

**Institutionalization
of
Africa Kaizen Annual Conferences (AKACs)
and Africa Kaizen Awards (AKAs)**

Working Group IV

Third Quarter Activities (July-September 2022)-Feasibility Study

Activities/Items	Status of Performance		
Planned Activities	Fully Completed: mark (©)	Outputs	Remarks
Setting up of 5 subgroups to look into the 5 proposed scenarios	(©)	5 scenarios drafted in terms of features, process, finance, advantages and challenges	
3 Working Groups meetings	(©)	Discussion on outputs of the subgroups	
Drafting of an Interim report	(©)	Creation and comparison of scenarios, narrowing down the scenarios	Feedback and comments from stakeholders needed for further elaboration of the feasibility study

Structure of the feasibility study

	Issues to be analysed	Status
January to March 2022	Analysis of the current management and administrative system of AKAC and AKA <ul style="list-style-type: none">• Activities, number and workload of staff of the current secretariat• Authority and technical justification of the current secretariat• Infrastructure, facilities and financial resources of the current secretariat	Done
April to June 2022	Design of the expected functions of the secretariat <ul style="list-style-type: none">• Ideal roles and activities of the secretariat in order to improve sustainability of AKAC and AKA operations• Legitimacy and social and technical justifications of the secretariat• Financial resources required for infrastructure, facilities, staff members	Done
July to September 2022	Creation of scenarios for comparison	Done
October to December 2022	Evaluation and prioritization of the scenarios	WIP

Scenario 1: AUDA-NEPAD strengthened by secondments

Scenario 1	Advantages	Challenges
<p>Features</p> <ul style="list-style-type: none"> • The secretariat is hosted by AUDA-NEPAD • Three secondments from AKI stakeholders (national institutions) • Agreement between AUDA-NEPAD and AKI stakeholders (three national institutions) <p>Preparatory Process</p> <ul style="list-style-type: none"> • Selection of the national institutions • Signing of the agreement between AUDA-NEPAD and the national institutions • Recruitment of actual persons to be seconded • Legal and practical process for deployment <p>Finance</p> <ul style="list-style-type: none"> • National Institutions cover human costs • AUDA-NEPAD covers operational costs • JICA and other DPs support national institutions 	<ul style="list-style-type: none"> • Current reputation of AUDA-NEPAD and its existing infrastructure and facilities can be used • There is a budget line for AKI in AUDA-NEPAD and JICA may cover part of operational costs of AKAC and AKA under umbrella of AKI until 2027 • AUDA-NEPAD can establish functional Kaizen Unit stated in the MOU with JICA and gain capacity <p>- Creation of functional Kaizen unit in AUDA is one of actions under AKI agreements between AUDA and JICA</p> <p>- It would be good for AUDA to strengthen its capacity as a development agency of AU</p>	<ul style="list-style-type: none"> • We are not sure if there are any institutions that can send the secondment to AUDA-NEPAD by relying on their own expenses. <u>We need to collect comments from AKI stakeholders</u> • Legal process for AUDA-NEPAD to accept secondment is very time consuming - includes preparation of passport and visa/work-permission, and preparation for residence and transportation. The process also requires approval by the government of South Africa (a host government of AUDA-NEPAD) • AUDA-NEPAD does not have enough workspace, equipment (laptop) and communication as well as operational cost for secondees • Three full-time secondees throughout a year may be too much for only AKAC and AKA because of seasonal workload. But seasonal secondees is not an option because of time consuming process of secondment • Collaboration among three secondees is important <ul style="list-style-type: none"> - If three secondees are sent from different institutes, member of AUDA-NEPAD should coordinate overall activities and perform leadership to create good teamwork such as smooth communication and mutual support of the secondees - There must be a system to hedge the risks of one or two members failing to assign the secondment timely • In order to avoid time consuming preparation process and shortage of operational cost, formation of a team through remote work may be an alternative although stronger leadership taken by AUDA-NEPAD member is inevitable

