African Union Commission

Project on Capacity Building for

Kaizen Implementation in

the African Union Commission

Final Report

October 2017

JAPAN INTERNATIONAL COOPERATION AGENCY

IMG Inc.

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Acronyms

AFMD	Administration and Facilities Management Division
AHRMD	Administration and Human Resources Management Directorate
AU	African Union
AUC	African Union Commission
CAPD	Check, Act, Plan, Do
COMESA	Common Market for Eastern and Southern Africa
CP	Chairperson
DCMP	Directorate of Conference Management and Publications
DCP	Deputy Chairperson
DFR	Draft Final Report
FMD	Financial Management Division
FR	Final Report
HRMD	Human Resource Management Division
ICR	Inception Report
IMRS	Integrated Medical Record System
ITR	Interim Report
JICA	Japan International Cooperation Agency
JUSE	The Union of Japanese Scientists and Engineers
KI	Kaizen Institute
KIA	Kaizen Institute Africa
KPI	Key Performance Indicator
MISD	Management Information System Division
M/M	Minutes of Meetings
MSD	Medical Services Directorate / Medical Services Division
OAU	Organization of African Unity
OJT	On-the-Job Training
OMP	Operational Master Plan
PBFAD	Programming, Budgeting, Financial and Accounting Directorate
PDCA	Plan, Do, Check, Act
PO / PR	Purchase Order / Purchase Requisition
PR	Progress Report
PRC	Permanent Representative Committee
PTSD	Procurement, Travel and Stores Division
QC circle / QCC	Quality Control Circle
SAP	System Applications Products
SOP	Standard Operating Procedures
SR	Standard Routine
SSSD	Security and Safety Services Division
TICAD	Tokyo International Conference on African Development
TOT	Training of Trainers

UIP	User Initiated Procurement
UNOPS	United Nations Office for Project Services
3Mu	Three Mu (Muda, Mura and Muri)
5S	Five S (Sorting, Setting-in-order, Shining, Standardizing and Sustaining)

Exchange Rate （Oct 2017）
USD 1 = JPY 112.72

Introduction

1   Project Background

The African Union (AU) was established in July 2002, having been transformed from its forerunner, the Organization of African Unity (OAU) founded in May 1963. Its mission is to accelerate the process of economic and political integration in the continent as well as to address the issues of conflict prevention, management and resolution in Africa. With its headquarters in Addis Ababa, the capital of Ethiopia, the AU is one of the world's largest regional organizations with 54 member States across Africa. Japan regards the AU as the advent of African leadership and has holds it in high esteem for its activities in conflict prevention, management and resolution; the strengthening of the relationship between Japan and the AU has become one of the most important issues in Japan's policy towards Africa. The AU's decision-making bodies are its Assembly (the Assembly of Heads of State and Government), which is the AU's supreme organ that is convened twice a year, its Executive Council composed of the Ministers of Foreign Affairs of the member States, and its Permanent Representatives Committee (PRC). The African Union Commission (AUC) is an executive body that represents the Union, and which proposes and implements policies and legislation. The AU highly appreciates Japanese policies towards African development, which is, among others, represented by the Tokyo International Conference on African Development (TICAD) process. The AUC has been co-sponsoring TICAD since 2010, which demonstrates the strengthening of ties between Japan and the AU.

It was at the meeting of the Common Market for Eastern and Southern Africa (COMESA) in 2009, held in Lusaka, Zambia, that the AUC former Deputy Chairperson (DCP), H.E. Erastus Mwencha, learned about "Kaizen" for the first time. At that time, the AUC was experiencing a rapid expansion with its operations becoming more and more complex and diversified along with an increase in staff with various national backgrounds. Under these circumstances, recognizing the "Kaizen" methodologies' effectiveness, the former DCP contacted the Kaizen Institute (KI).[1] Subsequently, under the Spanish government's financial assistance, the Kaizen Institute Africa (KIA), KI's branch in Africa, was contracted to implement the "pilot phase" from October 2009 to March 2011, targeting the four "Service Directorates";[2] the AUC's back offices under the DCP (the AUC and Administration and Human Resources Management Directorate (AHRMD); organigrams are attached as Annex 2 and 3). A Kaizen Coordination Team was formed to serve as KIA's counterpart in implementing Kaizen activities.

From the end of the Spanish assistance until 2012 (referred to as the "small phase"), the Kaizen Coordination Team followed up with individual Kaizen activities that had been initiated in the pilot phase. Kaizen activities were then suspended due largely to the fact that the pilot phase had ended before Kaizen had firmly taken root within the AUC's service directorates through the establishing of a unit that could technically lead and facilitate Kaizen activities within the AUC. Nevertheless, due to the positive results

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[1] Having its headquarters in Switzerland and bases in 28 states including Japan, KI is a group company aiming at spreading the Kaizen approach worldwide.

[2] Administration and Human Resources Management Directorate (AHRMD), Programming, Budgeting, Finance and Accounting Directorate (PBFAD), Conference Management and Publications Directorate (CMPD) and Medical Services Directorate (MSD).

achieved in the pilot phase, the business plan (2013-2016) prepared by AHRMD highlighted Kaizen as a means for enhancing the services delivered in the AU, which was one of the eight priority areas in the AU strategic plan.

Against this backdrop, the AUC requested Japan, the birthplace of Kaizen, to reactivate the Kaizen initiatives and institutionalize its approach within the AUC through capacity development. Based on the Minutes of Meetings (M/M: Annex 1) for cooperation signed between the AUC and JICA's Detailed Planning Survey Team in September 2013, "the Project on Capacity Building for Kaizen Implementation in the African Union Commission (AUC) ("the Project") started in November 2015,[3] with the contract awarded to a Japanese consulting firm, IMG Inc. The project period was two years till late October 2017.

2   Project Output and Outline of Report

With the goal that "the Kaizen activities are continuously practiced and service quality including efficiency is improved in AUC's service directorates with the strengthened capacity of the Kaizen Unit", this Project is a characteristic demonstration of the Kaizen approach. The following four outputs are expected from the Project:

Output 1   The Kaizen implementation methodologies fit for AUC are established through practices;

Output 2   The implementation capacity for Kaizen activities is strengthened;

Output 3   The groundwork for introducing the Kaizen approach throughout AUC is laid; and

Output 4   Methodologies and experiences of the Kaizen approach are compiled as a document to be referred to upon the dissemination of the approach within AUC and a draft strategic plan on Kaizen implementation is prepared to be adopted by AUC.

The reform initiatives (detailed in Chapter 1) drastically changed the environment to which Kaizen was to be introduced. Moreover, through the implementation of the Kaizen activities, the JICA Kaizen Experts as well as the Kaizen Unit have learned what is workable and what is not workable in the AUC. Based on this understanding, when the Project reached the mid-point of its implementation in December 2016, the Project activities were re-organized to accommodate the changes in the environment and the lessons so far learned. The details of the changes are presented in Chapter 1.

This Draft Final Report's structure principally follows the above-mentioned Project Outputs: Chapter 1 presents the AUC's reform initiatives that became the guiding principles for the Kaizen activities; Chapter 2 compiles the achievements and progress of Kaizen initiatives (Output 1); Chapter 3 touches on the development of Kaizen implementation capacity (Output 2); and Chapter 4 discusses the perspectives on the rollout of the Kaizen initiatives and strategic areas to apply Kaizen methodologies (Output 3 and 4).

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[3] Since the two parties did not reach an international agreement on technical cooperation which is a pre-requisite for the implementation of this project, it was decided that the Project be implemented basing its rationale on the M/M.

3   Project Implementation Structure

The following figure shows the Project's implementation structure. The rationale for having taken the "task force" approach instead of the "QC circle approach" is explained in Chapter 1.
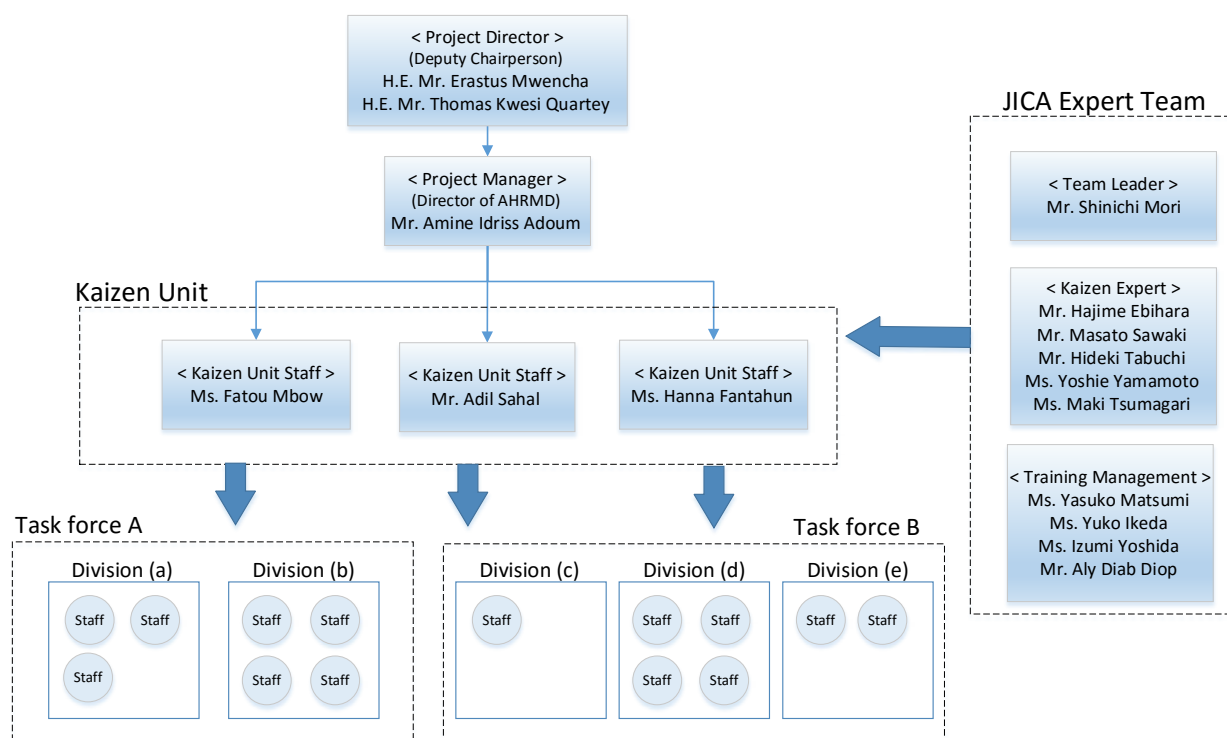
Figure 1   Project Implementation Structure

4   Project Implementation Process

The following figure sets out the project implementation process. The progress of "Preparation for Kaizen demonstration" and "Elaboration of the Kaizen implementation structure and cycle as well as the capacity development plan" was compiled in the Progress Report submitted in January 2016. From the beginning of 2016 the JICA Kaizen Experts imparted the Kaizen Unit staff with Kaizen skills while implementing Kaizen activities. The JICA Kaizen Experts also developed a monitoring system, based on which Kaizen Unit staff are reporting the status of Kaizen implementation at the weekly DCP management meetings (see Chapter 4).

Year		2015					2016													2017								
Month	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10		

Operational Flow

4

Preparation for Kaizen demonstration

Collect and analyze the data and information related to the Project

Prepare and explain the Inception Report (ICR)

Examine the present status and prepare a work plan for capacity development for Kaizen implementation

Hold a presentation on the Kaizen approach

Select the service directorates to which Kaizen will be introduced

Establishing of the Kaizen implementation structure and Kaizen approach as well as preparation of training materials

Establish the implementation structure and approach for Kaizen

Develop training materials

Prepare the Progress Report (PR)

Implementation of Kaizen activities

Implement Kaizen activities

Laying of the foundation to disseminate Kaizen throughout AUC.

Establish a Kaizen monitoring system and database

Report at regular management meetings

Prepare the Interim Report (ITR)

Elaboration of a strategic plan on Kaizen implementation.

Compile the analytical tools for, and the proposals of, Kaizen activities.

Elaborate the Standard Operating Procedures (SOP) in the target service directorates

Prepare a strategic plan to implement and disseminate the Kaizen approach

Hold the Kaizen week

Preparation of the Final Report (FR)

Prepare the draft final report (DFR)

Prepare the final report (FR)

Conduct exposure visits in Japan

Conduct an exposure visit to Japan

Report	△ ICR				△ PR				△ ITR															△ DFR	△ FR

ICR: Inception Report; PR: Progress Report; ITR: Interim Report; DFR: Draft Final Report; FR: Final Report

Figure 2   Project Implementation Process

Chapter 1   Kaizen Approach to Support Reform Initiatives in the AUC

The Kaizen approach fitting the AUC was required to be adopted in this Project. In this Chapter, the Kaizen approach selected to promote Kaizen initiatives in the AUC is presented.

1-1 Reform Initiatives in the AUC

It goes without saying that the commitment and leadership of management is indispensable to bring changes in an organization; however, changes will not be realized without proper tools that support the initiatives. "Kaizen" provides such a tool to support those initiatives. However, if this is not backed by strong commitment and leadership from management, it will not lead to major impacts on an organization.

There has been a dramatic change in the AUC service directorates' work environment since the new AHRMD director was appointed in September 2014. He introduced into the weekly DCP management meeting a rigorous monitoring system for short- and long-term actions to be taken by the four service directorates. This monitoring system has been effective with the DCP making necessary decisions and putting pressure on the service directorates so that they are able fulfill their commitments. Whenever solutions are not immediately found, the Kaizen Unit is requested to provide advice and guide the relevant sections towards solutions.

The same monitoring system was introduced to the five divisions under AHRMD with each action's progress being monitored every week at the departmental management meeting. AHRMD director also initiated the development and implementation of an Operational Master Plan within AHRMD (see the box below). In these reform initiatives, all problems related to the AUC's services were raised, discussed and monitored.

Operational Master Plan (OMP)

From 29 November to 5 December 2016, AHRMD held a 7-day retreat session at Johannesburg, inviting representatives from its divisions/units for the purpose of coming up with action plans to improve its services. As a result of the discussions, all actions to be implemented by each of the five divisions were categorized into the following four priority areas:

    (1) Enhance corporate governance and management to promote and sustain accountability and responsibility;

    (2) Streamline AHRMD services through process improvement and innovation to enhance organizational efficiency and reduce operational waste;

    (3) Improve stakeholders' engagements through effective communication and better working relationship to align around our operating model and shared aspirations; and

    (4) Develop and implement a set of capability building solutions to enable AUC leadership and staff to effectively deliver on the organization's mandate.

Priority 1 refers to the development of policies, Priority 2 refers to the improvement of services, Priority 3 refers to communication with stakeholders and Priority 4 refers to staff capacity building. Referring to

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the actions identified, the five divisions under AHRMD developed their own action plan with achievement indicators and an implementation schedule. These action plans became AHRMD's short- and medium-term guiding principles to be continuously followed up. Whenever a division encounters difficulties in implementing an action on its own, the Kaizen Unit is requested to provide advice and support.

1-2 The Kaizen Modality that Supports Reforms in the AUC

It was assumed at the beginning of the Project that the QC circle approach, which is a purely bottom-up initiative to achieve improvement, would be an appropriate method to produce tangible results within the AUC. However, the JICA Kaizen Experts realized that only minor problems, which can be handled at the "unit" level, could be solved through the QC circle approach while the Kaizen Unit is rather mandated to resolve major problems that involve multiple units, divisions or departments. Since there was no mechanism or unit in the AUC that coordinated and guided multiple sections towards solutions, there had been a number of cases where an action was initiated but suspended in the middle of implementation due to a lack of commitment and coordination. The Kaizen Unit, having the authority to participate in the management meetings at the department and DCP levels, and given the liberty to intercede in the business of any departments under DCP, was found to be in the best position to fill this gap.

In order to effectively tackle major problems that involve multiple sections, it was decided that the "task force approach",[4] in lieu of the QC circle approach, be adopted as the appropriate modality in promoting Kaizen within the AUC. The QC circle approach, which is normally bottom-up activities, do not necessarily require managers to take responsibility for the activities; should it be adopted in the AUC, the activities could be stuck at any time, without being understood nor recognized by AUC's management and supervisors. On the other hand, an advantage of the task force approach is that since a task force is formed under a manager's instruction, there is no divergence between the manager's intention and the task force's assignment. As such, the task force's activities receive full support from the manager, and moreover, the achievements of the staff involved in the task force will be acknowledged and valued by the manager. The current reform initiatives in AHRMD mentioned in above 1-1 make sure that managers are all committed to the changes; thus, they are deemed to fully support and facilitate the task forces' activities so that these managers can fulfill their own requirements. Task forces in AUC were formed by key personnel from relevant units / divisions / departments for each Kaizen activity, with the Kaizen Unit staff being their secretariat or coordinator. The Kaizen Unit's primary role was to make sure that all relevant parties continued to be involved until the task was finally completed. To provide solutions, analytical skills (supported by different Kaizen tools) to figure out root causes as well as creativity to come up with workable ideas were also required by the Kaizen Unit staff.

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[4] A task force refers to the team formed to achieve a specific objective, which is dissolved once the goal is attained. A QC circle refers to the small group that continuously tries to find and solve problems in its workplace.

1-3 Modifications of Project Activities

Following the change in the Project approach from the QC circle approach to the task force approach, the project activities were changed as set out in Table 1 (there has been no change to the Project objective and outcomes).

Table 1   Modifications of Project Activities

	Before		After
Output 1 The Kaizen implementation methodologies fit for AUC are established through practices			
1-1	Through a Quality Control Circle approach to be introduced by JICA experts, Kaizen Leaders, who are nominated by selected service directorates, prepare a list of the processes to be improved in their divisions/units and submit it to their directors. Directors prioritize the processes and submit the results to the Kaizen Unit.	1-1	JICA experts propose Kaizen approaches and methodologies that can effectively support the reform initiatives being led by AUC management.
1-2	Under the Kaizen Unit's support, Kaizen Leaders analyze each of the processes through the Quality Control Circle approach and submit recommendations to the directors for approval.	1-2	The Kaizen Unit proposes recommendations on improvement activities in AUC's four service directorates.
1-3	After the approval from the directors, recommendations are implemented in respective divisions/units under the Kaizen Leaders' initiatives and the Kaizen Unit's support. A monitoring system will be put in place so that the implementation of the recommendations is effectively followed up.	1-3	Recommendations are implemented in respective divisions/units under the Kaizen Unit's support. A monitoring system will be put in place so that the implementation of the recommendations is effectively followed up.
Output 2 The implementation capacity for Kaizen activities is strengthened			
2-1	JICA experts develop training materials for the dissemination of the Kaizen approach utilizing the lessons gained from actual Kaizen activities in service directorates.	2-1	No change.
2-2	JICA experts conduct Training of Trainers to the Kaizen Unit staff as well as to the staff selected from other divisions/units of service directorates (certified "Kaizen Coaches").	2-2	JICA experts conduct on-the-job training with the Kaizen Unit staff so that these staff can effectively promote and coordinate Kaizen activities in different sections.
2-3	Kaizen Coaches train Kaizen Leaders so that the latter can effectively implement the activities under Output 1. (When possible, Kaizen Coaches should be given responsibility for promoting Kaizen activities in their respective directorates.).		
Output 3 The groundwork for introducing the Kaizen approach throughout AUC is laid			
3-1	Under JICA experts' support, the Kaizen Unit conducts workshops to demonstrate Kaizen's good practices, inviting staff from AUC's all directorates.	3-1	No change.
3-2	Under JICA experts' support, the Kaizen Unit extends Kaizen activities to selected other service directorates, as well as those other directorates where the directors have shown interest in the Kaizen approach.	3-2	Downsized (it was decided that the Kaizen Unit's activities would be principally focused on the four directorates under DCP).
Output 4 Methodologies and experiences of the Kaizen approach are compiled as a document to be referred to upon the dissemination of the approach within AUC and a draft strategic plan on Kaizen implementation is prepared to be adopted by AUC			
4-1	JICA experts compile analytical tools and implementation methodologies that have been used in Kaizen activities as a document.	4-1 4-2 4-3 4-4	No change.
4-2	Standard operating procedures (SOPs) are examined and compiled as manuals through the joint efforts of the Directorates, Kaizen Unit and JICA experts.		
4-3	JICA experts prepare recommendations on the AUC's strategic areas to which Kaizen can be applied.		
4-4	The Kaizen Unit supported by JICA experts prepare a draft strategic plan on Kaizen implementation.		

Chapter 2   Achievements and Progress of the Kaizen Initiatives

Output 1 of the Project "the Kaizen implementation methodologies fit for AUC are established through practices" has dual objectives; i.e. "establishing of Kaizen implementation methodologies fitting the AUC" and "implementation of Kaizen activities". These are two sides of the same coin: methodologies can be established only through actual practices while implementation needs methodologies. Therefore, it was decided that Kaizen would be first implemented within AHRMD (which is under the Project Manager's control) on a trial basis, through which the Kaizen Unit is able to accumulate experience and lessons to be used to establish the Kaizen methodologies fitting the AUC.

Given the volume and complexity of the work expected of the Kaizen Unit, the AHRMD director initially requested the Kaizen Unit to be primarily engaged in: (a) the improvement of major administrative processes in the Procurement Unit, namely the development of SOPs for all procurement processes, and the automation and re-engineering of the travel process; and (b) the improvement of the recruitment process. These two issues were considered as strategic areas since they represented the AUC's lengthy and slow administrative processes, and thus their improvement would have a significant impact on the entire AUC organization. While placing priority on these issues, the Kaizen Unit was also engaged in the improvement of processes in other units, divisions and departments in order to expand opportunities to bring about tangible results and learn lessons as well as train the Kaizen Unit staff. The following are the major Kaizen activities achieved within the AUC with the support of the Kaizen Unit.

2-1 Completed Kaizen Activities

2-1-1   Enabling the tracking of human resource-related documents by requesters

<Section> HR Registry, Human Resources Management Division (HRMD), AHRMD

<Duration of the activity > From March 2016 to May 2017

(a) Activity background

The Human Resource Registry (HR Registry) is mandated to keep records of the circulation of all incoming and outgoing documents related to human resource operations. A large number of documents coming in and going out of the HR Registry's small space was leading to the loss or misplacement of documents, causing distress not only to the AUC personnel who requested the services from HRMD but also to the applicants for AUC staff positions.

Since there was no system that would inform the service requesters of the status of the processing of their requests, they often visited the HR Registry to inquire. Such frequent inquiries caused significant disturbances to the staff in the HR Registry since the officer at the HR Registry was obliged to stop his/her work and attend to the inquiries.

(b) Activity objectives

By introducing a Service Desk Tool (an online request system) in the HR Registry, most of the incoming requests would be handled online (except medical and education claims that require original receipts, which represent 10% of all documents) while the status of the documents can also be tracked in the system by the requesters. It was expected that the introduction of the system would reduce the number of incoming hard copy documents (except for medical and education claims and other exceptional documents) as well as the number of inquiries at the HR Registry to close to zero.

(c) Achievements

In March 2016, the Kaizen Unit conducted an observational study to understand the work flow of the HR Registry and collect statistics on the types of documents that went through the HR Registry. [5] Approximately 2,000 request documents (hard copies) were brought to the HR Registry every month and were circulated within HRMD for authorization or for the issuing of relevant letters. As of May 2016, the HR Registry received inquiries for almost half of the requests via phone or visitation, which added up to 20 to 30 times a day, resulting in the taking of an average of 4 hours of the HR Registry officers' time per day with each inquiry taking approximately 10 minutes to address.

The Kaizen Unit assisted the HR Registry and the Management Information System Division (MISD) in introducing the Service Desk Tool that would enable the online tracking of all incoming documents as well as the circulation of documents in electronic form. The system was completed and launched on a trial basis within HRMD in October 2016 with the HR Registry officer scanning and uploading every incoming document to the system on behalf of the different requesting departments. When the system was finally rolled out to the entire AUC in May 2017, it was decided that HRMD should accept hard copies in order to reduce the burden on requesters to scan their documents. After the roll out, the share of the documents brought into HRMD in hard copy has been reduced from 100% to 18% (most requesters use e-mails with documents attached with the e-mails being automatically captured by and circulated within the system). The requesters no longer needed to call or visit the HR registry to check on the status of their documents since they could now track the documents within the system. As a result, the time that the registry officer spent on attending to staff's inquiries has been reduced from 4 hours to 5 minutes per day.

2-1-2   Reducing delays in the renewal of contracts

<Section> HRMD, AHRMD

<Duration of activity > From February 2016 to October 2016

(a) Activity background

The lead time for the renewal of contracts of fixed term staff and consultants in the AUC varied from a week to three months, averaging 23 days (data in 2015). Overdue contract renewals caused many staff a

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[5] See Annex 6 for details.

considerable amount of distress with prolonged uncertainty regarding contract renewals as well as with suspended salary payments the new contract was signed.

(b) Activity objective

The Kaizen Unit was requested by AUC management in February 2015 to investigate the reasons for the delays in contract renewal and resolve the problem.

(c) Achievements

Through an analysis on the data provided by MISD, the Kaizen Unit discovered that the time spent on the verification of staff performance appraisals was the main source of delay in contract renewal: 12 days were spent on average for HRMD to verify the staff performance appraisal that was to be completed by the departments (many supervisors only started appraisal after they received inquiries from HRMD). [6] Following the Kaizen Unit's recommendations, HRMD put in place an alert system in October 2016 that requests supervisors to initiate appraisals in due time. This alert system has contributed to a speeding-up in the verification of staff appraisals to 7 days (most supervisors now complete the appraisal before the due date), reducing the average overall lead time for contract renewal to 16 days.

2-1-3   Expediting medical clearance for new AUC staff

<Section> Recruitment Unit, HRMD, AHRMD

<Duration of the activity > From July to August 2016

(a) Activity background

It was raised in a DCP management meeting in July 2016 that a significant amount of time (up to two months) elapsed between the issuance of the appointment letter of a newly recruited AUC staff and the actual date of his/her assumption of duties. Between these two steps comes a process of medical clearance (medical check-up) of the new staff issued by MSD; the delay is apparently caused by unprocessed documents between HRMD and MSD without a follow-up system. The Kaizen Unit was requested to help these two departments find a solution.

(b) Activity objective

The duration from the date when the Recruitment Unit receives the medical report from a newly appointed staff to the date when the Recruitment Unit dispatches the results of the medical check to him/her should be reduced to less than seven working days. For this purpose, a proper workflow and a follow-up system needed to be established between HRMD and MSD.

