



28 August 2023



Africa Kaizen Annual Conference 2023

Second Announcement



1. Background

Africa Kaizen Annual Conference (AKAC) 2023 and Africa Kaizen Award (AKA) 2023 has some unique characteristics compared to those held in the last seven years. Firstly, it is a turning point whereby AKI reports its notable achievement, an increasing number of African countries participated in Africa Kaizen Initiative Action Plan (AKI-AP), and a check point to increasing African side ownership. Secondly, it is intended to briefly explore AKI's journey to fulfill its objectives and set future direction. Thirdly, it is to elaborate a little bit on selected, timely and specific issues necessitating establishing common understanding, drawing joint recommendations and foreseeing actionable way forward.

At the sixth Tokyo International Conference on African Development (TICAD VI) held in Nairobi (Kenya) in 2016, *Kaizen* received significant attention as a promising method for raising quality and productivity on the average 30% of productivity improvement is reported by the late Prime Minister Shinzo Abe on TICAD VI. Cognizant of such notable achievements, JICA and AUDA-NEPAD concluded Africa Kaizen Initiative (AKI) in 2017 with the objective to further strengthen those ongoing Kaizen activities in different countries; establishing/strengthening Center of Excellences and through them expanding Kaizen into the rest of the countries in the continent. In general, Kaizen has been remained as one of Japanese ODA pillars for Africa. Side events are organized associated with TICAD events to share the achievements, benefits, challenges, and share research results on Africa Kaizen studied by Japanese and African Academician and practitioners. In addition, at TICAD8 held in Tunisia, how to accelerate the promotion of Kaizen in Africa is also discussed which shows the significant attention it has earned.

Two years elapsed since AKI-AP 2021-2025 is prepared and executed. Countries, both Kaizen-implementing and Pan African Productivity Association (PAPA) members joined this action plan and used as a reference to prepare their annual activity plans in each year in the context of their respective countries. We have now experienced in collective planning and collective performance reviewing as a continent. It is worth noting to briefly review the processes we have gone through thus far. To collect AKI-AP 2021 and 2022 performances from each country a Datasheet is prepared and circulated to 13 countries. 15 institutions (**Zambia, Botswana, South Africa, Mauritius, Namibia, Kenya, Ethiopia, Cameroon, Ghana, Burkina Faso, Tunisia, Malawi, and Zimbabwe**) submitted the Datasheet for two consecutive years. The following table summarizes 2021 and 2022 performances and 2023 plan of those 13 countries.

S.n	Indicators	2021 Actual	2022 Actual	2023 plan
1	Trained Personnel in Kaizen	324	406	809
2	Trained private Kaizen/QPI consultant	20	117	151
3	Managers & Workers trained in companies	990	11244	9513
4	Number of Large & Medium companies supported	65	393	292
5	Number of Small & Micro companies supported	620	355	503
6	Number of QCCs/teams established	125	1158	1310
7	Certified Kaizen/QPI consultants	191	246	217
8	National Kaizen/QPI conference held	15	17	18
9	Awarded companies for the excellent achievements	960	49	68
10	Awarded individuals for best performance	2	19	45

The idea of establishing Working Groups (WGs) to work on the strategic and cross-cutting issues of AKI-AP 2021-2025 was raised on AKAC 2020. The conference accepted the proposal prepared by AKI Secretariat and accordingly five working groups were established drawn from those countries mentioned above to work on critical and cross-cutting issues of AKI-AP 2021-2025. Based on the TOR prepared for each WG, they have to complete their tasks, and present their deliverables to AKAC 2023. Accordingly, AKAC & AKA 2023 is specially aimed to serve as a platform to discuss on countries performances, WGs deliverables, the way forward to strengthen potential AKI-COE and set recommendations to further promote and expand AKI Activities in the continent with increasing involvement of AUDA-NEPAD and PAPA. This year JICA has launched “AKI Cluster Strategy¹” that aims to align AKI with SDGs (2015-2030) and promote collaboration with other development partners, such as ILO, UNIDO and UNDP which is one major component of discussion.

