



# AKI : WORKING GROUP 2

## SUMMARY OF THE ACTIVITIES

### AKAC 2023 ETHIOPIA

OCTOBER, 10<sup>TH</sup>, 2023

**WG 2: DEVELOPED KAIZEN STANDARD CURRICULUM**  
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# PRESENTATION SUMMARY:

1. The **objectives** of the WG 2.
2. The **major tasks** accomplished.
3. The expected **outputs**.
4. The **deliverables** achieved.
5. The major **challenges** faced by the WG 2.
6. The **countermeasures** taken by the WG 2.
7. The WG 2 **self-evaluation** of our achievements.
8. The **recommendations** of the WG 2 to implement the deliverables and **issues** to be considered during AKI-AP 2024-2027.

# 1. The major objectives of the WG 2 :

(REF: AKI ACTION PLAN (2022-2023) TOR for WG II : Standardization of Curriculum and Training Materials)

The major **objectives** of WG II are:

1. To **visualize the skill set** of Kaizen consultants defined in Kaizen Handbook;
2. To **compare the defined skill set** with the Kaizen consultant and training status of each country;
3. To **summarize the issues, develop and horizontally deploy** a program to **fill the GAP** between the current situation of member countries' Kaizen implementation and Kaizen Handbook.
4. To ensure the process of **completing the standardized curriculum and training materials** for Kaizen modules referring to the KAIZEN handbook.
5. To produce a **suitable, applicable and acceptable** recommendations on **'Standardized Kaizen/QPI Programs'** for different scales of **African Enterprises** and economies as recommended in the **KAIZEN** Handbook.

## 2. The major tasks accomplished by the WG2:

The major tasks accomplished by the WG 2 as of September 2023 are:

- **Basic & Advanced KAIZEN:**

1. Module I : Basic KAIZEN : 12/12 (100%) curriculums are developed as defined in the Kaizen Handbook;
2. Module II: Advanced KAIZEN : 11/12 (92%) curriculums are developed as defined in the Kaizen Handbook after **monthly meetings**.

In total : 95% of curriculums were successfully developed.

- **Business management (BDS) :**

Module III & IV : Class Room Training, (CRT & ICT) In Company Training are well achieved (100%) on June 1<sup>st</sup> , 2023 in TUNISIA by the **Japanese Expert: Mr. Yasunobu Kakiuchi San/JPC & JICA team**. The training material as wells as curriculum were 100% developed.

### 3. The expected outputs of the WG 2:

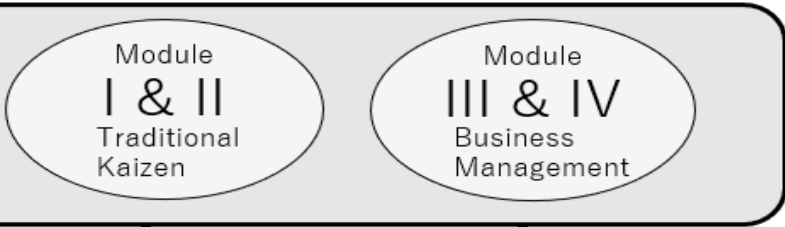
The expected outputs of the WG2 are:

1. The outputs such as detailed curriculums of KAIZEN Module I & II were developed through discussions and WG 2 monthly meetings.
2. The curriculum & materials of KAIZEN Module III & IV were developed through the implementation of the **pilot program activities**. They will be shared among African partners for promoting the **mutual learning**.
3. The scope and expected outcome which was shown in the initial TOR of WG 2 are: *Produce a suitable, standardized, applicable and acceptable Kaizen/QPI services for different scales/categories (MSEs, MLEs) and economies (Agriculture, Industry, Services).*

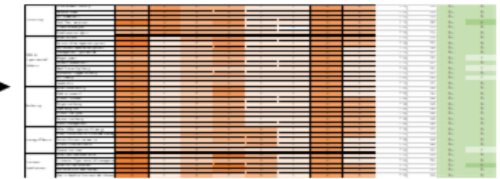
# 3. The expected outputs of the WG 2:

## Outputs of WG2

Kaizen Handbook



Gap analysis in WG2 (2021)



[Issues]  
The depth of learning varies by country and by institution to institution

[Issues]  
Module III & IV is not learned in some Kaizen implementing countries or learning level of is lower than Module I & II.