(c) Achievements

In August 2016, the Kaizen Unit assisted the Recruitment Unit in preparing the process flow chart that

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[6] See Annex 6 for details.

clearly indicated the steps to be taken and the roles to be played by HRMD and MSD staff, based on which a template to manually record the status of the documents was prepared and put into use.[7] According to records for June and July 2017, the medical clearance process spanned only 3 working days on average under normal circumstances.

2-1-4   Achieving efficiency in the implementation of training activities by setting up SOPs

<Section> Learning and Development (L&D) Unit, HRMD, AHRMD

<Duration of the activity > From February to August 2017

(a) Activity background

L&D Unit is responsible for providing different training to AU staff. Its operations include planning and scheduling training, mobilizing trainers, recruiting participants, making all logistical arrangements such as venues and trips, and compiling the evaluation. However, without proper SOPs, the unit's staff were obliged to depend on their own experience and knowledge in conducting all the activities, which makes the proper control and monitoring of activities difficult.

(b) Activity objective

The Kaizen Unit was requested by the L&D Unit in February 2017 to support the development of SOPs. By standardizing and visualizing the procedures, it is expected that all staff will be able to easily follow the same procedures, enabling the unit to properly control and monitor all its activities.

(c) Achievements

After a series of interviews with the L&D Unit, the Kaizen Unit developed the SOPs with the flowcharts for: (i) Development and approval of a training plan; (ii) Publishing of a training catalogue; (iii) Procurement of trainers; (iv) Selection of trainees; (v) Booking of venue and accommodations; (vi) Arrangement of visas, tickets and transport; (vii) Verification of attendance; (viii) Payment of DSA; and (ix) Post-Training. These SOPs and flowcharts have enabled personnel in the L&D Unit to plan and manage training in an organized and efficient manner.[8]

2-1-5   Achieving efficiency in human resources operations by setting up SOPs

<Section> HR Operations Unit, HRMD, AHRMD

<Duration of the activity > From May to August 2017

(a) Activity background

The absence of SOPs in HRMD was making proper control and monitoring of human resource-related

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[7] See Annex 6 for the flowchart.
[8] See Annex 6 for the SOP including the flowchart.

operations difficult. It was also making it difficult to improve the integrated online system (SAP) [9] (administrative software) currently used within HRMD since the consultants to be engaged for the improvement of the SAP would need to first map out all the on-going procedures before starting to design the system, which would take a significant portion of the consultancy. Following the HRMD head's instruction, HRMD drafted SOPs for HR operations in May 2017, which needed to be further elaborated to serve their purposes.

(b) Activity objective

With support from the Kaizen Unit, the procedures for human resources operations need to be clarified and documented as SOPs.

(c) Achievements

The Kaizen Unit supported HRMD in the elaboration of SOPs for human resources operations including leave management, separation, dependents management, and contract management.

2-1-6   Reducing visitors' wait time at AU's main gate

<Section> Security, Safety and Services Division (SSSD), AHRMD

<Duration of the activity > From February 2016 to November 2016

(a) Activity background

A long queue of visitors (pedestrian) was often created at the AUC's main gate since the receptionists could not easily find pre-registered visitors' names from Outlook e-mails, or from the hand-written memos onto which they copied the visitors' names from Outlook. The time and motion study at the reception conducted in February 2016 by the Kaizen Unit indicated that, on average, the process time per visitor within the reception was 130 seconds while the wait time for incoming visitors was 190 seconds.[10]

(b) Activity objective

By introducing a Service Desk Tool that makes pre-registration and the search of names much easier, the average process time within the reception would be reduced, which would in turn reduce the wait time for incoming visitors.

(c) Achievements

With support from the Kaizen Unit, SSSD and MISD finally launched in November 2016 the Service Desk Tool after having modified the program several times. The end-line survey conducted by the Kaizen Unit confirmed that, on average, the process time within the reception was reduced to 60 seconds and the wait time for incoming visitors was reduced to 80 seconds. [11] There is currently no queue in normal

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[9] Enterprise Resource Planning (ERP) system developed by SAP (German company). The system is widely called "SAP".
[10] See Annex 6 for details.
[11] See Annex 6 for the results of the end-line survey.

circumstances at the reception, which is contributing to an enhancement of the AU's image with international communities.

2-1-7   Revamping stocking arrangements for enhanced operation

<Section> Store Unit, PTSD, AHRMD

<Duration of the activity > From March to May 2016

(a) Activity background

While the locations of all items in the main store (located within the AUC's compound) were clearly determined, these locations did not reflect the frequency of usage for each item.

(b) Activity objective

The concept and methodology of 5S and 3 Mu (Muda: wastefulness, Muri: excessiveness, Mura: dispersion) elimination should be imparted to Store Unit staff so that each one of them can contribute to an improvement of efficiency in the store operation.

(c) Achievements

The training on 5S and 3 Mu elimination was conducted for 12 stores staff and 2 PTSD staff in March 2016 with a follow-up activity on the ground conducted in the following week.[12] The store staff who was mandated to deliver items took initiative in re-arranging items so that the delivery would be sped up. Store staff continued to improve their work environment, such as setting signboards to show the locations of cabinets and applying 5S in all areas in the store.

2-1-8   Expediting the calculation of education benefits

<Section> Financial Management Division (FMD), PBFAD

<Duration of the activity > From January to March 2017

(a) Activity background

FMD is obliged to calculate medical claims and education benefits on behalf of the requesting staff, which significantly slows down the reimbursement process. These requests are processed through hard copy documents. Although the UBORA[13] project initiated by the HR division will enable online requests for medical claims and education benefits (calculations will also be conducted online), there was a significant delay in the development of the system. Therefore, it was decided to take a short-term countermeasure to tackle the issue.

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[12] See Annex 8 for the training materials.
[13] An integrated human capital management system that includes personnel administration, time management, employee self-service / manager self-service, payroll, learning solution and performance management

The Kaizen Unit discovered in January 2017 that the Excel sheet for education benefits used by FMD was found to not be conducive. The officer in charge was putting all the data directly in print-out formats in one sheet of Excel, which were stretched to 300,000 lines.

(b) Activity objective

The Excel sheet used by the officer in charge should be re-designed in such a way to make the calculation of education benefits easier.

(c) Achievements

The Kaizen Unit re-designed the Excel format so that all data (those that need to be saved) are entered into the table created in one sheet, with this data being linked to a separate sheet to be used for print-out.[14] As a result of this re-designing of the format, the processing time has been reduced from 4 minutes to 1.5 minutes per request (62% reduction).

2-1-9   Clearing up short-term staff's health insurance claims with the insurance company

<Section> Medical Services Directorate (MDS)

<Duration of the activity > From March to August 2016

(a) Activity background

Since 2014, the AUC's short-term staff whose contract periods were 6 months and above have been covered by a health insurance policy, CIGNA. It was discovered in March 2016 that the AUC had accumulated unpaid premiums to CIGNA, which amounted to USD 820,000, while MSD claimed that the directorate was not able to receive a refund from CIGNA. The Kaizen Unit was requested in a DCP meeting to investigate this issue and find a solution.

(b) Activity objective

The Kaizen Unit was requested to investigate the problem, develop a strategy to clear the backlog of unpaid premiums and get refunded by CIGNA, and establish a system that prevents the recurrence of the same incident.

(c) Achievements

After the investigation was conducted by PBFAD, HRMD (the owner of the contract with CIGNA) and the Kaizen Unit, it was revealed in July 2016 that many of the invoices from CIGNA were misplaced somewhere between HRMD and PBFAD with some of them not being found (apparently lost). The investigation also revealed that since MSD did not have the patients' insurance reference numbers due to the lack of communication with HRMD, the AU Clinic was unable to send most of the invoices to CIGNA. As a result, 2,000-3,000 unprocessed invoices had accumulated with MSD lacking the human resources to

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[14] See Annex 6 for the Excel format.

clear the backlog. Moreover, regardless of the coverage of insurance, most of MSD units had not submitted medical expense invoices[15] to the cashier since 2014, meaning that the AU Clinic failed to charge many of the AU patients (consultants and short-term staff with less than 6 month-assignment) who were not covered by CIGNA.

Following the Kaizen Unit's report on the results of the investigation, the payment of outstanding premiums to CIGNA was expedited and some of the invoices were re-issued by CIGNA; the payment of most premiums was cleared in September 2016.[16] With regard to the invoices to CIGNA, while the backlog generated in 2014 was cleared, MSD was still working on the clearing of the remaining backlog as of August 2017.

Preventive measures have been put in place. The Integrated Medical Record System (IMRS) that was introduced to MDS in December 2016 automated the issuance of invoices from all units, meaning that all invoices are now automatically sent to the cashier. Following the Kaizen Unit's recommendation, as soon as HRMD receives the insurance policy from CIGNA, an HRMD officer enters the CIGNA number into IMRS through SAP, which enables the cashier at the AU clinic to verify the CIGNA number upon payment.

2-1-10   Improving medicine availability at the pharmacy

<Section> Pharmacy Unit, MDS

<Duration of the activity > From June to December 2016

(a) Activity background

There was no functional inventory control system for medical supplies in the AU Clinic Pharmacy. Doctors and pharmacy staff did not know the exact amount of stock or monthly consumption of medical supplies; as such the pharmacists relied on guesswork when ordering supplies, which resulted in frequent stock-outs.

(b) Activity objective

The Kaizen Unit was requested in June 2016 by the Pharmacy Unit to provide support for the introduction of an inventory management system.

(c) Achievements

According to the Pharmacy Unit, an IMRS that contains an inventory management system was planned to be introduced to MSD since 2007 but the initiative was suspended. It was shortly after the Kaizen Unit started an investigation on the existing inventory management system that the unit learned that the introduction of an IMRS would be re-initiated. With the intensive involvement of the Pharmacy Unit, a new inventory management system was finally launched in December 2016 as part of the IMRS. The introduction of the IMRS has provided MSD with real-time inventory management system capability that

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[15] Medical consultations are provided free of charge at the AU Clinic; only the costs of medicines and materials are charged.

[16] The issue of the unduly long payment process within PBFAD will be handled as a separate Kaizen project since the same issue is commonly observed among all payments in AUC.

can reduce stock-outs.

2-1-11   Turning around inventory management for faster examination

<Section> Radiology Unit, MSD

<Duration of the activity > 2 weeks in May 2016

(a) Activity background

MSD's Radiology Unit was chosen to be a showcase for the application of 5S in the directorate.

(b) Activity objective

Through improved orderliness, the application of 5S intends to increase efficiency in operations and comfort to customers. 5S was to be applied to the store, change room and office of the Radiology Unit.

(c) Achievements

The Kaizen Unit helped Radiology staff develop a strategy and weekly plan for 5S in May 2016. Following the Kaizen Expert's guidance, Radiology staff rearranged, labeled and set items in the order of "first-in, first-out." After the completion of 5S in the same month, the search time for necessary materials (mainly X-ray films) was reduced from 20 minutes (baseline) to 1 minute (95% reduction).

2-1-12   Bringing the lab work environment to a new stage for efficient and effective services

<Section> Laboratory Unit, MSD

<Duration of the activity > From February to May 2016

(a) Activity background

MSD's Laboratory was chosen to be a showcase for the application of 5S in the directorate. Since there were no designated locations for tools and materials, the laboratory staff had to look for necessary tools and materials when they needed them, causing a loss of time.

(b) Activity objective

5S needs to be applied in the Laboratory so that efficiency is increased with all tools and equipment continuously placed in the right locations.

(c) Achievements

The Kaizen Unit conducted two sessions of basic training for 5S in February 2016 inviting 18 staff from the Laboratory and other units in MSD. After the training, the Laboratory prepared an action plan for 5S, started its implementation in March 2017 and completed it in May. With all tools and materials placed in their designated locations, the efficiency in the Laboratory's operations has increased.

2-2 Ongoing Kaizen Activities

2-2-1   Achieving efficiency in human resource operations by setting up SOPs (2nd batch)

<Section> HR Operations Unit, HRMD, AHRMD

<Duration of the activity > From August 2017 to present

(a) Activity background

The Kaizen Unit was requested by HRMD in August 2017 to elaborate additional SOPs based on the drafts prepared by HRMD.

(b) Activity objective

With support from the Kaizen Unit, the procedures for human resources operations are to be clarified and documented as SOPs.

(c) Activity Progress

In August 2017, the Kaizen Unit started elaborating the SOPs for human resource-related processes, including employee relations; HR Business Partner;[17] pension, insurance, separation, welfare and benefit; registry; on-boarding and off-boarding; and payroll.

2-2-2   Expediting the issuance of different AU ID cards

<Section> SSSD, AHRMD

<Duration of the activity > From June 2016 to present

(a) Activity background

In June 2016, SSSD requested the Kaizen Unit to help the division develop an online system that receives requests from departments for the issuance of ID cards for partners and staff dependents as well as car passes. Requests for ID cards and car passes are submitted and processed via hard copy documents. Moreover, many requests are mistakenly sent to HRMD, which causes unnecessary work to the HR Registry.

(b) Activity objective

Following the SSSD's request, MISD and the Kaizen Unit will develop an online system (Service Desk Tool) for the issuance of ID cards and car passes, which will reduce manual work and make the tracking of requests easier.

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[17] HR Business Partners (HRBP) is the HRMD officers who attend human resource management issues of respective departments.

(c) Activity progress

In August 2016, the Kaizen Unit together with SSSD officers categorized the cases for ID card and car pass issuance by type of requesters, and prepared flow charts and templates for the operations of each category.[18] It was decided afterwards that an online recording system for the Personal History Profile (PHP) be developed prior to ID card issuance since some data necessary for ID card issuance can be extracted from the PHP. It is expected that an online recording system for the PHP will be completed in September 2017.

2-2-3　　Achieving proper recording and sharing of information on security-related incidents

<Section> SSSD, AHRMD

<Duration of the activity > From June 2016 to present

(a) Activity background

Currently all incidents relating to AUC staff inside and outside of the AUC compound, such as car accidents or a loss of ID cards, as well as the handling by SSSD, are recorded manually in the log book, from which the tracking of events and the production of statistics are difficult. SSSD requested in June 2016 that the Kaizen Unit assist in the development of an online system to record the incidents.

(b) Activity objective

With support from MISD and the Kaizen Unit, SSSD will develop an incident recording system, which will contribute to: (1) a reduction in paper documents; (2) the easy tracking of events; and (3) the easy extraction of data.

(c) Activity progress

Together with SSSD staff, the Kaizen Unit created a process flow chart in August 2016 that indicated what information needs to be recorded in the system. Same as the case of ID card issuance, it was decided that the envisaged system be developed after the PHP recording system has been developed since some data can be extracted from the PHP.

2-2-4　　Expediting payment to airline companies

<Section> Procurement Unit, PTSD, AHRMD

<Duration of the activity > From September 2016 to present

(a) Activity background

The payment to airline companies (Kenya Airways and Ethiopian Airlines) is taking an unduly long time (some payments extending over 6 months) due to the long process to verify documents within PBFAD and

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[18] See Annex 6 for the example of the flowchart.

the lack of a document tracking system, which obscures the sources behind the long lead times.

(b) Activity objective

The Kaizen Unit was requested by the Travel Unit in November 2016 to investigate this issue and propose the solution.

(c) Activity progress

Through a series of meetings, the Travel Unit, FMD and the Kaizen Unit identified the major factors that were hindering prompt payment to airlines: (1) credit notes for invoices were sent to FMD in hard copy (except Ethiopian Airlines and Kenyan Airways), which made the tracking of documents difficult; and (2) FMD was required to find out the sources of funds[19] for each one of the invoices and enter the data into the system. The Travel Unit and Kaizen Unit proposed modifications in the SAP so that credit notes could be handled within the SAP, and PR (Purchase Requisitions) could be controlled by source of funds, which would release FMD from the work of bundling invoices. MISD modified the SAP based on the proposal in September 2016. It was discovered in February 2017, however, that the payment could not be accelerated because PBFAD still had to manually enter into the system the General Ledger (G/L) codes and the housebank information, [20] which again slowed down the process. Therefore, further modification was applied to the SAP in June 2017 so that the G/L codes and the housebank information were automatically captured in the system.

After the investigation on the payment process within FMD, the Kaizen Unit also proposed FMD in November 2016 to shorten the payment process by eliminating those processes that are not adding any value.[21] After a series of discussions between concerned divisions, PBFAD decided in December 2016 to streamline the process, and the re-designing of the SAP was contracted out to an external SAP consultant. The major change applied to the system was to shift the location of the certifying officer from the last to first in the process in PBFA so that mistakes from departments could be detected at an early stage in the payment process. The modification of the SAP was completed in June 2017.

It was discovered again in July 2017, however, that the AUC still could not clear the invoices for the previous 7 months to Ethiopian Airlines and Kenyan Airways, which amounted to USD 2.8 million and USD 776,000 respectively. The reason for the suspension of the payment was that the certifying officer did not process the invoices because approvals for missions were not found on the SAP (the SAP did not have a feature to enable the attachment of mission approvals). It was then agreed among concerned divisions that the SAP would be again modified in October 2017 to enable the attachment of mission approvals. In the meantime, PBFAD started the processing of invoices by referring to the mission approvals collected by and manually sent from PTSD.

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[19] Donor organizations do not allow AUC to consolidate different funds into one bank account; therefore, AUC needs to designate and use a specific bank account for each of the funds.
[20] "Housebank" is a bank account related to each fund or budget.
[21] See Annex 6 for details.

2-2-5   Reducing the financial waste caused by last-minute travel requests

<Section> Travel Unit, PTSD, AHRMD

<Duration of the activity > From May 2016 to present

(a) Activity background

In March 2016, PTSD requested the Travel Unit and Kaizen Unit to address the issue of the high cost of airline tickets, which was presumably caused by last-minute travel requests submitted by the respective departments. There is an administrative circular signed by Chairperson (CP) in December 2012 that travel requests need to be submitted to the Travel Unit at least 10 working days before departure; however, a majority of staff did not follow this policy since the Travel Unit could not simply reject the requests that were brought into the division.

All travel in the AUC require approval by the CP or Deputy Chairperson (DCP). Departments are required to obtain a "quarterly mission approval" from the CP (or DCP) office, which relieves departments from their obligation to obtain approval for each trip. None of the departments, except the Legal Department, obtain this quarterly mission approval, and thus most departments obtain CP/DCP office's approval just before each trip.

(b) Activity objective

An online approval and processing system for mission and travel requests that enables the tracking of documents as well as the production of statistics will be developed. Through this system, the financial waste caused by last-minute travel requests as well as the burden on Travel Unit staff will be reduced.

(c) Activity progress

Following consultation with the Kaizen Unit, the Travel Unit started, in March 2016, collecting data on: 1) the lead time given to the Travel Unit for issuing airline tickets; 2) the number of days elapsed at the CP/DCP office for approval; and 3) the amount of money wasted due to the last-minute requests.[22] CP (or DCP) approval took 12 working days on average, according to data from March to May 2016. The share of the travel requests that were submitted less than five working days prior to departure was more than 80% in May 2016. The amount of money wasted due to the last-minute requests during July 2016 accounted for approximately 20% of overall travel expenses. Given total airfare in 2015 amounting to USD 12 million, the amount of wasted money in that year was estimated at USD 2.4 million.[23]

Following the results of the analysis, a task force composed of the Travel Unit, MISD, FMD and the Kaizen Unit was formed in August 2017 to develop the project framework. After a series of meetings and discussions, the "project charter" was elaborated, and approved by the AHRMD Director in March 2017.[24]

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[22] The amount can be estimated by comparing standard ticket prices and the actually paid amounts.
[23] See Annex 6 for details.
[24] See Annex 6 for the project charter.

Since then up until August 2017, an external consultant has been deployed to develop and integrate the system into the SAP. It is expected that once the system is developed and launched, the names of the departments that are wasting money by requesting travel at the last minute will be regularly reported in the DCP meetings and remedial measures will be taken.

2-2-6   Measuring and enhancing customer satisfaction

<Section> MSD

<Duration of the activity > From May 2016 to present

(a) Activity background

As a first-time effort to measure patients' perspective on their medical service experiences with MSD, the Pharmacy Unit embarked on an initiative to conduct a Customer Satisfaction (CS) Survey.

(b) Activity objective

The Kaizen Unit was requested to support MSD in managing the process, which included the planning and designing of the framework and contents of the questionnaire, the compiling and analyzing of patients' responses, and drawing from them lessons for MSD to reflect on in its service delivery.

(c) Activity progress

With support from the Kaizen Unit, MSD developed the questionnaire for measuring customer satisfaction and conducted the questionnaire survey in October 2016. Since MSD had difficulties in allocating staff to compile the survey results, the Kaizen Unit compiled the survey results for MSD in December 2016 and shared the findings of the analysis with key personnel in MSD in March 2017.[25] It was decided in August 2017 that a series of review sessions be held for each unit in MSD under the facilitation of the Kaizen Unit, during which the survey results would be shared and necessary actions would be discussed through the Kaizen Unit's facilitation. Unit specific Joint Review Sessions were conducted with the Pharmacy Unit (24 August), Laboratory/Radiology Unit (30 August), Clinical Unit (14 September), and Nursing Unit (3 October). It is expected that after the above sessions, each unit of MSD will develop their own action plans, which will then be integrated into the directorate's action plan or Operational Master Plan (OMP).

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[25] See Annex 6 for the results of the survey.

2-2-7   Enabling the tracking of the status of documents (visa and resident ID cards) requested by departments

<Section> Protocol Department

<Duration of the activity > From May 2017 to present

(a) Activity background

The Protocol Department (Protocol) is the AUC's window to communicate with external organizations, tasked with dispatching official documents (such as requests for visa issuance and resident ID cards) to the Ethiopian Ministry of Foreign Affairs, called the "Privileges and Immunities" service, from the AUC. The lack of a tracking system in Protocol has often caused a loss of documents and a delay in their delivery. Since Protocol received complaints from other departments in the AUC, Protocol asked MISD to develop a tracking system for the documents. The MISD staff has completed most of the development of the tracking system in October 2016 and was waiting for Protocol to invite him to hold a demonstration session.

It was only in May 2017 that MISD together with the Kaizen Unit was given an opportunity to hold a demonstration session on the document tracking system (Service Desk Tool) to be installed in the Protocol Department. In this meeting, the Protocol Department requested MISD and the Kaizen Unit to also develop an online system to receive and track the requests for "conferences and ceremonies".

(b) Activity objective

MISD and the Kaizen Unit will develop an online system to receive requests and track their processing status for "privileges and immunities" and "conferences and ceremonies" services.

(c) Activity progress

After having incorporated the comments given at the May 2017 meeting into the system, MISD and the Kaizen Unit completed the development of the "privileges and immunities" module in June 2017. Since then, they have been waiting for the opportunity to test the system within the Protocol Department.

With regard to the "conferences and ceremonies" module, the staff in the Protocol Department completed in June 2017 the compilation of the specifications as well as the elaboration of the workflow with support from the Kaizen Unit.[26] From then till September 2017, the staff of the Kaizen Unit have been waiting for the manager of the Protocol Department to approve the specifications.

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[26] See Annex 6 for the compiled specifications.

2-3 Kaizen Activities Awaiting Other Sections' Reactions

2-3-1   Accelerating the recruitment process

<Section> Recruitment Unit, HRMD, AHRMD

<Duration of the activity > From July 2016 to November 2016

(a) Activity background

The Kaizen Unit was requested in July 2016 by the AHRMD director to support the Recruitment Unit in streamlining and expediting the entire recruitment process, which has been unduly long, resulting in many candidates giving up on joining the AUC in mid-recruitment. It was reported that the recruitment process even spanned 3 years in some cases, although the actual durations of process were not known due to the lack of a tracking system. The utilization of the "E-recruitment system", which is operated on the SAP and was launched in December 2015, has been significantly limited up to present; since the software was not designed in a user-friendly manner due to insufficient coordination between MISD and the Recruitment Unit. None of the departments that have requested a recruitment have used the system; they continue sending the requests to HRMD in hard copy. Even within the Recruitment Unit only two out of ten officers are able to operate the system.

(b) Activity objective

With support from the Kaizen Unit, the Recruitment Unit will reduce the lead time in the recruitment process by effectively utilizing the E-recruitment system.

(c) Activity progress

In August 2016, in order to determine the actual lead time spent for recruitment processes, the Recruitment Unit together with the Kaizen Unit collected data from 2014 to the beginning of 2016 and found that 576 days were spent for regular staff and 479 days for short-term staff on average. Aiming at streamlining the whole recruitment process; the Kaizen Unit, together with the Recruitment Unit, developed in November 2016 end-to-end process maps (flow charts) for the entire recruitment process. Through this exercise, the processes that should be incorporated into the SAP were identified and the e-recruitment interfaces that needed to be made more user-friendly were identified.[27] Since then, the Recruitment Unit is awaiting the deployment of a SAP consultant by MISD.

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[27] See Annex 6 for the flowcharts and the processed to be integrated into SAP.

2-3-2   Achieving efficiency in procurement operations by setting up SOPs

<Section> Procurement Unit, PTSD, AHRMD

<Duration of the activity > From September 2016 to May 2017

(a) Activity background

In September 2016, the director of AHRMD, alarmed that as many as 110 steps had been required to pay an amount of USD 400 for a lunch offered by an elected official to the European Commission team, instructed PTSD and the Kaizen Unit to streamline the procurement process through the development of SOPs. Since PTSD did not have SOPs, newly assigned staff had difficulties in understanding procedures, staff operations were not standardized, and each staff's responsibilities were not properly defined; all of which were hindering efficient procurement operations.

A new procurement manual, which was initially drafted by UNOPS consultants, was adopted in September 2016. Development of SOPs was also needed for effectively utilizing the procurement manual. Following the AHRMD director's instruction, the Procurement Unit identified 35 processes for which SOPs needed to be developed. Among these 35 processes; (i) user initiated procurement (UIP), (ii) emergency procurement, (iii) procurement of medical items, (iv) procurement of consultancy services, (v) contract administration and management, (vi) framework contract management and (vii) contract monitoring and evaluation were selected as priority processes for which SOPs must be developed urgently.

(b) Activity objective

The Procurement Unit will develop SOPs for all the required areas of PTSD's operations while building PTSD staff capacity for creating SOPs and improving the process.

(c) Activity progress

With support from the Kaizen Unit, PTSD mostly completed the development of the selected SOPs by May 2017 when the consultant financed by EU took over the development of SOPs. All the work in process was transferred to the consultant.

