

Research Project - Japanese Experiences of Industrial Development  
and Development Cooperation:  
Analysis of Translative Adaptation Processes

Volume II

**Promoting Quality and Productivity Improvement / *Kaizen*  
in Africa**

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Presented by Kimiaki Jin

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# The research project - Japanese Experiences of Industrial Development and Development Cooperation: Analysis of **Translative Adaptation** Processes

- The objectives of the **overall research project** are:
  - identifying the characteristics of Japanese experiences of industrial development and development cooperation; and
  - drawing implications for how to facilitate the translative adaptation process in developing countries.
- The research project focuses on **three key areas**:
  - Volume I: industrial policy,
  - Volume II: quality and productivity improvement (QPI)/Kaizen in Africa**, and
  - Volume III: skill development.

QPI/*Kaizen* focuses on activities under the framework of **Africa Kaizen Initiative (AKI)**

## Volume II: Promoting Quality and Productivity Improvement / *Kaizen* in Africa

The topics of the book include:

- (i) an overview of Japanese development cooperation for the promotion of *Kaizen* in Africa (Chapter 1 by **Jin** and **Ohno**);
- (ii) Japanese and Singaporean experiences introducing and promoting *Kaizen* (Chapter 2 by **Ohno** and **Mekonen**);
- (iii) insights into key success factors for QPI/*Kaizen* based on the review of the JICA-supported *Kaizen* projects in eight countries (Chapter 3 by **Mekonen**);
- (iv) a comparative analysis of the implementation of JICA-supported *Kaizen* projects in Tunisia and Ethiopia (Chapter 4 by **Kikuchi**);
- (v) an assessment of the practices and process of the Africa *Kaizen* Award and the Africa *Kaizen* Annual Conference (Chapter 5 by **Faull**);
- (vi) a theoretical review and insights into the new relationship between *Kaizen* and innovation, with reference to the case of M-PESA in Kenya (Chapter 6 by **Takeuchi**);
- (vii) the role of *Kaizen* activities in human development, with special attention to non-cognitive/socio-behavioral skills in the era of digital transformation (Chapter 7 by **Jin**).

## Volume II: Promoting Quality and Productivity Improvement / *Kaizen* in Africa

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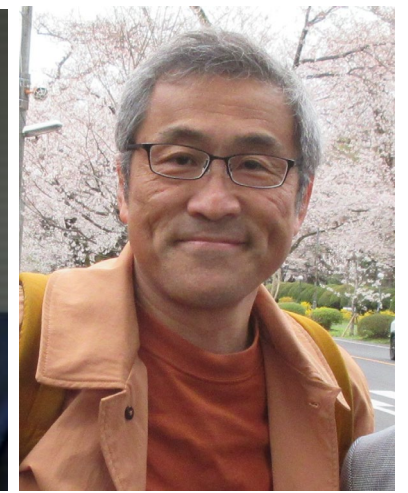
Tsuyoshi Kikuchi



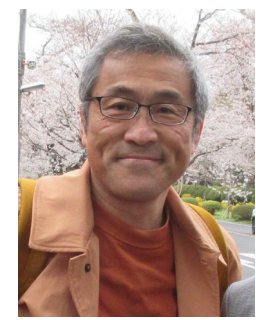
Norman Faull



Tomonari Takeuchi



Kimiaki Jin



# Customization and Translative Adaptation

## (Chapter 1 by Jin and Ohno)



- ❖ *Kaizen* is an **evolving term**, and its tools and methodologies are changing, as continuous improvement, in the circumstances of each destination.
- ❖ The concept of **customization** includes flexible application of *Kaizen* methods and activities to modify them based on the local reality that workers and managers face in respective shop floors (*Gemba*)
- ❖ **Translative adaptation** is about the adaptive acceptance of advanced systems and new cultures by developing countries in the process of modernization.
- ❖ People who examine foreign technologies **from the viewpoint of the inside value structure** of the recipient side play an important role in translative adaptation.
- ❖ In this way, translative adaptation highlights the importance of **ownership on the recipient side.**



## Cases in **Japan** and **Singapore** (Chapter 2 by Ohno and Mekonen)



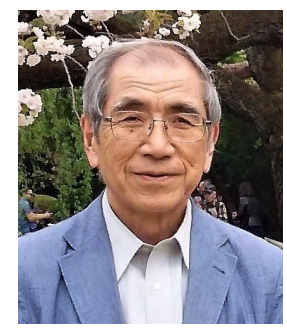
- ❖ **Japan** and **Singapore** took **different approaches** to designing and implementing national movements for quality and productivity improvement.
- ❖ In **Japan**, the national movement was initiated with strong ownership of **private organizations** (JMA, JUSE, JPC and other private firms).
- ❖ In **Singapore**, the Productivity Movement was **a government-led initiative**, in which Japanese support was effectively used, especially in the 1980s.
- ❖ Six factors for successful translative adaptation and transformation of mindset of the people are identified
  - (i) **National commitments** for quality and productivity movement
  - (ii) **Institutional infrastructure** for quality and productivity movement
  - (iii) **Grass-roots awareness** raising and participation
  - (iv) **Standardized training** and consulting programs
  - (v) **Industry-academia-government partnership** for quality and productivity movement
  - (vi) Development of **private sector capability** to sustain quality and productivity improvement



