



AFRICA KAIZEN INTIATIVE ACTION PLAN (2021-2025)

Africa Kaizen Activity Plan 2021

Jointly Prepared by AUDA-NEPAD/JICA/JPC/KI/PC

October 2020

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1. Introduction

Kaizen was born amidst the disturbances caused by the WW II. The end of the WW II left Japan with heavy devastations in all fronts of the economy. It was at this juncture that Japanese opened their eyes and searched for world class knowledge that could help them to come out of the negative effects of WW II. Its government, institutions, professionals from multi-disciplinary, company owners, management and workers got organized to learn better knowledge from the west, to adapt and customize that knowledge to the Japanese reality and become one of the biggest world economies. The meteoric rise of Japan since the 1950s is highly attributed to the emergence and development of Kaizen management. Kaizen gave Japanese immense Knowledge power and skill height that enabled them to reverse and overcome those challenges inherited from the WW II damage and its consequences; economic, social and technological crises and become one of the leading world economy.

Currently, some African member states (Cameroon, Ethiopia, Ghana, Kenya, South Africa, Tanzania, Tunisia and Zambia) are learning and introducing Kaizen management to overcome some of the challenges they are facing; (i) the growth of working age population and the limited capacity of job creation; (ii) knowledge, skills limitation of MSMEs that hamper their development to play the historical role observed in emerging economies; (iii) the limited role of local industrialists in expanding their investment and competing in world market and (iv) low quality of products and productivity causing high cost of production and negatively affecting the competitiveness of companies in global market.

It is believed that Kaizen management can help to modernize African industries, create decent workplaces, improve quality and productivity, develop skills of management and workers and expand investment thereby creating additional job opportunity. Quantitative and qualitative achievements in different countries are recorded. Mind-set changes (Yes We Can) of managers, supervisors and workers, building strong teamwork culture, clean and well-organized workplaces, process improvement by eliminating waste and non-value adding activities, and maintaining smooth relationship between management and workers are some of qualitative changes. There are reports indicating defect reduction from around 57% to 5.0%, cost minimization ranging from as high as 33% to 6%, reduction in workplace injury from the rate of 49.5% to 14.3%, improving labour productivity to the tune of 30%, improving capacity utilization of machinery in the range of 25% to 75%.

The dissemination of Kaizen encompasses not only productive sectors (manufacturing, construction), but also service sectors such as schools (starting from kindergarten level), government offices, agencies, and utilities. Those show-cases and experiences of member states implementing Kaizen management, confirm the viability and benefits of applying it to the rest of African member states. Considering the positive effects of Kaizen in those member states and hoping more can be achieved, AUDA-NEPAD Agency and JICA initiated the strengthening and expansion of Kaizen management in the continent through Africa Kaizen Initiative (AKI) agreement that stays from 2017-2028 for ten years.

2. Brief Review of AKI Strategic Activities (2018-2020)

The AKI (2017-2028) aims to accelerate the industrialization process through improving quality and productivity, create decent workplace, and expand job creation opportunity in Africa. AKI consists of four strategic activities to realize its objectives; (i) advocacy at policy level; (ii) standardizing Kaizen activities in Africa; (iii) establishing and strengthening the functions of Centres of Excellence (Kaizen institutes/counterpart organizations) and (iv) networking Kaizen institutes/counterpart organizations with global Kaizen/productivity institutions. Since 2018, different activities were undertaken in line with each strategic activity and the summary is presented as follows.

- 1) **Advocacy:** there are two approaches to coordinate and implement Kaizen movement. The first one is private sector-led and the good example is Japan. Private (non-for-profit) organizations were established with the collaboration of private companies and associations and policy support of the government. The second approach is initially government-led and subsequently, over 15 years, taken over by private consulting houses; this approach was exercised successfully in Singapore. This was successful for the top-level political leader of the Singapore Kaizen movement. The introduction of Kaizen in Africa is a government-led exercises which requires the involvement of top political leaders in member countries. Advocacy activity is raising the awareness of our political leaders and high-level policy makers in bringing to their attention the achievements of Kaizen and its benefit to companies (increased profitability with the same level of capital), employees (increased wages, salaries and benefits) and the government (increased tax revenues). AUDA-NEPAD Agency in collaboration with JICA prepared a position paper that could be used as a guide to communicate policy makers; a high-level message was crafted at Tunis AKAC 2019 and conveyed to TICAD VII.

