KAIZEN in Tanzania (non-interactive live stream for online audiences)” (see Attachment 2)

Day 2: 25 August, Wednesday, 2021 (Open Session)

09:00-10:30

Onsite event: virtual factory visit presented at the conference hall as a video screening, followed by a live Q&A session (non-interactive live stream for online audiences, see Attachment 3)

11:30-14:00

Online international conference focused on Kaizen/QPI good practices and the start-up of new businesses by private firms and public offices.

1) Introduction: (10 minutes):

2) Presentation on the Tanzanian model: (45 minutes)

KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster)

- (see Attachment 4)
- 3) Panel discussion by business owners: (30 minutes)
Discussion by Business Owners on good practices for Kaizen/QPI, the start-up of new businesses, and innovative approaches (see Attachment 5).
 - 4) Africa Kaizen Award Ceremony 2021: (60 minutes)
Announcement of awardees³ recognized as Outstanding and Excellent performers of Kaizen/QPI (see Attachment 6).
 - 5) Wrap-up: (5 minutes)

Day 3: 26 August, Thursday, 2021 (Closed Session)

11:30-14:30 *Online international conference* focused on Kaizen/QPI-promoting institutions engaged in the Africa Kaizen Initiative Action Plan.

- 1) Introduction: (10 minutes)
- 2) Presentation on AKI research: (30 minutes)
The outputs of comparative studies of AKI activities and the importance of customization/translative adaptation (see Attachment 7)
- 3) Presentation on the performance of the AKI-AP (2021-2025) WGs: (60 minutes)
The progress of 5 Working Groups (WGs) and possible linkages with business development services and start-up support as a way forward (see Attachment 8)
- 4) Discussion by the stakeholders: (30 minutes)
Open discussion on the AKI 2021 action plan, the progress of WGs and how to institutionalize management mechanisms for AKAC and AKA
- 5) Endorsement of the documents: (30 minutes)
Explanation and endorsement of the AKAC2021 communique and the inputs for an updated Africa Kaizen Initiative Action Plan
- 6) Closing Session: (20 minutes)
Wrap-up and remarks by the hosting organizations (MIT, AUDA-NEPAD and JICA)

17:00-18:00 Reception (onsite event)

10. Registration for participation

³ An online presentation session for AKA nominees will be held in an earlier week in August for the evaluation and selection of the awardees.

Registration through the following steps will start from 12 July 2021.

Those who register through the following steps will be emailed the necessary zoom link and manual/instructions for conference participation by no later than 23rd August (one day before Day 1).

Participation in the conference is free of charge, though participants are expected to cover the costs for their internet connections.

(1) The general public: online registration

Please register for Day 1 and Day 2 using the following website. (Day 3 is a closed session open to AKI stakeholders only). Please enter the necessary information in the on-line registration form and submit the form before 20th August You will receive an automatic reply when your registration is complete. (If you do not receive an automatic reply you probably entered the wrong email address).

<https://forms.gle/bEenmREciTu9FcaU6>

Using the same on-line registration form, you can register, as an audience, for the online presentation of Kaizen activities by nominees of the Africa Kaizen Award 2021 to be held between 12:00 and 15:00 (GMT/UTC+3) on 17-19 August. Please see the Attachment 6 for details. Those who want to watch the presentation, please register by 9th August. You will receive the necessary zoom link by 16 August at the latest.

(2) AKI Stakeholders: through Kaizen/QPI institutes

Please register using the designated Excel file sent from the secretariat to Kaizen/QPI institutes (Organization of AKI Stakeholders) in your country. Each organization is requested to send the secretariat the registration data for all of its registering members. Please email the data to the following addresses by 9th August.

ohga.jica@gmail.com; hisayo.echigo@jpc-net.jp;

Register.AKAC2021@gmail.com;

Be aware that only those who have registered using the designated Excel file can join the program on Day 3 (Closed session).

Using the same Excel file, you can register, as an audience, for the online presentation of kaizen activities by nominees of the Africa Kaizen Award 2021 to be held on 17-19 August between 12:00 and 15:00 (GMT/UTC+3). Please see the Attachment 6 for details. Those who registered for the online presentation will receive the necessary zoom link by 16 August at the latest.