Scenario 2: One National Institute delegated

Scenario 2	Advantages	Challenges
<p>This scenario is to be considered in the absence of a continental concept (like APO) which is not established yet- (in the short and medium term before the setting up of a sound continental body)</p> <p>Features</p> <ul style="list-style-type: none"> • AUDA-NEPAD delegates one national institution to be the secretariat based on Expression of Interest. • The institution needs to continue a role of secretariat for at least 5 years- • Shared expertise <p>Preparatory Process</p> <ul style="list-style-type: none"> • AUDA-NEPAD announces terms of reference of the secretariat (for example a qualified institution, stable etc.) • Criteria should cover the financial capacity of the institution to take the responsibility of the secretariat • Invitation to all Kaizen Institutions/NPOs in Africa for Expression of Interest and proposals are received from national institutions. • AUDA-NEPAD /Examination committee of AKI to evaluate and select one of the institutions that has volunteered • Roles and expectations as a secretariat should be clear (by the terms of reference) <p>Finance</p> <ul style="list-style-type: none"> • National institution covers human and operational costs for additional function to be done by someone in the institution 	<ul style="list-style-type: none"> • Significant accumulation of know-how in one organization to create effective mechanism • Existing management structure of the selected institute, its infrastructure and facilities can be used. So there is no risk to create operational capabilities • Africanisation of the AKI (communication, more interactions from Africa initiated) can be possible since the institution takes responsibility 	<ul style="list-style-type: none"> • Selection process of the national institution should be objective and transparent which may be a challenging work for AUDA-NEPAD • There may be a risk of “Ego” if selection is not implemented in transparent manner • Without irregular collection of the membership fee, the national institution may face difficulty to continue its function. • Compulsory Membership fees- for secretariat to organise events/research <ul style="list-style-type: none"> - Bank account, audited accounts, managing meetings, collecting annual fees and donations and managing expenses (typical functions of a secretariat) • Annual membership fees (2500 USD) Commitment from participating institutions to attend events, conferences etc-own funding • Change of the head of the institution responsible for the secretariat-AKI may create a risk of continuity if the new head doesn't prioritize the secretarial work (a continuity risk). • Proper documentation of all the processes/standardised operational procedures • It is not clear how AUDA-NEPAD and JICA support the national institution. JICA may provide technical support

Scenario 3: Rotation among Centre of Excellence candidates

Scenario 3	Advantages	Challenges
<p>Features</p> <ul style="list-style-type: none"> JICA may commit to create COEs at AKAC2022 and will provide its support to implement training program for neighbouring countries (third country training program). COEs (4-5) are selected by JICA in a very transparent way (based on the assessments by candidates (self-assessment), practitioners, the third party assessors and after site visits by JICA) COE carry out function of the secretariat in rotation (every 2 years). <p>Preparatory Process</p> <ul style="list-style-type: none"> Candidates of COE are shortlisted by JICA and Working Group V at AKAC 2022 4-5 COEs are selected * JICA may announce its support to COE candidates (through training) COEs agree on their order of rotation and implement the role of secretariat <p>Finance</p> <ul style="list-style-type: none"> National institutions cover human and operational costs AUDA-NEPAD and JICA support the national institution(s) as CoEs Private sector sponsorship in each country AKAC hosting government to sponsor the event, fully or partly 	<ul style="list-style-type: none"> JICA may support training activities of selected COE even after 2027 JICA and COE can create good partnership in terms of secretariat functions and expertise in QPI/KAIZEN Institutional framework with multiple pillars may be a resilient system COEs should be experts in Kaizen/QPI knowledge and therefore should have the capability to transfer knowledge to the continent COEs are recognised bodies in KAIZEN/QPI in their respective countries- a brand that can attract sponsorship initiatives from international bodies Rotation involving other external committees may enhance AKI continuity as more members get to learn and be experienced in the secretariat role 	<ul style="list-style-type: none"> Weak accumulation of knowledge on AKAC and AKA due to rotation 2 years rotation may not be enough to accumulate management know how of the AKAC and AKA Rotation may also hinder progress if incoming secretariat does not have the same energy levels as the outgoing one As a counter measure rotation every 2 years proposed with 1-2 persons from each COE secretariat to work with next identified COE (transfer of knowledge from each national institution to another (building capacity among African institutions and establishing a strong network) can be considered We may not be able to identify a COE for 2022-2023 (next AKA and AKAC) Institutions may not be ready to take the functions of the secretariat in the short term as they might need to focus on bridging gaps as COEs/ working on areas of improvement identified during assessments Selected candidates for the secretariat need to find funds (Government and private sector) to cover operational and HR costs Role of other institutions that are not selected as COE is limited