However, from the Country Kaizen Project Reports, it is understood that activities performed in terms of advocacy were very limited and needs future attention from all stakeholders: AUDA-NEPAD Agency, JICA, institutions supporting Kaizen promotion in Kaizen implementing countries and Productivity Centres. There is a need to spell out specific tasks that could be attached to each stakeholder.

- 2) **Standardizing Kaizen activities in Africa:** standardizing Kaizen activities in Africa serves two purposes: to maintain the quality of training and consulting services and to have a basis to improve this service continuously through customization and institutionalization in member states. Standardized Kaizen activities include the training and certification system of Kaizen consultants, the training and consulting standard services for companies, common criteria and standards for designing similar levels of curricula and courses, using common key performance indicators for internal (country-level) and external (among countries) competitions. In this regard, JICA commissioned a study on the status of countries implementing Kaizen. The study team prepared a Kaizen Handbook (2018) that tried to synchronize the various

approaches, training and consulting services and designed frameworks of common criteria and standards as minimum requirements to be followed by implementing countries.

One current assessment on the utilization rate of the Handbook by member countries indicates a low-level of utilization. This shows the low attention given to the Handbook by countries and projects (Kaizen institutions/counterparts, Japanese experts). From country Kaizen projects reports, similar situations are observed in member states; master plans, manuals, guidelines, strategies and implementing models produced by Kaizen projects are not fully utilized in continuous and sustainable ways. This needs to be corrected. In this plan, countries and projects are encouraged to utilize the Kaizen Handbook, review and utilize project outputs.

- 3) ***Establishing and strengthening the functions of centres of excellences:*** the main AKI strategic activity in this regard is to effectively and efficiently implement Kaizen projects in member states. This amounts to producing capable Kaizen consultants, creating model companies, and promoting Kaizen benefits using different media. So far, about 21,413 Kaizen trainers have been trained in 16 countries. From the country Kaizen projects reports, a number of problems/challenges are observed: assigning full-time responsible and qualified trainees to the project; selecting companies that fulfil the requirement and their low commitment; turnover of trained Kaizen consultants and counterparts and budget limitation expected from countries for Kaizen activities. One survey result indicates the inadequacy in customizing and institutionalizing knowledge acquired and skills developed and enthusiasm to scale-up to national movement level.

The plan as set out in tables IV and V appreciates the benefits gained so far by member countries and aims to grow enthusiasm, aspire greater scaling-up and the accumulation of knowledge and experience to the national level. In this plan, the essence and different structures of centres of excellences and the minimum requirements are incorporated and tasks attached to different stakeholders are listed.

- 4) ***Networking:*** it can be said that this strategic activity has been the most delivered compared to others. The AKAC and AKA are the major annual activities conducted to support implementing countries in networking both intra- and inter-nationally. Since 2016, four AKACs and two AKAs were conducted. In those four conferences around 550 participants took part. A number of issues were discussed and recommendations forwarded. Particularly, in AKAC 2019 at Tunis recommendations were forwarded to African head of states to increase political commitment, incorporate Kaizen activities in national development plans, developing the capacity of service providers, increasing the awareness of Kaizen from the demand side and strengthening AKI's institutional infrastructure and the secretariat, and sharing and mobilizing Kaizen resources among African countries.

Issues presented, discussed and recommendations made in all conferences including AKAC 2020 have been reviewed and those found important, relevant and timely shall be included in this action plan.