(3) Participants in-person in Tanzania

The events at Hyatt Regency are open only to participants who bring invitation letters with them. If you have no invitation, please chose one of the two choices above.

11. Implementing structure

Organizers	AUDA-NEPAD, Tanzanian Government, JICA
Supporting Organization	Pan African Productivity Association (PAPA)
Secretariat	AUDA-NEPAD, JICA, JPC

For inquiries, please contact the secretariat at the following e-mail address:

2021AKAC@gmail.com

Attachments

1. Panel discussion on “How to Strengthen the Competitiveness of African Firms and Businesses in the Global Economy, and the Roles of Stakeholders in a Changing Environment” (Day 1, webinar)
2. Roundtable Discussion on the “Acceleration of Industrial Development through KAIZEN in Tanzania” (Day 1, onsite event)
3. Virtual Factory Visit (Day 2, onsite event)
4. Presentation on the Tanzanian Model, “KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster)” (Day 2, webinar)
5. Panel Discussion by Business Owners on good practices for Kaizen/QPI and the start-up of new businesses by private firms (Day 2, webinar)
6. Award Ceremony for the Africa Kaizen Award 2021 (Day 2, webinar)
7. Presentation on Research on the Africa Kaizen Initiative (AKI) (Day 3, webinar)
8. Presentation on the Performance of the Africa Kaizen Initiative Action Plan (AKI-AP 2021-2025) Working Group I-V (Day 3, webinar)
9. Exhibition and Poster Presentations (Days 1-3, onsite event)

Attachment 1

Panel discussion on “How to Strengthen the Competitiveness of African Firms and Businesses in the Global Economy, and the Roles of Stakeholders in a Changing Environment.”

(Webinar)

1) Objective and Key Messages

The usefulness and effectiveness of the Kaizen approach under and beyond the COVID pandemic was reaffirmed in the last Kaizen Annual conference in 2020. Yet African firms and businesses are still fairly uncompetitive in the global business environment compared to the rest of the world. Through this panel discussion, we seek to explore the root causes of the lagging competitiveness of African firms in the global economy and to find concrete solutions that can be put in place to remedy this situation through the efforts of various stakeholders in the African business ecosystem and policy environment.

2) Key questions for panellists:

- a. What are the main reasons and issues underlying the lagging competitiveness of African firms and businesses in the global economy and markets?
- b. Why have we been persistently unable to address the issues affecting the competitiveness of African businesses/firms for so many years?
- c. How can the above issues be conquered, given the current context: how, by when, and by whom?
- d. What roles should government, financial institutions, regulatory bodies, and business entities play?

3) Program:

- 12:50-12:55 Moderator introduces the session
- 12:55-13:20 Panellists respond to key questions
- 13:20-13:30 Each panellist answers a question from the moderator
- 13:30-13:40 Q&A with the participants
- 13:40-13:50 Moderator summarizes the session

4) Panellists (TBD, about five members in total)

- Mr. Toru Homma, Senior Advisor on Industrialization, JICA
- African Financial institutions
- Regulatory body
- Private sector / Business
- Mr. George Murumba, Industrialization Policy and Development Unit, AUDA-NEPAD (Moderator)

Attachment 2

Roundtable Discussion on the “Acceleration of Industrial Development through KAIZEN in Tanzania” (Onsite event)

1) Aim of the Session

- Tanzanian stakeholders will elaborate a scenario for industrial development in the country based on the Framework for Quality and Productivity Improvement (KAIZEN) in the Manufacturing Sector 2020-2030 (FKM 2020-2030) (promoting KAIZEN in the manufacturing sector), and clarify the key roles of the Ministry of Industry and Trade (MIT) and other stakeholders.
- International participants and audience members will gain insight into the planning and implementation of a nationwide KAIZEN promotion program.

2) Key messages

- At a national level, to encourage stakeholders to participate in the operationalization of FKM 2020-2030.
- At a continental level, to use FKM 2020-2030 as a good practice in other African countries.
- To share experience on how Tanzania localizes and promotes KAIZEN activities.