2-3-3   Enabling fast procurement of low value items through simplified procedures

<Section> Procurement Unit, PTSD, AHRMD

<Duration of the activity > From September 2016 to May 2017

(a) Activity background

According to the statistics provided by the Procurement Unit, the lead time for local purchase averaged 105 days and that for international purchase averaged 116 days in 2015.[28] The large volume of work was one

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[28] See Annex 6 for the lead time for procurement.

of the main reasons for the long lead time in procurement. It was reported that 70% of all transactions dealt with by the Procurement Unit are those with a value of less than USD 2,000. Although the purchases of the items with a value less than USD 500 are not required to go through the Procurement Unit, most departments still prefer to use the Procurement Unit for such procurements since: (i) the procedures that need to be followed are not clear to them (the procedure details are not stated in the procurement manual); and (ii) should an audit judge the procurement procedure taken by departments to be inappropriate, the expenses would then be deducted from the relevant staff's salaries. It was deemed essential to explore a way to facilitate departments to purchase small value items by themselves without using the Procurement Unit and without being penalized by the audit.

(b) Activity objective

PTSD will develop and disseminate a simplified procedure for micro-purchases so that departments will be able to quickly purchase low value items by themselves, reducing the Procurement Unit's workload.

(c) Activity progress

With support from the Kaizen Unit, PTSD developed a simplified procedure for the procurement of low value items (less than USD 2,000) applicable to the purchase of any items except: (i) assets, such as furniture and fixtures, office, printing and IT equipment, computers, etc.; (ii) consultancy services; (iii) travel tickets, transportation of personal effects and DSA; (iii) any form of gadgets or tablets including mobile phones; (iv) all utility expenses such as electricity, water and fuel, and lubricants; and (v) all communication fees, such as telephone expenses, postage, freight, fax and internet services.[29] An administrative circular was prepared by PTSD, which was sent out to departments after approval by the AHRMD director in March 2017.

However, none of the departments have begun using the new system since then. The first reason is that the above-mentioned circular was distributed without consent from PBFAD; without support from PBFAD, departments cannot initiate the procurement procedure. As of August 2017, PBFAD was examining the proposed procedure to measure the risk associated with the potential for abuse. The second reason is that the circular does not indicate the step-by-step procedure to be followed by the departments since the detailed description prepared by PTSD was deleted from the circular during AHRMD's decision-making process. It is expected that AHRMD will eventually notice the necessity to issue a new circular with a detailed description of the procedure, which is, from the JICA Kaizen experts' view, indispensable to facilitating departments to use the new procedure.

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[29] See Annex 6 for the manual for the simplified procedure.

2-3-4   Eliminating last minute requests for conferences

<Section> Directorate of Conference Management and Publications (DCMP)

<Duration of the activity > From March 2016 to May 2016

(a) Activity background

All individual conferences of the AUC are required to be approved by the CP or DCP. However, many conference proposals are being submitted at the last minute to the CP without any prior information given to DCMP, which has led to a degradation of conference quality since the allocation of proper interpreters (which requires certain lead times) becomes difficult, especially when DCMP receives department requests at the last minute.

(b) Activity objective

DCMP requested the Kaizen Unit to help the directorate examine the status of the last-minute request submission for conferences so that the directorate will be able to take appropriate measure.

(c) Activity progress

Using data collected by DCMP, the Kaizen Unit analyzed the lead time for conferences given from departments to DCMP, and submitted the results to DCMP in May 2016. The data showed that only 6% of the conferences that took place in 2015 respected 3 weeks' notice. The data also provided the names of the departments that most frequently requested conferences (with interpretation) with short notice.[30] It was reported in the DCP meetings that DCMP was developing a strategy for conference management in which a mechanism to encourage departments to submit requests within due time would be proposed.

2-3-5   Shorten the lead time to collect goods from the Customs Office

<Section> Procurement Unit, PTSD, AHRMD

<Duration of the activity > April 2016 (one month)

(a) Activity background

Due to the long lead time in collecting imported goods from the Customs office, the AUC is obliged to pay extra fees to Customs. Moreover, there are cases where imported vaccines were damaged since the temperature inside the containers could not be kept at an appropriate level. PTSD's officer in charge of customs clearance needs to present the import permit issued by the Ethiopian Ministry of Foreign Affairs to the Customs (the import permit needs to be attached to the declaration documents). The Protocol Department in the AUC responsible for issuing Note Verbal for this purpose not only takes quite a long time for processing documents but also repeatedly loses documents apparently due to the frequent rotation

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[30] See Annex 6 for the detailed data.

of officers.

(b) Activity objective

PTSD's officer in charge of customs clearance in the Procurement Unit requested the Kaizen Unit to investigate the situation and propose a countermeasure.

(c) Activity progress

The data for four months from the end of November 2015 provided by the above officer showed that it took 15 days to 3 months (1 month on average) for AUC's Protocol Department to issue a Note Verbal for requesting the Ministry of Foreign Affairs to issue an import permit (while this process at the ministry takes only 3 days).[31] Given that the primary problem to be tackled was the handling of documents by the Protocol Department, it was decided that a document tracking mechanism (Service Desk Tool) be introduced to that department (this initiative is being implemented as another project).

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[31] See Annex 6 for details.

Chapter 3   Development of Kaizen Implementation Capacity

Exposure visits, in-classroom Kaizen training and On-the-Job Training (OJT) were the main tools to achieve Output 2 of the Project "the implementation capacity for Kaizen activities is strengthened".

3-1 Exposure Visits

The Project organized an exposure visit to Japan between 29 November and 6 December 2015 in order for AUC's key personnel in service directorates to learn the Kaizen philosophy and practices from actual Kaizen examples in Japan. The travel expenses for five participants were covered by JICA while those of another five participants were covered by the AUC.[32] Among the participants were the Project Manager (AHRMD director) and the heads of three divisions under AHRMD.

The schedule and the participants for the visit are shown in Annex 4. The participants visited the Union of Japanese Scientists and Engineers (JUSE), a leading Kaizen organization that initiated and has been promoting QC circle activities in Japan, from which the participants received lectures on QC circles and management tips for all sorts of QC circle events. They also visited several companies / pubic administration organizations to learn how these organizations had implemented Kaizen at first-line work places and continued Kaizen activities in a sustainable manner. The participants recognized the importance of Kaizen activities' sustainability and the necessity of the commitment across the organization for different levels of staff to work as a team for Kaizen implementation.

3-2 In-Classroom Kaizen Training

(1) Training on the Basics of Kaizen Tools

With the purpose of imparting basic knowledge about the Kaizen approach, three sessions of the "Training on the Basics of Kaizen Tools and QC Circles Activity" were conducted from the 2nd to 3rd and from the 9th to 10th of February 2016 for 23 staff from AFMD, HRMD, SSSD, PTSD and MSD; and from the 14th to 15th of February 2017 for 3 Kaizen Unit staff and 2 staff from SSSD and PBFA. The module for the training is shown in Table 2. The training materials are presented in Annex 7.

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[32] A grant from the World Bank for capacity development was used.

Table 2   Training on the Basics of Kaizen Tools

Lecture Topics	Contents		Texts	Hours
1. Overview of the Kaizen project	1) Project objective and outcome 2) Kaizen implementation structure		Kaizen introduction	
2. What is QC circle	1) History of QC circle activities 2) Fundamentals of QC circle activities 3) Purpose of QC circle activities		QC circle fundamentals	
3. Kaizen methods	1) PDCA		Original materials / QC practices / Handbook for TQM and QCC / Sample of Kaizen activity plan	12
	2) QC story	Theme selection / Grasping status / Cause analysis /Goal setting and Activity plan / Examination of countermeasures and implementation / Assessment of effectiveness / Standardization and permanent fix		
	3) Standardization			
	4) Brainstorming			
	5) 3 Mu elimination			
	6) 7 QC tools	Check sheet / Pareto diagram / Histogram / Scatter diagram / Cause and effect diagram / Line graph, Control chart / Stratification		
	7) 5 Whys			
4. Case studies of QC circle activities	1) Case study and group discussion 2) Presentation by the groups			
5. Fundamentals of 5S	Fundamentals of 5S		Original materials	

A comprehension test was conducted at the end of each training session and a certificate was issued to all the participants as they successfully passed the test and met the prescribed percentage of attendance.

(2) Training on 5S and 3 Mu elimination

Responding to the Store Unit's request, 2-hour training on 5S and 3 Mu elimination was conducted on the 8th of March 2016 for 12 staff members from the Store Unit and 2 staff members from the Procurement Unit. The topics of the training were as below inTable 3. The training materials are shown in Annex 8.

Table 3   Training on 5S and 3 Mu Elimination

Lecture Topics

1) What is 3 Mu elimination
    - Muda in waiting, Muda in motion, Muda in transportation
    - 7 Minute-Miracle (Cleaning of a bullet train)
    - Time and Motion Study
2) What is 5S
    - Purposes of 5S
    - "Red tag" "Address and map" "Equipment control" "Equipment board" "Labelling" "Zoning"
3) How to implement Muda elimination and 5S activities
    - Action plan
    - 5S implementation report

After the training, a store unit staff member who was mandated to deliver items took the initiative in re-arranging items to speed up delivery by applying the idea of 3 Mu elimination (see Project Monitoring Report).

3-3 On-the-Job Training for Kaizen Unit Staff

Because of the difficulties in identifying funding sources for the Kaizen Unit staff, the recruitment of staff to the Kaizen Unit was significantly delayed. It was only in May 2016 that two engineers were recruited and assigned to the Kaizen Unit,[33] and a youth volunteer was additionally assigned to the Kaizen Unit in January 2017.[34] The JICA Kaizen Experts imparted them with Kaizen skills through the implementation of all Kaizen initiatives, including data collection and analysis methodologies as well as communication and reporting skills. As mentioned in Chapter 1, the Kaizen Unit staff are required to guide and coordinate task forces. While task force members from respective units have specific skills and knowledge relating to their own administrative work, the Kaizen Unit staff's role is to coordinate and guide them in the right direction while utilizing different Kaizen methodologies. It should be noted that there are a number of initiatives in the AUC that have failed because users were not sufficiently involved during the process. One of the important roles expected of the Kaizen Unit is to make sure that all stakeholders are involved in the initiatives so that newly developed systems will become user-friendly and thus fully utilized. For example, when a task force is mandated to develop a system to be used by different departments, the Kaizen Unit needs to provide comments from the user departments' perspective. Being involved in the implementation of many Kaizen initiatives, the Kaizen Unit staff's skills have been strengthened.

Being a unit directly attached to the AHRMD director, the Kaizen Unit is sometimes given a specific directorate-wide assignment by the director. One such assignment included the "project assessment". Although there are a number of projects going on in the respective divisions that are aimed at improving the delivery of services, many of them have been repeatedly delayed or suspended without being completed. The director instructed the Kaizen Unit to collect the profiles of all the projects in the directorate that were implemented from 2015 to 2017, verify the status of their progress, examine the reasons for any delays or suspensions, and draw lessons. Through this exercise, the JICA Kaizen Experts imparted the Kaizen Unit staff with the skills for consolidating information, structuring the questionnaire for interviews, compiling the interview results, and drawing up and compiling the lessons. The results of the project assessment are presented in Annex 5.

The project period of two years is too short of a period to fully build the Kaizen Unit staff's capacity to identify the root causes of the problems brought by divisions and lead task forces to solutions. What has been achieved during the Project period is that the Kaizen Unit staff have obtained skills in developing SOPs through interviews with relevant units and divisions; these skills are primarily required for process improvement in administration. As most process improvement starts from identifying and mapping out all individual tasks necessary to attain a certain objective (e.g. staff training, contract renewal, etc.) while

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[33] Around three quarters of AUC staff are short-term staff whose salaries are funded by donor organizations (in most cases these contracts are renewed automatically). One of the Kaizen Unit staff was also funded by the World Bank's capacity development project.

[34] This volunteer was transformed to a staff of three-month contract in July 2017.

clarifying the actor of each task, the Kaizen Unit staff will be able to contribute to this first step of process improvement. In order to enable the unit to resolve more complex issues, a highly experienced process engineer needs to be assigned as the head of the unit.

Chapter 4   Perspectives on Kaizen rollout and Strategic Areas to Apply Kaizen Methodologies

The Kaizen Unit was positioned under AHRMD and was required to concentrate on the issues in AHRMD so that tangible results would be obtained with the unit's limited resources and the Project's limited time; as a result, the activities to achieve Output 3 "the groundwork for introducing the Kaizen approach throughout AUC is laid" (i.e. Kaizen activities outside the four service directorates) were downsized only to the activities at the Protocol Department and the organizing of the Kaizen Week. On the other hand, Output 4 "Methodologies and experiences of the Kaizen approach are compiled as a document to be referred to upon the dissemination of the approach within AUC and a draft strategic plan on Kaizen implementation is prepared to be adopted by AUC" has been achieved through accumulation of many cases of Kaizen activities as shown in Chapter 2. Against this backdrop, this Chapter presents the perspectives on the rollout of Kaizen initiatives, strategic areas where Kaizen methodologies should be applied, the monitoring and reporting system for Kaizen activities, and the compilation of Kaizen methodologies.

Kaizen Week

With a view to raising awareness on Kaizen and promoting its dissemination throughout the AUC, the Project convened an event called "Kaizen week" in the end of September 2017. Its main activities were: (a) displaying of all Kaizen initiatives (those completed and on-going) with banners; (b) online voting by all AUC staff for the most impressive Kaizen initiatives (those completed); (c) presentation on the achievements of the Project; and (d) a prize awarding ceremony. The top four initiatives that won the award were: reducing delays in the renewal of contracts (1st); enabling the tracking of human resource-related documents by requesters (2nd); reducing visitors' wait time at AU's main gate (3rd); and improving medicine availability at the pharmacy (4th). These initiatives were the ones that produced highly visible results; the 1st, 2nd and 4th initiatives directly benefit AUC staff, and the 3rd initiative is strongly related to the AUC's image. It was perceived from the participants' speeches at the prize awarding ceremony that the JICA Expert's and Kaizen Unit staff's promptness and readiness to respond to AUC staff's requests and their commitment to continue pushing relevant divisions/units to complete Kaizen initiatives were highly appreciated.

4-1   Perspectives on the Rollout of Kaizen Initiatives

The Kaizen Unit is currently placed directly under the AHRMD Director and is required to attend the AHRMD's management meeting held every Thursday. This position has ensured good communication between the Kaizen Unit staff and the division and unit heads in AHRMD, which has enabled the Kaizen Unit to be involved in a timely manner into any issues arisen within AHRMD. The Kaizen Unit staff are also authorized to attend the DCP meeting held every Monday, which gives the Kaizen Unit opportunities to understand the issues involving multiple directorates and receive instructions directly from the DCP. The

following chart illustrates the current position of the Kaizen Unit in the AUC.

Figure 3   Kaizen Unit's Current Position in the AUC
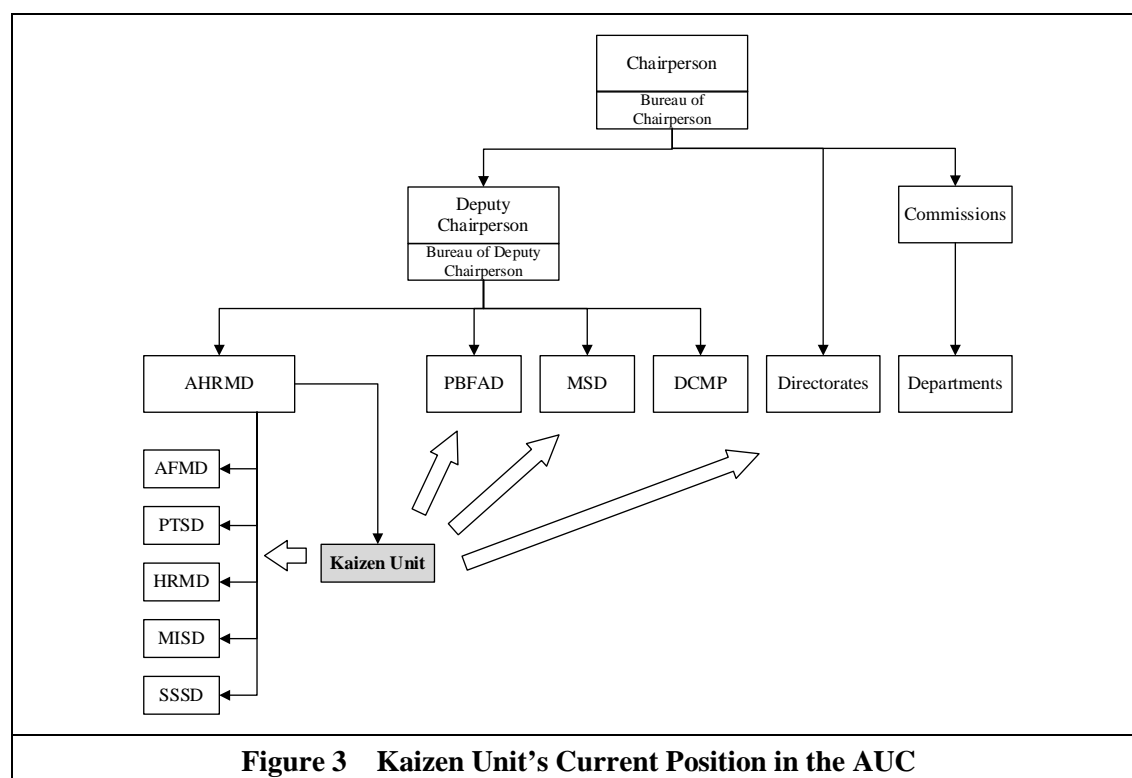
The disadvantage of the above setting is that the Kaizen Unit has no effective communication channel with other directorates and departments other than the four directorates under the DCP. For example, the Kaizen Unit has been working with MISD to develop a document tracking system for the Protocol Department (see "Project Monitoring Report" for details). Although the introduction of a document tracking system in the Protocol Department has long been wished for by all directorates in the AUC (this triggered the development of the system), the responses from the Protocol Department have been slow and thus, the development of the system has been persistently delayed. One of the reasons for this is that there is no mechanism in the AUC to put pressure on the Protocol Department to improve its services toward user departments as the Protocol Department only reports to the Chairperson who cannot engage himself to oversee such administrative issues.

The necessity of reforming the AUC to better serve its member States has been repeatedly emphasized in its strategic papers as well as in its General Assembly meetings. It was known in August 2017 that the AUC had secured a fund from private philanthropy (the private sector in Africa) to initiate reforms. The fund will enable the establishing of a "Reform Implementation Change Management Unit" overseen by a steering committee chaired by the DCP, under which a "Delivery Manager of Process Re-engineering" will be assigned as one of the four delivery managers. It is envisaged that the Kaizen Unit (or the Process Improvement Unit) will eventually be attached to the Delivery Manager of Process Re-engineering. The advantage of this new set-up is that the Kaizen Unit will be able to engage itself in the reform of any directorate or department, including the four directorates under the DCP. Whenever it is necessary to

influence the behavior of departments, the Kaizen Unit can use the Reform Implementation Change Management Unit's authority as leverage.
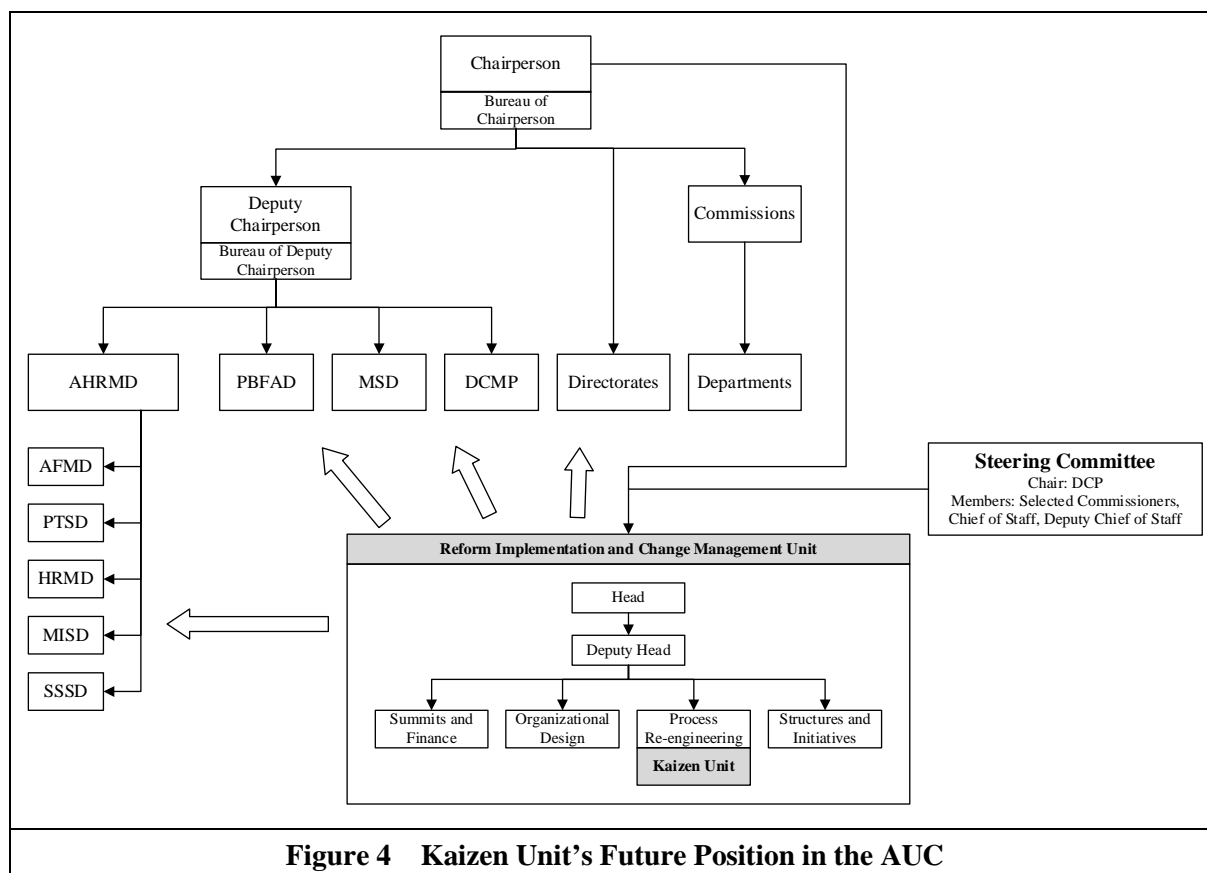
Figure 4   Kaizen Unit's Future Position in the AUC

4-2   Strategic Areas to Apply Kaizen Methodologies

4-2-1   AHRMD

From the experiences through the Project activities, the long lead time in providing services (in most cases, processing documents) is deemed as a major and common problem across the AUC's administration to which Kaizen methodologies should be applied. The following are the common causes of the long lead times.

(i)   Unnecessary (non value-adding) steps are involved in the processes.

- As the workflow is not streamlined, some documents are verified and signed by the same person more than once.
- Documents are delivered to some staff or managers for signing even though no decision or verification is required by these personnel.
- Documents are delivered to the wrong persons since the proper workflow is not known by relevant staff.

(ii) **Even when simplified procedures or online systems are developed to expedite the processing, such systems are left un-utilized.**

- There are cases where a newly introduced system is not utilized because it is not designed from the users' perspective. Consequently, intended results are not achieved.

(iii) **Significant time is required to clarify the requesters' needs.**

- When the current template for a request is not designed to capture precisely the user's needs or all the necessary information required for the subsequent steps, a significant level of clarification will be needed during the process, which delays the delivery of the services.

(iv) **The lack of a document tracking system causes considerable inefficiency, delaying the delivery of services.**

- Some staff leave documents unattended for a long period of time. Without a tracking system, supervisors cannot detect who is leaving documents unattended and for how long.
- In order to expedite the processing of documents, staff of the requesting departments are obliged to follow up with phone calls or visits, which leads to a significant waste of time for both the staff of the requesting departments and the AHRMD staff.
- Without a tracking system, the whereabouts of the documents are not easily known. This exacerbates the inefficiency mentioned above.
- Loss of documents is unavoidable as long as documents are circulated in hard copy. Without a tracking system, it is difficult to know who is responsible for the loss, and thus effective countermeasures cannot be devised.

The following countermeasures are recommended to solve the above problems.

(i) **Eliminate unnecessary steps in the processes through developing SOPs**

- In the course of the development of SOPs, "who needs to be involved in the process and when" will be clarified. As a result, the workflow will be streamlined, with the number of steps minimized.
- SOPs need to be shared among relevant staff after being developed; as a result of the SOPs' use, time wastage originating from confusion, such as the delivery of documents to wrong persons, will be eliminated.

(ii) **Improve the systems to make them more user-friendly**

- Systems need to be reviewed from the user's perspective and modified to be user-friendly.

(iii) **Elaborate user-friendly and comprehensive templates**

- Templates need to be elaborated in such a way as to precisely capture the user department's needs

and at the same time all the necessary information required for the subsequent steps. The templates need to be user-friendly in order to save the time of its users.

(iv)   Develop and install an online document tracking system

- The introduction of an online document tracking system will enable supervisors to detect unattended documents and to take remedial measures. The system will make individual staff more attentive toward the handling of the documents.

- The online document tracking system enables the staff of departments to know the status and whereabouts of the documents. The Service Desk Tool introduced for the HR Registry has reduced the inquiries from departments from 4 hours to 5 minutes per day. Although the Service Desk Tool does not necessarily reduce the lead time, it has significantly reduced the time spent on searching for documents as well as departments' frustration.

- Another impact of the online document tracking system is a reduction of hard copy documents. When the Service Desk Tool was introduced to the HR Registry, sending documents online was not forced upon departments. However, after observing the advantages of the online document tracking system (i.e. electronic documents cannot be lost), staff in departments started sending scanned documents instead of hard copies.

Examining the problems of the long lead time from the perspective of the above four strategic areas will help in identifying root causes and finding solutions. The following table sets out the remaining tasks of the on-going Kaizen initiatives highlighted from the perspective of the above four strategic areas, which should continue to be tackled subsequently by the Kaizen Unit and respective units/divisions following this Project.