5) Summary of core issues emerged from the above reviews

The review of AKI achievements and limitations during 2018-2019 revealed the followings;

On the achievement side;

- a. In some countries, top level political leaders showed their commitment in establishing and strengthening Kaizen institutions, Kaizen units and counterpart organizations;
- b. Kaizen consultants that could serve as core personnel for local capacity building in training additional Kaizen consultants and model companies were produced by Kaizen projects in eight target countries. For instance, from 2016-2018, 1,399 consultants were trained, 58 consultants were certified, 8,781 QCCs were established, and enterprises benefited were large and medium enterprises (LMEs) (1,129), micro and small enterprises (MSEs) (16, 967) and public institutions (301). Quantitative and qualitative achievements are attained that could show the tangible and intangible benefits of disseminating Kaizen.
- c. Productivity centres in PAPA countries, in their part, have contributed to productivity improvements in their respective countries;
- d. Studies and researches were conducted that could augment the efforts of countries: 'Kaizen Handbook', 'Applying the Kaizen in Africa - A new Avenue for Industrial Development', joint research on Kaizen with researchers from Brazil, Viet Nam, Philippines, Ghana and practitioners from Japan;
- e. The AKACs and AKAs increased the awareness of participants, served as a platform to share experiences and broaden the understanding of participants on the scope, depth and benefits of Kaizen;

Despite those achievements, certain limitations were also observed;

- i. Limitation of scaling-up project achievements to national movements;
- ii. High turnover of trained Kaizen consultants attributing to the risk of sustainability of Kaizen activities during and beyond project completions;
- iii. Limitation in allocating budget for Kaizen activities by host countries;
- iv. Inadequate efforts and less enthusiasm to fully utilize Kaizen project outputs, Kaizen Handbook, etc. by Kaizen institutes and counterparts;
- v. Limited aspiration to customize and own the Kaizen principles, systems, and tools to local realities;

4. Goals (2021-2025)

- a. Strategic goals (2021-2025)
 - a) 5 qualified centres of excellence in promoting Kaizen/quality and productivity movement in Africa are established and certified;
 - b) 50 model companies associated with AfCFTA are produced, acknowledged and certified as centres of business excellence; (i) 5 in large enterprises; (ii) 15 in medium enterprises; (iii) 30 in small enterprises;
 - c) A system of Africa Productivity Associations (AfPA) is studied and practiced;
 - d) Kaizen/quality and productivity consultants certification system is designed and practiced;
 - e) A set of common improvement KPIs, with a measurement, evaluation, acknowledgement and recognition system is designed and practiced.
- b. Basic goals (2021-2025)
 - a) Basic and advanced Kaizen knowledge is learned and applied by 20 member states;
 - b) 150 Kaizen consultants are certified in basic and advanced Kaizen in 20 member states;
 - c) 100 model SMEs are created in 20 member states;
 - d) 30 member states are introduced to the benefits attained in 20 member states;
 - e) The level and capacity of being a centre of excellence is defined in 20 member states;
 - f) The planning, execution, follow-up and support mechanism of AUDA-NEPAD Agency is strengthened;
 - g) Five AKACs and AKAs are conducted;
 - h) A survey on “The Data Collection Survey on the Promotion of ‘Global Kaizen Network’ in African Region” is completed and practiced by 20 member states;
 - i) Two research works on Africa Kaizen are undertaken.

5. Objectives:

- a. Establishing working groups drawn from 16 member states by the year 2021 and conduct biannual remote consultation and experience-sharing meetings;
- b. Devising a reporting and information exchange template/monitoring sheet by the year 2021 and implement;

- c. Finalizing the survey on “The Data Collection Survey on the Promotion of ‘Global Kaizen Network’ in African Region” by the year 2022 and implement in 20 member states;
- d. Preparing ‘Critical Issues’ and emerging ‘Discussion Topics’ databank by the year 2022 to be used as discussion points by ‘Working Groups’, research topics and presentation topics on AKACs;
- e. Designing a recognition system for centres of excellence by the year 2022 and register at least five centres of excellence by the year 2023.
- f. Establishing conferences and awards management systems by mid-2022, preparing standard formats and templates for AKAC and AKA by the end of 2022.
- g. Establishing an ‘Executive-Level Booklet’ to convey basic information on Kaizen and productivity activities to ministries, agencies and RECs by the year 2022;
- h. Establishing ‘Africa Quality Award’ funded by continental foundations and known business persons by the year 2023 and implement.
- i. Introducing Kaizen/productivity activities and achievements to 30 countries through RECs by 2025;

6. SWOT/PEST/Stakeholders analysis in the framework of implementing AKI.

A simple and brief account of SWOT/PEST and Stakeholders analysis is made to identify major strategic issues that should be addressed for effective and efficient implementation of the plan.

