

**Theme: Productivity for Fiscal Sustainability
and Efficient Service Delivery**

The Kaizen Model and Global Benchmarking

- Plenary 3: Productivity and Performance Measurement, Management
Recognition and Rewarding Practices -



Toru Homma
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Japan International Cooperation Agency (JICA)



Senior Advisor (Private Sector Development: Investment, Trade and Industry) Japan International Cooperation Agency (JICA)



(Source: African Union)



(Source: MOFA Japan)



(Source: OECD)



Co-authored
Kaizen Book



- 2010-present: Senior Advisor on Private Sector Development (Investment, Trade and Industry), JICA <Leading around 200 missions to formulate/evaluate projects, making presentations at international conferences, publishing various books/papers and giving lectures at a series of training etc. in the areas of: Investment policy/promotion, industrial development/policy, **KAIZEN - Quality and Productivity Improvement**, business environment, SME, trade promotion, economic integration, special economic zones, Industry 4.0 and smart manufacturing, startup and innovation, sustainable development, Africa and Southeast Asia etc>
- 2023-2026 (AUDA-NEPAD based in South Africa): Senior Advisor to the CEO, AUDA-NEPAD <AUDA-NEPAD/JICA cooperation, incl. **Africa Kaizen Initiative**, Home Grown Solutions Accelerator program, Policy Bridge Tank, Regional Integration, AfCFTA, ASEAN etc>
- 2014-2017 (Myanmar): Investment Promotion Advisor (JICA Expert), Directorate of Investment and Company Administration (DICA), Ministry of Planning and Finance
- 2009 (based in Kenya): Trade and Investment Advisor, JICA Africa Regional Office
- 2006-2009 (OECD based in France): Investment Policy Analyst / Project Manager of NEPAD-OECD Africa Investment Initiative, Investment Division, Directorate for Financial and Enterprise Affairs (DAF/INV), Organisation for Economic Co-operation and Development
- 2003-2006 (Indonesia): JICA Project Formulation Advisor (Investment, Trade and Industry) in JICA Indonesia Office
- 2002-2003 (UK): MSc in Industrial Strategy and Trade Policy, Institute for Development Policy and Management, University of Manchester
- 1999-2002 (Indonesia): JICA SME Development Expert/Coordinator, Project of Supporting Industries Development for Casting Technology, Ministry of Industry and Trade
- 1997-1999: JICA Associate Specialist on Small & Medium-Scale Industry Development, Tokyo
- 1993-1996 (Zambia): JICA Volunteer (JOCV) on Marketing Research (Household fuel conservation, development and dissemination), National Council for Scientific Research, Ministry of Science, Technology and Vocational Training, Zambia
- 1989-1993: Staff, business development, one of the Japanese largest construction company, Tokyo, Japan
- 1985-1989: BEng in Administration Engineering, Faculty of Science and Technology, Keio University, Japan
- Stationed in 7 countries abroad for 19 years in total; visited 129 countries in the world including 35 African countries

JICA's Overview

Japan International Cooperation Agency (JICA)



Field network

Approx. **100** overseas offices, incl. around 30 African offices, 16 domestic offices

Human network

established through more than 50 years cooperation with public/private sectors in each country

Approx.
20,000/year
personnel
received for
training in Japan

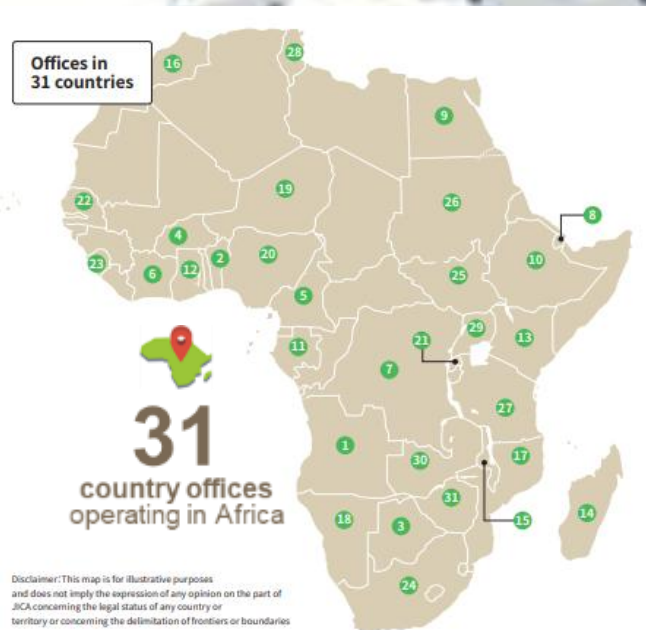
Over 10,000
experts newly
dispatched
every year

Comprehensiveness / public entity

(1) Various cooperation menu; (2) Wide thematic issues; (3) Cooperation with partner governments

Expertise

Staff and external experts with rich experience and knowledge in developing countries



JICA's 3 major pillars (clusters) in Private Sector Development

- Entrepreneur support, Kaizen initiative, business linkage creation -



JICA Global Agenda
— JICA 20 Strategies for Global Development Issues

4 Private Sector Development

Fostering private enterprises and support economic growth in developing countries

Foster and strengthen the private sector, which raises national incomes and supports the public finances. Innovation and investment will also be promoted to achieve high quality economic growth.

We strive to improve the competitiveness of entrepreneurs and businesses, develop industrial and investment policies and business environment, and improve access to finance, etc. We will create an environment for the private sector to grow. We will also promote collaboration between local and Japanese companies, strengthen partnerships, and aim to achieve economic resilience of both countries.



Private Sector Development
... is one of the JICA's wide coverage of 20 thematic issues "JICA Global Agenda"

8 DECENT WORK AND ECONOMIC GROWTH


9 INDUSTRY, INNOVATION AND INFRASTRUCTURE


17 PARTNERSHIPS FOR THE GOALS


JICA logo
SUSTAINABLE DEVELOPMENT GOALS
The Japan International Cooperation Agency (JICA) supports the Sustainable Development Goals (SDGs).