3) Program

Time	Program	Caretaker
15:30 – 15:40	Introduction of the panellists, topic, and related facts	Moderator
15:40 – 16:20	Panel discussion on the topic presented	Panellists
16:20 – 16:55	Questions and comments from the floor	All
16:55 – 17:00	Conclusion	Moderator

4) Proposed Candidates for the Roundtable Discussion (TBC)

No	Roundtable Panellists	Responsibility
1.	Ally Gugu (DTI – MIT)	1 st Presenter
2.	Dr. Edwin Mhede	Discussant
3.	Xavey Shabbil – Vice President CTI	2 nd Presenter
4.	Prof. Emmanuel Mjema – CBE Rector	Discussant
5.	Dr. Angelina Sijaona – MoH	3 rd Presenter
6.	Prof. Sylvester Mpanduji – DG (SIDO)	Moderator

Attachment 3

Virtual Factory Visit (Onsite event)

1) Introduction

To show the success of KAIZEN implementation in Tanzania, a video production crew will visit a KAIZEN-practicing factory in Tanzania to produce a “Virtual Factory Visit” to be shared with other countries participating online (Onsite event with a non-interactive live stream for remote audiences).

2) Aim of the session

- AKAC participants will learn from successful cases of KAIZEN implementation in Tanzanian factories.
- To provide an overview of KAIZEN activity implementation and gain the benefits of continuous improvement by sharing realistic experiences using Videos and PowerPoint presentations.
- Also helpful for showing the positive changes from the *Gemba*

3) Key message

Understand how Tanzanian Industries are enhancing KAIZEN culture.

4) Program

Time	Program	Caretaker
9:00 – 9:20	Raha Beverage Company Ltd. – Video screening	Moderator
9:20 – 9:45	Questions and Answers	Representative of Raha Beverage Company Ltd.
9:45 – 10:05	Kioo Ltd. – Video screening	Moderator
10:05 – 10:30	Questions and Answers	Representative of Kioo Ltd.

Attachment 4

**Presentation on the Tanzanian Model
“KAIZEN Service Provision to Industrial Clusters (KAIZEN x Cluster)”
(Webinar)**

1) Aim of the Session

To share the approach, achievements, and lessons learned

2) Key Messages to Be Shared with Participants

- The cluster development approach has been promoted in Tanzania as a pathway to industrialization.
- KAIZEN is meaningful to individual firms, as is already known. Moving forward, the dissemination of the KAIZEN concept and KAIZEN implementation can be enhanced using an industrial cluster framework.

3) Program

Time	Program	Caretaker
20 min.	Presentation	Speaker(s)
25 min.	Questions and comments from the floor	All

4) The following regions in Tanzania have implemented the KAIZEN x Cluster program.

S/N	Regions	Clusters	Trainers
1.	Dodoma	UWAZAMAM	Sempeho Manongi, Richard Benaya
		Dane Holding Ltd.	Meitalami Nyangusi, Crispin Kapinga
2.	Morogoro	MECI – Morogoro Metal Engineering Cluster Initiative	Allen Mhidze, Emmanuel Zakayo Lilian Godwin, Joan Nangawe, Grace Makoye
3.	Mbeya	MRG – Mbeya Rice Group	Francis Stewart, Jane Lyatuu Baraka Israel, Stanley Kibakaya
4.	Kagera	SIDO Karakana	Nina Nchimbi, Peter Kilima
			Maneno Maporo, John Lelo

Attachment 5

Panel Discussion by Business Owners on Good Practices for Kaizen/QPI, the Start-up of New Businesses, and Innovative Approaches (Webinar)

The session will invite eminent businesspeople who have won awards from the Africa Kaizen Award (AKA), the business competition for start-up businesses (NINJA; new innovation with Japan), and the Home-Grown Solution Acceleration Program (HGS) during the COVID-19 pandemic to share their views on business challenges, opportunities, and business development supports provided by the public sector.

1) Aim of the session

Panellists will be asked to share their own views on some of the following questions. The session focuses on a broader context of Kaizen encompassing the capabilities of firms in marketing, financial management, and innovation.

- How a business can be challenging, innovative, and sustainable in an environment shaped by globalization, digitalization, and the COVID-19 pandemic.
- How Kaizen and other business management and marketing methods can create opportunities for businesses in Africa.
- How Kaizen in management and marketing can contribute to the start-up of new businesses, import substitution, and supply-chain development.
- How the public sector can provide support to private businesses and create better business opportunities in the context of the African region.