Table one: SWOT analysis

Strength	Weakness
i. The continuous technical assistance of JICA	a. The negative effect of pre and post COVID-19;
ii. Availability of core trained Kaizen consultants	b. The limitation in aspiration and enthusiasm in customization and institutionalization endeavour;
iii. Experiences gained in providing trainings and consulting services by Kaizen institutions and productivity centres	c. The negligence of utilizing Kaizen outputs: studies, master plans, manuals, Handbooks, etc.;
iv. Knowledge accumulated, studies conducted, manuals prepared and training materials produced	d. Limitation of commitments by political leaders, institutional leaders, company owners and managers;
v. Institutional infrastructures suitable to undertake national productivity	

Strength	Weakness
<ul style="list-style-type: none"> vi. The commitment of AUDA-NEPAD Agency to provide continental leadership 	
Opportunities	Threats
<ul style="list-style-type: none"> 1) Awareness created so far in target countries and PAPA states; 2) The desperate situations created by COVID-19 and strong demand for assistance; 3) Availability of management consulting companies and associations for partnership and local networking; 	<ul style="list-style-type: none"> a) The demand for Kaizen trained personnel by public and private organizations that could pay motivating salary and wages; b) Competing emerging reform management tools creating confusions in implementing organizations

Table two: PEST analysis

Political	Social
<ul style="list-style-type: none"> 1) Political instability disrupting continuity of Kaizen activities; 2) Frequent institutional restructuring of institutions leading to changes of counterpart organizations 3) Sometimes considering Kaizen as relatively older instrument of changes; 	<ul style="list-style-type: none"> a. The culture of ‘satisfying with less’; b. Suspicious on changes and new ideas for the unknown risks; c. Extraordinarily political orientation of the society that devotes more time to politics than innovative activities;
Economic	Technological
<ul style="list-style-type: none"> a) The challenge of COVID -19 b) The contraction of markets for inputs and outputs c) The decline of consumption propelled by declining income 	<ul style="list-style-type: none"> i. COVID-19 induced motivation for innovation; ii. Disruption of ‘Global Value Chain’ limiting the acquisition of inputs including technologies;

Table three: stakeholders’ analysis

Stakeholder	Expectation	Likely reaction and impacts if expectation is not met	Degree of importance	Institutional response
MSMEs	Improving QPCD Response to COVID-19	Continue business as usual Risk of survival and staying in the business	High	Study and emplace innovative services
Kaizen institutes/Productivity centres	Centre of excellence	Loose attention by the government and companies	High	Studying and identifying core competence, work to eliminate limitations
Member	Fulfilling social	Risk re-election	Medium	Identify government

Stakeholder	Expectation	Likely reaction and impacts if expectation is not met	Degree of importance	Institutional response
states	contract (attaining KPI set and approved)			priorities and contribute meaningfully to KPIs
AUDA-NEPAD Agency	Leading development programs to success	Risk credibility and trust by member states (AU)	Medium	Follow-up, monitor, encourage, motivate and support
JICA	Success of AKI and attract Japanese FDI	Limiting/diverting technical assistance	High	Ensuring Project KPIs

7. Strategic issues;

From the discussions and analysis made above, the following strategic issues are identified;

1. The multifaceted effect of COVID-19 that requires special and innovative approaches in training and consulting activities;
2. The effective utilization of the outputs of Kaizen projects; AUDA-NEPAD agency/JICA led studies;
3. Grass-root level awareness to bring a mind-set changes and creating trust in Kaizen/productivity services;
4. All levels commitments (Kaizen institutes, Productivity centres, political leaders, AUDA-NEPAD Agency, JICA);
5. Define the roles, structures, operations and ensure the competence of centres of excellence.

8. Action plan (2021-2025)

The detail activity plan for 2021-2025 and 2021 are presented in the following table four and table five consecutively.