Africa Kaizen Initiative

Improve business competitiveness and production management through *Kaizen* (quality/productivity improvement) approach



Region-wide 10-year initiative led together with AUDA-NEPAD (2017-2027) Annual Conferences

Support for Entrepreneurs to Create Business Innovation

Project NINJA (Next Innovation with Japan)

Support for startups which contribute to solving social challenges through innovation

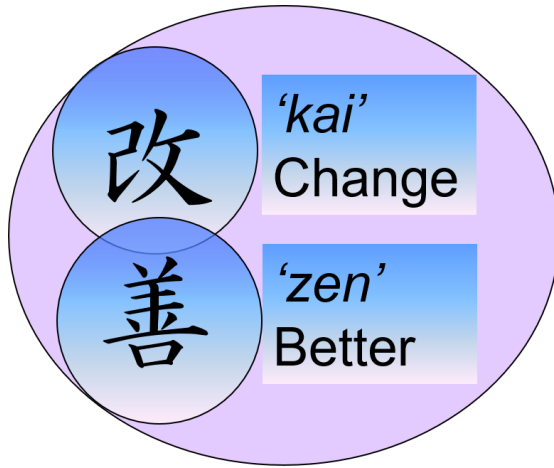


Promotion of Investment and Industries in Asia

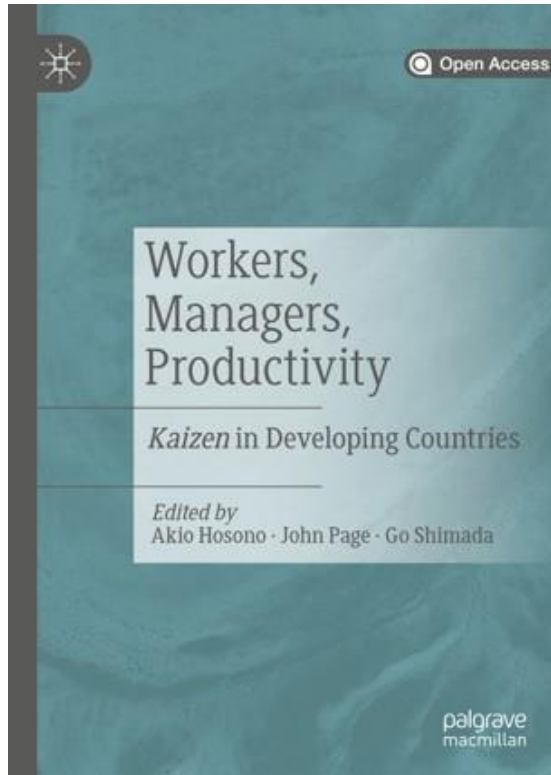
Holistic support in (i) attracting FDI through business environment reform, (ii) capacity building for local businesses through industrial development strategies, and (iii) in creating business linkages



(Case) Bangladesh Project for Promoting Investment and Enhancing Industrial Competitiveness



改善(Kaizen) simply means 'Improvement'



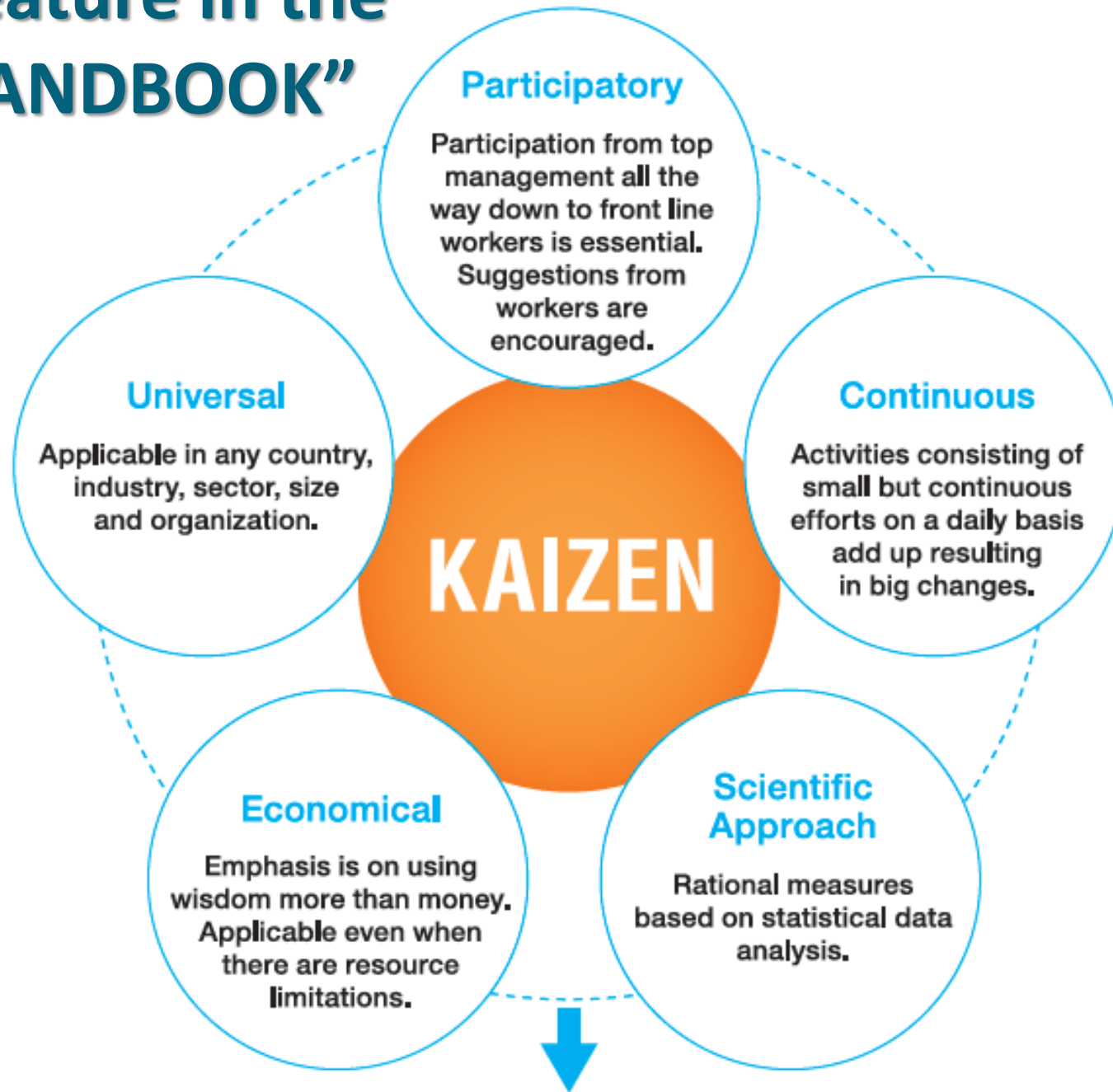
Kaizen is a widely adopted practice developed in Japan to improve productivity and quality, to enhance **managerial capital** to make firms competitive.

5 Key Attributes of **Kaizen**

- ① Kaizen is an approach to **continuous improvement**
- ② The principal aims of Kaizen are **improving quality and productivity at the firm level**
- ③ Kaizen developed **inclusive and participatory approaches** to improving quality and productivity.
- ④ **5S, quality control circles (QCC), and just-in-time (JIT) inventory** are well-known **Kaizen tools**
- ⑤ as Kaizen has spread through firms, it has come to be referred to as **total quality control (TQC) and total quality management (TQM)**. **The Toyota Production System (commonly called TPS)** is one of the most systematic and advanced Japanese TQC or TQM systems.