Scenario 4: Activation of PAPA as secretariat

Scenario 4	Advantages	Challenges
<p>Features</p> <ul style="list-style-type: none"> • PAPA is revitalized and functional to carry role of secretariat. • PAPA manages the secretariat by own membership fee and support from development partners. <p>Preparatory Process</p> <ul style="list-style-type: none"> • AUDA-NEPAD and PAPA sign an agreement on collaboration. • PAPA memberships are expanded to all AKI stakeholders. • PAPA carry out a role of the secretariat. <p>Finance</p> <ul style="list-style-type: none"> • PAPA covers human and operational cost by membership fee. • AUDA-NEPAD, JICA and other DP (e.g. ILO) support PAPA. 	<ul style="list-style-type: none"> • PAPA is an existing international body for productivity improvement in Africa that can provide relatively equal benefits to member countries and can create a synergy on a continental scale • AUDA-NEPAD and PAPA are preparing to sign on MoU for cooperation to make PAPA a technical wing of AUDA-NEPAD in quality and productivity improvement • PAPA can build financial capacity through the involvement of current member states and other financial partners • PAPA has strategic partnership with other international organizations such as ILO • Existing international framework can be used • PAPA can also share past experience and challenges of on promoting productivity improvement and management of an international organization • This can be a special opportunity for PAPA to improve own ability to take international leadership • PAPA was able to cope with the COVID 19 pandemic and survived despite financial difficulties • Japan is an ally of choice and can support PAPA • PAPA employed one (1) full time member of staff at the beginning of 2022, who is the administrator responsible for the day-to-day operations of the PAPA Secretariat 	<ul style="list-style-type: none"> • In PAPA member countries, there are many organizations that are AKI stakeholders but not member of PAPA. However, PAPA can accept only one organization from one country • PAPA does not have capacity to implement international event by itself since its capacity of secretariat in Productivity SA is very weak. • PAPA has been inactive for the last several years due to its weak capacity. Vitalization of PAPA is an issue • Francophone States are poorly represented. So PAPA has little experience in working with French-speaking states • Low financial involvement of States and lack of financial means • Low audience in Africa

Scenario 5: Status quo (no change)

Scenario 5	Advantages	Challenges
<p>Features</p> <ul style="list-style-type: none"> JICA continues to manage the secretariat by contracting out its work to JPC. <p>Preparatory Process</p> <ul style="list-style-type: none"> JICA extends its contract with JPC (that will terminate in 2023) until 2027 Although there is no clear commitment on this issue by JICA, JICA highly value AKI and may continue current system if there is no other option <p>Finance</p> <ul style="list-style-type: none"> JICA covers major cost of the secretariat. National institutions cover cost of own (online) participation 	<ul style="list-style-type: none"> No additional arrangement is required 	<ul style="list-style-type: none"> Weak ownership of and limited accumulation of know-how in African side <ul style="list-style-type: none"> Process of AKAC and AKA operation is led by Japanese side because JPC needs to be accountable for JICA to implement them smoothly in principle There is no scenario to manage and implement AKAC and AKA after 2027 <p>There is a risk that JICA terminates AKI at 2027 if ownership of African side remains weak as a motto of TICAD is “Ownership and Partnership.”</p>