Table four: Activity plan 2021-2025

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
Advocacy							
Grass-root levels awareness creation with the help of conferences Medias, publications to inform achievements of quality and productivity activities to the attention of top level politicians	KI/PC/companies	Disseminated information among the public	Number of participants	Biannually	Aired program through TV, FM Radios, number of publication distributed	Documentation Copy of CD, magazine. etc	Biannual reports to affiliated ministries, agencies, JICA, AUDA-NEPAD,
Establishing executive-level booklet/bulletin targeted to high level politicians, policy makers and executives	AUDA-NEPAD and JICA	Increased awareness of high profiles	Number of circulation	Annually starting from 2021	Concept note developed Decision made to endorse the proposal	Published booklets Confirming reaching target audience	Review progress quarterly jointly by AUDA-NEPAD Agency and JICA
Messages and information to AU assemblies	AUDA-NEPAD	Informing head of states	Number of attendees	Biannually	Message conveyed	Documentation: copy of messages	Annual report
Messages and information to TICAD meetings	AUDA-NEPAD and JICA	Informing high level politicians and policy makers	Number of attendees	Every three years: 2022. 2025	Message conveyed	Documentation: copy of messages	Annual report
Establishing and strengthening functions of center of excellences							
Producing basic Kaizen consultants	KI/PC/companies	Capable consultants	number of consultants trained each year	2021-2025	Monitoring sheet	Certified consultants	Annual reports
Producing advanced Kaizen consultants	KI/PC/companies	Capable consultants	number of consultants trained each year	2021-2025	Monitoring sheet	Certified consultants	Annual reports
Creating Model companies	KI/PC/companies	Model companies improved their QPCD	Number of model companies	2021-2025	Monitoring sheet	Certified companies	Annual reports
Number of QCCs/teams established	KI/PC/companies	Problems solved	Number of QCCs/teams Number of problems solved	2021-2025	Monitoring sheet	Registered QCCs/teams	Annual reports

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
Developing monitoring methodology for Kaizen effectiveness	AUDA-NEPAD/JICA/JPC	Monitoring and evaluation manual	A completed study report	2021-2022	Progress reports/Working group reviews	Endorsed manual	Final report
Defining the roadmap for strengthening centres of excellence in the context of QPI	AUDA-NEPAD/JICA/KI/PC/WG	Excelled training and consultancy services	Provided services/reached companies/countries	2021-2023	Monitoring sheet	Certified/registered centres of excellence	Annual reports
Developing e-Learning, virtual training and consulting system (Digitalization Platform)	AUDA-NEPAD/JICA/JPC/KI/PC	Developed systems Designed trainings Established services	Training and consulting categories	2021-2023	Progress reports/working group reviews	Endorsed systems	Final report
Developing common KPI	AUDA-NEPAD/JICA/JPC/WG	Common KPIs	Categories of KPIs	2020-2022	Progress reports	Approved KPIs	Final reports
Encouraging 'AfriKaizen'	AUDA-NEPAD/JICA/WG	Customized Kaizen into the specific needs of MSMEs/Start-ups/Sector specifics	Training curriculums/consulting	2023-2025	Concept note		
Conducting national conventions at company and country levels	KI/PC	Awareness/motivation	Number of company and number of national conventions	2021-2025	Monitoring sheet	AKA templates	Annual reports
Studying and introducing fee-based services	KI/PC	Acceptance by governments and Approved regulations	Number of countries	2022-2023	Monitoring sheet	Regulation adopted	Annual reports
Producing private consultants	KI/PC	Increased consultants	Number of consultants	2021-2025	Monitoring sheet	Certified consultants	Annual reports
Conducting AKA	AUDA-NEPAD/JICA/WG	Acknowledgement of best performers	Categories of awards	2021, 2022, 2023, 2024, 2025	Company conventions National conventions	AKA procedure and criteria	Performance report
Promoting AKA into 'Africa Quality Award' open to all African enterprises' achieved the highest level	AUDA-NEPAD/JICA/JPC/WG	Enhanced quality and productivity movement	Number of participating countries/companies	2022-2025	Africa Quality Award Concept note/ Manual	System established Resources guaranteed	Follow-up reports