Workers, Managers, Productivity, Kaizen in Developing Countries
Edited by Akio Hosono ▪ John Page ▪ Go Shimada (Palgrave 2020)
(Open Access) <https://link.springer.com/book/10.1007%2F978-981-15-0364-1>

KAIZEN's feature in the “KAIZEN HANDBOOK”



Source: JICA (2018)
“Kaizen Handbook”



KAIZEN methods / tools

Example of KAIZEN Tools

5S	○Working Environment (see figure below)
Muda dori	○Elimination of waste ○7 types of <i>muda</i>
QC 7 Tools	○Problem analysis & countermeasures
QC Circle	○Small group activity
IE	○Industrial Engineering
TQM	○Total Quality Management



Evolution of Kaizen in Japan (1)

Need for recovery from the devastated World War II destruction

Productivity Improvement

Productivity Movement

1955: Establishment of Japan Productivity Center (JPC)

3 Principles of Productivity

- (1) Employment maintenance and expansion
- (2) Labor-management cooperation/consultation
- (3) Fair distribution of the fruits

Massive missions to US (6000 persons in 10 years)



← First mission to US in 1955

→ Top Management Seminar in 1958



Quality Improvement

1946: Establishment of Union of Japanese Scientists and Engineers (JUSE)

1950: Dr Deming's visit to Japan and lecture on Statistical Quality Control

1962: Development of QC Circle

Development of QC 7 Tools by Prof. Ishikawa



Dr Deming's lecture



Source: JPC website, JUSE website, AP/Afro

Evolution of Kaizen in Japan (2)

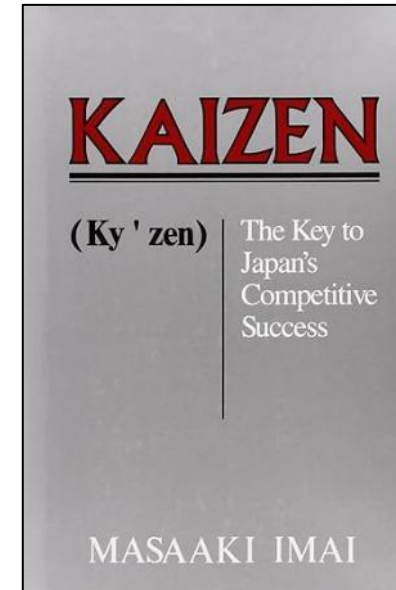
Toyota Production System (TPS)

Two key concepts of the Toyota Production System

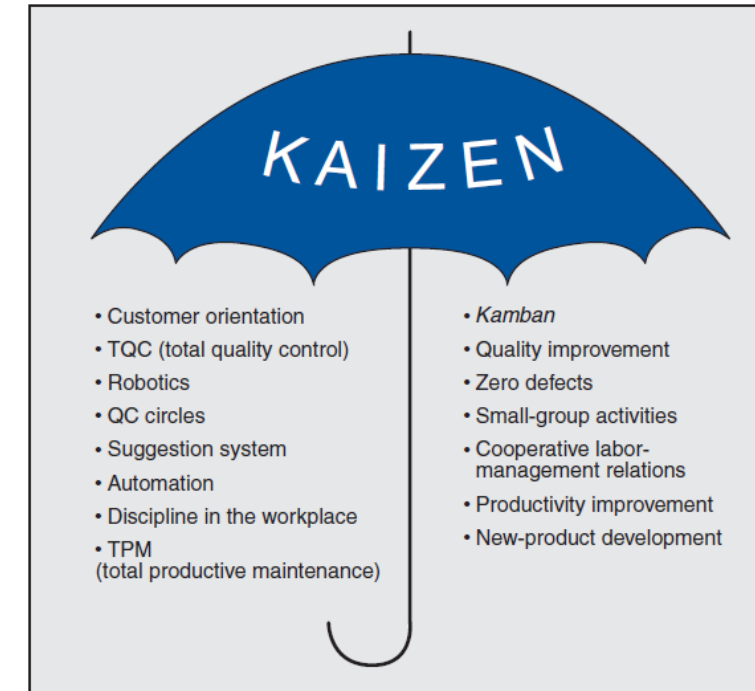


[Source: JICA multimedia - An Overview of Kaizen, its Introduction and Dissemination \(Full Version\) - YouTube](#)

KAIZEN



Source: Imai (1986)



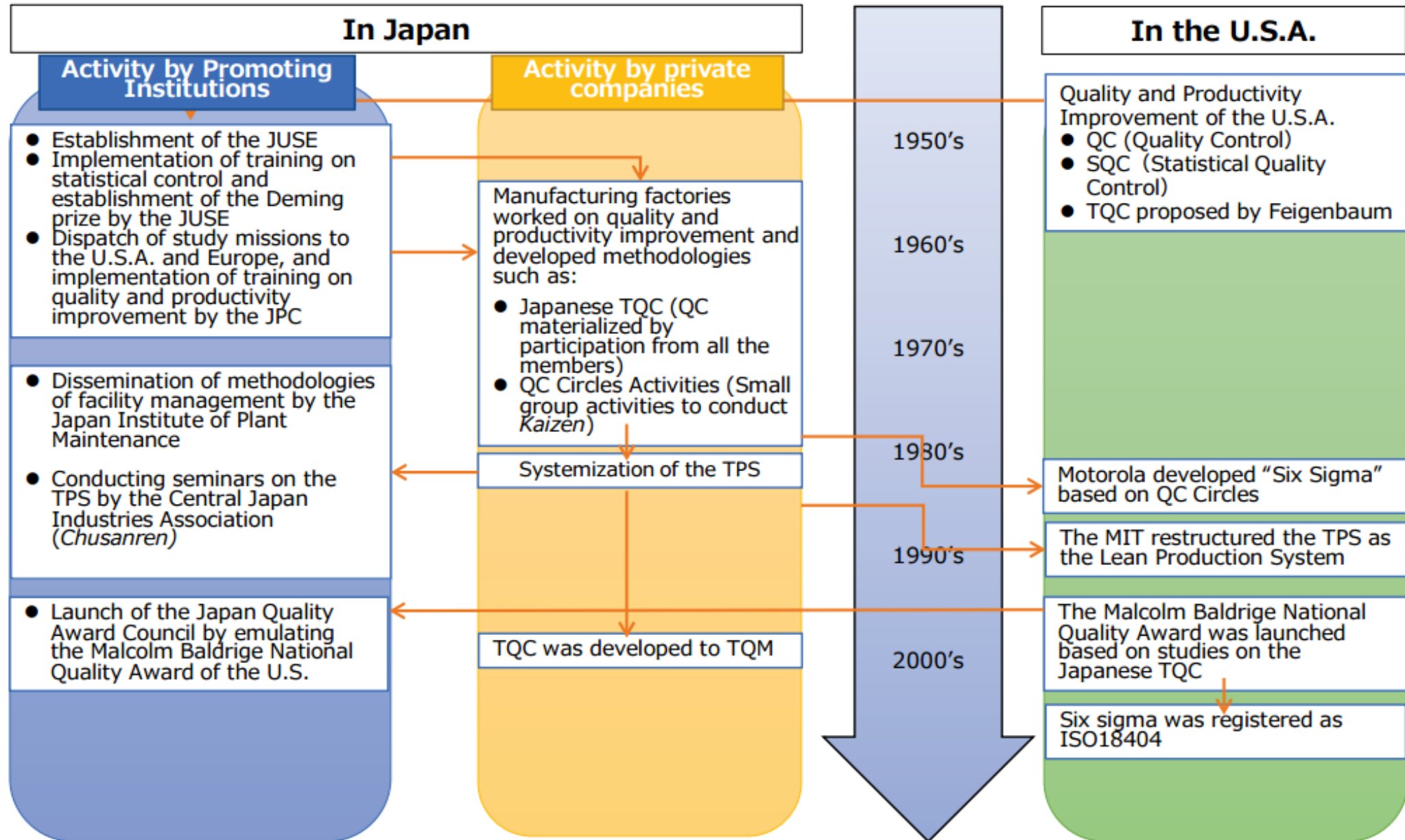
Source: Imai (1986, p.4).