Table 4   Remaining Tasks of the On-going Kaizen Initiatives (highlighted by the four strategic areas)

Strategic areas Kaizen Initiatives	Eliminate unnecessary steps in the processes through developing SOPs	Improve the presentation of the systems to make them user-friendly	Elaborate user-friendly and comprehensive templates	Develop and install an online document tracking system
Accelerating the recruitment process (Recruitment Unit, HRMD)	A new workflow has been developed.	A user-friendly interface needs to be developed.	The generic job description is yet to be approved.	N.A.
Achieving efficiency in human resource operations by setting up SOPs (2nd batch) (HRMD)	SOPs are being developed.	N.A.	Templates to be attached to SOPs need to be made user-friendly.	N.A.
Expediting the issuance of different AU ID cards (SSSD)	A new workflow has been developed.	A user-friendly interface needs to be developed.	User-friendly templates have been developed.	An online system needs to be developed.
Achieving proper recording and sharing of information on security-related incidents (SSSD)	A new workflow has been developed.	A user-friendly interface needs to be developed.	User-friendly templates have been developed.	N.A.
Reducing the financial waste caused by last-minute travel requests (Travel Unit, PTSD)	A new workflow has been developed and approved.	A user-friendly interface has been developed.	User-friendly templates have been developed.	Development of an online system will be completed in October 2017.
Expediting payment to airline companies (Travel Unit, PTSD)	A new workflow has been developed.	N.A.	N.A.	Development of an online system will be completed in October 2017.
Achieving efficiency in procurement operations by setting up SOPs (Procurement Unit, PTSD)	SOPs are being developed.	N.A.	Templates to be attached to SOPs need to be made user-friendly.	N.A.
Enabling fast procurement of low value items through simplified procedures (Procurement Unit, PTSD)	PBFAD's approval needs to be obtained.	The presentation of SOPs needs to be reviewed to show every detail of the steps.	Templates to be attached to the SOPs need to be made user-friendly.	N.A.

(Remark: shaded areas are remaining tasks)

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4-2-2   PBFA

(a) Background

PBFAD has been facing one significant challenge; specifically, "how to reduce the time elapsing until payment." The first cases brought to the Kaizen Unit under the Project were to address this issue of payment for interpretation services (through DCMP), settlement of medical expenses (through MSD), and for education benefits (through HRMD). This payment-term-challenge persists as the Project approaches its completion in October 2017. One such evidence is the case of the overdue payments to airline companies that required early resolution.

To address this problem, the Kaizen Unit analyzed a series of payment processes, including each task within the processes, and proposed to eliminate repetitive work as well as unnecessary handling. These recommendations have been reflected into the SAP revisions; however, fundamental solutions are yet to be derived.

Upon the completion of the Project, the Kaizen Unit proposes that PBFA refer to the below principles to embark on further improvement in the payment period reduction.

(b) Chronology of PBFA-Kaizen Unit Collaboration

November 2016:	Request sent from PBFA to the Kaizen Unit to look into how to reduce the payment period. Based on an analysis of the payment process, a proposal was made to eliminate repetitive work and unnecessary handling.
December 2016:	SAP revision initiated upon PBFA and AHRMD's agreement on a change in the payment process.
June 2017:	Phase 1 of revised SAP released.
July 2017:	Incidents of payments being overdue to airline companies surfaced (USD 3.5 million to two airline companies).

(c) Recommendation

The recommendation to be presented below refers to Table 5, which discusses factors contributing to the delays in payment to business partners.

Table 5　Factor Analysis on Prolonged Payment

Effect	Cause 1	Cause 2		Countermeasure
Prolonged Payment	Process involves too many tasks.	Too many tasks require approval		SAP is revised as per new process agreed to between PBFA and AHRMD Ph1 (Change the location of certification): Completed in June 2017 Ph2 (Enable the attachment of mission approvals): Completion expected in October 2017
		Repetitive checks within different tasks in the process		
		Frequent rejection at the final task (certification) in the process that invalidates previous tasks		
	Existence of information managed outside the SAP system (such as those managed in excel files)	Insufficient features and user-unfriendliness of the SAP		
	Suspension of processing	Incomplete documents due to a system problem	PBFA staff leave the problem unaddressed.	See below [Root causes and recommended strategy]
		Incomplete documents due to different specific problems	PBFA staff leave the problem unaddressed, without informing the requesting department staff who brought the document.	An online system (with Service Desk Tool or SAP) that informs the requesting department about the status of the documents should be developed.
			After being informed, the requesting department staff who brought the document leave the problem unaddressed.	
		Overworked staff		

Phase 1 SAP revision did not bring about the intended time reduction in the payment period, as PBFAD staff in charge left the problem unaddressed even when they identified the associated issues. Further analysis on this factor then leads us to the root causes described below:

- <u>Because it is unclear upon which office the ultimate responsibility rests</u>, in the event of an incomplete documentation, staff in charge at respective units end up acting only up to the point of rejecting the payment, not concerning themselves with system problems or delays in the payment.

- Staff are routinely overloaded (one of the major reasons is that the requesting departments are not required to systematically provide relevant payment data in such a way as to ease the PBFAD's work), and thus do not have spare time to consult multiple units even if a system error related problem occurs.

- There is no monitoring framework to detect abnormal cases such as a delayed payment, and thus problems are manifested only when the business partner submits a complaint.

The above root causes all relate to the fundamental problem of "units responsible for the payment to business partners are not clear." To solve this fundamental problem, the following strategy is proposed:

(i)   Assign FMD as the responsible unit for payment to business partners

The first action toward problem solving is to define the unit that takes responsibility for payments to customers. To do that, it is necessary to designate one unit (for which FMD is being proposed) as a window to receive invoices from business partners, where all the incoming invoices are handled. At the same time, it is desirable to revise the SAP so that this unit (assuming FMD) is asked to create the initial SAP entry.

When it becomes clear that the responsibility of payment rests with FMD, this Unit will become positioned to give direction to the Certifying Unit that is concerned with part of the payment process. With Certifying Unit directly reporting to the PBFD Director, such relationships might produce some friction between FMD and the Certifying Unit. In order not to fall into such circumstances, the appointment of a Focal Point person proposed under (ii) is expected to be key.

(ii)   Appoint a Focal Point person directly under PBFAD

In addition to clarifying which specific office is responsible for payment, appointing a Focal Point personnel who reports directly to the PBFAD Director is proposed. His/her tasks will be to detect problems regarding the handling of accrued expenses and to lead and coordinate relevant parties toward the resolution of the problems. As the tasks concern dealings across divisions, this position must be located directly underneath the PBFAD Director. Moreover, the Focal Point should be a dedicated position in order for him/her to able to focus solely on the tasks described.

The functions to be served by the Focal Point are the following:

a) Detect problems associated with payment processing;

b) Analyze the problems identified, organize findings and correctly communicate to the parties concerned;

c) As required, convene meetings with the concerned parties to determine and decide on temporary and/or fundamental measures; and

d) Follow up with the implementation of the temporary and/or fundamental measures adopted.

The Focal Point is expected to possess a good understanding of the payment process and the SAP system. Also, it may be an idea (for later) to add to the responsibility of this position a more comprehensive responsibility to promote business improvement, such as responding to audit recommendations.

Figure 5   Proposed Position of Focal Point
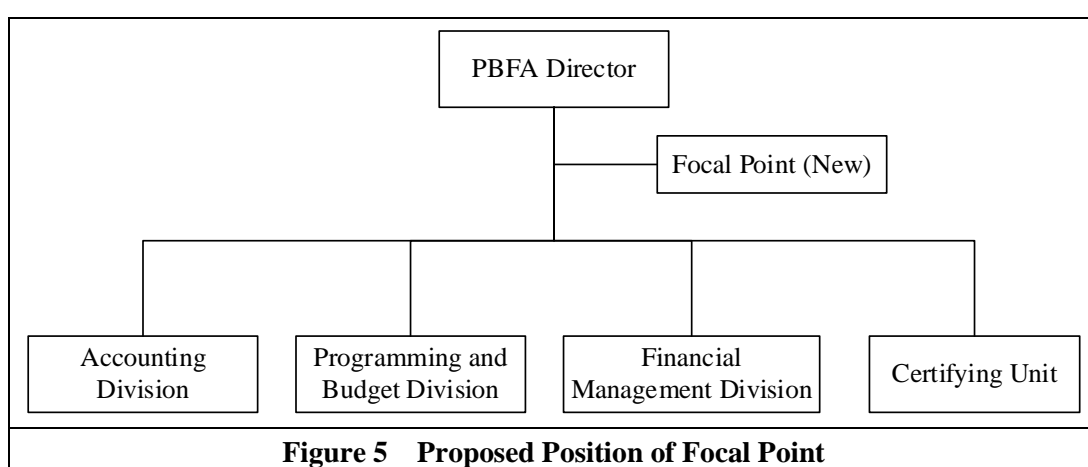
4-2-3   MSD

(a) Background

As a first-time effort to measure patients' perspective on their experiences with medical services offered by MSD, its Pharmacy Unit embarked on an initiative to conduct a Customer Satisfaction (CS) Survey. The Kaizen Unit was requested to support MSD in managing the process, which included the planning and designing of the framework and contents of the questionnaire, compiling and analyzing patient responses, and drawing up lessons for MSD to reflect upon its service delivery.

(b) Chronology of MSD-Kaizen Unit CS Survey Collaboration

July 2016:   With support from the Kaizen Unit, MSD developed the questionnaire for measuring customer satisfaction.

July-August 2016:   MSD asked visiting patients to fill out the questionnaire.

February 2017:   Due to MSD's difficulty in allocating staff to compile the survey results, the Kaizen Unit compiled and analyzed them on their behalf.

March 2017:   Kaizen Unit shared the findings of the analysis with MSD's key personnel.

August 2017:	Holding a series of Joint Review Sessions (each session covering results pertaining to that unit) by Kaizen Unit's facilitation was agreed on so that the results were shared throughout the Directorate to set a foundation for the next steps.
August – October 2017:	Unit specific Joint Review Sessions were conducted with the Pharmacy Unit (August 24), the Laboratory/Radiology Unit (August 30), the Clinical Unit (September 14), and the Nursing Unit (October 3).

It is expected that after the Joint Review Sessions, each unit of MSD will develop their own action plans, which will be aligned/integrated/tied to the directorate's action plan or Operational Master Plan (OMP).

(c) Recommendation to Strategize Further Efforts Guided by CAPD Cyclical Approach

Originating from the initial aspiration of the Pharmacy Unit to conduct a CS Survey (that was to capture perceptions of the patients who received MSD medical services), it is understood that the Directorate is encouraged to further improve its service delivery informed by the results of the survey. Such intention has already emerged from the Pharmacy Unit who shared its own analysis of the survey results at the Joint Review Session.[35]

In order to integrate the respective units' onward efforts into Directorate-level initiative, i.e. strategic improvements linked to the Directorate OMP, it is recommended that drawing lessons for application will be guided by Check-Act-Plan-Do (CAPD) cyclical approach (See Box).

Box   Check-Act-Plan-Do (CAPD) Cyclical Approach

CAPD is a modified version of Plan-Do-Check-Act (PDCA) approach where the cycle starts by rapid stocktaking of given situations through Check (instead of starting with Plan as in the case of PDCA).

After Check, the 2nd stage is "Act" that triggers exploration of ways to address challenges identified by Check.

In the "Plan" stage next, the procedures and conditions for the means and methods to achieve the target identified through Act is formulated into an actionable plan.

The "Do" stage then leads to an implementation of the Plan. To better achieve the objectives of the institution, the effectiveness of the actions need to be verified through Check where the next CAPD cycle begins.

In the case of MSD, the administration of the CS Survey and its analysis can be positioned as the initial phase of the cycle "Check". Furthermore, the Joint Review Sessions are designed to introduce to respective Units the agenda covered in the "Act" stage. Thus, it is envisaged that the Units can smoothly transition into its own Kaizen (improvement) trajectory following the CAPD cycle (see Figure 6)

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[35] The head of the Pharmacy unit organized into Action Items for 2017 the areas that were raised from the CS Survey and addressed by her team as appropriate and realistic, tracked the status of the responses, and organized the information into a chart.
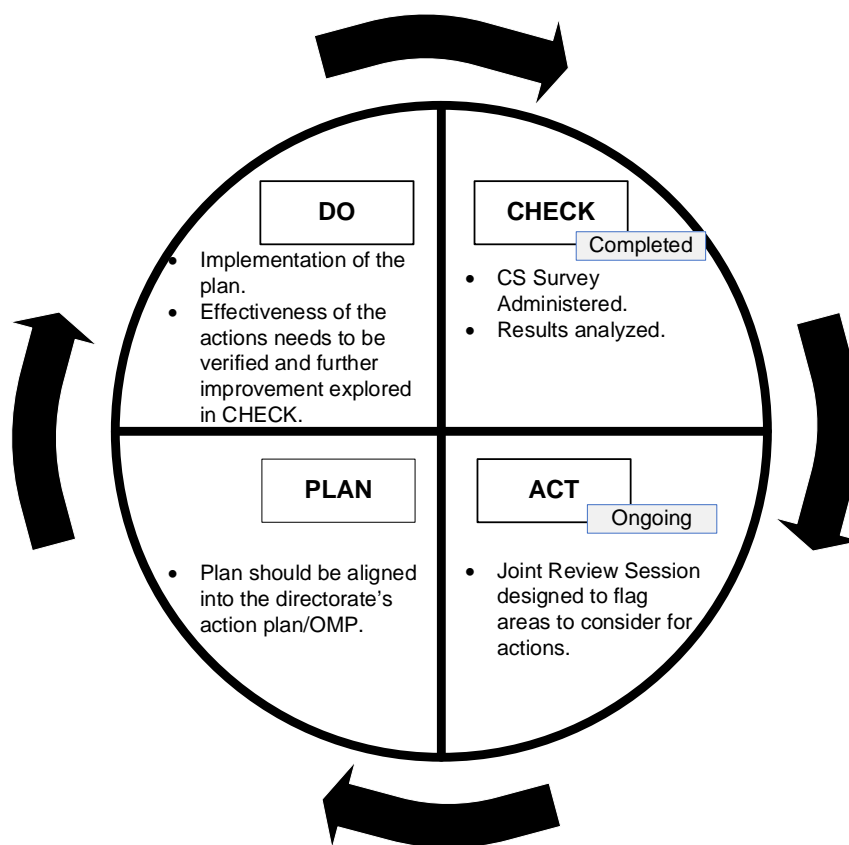
Figure 6   CAPD Guided Action Steps for MSD's Post-CS-Survey

Source: Prepared by Kaizen Unit

4-3   Monitoring and Reporting System for Kaizen Activities

Since many different initiatives are simultaneously assisted by the Kaizen Unit as shown in Chapter 2, it is important for the Kaizen Unit staff, including the future unit head, to share all the information regarding the progress of the activities among themselves so that every one of them has the same understanding of the next actions to take and can follow up on any of the Kaizen initiatives. For this purpose, a monitoring tool "Online Portal" was developed with support from MISD, into which information on the progress of each initiative has been uploaded by the Kaizen Unit almost every week.

The Kaizen Unit developed different formats to be used for reporting purposes. "Kaizen Monthly Report" has been developed for the reporting in DCP meetings, while "Kaizen Monitoring Report" and "Kaizen Completion Report" (Annex 6) have been used to sum up the progress of the Kaizen initiatives to be reported to AUC managers. The above-mentioned Online Portal, which records all the incidents chronologically, feeds all necessary information into these reports.

4-4   Compilation of Kaizen Methodologies

All the analytical instruments that have been used for Kaizen activities, which are attached to the Kaizen Completion Reports and the Kaizen Monitoring Reports, provide useful tools for future Kaizen initiatives.

The process of resolving problems principally take the following steps: (i) investigate the current situation; (ii) analyze the current situation; (iii) define the problems; (iv) discuss the ideas for countermeasures; (v) implement countermeasures; and (vi) confirm the results. Once the problem is solved, the newly developed process needs to be standardized and shared among all relevant personnel so that the same problem should not happen again. SOPs need to be prepared for this purpose. The following table shows what cases (attachments of the Kaizen Completion Reports and the Kaizen Monitoring Reports) can be referred to in what steps.

Table 6   Kaizen Steps and the Cases that can be Referred to

KAIZEN steps / Case	A: Investigate the current situation	B: Analyze the current situation	C: Define the problems	D: Discuss ideas for countermeasures	E: Implement countermeasures	F: Confirm the results	G: Standardize
Enabling the tracking of human resource-related documents by requesters (HRMD)							
HR registry incoming documents in 2015	X						
Candidates of processes that could be automated		X					
End-line data						X	
Reducing delays in the renewal of contracts (HRMD)							
Average lead time for contract renewal	X					X	
Expediting medical clearance for new AUC staff (HRMD)							
Appointment and medical clearance process	X						X
Achieving efficiency in the implementation of training activities by setting up SOPs (HRMD)							
Standard Operating Procedures	X						X
Reducing visitors' wait time at AU's main gate (SSSD)							
Simple time and motion study observation form	X	X					
Measurement of waiting time at gate]						X	
Clearing up short-term staff's health insurance claims with the insurance company (MSD/HRMD)							
Cigna issue	X		X	X	X		
Expediting the issuance of different AU IDs (SSSD)							
ID and Car pass issuance	X	X	X	X			
Achieving proper recording and sharing of information on security-related incidents (SSSD)							
Flowchart		X					X

KAIZEN steps / Case	A: Investigate the current situation	B: Analyze the current situation	C: Define the problems	D: Discuss ideas for countermeasures	E: Implement countermeasures	F: Confirm the results	G: Standardize
Expediting payment to airline companies (PTSD, FMD, MISD)							
Shortening of the payment period	X	X	X				
Reducing the financial waste caused by last-minute travel requests (PTSD)							
Working days spent before receiving the approval from CP/DCP	X	X					
Mission Approval and Travel Process Automation Project Charter				X			
Measuring and enhancing customer satisfaction (MSD)							
Survey result	X	X					
Follow-up session on the results of the CS survey				X			
Enabling the tracking of the status of documents (visa and resident ID cards) requested by departments (Protocol)							
Requirements for conferences and ceremonies				X			
Accelerating the recruitment process (HRMD)							
Job posting process, etc.		X		X			
Enabling fast procurement of low value items through simplified procedures (PTSD)							
Lead time for each step of procurement	X						
Eliminating last minute requests for conferences (DCPM)							
Lead Time given by Department for Conferences	X						
Shorten the lead time to collect goods from the Customs Office (PTSD)							
Results of sampling for the lead time for customs clearance	X						
Meeting record with PTSD			X				

Annex 1 Minutes of Meetings

MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF THE AFRICAN UNION COMMISSION
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON CAPACITY BUILDING FOR KAIZEN GENERALIZATION
ON AUC

The Detailed Planning Survey Team (hereinafter referred to as "the Team") organised by the Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Mr Toru HOMMA visited the African Union Commission (hereinafter referred to as "AUC") from 9th September 2013, for the purpose of working out the details of the project titled "Capacity Building for Kaizen Generalization on AUC" (hereinafter referred to as "the Project").

The Team had a series of discussions with the Bureau of Deputy Chairperson and other directorates concerned in AUC with respect to the design of the Project.

As a result of these discussions, both sides agreed on the matters referred to in the document attached hereto.

Addis Ababa, the Federal Democratic Republic of Ethiopia
19th September 2013

Toru HOMMA
Team Leader
Detailed Planning Survey Team
Japan International Cooperation Agency

Rekia MAHAMOUDOU
Director
Administration and Human Resources Management
The African Union Commission

1 Background of the Project

AUC has committed itself since 2009 in applying the Kaizen approach (continuous improvement) in its different directorates. Kaizen is a tool to achieve an organisation's efficiency by standardizing working procedures and systematically eliminating wasteful activities through the collective efforts of its managers and staff. The Departmental Business Plan 2013-2016 of the Administration and Human Resources Management Directorate designates the Kaizen approach as a way to achieve one of the eight priority areas of the AUC's Strategic Plan 2014-2017, "Strengthening the institutional capacity of the Union and all its organs". In order to improve AUC's performance so that AU can better serve its member countries, AUC requested JICA to help the Kaizen approach to be applied throughout the organisation through the strengthening of the capacity of the Kaizen Unit.

2 Kaizen approach that will be applied in AUC through the Project

The Kaizen concept was first introduced in AUC in October 2009 as the pilot phase. Following the training of AUC's 130 staff to become "Kaizen Champions", Kaizen activities were mainly conducted in four service Directorates ((1) Administration and Human Resources Management Directorate, (2) Programming, Budgeting, Financial and Accounting Directorate, (3) Medical Services Directorate, and (4) Conference Management and Publications Directorate) over the period from January 2010 to March 2011. Through these activities, Kaizen became well-known to entire AUC and Five S was introduced in many units. On the other hand, the activities were not full-fledged due to the nature of the pilot phase; a limited number of recommendations for process improvement were actually implemented. Moreover, none of the Kaizen Champions has used again in their workplaces the same analytical tools that they learned through the pilot phase, implying that Kaizen has not been embedded in AUC's operation.

The major reasons for the limited achievements of the pilot phase are: (1) mostly due to the pilot phase's time constraints, only limited types of Kaizen methodologies were imparted to the Kaizen Champions; these did not necessarily provide solutions to different individual cases; (2) the Kaizen methodologies presented to AUC require a Kaizen Champions' intensive involvement for a certain period of time; they are hesitant to repeat the same procedures on their own; (3) the monitoring system to effectively follow up the implementation of recommendations resulting from the analysis was not fully put in place; and (4) the involvement of the AUC management level in the Kaizen activities was rather limited; Kaizen Champions had difficulties in overcoming challenges when the solutions require the involvement of an extensive number of people or other units / divisions/ directorates.

The Kaizen approach that will be applied in AUC through the Project will be designed to overcome the weaknesses of the pilot phase. The methodologies to be introduced will be

1

light and simple, not giving an excessive burden to the staff so that they are willing to continuously engage in Kaizen activities. The commitment of both managers and staff will be a pre-requisite for the introduction of the Kaizen approach; the status of the progress of the implementation will continue to be reported to the AUC management. A variety of Kaizen methodologies, including analytical and implementation tools, will be introduced so that different types of problems can be addressed. The forming of Quality Control Circles (QC Circles)* will be encouraged wherever possible since collective efforts are in many cases more effective than individual efforts in solving problems. A monitoring system that involves AUC managers will be put in place so that the implementation will be fully supported.

* QC Circles are small groups consisting of first-line employees who continuously control and improve the quality of their work, products and services.

3 Title of the Project

In order to make it clear that the Project will put emphasis on the implementation capacity for Kaizen activities, the title of the Project will be changed from the one on the application form dated 20th June 2012 as follows.

<New title>
"Project on Capacity Development for Kaizen Implementation in the African Union Commission"
<Original title >
"Project on Capacity Building for Kaizen Generalization on AUC"

4 Expected Goals which will be attained after the Project Completion

(1) Goal of the Proposed Plan (referred to in Output 4)
Kaizen activities are continuously practiced and service quality including efficiency is improved in AUC's service directorates with the strengthened capacity of the Kaizen Unit.

(2) Goal which will be attained by utilizing the Proposed Plan
Service quality including efficiency is improved in a significant number of AUC's directorates where Kaizen activities are practiced.

5 Outputs and Activities

<Output 1>
The Kaizen implementation methodologies fit for AUC are established through practice.

Activity 1-1　Through a Quality Control Circle approach to be introduced by JICA experts, Kaizen Leaders, who are nominated by selected service directorates, prepare a list of the processes to be improved in their divisions/units and submit it to their directors. Directors prioritize the processes and submit the results to the Kaizen Unit.

2

Activity 1-2   Under the Kaizen Unit's support, Kaizen Leaders analyse each of the processes through the Quality Control Circle approach and submit recommendations to the directors for approval.

Activity 1-3   After the approval from the directors, recommendations are implemented in respective divisions/units under the Kaizen Leaders' initiatives and the Kaizen Unit's support. A monitoring system will be put in place so that the implementation of the recommendations is effectively followed up.

<Output 2>

The implementation capacity for Kaizen activities is strengthened.

Activity 2-1   JICA experts develop training materials for the dissemination of the Kaizen approach utilizing the lessons gained from actual Kaizen activities in service directorates.

Activity 2-2   JICA experts conduct Training of Trainers to the Kaizen Unit staff as well as to the staff selected from other divisions/units of service directorates (certified "Kaizen Coaches")

Activity 2-3   Kaizen Coaches train Kaizen Leaders so that the latter can effectively implement the activities under Output 1. (When possible, Kaizen Coaches should be given responsibility for promoting Kaizen activities in their respective directorates.)

<Output 3>

The groundwork for introducing the Kaizen approach throughout AUC is laid.

Activity 3-1   Under JICA experts' support, the Kaizen Unit conducts workshops to demonstrate Kaizen's good practices, inviting staff from AUC's all directorates.

Activity 3-2   Under JICA experts' support, the Kaizen Unit extends Kaizen activities to selected other service directorates, as well as those other directorates where the directors have shown interest in the Kaizen approach.

<Output 4>

Methodologies and experiences of the Kaizen approach are compiled as a document to be referred to upon the dissemination of the approach within AUC and a draft strategic plan on Kaizen implementation is prepared to be adopted by AUC.

Activity 4-1   JICA experts compile analytical tools and implementation methodologies that have been used in Kaizen activities as a document.

Activity 4-2   Standard operational procedures are examined and compiled as manuals through the joint efforts of the Directorates, Kaizen Unit and JICA experts.

3

<u>Activity 4-3</u>   JICA experts prepare recommendations on the AUC's strategic areas to which Kaizen can be applied.

<u>Activity 4-4</u> The Kaizen Unit supported by JICA experts prepare a draft strategic plan on Kaizen implementation.

6   Input

(1) Input by JICA

Input other than indicated below will be determined through mutual consultation between JICA and AUC during the implementation of the Project, as necessary.

    (a)   Dispatch of Experts

    Experts covering the following areas will be dispatched (the number of the experts will not exceed five at the peak time):

        (i)   Organisational Management;

        (ii)   Quality Control Circle Activity; and

        (iii) Training Management.

    (b)   Counterpart Training

    Counterpart training in Japan and/or third countries will be organised under the framework of the Project. Opportunities to join the following international events will also be provided as part of the training programme:

        (i)   International Conference on Quality to be held in Tokyo in October 2014;

        (ii)   International Convention on Quality Control Circles; and

        (iii) Africa Kaizen Network events organised by JICA.

(2) Input by AUC

AUC will take necessary measures to provide at its own expense:

    (a)   Services of AUC's counterpart personnel and administrative personnel as referred to in 7;

    (b)   Suitable office space with necessary office furniture and ICT equipment;

    (c)   Supply or replacement of any other equipment and materials necessary for the implementation of the Project;

    (d)   Information as well as support in obtaining medical services;

    (e)   Credentials or identification cards;

    (f)   Available data and information related to the Project; and

    (g)   Expenses for running the office, including utilities necessary for the implementation of the Project.

