Africa Kaizen Annual Conference (AKAC) 2020

Data Collection Survey on Promotion of 'Global Kaizen Network in African Region'

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1. Outline of the survey

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1. Outline of the survey

Outline of the survey (1)
-Background-

Since the establishment of Africa Kaizen Initiative (AKI) between AUDA-NEPAD and JICA in April 2017, there has been modest achievement in promotion of AKI.

- ✓ AKAC has been held 4 times since 2016 and about 570 people participated.

- ✓ Africa Kaizen Award (AKA) started since 2019.

- ✓ KAIZEN Handbook was compiled in the summer 2018 and shared among African countries.

- ✓ Video training materials "how to cope with COVID-19 by utilizing Kaizen" was published.

Outline of the survey (2)
-Background-

Based on consultations and inputs from many countries especially during the past AKAC, the following five issues have emerged as key challenges:
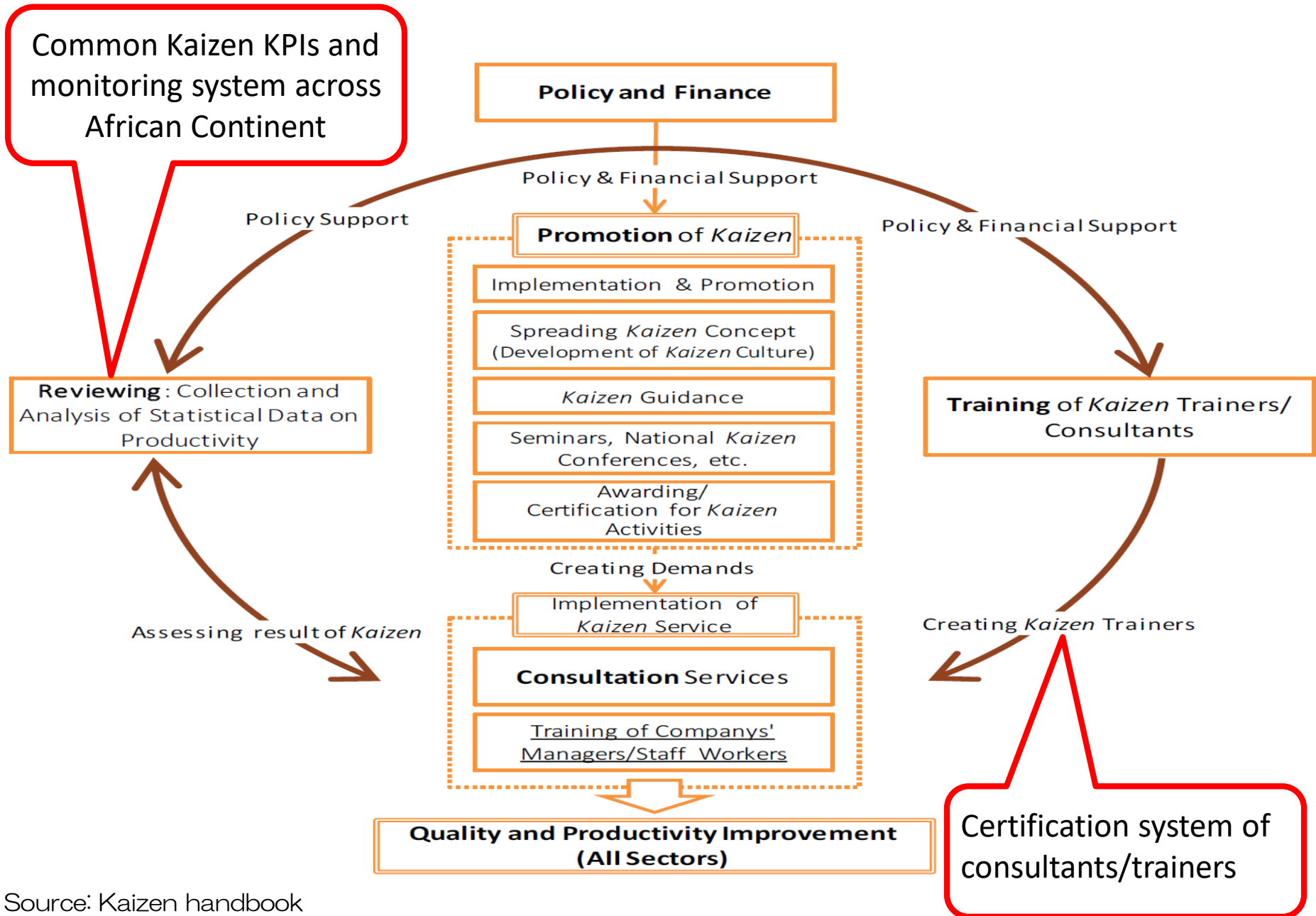