Mr Masaaki Imai, mission member to US

Dissemination globally of the term of "Kaizen" in English as a comprehensive approach

Quality Improvement + Productivity Improvement

Transition of Quality and Productivity Improvement in Japan and US



Source: JICA Study Team

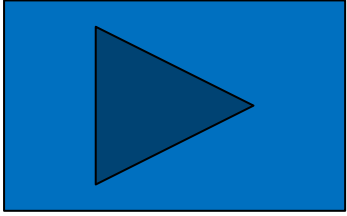
Source: JICA (2018) "Kaizen Handbook"

The Role of Standards in the East Asian Miracle – the Case of Japan

World Development Report 2025: Standards for Development

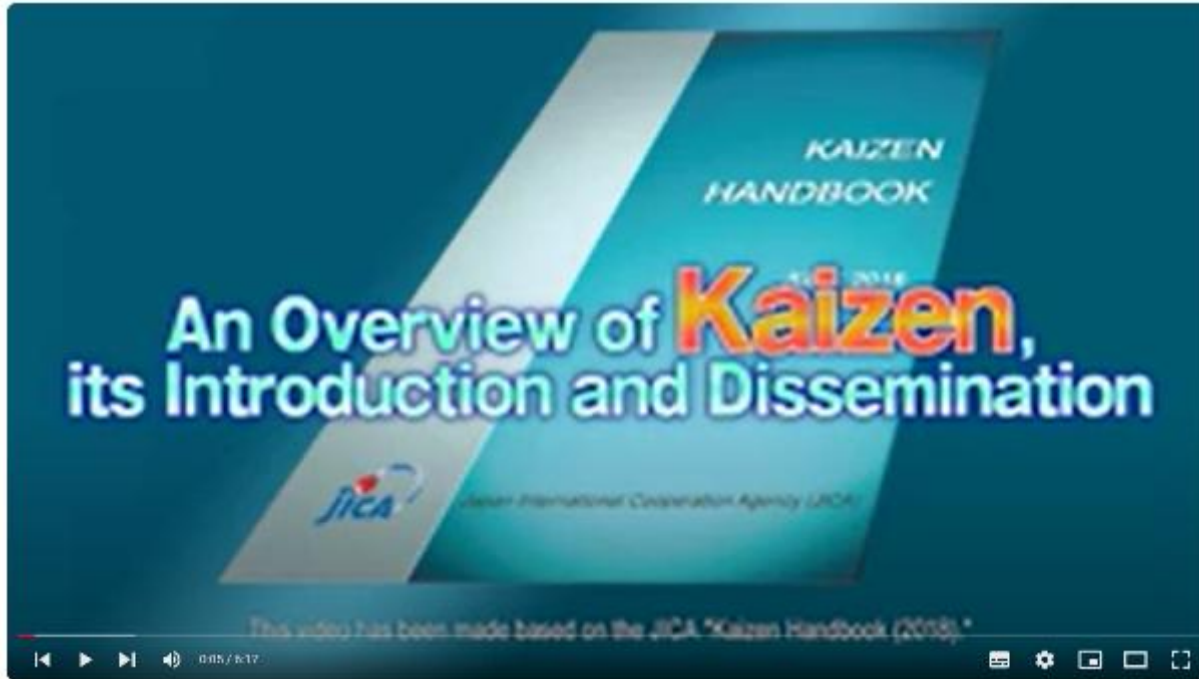


- “Japan: From ‘shoddy imports’ to paragon of global quality” (WDR 2025)
- Japan’s focus on **quality improvement** in the Post World War II
 - ✓ **Standardization and quality control** as the core of industrial policy
 - ✓ Main players: MITI (Policy), JSA (JIS), JUSE (QC: Quality Control) etc.
- **Standardized QC: Deming Prize and Total Quality Management (TQM)**
 - ✓ SQC, Culture of **Continuous Improvement**, Customer Satisfaction, Companywide Participation, lead of senior executive
 - ✓ Quality requirement in the **supply chain** (dissemination of quality improvement)
 - ✓ **Capacity building** of quality improvement achieved in whole industry
 - ✓ *“final quality of products depended on the consistent excellence of **components**, leading manufacturers like Toyota worked **closely with their suppliers**, **sharing knowledge** regarding total quality management and enforcing strict standards for quality, which helped **raise capabilities across the entire supply chain**”*
- Harmonization of domestic standards (JIS) and international standards (ISO, etc)
- Drive to **access demanding export markets** catalyzed adoption of standards & quality upgrade
- The **state** provided the **framework** and **industry leadership internalized and executed quality revolution**, creating an ecosystem



JICA Multimedia

An Overview of KAIZEN, its Introduction and Dissemination



Full Version (29 minutes)