The other worth noting event at AKAC 2023 is the inauguration of the Kaizen Center of Excellence Complex in Addis Ababa, Ethiopia, built with the support of the Government of Japan intended to serve as a “Kaizen/QPI Capacity Building Center” for Africa as part of strengthening AKI-COE.

2. Objectives of AKAC 2023:

- a. *To bring together Heads and Practitioners of Kaizen Institutions and National Productivity Organizations: To discuss on the Kaizen Institutions and National Productivity Organizations collective mid-term performances and challenges of AKI-AP 2021-2025 and the way forward from 2024-2027.*
- b. *To comprehend the deliverables of AKI-AP 2021-2025 five Working Groups and set direction on the utilization of those deliverables so as to strengthen the potential Kaizen/NPO Center of Excellences;*
- c. *To encourage and recognize best performing companies in Africa in the last two years; and*
- d. *To convey key messages to African heads of states, policy makers, and leaders of regional institutions on the mid-term achievements and future plan and call*

¹ https://www.jica.go.jp/activities/issues/private_sec/_icsFiles/afieldfile/2023/07/18/agenda_05_1.pdf

for their continued support for Kaizen and National productivity Organizations.

3. Theme:
Strengthening the potential AKI-COEs to spread K/QPI activities all over Africa thereby contributing to the industrialization process and innovation.
4. Date: 9th-10th October 2023
5. Style: Hybrid of a series of the onsite events in Ethiopia and online seminars across the continent.
6. Venue: Hilton Addis Ababa, Ethiopia
7. Language: English and French (simultaneous interpretation provided)
8. Hosts:
The government of Ethiopia,
African Union Development Agency (AUDA-NEPAD),
Japan International Cooperation Agency (JICA)

9. Tentative Program (Ethiopia time (GMT/UTC+3²) :
(This is the tentative schedule. Subject and timetable might be changed)

(Day 1: 9th October)

09:00 Registration starts for the on-site participants in Ethiopia

<< Online streaming starts at 10:00 >>

10:00-10:40 Opening Session

Remarks and speeches by the hosts and guest of Honour

- Welcome address: DG, Manufacturing Industry Development Institute (MIDI), Ethiopia
- Opening remarks: DG, KAIZEN Excellence Center (KEC), Ethiopia
- Opening remarks: Senior Vice President, JICA HQ
- Opening remarks: Ambassador, Extraordinary and Plenipotentiary, Mission of Japan to the African Union
- Keynote speech: CEO, African Union Development Agency (AUDA-NEPAD)
- Opening remarks: Commissioner, Trade and Industry of the African Union Commission
- Official Opening Speech of AKAC 2023: Minister of Industry, Ethiopia

10:45-10:55 Group Photo Session

**Please see the details for the Attachment-1*

11:00-12:00 - Panel discussion on “*QPI implementation in SEZs for enhanced output and economic performance*”
<Session 1>

12:00-13:10 - Panel discussion on “*Strengthening the potential AKI-COEs to spread K/QPI activities all over Africa thereby contributing to the industrialization process and innovation*”.
<Session 2>

² Time of online seminars in each participating country are :

(Day1) 07:00-10:30 (Burkina Faso, Ghana), 8:00-11:30 (Cameroon, Nigeria, Tunisia), 9:00-12:30 (Botswana, Egypt, Malawi, Namibia, South Africa, Zambia, Zimbabwe), 10:00-13:30 (Ethiopia, Kenya, Tanzania), 11:00-14:30 (Mauritius), 16:00-19:30 (Japan)

(Day2) 07:00-14:00 (Burkina Faso, Ghana), 8:00-15:00 (Cameroon, Nigeria, Tunisia), 9:00-16:00 (Botswana, Egypt, Malawi, Namibia, South Africa, Zambia, Zimbabwe), 10:00-17:00 (Ethiopia, Kenya, Tanzania), 11:00-18:00 (Mauritius), 16:00-23:00 (Japan)

- 13:10-13:20 Closing remarks on Day 1
- 13:20-13:30 Housekeeping announcement about lunch and site visit in the afternoon (Onsite only)

(Lunch Break and moving to the places of site visit)

----- Onsite only -----

**Please see the details for the Attachment-2*

- 15:00-17:30 Visiting high performing MSMEs in Ethiopia.
- Group A: Anbesa Shoe Factory
 - Group B: Horizon Addis Tyre Manufacturing

(Day 2: 10th October)

----- Onsite only -----

**Please see the details for the Attachment-3*

- 08:00-09:10 Morning Sessions:
Intra and Inter continental knowledge sharing on expanding Kaizen/QPI beyond national borders.
- UNIDO
 - ILO
 - Latin America KAIZEN Network
 - Africa Experience
- 09:00 Registration starts for the on-site participants in Ethiopia (for participants apart from the morning session above).