a.   Establishment of certification system for Kaizen consultants/trainers

b.   Set of Common Key Performance Indicator (KPI) of Kaizen effects

c.   Development of monitoring methodology for Kaizen effectiveness

d.   Utilization of e-learning for efficient Kaizen study and human resource development

e.   Need of strengthening of partnership among member countries, local communities and donors

Outline of the survey (3)
-Expected Outcomes-

a. Making proposals and trials on the <u>certification systems</u> for Kaizen consultants/trainers.

b. Making proposals and trials on African cross-regional Kaizen indicator <u>(Common KPI)</u> in order to figure out promotion of understanding by managers and policy makers and Kaizen effects at macro level.

c. Making proposal on <u>"Monitoring System of Common KPI" to transmit at high-level meetings.</u>

d. Examining the development of an <u>African cross-regional "Kaizen・e-Learning System" plan</u> amongst AKI stakeholders.

e. Gathering information <u>on AU member countries, regional economic communities, and partners.</u>

System of Activities Necessary for Promoting Kaizen

Common Kaizen KPIs and monitoring system across African Continent

Certification system of consultants/trainers

Policy and Finance

Policy & Financial Support

Policy Support

Policy & Financial Support

Promotion of *Kaizen*

Implementation & Promotion

Spreading *Kaizen* Concept (Development of *Kaizen* Culture)

Kaizen Guidance

Seminars, National *Kaizen* Conferences, etc.

Awarding/ Certification for *Kaizen* Activities

Reviewing : Collection and Analysis of Statistical Data on Productivity

Training of *Kaizen* Trainers/ Consultants

Assessing result of *Kaizen*

Creating Demands

Implementation of *Kaizen* Service

Consultation Services

Training of Companys' Managers/Staff Workers

Creating *Kaizen* Trainers

Quality and Productivity Improvement (All Sectors)

Source: Kaizen handbook

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Outline of the survey (4)
-certification systems for Kaizen consultants-

Why very few certification system in Africa?

Our Assumption;