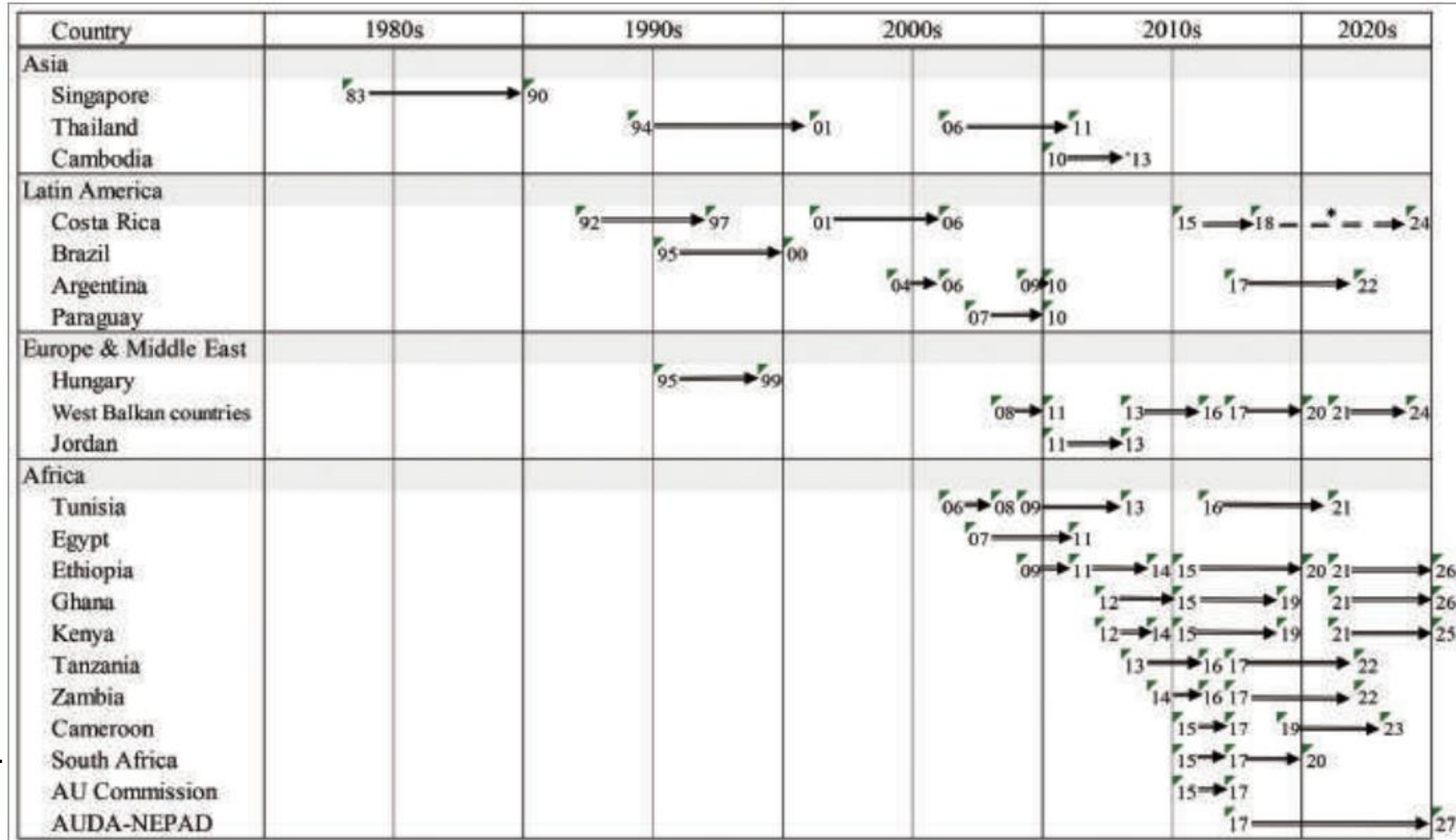
[An Overview of Kaizen, its Introduction and Dissemination \(Full Version\) - YouTube](#)

Digest Version (6 minutes)

[An Overview of Kaizen, its Introduction and Dissemination \(Digest\) - YouTube](#)

Selected JICA KAIZEN Projects: From Asia to Africa

- Beginning with the project for **Singapore** in **1983**
- Spread from **Asia** to **Eastern Europe**, **Latin America** and now in **Africa**
- Basically bi-lateral cooperation; also regional cooperation (ex. Africa Kaizen Initiative, Costa Rica - Central America)
- Started for industrial development; and spread to other sector – hospital, electricity, public etc.



* JICA supports Dominican Rep., El Salvador, Nicaragua, Guatemala, and Honduras in collaboration with Costa Rica.

KAIZEN - spread in the world

Kaizen has already spread in the world!

“5S” in many languages



Source: JICA's World No.28 (2010)

Key Factors of Institutionalization

Diverse Examples of Africa Kaizen Projects

i. Policy Direction, Government Initiative

- National Development Policy (Productivity is featured?), Industrial Policy
- Strong Commitment of Government Leaders (ex. Ethiopia Former Prime Minister)

ii. Implementing Government Body (Ministry, Agency, Institute ...)

- Ministry of Industry: Most common
- Ministry of Labor: Labor Productivity, Productivity Movement
- Ministry of Education: TVET, Basic/Advanced Education
- Ministry of Trade: International Competitiveness Strengthening, Trade Training
- Ministry of Health: Hospital management
- Institute exclusively established for Kaizen: Ethiopia Kaizen Institute (EKI) → Kaizen Excellence Center (KEC), Kaizen Institute of Zambia, Tanzania Kaizen Unit (TKU)
- Productivity Center: Kenya, Egypt etc.
- SME Agency: Ghana, Cameroon etc.
- Private Sector: Chamber of Commerce and Industry, Association, Consulting Companies
- Inter-governmental body: African Union Commission (AUC)

Africa Kaizen Initiative (AKI)

An Initiative led together with AUDA-NEPAD

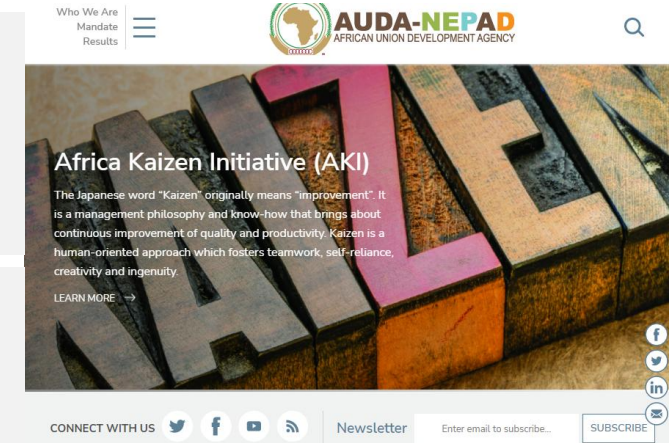
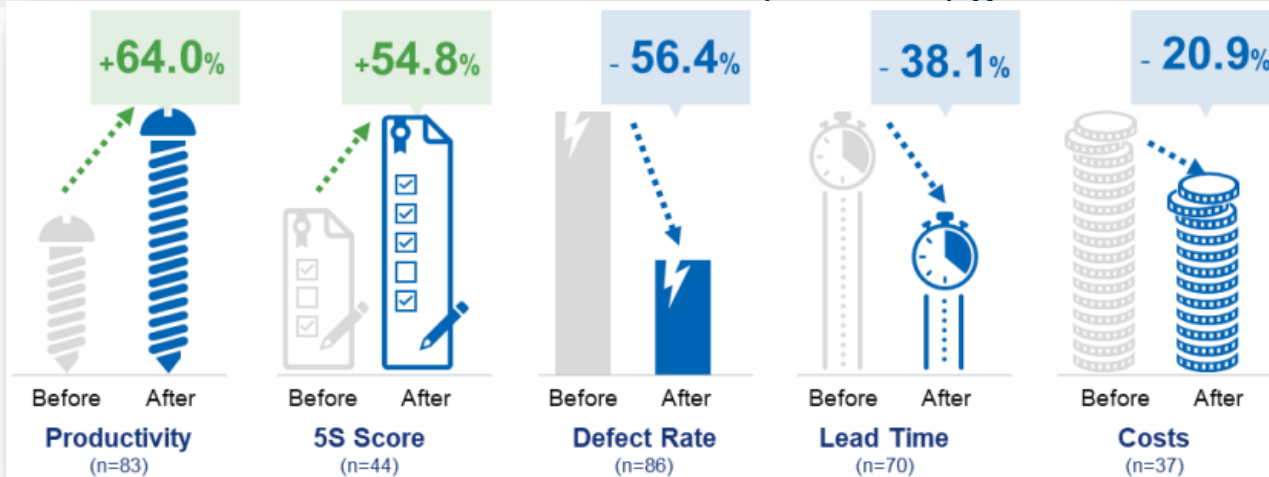
In 2017, AUDA-NEPAD and JICA launched the Africa *Kaizen* Initiative to roll out Kaizen throughout Africa