<< Online streaming starts at 10:00 >>

**Please see the details for the Attachment-3*

- 10:00-12:30 The promising and challenging landscape in spreading and
<Session 1> harvesting the benefits of Kaizen in Africa through promoting potential AKI-COEs

- Presentations and discussion on deliverables of AKI-Action Plan 2021-2025 WGs³ (I, II, III, IV and V) and AKI-Action Plan 2024-2027 (110 min)
- Good practices of KEC, Ethiopia (20 min)
**For this session, please see more details for the Attachment-4*
- Q&A Sessions (10 min)
- Wrap-up (10 min)

(Lunch Break)

14:00-16:25 Africa KAIZEN Award (AKA) 2023 Presentations and
<Session 2> Awarding Ceremony

- Presentation and discussion on revised AKA processes (30 min)
- Discussion on revised AKA process (15min)
- Announcement of the awardees of Outstanding and Excellent performers of QPI/Kaizen, and 4 presentations of the best performing companies of the year 2023 (100 min)

16:25-17:00 Closing Session
<Session 3>

- Endorsement of the communiqué of AKAC2023
- Representative, AUDA-NEPAD
- Chief Representative, JICA Ethiopia Office
- Ambassador, Embassy of Japan in Ethiopia
- Representative of Ethiopia, MIDI
- Vote of thanks/announcements

Housekeeping Announcement

³ Them of each Working Groups (WGs)

WG1: Certification, WG2: Standard curriculum development, WG3: Developing common KPI,
WG4: Institutionalizing AKAC and AKA, WG5: Establishing/strengthening COEs

10. Registration

Please note that the invitation for the on-site participation from outside Ethiopia was already sent to the designated guests. We appreciate your understanding.

(1) . Registration for online participation

Registration for the online participation through the following steps will start from 28 August 2023. Online Participation in the conference is free of charge, although participants are expected to cover the costs for their internet connections.

Please provide the necessary information and register from below links for Zoom (Webinar) by no later than 6th October 2023. You will receive an automatic reply when your registration is complete (If you do not receive an automatic reply, you probably entered the wrong email address). Please also be reminded that you need to register day by day.

(Day 1) 9 October 2023

https://us06web.zoom.us/webinar/register/WN_RkjbWa97SMK8XX9_y0R3Zw

(Day 2) 10 October 2023

https://us06web.zoom.us/webinar/register/WN_VarW5GT0Qnq3iJnhbdQ7lq

(2) . Participants in-person in Ethiopia

The events at Hilton Addis Ababa are open only to participants who bring invitation letters with them. If you have no invitation, please chose the online participation.

11. Implementing structure

Host Country	Ethiopia
Organizers	AUDA-NEPAD, JICA
Supporting Organization	PAPA
Secretariat	AUDA-NEPAD, JICA, JPC

For any inquiries, please contact the following focal points:

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12. Attachments (Draft Concept notes of each session)

- 1) AKAC 2023 Panel Discussion (Day 1, Hybrid)
- 2) Concept note on the company visit program (Day 1, onsite event only)
- 3) AKAC 2023 Moring Session (Day 2, Onsite only), Seminar and AKA 2023 (Day 2, Hybrid)
- 4) Ethiopian Kaizen Model (Day 2, Hybrid)

(END)

AKAC 2023 Panel Discussion
DAY1, 9 October 2023
(Draft)

1. Day 1 Panel discussion sessions
2. Objective;
 - a) Drive a new perspective for AKI on KAIZEN/QPI nexus Special Economic Zone
 - b) Explore global experiences in establishing and strengthening Kaizen/QPI Centre of Excellences, and their contribution to the growth and competitiveness of the industry.
3. Date and Time; 11:00-13:30 (Ethiopian Time), 9th October 2023
4. Style; Hybrid
5. Venue; Hilton Hotel, Addis Ababa, Ethiopia
6. Host; The Government of Ethiopia, AUDA-NEPAD, and JICA
7. Tentative program;
 - a) Opening Session & Group Photo 10:00-10:55
 - b) Panel Discussions 11:00-13:10

Session 1: 11:00-12:00

“QPI implementation in SEZs for enhanced output and economic performance”.