Positioning of Kaizen promotion organizations in the government of each country is different, as are their legal systems, so that there are difficulties in following a standardized procedure of Kaizen Handbook.
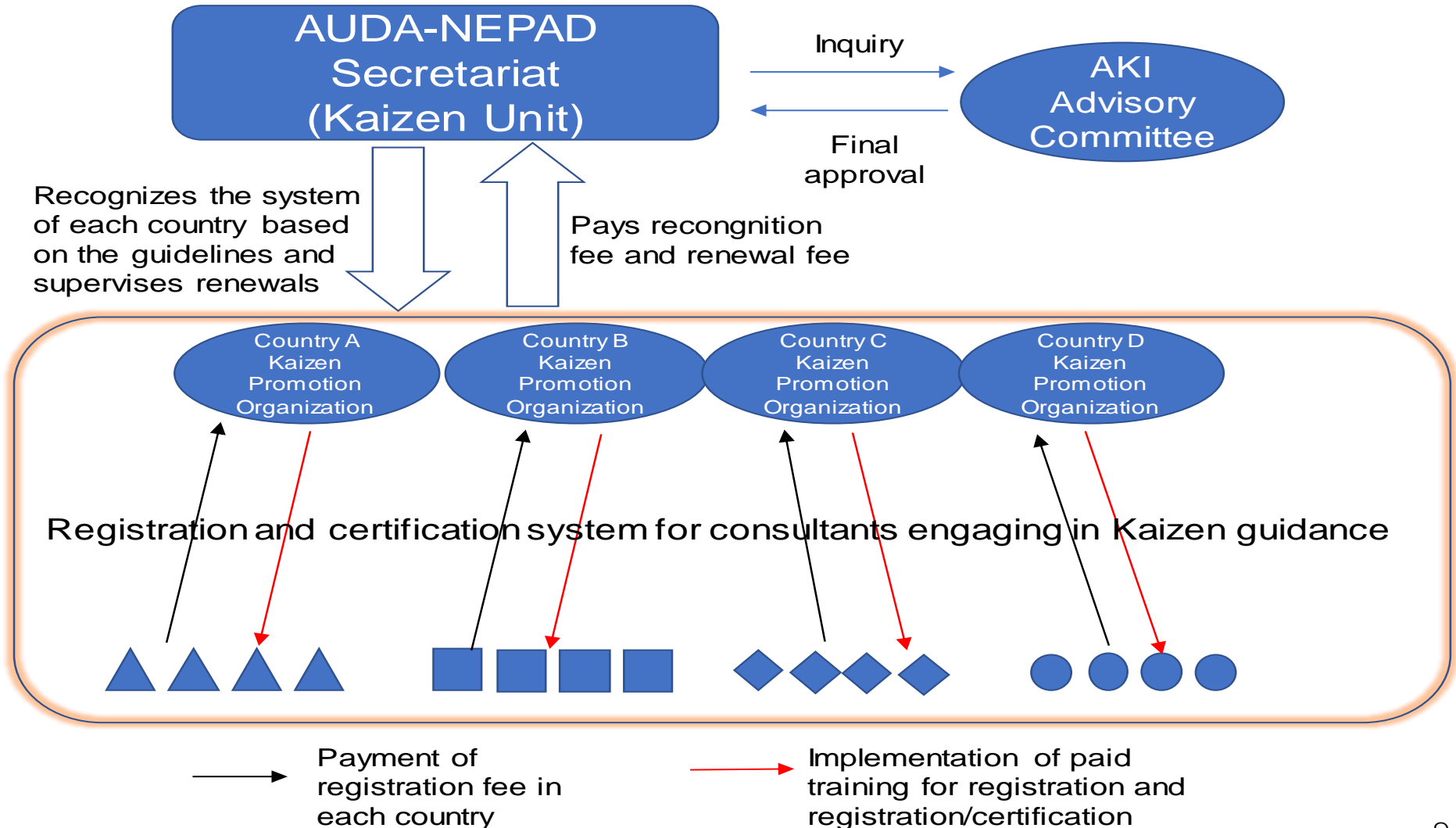
Therefore;

Aiming at setting the certification system requirements (level setting) will be left up to each country. On the other hand, AUDA-NEPAD will present guidelines, and the recognition systems that meet these guidelines by AUDA-NEPAD.

⇒With this as support, each country should kindly aim for this model in setting up each certification systems.

Outline of the survey (5)
-certification systems for Kaizen consultants-

AUDA-NEPAD Secretariat (Kaizen Unit)

Inquiry

AKI Advisory Committee

Final approval

Recognizes the system of each country based on the guidelines and supervises renewals

Pays recongnition fee and renewal fee

Country A Kaizen Promotion Organization

Country B Kaizen Promotion Organization

Country C Kaizen Promotion Organization

Country D Kaizen Promotion Organization

Registration and certification system for consultants engaging in Kaizen guidance

Payment of registration fee in each country

Implementation of paid training for registration and registration/certification

Outline of the survey (4)
-certification systems for Kaizen consultants-

Why Common Kaizen KPIs necessary in Africa?

- In order to figure out promotion of understanding by policy makers and Kaizen effects at macro level.

How should we have Common Kaizen KPIs in Africa?

- To recognize output indicators and outcome indicators separately.
- "Output" refers to the short-term effects of Kaizen, while "outcome" is the long-term effects. Necessary to collect both indicators.
- To make KPIs as monetary based as possible

⇒ Firstly, we need this as consensus

Outline of the survey (7)
-Common KPIs-

Output indicators	Qualitative indicators	Making workplace irregularities easy to discover through Visual Management and 5S.		
	Quantitative indicators	Can be converted into monetary value	Directly linked to enhancing added value	Calculated according to product shipping price or raw material costs, etc., and based on the various "outcome indicators" listed in the Kaizen Handbook (e.g. labor productivity, defective rate, etc.).
			Not directly linked to enhancing added value	
		Cannot be converted into monetary value	"Activity and Environmental Indicators" listed in the Kaizen Handbook (e.g. evaluation using 5S scorecard, QCC ratio, number of accidents, etc.)	
Outcome indicators	Qualitative evaluation	Functional skill, managerial skill, etc. (Can be quantified by creating tools.)		
	Quantitative evaluation	Layer 1	Sales, operating profit, ordinary profit, market share (%), etc. (If the actual amounts cannot be disclosed, rates of change may also be considered.)	
		Layer 2	Customer satisfaction, employee satisfaction, employee skill rate, etc.	