AKI Goals

1. Accelerate industrialization and economic transformation
2. Create employment and decent work
3. Develop innovative human resources

AKI Strategies

1. Advocacy at policy levels
2. Creating & strengthening the function of center of excellence (COE)
3. Standardizing Kaizen in Africa
4. Networking Kaizen promoting institutions
5. Enhanced capacity of public private partnership for Africa's industrialization and the African Continental Free Trade Area (AfCFTA) goals



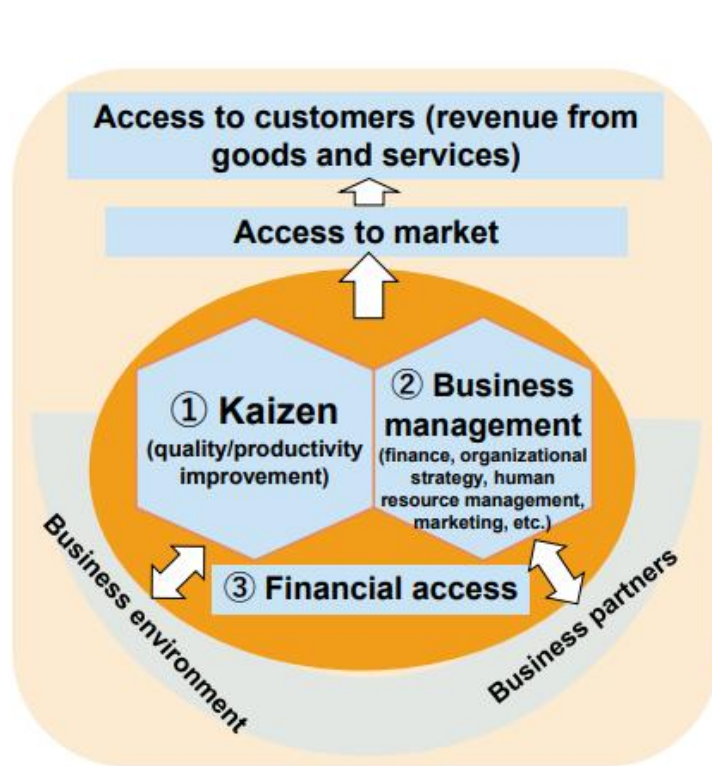
<https://www.nepad.org/programme/africa-kaizen-initiative-aki>



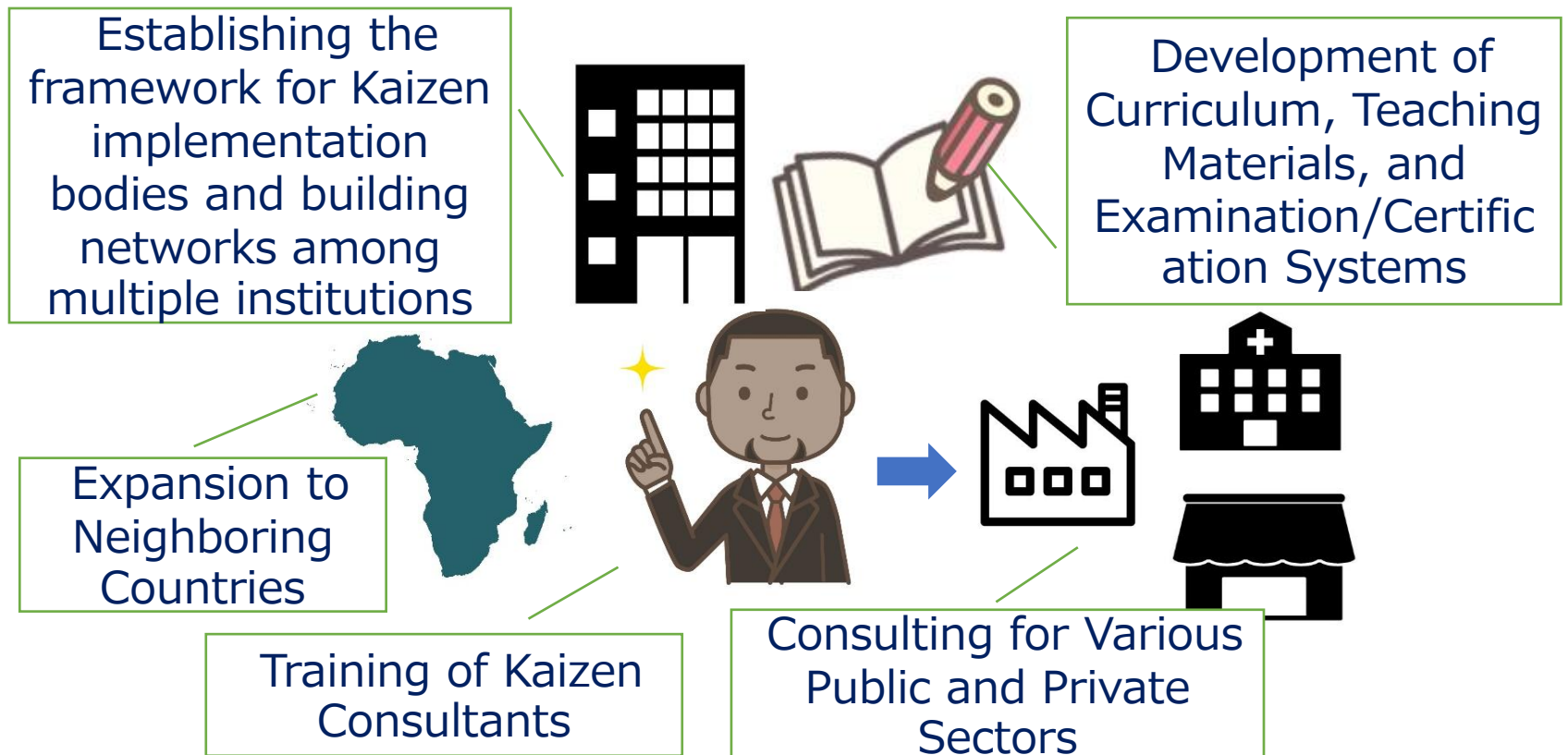
LOA signed in April 2017 by AUDA-NEPAD and JICA

Source: JICA (2024) "Summary Report of Joint Study on JICA and AUDA-NEPAD's contributions under the TICAD process"

- ✓ “Kaizen Approach”—which includes quality productivity improvement, improving corporate management capabilities and access to finance—across the African region. This approach contributing to the competitiveness of African SMEs.
- ✓ Through the dissemination of the Kaizen Approach, it ultimately aims to realize decent work for employees and, in the long term, achieve sustainable industrial development in African countries.