7   Implementation Structure

(1) AUC

The AUC's counterpart personnel and administrative personnel mentioned in 6 (2) (a) are as follows:

    (a) Project Director: Deputy Chairperson (DCP) of AUC will be responsible for overall administration and implementation of the Project;

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(b) Deputy Project Director: Deputy Chief of Staff of AUC will serve as an aide of the Project Director;

(c) Project Manager: Kaizen Coordinator in AUC will be responsible for daily operations and coordination of the Project on the ground;

(d) Assistant Project Manager: Assistant Kaizen Coordinator in AUC will serve as an aide of the Project Manager; and

(e) Kaizen Unit: The Kaizen Unit will act as the secretariat of the Project and manage daily Kaizen activities. Headed by Kaizen Coordinator, the Kaizen Unit is scheduled to be established in October 2013 with an assistant Kaizen Coordinator and four (4) officials, three (3) of whom are newly-recruited. All the current three members of the Kaizen Coordinator Team will be assigned as the Kaizen Unit members. The Kaizen Unit will report to the DCP.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to the AUC personnel mentioned above in 7 (1) on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate intra-organisational coordination. JCC will be held whenever deemed necessary. A list of proposed members of JCC is shown as follows:

(a) Chair: DCP of AUC   (Project Director);

(b) Members:

Deputy Chief of Staff of AUC   (Deputy Project Director)

Directors of service Directorates

Head of Kaizen Unit

JICA experts

Representative(s) of JICA

Other personnel assigned to the Project; and

(c) Observers:

Officials of the Embassy of Japan

Other observers may attend the JCC meetings upon the agreement between the Chair and JICA.

8   Project Site and Beneficiaries

(1) Project Site

AUC headquarters in Addis Ababa, Ethiopia.

(2) Direct Beneficiaries

AUC

(3) Indirect Beneficiaries:

Representatives of the African Union member states and other stakeholders of AUC

5

9 Duration

The duration of the Project will be two (2) years. The Project will preferably be commenced in the first quarter of 2014.

10 Reports

JICA will prepare and submit the following reports to AUC in English:
(1) Three (3) copies of Inception Report at the commencement of the first work period in AUC;
(2) Three (3) copies of Progress Report at the time about six (6) months after the commencement of the first work period in AUC;
(3) Three (3) copies of Interim Report at the time of 12 months after the commencement of the first work period in AUC;
(4) Three (3) copies of Draft Final Report at the end of the last work period in AUC; and
(5) Three (3) copies of Final Report within one (1) month after the receipt of the comments on the Draft Final Report.

11 Other Points Discussed

(1) Exchange of Note Verbale

Both sides will request the Government of Japan and AUC respectively to proceed with the necessary procedures including the exchange of Note Verbale for the implementation of the Project.

(2) Participation in the management meetings of service directorates

Representatives of the Kaizen Unit and JICA experts will participate in the weekly management meetings of service directorates chaired by DCP.

(3) Service directorates

Four (4) service directorates under the Bureau of Deputy Chairperson refer to:
   (a) Administration and Human Resources Management Directorate;
   (b) Programming, Budgeting, Financial and Accounting Directorate;
   (c) Medical Services Directorate; and
   (d) Conference Management and Publications Directorate.

Service directorates under the Bureau of Chairperson refer to:
   (e) Office of Secretary General to the Commission;
   (f) Office of Internal Audit;
   (g) Protocol Services Directorate;
   (h) Strategic Policy Planning, Monitoring and Evaluation Directorate;
   (i) Information and Communication Directorate; and
   (j) Office of Legal Counsel.

(4) Disclosure of the report

JICA and AUC agreed that the Final Report shall be open to the general public.

(5) AUC's request for continuous cooperation after completion of the Project

AUC showed its willingness to submit, in the future, an application form to request

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the continuation of the Project with a view to enhancing the Project's outcome. The Team took note of it.

ANNEX 1: List of participants in the meetings
ANNEX 2: Draft Record of Discussions (R/D)

ANNEX 1: List of Participants in the Meetings

1. AUC Side

H.E. Erastus J.O. Mwencha	Deputy Chairperson
Mrs Rekia Mahamoudou	Director, Administration and Human Resources Management
Dr Ngomo Leopold Auguste	Kaizen Coordinator Head of Administration and Facilities Management Division, Administration and Human Resources Management Directorate
Mr Ben Achour Mohamed Nejib	Assistant Kaizen Coordinator Administration and Facilities Management Division, Administration and Human Resources Management Directorate
Mr Jean Prosper Miamona	Officer in charge of Programs Administration and Facilities Management Division, Administration and Human Resources Management Directorate

2. Japanese Side

(1) JICA Detailed Planning Survey Team

Mr HOMMA, Toru	Team Leader
Mr ADACHI, Kiyoshi	KAIZEN / QC Circle Activity
Mr MORI, Shinichi	Capacity Development / Organisational Management
Mr SAKAMOTO, Atsuki	Project Planner

(2) JICA Ethiopia Office

Mr YAMASHITA, Hideshi	Representative
Ms TAKAHATA, Emi	

RECORD OF DISCUSSIONS

ON

PROJECT ON CAPACITY DEVELOPMENT FOR KAIZEN
IMPLEMENTATION IN THE AFRICAN UNION COMMISSION

AGREED UPON BETWEEN

THE AFRICAN UNION COMMISSION

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Addis Ababa, the Federal Democratic Republic of Ethiopia, [date]

Mr Kimiaki JIN
Chief Representative
Ethiopia Office
Japan International Cooperation Agency

H.E. Erastus J.O. Mwencha
Deputy Chairperson

The African Union Commission

Based on the minutes of meetings on the Detailed Planning Survey on the Project on Capacity Development for Kaizen Implementation in the African Union Commission (hereinafter referred to as "the Project") signed on [date], between the African Union Commission (hereinafter referred to as "AUC") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with AUC and relevant organisations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that AUC, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organisations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute to the efficient performance of AUC.

The Project will be implemented within the framework of the Note Verbales exchanged on [date] between the Government of Japan (hereinafter referred to as "GOJ") and AUC.

Appendix 1: Project Description
Appendix 2: Main Points Discussed

PROJECT DESCRIPTION

I. BACKGROUND

AUC has committed itself since 2009 in applying the Kaizen approach (continuous improvement) in its different directorates. Kaizen is a tool to achieve an organisation's efficiency by standardizing working procedures and systematically eliminating wasteful activities through the collective efforts of its managers and staff. The Departmental Business Plan 2013-2016 of the Administration and Human Resources Management Directorate designates the Kaizen approach as a way to achieve one of the eight priority areas of the AUC's Strategic Plan 2014-2017, "Strengthening the institutional capacity of the Union and all its organs". In order to improve AUC's performance so that AU can better serve its member countries, AUC requested JICA to help the Kaizen approach to be applied throughout the organisation through the strengthening of the capacity of the Kaizen Unit.

II. OUTLINE OF THE PROJECT

1. Title of the Project
Project on Capacity Development for Kaizen Implementation in the African Union Commission

2. Expected Goals which will be attained after the Project Completion
(1) Goal of the Proposed Plan
   Kaizen activities are continuously practiced and service quality including efficiency is improved in AUC's service directorates with the strengthened capacity of the Kaizen Unit.
(2) Goal which will be attained by utilizing the Proposed Plan
   Service quality including efficiency is improved in a significant number of AUC's directorates where Kaizen activities are practiced.

3. Outputs
<Output 1>
   The Kaizen implementation methodologies fit for AUC are established through practice.
<Output 2>
   The implementation capacity for Kaizen activities is strengthened.
<Output 3>
   The groundwork for introducing the Kaizen approach throughout AUC is laid.
<Output 4>
   Methodologies and experiences of the Kaizen approach are compiled as a document to be referred to upon the dissemination of the approach within AUC and a draft strategic plan on Kaizen implementation is prepared to be adopted by AUC.

3

4. Activities

<Activity 1-1>

Through a Quality Control Circle approach to be introduced by JICA experts, Kaizen Leaders, who are nominated by selected service directorates, prepare a list of the processes to be improved in their divisions/units and submit it to their directors. Directors prioritize the processes and submit the results to the Kaizen Unit.

<Activity 1-2>

Under the Kaizen Unit's support, Kaizen Leaders analyse each of the processes through the Quality Control Circle approach and submit recommendations to the directors for approval.

<Activity 1-3>

After the approval from the directors, recommendations are implemented in respective divisions/units under the Kaizen Leaders' initiatives and the Kaizen Unit's support. A monitoring system will be put in place so that the implementation of the recommendations is effectively followed up.

<Activity 2-1>

JICA experts develop training materials for the dissemination of the Kaizen approach utilizing the lessons gained from actual Kaizen activities in service directorates.

<Activity 2-2>

JICA experts conduct Training of Trainers to the Kaizen Unit staff as well as to the staff selected from other divisions/units of service directorates (certified "Kaizen Coaches")

<Activity 2-3>

Kaizen Coaches train Kaizen Leaders so that the latter can effectively implement the activities under Output 1. (When possible, Kaizen Coaches should be given responsibility for promoting Kaizen activities in their respective directorates.)

<Activity 3-1>

Under JICA experts' support, the Kaizen Unit conducts workshops to demonstrate Kaizen's good practices, inviting staff from AUC's all directorates.

<Activity 3-2>

Under JICA experts' support, the Kaizen Unit extends Kaizen activities to selected other service directorates, as well as those other directorates where the directors have shown interest in the Kaizen approach.

<Activity 4-1>

JICA experts compile analytical tools and implementation methodologies that have been used in Kaizen activities as a document.

<Activity 4-2>

Standard operational procedures are examined and compiled as manuals through the joint efforts of the Directorates, Kaizen Unit and JICA experts.

<Activity 4-3>

JICA experts prepare recommendations on the AUC's strategic areas to which Kaizen can be applied.

<Activity 4-4>

The Kaizen Unit supported by JICA experts prepare a draft strategic plan on Kaizen implementation.

4

6. Input
(1) Input by JICA
Input other than indicated below will be determined through mutual consultations between JICA and AUC during the implementation of the Project, as necessary.
(a) Dispatch of Experts
Experts covering the following areas will be dispatched (the number of the experts will not exceed five at the peak time):
(i) Organisational Management;
(ii) Quality Control Circle Activity; and
(iii) Training Management
(b) Training
Counterpart training in Japan and/or third countries will be organised under the framework of the Project. Opportunities to join international conferences will also be provided as part of the training programme.

(2) Input by AUC
AUC will take necessary measures to provide at its own expense:
(a) Services of AUC's counterpart personnel and administrative personnel as referred to in II-7;
(b) Suitable office space with necessary office furniture and ICT equipment;
(c) Supply or replacement of any other equipment and materials necessary for the implementation of the Project;
(d) Information as well as support in obtaining medical services;
(e) Credentials or identification cards;
(f) Available data and information related to the Project; and
(g) Expenses for running the office including utilities necessary for the implementation of the Project

7. Implementation Structure
The Project organisation chart is given in the Annex 1. The roles and assignments of relevant organisations are as follows:

(1) AUC
(a) Project Director: Deputy Chairperson of AUC will be responsible for overall administration and implementation of the Project;
(b) Deputy Project Director: Deputy Chief of Staff of AUC will serve as an aide of the Project Director;
(c) Project Manager: Kaizen Coordinator in AUC will be responsible for daily operations and coordination of the Project on the ground;
(d) Assistant Project Manager: Assistant Kaizen Coordinator in AUC will serve as an aide of the Project Manager; and
(e) Kaizen Unit: The Kaizen Unit acts as the secretariat of the Project and manages daily Kaizen activities. Headed by Kaizen Coordinator, the Kaizen Unit consists of an assistant Kaizen Coordinator and four (4) officials, three (3) of whom are newly-recruited. All the current three members of the Kaizen Coordinator Team are assigned as the Kaizen Unit members. The Kaizen Unit reports to the Deputy Chairperson.

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(2) JICA Experts
   The JICA experts will give necessary technical guidance, advice and recommendations to AUC personnel mentioned above II.7.(1) on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee
   Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate intra-organisational coordination. JCC will be held whenever deemed necessary. A list of proposed members of JCC is shown in the Annex 2.

8. Project Site(s) and Beneficiaries
(1) Project Site
AUC headquarters in Addis Ababa, Ethiopia

(2) Direct Beneficiaries
AUC

(3) Indirect Beneficiaries:
Representatives of the Africa Union member states and other stakeholders of AUC

9. Duration
   The duration of the Project will be two (2) years.

10. Reports
   JICA will prepare and submit the following reports to AUC in English.
(1) Three (3) copies of Inception Report at the commencement of the first work period in AUC;
(2) Three (3) copies of Progress Report at the time about six (6) months after the commencement of the first work period in AUC;
(3) Three (3) copies of Interim Report at the time of 12 months after the commencement of the first work period in AUC;
(4) Three (3) copies of Draft Final Report at the end of the last work period in AUC; and
(5) Three (3) copies of Final Report within one (1) month after the receipt of the comments on the Draft Final Report.

11. Environmental and Social Considerations
AUC agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF AUC
(Subject to a change to ensure the consistency with the Note Verbale exchanged between the Government of Japan and AUC)

AUC will take necessary measures to:

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1. ensure that the technologies and knowledge acquired by AUC as a result of Japanese technical cooperation contributes to the efficient performance of AUC, and that the knowledge and experience acquired by the personnel of AUC from technical training provided by JICA will be utilized effectively in the implementation of the Project;
2. grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) above and their families, which are no less favourable than those granted to experts and members of the missions and their families of third countries or international organisations performing similar missions in AUC; and
3. provide other privileges, exemptions and benefits in accordance with the Note Verbales exchanged on [date] between the Government of Japan and AUC.

IV. EVALUATION
JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. AUC is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT
(Subject to a change to ensure the consistency with the Note Verbale exchanged between the Government of Japan and AUC)

For the purpose of promoting support for the Project, AUC will take appropriate measures to make the Project widely known to the member states and partners of the African Union.

VI. MUTUAL CONSULTATION
JICA and AUC will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS
The record of discussions may be amended by the minutes of meetings between JICA and AUC. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex 1 Project Organisation Chart (TBA)
Annex 2 A List of Proposed Members of Joint Coordinating Committee (TBA)

7

MAIN POINTS DISCUSSED

1. Participation in the management meetings of service directorates
   Representatives of the Kaizen Unit and JICA experts will participate in the
   weekly management meetings of service directorates chaired by Deputy
   Chair Person.

2. Service directorates
(1) Four (4) service directorates under the Bureau of Deputy Chairperson refer
   to:
   - (a) Administration and Human Resources Management Directorate;
   - (b) Programming, Budgeting, Financial and Accounting Directorate;
   - (c) Medical Services Directorate; and
   - (d) Conference Management and Publications Directorate.

(2) Service directorates under the Bureau of Chairperson refer to:
   - (a) Office of Secretary General to the Commission;
   - (b) Office of Internal Audit;
   - (c) Protocol Services Directorate;
   - (d) Strategic Policy Planning, Monitoring and Evaluation Directorate;
   - (e) Information and Communication Directorate; and
   - (f) Office of Legal Counsel.

3. Disclosure of the report
   JICA and AUC agreed that the Final Report shall be open to the general
   public.

8

Annex 2   AUC Organigram
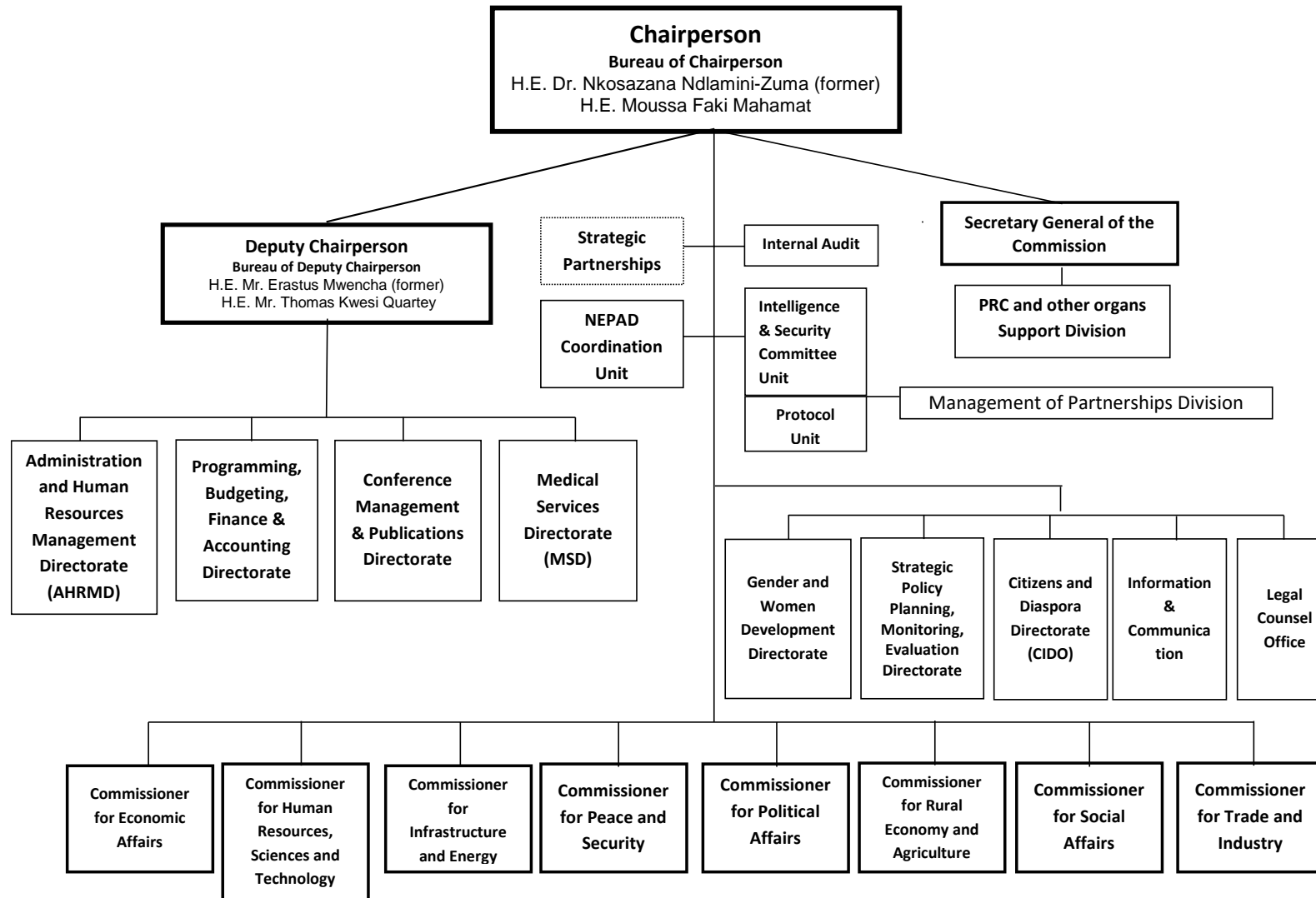
Annex 3   AHRMD Organigram