## Cases of **Eight JICA-supported Countries** under AKI (Chapter 3 by Mekonen)

Based on questionnaire survey and review of the reports of JICA projects in eight African countries, **eight recommendations** are proposed to promote the six success factors identified in Chapter 2 in the context of Africa:

- (i) Kaizen institutes have **to win competition** with many other institutions to gain government support and budget;
- (ii) Kaizen institutes/units have to craft **a roadmap, strategy, and action plan** in line with national development plans;
- (iii) Primarily, countries have to take advantage of their **current institutional arrangements**;
- (iv) Motivating and encouraging companies to share costs and eventually **pay for Kaizen services** from the extra profit they are gaining;
- (v) Using **the Kaizen Handbook** as minimum requirements to standardize *Kaizen* training and consultancy programs;
- (vi) Giving special attention to **industry-academia-government linkages**;
- (vii) Encouraging companies to **promote team formations** (5S committees, QCCs, and TPM teams) in customized ways;
- (viii) Preparing '**Executive Briefing Notes**' for political leaders / policy makers.



# Comparison between Cases of **Tunisia** and **Ethiopia**

## (Chapter 4 by Kikuchi)

### Tunisia

- ❖ Tunisia aims at training *Kaizen trainers* (with enthusiasm, cooperativeness, leadership).
- ❖ The UGPQ/UGPQP has been a temporary organization based on a collaborative system involving the national technical centers (*collaborative type*).

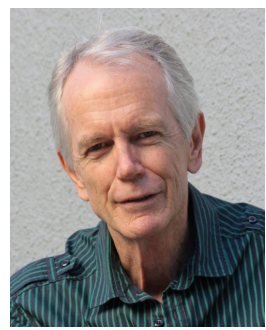
### Ethiopia

- ❖ Ethiopia emphasizes the training of *Kaizen consultants* (problem identification / solutions).
- ❖ The EKI was established as the core organization receiving the JICA cooperation in the country (*independent type*). EKI is taking the leading role in *Kaizen* promotion.

### Implication

- ❖ Tunisia may be in a better position to master *advanced Kaizen* technologies as the next step. This is because the core institution of *Kaizen* promotion in Tunisia, can mobilize knowledge on *inherent technologies* of each sub-sector of industry from collaborative centers.





# Africa Kaizen Award and Africa Kaizen Annual Conference

## (Chapter 5 by Faulf)

### Recommendations relating Africa Kaizen Award 2019

- ❖ The **impact and motivation** from Conferences and Awards on private organizations **wanes quickly**. A revision to, or addition to, the Award may be necessary.
- ❖ It is recommended that the criteria and their weightings of the AKA be **periodically revised**.
- ❖ It is further recommended that the AKA secretariat join with the **Global Excellence Model (GEM) Council**.

### Recommendation relating Africa Kaizen Annual Conference 2019

- ❖ The Nominees and Nominators of AKA come from different populations, often with quite different priorities and interests. In future AKACs, it is recommended that **a separate function for the nominees and the nominators be organized**.

### Other Recommendation

- ❖ **Without its visionary, concerted and resolute adoption** by significant national industry associations or top-level government departments, the **JICA stimulus for translative adaptation is likely to wane**. One must ask, 'If not now, when?'

# Cooperation of Government-Industry-Academia

## Chapter 1

- ❖ Promotion of knowledge creation through **action research** that aims to contribute to intervention in the field through discussion, data collection and feedback of research findings to the practitioners in the ongoing activities.

## Chapter 3

- ❖ The responses of countries concerning the **involvement of scholars** in *Kaizen* practices in Africa can be said to be at **an extremely low level**, and this might indicate its effect on the low pace of customization and the development of new improvement technologies.

## Chapter 4

- ❖ In Tunisia, a dissemination and enlightenment **seminar** on quality/productivity improvement (*Kaizen*) for university lecturers and a seminar for university students have been organized.
- ❖ In Ethiopia, a *Kaizen* **master's degree course** as well as a *Kaizen* **PhD course** have been established in the university during the project period.
- ❖ JICA's industrial development cooperation should be designed to promote **collaboration between various organizations, bodies, associations, universities**, at each level.

# Way forward for AKI

## Translative adaptation at the continental level (standardization)

- ❑ Sharing information to accelerate translative adaptation at the continental level (*Africanization of Kaizen*).
- ❑ Selecting those that are applicable to the region as **standard models** in Africa.

## Government-industry-academic cooperation

- ❑ Formulating collaboration systems of three parties to promote translative adaptation at the **country level** as well as the **continental level**, including our research project.

## Institutionalization of **AKAC** and **AKA**

- ❑ Establishing operation and management systems of AKAC and AKA as a concrete step of and an essential basis for promoting **translative adaptation**.