

WG5: Establish and Strengthen COE in Africa

Annual Report for the AKI-AP 2023

□ Contents in brief:

1. Introduction
2. Overall objectives of WG5
3. Planned activities as per TOR vs. Accomplishments
4. WG5 Outputs by pictures
5. Major Challenges and Counter measures taken
6. Recommendations of the WG5



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: WG5 Chairperson

Date: 10th October, 2023

1. Introduction

- ❑ The African KAIZEN Initiative Action Plan – AKI-AP (2021-2025) aims to **accelerate industrialization process** through **improving quality and productivity (QPI)/KAIZEN in Africa**. One of the strategies to realize the said motive is to **establish/strengthen Centers of Excellence (CoE)**.
- ❑ A CoE is an **organization committed to be the center of training, consultancy, research, innovation and technical skills**. It can be an organization, unit or team of individuals, and could be in the type of academic, technical or other categories.
- ❑ Efforts of CoE could not be successful without the **participation of end users to utilize its services**. Creating knowledge-based service, defining clear and measurable performance metrics and service-level agreements is important for the **success of CoE in quality and productivity improvement (QPI)/KAIZEN**.

2. Overall Objectives of WG5

- ❑ The main purpose of WG5 is to encourage promotion of Quality and Productivity Improvement (QPI)/KAIZEN in Africa by developing **criteria**, **requirements** and **standards** for building what is known as **Centres of Excellences (CoE's)** among member countries.

- ❑ Specifically, Working Group 5 (WG5) is assigned with the following objectives:
 - a) To solicit for centres of excellence in quality and productivity/KAIZEN in Africa.
 - b) To advance the quality of knowledge and skills of expertise in KAIZEN/QPI through provision of training and consultancy services.
 - c) To strengthen qualitative capacities for QPI/KAIZEN activities, accumulation of best practices, rapid learning, and dissemination of practical knowledge and experience.

3. Planned Activities as per TOR vs. Accomplishments

S/N	Planned Activities as per ToR	Completed: mark (©)	Accomplishments as per ToR
3.1	Developing the concepts of AKI-COE	©	Understanding on the meaning and concepts of the CoE
3.2	Crafting the basic criteria of AKI-COEs	©	A total of six (6) criteria were developed to guide WG5 on solicitation of potential CoE's
3.3	Developing the concept and principles of AKI-COE Practitioners	©	Knowledge on meaning and selection criteria of COE Practitioners from member countries
3.4	Appoint CoE Practitioners from potential AKI member countries	©	<ul style="list-style-type: none"> Initially, only five (5) CoE Practitioners selected Finally, CoE Practitioners increased to fifteen (15)

3. Planned Activities as per TOR vs. Accomplishments

S/N	Planned Activities as per ToR	Completed : mark (©)	Accomplishments as per ToR
3.5	Undertaking online training & self-assessments by the COE Practitioners in potential AKI-COE	©	Training AKI-COE Practitioners – the training was done successfully
3.6	Preparing guidelines for self-assessment for AKI-COEs by the COEs Practitioners	©	Self-assessment report – reports already shared from 10 countries
3.7	Prepare Capacity Enhancement Program (CEP) for COE Practitioners as a side event after the AKAC 2023, in Ethiopia	©	Training materials (slides) are already prepared for training on the selected areas extracted from the six (6) criteria of COE

4. Outputs 1: WG5 Main Document

Outputs 2: The six (6) Criteria



AFRICA KAIZEN INITIATIVE ACTION PLAN 2021-2025

WORKING GROUP V

Interim Report One

(DRAFT)

Initially, there were ten (10) criteria. However, they were reduced by combining some and remained with six (6) criteria. They include the following:

- 1) Organizational arrangement
- 2) Leadership
- 3) Expertise
- 4) Task and service design
- 5) Incentive, certification and awards
- 6) Promotion and marketing

Outputs 2: The six (6) Criteria on excel file

Centre of Excellence Evaluation Criteria with Scores - Sample for Discussion

Criteria Number/Caretaker
1 (Mr. Fred Sichikolo)
 Creteria Difinition
LEADERSHIP

NO	DESCRIPTION	EXPANDED EXPLANATION	EVALUATION CRITERIA (ENQUIRY)	EVIDENCE	EVALUATION LEVEL	WEIGHTED AVE	SCORE	CoE SCORE (GxI)			
1	Existence of Mission, Vision, Strategy, Objectives and Plans (15)	The organization's purpose and approaches that define and underline programs and activities, and inform the planning process.	1.1.1 The organization has clear vision, mission, and objectives for its operations (5)	Vision and mission statements, goals and objectives in the strategic plan document	excellent	1	5				
					moderate		3				
					poor		1				
						1.1.2 The leadership environment promotes creativity and innovation, learning and growth among consultants and other employees (5)	Employee suggestion systems in place	excellent	1	5	
				moderate	3						
				poor	1						
						1.1.3 The leaders promote an organizational environment that empowers consultants and other employees (5)	Clear SOPs for critical operations/ processes	excellent	1	5	
				moderate	3						
				poor	1						
			1.2.1 The organization has clearly identified and mapped out its key stakeholders		excellent	1	5				
				moderate	3						

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Output 3: Training material for CEP

Output 4: Training material for CEP



Africa Kaizen Initiative Action Plan 2021-2025



Capacity Enhancement Program

Prepared for Potential AKI-COEs Management and Practitioners
Organized by AUDA-NEPAD and JICA



Marketing, Promotion & Revenue Generation

By : Mr. Richard Benaya; WG5 Chairperson
Senior KAIZEN Trainer/Assistant Lecturer
Ministry of Industry and Trade – Tanzania

Date : October 11-14, Addis Ababa, Ethiopia



WG 5

- Service schemes/ Customising Kaizen
- Development of Toolkits, model companies
- Kaizen/QPI champions in companies



5. Major Challenges and Countermeasures taken

SN	Challenges	Countermeasure
5.1	Failure to have full attendance to the planned meetings	Sharing meeting updates by both e-mails, WG5 WhatsApp, normal calls and involving JICA team
5.2	Late submission of assignments from the group members	Continual follow up and alerting through communication channels – normal telephone calls, sending e-mails and WhatsApp group
5.3	Internet connection problems	Making the meeting short, but fruitful for the better activities performance
5.4	Other compulsory office assignments (not from AKI-AP)	Soliciting for WG5 member's commitment to accomplish various assignments in the same working day



6. Recommendations of the WG 5

WG5 present the following recommendations:

1. Utilize the AKI-COEs 6 Criteria and self-assessment guidelines
2. Commitment and hardworking are essential to realizing the objectives of WG activities
3. It is good to officiate AKI-AP activities into African working systems, to enable smooth operations
4. It is also recommended to appreciate WG members who have been active on AKI-AP activities as a way to enhance working morale



ASANTE → Swahili

ありがとうございました → Japanese

THANK YOU → English