Outline of the survey (8)
-Monitoring system of Common KPIs-
Output Indicators

	In Companies	In Countries	Transcontinental	
Actor	Kaizen consultants of each country	Kaizen promotion organization officers of each country	AUDA-NEPAD officers	
Content of collected data	· Labor productivity (person-hours) in model area · Defective rate · Yield rate · On-time delivery rate · Waste reduction volume	Aggregates the raw data for the five indicators at left and Kaizen rates for each by sector	Aggregates the data in a format that is easy to use for AUDA-NEPAD advocacy such as by sector, by regional economic communities (RECS), by SDG theme, etc.	
	· Monetary amounts directly linked to enhancing added value that can be converted into monetary value	Aggregates the data at left by sector		
Frequency	Sequentially after completion of each company's Kaizen implementation	Once every six months (discussions necessary in the same span)	Once every year (discussions necessary in the same span)	
Method	Transition from submission of Excel files through individual emails to submission via a simple data base using G-Suite			
Recording/ reporting format	After compiling the Kaizen results sheets, enters data into Excel files for reporting (or into the database after its creation).	Aggregates and edits the Excel forms used for the reporting at left ⇒ Aggregates and edits through the database after its creation	Aggregates and edits the Excel forms used for each country's reporting ⇒ Aggregates and edits through the database after its creation	
Feedback method	Includes Kaizen results sheet in company reports	Creates annual Kaizen reports	Creates the African Kaizen White Paper	

Outline of the survey (9)
-Monitoring system of Common KPIs-
Outcome Indicators

	Company	Country	Transcontinental
Actor	Kaizen consultants of each country	Kaizen promotion organization officers of each country	AUDA-NEPAD officers
Content of collected data	Sales, operating profit, ordinary profit, and market share, etc. of each company (If actual figures cannot be disclosed, rates of change are also considered.)	Actual totals or average rates of change for sales, operating profit, ordinary profit, market share (%), etc.	Aggregates the data in a format that is easy to use for AUDA-NEPAD advocacy such as by sector, by RECS, by SDG theme, etc.
	Customer satisfaction, employee satisfaction, employee skill rate, etc.		
Frequency	Six months and one year after completion of each company's Kaizen implementation	Once every six months (discussions necessary in the same span)	Once every year (discussions necessary in the same span)
Method	Transition from submission of Excel files through individual emails to submission via a simple data base using G-Suite		
Recording/ reporting format	After compiling the Kaizen results sheets, enters data into Excel files for reporting (or into the database after its creation).	Aggregates and edits the Excel forms used for the reporting at left ⇒ Aggregates and edits through the database after its creation	Aggregates and edits the Excel forms used for each country's reporting ⇒ Aggregates and edits through the database after its creation
Feedback method	Includes Kaizen results sheet in reports for company	Creates annual Kaizen reports	Creates the African Kaizen White Paper

Outline of the survey (10)
-Kaizen e-learning system-

Proposal 1

Survey items
① E-learning materials
② Delivery method
③ Method of use
④ Fee system
⑤ Contents platform
⑥ System management
⑦ Structure for promoting use, etc.

Kaizen e-learning

Based on **Kaizen E-learning** Survey results

(1) E-learning development and utilization plan (proposed)
・Lessons learned and challenges based on survey results
・Survey implementation items
・Role of the AKI, etc.
(2) Proposal of survey target countries

Proposal 2

① Platform
・Study servers

Study the use of existing e-learning platforms, including cloud services

② Confirm usage needs

Kaizen e-learning

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After advancing the consultant registration/certification system, study the addition of contents if necessary.