2) Panellists

Moderator: TBD

Panellists: Companies that have won awards in the AKA, NINJA, and HGS competitions

Attachment 6

Award Ceremony for the Africa Kaizen Award 2021 (Webinar)

1) Aim of the Session

This session will be held to formally announce the outstanding and excellent awardees in the “large-scale organization” and “small & medium organization” categories in the Africa Kaizen Award 2021. 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.

2) Program (12:55-13:55 / UTC+3)

Moderator: Ms. Rena Kato

- | | |
|-------|---|
| 12:55 | Introduction |
| | Ms. Takako Ueno explains and introduces the awarding system, the evaluation criteria, the members of the examination committee, and the rewards |
| 13:05 | Ms. Takako Ueno introduces the organization entrants |
| | The examination committee announces the awardees and introduces each awardee by a short slide presentation. The awardees make a three-minute speech. |
| | <ul style="list-style-type: none">- Excellent awardee in the “small & medium organization” category- Outstanding awardee in “small & medium organization” category- Excellent awardee in the “large organization” category- Outstanding awardee in the “large organization” category |
| 13:35 | Comments by the EC, Prof. Hiroshi Osada |
| 13:45 | Congratulatory speeches by:
Representative of PAPA (TBC)
Representative of the AUDA-NEPAD |
| 13:55 | Mr. Kimiaki Jin announces on the way forward and closes session |

Online Presentation by the AKA2021 Nominees

The nominees of the AKA2021 will make 15 minutes online presentation on their Kaizen/QPI practices and achievement between 12:00 and 15:00 (GMT/UTC+3)⁴ on 17, 18, 19 August 2021.

Those who want to watch the presentation as audiences, please register for the AKA2021 Online Presentation using the website or the designated Excel file. You will receive the necessary zoom link and final program of the session not later than 16 August 2021.

Tentative program of the online presentation is as follows.

17 Aug, Tue	18 Aug, Wed	19 Aug, Thu
11:30-12:00 Test	11:30-12:00 Test	11:30-12:00 Test
12:00-12:10 Introduction	12:00-12:05 Introduction	12:00-12:05 Introduction
12:10-12:35 LO 1	12:05-12:30 SMO 1	12:05-12:30 SMO 7
12:35-13:00 LO 2	12:30-12:55 SMO 2	12:30-12:55 SMO 8
13:00-13:15 break	12:55-13:20 SMO 3	12:55-13:20 SMO 9
13:15-13:40 LO 3	13:20-13:35 break	13:20-13:35 break
13:40-14:05 LO 4	13:35-14:00 SMO 4	13:35-14:00 SMO 10
14:05-14:15 Overall comment and wrap up	14:00-14:25 SMO 5	14:00-14:25 SMO 11
	14:25-14:50 SMO 6	14:25-14:50 SMO 12
	14:50-15:00 Overall comments and wrap up	14:50-15:00 Overall comments and wrap up

LO: large scale organization, SMO: small and medium scale organizations

Each presentation consists of 15 minutes pre-recorded video presentation, 5 minutes live questions and answers, and 5 minutes interval. The audiences can send questions through Q&A function of zoom if there is time.

⁴ 09:00-12:00 (Burkina Faso, Ghana), 10:00-13:00 (Cameroon, Nigeria, Tunisia), 11:00-14:00 (Botswana, Malawi, Namibia, South Africa, Zambia, Zimbabwe), 12:00-15:00 (Egypt, Ethiopia, Kenya, Tanzania), 13:00-16:00 (Mauritius), 18:00-21:00 (Japan).

Attachment 7

Presentation on Research on the Africa Kaizen Initiative (AKI) “Quality and Productivity Improvement in Africa” (Webinar/closed)

1) Aim of the Session

The JICA Ogata Research institute publishes a research report on QPI in Africa, focusing closely on AKI, as a part of a research project on the “Japanese Experience of Industrial Development and Development Cooperation: Analysis of Translative Adaptation Processes.” The report consists of 7 chapters on the following topics.