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
of quality and productivity performances							
Standardization, certification and awards							
Preparing standard curriculum, courses, training materials, evaluation criteria	KI/PC	Standardized programs/services	Categories of programs/services	2021-2023	Monitoring sheet	Working Group Review	Working group reports
Establishing consultant certification system	AUDA-NEPAD/JICA/JPC	Certification system	Categories/levels of certification	2021-2023	Progress reports/working group reviews	Endorsed certification system	Final report
Certifying consultants	KI/PC/companies	Capable consultants	Number of certified consultants	2021-2025	Monitoring sheet	Certification system in place	Annual reports
Establishing standard for Africa Kaizen Award system and institutionalize	AUDA-NEPAD/JICA/WG	Standard manual (procedure, criteria, templates, benefits)	Categories of awards	2022-2025	Progress reports/working group review	International Juries review	Endorsement
Establishing acknowledgement and incentive system	KI/PC	Schemes of incentives	Categories of incentives	2022-2023	Monitoring sheet	Working group review	Annual reports
Forming working groups	AUDA-NEPAD/JICA/JPC	Established working groups: (i) Standardization of KPIs (ii) Standardization of curriculum (iii) Certification (iv) Centre of excellence (v) AKAC/AKA/AQA	Five WGs drawn from 20 Kaizen institutes and productivity centers	2021-2022	Formation Concept note	Working paper (procedure/manual)	

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
Networking							
Creating local (within country) network	KI/PC	Seamless services	Number of partners	2021-2022	Monitoring sheet	Defined working relationships	Annual report
Establishing 'Africa Productivity Association' (AfPA)	KI/PC/AUDA-NEPAD/JICA	Sustaining Knowledge and Experiences sharing platform	Number of participants	2023-2025	Monitoring sheet	Benefits attained	Annual report
Developing standard conference management system for AKAC and institutionalize	AUDA-NEPAD/JICA/JP C/WG	Standard conference management manual (procedure, criteria, templates)	Increased involvement and ownership by African side	2022-2023	Progress reports/working group review	Endorsement	Final report
Designing virtual platforms for working groups.	AUDA-NEPAD/JICA/JP C	Cost-effective system for new working norms	Number of virtual meetings by working groups	2021-2022	Formation of the working groups	Issues discussed/recommendations forwarded	Performance reports
Conducting AKACs	AUDA-NEPAD/JICA/GR	Experiences shared Studies presented Issues discussed Recommendations forwarded	Number of participants Topics presented	2021, 2022, 2023, 2024, 2025	Communication Document preparation Meetings	Theme of the conference Selected topics Participants Presenters documentations	Performance reports

Key:

AKAC= Africa Kaizen Annual Conference

AKA= Africa Kaizen Award

AQA=Africa Quality Award

KI= Kaizen institutes/Counterparts of JICA Kaizen Projects

PC=Productivity Centres

WG=Working group

Table five: Activity Plan 2021

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
Advocacy							
Grass-root levels awareness creation to inform achievements of quality and productivity activities to the top level politicians	KI/PC/companies	Disseminated information among the public	Number of participants	Biannually	Aired program through TV, FM Radios, number of publication distributed	Documentation Copy of CD, magazine. etc	Biannual reports to affiliated ministries, agencies, JICA, AUDA-NEPAD,
Establishing executive-level booklet/bulletin targeted to high level politicians, policy makers and executives	AUDA-NEPAD and JICA	Increased awareness of high profiles	Number of circulation	Annual	Concept note developed and approved	Published booklets Confirming reaching target audience	Review progress quarterly jointly by AUDA-NEPAD Agency and JICA
Messages and information to AU assemblies	AUDA-NEPAD	Informing head of states	Number of attendees	Annual	Message conveyed	Documentation: copy of messages	Annual report/June30/2021
Establishing and strengthening functions of center of excellences							
Producing basic Kaizen consultants	KI/PC/companies	Capable consultants	number of consultants trained each year	Biannual	Monitoring sheet	Certified consultants	Annual report/June30/2021
Producing advanced Kaizen consultants	KI/PC/companies	Capable consultants	number of consultants trained each year	Biannual	Monitoring sheet	Certified consultants	Annual report/June30/2021
Creating Model companies	KI/PC/companies	Model companies improved their QPCD	Number of model companies	Biannual	Monitoring sheet	Certified companies	Annual report/June30/2021
Number of QCCs/teams established	KI/PC/companies	Problems solved	Number of QCCs/teams	Biannual	Monitoring sheet	Registered QCCs/teams	Annual report/June30/2021
Developing monitoring methodology for continuous productivity improvement	AUDA-NEPAD/JICA/JP C	Monitoring and evaluation manual	A study report	Annual	Progress reports/Working group reviews	Endorsed manual	Final report/June 30/2020
Defining the roadmap for strengthening centres of excellence in the context of QPI	AUDA-NEPAD/JICA/KI/PC/WG	Excelled training and consultancy services	Provided services/reached companies/countries	Annual	Monitoring sheet	Candidates of centres of excellence	Annual reports
Developing e-Learning and virtual training and	AUDA-NEPAD/JICA/JP	Developed systems Designed trainings	Training and consulting categories	Annual	Progress reports/working	Endorsed systems	Final report