Session 2: 12:00-13:10

“Strengthening the potential AKI-COEs to spread K/QPI activities all over Africa thereby contributing to the industrialization process and innovation.”

Moderator: Getahun Tadesse

- i. **12:00-12:05: Introducing the Panelists by the moderator (5min)**
- ii. **12:05-12:15:** Prof. Izumi Ohno, Professor, National Graduate Institute for Policy Studies (GRIPS), and Senior Research Advisor, JICA Ogata Sadako

Research Institute for Peace and Development, Japan; (10min)

Key talking points: 'Key Success Factors for Kaizen/QPI Institutions and their Role in the process of growth and competitiveness of industry'

iii. **12:15-12:25:** Mr. Cyprian Mayamba, President, Pan Africa Productivity Association (PAPA): (10min)

Key talking points: 'The Role of PAPA in Strengthening/Establishing Kaizen/QPI COEs'

iv. **12:25-12:35:** Mr. Md Zainuri Juri, Principal Officer, Program Directorate, Asian Productivity Organization, (APO) (10min)

Key talking points: 'Strengthening the Mutual Collaboration for Productivity Enhancement Through COE-APO Experience'

v. **12:35-12:45:** Representative, The National Institute of Industrial Technology (INTI) (10min)

Key talking points: 'Strategy of Kaizen/QPI dissemination in neighboring countries in Latin America'

vi. **12:45-13:00:** Q & A (15min)

vii. **13:00-13:10:** Wrap-up (10min)

13:10-13:20: Closing remark on Day 1

13:20-13:30: Housekeeping announcement

8. Expected outcome

- a) Food for thoughts from global experiences
- b) Sorted, relevant and actionable global experience as inputs for AKI-AP-2024-2027
- c) Elaborated directions, roles and growth path of potential AKI-COEs
- d) Acquired knowledge on the practical steps of establishing and strengthening potential AKI-COEs; and
- e) Ideas generated Linking Kaizen/QPI

<Attachment 2>

Draft concept note on the company visit program

1. Background

Ethiopia's Kaizen dissemination in the last decade brought significant results that were paramount to the realization of the strategic goals of the companies. The Ethiopian Kaizen model is a holistic approach that deals with different sectors, including the service sector, which has strategic importance to national development. In due course, nationally, KEC is able to provide training and consulting services to more than 1500 enterprises. The process enabled enterprises to enhance their capability to compete in this dynamic environment. By taking the AKAC 2023 as an opportunity, KEC wants to share the best experiences of selected industries through direct industry visits.

2. Companies selected for the visit

By considering proximity to the venue, the importance of their experience to the visitors, and sectorial diversity, KEC has selected two companies for the visit. These are;

A. Anbesa Shoe Factory

Anbesa Shoe Factory is one of the largest leather product manufacturers in Ethiopia, mainly producing leather shoes, bags, and belts. It is located in Akakai Kality Sub City, Addis Ababa (approximately 16 km from the hotel). It has a capital of 12 million USD and creates job opportunities for 1316 employees (825 female and 491 male). Its establishment dates back to 1935 but has passed through different stages, and the current factory line was formed in 2015. The factory has maintained Kaizen activities since 2019 and got very remarkable results in various indicators. Kaizen implementation in the factory started with basic Kaizen activities and advanced from time to time. It is one of the recommended factories for the visit program to share experiences about how Kaizen is practiced in such a labour-intensive industry.