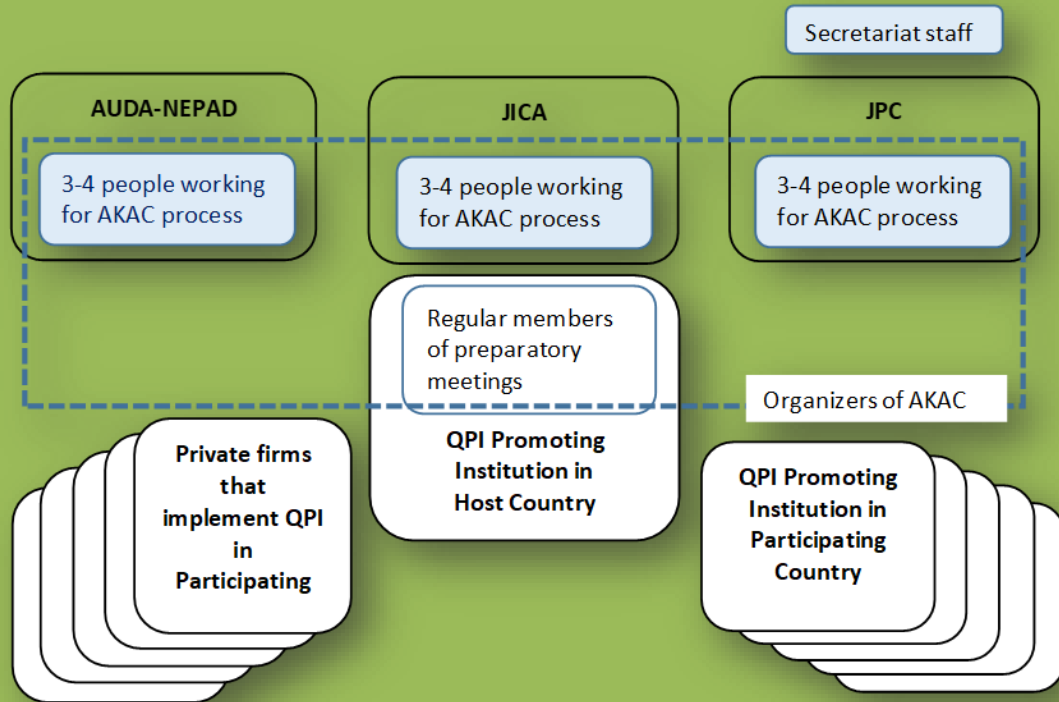
Prioritization of scenarios

Criteria	Rank 3 (high)	Rank 2 (medium)	Rank 1 (low)
Legitimacy and authority	Globally recognizable	Recognisable in the continental level	No recognition at the beginning
Easiness of Preparatory Process	No technical uncertainty	Challenging process	New process without experience
Possible timeline to realize	Within 2 years	3-5 years	more than 5 years (after AKI period)
Staffing for implementation	Equipped with capable staff	There are capable staff but need training.	No capable staff at the beginning
Internal control	Strong leadership and enforcement are expected	no visible advantage and risks as organization	Weak leadership and enforcement system
International experience	Rich experience with international activities	Some experience with international activities	No experience in international activities
Financial sustainability	Concrete measures available to mobilise resource	Possible resource mobilization but not tested.	No realistic possibility to mobilize resource
AKI Stakeholder engagement	All stakeholders can actively engage in the process	Some stakeholders can engage.	No engagement of stakeholders in the process

	Scenario 1 AUDA Secondment	Scenario 2 One National Institute	Scenario 3 Rotation of COEs	Scenario 4 Activation of PAPA	Scenario 5 Status Quo
Legitimacy and authority	3	1	2	3	2
Easiness of Preparatory Process	1	1	2	2	3
Possible timeline to realize	1	2	2	2	3
Staffing for implementation	2	3	3	1	3
Internal control	1	2	3	1	2
International experience	3	1	2	3	2
Financial sustainability	2	2	2	2	2
Stakeholder engagement	2	1	2	2	2
Total	15	13	18	16	19