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                    Administration and Human
                    Resources Management
                    Directorate (AHRMD)
                    Director: Mr. Amine Idriss Adoum
```

Administration and Facilities Management Division (AFMD) Mr. Rico Bien Aime
- Administrative Services Unit
  - Registry Section
  - Transport Section
- Estate Development Unit
- Facilities Management Unit
- Facilities Maintenance Unit
- Kaizen Unit

Human Resource Management Division (HRMD) Mr. Attey Philippe
- Recruitment Unit
- Operation Unit
- Training Unit
- Transport Section
- Payroll
- Grievance and Employee Relations Officer
- SAP expert in HRMD
- Talent Management

Security and Safety Services Division (SSSD) Mr. Gebre-egziabher Mebratu
- CCTV Unit
- Safety Team
- Patrol and Warden Unit

Management Information System Division (MISD) Ms. Rekia Mahamoudou
- SAP Material Management Unit
- Support and Hardware

Procurement Travel and Stores Division (PTSD) Ms. Carine Toure
- Travel Unit
- Stores Unit
- Procurement Unit

Source: Interviews with the divisions by JICA Experts

Annex 4 Program and Participants of Kaizen Exposure Visit to Japan

Project on Capacity Building for Kaizen Implementation in the African Union Commission
Program of Kaizen Exposure Visit to Japan
(Sat. 28 November - Sun. 6 December, 2015)

Date	Day	time	Program	Venue
28-Nov	Sat	16:00	Departure from Addis by EK724 (All participants, 10pax)	
		21:20	Arrival at Dubai by EK724	
29-Nov	Sun	08:25	Departure from Dubai by EK312 (All participants, 10pax)	
		22:45	Arrival in Haneda by EK312	
30-Nov	Mon	07:40-09:21	Travel from Tokyo to Nagoya by Shinkansen "Nozomi No. 101"	
		10:30-12:00	**Visit Kasugai City Office** **- Coutesy visit to the Mayor** **- Introduction of "Kaeru Grand Prix" Kaizen Activities**	Kasugai City Office, Aich Prefecture
		14:30-16:30	**Visit Konan City Office** **- Briefing on "Smart Movement" Kaizen Activities**	Konan City Office, Aich Prefecture
		18:32-20:13	Travel from Nagoya to Tokyo by Shinkansen "Nozomi No. 42"	
1-Dec	Tue	10:00-11:00	**Courtesy visit to JICA Hqs.**	JICA Hqs.
		13:30	**Courtesy visit to Mr. Ichiro Kotsuka, Managing Director, JUSE**	JUSE Shinjuku Head Office
		14:00-16:00	**Lectures at JUSE** **- History of Japanese Quality Control Activities** **- History of Global Quality Control Activities** **- Fundamentals of QC Circles and how to operate QC Circle Activities**	
2-Dec	Wed	09:00-12:00	**Lectures at JUSE** **- Current development of QC Circle Activities in Japan** **- Current development of QC Circle Activities in other countries** **- Theory of Total Quality Management (TQM) and Introduction of Deming Prize**	JUSE Higashi-Koenji Training Center
		13:00-16:00	**Lectures by Dr. Denis Tachiki** **- Current development of QC Circle Activities in public service sector**	JUSE Higashi-Koenji Training Center
		17:20-19:01	Travel from Tokyo to Nagoya by Shinkansen "Nozomi No. 245"	
3-Dec	Thu	10:30-11:00	**Visit "Toyota Kaikan Exhibition Hall"**	Toyota Kaikan
		11:00-12:30	**Toyota Motor Corporation Factory Tour**	Toyota Motor Cooperation
		15:00-16:30	**Lecture on "Kaizen QC Circle Activities in Toyota Motor Corporation" (Japanese with English translation)**	Toyota Hqs.
		18:22-20:03	Travel from Nagoya to Tokyo by Shinkansen "Nozomi No. 136"	
4-Dec	Fri	10:30-12:30	**Visit Tea Harvesting Center of Kanagawa Agriculture Cooperative (JA: Japan Agriculture)**	Tea Harvesting Center
		13:30	Travel back to Tokyo	
		15:00-17:00	**JICA Hqs. Reporting of the Exposure Visit**	JICA Hqs.
		AUC Group Participants Itinerary		
		21:30	Departure from Hotel to Haneda Airport	
5-Dec	Sat	**JICA Group Participants Itinerary**		
		20:35	Departure from Haneda by NH097(JICA Group 5 pax.)	
		21:50	Arrival at Osaka/Kansai by NH097	
		23:35	Departure from Osaka/Kansai by EK317	
		AUC Group Participants Itinerary		
		00:30	Departure from Haneda by EK 313	

* JUSE=Union of Japanese Scientists and Engineers   * JOCA=Japan Overseas Cooperation Association   * JICA=Japan International Cooperation Agency

Participants of Exposure Visits

No.	Name	Position
1	Mr. Amine Idriss Adoum	Director of Administration and Human Resources Management Directorate (AHRMD)
2	Mr. Kilenga Naftali Henry	Head of Medical Services Division (MSD)
3	Mr. Ben Achour Mohamed Nejib	Assistant Kaizen Coordinator
4	Mr. Jean Prosper Miamona	Officer in Charge of Kaizen Program
5	Ms. Azeb Gebremedhin Tesemma	Senior Finance Officer
6	Mr. Madalitso Mvuso Lowole	Senior Finance Officer
7	Ms. Rekia Tidjani Alou Mahamoudou	Head of Management and Information System Division (MISD)
8	Mr. Jean Rico Joel Bien Aime	Head of Human Resources Division (HR)
9	Mr. Carine Zagui Toure Yemitia Nee N'Dri	Head of Procurement and Travel Services Division (PTSD)
10	Ms. Bethelehem Wogayehu Gebrekidan	SAP-HR Expert, AHRMD

Annex 5   Results of Project Assessment

A. Issues on project planning

1.   Project goals and objectives (which guide priority)

		Issues	Recommendations / Good practices
1.1		Objectives of the project are often not clearly defined and their alignment to AUC's business goals and strategy is not clear, which makes the prioritization of projects (and the adjustment of budget) difficult.	• The reasons for the necessity of the project, in other words, the expected outcomes of the project need to be made clear and properly documented upon project planning.
1.2		No clear policy (prioritization) was prepared when distributing materials (e.g. laptops) in AUC	• A clear policy should be prepared and approved by the management before materials and services are distributed.

2.   Project Scope and requirements

		Issues	Recommendations / Good practices
2.1		The scope of the project often changes during project implementation ("project creep").	• The scope and boundaries of the project need to be clearly defined and documented in the project charter (this requires project management skills).
2.2		The lack of involvement of stakeholders at project planning causes mismatches between the requirements and the actual needs.	• The right stakeholders need to be identified and involved from the beginning of the project.
2.3		The submission of requirements from stakeholders to the project management body is often delayed.	• Stakeholders should be enlightened about the importance of their involvement in project implementation.

3.   Project methodologies

		Issues	Recommendations / Good practices
3.1		The appointed project manager does not always have knowledge about appropriate project management methodologies, which lead to a loss of efficiency and a delay in implementation	• People with matching education/training and experience should be assigned as project managers. • Candidates for project managers should be given opportunities to learn project management methodologies, which make them aware of all the activities and risks involved in the execution of the project. • Where necessary, support should be obtained from subject matter experts.

4.   Project timeline

		Issues	Recommendations / Good practices
4.1		Due to the project's tight timeline, sufficient knowledge is not transferred from external consultants to AUC team, which significantly reduces the impact of the project.	• Sufficient time should be allocated to knowledge transfer when planning the TOR of external consultants.
4.2		Changes / modifications in the requirements of the project often causes a delay.	• When determining the project timeline, the possibility of the modification of requirements (contingencies) should be taken into consideration.

5.   Project budget

		Issues	Recommendations / Good practices
5.1		Projects can be suspended when the budget is under-estimated (e.g. the budget for servers in the data center)	• In order to prevent the suspension of the project in the middle of implementation, more attention should be given to the planning and assurance of the project budget.

6.   Responsibilities of project members

		Issues	Recommendations / Good practices
6.1		Key users are not always present in designing and implementing a project, which could cause a serious loss of effectiveness of the project. Lack of responsibility / commitment of project members leads to a delay in the testing of the system.	• The project manager should be principally nominated from the user department, i.e. the main beneficiary of the project. The user department should designate someone who should be committed to the project.
6.2		Not involving the procurement team at the early stage can lead to a delay in implementation.	• In order to prevent delay in the implementation of the project, the procurement team should be involved from the initial phase.

7.   Relations with (dependency on) other projects

		Issues	Recommendations / Good practices
7.1		A failure to detect dependencies between projects can lead to a delay in project implementation.	• Discussing the project thoroughly with stakeholders during planning helps uncover critical dependencies between projects

8. Risk assessment (resistance, customs clearance, obtaining of non-objection from donors, etc.)

		Issues	**Recommendations / Good practices**
8.1		Inadequate or non-existent risk management leads to a loss in efficiency or a delay in implementation.	• A risk assessment should be performed as part of project planning, in which how to mitigate risks should be figured out.
8.2		Impacts of organizational changes, which affect the effectiveness of the project, are often disregarded.	• The project manager needs to identify upfront the stakeholders whose jobs are impacted by the new changes, and then plan with them how to communicate changes into the project.
8.3		Projects encounter ad-hoc application of local customs clearance in respective countries.	• Such risks should be taken into account upon determining project timeline.
8.4		Some projects encounter a delay in customs clearance when receiving equipment.	• In order to avoid a delay at least in AUC side, a tracking system should be introduced in protocol department (on-going).

B. Issues on project implementation

9. Monitoring, tracking and follow-up mechanism

	Issues	**Recommendations / Good practices**
9.1	There is no overall follow-up mechanism of projects.	• Project manager is the one who should follow up the project. • A monitoring tool (excel sheet or an online system) needs to be put in place, which enables the project manager to identify which areas require more attention or resources so that the project can be completed as scheduled. • A reporting mechanism needs to be put in place that continues to inform the Division Head of the status of each project, enabling him/her to detect and deal with problems in timely manner.

10. Communication with (and involvement of) project members and stakeholders

	Issues	Recommendations / Good practices
10.1	Poor communication with (and little involvement of) project members and stakeholders cause a significant loss of impact and a delay in implementation.	• Project manager needs to continue providing every stakeholder (including PTSD) with information on the overview of the project status throughout project implementation (highlight activities that require attention and actions of stakeholders)
10.2	The failure to capture end-users' needs and perspectives makes the output of the project user-unfriendly, thus leading to a loss of impact (sometimes causes staff's "resistance").	• The project must be implemented with end-users' (actual beneficiaries') needs, perspectives and requirements in mind. Players who can represent end-users need to be involved.
10.3	Slow feedback from user departments causes a delay in implementation.	• Nominating the project manager from the user department prevents this issue.
10.4	Coordination becomes difficult when multiple divisions / departments are involved in the project.	• A project coordination body (e.g. Kaizen unit) should be deployed to make sure that all stakeholders are on board until the completion of the project.

11. Handling of changes

	Issues	Recommendations / Good practices
11.1	Changes in requirements that are brought during project implementation are not properly handled.	• The request for changes in scope or requirements needs to be communicated in a proper document and the project manager needs to determine how the request will impact the budget and timeline. The head of division or director needs to sign off the changes on the document.

12. Support from management

	Issues	Recommendations / Good practices
12.1	Poor support from management (such as not giving sufficient attention to the project) makes it difficult for the project manager to attend the challenges in timely manner, leading to a delay in implementation.	• Division heads should be aware of the project status through the monitoring and reporting system stated in No. 9 and make themselves available to attend the challenges that the project manager encounters.
12.2	Managers become a cause of delays by not immediately signing off the blueprint of the project document, signing on contracts, etc.	• Managers should make themselves available to accelerate the project.
12.3	Key decisions (strategic, structural or architectural type decisions) are made without identifying or considering alternatives. This brings about changes in the middle of the project, which lead to a delay in implementation as well as a loss of motivation of project members.	• Before making key decisions, managers should consult with people with subject matter expertise.

13. Managerial skills and leadership

	Issues	Recommendations / Good practices
13.1	Projects lack experienced project managers.	• People with matching education/training and experience should be assigned as project managers. • When the project manager does not have sufficient project management skills, a project coordination body (e.g. Kaizen unit) should be deployed to support the project manager.
13.2	Some project managers are over-loaded, which causes a delay in project implementation	• Where necessary, a task force should be established within the division that supports the project manager (build a team of people who can be groomed to take over the project manager's position in he future). • External resources should be mobilized when necessary.

14. Allocation of resources and prioritization

	Issues	Recommendations / Good practices
14.1	Projects lack right resources with the right skills.	• All professional positions should be filled. • Managers need to look at the entire portfolio of projects and reallocate resources to the projects that have the largest impact or urgency in implementation. To do so, managers should be aware of the status of all projects through the monitoring and reporting system stated in No. 9.
14.2	Too many projects are handled at the same time due to the lack of prioritization.	• Division heads are not always in the position to prioritize the projects. AHRMD director needs to communicate with division heads about the prioritization of projects while division heads also need to communicate with project managers to have insight into the risks involved in different projects.
14.3	There is only one internal SAP developer; as a result, too much SAP development work is concentrated on one person, leading to a delay in implementation of projects.	• In order to eliminate common bottlenecks of multiple projects, more internal SAP experts need to be employed.
14.4	Reshuffling of staffs within the division may cause a delay in project implementation (e.g. MISD).	• Upon reshuffling staffs, influence on on-going project needs to be considered (mitigated).

Annex 6   Kaizen Completion Report and Kaizen Monitoring Report

Kaizen Completion Report

Division and Theme: Enabling the tracking of human resources-related documents by requesters – HR registry, HRMD.

Report Date: August 2017

Officers in charge	Eyob, Tibebu (HRMD), Facil (MISD)
Background	Approximately 2,000 request documents (hard copies) were brought to HR Registry in 2015 and were circulated within HRMD to be authorized/issued. A single document passed the HR registry 2 times on average. HR Registry was mandated to keep record of the circulation of all the documents, which was a big burden on its personnel. Moreover, the large number of documents flowing in the HR Registry's small space was leading to a temporary loss or misplacement of documents. Since there was no system that informed the requesters about the status of their requests, they often visited HR registry for inquiry, which was a significant disturbance for HR Registry.

[Baseline/Target/Result]

KPI 1: Share of incoming documents that are circulated within HRMD in hard copy	Baseline	100% (2015)[1]
	Target	0%
	Result	18%
KPI 2: Time spent for responding to the inquiries from staff	Baseline	4 hours per day
	Target	0 minute per day
	Result	5 minutes per day

[Achievements as of August 2017]

The Kaizen Unit assisted the HR Registry and Management Information System Division (MISD) in designing the Service Desk Tool that would enable the on-line tracking of all incoming documents as well as the circulation of documents in electronic form. The system was completed and launched on a trial basis within HRMD in October 2016, with HR Registry staff scanning and uploading every incoming document to the system on behalf of different requesting departments. When the system was finally rolled out to the entire AUC in May 2017, it was decided that HRMD should accept hard copies in order to reduce the burden of requesters to scan their documents. After the rolling out, the share of the documents brought into HRMD in hard copy has been reduced from 100% to 18% (most requesters use e-mails with documents attached, then the e-mails are automatically captured into the system). Since the tracking of documents was made possible

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[1] Medical and education claims (200 documents per month) have been excluded since they need to be accompanied by original receipts. Automatization of these claims were to be handled by UBORA project.

online by the requesters, the time that the registry officer spends to attend staff's inquiries has been reduced from 4 hours to 5 minutes per day.

[Activity Record]

No.	Action	2016				2017	
		March	2Q	3Q	4Q	1Q	2Q
1	Observe the operation of HR Registry to understand the work flow.	■					
2	Extract, classify and analyze the data of incoming and outgoing documents from the database of HR Registry	■					
3	Determine the strategy to solve the problem: introduction of the Service Desk Tool		■				
4	Utilize the Service Desk Tool on the trial basis within HR and collect comments for modification			■			
5	Modify the Service Desk Tool based on the comments given.			■			
6	Test the system			■			
7	Operate the system within HRMD				■		
8	Roll out the Service Desk Tool throughout AUC						■

HR Registry Incoming Documents in 2015

Total number of the incoming documents: 4,009

	Document Type	No.
1	Education Claim	401
2	Leave related documents	385
3	Medical Examination Report	130
4	Requets for ID	119
5	Medical Claim	107
6	Recuitment*	105
7	Assumption of Duty	100
8	Approval for renewal contract	88
9	Separation related document	84
10	Internship*	71
11	Car Loan Application	70
12	To Whom It May Concern	69
13	Resignation	66
14	Private Tuition	65
15	Translation of Document	41
16	Acting Arrangement/Appointment	27
17	Urgent Request	26
18	Invitation to the Event	18
19	Clearance Form	13
20	Requests for Explanation	11
21	Note Verbal	10
22	Obituary	4
23	Others	1,999
	Total	4,009

	How many officers see the document		No.
1	8	officers	2
2	7	officers	2
3	6	officers	7
4	5	officers	29
5	4	officers	177
6	3	officers	842
7	2	officers	1,679
8	1	officers	1,267
	Total		4,005
	Average Times		2.02

	Who sees the documents?	No.
1	Mr. Rico (AFMD head)	1,915
2	Mr. Amine (AHRMD director)	495
3	Director	375
4	Ms. Rekia (MISD head)	271
5	Acting Director	156
	Total	3,212

End-line data

Period for sampling: May to July 2017 (three months)

Item	No of document	Share
(1) Total incoming documents	1,748	-
(2) Of which education and medical claims	562	-
(3) (1)-(2)	1,186	100%
Documents received in electronic form	970	82%
Documents received in hard copy	216	18%

HR Registry: Candidates of processes that could be automated (or eliminated)

	Document Type	No.	Service Desk Tool	Remarks
1	Appointment letter	1,603		
2	Renewal of contract	1,453		
3	Special service agreement	1,067		
4	Salary increment advice	1,056		
5	Education allowance claim	1,049		
6	Medical claims/report/clearance	1,025		
7	"to whom it may concern"	330	✓	● The main purpose of this type of documents is to "request" something. (ex. a Visa request) ● Current flow: staff sends a request (memo) either in outlook or hard copy -> HR.R(Registry) registers it and sends it to the HR staff in charge-> HR staff in charge prepares the document, prints it out, and sends the document to HR.R -> HR.R puts it together with other documents in a signatory book and sends the book to HR Head -> HR Head signs the documents -> HR.R registers it -> HR.R sends it out. ● The Service Desk Tool can be applied to the first part to reduce HR.R's work: staff sends a request on-line with a pull-down menu (the request is registered automatically)-> HR.R's service desk administrator sends the request to the HR staff in charge (an auto-response is sent to the staff who requested)->>>>>>>same procedures >>>>> HR.R registers the last action (sending out of the document) on-line.
8	Note Verbal	323	?	
9	Request for ID	291	✓	● IDs are requested for either (1)dependents or (2)private drivers. ● Current flow: staff fills the format, prints it out and sends it with a picture in the case of a dependent or the national ID and the police letter in the case of a driver-> HR.R registers it and sends it to HR Head-> HR Head signs it -> HR.R registers and sends to the staff who requested -> the staff sends it to the ID unit

				• ID requests for dependents could be integrated into SAP.
				• ID requests for private drivers can be done online with the Service Desk Tool with all the accompanying documents attached in electronic form.
10	Grant for leave	289	SAP	• Already in SAP
11	Payment of separation entitlement	279		• Complicated
12	Renewal of appointment	258		• Same as 2
13	Letter of secondment	219		• No need of standardization
14	Invitation to interview	211	E-Recruit	• Current flow: HRD signs -> HR.R -> send • This can be included in E-Recruitment; HRD's signature may not be necessary.
15	Request for approval	176		• Approval for business trips • The same type of documents is sent to DCP from all departments; a holistic approach should be taken.
16	Other invitation	171		• No need of standardization
17	Application of Internship	164	Website	• Application through the website should be encouraged.
18	Assumption of duty	144	SAP?	• When the newly assigned person has arrived, HR staff informs it to (1)Finance, (2)Protocol, (3)MIS and (4)Security. • Current flow: HR staff writes memo -> HR.R registers -> HR staff sends it to (1)(2) (3)(4). • These documents can be automated except those that are sent to the Finance since the Finance requires the attachment of original documents.
19	Approval of private tuition	144	✓	• This is an educational benefit for staffs who have children. • Current flow: staff writes memo (no format) -> HR staff forwards it to HR Head -> HR Head signs it -> HR.R registers and send it back to the staff -> the staff attaches the copy of the signed document when he/she claims the reimbursement. • Service Desk Tool can be applied (i.e. Choose from menu -> Attach the letter signed -> Send)
20	Shortlisting exercise	128		

21	Support letter	122	✓	● Same as 7
22	Application of car loan	116	✓	● Current flow: staff writes a request on paper -> HR Payroll staff gives approval -> HR Head signs -> Finance checks the balance -> send ● Approval is given only by HR payroll and FM. ● These processes can be automated.
23	Request for internship	103	Website	● Same as 17. Some are requests from department, which are rather exceptional.
24	Request for visa	100	✓	● Same as 7 & 21
25	Contract extension	98		● Same as 2 ● Already on SAP
26	Notice of contract expiry	94		● Rare cases. Needs investigations.
27	Request for payment	90		● Needs investigations.
28	recruitment	90	E-Recruit	● Already on E-Recruitment
29	Resignation	89		
30	Clearance form	89		● Complicated
31	Request for leave	87	SAP	● Already on SAP ● Those who are not covered by SAP use hard copy (formatted).
32	Confirmation of three year contract	76	✓	● Although it is currently signed by HR Director or DCP, this process is simply a notification, requiring no specific approval. This action could be integrated into the appraisal process.
33	Upgrading of staff on ceiling	73		
34	Protocol facilities	69		
35	Dependency status form	69		● This system cannot be on-line since original documents such as a birth certificate must be attached.
36	Request for authorization	63	✓	● This request is made to notify HR that the staff will travel abroad. Informing to the supervisor can be done online or in outlook.
37	Periodic report to*	61		?
38	Obituary	54		No need of standardization.

39	Pension	47		● Variety of issues
40	Job advertisement	43	E-Recruit	● To be integrated in E-Recruitment (or in the process)
41	Cessation of payment of dependency allowance	39		
42	Attestation	32	✓	Same as 7.
43	Written Examination Results	25		● This cannot be automated
44	PTA in respect to *	24	✓	● This action is a simple notification from HR to Travel Unit.
45	Notice of Separation	21		● Same as 29
	Others	382		
	Total	12,536		

Kaizen Completion Report

Division and Theme: Reducing delays in the renewal of contracts, HRMD.

Report Date: August 2017

Officers in charge	Bethlehem, Fatma (HRMD), Robert (MIS)
Background	The lead time for the renewal of contracts of fixed term staff and consultants in AUC varied from a week to three months, averaging 25 days (data in 2015). Overdue contract renewal caused a distress to many staff since their salaries were not paid until the new contract was signed. Kaizen Unit was requested by the AUC management to investigate the reasons for the delay and revolve the problem.

[Baseline/Target/Result]

KPI 1: Average lead time for renewal of contracts	Baseline	23 days
	Target	17 days
	Current Status	16 days
KPI 2: Average lead time for the verification of appraisal	Baseline	12 days
	Target	7 days
	Current Status	8 days

[Achievements as of August 2017]

Through an analysis on the data provided by MISD, Kaizen Unit discovered that the time spent for the verification of staff performance appraisal was the main source of delays in contract renewal: 12 days were spent on average for HRMD to verify the staff performance appraisal to be completed by departments (many supervisors started appraisal after they received inquiries from HRMD). Following the Kaizen Unit's recommendation, HRMD put in place an alert system that informs supervisors to initiate appraisal in due time. This alert system has contributed to a speed-up in the verification of staff appraisal to 7 days (since most supervisors now complete appraisal before the due date), reducing the average overall lead time for contract renewal from 23 days to 16 days.

[Activity Record]

No.	Action	2016			
		March	April	-	Oct
1	Extract data from SAP on the number of days spent in each step of contract renewal.	■			
2	Present the results of the analysis at the DCP meeting		■		
3	Put in place an alert system on SAP that informs supervisors to initiate appraisal				■

Average lead time for contract renewal: Comparison between before and after the improvement

Process	Baseline (2015)	End-line (Jan-Aug 2017)
Head of division to approve the renewal of a contract	2.4 days	4.1 days
Budget verification	2.8 days	3.0 days
Verification of appraisal	11.7 days	7.6 days
HRMD officer	2.0 days	2.8 days
HRMD director	1.9 days	1.5 days
AHRMD director	1.7 days	1.7 days
AHRMD secretary (printing out of contract)	2.6 days	2.0 days
Overall lead time	22.8 days	15.9 days

Remark: "Entire lead time" is not the sum of all processes since there are cases where multiple processes can be carried out in one day.

Kaizen Completion Report

Division and Theme: Speeding up medical clearance for new AUC staff - HRMD

Report Date: August 2016

Officers in charge	Aude, Zinabu, Recruitment Unit, HRMD
Background	It was raised at a DCP management meeting in July 2016 that a significant amount of time elapsed between the issuance of the appointment letter of a new AUC staff and his/her actual assignment date (It is reported that the medical clearance process even spanned 2 months in the longest cases. The actual lead time is not known due to the lack of a tracking system.) Between these two steps comes a process of medical clearance (medical check-up) of the new staff; the delay is apparently caused by unprocessed documents between HRMD and MSD without a follow-up system. The Kaizen Unit was requested to help these two departments find a solution

[Baseline/Target/Result]