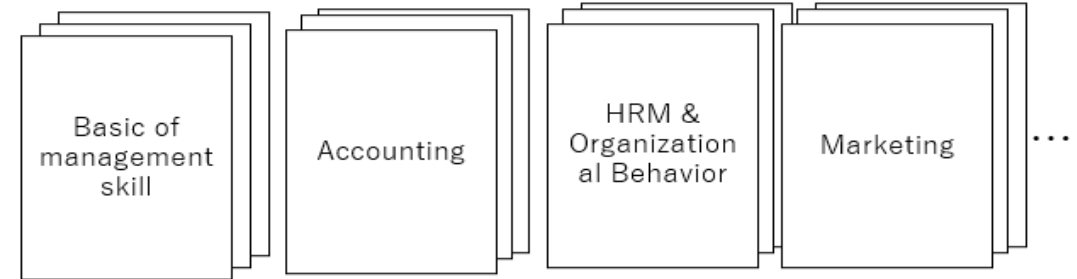
Output

Through discussing and working in WG2  
Develop "Detailed Curriculum"

Theme	Unit 3 5S	Purpose	Time
		<ul style="list-style-type: none"> <li>Understand the concept of 5S</li> <li>Understand the importance of 5S</li> <li>Understand the introduction process of 5S</li> <li>Understand the position of 5S in Kaizen</li> </ul>	3 Hour
Structure		Key Goals	Points
<ul style="list-style-type: none"> <li>Realization of waste from the GENBA where 5S is not completed</li> <li>Understand what is 5S and Objectives and Benefits of 5S</li> <li>Impact to PQCD5M</li> <li>PDCA of 5S</li> <li>Implementation &amp; training</li> <li>Guidelines for practicing 5S</li> <li>Basic methods of 5S (incl. visualization)</li> <li>5S Kaizen cases</li> </ul>		<ul style="list-style-type: none"> <li>Acquire knowledge and skills that can explain the significance and importance of 5S to the CEO and employees of clients.</li> <li>He/She can point out the problems of 5S by observing the site.</li> <li>It is possible to make a 5S introduction schedule and make it into a project.</li> <li>It is possible to propose and introduce a system construction and milestones to maintain 5S.</li> </ul>	<ul style="list-style-type: none"> <li>To convince even negative clients, acquire a patient explanation of the effects of introducing 5S and a method to realize early changes.</li> <li>Management's conviction is the key to successful introduction</li> <li>The introduction method is not uniform. It is important in practice to acquire many patterns.</li> <li>Cases have a great impact. Keep as many cases as possible in many industries.</li> </ul>
Reference Exercise		<ul style="list-style-type: none"> <li>Group discussion of 5S improvement plans using video from bad sites</li> <li>Group discussion on the effects of 5S using good examples (Nisyou Motor)</li> </ul>	
Other Points			

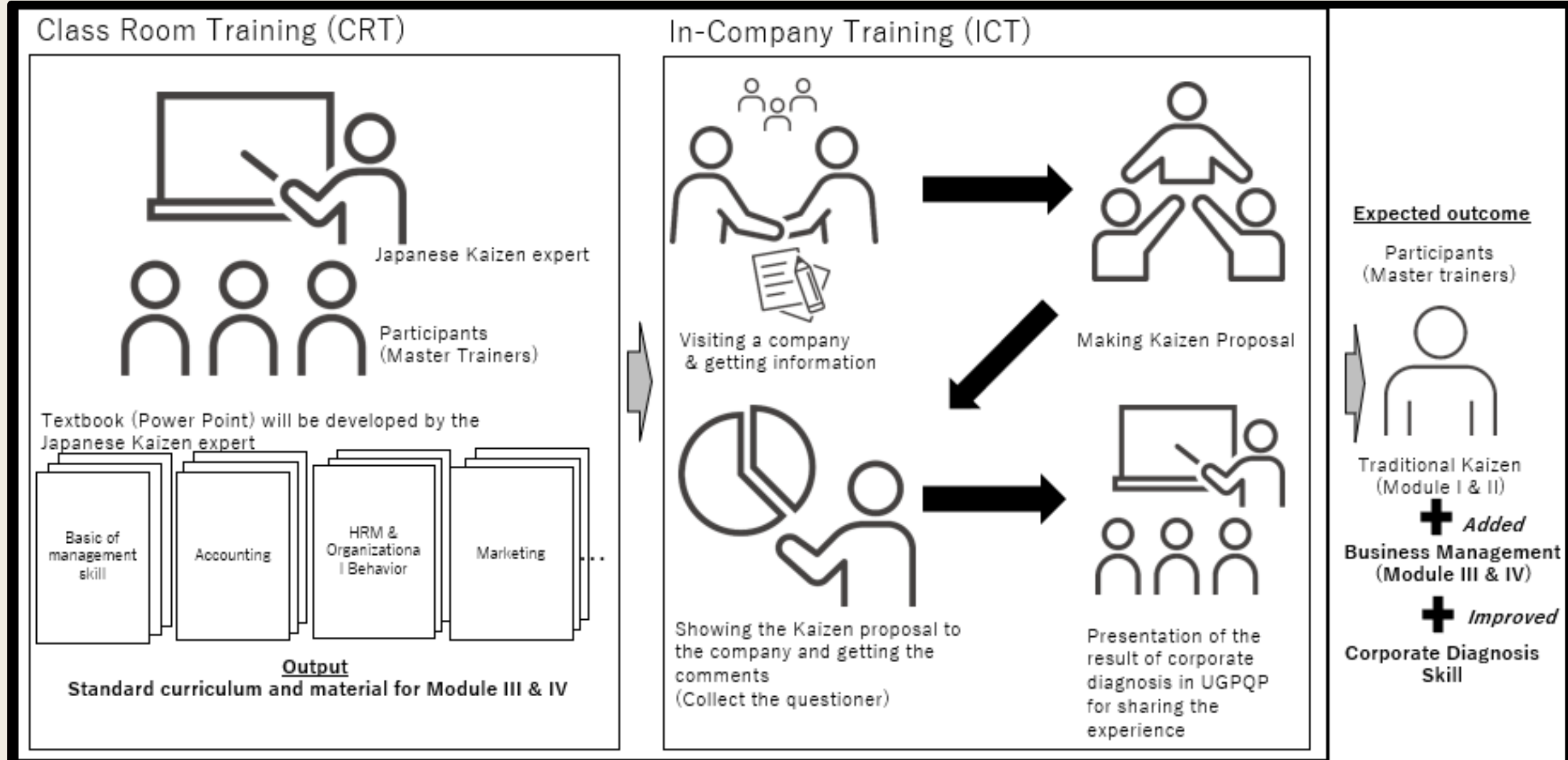
Through implementing pilot program  
Develop "Material & Curriculum"