Activities	Responsibility	Expected results	KPI (in number)	Time	Check points	Control points	Reporting
consulting system	C/KI/PC	Established services			group reviews		
Developing common KPI	AUDA-NEPAD/JICA/JPC/WG	Common KPIs	Categories of KPIs	Annual	Progress reports	Approved KPIs	Final reports
Conducting national conventions at company and country levels	KI/PC	Awareness/motivation	Number of company and number of national conventions	Annual	Monitoring sheet	AKA templates	Annual reports
Producing private consultants	KI/PC	Increased consultants	Number of consultants	Biannual	Monitoring sheet	Certified consultants	Annual reports
Conducting AKA	AUDA-NEPAD/JICA/WG	Acknowledgement of best performers	Categories of awards	Annual	Company conventions National conventions	AKA procedure and criteria	Performance report
Standardization, certification and awards							
Preparing standard curriculum, courses, training materials, evaluation criteria	KI/PC/WGs	Standardized programs/services	Categories of programs/services	Annual	Monitoring sheet	Working Group Review	Working group reports
Establishing consultant certification system	AUDA-NEPAD/JICA/JPC	Certification system	Categories/levels of certification	Annual	Progress reports/working group reviews	Endorsed certification system	Final report
Certifying consultants	KI/PC/companies	Capable consultants	Number of certified consultants	annually	Monitoring sheet	Certification system in place	Annual reports
Forming working groups	AUDA-NEPAD/JICA/JPC	Established five WGs:	Working groups drawn from KI/PC	Annual	Formation Concept note	Working paper (procedure/manual)	
Networking							
Creating local (within country) network	KI/PC	Seamless services	Number of partners	Annual	Monitoring sheet	Defined working relationships	Annual report
Designing virtual platforms for working groups.	AUDA-NEPAD/JICA/JPC	Cost-effective system for new working norms	Number of virtual meetings by working groups	Annual	Formation of the working groups	Issues discussed/recommendations forwarded	Performance reports
Conducting AKAC 2021 and AKA2021	AUDA-NEPAD/JICA/GR	Experiences shared Studies presented Issues discussed Recommendations forwarded	Number of participants Topics presented		Communication Document preparation Meetings	Theme of the conference Selected topics Participants Presenters documentations	Performance reports

9. Planning and Implementation process:

- a) AUDA-NEPAD Agency in cooperation with JICA (the secretariat of AKIAP), prepares the first draft of AKIAP and distribute it to participants on 3rd September before the AKAC 2020.
- b) Collect their inputs for AKIAP by email and by comments on the session of 3rd September.
- c) Modify the draft based on above comments and send back it to the participants by the secretariat by the end of September.
- d) Organizing the first stakeholders (Kaizen/productivity organizations, AUDA-NEPAD Agency, JICA, development partners) meeting by webinar on 20th October to finalize AKIAP.
- e) Mechanism for follow-up, monitor, feedbacks for AKIAP would be discussed and designed on the meeting.
- f) Present status/performance report including AKIAP with the inputs of Stakeholders on AKACs will be presented by the Secretariat of AKIAP by the end of 2020.
- g) Organizing the second stakeholders meeting to review AKIAP by AKIAP secretariat by webinar around March 2021.
- h) Organizing the third stakeholders meeting to review AKIAP by AKIAP secretariat by webinar around June 2021 to review the performance of the plan.