KPI 1: Time elapsed for medical clearance	Baseline	Maximum two months
	Target	Average 7 days
	Result	Average 3 days under normal circumstances

[Achievements as of August 2016]

In August 2016, the Kaizen Unit assisted the Recruitment Unit in preparing the process flow chart that clearly indicated the steps to be taken and the roles to be played by HRMD and MSD staff, based on which a template to manually record the status of the documents was prepared and started being used. According to the record of September and October 2016, the medical clearance process spanned 7 working days on average, which indicated that the Kaizen activity attained the goal.

[Activity record]

No.	Action	2016		
		Aug	Sep	Oct
1	Prepare the process flowchart	▬		
2	Create a tracking system and monitor the improvement.		▬▬▬▬▬▬	

Appointement and medical clearance process

Focal recruitment specialist	Recruitment assistant	Candidate	MSD	Protocol

START

1Day — Send the appointment letter + Medical Form to the candidate cc the Recruitment Assistant

Candidate send by DHL Administrative document + Medical Exam in 2 differents envelop (One for HRM / One for Medical)

1 Day — Give one envelope to HR registry and bring physically the second one to Medical with HRM Memo attached (+eligible dependent's Information, if regular staff)

5 Days — Medical prepares Memo and informs by email to Recruitment assistant with cc to Head of recruitment

1Day — Collect physically the Memo (Medical report)

More clarifications are requested

Medical Clearance — NO / YES

1Day — Send medical clearnce and assumption of duty to candidate (with travel form attached if is international staff)

Return the filled travel form and passport copy

1Day — Send a memo to request visa

7 Days — Obtain from MOFA the letter that facilitates the issuance of visa upon arrival

Focal recruitment Specialist inform the HRBP to inform the user department

Execute the booking with Travel Unit and send to the candidate ticket and a package of documents

1Day — Announce the staff member's arrival to all relevant divisions

Receive ticket with a package of documents

END

Kaizen Completion Report

Division and Theme: Achieving efficiency in the implementation of training activities by setting up Standardized Operating Procedures, Learning and Development Unit (L&D), HRMD.

Report Date: August 2017

Officers in charge	Martha, Halleluya (L&D Unit, HRMD)
Background	L&D Unit is responsible for providing different training to AU staff. Its operation includes planning and scheduling the training, mobilizing trainers, recruiting participants, making all logistical arrangements such as venues and trips, and compiling the evaluation. However, without proper Standard Operating Procedures, the unit's staff are obliged to depend on their own experiences and knowledge in conducting all the activities, which makes the proper control and monitoring of activities difficult. The Kaizen Unit was requested by L&D Unit to support the development of SOPs. By standardizing and visualizing the procedures, it is expected that all staff will be able to easily follow the same procedures, enabling the unit to properly control and monitor all its activities.

[Baseline/Target/Result]

KPI 1: Number of SOPs developed	Baseline	None
	Target	9 areas
	Result	9 areas

[Achievements]

After a series of interviews with L&D Unit, the Kaizen Unit developed the SOPs with the flowcharts for: (i) Development and approval of a training plan; (ii) Publishing of a training catalogue; (iii) Procurement of trainers; (iv) Selection of trainees; (v) Booking of venue and accommodation; (vi) Arrangement of visas, tickets and transport; (vii) Verification of attendance; (viii) Payment of DSA; and (ix) Post-Training. These SOPs and flowcharts have enabled personnel in L&D Unit to plan and manage training in an organized and efficient manner.

[Activity Record]

No.	Action	2017				
		Feb		May		Aug
1	Conduct interviews with L&D Unit to define the scope and methodology for the development of SOPs	■				
2	Describe processes and draw flowcharts			■		
3	Validate and finalize the processes and flowcharts					■

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STANDARD OPERATING PROCEDURES

HUMAN RESOURCES MANAGEMENT DIVISION (HRMD)

VERSION 1.0

August 2017

African Union
a United and Strong Africa

SOP Number   Insert Number

SOP Title   Insert Title

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

Effective Date:	
Review Date:	

READY BY			
NAME	TITLE	SIGNATURE	DATE

TABLE OF CONTENTS

ACRONYMS

AU	African Union
AUC	African Union Commission
DCP	Deputy Chairperson
DSA	Daily Subsistence Allowance
HRMD	Human Resources Management Division
L&D	Learning and Development
LSO	Learning Solutions
PBFA	Programming, Budgeting, Finance and Accounting
PDP	To define?
PR	Purchase Requisition
PTA	Prepaid Ticket Advice
PTSD	Procurement, Travel and Stores Division
TAC	Training Advisory Committee
TOR	Terms of Reference
SAP	System Applications Products

A. Pre-Training Process

No	Action	Responsible Person	Reference Documents
1	**Development and approval of training plan**		
	Follow the document *"L&D_Development and Approval of Training Plan (1)"*.		*"L&D_Development and Approval of Training Plan (1)"*
2	**Publishing of training catalogue**		
2.1	Categorize trainings and upload the categories in SAP LSO.	L&D Team	
2.2	Develop a training schedule and send training contents to Communication Officer.	L&D Team	
2.3	Design the training catalogue	Communication Officer	Training catalogue
2.4	Where applicable (if hard copies are needed), engage PTSD to outsource the printing of the training catalogue.	L&D Team & PTSD team	Procurement Procedure
2.5	Publish training catalogue via Outlook or distribute.	L&D Team	
3	**Procurement of trainers**		
3.1	Draft TORs for trainers and send it to PTSD.	L&D team	TOR
3.2	In conjunction with PTSD, select trainers.	L&D team & PTSD team	Procurement Procedure
3.3	*Once the budget is available,* draft contract and sign it with trainers.	L&D team & PTSD team	
4	**Selection of trainees**		
4.1	Prepare a list of candidates of trainees in accordance with one of the following methods:	L&D Specialist	
(a)	*Call for applications*: Send e-mail to all AUC staff to solicit applications for training through SAP LSO or submission of application forms by email.		
(b)	*Nomination*: Send Memo to Directors to nominate appropriate staff.		
(c)	*Direct nomination*: Use SAP LSO to identify appropriate staff for the applicable training.		
4.2	Conduct shortlisting exercise following *"L&D_Flowchart_Pre-Booking and Booking Process (SAP LSO)"*		*"L&D_Flowchart_Pre-Booking and Booking Process (SAP LSO)"*
4.3	Send email to trainers and trainees for confirmation.	L&D Team	

B. Training Process

No	Action	Responsible Person	Reference Documents
5	**Booking of Venue and Accommodation**		
5.1	Raise PR for venue and accommodation and get it released by approvers.	L&D specialist	
5.2	Book venue and accommodation for training through PTSD.	L&D specialist, PTSD	
5.3	1. Send out a follow-up email to trainees including dates and venue. 2. Communicate with trainer (s) on dates and the need for arrangement for transport (airport pick up etc.), visa, accommodation etc.	L&D specialist	
6	**Arrangement of Visas, Tickets and Transport**		
	Follow the document *"L&D_Arrangement of Visas, Tickets and Transport (6)"*.		*"L&D_Arrangement of Visas, Tickets and Transport (6)"*
7	**Verification of attendance**		
	Let trainees sign on the attendance sheet every morning and afternoon. Signed sheet will be needed upon settling DSA.	L&D specialist	
8	**Payment of DSA**		
	Follow the document *"L&D_Payment of DSA (8)"*.		*"L&D_Payment of DSA(8)"*
9	**Post-Training**		
	Follow the document *"L&D_Post-Training (9)"*.		*"L&D_Post-Training (9)"*

Flowchart 1:   Pre-Training Process
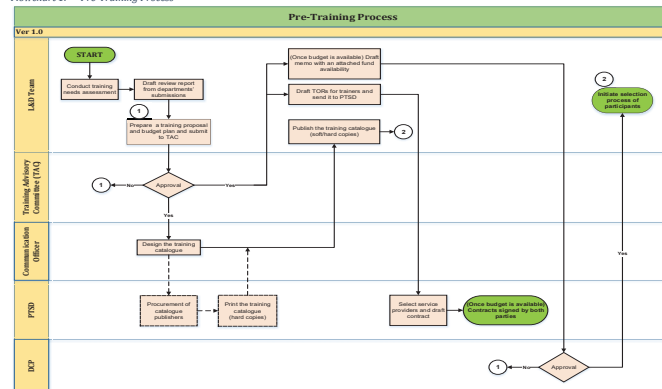
Pre-Training Process

Flowchart 2:   Training Process

Training Process
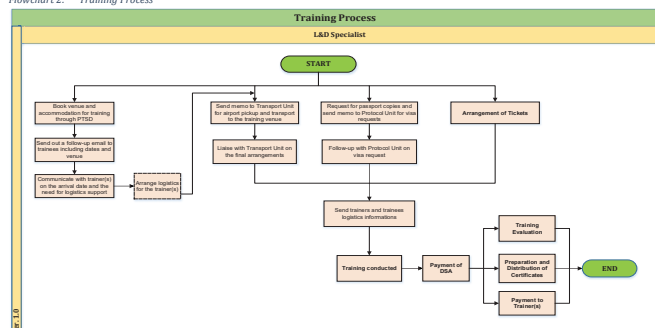
Flowchart 3:   Pre-Booking and Booking Process
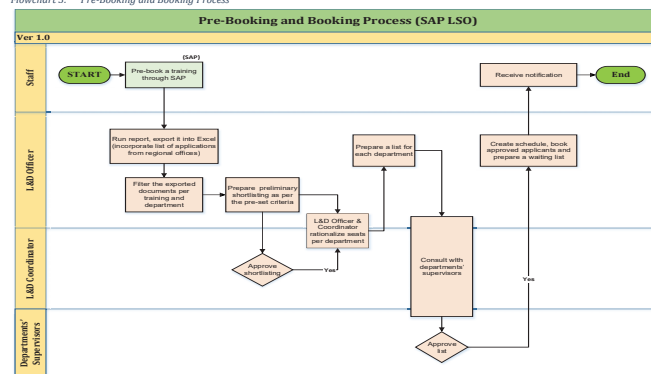
Pre-Booking and Booking Process (SAP LSO)

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Kaizen Completion Report

Division and Theme: Achieving efficiency in human resources operations by setting up Standardized Operating Procedures, HR operations, HRMD.

Report Date: August 2017

Officers in charge	Tigist (HR Operations Unit, HRMD)
Background	The absence of SOP in HRMD was making proper control and monitoring of human resource-related operations difficult. It was also making difficult the improvement of the integrated online system (SAP) currently used within HRMD since the consultants to be engaged for the improvement of SAP would need to first map out all the on-going procedures before starting to design the system, which would take significant portion of the consultancy. Following the HRMD head's instruction, HRMD drafted SOP for HR operations in May 2017, which needed to be further elaborated to serve its purposes. With support from the Kaizen Unit, the procedures for human resources operations need to be clarified and documented as SOP.

[Baseline/Target/Result]

KPI 1: Number of SOPs developed	Baseline	None
	Target	4 areas
	Result	4 areas

[Achievements]

The Kaizen Unit supported HRMD in the elaboration of SOP of human resources operations including leave management, separation, dependent management, and contract management.

[Activity Record]

No.	Action	2017			
		May	June	July	Aug
1	Determine the format for SOP and allocate jobs among the staff in Kaizen Unit and HRMD	■			
2	Describe processes and draw flowcharts		■■■■■		
3	Validate and finalize the processes and flowcharts				■

Kaizen Completion Report

Division and Theme: Reducing visitors' wait time at AU's main gate – SSSD

Report Date: June 2017

Officers in charge	Christopher (supervisor), Henok (person in charge), Asfaw, Abay (receptionists) Binalfew (MISD)
Background	A long queue of visitors (pedestrians) was often created at the AUC's main gate since the receptionists could not easily find pre-registered visitors' names from Outlook e-mails, or from the hand-written memo onto which they copied the visitors' names from Outlook. The time and motion study at the reception conducted in February 2016 by the Kaizen Unit indicated that on average, the process time per visitor within the reception was 2 minutes and the waiting time of incoming visitors was 3 minutes. By introducing a Service Desk Tool that makes pre-registration and the search of names much easier, the average process time within the reception will be reduced, which will in turn reduce the waiting time of incoming visitors.

[Baseline/Target/Result]

KPI 1: Average waiting time of in-coming pedestrians	Baseline	3m 11s
	Target	1m
	Result	1m 19s (58.2% improved)
KPI 2: Average process time within the reception	Baseline	2m 11s
	Target	45s
	Result	1m 28s (32.8% improved) 1m 00s (54.2% improved if the guests without registration are excluded)

[Achievements as of June 2017]

While SSSD and MIS are the main players in implementing this Kaizen initiative, the Kaizen Unit contributed to the designing of the visitor pre-registration system from the end-users' point of view. In order to make sure that all AUC staff send requests on-line instead of sending e-mails or hard-copy memos to SSSD, the Kaizen Unit coordinated SSSD and MIS to establish a user-friendly system. With the completion of the system, all individual and group visitors to AUC (except some service providers who are allowed to enter without pre-registration) are now pre-registered online; they simply have to tell the receptionists their pre-registration number that they received from their host, which significantly reduced their waiting time (and frustration) at the gate. This is greatly contributing to an enhancement of AUC's image toward its guests.

[Activity record]

No.	Action	2016				2017		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q
1	Conduct a time and motion study of the reception	■						
2	Identify actions to take (3 - 6 below)	■						
3	Introduce an automated registration system (Service Desk Tool)							
	(1) Develop the Service Desk Tool for the gate.		■					
	(2) Install a new PC at the gate and train receptionists.			■				
	(3) Modify the service desk tool based on the SSSD requirement.				■			
	(4) Test and training				■			
	(5) Launch the Service Desk Tool throughout AUC				★			
4	Reflect feedback from SSSD and modify the system					■		
5	End line survey						●	

[Before completion] AM10:31,1 November 2016   [After completion] AM10:18, 13 June 2017

SIMPLE TIME AND MOTION STUDY OBSERRVATION FORM

Guest Registration at the Old Main Gate Reception, SSSD

[Entry]

No.	Main Motion	Sample	A	B	C	D	E	F	Average	Observations
1	Officer-A checks the guest's name and the person to see. Officer-A asks for and receive the ID.	Motion Time	00:05	00:10	00:05	00:05	00:05	00:05	00:06	
		Cumulative	00:05	00:10	00:05	00:05	00:05	00:05		
2	Officer-B finds the name in the hand-written list. Check emails on PC if the name is not found on the list	Motion Time	00:10	08:28	00:52	00:13	00:15	04:25	02:24	B and F: Visitors were not pre-registered and Officer-B waited for the email or made a call to the office that was going to receive the visitor.
		Cumulative	00:15	08:38	00:57	00:18	00:20	04:30		C: The first/middle/surname were mixed up.
3	Officer-A asks what office the guest wants to visit to give the visitors the right badge. Officer-B takes the badge from the wall and pass it to Officer-A and then to the guest.	Motion Time	00:05	00:03	00:05	00:45	00:03	00:03	00:11	D: The visitor was one of the service providers and Officers answer an inquiry from the visitor.
		Cumulative	00:20	08:41	01:02	01:03	00:23	04:33		
4	Officer-A checks the ID's validity and Officer-A writes down the badge number on the recording book	Motion Time	00:00	00:00	00:28	00:00	00:00	00:00	00:05	This motion was often done while Officer B checked the name in the hand-written list.
		Cumulative	00:20	08:41	01:30	01:03	00:23	04:33		
5	Officer-A asks the phone number and address	Motion Time	00:15	00:31	00:19	00:23	00:13	00:15	00:19	It takes on average 35-40 seconds for the visitor to be registered if the reception is informed in advance (such as A and E).
		Cumulative	00:35	09:12	01:49	01:26	00:36	04:48		
6	Officer-A asks what time it is	Motion Time	00:01	00:01	00:01	00:01	00:01	00:01	00:01	
		Cumulative	00:36	09:13	01:50	01:27	00:37	04:49		These motions can be eliminated if there is a clock on the desk or on the wall.
7	Officer-B looks at the PC and announce the time	Motion Time	00:03	00:03	00:03	00:03	00:03	00:03	00:03	
		Cumulative	00:39	09:16	01:53	01:30	00:40	04:52		
8	Officer-A fills in the recording book	Motion Time	00:10	00:10	00:10	00:10	00:10	00:10	00:10	This motion was done after the visitor left the reception.
		Cumulative	00:49	09:26	02:03	01:40	00:50	05:02		
		Total Time	**00:49**	**09:26**	**02:03**	**01:40**	**00:50**	**05:02**		

[Exit]

No.	Main Motion	Sample	G	H					Average	Observations
1	Officer-C receives the badge from the visitor	Motion Time	00:01	00:01					00:01	
		Cumulative	00:01	00:01						
2	Officer-C finds the ID in the box and returns the ID to the visitor	Motion Time	00:10	00:46					00:28	The officer C was out the office and the Officer D did not recognize Visitor H's face.
		Cumulative	00:11	00:47						
3	Officer-C asks what time it is	Motion Time	00:01	00:01					00:01	
		Cumulative	00:12	00:48						These motions can be eliminated if there is a clock on the desk or on the wall.
4	Officer-D looks the PC and answer the time	Motion Time	00:03	00:03					00:03	
		Cumulative	00:15	00:51						
5	Officer-C records the exit time in the recording book	Motion Time	00:03	00:03					00:03	
		Cumulative	00:18	00:54						
		Total Time	**00:18**	**00:54**	**00:00**	**00:00**	**00:00**	**00:00**		

Measurement of waiting time at gate

Date 13/06/2017   Measured by : Tabuchi, Hanna

Hour 10:00–11:00, 14:00–15:00

No.	(1) Arrive at queue	(2) Arrive at reception	(3) Finish registration	(4) Group	(2)−(1) Waiting time	(3)−(2)/(4) Process time	Notes
1	10:09:23	10:09:42	10:10:30	1	0:00:19	0:00:48	
2	10:10:49	10:10:49	10:11:47	1	0:00:00	0:00:58	
3	10:15:15	10:21:50	10:23:33	1	0:06:35	0:01:43	
4	10:17:42	10:19:05	10:19:29	1	0:01:23	0:00:24	
5	10:19:38	10:23:33		1	0:03:55		W/O registration. Gave up.
6	10:23:12	10:25:36	10:26:24	1	0:02:24	0:00:48	
7	10:33:21	10:34:14		2	0:00:53		W/O registration. Entered W/O ID
8	10:33:21	10:34:14		2	0:00:53		W/O registration. Entered W/O ID
9	10:44:26	10:44:26	10:46:02	2	0:00:00	0:00:48	
10	10:44:26	10:44:26	10:46:02	2	0:00:00	0:00:48	
11	10:47:15	10:47:15	10:49:13	1	0:00:00	0:01:58	
12	10:47:15	10:47:15	10:50:52	1	0:00:00	0:03:37	
13	10:52:26	10:52:26	10:53:59	1	0:00:00	0:01:33	
14	10:54:18	10:54:18	11:06:59	4	0:00:00	0:03:10	W/O registration.
15	10:54:25	10:55:24	10:56:07	1	0:00:59	0:00:43	
16	10:54:31	10:54:57	11:07:23	4	0:00:26	0:03:07	W/O registration.
17	10:56:06	10:56:06	11:07:29	4	0:00:00	0:02:51	W/O registration.
18	10:56:07	10:56:07	11:07:40	4	0:00:00	0:02:53	W/O registration.
19	14:00:00	14:00:00	14:01:18	1	0:00:00	0:01:18	
20	14:00:00	14:01:18	14:03:04	3	0:01:18	0:00:35	
21	14:00:00	14:02:18	14:03:04	3	0:02:18	0:00:15	
22	14:00:00	14:02:18	14:03:04	3	0:02:18	0:00:15	
23	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
24	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
25	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
26	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
27	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
28	14:02:24	14:04:38	14:07:56	6	0:02:14	0:00:33	
29	14:10:03	14:10:03	14:11:44	1	0:00:00	0:01:41	
30	14:11:44	14:11:47	14:12:54	1	0:00:03	0:01:07	
31	14:13:36	14:13:36	14:15:42	1	0:00:00	0:02:06	
32	14:14:05	14:16:23	14:26:22	4	0:02:18	0:02:30	W/O resgistration
33	14:14:05	14:16:23	14:26:39	4	0:02:18	0:02:34	W/O resgistration
34	14:14:05	14:16:23	14:27:05	4	0:02:18	0:02:41	W/O resgistration
35	14:14:05	14:16:23	14:27:59	4	0:02:18	0:02:54	W/O resgistration
36	14:15:34	14:19:19	14:20:03	1	0:03:45	0:00:44	
37	14:16:42	14:20:04	14:20:46	1	0:03:22	0:00:42	
38	14:18:54	14:20:47	14:22:34	3	0:01:53	0:00:36	
39	14:18:54	14:20:47	14:22:34	3	0:01:53	0:00:36	
40	14:18:54	14:20:47	14:22:34	3	0:01:53	0:00:36	
41	14:21:44	14:23:08	14:29:38	1	0:01:24	0:06:30	W/O resgistration
42	14:32:18	14:32:18	14:36:16	1	0:00:00	0:03:58	
43	14:36:37	14:36:37	14:37:36	2	0:00:00	0:00:30	
44	14:36:37	14:36:37	14:37:36	2	0:00:00	0:00:30	
45	14:37:58	14:37:58	14:38:36	1	0:00:00	0:00:38	
46	14:45:30	14:45:30	14:46:01	1	0:00:00	0:00:31	
		Average			0:01:19	0:01:28	
		Min			0:00:00	0:00:15	
		Max			0:06:35	0:06:30	

0:01:00 Exclude W/O registration

		(minutes)	
KPI 1: Average waiting time of in-coming pedestrians	Baseline	3:11	
	Target	1:00	
	Current Status	1:19	58.6%
KPI 2: Average process time within the reception	Baseline	2:11	
	Target	0:45	Exclude W/O resgistration
	Current Status	1:28	32.8% 1:00

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Kaizen Completion Report

<u>Division and Theme</u>: Customs Unit, PTSD, Shorten the lead time to collect goods from the Customs Office.

Report Date: April 2016

Officers in charge	Kumneger (supervisor), officers in store
Background	While the locations of all items in the main store (located within AUC's compound) were clearly determined, these locations did not reflect the frequency of the usage of each item. The concept and methodology of 5S and 3 Mu (Muda: wastefulness, Muri: excessiveness, Mura: dispersion) elimination should be imparted to Store Unit staff so that each one of them can contribute to an improvement of efficiency in the store operation.

[Baseline/Target/Result]

Not determined	Baseline	
	Target	
	Result	

[Achievements as of April 2016]

The training on 5S and 3 Mu elimination was conducted for 12 stores staff and 2 PTSD staff in March 2016 with a follow-up activity on the ground conducted in the following week. The store staff who was mandated to deliver items took initiative in re-arranging items so that the delivery would be speeded up. Store staff continued to improve their work environment, such as setting signboards to show the locations of cabinets and applying 5S in all areas in the store.

[Activity Record]

No.	Action	2016		
		March	April	May
1	Conduct a training session on Five S and three MU		■	
2	Re-arrange items for optimal movement		████	██

Kaizen Completion Report

Division and Theme: Expediting calculation of education benefits, Financial Management Division (FMD), PBFA

Report Date: June 2017

Officers in charge	Madalitso (Acting head of division), Zelalem (Financial Officer), Debre (officer in charge of data entry for education benefits)
Background	PBFA is obliged to calculate medical claims and education benefits on behalf of the requesting staff, which significantly slows down the reimbursement process. Medical and education benefits are processed in hard copy documents. Although UBORA project initiated by HR division will enable online request for medical and education benefits (calculation will be automated), there was a significant delay in the development of the program. Therefore, it was worthwhile tackling this issue even if it would be a short-term measure.
	The Excel sheet for education benefits used by PBFA was found not conducive. Mrs. Debre used to put the information of all items (300,000 lines) in one page. In order to facilitate the calculation of education benefits, the Kaizen Unit re-designed the Excel sheet incorporating new formulas.

[Baseline/Target/Result]

KPI: Process time to make a claim	Baseline	4 min
	Target	2 min
	Result	1.5 min (62% improved)

[Achievements as of June 2017]

The Excel sheet developed by Kaizen Unit significantly speeded up the process time for education benefits

[Activity record]

No.	Action	2017			
		Jan	Feb	Mar	Apr
1	Analyze current process	▬▬			
2	Make new design		▬▬		
3	Trial & modify			▬▬	
4	Use new method				▬▬

[Result]

Before (50 lines/claim)

AFRICAN UNION		UNION AFRICAINE
الاتحاد الأفريقي		UNIÃO AFRICANA

Local

		Vendor No.:	10000210/9371.16
Staff Name: NATNAEL KUMERA			
Depedent child: DAWIT NTANAEL			
Type of Entitlement			**Refundable Amount**
School fee		–	–
Uniform		–	–
Stationeries		–	–
Accommodation		–	–
Sub Total	ETB	–	–
	USD	22.250	$ –
No. of Children		1.00	
Transport		35,000.00	26,250.00
Duration From		01–Sep–16	
To		30–Jun–17	
	ETB	–	
	USD	130.00	1,300.00
	Months	10.00	
	Child	1.00	
Sub Total	ETB		26,250.00
	USD @	22.250	$ 1,179.78
Private Tuition fee		–	–
Duration From		01–Sep–15	
To		30–Jun–16	
Number of Days		30–Oct–00	
Number of Weeks		43.43	–
Child		1.00	
Sub Total	ETB		–
	USD @	22.250	$ 1.04
Total Refundable Amount			**26,250.00**
	USD @	22.250	$ 1,180.81
–	X 75%		–
35,000.00	X 75%		26,250.00
–	X 75%		–
			26,250.00

Deptdent child	**Amount Claimed (Birr)**	**75% Refundable amount (Birr)**
DAWIT NATNAEL	35,000.00	26,250.00
	35,000.00	26,250.00

AFRICAN UNION		UNION AFRICAINE
الاتحاد الأفريقي		UNIÃO AFRICANA

Local

		Vendor No.:	10000343/9359.16
Staff Name: BELETE TESHOME			
Depedent child: MELAKE, MICHAEL, NAHOM			
Type of Entitlement			**Refundable Amount**
School fee		16,250.00	12,187.50
Uniform		21,450.00	16,087.50
Stationeries		8,560.00	6,420.00
Accommodation		–	–
Sub Total	ETB	46,260.00	34,695.00
	USD	22.250	$ 1,559.33
No. of Children		3.00	
Transport		114,900.00	86,175.00
Duration From		24–Sep–16	
To		30–Jun–17	
	ETB	–	
	USD	130.00	3,510.00
	Months	9.00	
	Child	3.00	
Sub Total	ETB		78,097.50
	USD @	22.250	$ 3,510.00
Private Tuition fee		–	–
Duration From		01–Sep–15	
To		30–Jun–16	
Number of Days		30–Oct–00	
Number of Weeks		43.43	–
Child		3.00	
Sub Total	ETB		–
	USD @	22.250	$ 1.04
Total Refundable Amount			**112,792.50**
	USD @	22.250	$ 5,070.36
46,260.00	X 75%		34,695.00
–	X 75%		78,097.50
–	X 75%		–
			112,792.50

Deptdent child	**Amount Claimed (Birr)**	**75% Refundable amount (Birr)**
MELAKE	43,662.50	
MICHAEL		
NAHOM		

After (1 line/claim)

Sheet for input

							Type of Entitlement						Transport				Private Tuition					TOTAL

[INTERNATIONAL]

[PRINT]

Date	Vendor no.	Staff name	Dependent child	No. of children	Currency	Exchange Rate	School fee	Uniform	Stationeries	Accommodation	Refundable Amount	Transport fee	Duration From	To	Months	Refundable Amount	Private Tuition fee	Duration From	To	Weeks	Ex Rate USD-ETB	Refundable Amount	Refundable amount(USD)
Example	10000682/2746.16	Mabvuto G. Kondwe	Richard & Temwa Kondowe	2	MWK	721	2,730,000.00	760,000.00	900,000.00	0.00	3,292,500.00	970,000.00	1-Sep-16	30-Jun-17	10.0	727500.00	0.00	1-Sep-15	30-Jun-16	43.43	22.24	0.00	5,575.59

[RECORD]

Date	Vendor no.	Staff name	Dependent child	No. of children	Currency	Exchange Rate	School fee	Uniform	Stationeries	Accommodation	Refundable Amount	Transport fee	Duration From	To	Months	Refundable Amount	Private Tuition fee	Duration From	To	Weeks	Ex Rate USD-ETB	Refundable Amount	Refundable amount(USD)
Example	10000682/2746.16	Mabvuto G. Kondwe	Richard & Temwa Kondowe	2	MWK	721	2,730,000.00	760,000.00	900,000.00	0.00	3,292,500.00	970,000.00	1-Sep-16	30-Jun-17	10.0	727500.00	0.00	1-Sep-15	30-Jun-16	43.43	22.24	0.00	5,575.59
											#N/A				0.0	#N/A				0.14	22.24	#N/A	#N/A
											#N/A				0.0	#N/A				0.14	22.24	#N/A	#N/A

Sheet for print (Data are linked from input sheet)

DOCUMENT READY FOR PARKING
EDUCATIONAL CLAIM

AFRICAN UNION		UNION AFRICAINE
الاتحاد الأفريقي		UNIÃO AFRICANA

Local

		Vendor No.:	10000174/2756.16
Staff Name:	Nebiyu Abebeshoa		
Dependent child:	Elyanna & Saron Nebiyu		
Type of Entitlement			**Refundable Amount**
School fee		–	–
Uniform		–	–
Stationeries		–	–
Accommodation		–	–
Sub Total	ETB	–	–
	USD	22.25	$ –
	No. of Children	2	
Transport		20,000.00	15,000.00
	Duration From	05-Sep-16	
	To	30-Jun-17	
	Limit(ETB)	2,892.50	57,850.00
	Limit(USD)	130.00	2,600.00
	Months	10.00	
	Child	2	
Sub Total	ETB		15,000.00
	USD	22.25	$ 674.16
Private Tuition fee		–	–
Duration From		–	
To		–	
Number of Days		–	
Number of Weeks		–	–
Child		2	
Sub Total	ETB		–
	USD	22.25	$ –
Total Refundable Amount(ETB)			15,000.00
Total Refundable Amount(USD)		22.25	$ 674.16
School fee, etc.	–	X 75%	–
Transport	20,000.00	X 75%	15,000.00
Private tuition fee	–	X 75%	–
		TOTAL	15,000.00

Dependent child	Amount Claimed (ETB)	75% Refundable amount (ETB)	REFUND AS PER THE RULES (ETB)
Elyanna Nebiyu	10,000.00	7,500.00	7,500.00
Saron Nebiyu	10,000.00	7,500.00	7,500.00
–	–	–	–
–	–	–	–
TOTAL	20,000.00	15,000.00	15,000.00

Kaizen Completion Report

Division and Theme: Clearing up short-term staff's health insurance claims to the insurance company, MSD/HRMD

Report Date: August 2016

Officers in charge	Dieudonne LOUGUET, HR / Wosene Debero Elero & Mmatalenta Maphosa MSD
Background	AUC short term staff members are covered under CIGNA health insurance. In July 2016, CIGNA complained that AUC did not pay the premiums, which amounted to USD 820,000. On the other hand, MSD faced difficulties in regard of submitting invoices to CIGNA because of the lack of coordination between MSD and HR (only HR has access to CIGNA reference numbers). Moreover, most of MSD units did not submit the invoices to the casher. As a result, 2000 – 3000 of invoices were accumulated unclaimed, with MSD lacking of human resources to clear the backlog.

[Baseline/Target/Result]

KPI 1: Pay the outstanding premiums	Baseline	CIGNA did not receive premiums
	Target	Pay all the unpaid premiums to CIGNA
	Result	80% of the premium has been paid.
KPI 2: Clear the backlog of invoices against CIGNA	Baseline	AU did not submit invoices to CIGNA to be reimbursed
	Target	Clear the backlog and submit all the invoices to CIGNA
	Result	Invoices for 2014 and first two months of 2015 have been cleared. A mechanism to prevent the recurrence of the same incident was established within MSD.

[Achievements as of August 2016]

After the investigation conducted by PBFAD, HRMD (the owner of the contract with CIGNA) and the Kaizen Unit, it was revealed that many of the invoices from CIGNA were misplaced somewhere between HRMD and PBFAD with some of them not being found (apparently lost). After the payment process was expedited and some of the invoices were re-issued by CIGNA, the payment of most premiums was cleared. The investigation also revealed that since MSD did not have the patients' insurance reference numbers due to the lack of communication with HRMD (only HRMD has access to the insurance reference numbers), the AU Clinic had failed to send most of invoices to CIGNA. As a result, 2000 to 3000 invoices were accumulated unprocessed, with MSD lacking human resources to clear the backlog. Moreover, regardless of the coverage of insurance, most of MSD units had not submitted medical expenses' invoices[1] to the casher since 2014, meaning that the AU Clinic failed to charge many of AU patients who were not covered

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[1] Medical consultations are provided free of charge at the AU Clinic; only the costs of medicines and materials are charged.

by CIGNA (i.e. consultants and short-term staff with less than 6 month-assignment).