③ Comparison with Ethiopia

Survey items
② Delivery method
③ Method of use
④ Fee system
⑤ Contents platform
⑥ System management
⑦ Structure for promoting use, etc.

(1) Usage plan in the survey target countries

(2) Development and usage plan for African regions in survey target countries after trial operation (proposed)

2. Results of the "Questionnaire for collecting information on AKI activities" sent on June 2020

Results of the questionnaire (1)

✓ This research is jointly implemented by AUDA-NEPAD (supported by Mr. Getahun) and JICA survey team.

✓ 17 Kaizen related organizations out of 21 recipients kindly answered.

✓ Among the questions some are related with the core component of this survey, focusing on certification system and Common KPIs.

✓ Very first step to move forward, therefore, further discussion necessary.

Results of the questionnaire (2)

Question 37-1; What will be the main challenges if you try to establish it officially in your country?

【Main Answers】

・Funding

・The level of resilience of the legal and regulatory framework of the price management system

・Challenges may arise from private consulting companies that have their own certification system.

・Lack of trained and certified local expertise to spearhead the accreditation system

・There is need to have an appropriate policy and legislative framework to support and give credibility to the accreditation system.

Results of the questionnaire (3)

Question 37-3:What are/will be the incentives to promote Certification/Accreditation System of Kaizen consultants in your country?

【Main Answers】

‐Promote the certification/accreditation as Nationally/ Africa recognized

‐ Publish the names of consultants in new magazine of Kaizen organizations.

‐ Annual conference and honoring graduates of consultants.

‐ Appreciation certificate from the Government.

‐ Funding

Results of the questionnaire (4)

Question 38-1: What are the common KPIs to evaluate the results of Kaizen in your country?

【Main Answers】

・Number of consultants trained

・Number of assisted enterprises

・Value added

・ Profit

・ Cost reduction

・ Production output

・ Inventory, Waste (space and inputs), Number of accidents/incidents, Sick leaves, Machine Downtimes, Machine utilization, Number of Customer Complaints, Idle time

Results of the questionnaire (5)

Question 38-3: Is your organization trying your best to accumulate and integrate the KPI to make more macro based KPI of Kaizen in your country? If you think it is difficult to be standardized what are the challenges?

【Main Answers】

・ KPIs listed are commonly used, standardization will not be a challenge.

・ The lack of a formal legally constituted framework.

・ We thought that training on logic and calculation is necessary.

・ Traditional ways of doing things/Negative reaction to change

・ We need to have Kaizen Centre of Excellence championing Common KPIs.

Results of the questionnaire (6)

Question 38-5:It is expected that the accumulated KPIs in your country should be more integrated as an African continent level in the near future. In this sense, what kind of data is realistic/desirable to assess the Kaizen effect in African continent for the advocacy of the top officials?

【Main Answers】

・Increase in Productivity on the production line/Reduction of the Default Products Ratio

・Company performance data – profit and loss statements

・Sales amount, profit, total assets, number of employees, ratio of value added. varied ratio, fixed cost are desirable data to assess Kaizen effects in African Continent

Results of the questionnaire (7)

【Summarization about certification system of Kaizen consultants】

✓ Most countries recognized the importance of setting up certification system in each country.

✓ However, some feel difficulty in the legal framework and few experience and human resources to move forward.

✓ Maybe we need the consensus that certification system will lead to the more demand of Kaizen services

【Summarization about Common KPIs and its monitoring system】

✓ Almost all the countries recognized the importance of monetary based KPIs for cross continental KPIs to persuade higher officials.

✓ However, some training or guidance for each country will be necessary to do so.

3. Way forward of the survey

Wayforward of the survey

Due to COVID-19 pandemic it is difficult not only to visit and have a direct discussion but also to make the plan of the survey. However.....

【Expected Timeline of this survey】

◆ September～November 2020: Separate and detailed discussion about the components of the survey to understand the needs and difficulty in each country.

 ≪Committee from related countries with AUDA-NEPAD will be set up to move forward≫

◆ December 2020: Summarization of each discussion and make the revised implementation plan (2nd version).

◆ From January 2021: Trying to start the model projects (certification and KPIs) in Country X and/or Y

◆ June 2021: Next AKAC for the reporting of the model projects.

Thank you so much for your attention