B. Horizon Addis Tyre Manufacturing

Horizon Addis Tyre Manufacturing is the only tire manufacturer in Ethiopia, established in 1972 and located in Nefas Silk Sub City, Addis Ababa (approximately 10 km from the hotel). It manufactures different types of tires and has a 28–30% local market share. The current capital is 20,056,464.5 USD, and it has created jobs for 833 workers. The company is one of the leading factories in implementing Kaizen and has achieved tremendous results. Kaizen introduction in the factory started in 2017/2018 with the application of basic Kaizen. Through time and the actual scenario, the company is able to progress and achieve results by integrating Kaizen with their strategic objectives. In this aspect, the factory was one of the winners of the African Kaizen Award in 2021.

3. Departure point, date and time

Point of departure: Hilton Hotel.

Date and time: 9th October 2023, from 15:00-17:30 (tentatively 2:30 hours)

Travel time may take from 60min to 90min for round trip

4. Company visiting program (works for both companies)

- a. Travel from Jupiter to Companies..... 30-45 minutes
- b. Welcoming and reception by company managers 5 minutes
- c. Briefing about the company and Kaizen activities 15 minutes
- d. Visiting at Gemba.....30 minutes
- e. Experience sharing Discussion.....30 minutes
- f. Group photo.....10 minutes
- g. Travel from the company to Jupiter hotel..... 30-45 minutes

5. Logistics

- Grouping the team to two (English Speaking and French Speaking)
- Two Shuttle Bus (Round trip)
- Interpreters for one group (English to French only)
- Presenters and Guides (Company Side- Management members)

AKAC 2023 Moring Session, Seminar and AKA 2023

(Draft)

1. Day 2 Morning Sessions

a) Objective

- To learn from Kaizen-related international experience from multilateral organizations such as UNIDO and ILO
- Presentations on case studies of assistance to neighboring countries by Latin American countries and Africa to deepen understanding of the implementation system, in preparation for future training by strengthen the functioning of the AKI-COE.
- To announce the establishment of a Cross-Functional-Working-Group (GFWG) with defined tasks and roles. The members are drawn among WGs Chairpersons; AKI-COEs scored high in self-assessments, AKI-COEs Practitioners and PAPA Secretariat

b) Theme;

Intra and Inter Continental knowledge sharing on expanding Kaizen/QPI beyond national borders.

c) Date and time; 8:00-9:10 (Ethiopian time), 10th October 2023

d) Style; Onsite only (Probably First-come-first-served basis because of the capacity of the venue)

e) Venue; Patio, Hilton Hotel, Addis Ababa, Ethiopia

f) Host; The Government of Ethiopia, AUDA-NEPAD, and JICA

g) Program;

8:00-8:05: Moderator (TBC): introducing the program (5min)

8:05-8:10: Opening remarks: Mr. Kossi Toulassi, Head of Industrial Division,
AUDA-NEPAD (TBC) (5min)

8:10-8:20: UNIDO, "*UNIDO's approach including cooperation with JICA in Ghana*" (TBC) (10min)

8:20-8:30: ILO, "*Productivity Ecosystems for Decent Work approach*" (TBC)
(10min)

8:30-8:40: Latin America Experience (TBC) (10min)

8:40-8:50: Africa Experiences (TBC) (10min)

8:50-9:00: Q&A and Discussion (10min)

9:00-9:05: Announcement cross-functional-working-group (CFWG) (5min)

9:05-9:10: Closing remarks: JICA Representative (TBC) (5min)

2. Day 2 Seminar Sessions

a) Objective;

- Comprehend the AKI-AP 2021-2025 five Working Groups deliverables and set direction on the utilization of same to promote the potential (COEs) Kaizen institutes, units, teams and National Productivity Centers to designated AKI-COEs level;
- Report on the AKI mid-term (2017-2023) performances, AKI Cluster Strategy (2024-2030) and AKI-AP 2024-2027
- Explore the experience of Kaizen dissemination in Ethiopia; and
- Confer Kaizen Award to the Winners of AKA 2023.

b) Theme;

“The promising and challenging landscape in spreading and harvesting the benefits of Kaizen in Africa through promoting potential AKI-COEs”

c) Date and time; 10:00-17:00 (Ethiopian time), 10th October 2023

d) Style; Hybrid

e) Venue; Hilton Hotel, Addis Ababa, Ethiopia

f) Host; The Government of Ethiopia, AUDA-NEPAD, and JICA

g) Program;

Session one (10:00-12:30)

Presentations and discussion on deliverables of AKI-AP 2021-2025 WGs (I, II, III, IV and V) and good practices of KEC, Ethiopia.