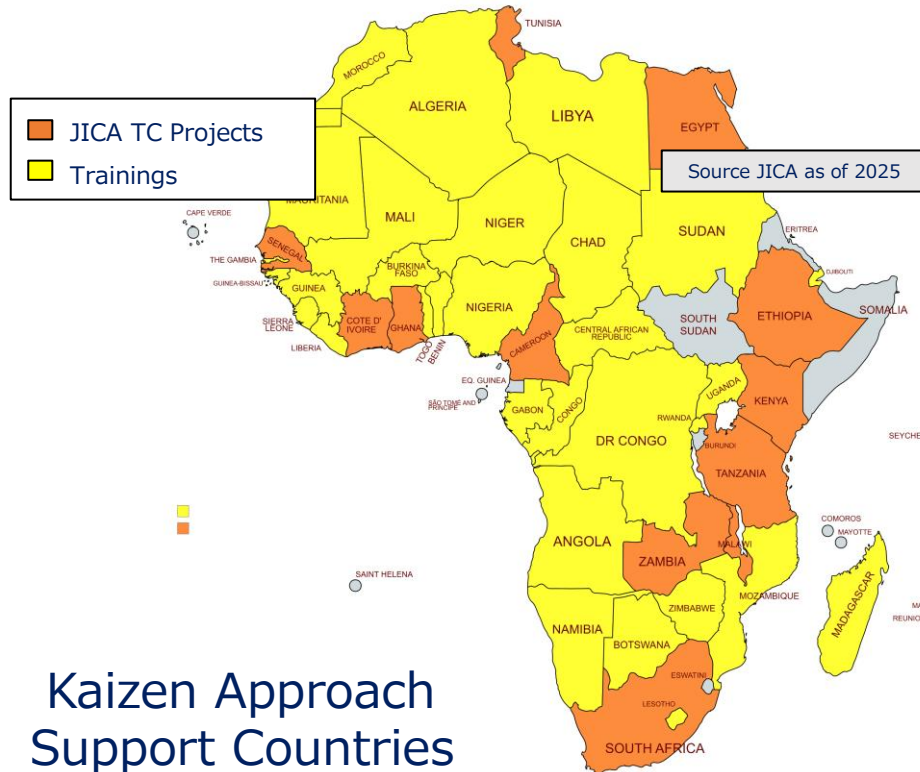


Kaizen Approach



Example of Support for Kaizen Approach Dissemination in Each Country

AKI is a 10-year initiative initiated in 2017 between the African Union Development Agency (AUDA-NEPAD) and JICA. It aims to spread the Kaizen Approach throughout Africa while respecting African ownership, including through dissemination to third countries via the COE (Center of Excellence), which serves as the core hub for promoting the Kaizen approach through AKI.



*Participating countries in training programs include those attending JICA training in Japan, third-country training in Malaysia, and training conducted by the COE.

- Kaizen Approach Support Countries: 44 countries as of 2025
(Including 9 technical cooperation projects countries)



- Annual Meeting of the African Kaizen Initiative (AKAC)
Held annually
- African Kaizen Award (AKA)
presented

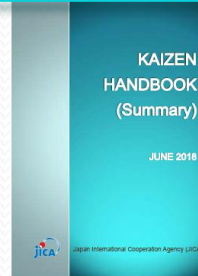


Africa Kaizen Initiative (2017-2027)

Publications and Africa KAIZEN Annual Conference

“KAIZEN HANDBOOK” (2018)

https://www.jica.go.jp/english/news/field/2018/180625_01.html



“Applying the *Kaizen* in Africa: New Avenue for Industrial Development” (2018)

Open access:

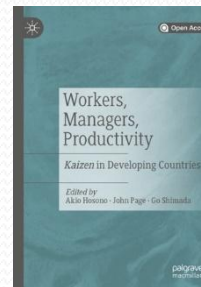
<https://www.palgrave.com/jp/book/9783319913995>



“Workers, Managers, Productivity: *Kaizen* in Developing countries” (2020)

Open access:

<https://link.springer.com/book/10.1007%2F978-981-15-0364-1>



“Promoting Quality and Productivity Improvement / *Kaizen* in Africa” (2022)

https://www.jica.go.jp/jica-ri/publication/booksandreports/20220210_02.html



Africa KAIZEN Annual Conference (since 2016)

incl. Award Ceremony for the Africa KAIZEN Award (since 2019)

- Addis Ababa, Ethiopia (2016)
- Nairobi, Kenya (2017)
- Durban, South Africa (2018)
- Tunis, Tunisia (2019)
- On-line (2020)
- Dar es Salaam, Tanzania (2021)
- Yaoundé, Cameroon (2022)
- Addis Ababa, Ethiopia (2023)
- Tunis, Tunisia (2024)
- Gauteng, South Africa (October 2025)



Source: JICA
Private Sector
Development
Group

AKAC 2021 in Tanzania: “Opportunities to Accelerate Industrialization and Trade in Africa”

KAIZEN x AfCFTA

AKAC 2022

Policy implementation of **Kaizen/QPI** on transforming **MSMEs** thereby contributing to the establishment and strengthening of **AfCFTA** was discussed.



Keys to the AfCFTA for Sustainable Development

1. Enhancing Trade Facilitation

- Quality infrastructure and Corridor development to reinforce **connectivity**
- Enhancing the capacity of **customs administrations**
- Promoting **One Stop Border Post (OSBP)**



2. Strengthening Industrial Development

- Strengthening the **competitiveness of MSMEs / start-ups** and supporting **entrepreneurship**
- Strengthening **value chains**
- Providing a quality **vocational training** for youth

Kaizen



Source: JICA (2022) at TICAD8 Side Event on Regional Economic Integration



KAIZEN x SEZ

AKAC 2023

This Panel discussion aims to shed light on how the principles of **quality and productivity improvement (QPI)** can be effectively utilized in **Special Economic Zones (SEZs) / Industrial Parks** to elevated their output, economic performance, and global competitiveness.