Chapter 1: Overview: Technology Transfer on Quality and Productivity Improvement in Africa and Its Implication for Translative Adaptation

Kimiaki Jin and Izumi Ohno

Chapter 2: National Movements for Quality and Productivity Improvement in Japan and Singapore: From a Perspective of Translative Adaptation

Izumi Ohno and Getahun Tadesse Mekonen

Chapter 3: Key Success Factors for Quality and Productivity Movement (Kaizen): The Case of African Countries

Getahun Tadesse Mekonen

Chapter 4: A Comparative Study of Kaizen Projects in Tunisia and Ethiopia

Tsuyoshi Kikuchi

Chapter 5: The Africa Kaizen Award: Its Practice and Contribution to QPI in Africa

Norman Faull

Chapter 6: Which one does Africa need, Innovation or Kaizen?

Tomonari Takeuchi

Chapter 7: Development of Non-Cognitive/Socio-Behavioral Skills through Kaizen in the Era of Digital Transformation

Kimiaki Jin

The session aims to present the key findings, arguments, and recommendations from the research project.

2) Program

- Introduction of the research project and a presentation of its key findings by Kimiaki Jin, team leader of the project (15 minutes)
- Commentary by Hamieda Parker, Associate Professor, University of Cape Town (10 minutes)
- Responses to commentary and questions submitted through chat-box. (5 minutes)

Attachment 8

Presentation on the Performance of the Africa Kaizen Initiative Action Plan (AKI-AP 2021-2025) Working Group I-V (Webinar/closed)

1) Aim of the session and key messages to be shared with participants.

The main aim of the session is to report the progress of 5 Working Groups (WGs) established to work on cross-cutting issues of AKI-AP 2021-2025 and explore the possible linkage with business development services and start-up support as a way forward.

The AKI (2017-2027) consists of four strategic activities to realize its objectives; (i) advocacy at the policy level; (ii) standardizing Kaizen activities in Africa; (iii) establishing and strengthening the functions of Centres of Excellence (Kaizen institutes/counterpart organizations), and (iv) networking Kaizen institutes/counterpart organizations with global Kaizen/productivity institutions.

Standardizing Kaizen activities in Africa serves two purposes: to maintain the quality of training and consulting services and to form a basis for improving this service continuously through customization and institutionalization in Africa.

Establishing and strengthening the functions of centres of excellences: the main AKI strategic activity in this regard is to effectively and efficiently implement Kaizen/QPI projects in Africa.

Networking: this strategic activity can be said to be the most fully delivered compared to the others. The Africa Kaizen Annual Conference (AKAC) and the Africa Kaizen Award (AKA) are the major annual activities conducted to support implementing countries in networking both intra- and inter-nationally.

The issues presented, issues discussed, and recommendations made in all conferences have been reviewed, and those found to be important, relevant, and timely are to be included in AKI-AP 2021-2025. Five highly significant and cross-cutting issues have been selected, and five Working Groups (WGs) composed of members from 20 countries have been formed to work on them:

- WG I: designing a consultant certification system;
- WG II: crafting training curriculum for consultant development and company training;
- WG III: developing common key performance indicators (KPIs);
- WG IV: Institutionalization of AKAC and AKA; and
- WG V: establishing and strengthening Centers of Excellence.

2) Program (12:00-13:00 / UTC+3)

- Moderator: Mr. George Murumba
- 12:00-12:05 Moderator introduces the session
- 12:05-12:40 Reports on WG Activities (7 Minutes each)
- 12:40-12:55 Q&A with the participants
- 12:55-13:00 Moderator summarizes discussion points and the way forward

Exhibition and Poster Presentations

(Onsite event)

At Hyatt Regency Dar es Salaam

Exhibition of products/services

- Tanzanian companies will be invited to exhibit and sell their products and services at the AKAC2021 venue in Dar es Salaam.
- Space for about five exhibitors will be available at the venue.

Poster Presentation

- KAIZEN institutes, productivity centers, and other organizations in Africa that promote the dissemination of KAIZEN knowledge and techniques will be called to submit artwork for poster presentations on their activities and achievements.
- The posters will be printed and displayed in the foyer/lobby area, and conference visitors will vote (or score) to determine the winner(s).
- The posters will be presented online in a call for votes (or scores) from online AKAC participants
- The winner(s) will be announced and awarded at the reception on Day 3.