Power Point style textbook will be developed by Japanese Kaizen expert



Standardization for Knowledge sharing

### 3. The expected outputs of the WG 2:



## 4. The deliverables achieved by the WG 2:

The deliverables achieved by the WG2 & the Japanese KAIZEN Experts are :

1. The detailed curriculums of **KAIZEN Module I** were achieved at **100%** : **12** standardized curriculums.
2. The detailed curriculums of **KAIZEN Module II** were achieved at **92%** : **11** standardized curriculums.
3. The developed materials and curriculums of the **Business management Modules III & IV** were developed at **100%** by the **Japanese KAIZEN expert** : Basics of Management, Critical Thinking, HRM & Organizational Behavior, Accounting, Marketing, Strategic Planning, Business Development, with improved corporate diagnosis skills.



## 5. The major challenges faced by the WG 2:

The major challenges faced by the WG 2 are :

1. To **motivate** the team members of the WG 2;
2. To **inspire** the WG 2 team members to produce a **high level** of standardized curriculums;
3. To **ensure** the **hole participation**, the **success** and the **certification** of **18** KAIZEN master trainers and **04** companies in the **CRT** & the **ICT** under the framework of pilot program in Tunisia.
4. To **maintain** and to **improve** the **quality level** of the KAIZEN **expertise** already received.
5. To **finalize** and to **share** the detailed curriculums developed.

## 6. The countermeasures taken by the WG 2 :

The countermeasures taken by the WG 2 & the secretariat :

1. **Telling** the team members of the WG 2 the **specific** and the **immediate goals**;
2. **Limiting** the **time available** for the Curriculums to be developed;
3. **Sharing** the load of monthly deadlines within the **sacrifice** of motivated members & leaders;
4. **Appealing** the **positive emotions** like the sense of the **African belonging** & business **consulting opportunities** with the thrill of achievement by **certification**;
5. **Improving** & **reviewing all** the developed curriculums **continuously** by the Japanese Experts from **JICA** & **JPC**;
6. **Ensuring** the participation of the motivated members to the coming **AKAC 2023** in **ETHIOPIA**.

# 7. The WG 2 self-evaluation of our achievements.

The WG 2 self-evaluation of our achievements :

✓ **Quantitatively :**

– **100%** the deadlines & the outputs are rigorously respected especially in 2023 but less active members of WG 2 with more than **80%** of presenteeism.

✓ **Qualitatively :**

The Voice of the **final customers** is already heard after the trial training in **TUNISIA** with **100%** of companies satisfaction announced (**04** companies from several fields). However more training especially in **Accounting** modules will be appreciated.



## 8. The recommendations of the WG 2 to implement the deliverables and issues to be considered during AKI-AP 2024-2027.

- ✓ The WG 2 recommendations to implement the deliverables are :
  - **Accelerate the rhythm** of standardized curriculum development by better **motivation & delegation** to the active & engaged WG members;
  - Work on the **customization** and **quality improvement** of all curriculums to ensure the **success** of the **mutual learning phase** by adequate tools of training materials depending on **final customers** needs.
- ✓ The issues to be considered during AKI-AP 2024-2027 are :
  - To learn from **the different key final customers requirements** when developing the KAIZEN standard curriculums : able to be customized to ensure a high value added and profits as a **strategic advantages**.

GREAT THANKS FOR  
YOUR COOPERATION

Keep improving

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