Moderator: AUDA-NEPAD (TBC)

Presenters: Chairpersons and Technical advisors of each WG.

- ***Key Talking points:*** Objectives, major activities undertaken, and challenges and countermeasures, deliverables as DAY1 panel discussion, benefits and recommendations to implement the deliverables by AKI-COEs

i. ***10:00-10:10:*** Introducing the presenters by the moderator: (10min)

ii. ***10:10-10:30:*** WG I & III Mr. Hosni Belhadj (Tunisia)

“Established Common KPIs and Certification Framework for Kaizen Consultants in Africa; deliverable of WG I & III” (20min)

iii. ***10:30-10:40:*** WG II- Mr. Walid Ayed (Tunisia)

“Developed Kaizen Standard Curriculum; deliverable of WG II”
(10min)

iv. ***10:40-10:50:*** WG IV- Mrs Françoise Marechal Charlotte (Mauritius)

“Institutionalization of AKAC and AKA in Africa; alternatives and

viable recommendation of WG IV” (10min)

- v. **10:50-11:00:** WG V- Mr. Richard Benaya (Tanzania)
“Definition, Criteria, and Expected Roles of AKI-COEs and CEP I: deliverables of WG V” (10min)
- vi. **11:00-11:10:** Presentation about **“the results of establishing Africa Kaizen e-learning”** Mr. Go OTA, JICA survey team (10min)
- vii. **11:10-11:30:** Brief highlights on **AKI Mid-term (2017-2023) performances reviews, the AKI Cluster Strategy (2024-2030), and second mid-term AKI-AP (2024-2027)**, AKI Secretariat and JICA Representative(20min)
- viii. **11:30-11:50:** Q & A (20min)
- ix. **11:50-12:10:** Presentation on good practices of Kaizen dissemination activities in Ethiopia (Ethiopia model) and experience sharing by KEC. (20min)
- x. **12:10-12:20:** Q & A (10min)
- xi. **12:20-12:30:** Wrap-up by the moderator (10min)

12:30-14:00 lunch break

Session two (14:00-16:25)

- 9. Africa KAIZEN Award 2023 Presentations and Awards
 - i. Objective;
 - a) Reviewing AKA system and nomination processes since 2019 and recommendations for improvement; and
 - b) Bestowing AKA for 2023 competition winners.
 - ii. **14:00-14:30:** Presentation and discussion on revised AKA processes by EC member. (30min)
Mr. JIN and other EC member

- iii. **14:30-14:45:** Discussion on revised AKA process (15min)
- iv. **14:45-16:25:** AKA awarding Ceremony

Awarding ceremony of AKA2023: *announcement of the awardees (Outstanding and Excellent performers) of AKA 2023 and 4 presentations of the Awardees.*

This session will be held to formally announce the outstanding and excellent awardees in the “large-scale organization” and “small & medium organization” categories in the Africa Kaizen Award 2023. The award aims to give nominators and nominees opportunities to review their own practices, appraise their achievements, and raise awareness of Kaizen among policymakers, businesspeople, and practitioners.

Moderator: Mr. Go OHGA

- 14:45 Mr. Kimiaki JIN explains and introduces the awarding system, the evaluation criteria, the members of the EC, and the rewards. (10 min)
- 14:55 Prof. Norman Faull introduces the organization entrants.(10 min)
- 15:05 Mr. Md Zainuri Juri announces the Excellent awardee in the “small & medium organization” category.
 - Speech and Presentation by the awardee (10 min)
 - * 2 min. comments and 8 min. presentation
- 15:20 Mr. Md Zainuri Juri announces the Outstanding awardee in the “small & medium organization” category.
 - Speech and Presentation by the awardee (10 min)
 - * 2 min. comments and 8 min. presentation
- 15:35 Prof. Norman Faull announces the Excellent awardee in the “large organization” category.
 - Speech and Presentation by the awardee (10 min)
 - * 2 min. comments and 8 min. presentation
- 15:50 Prof. Norman Faull announces the Outstanding awardee in the “large organization” category.
 - Speech and Presentation by the awardee (10 min)
 - * 2 min. comments and 8 min. presentation
- 16:05 Comments by the EC, Prof. Hiroshi OSADA (10 min)
- 16:15 Congratulatory speeches by AUDA-NEPAD (TBC) (5 min)
- 16:20 Mr. Kimiaki JIN announces on the way forward and closes session.