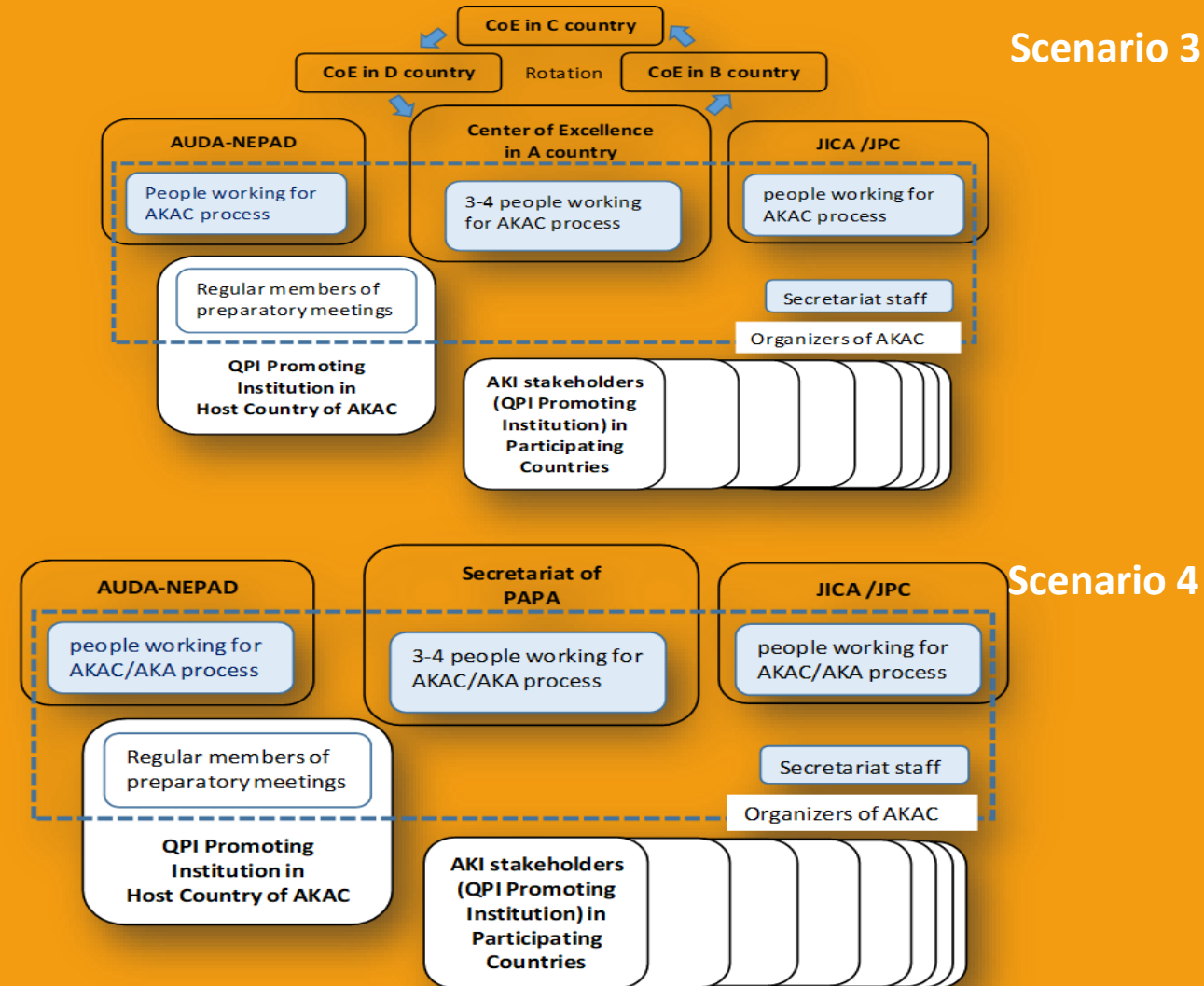
Actual

Structure of secretariat of AKAC 2021



Planned

Proposed structure with scenarios 3 and 4



THANK YOU