Africa Kaizen Annual Conference 2023

DAY 1 – Panel Session 1

Quality and Productivity Improvement (QPI) implementation in SEZs / Industrial Parks for Enhanced Output and Economic Performance



9 October 2023
Toru Homma
Senior Advisor to the CEO, AUDA-NEPAD
Senior Advisor on Private Sector Development, JICA



AKAC 2024 KAIZEN x Innovation/Digital/Startup

Under the main theme “The Role of KAIZEN in Promoting Innovation, Digital Transitions and Economic Development”, discussed:

- Nodes of **Kaizen and Innovation**
- **Digital Kaizen** & Kaizen in Digital
- Kaizen and Innovative **Startup**



AKAC 2025 KAIZEN x Global/Regional Value Chain

A panel discussion “How can **Kaizen foster global and regional value chain** under changing business environment” was organized and conducted:

- encourages local suppliers to improve their quality and productivity **to penetrate in the value chain**
- promotes competitiveness of **local production**
- **Technical support** by OEMs and public sector to improve productivity of firms





Zambia

- QC Circle oriented Kaizen
- Long-standing National Kaizen Conference
- Awarded in International Conference of QC Circle
- Kaizen Institute of Zambia (KIZ) as Kaizen-exclusive organization
- Service sector and government sector





Cameroon

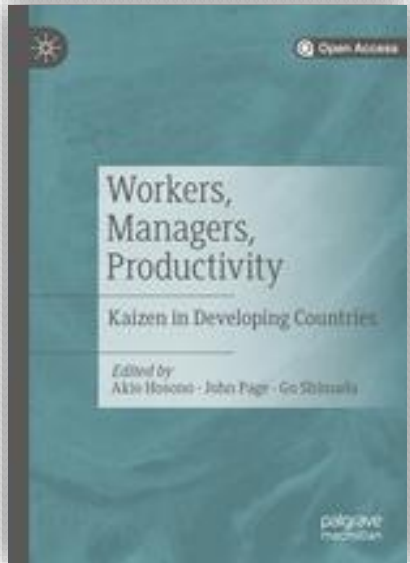
- Active private Kaizen Consultants
- Training and consultation provided to neighbouring countries (Gabon, CAR, Chad, Cote d'Ivoire etc.)
- Kaizen Promotion activities including Kaizen song/video
- Kaizen contribution under the Covid-19 situation



“Workers, Managers, Productivity: Kaizen in Developing Countries” (Palgrave Macmillan)

Chapter 6 (Homma, 2020) “Kaizen Dissemination through the Government and Private Sector in Southeast Asia: Malaysia, Indonesia and Myanmar”

Findings: stakeholders’ roles and relations Possible Standard Kaizen Dissemination Model

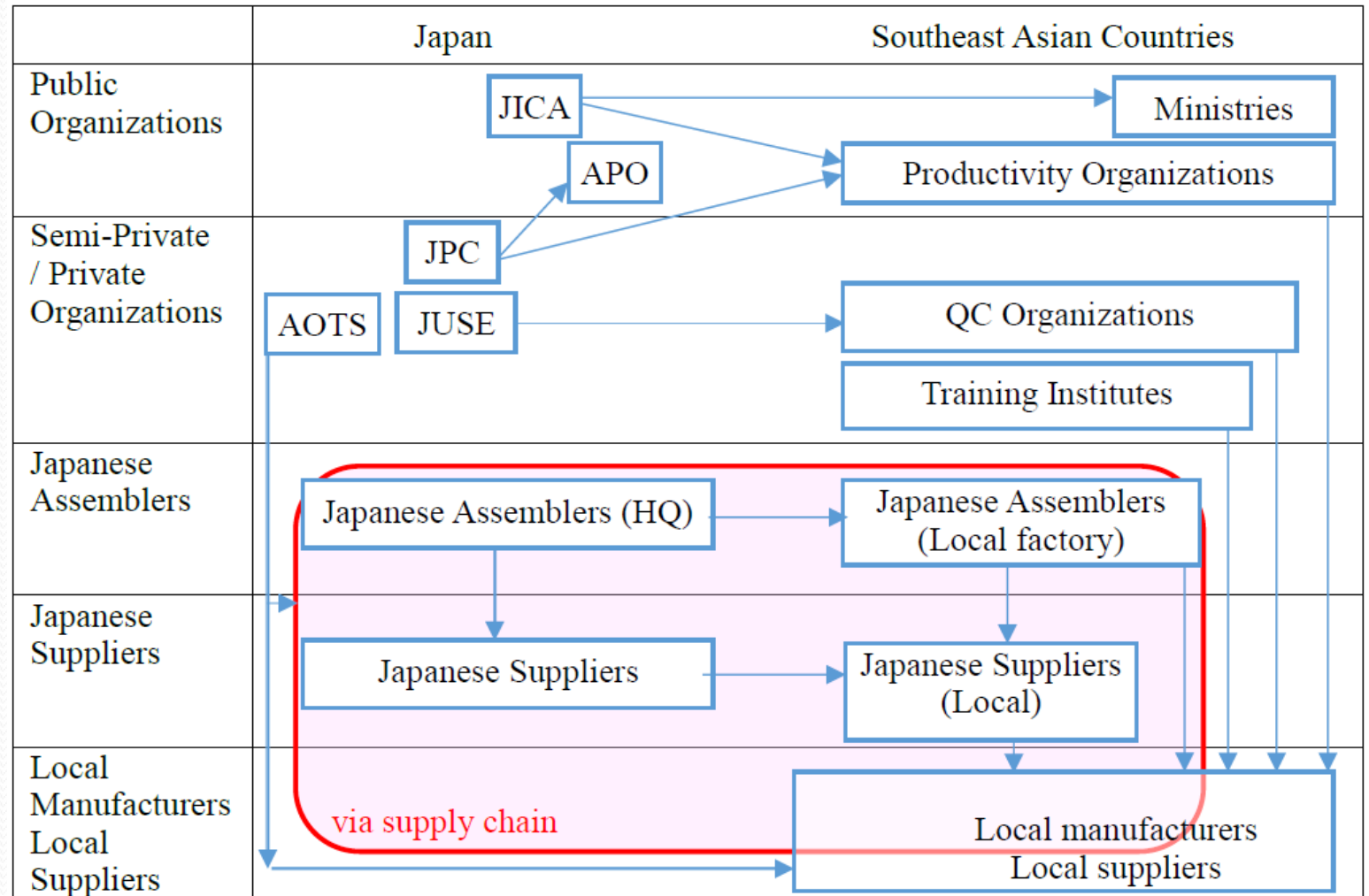


<https://www.palgrave.com/jp/book/978981503634#aboutBook>



- Variety of stakeholders
- Government / Public
- Private companies (Local / foreign) (supply chain)
- Private and Semi-private organizations
- Linkage among them
- Relatively common stakeholders
- More or less applicable to any countries

Source: Author



Thank You



Salaries & Remuneration
Commission
Rewarding productivity