15 Nominees of AKA2023 (8 SMOs and 7 LOs)

No	Country	Nominees of SMO (Small & Medium Organization category)	No	Country	Nominees of LO (Large Organization category)
1	Ghana	Tiwajo Industry Limited	1	Cameroon	ELEGANCE PRESSING Sarl
2	Kenya	Kilimambogo Millers ltd	2	Ethiopia	FELEGE HIWOT COMPREHENSIVE SPECIALIZED HOSPITAL
3	Kenya	Spice World Limited	3	Ethiopia	Wanza Furnishings Industry PLC.
4	Madagascar	CENTRE HOSPITALIER UNIVERSITAIRE MERE ENFANT AMBOHIMIANDRA	4	South Africa	FRY'S METALS
5	Mauritius	LUBATECH LTD	5	Tanzania	SUPERDOLL TRAILER MANUFACTURE CO. (T) LTD
6	Mauritius	Marine Biotechnology Products-a subsidiary of IBL conglomerate	6	Tunisia	ASTEELFLASH Tunisie
7	South Africa	Azania Clothing Investment (PTY) Ltd.	7	Tunisia	TESCA TUNISIA ZI Grombalia
8	Tanzania	Tanzania Engineering and Manufacturing Design Organization (TEMDO)			

Session three (16:25-17:00)

10. Closing session

MC: (TBC)

16:25-16:35: Endorsement of the communiqué of AKAC2023 (10min)

Representative, AUDA-NEPAD

16:35-17:00: Remarks and speeches (25min)

Ambassador, Embassy of Japan in Ethiopia

Chief Representative, JICA Ethiopia Office

- Representative of Ethiopia, MIDI

Vote of thanks/announcements (5min)

11. Expected outcomes of the Day 2 sessions.

- a. Enhancing knowledge sharing international experience from multilateral organizations
- b. Comprehend AKI-Mid-Term 2017-2023 tangible and intangible outputs and AKI monitoring mechanisms.
- c. Clear steps and actions for the AKI Second-Term 2024-2027
- d. Bring takeaways of deliverables of WGs to implement in each country and increased commitment for and involvement in AKI
- e. Encouraged enterprise and Improved AKA system.

KEC presentation on the Ethiopian Kaizen Model in Brief
(Draft Concept Note)

1. Background

One of the presentation topics on Day 2 of AKAC is a presentation on good practices in Kaizen dissemination activities in Ethiopia (the Ethiopia model) and experience sharing by KEC. As it is known, Ethiopia's Kaizen model and its achievements are becoming an area of interest. In relation to this, KEC will have a 20-minute presentation for the participants that will enable them to understand the journey of Kaizen in Ethiopia and extract lessons for their customized approach in their respective countries.

2. Objective

The objective of the presentation is to enable the participants to understand the Ethiopian Model of Kaizen implementation, acquire the lessons, and find out the lessons for the effectiveness of Kaizen at the continental level.

3. Date and Time: 11:50-12:10 on 10th October, 2023

4. Methodology: It will be accompanied by lecture and question and answering

5. Time allocation

- Setup and adjustment.....2 minutes
- Presentation.....18 minutes
- Question and Answering.....5 minutes

6. Presentation Outline

- Inception of Kaizen in Ethiopia and important milestones
(Project, Institutionalisation, Dissemination, TICAD Building)
- Policy-level support and Kaizen implications
(GTP I, GTP II, and the current National Perspective Plan)
- Peculiarities of the Ethiopian Kaizen Model
(Sector Diversification, Institutionalization, Kaizen Movements, Certification, National Award, Internal Capacity Building, Career Path)
- Major Achievements, benefits and impacts
- The future of KEC and TICAD
- Summary