In order to resolve the issue and prevent the recurrence of the same incident, the Kaizen Unit proposed countermeasures in August 2016 which are to be implemented by relevant departments, and presented them at the DCP management meeting.

[Activity record]

No.	Action	2016				
		July	Aug	Sep	Oct	Nov
1	Identify issues related to CIGNA	■				
2	Identify counter-measures	■■				
3	Pay the outstanding premiums to CIGNA (HRD-FMD)	■		■		
4	Provide all the missing CIGNA numbers to MSD		■			
5	Clear the backlog			■■■	■■■	■■■
6	Submit the invoices to CIGNA				■	

Cigna issue

1. Unpaid premiums to Cigna

1.1 Current status

  (1) 1,411 staff members have been enrolled in Cigna insurance, as of 25 July 2016.

  (2) In March 2016, HRMD received a communication from Cigna related to AU's unpaid premiums. The issue is that some of the premiums have not been paid since 2013. The total outstanding amount as of March 2016 that Cigna claimed was USD 819,263.31. HRMD requested PBFA to expedite the payment.

  (3) Afterwards, PBFA cleared part of the above-mentioned debt. On the basis of the data obtained from PBFA and HRMD, Kaizen Unit estimated that USD 617,840.48 had already been paid by July 2016 out of USD 819,263.31. The remaining amount to be paid would be USD 201,422.83. There remaining premiums have not been paid apparently because PBFA could not find invoices. It is not known whether Cigna failed to send these invoices to PBFA or PBFA lost them.

Premiums which were missing at the time of March 2016	Total	Paid	Unpaid
Youth Volunteers 1st quarter 2013	7,636	-	7,636
Youth Volunteers 2nd & 4th quarter 2014	10,833	-	10,833
Human Rights Observers (Mali) 2014	326	-	326
Commissioners 2014	3,711	3,711	-
Youth Volunteers 3rd & 4th quarter 2015	13,049	13,049	-
Human Rights Observers (Mali) 2015	19,054	-	19,054
Other Short Term Staff members 2015	149,110	-	149,110
Short term staff members 2015	433,115	418,652	14,464
IBAR staff members 2015	24,846	24,846	-
Algiers staff members 2015	4,301	4,301	-
ASEOWA 2015	86,998	86,998	-
JFA-ICB short terms 2015	22,788	22,788	-
ECM30M short terms 2015	43,496	43,496	-
Total	819,263	617,840	201,423

1.2 Actions taken

  HRMD requested Cigna to kindly issue again the invoices of the premiums that have not been paid (five items). In relation to "Short term staff members 2015", HRMD sent an inquiry to PBFA to know the reason of the difference between the amount reported by Cigna and the amount paid by PBFA.

1.3 Countermeasures to be taken to prevent the recurrence of the same incidents

  The belated payment is in fact commonly observed with most payments by AUC. The acceleration of payments is being handled between PBFA and MISD as P to P (Procurement to Payment) project.

2. Unsettled claims for Cigna

2.1 Current status

(1) MSD (Medical Service Direction) is facing difficulties to send its invoices to get refund from Cigna because MSD does not have access to the reference numbers (Cigna numbers) apparently due to the failure of insured staff to present the Cigna Card to MSD. Since MSD has not been able to send most of its medical claims to Cigna, only USD 3,655 has been reimbursed by Cigna to date since this scheme started.

(2) In order to solve this issue, MSD requested HRMD to provide Cigna numbers of the insured staff (and the CSTE numbers[2]). HRMD obtained the Cigna numbers from Cigna (and also obtained the CSTE numbers from the Registry), and delivered these numbers to MSD at the end of July 2016 so that MSD is able to settle the claims.

(3) HRMD and MSD sent a memo to short term staff members to remind them that they have to show the Cigna cards upon receiving medical services at the AU clinic.

(4) MSD's casher must process 2,000 to 3,000 invoices annually. Most (80%) of the invoices that the cashier deals with come from Pharmacy. The rest of the invoices come from different units such as laboratory (15%), X-ray and dental. It has been found that there is no mechanism in MSD that expedites the submission of invoices to the casher; all units simply keep invoices to themselves until they are told to send them to the casher. Pharmacy has finally sent all the invoices produced by 2015, and the laboratory has sent only those produced in 2014.

(5) As a rough estimate the total amount that Cigna is supposed to reimburse to MSD is about USD 30,000 – 40,000. This amount includes 2014, 2015 and 2016 invoices.

2.2 Actions taken

(1) The backlog for the invoices generated in 2014 has been cleared as of August 2017. MSD is still working on the clearing of the remaining backlog.

(2) Preventive measures:
   (i) Delivery of invoices: The Integrated Medical Record System (IMRS) that was introduced to MDS in December 2016 automated the issuance of invoices from all units.
   (ii) Claims to Cigna: Kaizen Unit has made sure that Cigna numbers that are captured at HRMD would be entered into IMRS through SAP by a HRMD officer, which enabled the casher at the clinic to verify the Cigna number upon payment.

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[2] CSTE numbers are staff identification numbers, which are being replaced by SAP numbers.

Kaizen Completion Report

Division and Theme: Improving medicine availability at the pharmacy – Pharmacy, MSD

Report Date: December 2016

Officers in charge	Mmatalenta (pharmacist), Chayrie
Background	There was no functional inventory control system for medical supplies in AU Clinic Pharmacy. Doctors and pharmacy staff did not know the exact amount of stock or monthly consumption of medical supplies; therefore, the pharmacists relied on the guesswork upon ordering materials, which ended up with frequent out-of-stock. The Kaizen Unit was requested in June 2016 by the Pharmacy to provide support to the introduction of an inventory management system.

[Baseline/Target/Result]

KPI 1: Put in place an inventory control system for medicines	Baseline	There was no inventory control for medicines.
	Target	An inventory control system is introduced for medicines.
	Result	IMRS that includes the inventory control system was introduced.

[Achievements as of December 2016]

According to the Pharmacy unit, IMRS that contains an inventory management system was planned to be introduced to MSD since 2007 but the initiative was suspended. It was shortly after the Kaizen Unit started an investigation on the existing inventory management system that the unit learned that the introduction of IMRS would be re-initiated. With an intensive involvement of the pharmacy unit, a new inventory management system was finally launched in December 2016 as part of IMRS. The introduction of IMRS has provided MSD with real-time inventory management system capability that can reduce shortage in the pharmacy's stock.

[Activity record]

No.	Action	2016				
		June	Sep	Oct	Nov	Dec
1	Make policy to introduce inventory management system	▨				
2	Get approval for this policy by Div. head	▨				
3	Conduct training and test for the inventory management system		▬▬▬▬▬			
4	Launch IMRS					▬▬

Kaizen Completion Report

Division and Theme: Turning around inventory management for speedier examination, Radiology Unit, MSD

Report Date: June 2016

Officers in charge	Dr. Brook (Head of Unit), Dawit Nebiyou and Demelash Fanta (officers in charge of radiology)
Background	MSD's Radiology Unit was chosen to be a showcase for the application of 5S in the directorate. Through improved orderliness, efficiency and comfort to customers should be increased. 5S was to be applied to the store, change room and office of the Radiology Unit in order to shorten the search time for necessary materials (mainly X-ray films) from 20 minutes (baseline) to 5 minutes

[Baseline/Target/Result]

KPI: Search time for necessary materials (mainly X-ray films)	Baseline	20 min
	Target	5 min
	Result	1 min (95% improvement)

[Achievements as of June 2016]

The Kaizen Unit helped Radiology staff develop a strategy and weekly plan for 5S in May 2016. Following the Kaizen Expert's guidance, Radiology staff rearranged, labeled and set items in the order of "first-in, first-out." After the completion of 5S in May 2016, the search time of necessary materials was shortened to one minute.

[Activity record]

Action	May 2016	
	3W	4W
Prepare a strategy and an action plan	■	
Implement the action plan	████████████	

	Store	Change Room
Before		
After		

Kaizen Completion Report

Division and Theme: Bringing lab work environment to a new stage for efficient and effective service – Laboratory - MSD

Report Date: June 2016

Officers in charge	Kalifa (supervisor), Eyerusalem and all staff in the laboratory
Background	MSD's Laboratory was chosen to be a showcase for the application of 5S in the directorate. Since there were no designated locations for tools and materials, the laboratory staff had to look for necessary tools and materials when they needed them, causing a waste of time. 5S needs to be applied in the Laboratory so that efficiency is increased with all tools and equipment continue to be set at the right places.

[Baseline/Target/Result]

KPI: Level of implementation of 5S	Baseline	5S is not implemented
	Target	5S is implemented and maintained throughout the laboratory
	Result	5S is implemented and maintained throughout the laboratory

[Achievements as of June 2016]

The Kaizen Unit conducted two sessions of basic training for 5S in February 2016 inviting 18 staff members from the Laboratory and other units in MSD. After the training, the Laboratory prepared an action plan for 5S in February, started the implementation in March, and completed it in May. Since then, all medical equipment and tools have continued to be put at their proper locations and the level of stock is continuously monitored at the store.

[Activity record]

No.	Action	2016			
		Feb	March	April	May
1	Conduct two training session for 5S	■■			
2	Prepare an action plan for the implementation of 5S	■			
3	Implement 5S following the action plan		████████████████		

Items inside are listed

Locations are indicated

Locations are indicated

Registry of stock

Kaizen Monitoring Report

Division and Theme: Achieving efficiency in human resources operations by setting up Standardized Operating Procedures (2nd batch), HRMD.

Report Date: August 2017

Officers in charge	Tigist (HR Operations Unit, HRMD)
Background	The Kaizen Unit was requested by HRMD in August 2017 to elaborate additional SOP based on the drafts prepared by HRMD. With support from the Kaizen Unit, the procedures for human resources operations need to be clarified and documented as SOP.

[Baseline/Target/Result]

KPI 1: Number of SOPs developed	Baseline	None
	Target	4 areas
	Result	4 areas

[Achievements]

In August 2017, the Kaizen Unit started elaborating SOP of human resources-related processes including employee relations, HR Business Partner, pension insurance separation welfare and benefit (PISWB), registry, on-boarding and off-boarding, and payroll.

[Activity Record]

No.	Action	2017	
		August	September
1	Determine the format for SOP and allocate jobs among the staff in Kaizen Unit and HRMD	■	
2	Describe processes and draw flowcharts	■	
3	Validate and finalize the processes and flowcharts		■

Kaizen Monitoring Report

Division and Theme: Expediting the issuance of different AU IDs - SSSD

Report Date: August 2017

Officers in charge	Henok (person in charge), Aklilu (ID)
Background	In June 2016, SSSD requested the Kaizen Unit to help the division develop an online system that receives the requests from user departments for the issuance of ID of partners and staff dependents as well as of car passes. Requests for ID and car passes are submitted and processed in hard copy documents. Moreover, many requests are mistakenly sent to HRMD, which causes unnecessary work to the HR Registry.

[Baseline/Target/Result]

KPI 1: Lead time of ID issuance		Baseline	4 days
		Target	2 days
		Current Status	

[Achievements as of June 2017]

In August 2016, the Kaizen Unit together with SSSD officers categorized the cases for ID and car pass issuance by type of requesters and prepared flow charts and templates for the operations of each category. It was decided afterwards that an online recording system for Personal History Profile (PHP) be developed prior to ID issuance since some data necessary for ID issuance can be extracted from PHP. It is expected that an online recording system for PHP will be completed in September 2017.

[Activity Record]

No.	Action	*Status	2016					2017		
			Jun	Jul	Aug	Sept		Sep	Oct	Nov
1	Make rough specifications of the system	Completed	■							
2	Comprehend the current situation	Completed		■■■						
3	Making flow chart of the process	Completed			■					
4	Discuss the specifications with SSSD and MIS	Completed			■					
5	Formal Request From SSSD to MIS (to develop the system)	Completed				■				
6	Develop the system									
	1) Confirm the specifications	Planned						■		
	2) Development	Planned						■■■■	■	
	3) Test	Planned								■
8	Launch	Planned								■

Examples of templates

Template for ID Issuance of AUC Staff Dependent

Name of staff	
SAP Number	
Department	
Full Name of spouse /Dependent	
Phone No of Spouse/Dependent	
Age of Offspring **(From 14 up to 21 years old only)**	

* N.B Attached Document (for Short-Term and Long-Term who has more than 4 children)

- Copy of marriage certificate (spouse)
- Copy of birth certificate (children)
- Photograph (optional)

Template for ID Issuance of AUC Partners

AUC Department working for	
Partner's Organization Name	
Partner's Name	
Partner's title/position stated on the contract with AUC	
Partner's Nationality	
Partners' Phone No.	
Partners' Car Plate No. (Optional)	
Start date	
End date (1 Year Maximum)	
Requestor Department Focal Person Phone No	

*N.B Attached Document

- Copy of MOU document
- Copy of Partner's ID/Passport
- Photograph (optional)
- Department document that justifies the assignment of the partner (contract or memo signed by the director)

Examples of flowcharts

AUC Dependent ID Issuance Process

ID Issuance Process for AUC Partners (hosting department), Service Providers (AFMD), Press and Media (DIC), Library users (SPPMERM) and Gym users (Staff Association)
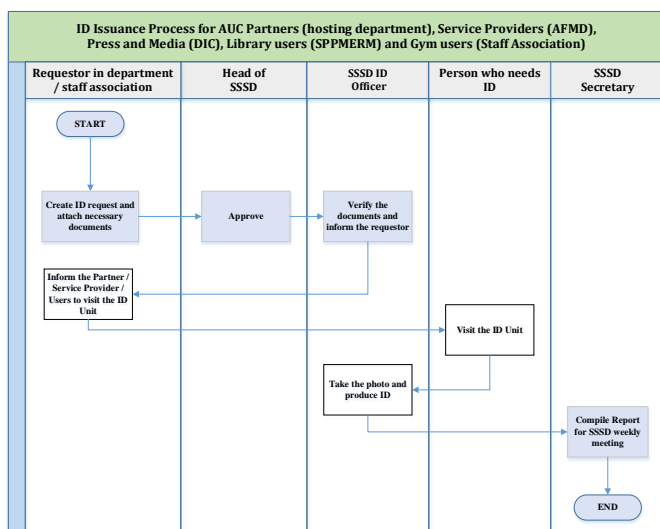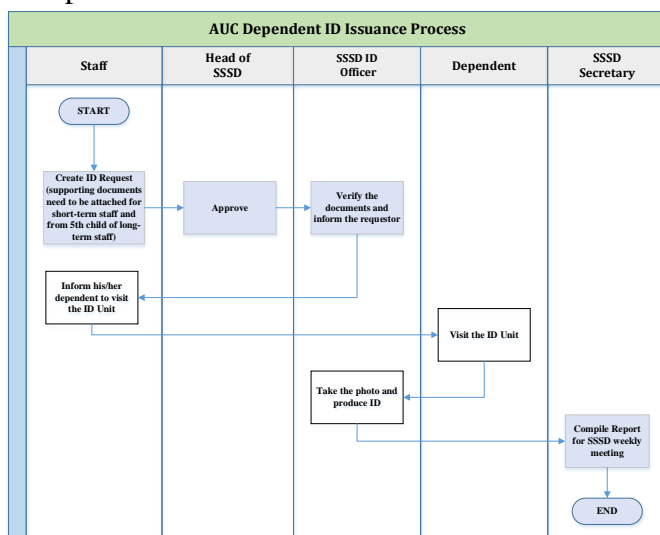
ID and Car pass issuance

	No.	For	1. Current procedure		2. Need for automation	3. New procedure	
			Through	**Process**		**Through**	**Process**
ID	1.	AU staff	Memo	The process is the same as the new process except that the notification comes to the ID unit through Memo.	On-going (HR)	SAP	The notification comes to the ID unit through SAP having all the necessary information. Once the ID unit receives it, they send a link to the staff to fill PHP (Personal History Profile). After the staff fills in the PHP, the ID unit notifies the staff to come to the office to take a picture, and the ID officer prepares the ID and gives it to the staff.
	2.	Member states	Memo	The embassies send: (1) Copy of passport, (2) Copy of ID of the respective Embassy, (3) official request Memo (note verbal) from the Embassy. These documents are sent directly to SSSD for approval and process. After the completion of the process from SSSD side, SSSD notifies the Embassy to come and take a picture and obtain their ID.	Yes	Website/ Extension of Service Desk Tool	The possibility should be explored whereby a website (closed system) or extension of service desk tool is created so that member states can directly send to SSSD the request with all documents attached. If it is found difficult, SSSD should prepare a template for request (including a checklist for necessary attachments) and distribute to member states.
	3.	Partners (including non-member state embassies)	Memo	Partners send a memo attached with the relevant documents to the hosting department they are working with, and the department adds a cover letter (approval of the director) and send the set of documents to the AHRM (although the approval by AHRM is not needed), then the AHRM forwards them to SSSD to process the ID.	Yes	Template & system	Apply for ID issuance through their hosting department. The department will first send to the partners a template (to be developed by SSSD) that indicates all the required documents, the partners fill out the template and send to the department the request with all the necessary documents attached. Finally the department uses the system (approval of the director is needed) and send the request to SSSD to process.
	4.	Dependents (of Regular staff)	Email ?	The staff sends the request to SSSD. No attachment is needed since all the relevant information is included in SAP system of the staff. The ID officer refers to that information with verification from HR Department, and process the ID.	?	Service desk tool ?	The possibility of using the service desk tool for the issuance of ID for staff dependents and private drivers will also be explored, although the current workflows of these two requests are rather simple (neither of them requires the approval of director of the department, and the requests are already directly sent to SSSD).
	5.	Dependents (of Short term staff)	Email ?	The staff sends the request to SSSD with a copy of the marriage certificate and birth certificate of the dependent attached for verification.	?	Service desk tool ?	
	6.	Private drivers	Email ?	The staff sends the request to SSSD on behalf of the Private driver, with all the necessary documents attached.	?	Service desk tool ?	
Car pass	7.	AU staff	Email	Staff send to ID unit the request for the issuance of car pass by email (thus no need to automate the process) with a digitized form of the third party insurance attached (either a scanned file or a digital photo).	?	Email or SAP	(Remark: this process could be integrated into SAP)

Kaizen Monitoring Report

Division and Theme: Achieving proper recording and sharing of information on security-related incidents - SSSD

Report Date: August 2017

Officers in charge	Henok (person in charge)
Background	Currently all of the incidents relating to AUC staff inside and outside of the AUC compound, such as car accidents or a loss of ID cards, as well as the handling by SSSD are recorded manually on the log book, with which the tracking of events and the production of statistics were difficult. SSSD requested the Kaizen Unit in June 2016 to assist the development of an online system to record the incidents. With support from MISD and the Kaizen Unit, SSSD will develop an incident recording system, which will contribute to: (1) a reduction of paper documents; (2) an easy tracking of events; and (3) an easy extraction of data.

[Baseline/Target/Result]

KPI 1: None	Baseline	
	Target	
	Current Status	

[Achievements as of August 2017]

Together with SSSD staff, the Kaizen Unit created a process flow chart in August 2016 that indicated what information needs to be recorded in the system. Same as the case of ID issuance, it was decided that the envisaged system be developed after the Personal History Profile (PHP) recording system is developed since some data can be extracted from PHP.

[Activity Record]

No.	Action	Status	2017			2018		
			Aug		Feb	Sep	Oct	Nov
1	Describe all the processes and draw flowcharts	Completed	▆					
2	Determine the specifications	Completed			▪			
3	Develop the system							
	1) Confirm the specifications	Planned				▆		
	2) Development	Planned				▆▆▆▆▆		
	3) Test	Planned					▆	
4	Trial run	Planned						▆
5	Launch	Planned						▆

African Union Commission Process To Request Loss of Documents (Except AU ID) (SSSD)

Version 1.0

Staff	Start → **Write a Memo to SSSD** · *What information needs to be recorded?* · Collect police report & advise what to do
Head of SSSD	**Direct to a Warden Coordinator**
Warden Coordinator	**Assign Officer** → Meet the Staff who lost the document → **Write a Report and send it to SSSD Secretary** · *What information needs to be recorded?*
SSSD Officer	Meet the Staff who lost the document
SSSD Secretary	Compile the Report for weekly SSSD Meeting → **END**

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African Union Commission Process To Request Incident Issues in SSSD (Monday-Friday)

Version 1.0

Staff	START → Makes a Call → [Use 2 Hotline Numbers 0115182057/ 0115182098] → Handle The Situation with the concerned bodies
Officer on Duty	Record the Basic Information & Inform the Warden coordinator — *What information needs to be recorded?*
SSSD Warden Coordinator	Assign an officer with standby Transport (<3days) — **Prepare the Incident Report** — *What information needs to be recorded?*
SSSD Officer	Go to the area to assist the staff, and report to Warden Coordinator
SSSD Secretary	Compile the Report for weekly SSSD Meeting → END

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African Union Commission Process To Request Incident Issues in SSSD (Holidays & Night)

Version 1.0

Staff	START → Make a call	Use 2 Hotline Numbers 0115182057/ 0115182098 → Immediate Action —YES→ Handle the Situation
Officer on Duty	Record the basic information &Inform the Team Leader	What information needs to be recorded? — NO
Team Leader	Assign an Officer	**Record the incident &Report to Team Leader** — What information needs to be recorded?
SSSD Officer	Go to the area to assist the staff and report to Team Leader	
Warden Coordinator		Continue the work & finalize the issue → **Record the Final Report&send to Secretary**
SSSD Secretary		Compile the Report for weekly SSSD Meeting → END

Kaizen Monitoring Report

Division and Theme: Expediting the payment to airline companies – Travel Unit, MIS & FMD

Report Date: August 2017

Officers in charge	Kalkidan, Selamawit (Travel), Robert & Kifle (MIS), Madalitso, Gideon (FMD)
Background	The payment to airline companies (KQ and ET) is taking unduly long time (some payments extending over 6 months), due to the long process in the verification of documents within PBFAD and the lack of a document tracking system that obscures the sources of the long lead time. The Travel Unit requested the Kaizen Unit in November 2016 to investigate this issue and propose the solution.

[Baseline/Target/Result]

KPI 1: Payment period for airline companies	Baseline	Max over 6mnths
	Target	Max 1 month
	Current Status	

[Achievements as of August 2017]

After the investigation on the payment process within FMD, the Kaizen Unit proposed FMD in November 2016 to shorten the payment process by eliminating those processes that are not adding any value. After a series of discussions between concerned divisions, PBFAD decided in December 2016 to streamline the process and the re-designing of SAP was contracted out to an external SAP consultant.

Another reason for the long lead time for payment to airline companies was that FMD had difficulty in linking the invoices to the funding sources. MIS and the Travel Unit modified the SAP system in such a way that invoices are bundled by funding sources within PTSD before they are sent to PBFAD.

It was known after the modification of SAP that the payment could not be accelerated because PBFAD still had to manually enter in the system the G/L codes and the housebank* information, which again slowed down the processing. Therefore, further modification was applied to SAP so that the G/L codes and the housebank information are automatically captured in the system.

The modification of SAP was completed in June 2017. However, it was discovered in July 2017 that AU had not paid the invoices to Ethiopian Airlines and Kenyan Airways for 7 months, which amounted to USD 2.8 million and USD 776,000 respectively. The reason for the delay of the payment was that the certifying officer did not process the invoices because approvals for missions were not found on SAP (SAP does not have a feature to enable attachment of mission approvals). It was then agreed among concerned divisions that SAP would be again modified in October 2017 to enable the attachment of mission approvals. In the meantime, PBFAD started the processing of invoices by referring to the mission approvals collected by and manually sent from PTSD.

*housebank : housebank is a bank account related to each fund or budget.

[Activity Record]

No.	Action	Status	2016	2017			
			4Q	1Q	2Q	3Q	4Q
1	Identify current status and issues	Completed	▪				
2	Develop the framework of putting all docs into the SAP	Completed		▬			
3	Develop the SAP system (ph1) to accommodate needs	Completed			▬▬		
4	Modify the SAP system (ph2) to enable the attachment of mission approvals	Planned					▪
5	Test and monitoring	Planned					▬

"Shortening of the payment period"

1. Current process (Underlined are value-adding activities)

No.	Process	Person in charge	Operation	Actual lead time
1	**Receiving**	Secretary	1) Receive the payment requests from different departments. 2) Record in the log file: "Incoming Financial" sheet. 3) Hand the documents to the head of FMD.	Less than 0.5 day
2	**Assigning**	Head of FMD	1) Browse the documents and assign officers to process them. 2) Hand the documents to the secretary.	1-3 days
3	**Distributing**	Secretary	1) <u>Distribute the documents to the responsible officers</u>.	Less than 0.5 day
4	**Parking**	AssistantAccounting Officer	1) <u>Check the completeness of the documents</u> as well as the attachments. 2) Create "Payment summary" by using "Freelance template". 3) <u>Create the payment data on SAP.</u> 4) <u>Print "Journal Voucher"</u> and sign on it.	1-5 days If the documents are not completed, it takes longer.
5	**Verifying / Releasing**	Senior Financial Officer	1) Check "Payment summary" and the attached documents. 2) <u>Check the "Journal Voucher" and the "Payment summary"</u>. 3) Sign on the "Journal Voucher". 4) <u>Release the payment data on SAP</u>. 5) <u>Add a memo on the means of payment</u> (check or transfer).	1-3 days Depends on the number of other unprocessed documents and the level of urgency.
6	**Authorization**	Head of FMD	1) <u>Check the contents of "Journal Voucher" and sign on it</u>.	1 day
7	**Certification**	Senior Certifying Officer	1) Check the "Journal Voucher" and the "Payment summary". 2) Stamp and sign on the "Journal Voucher". 3) <u>Print "Disbursement Voucher"</u>. 4) <u>Print "Bank transfer order"</u> if the bank transfer is selected.	1-5 days Depends on the number of other unprocessed documents.
8	**Signing**	Signer from FMD and AHRMD	1) Head of FM <u>signs on "Disbursement Voucher" and "Bank transfer order"</u>. 2) Signer of AHRMD signs on "Bank transfer order".	Less than 0.5 day
9	**Payment**	Cashier	1-1) <u>Contact the requester to come and collect the money or check</u>. 1-2) <u>Get signature of the requester</u>. 1-3) File all the documents. 2-1) <u>Send the "Bank transfer order" to the bank</u>. 2-2) File all the documents.	1-5 days Depends on how long the requester takes.

2. Problems detected

1) It takes 2-4 days before starting the actual operation (The actual operation starts from Process No. 4).

2) The documents go through the head of FMD three times.

3) In the Verifying / Releasing and the Certification, both officers are checking the same items.

4) Because of the long process, it takes long time to complete the payment.

3. Proposal (Underlined are value-adding activities)

No.	Process	Person in charge	Operation	Estimated lead time
1	**Receiving and distributing**	Secretary	1) Receive the payment requests from different departments. 2) Assign responsible officers according to a prescribed rule.	Less than 0.5 day
2	**Parking**	AAO	1) Check the completeness of the documents as well as the attachments. 2) Create "Payment summary" using "Freelance template". 3) Create the payment data on SAP. 4) Print "Journal Voucher" and sign on it.	1-5 days If the documents are not completed, it takes longer.
3	**Verifying / Releasing**	SFO	1) Check "Payment summary" and the attached documents. 2) Check the "Journal Voucher" and the "Payment summary". 3) Sign on the "Journal Voucher". 4) Release the payment data on SAP. 5) Add a memo on the means of payment (check or transfer). 6) Print "Disbursement Voucher". 7) Print "Bank transfer order" if the bank transfer is selected.	1-3 days Depends on the number of other unprocessed documents and the level of urgency.
6	**Authorization**	Head of FM Signer of AHRMD	1) Check the contents of "Journal Voucher" and sign on it. 2) Sign on "Disbursement Voucher" and "Bank transfer order".	1 day
7	**Payment**	Cashier	1-1) Contact the requester to come and collect the money or check. 1-2) Get signature of the requester. 1-3) File all the documents. 2-1) Send the "Bank transfer order" to the bank. 2-2) File all the documents.	1-5 days Depends on how long the requester takes.

| - | **Certification (Pre-audit)** | SCO | 1) Check the payment details by sampling the completed documents in the archive. | 1 day |

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4. Control

Process	Control	Items to be checked

Parking	1) Completeness of documents
	
	2) Create SAP data
		1) Completeness of documents
		  i) Authorization for payment
		  ii) Certificate of performance
		  iii) Letter of assignment
		  iv) Freelance Service Form
		  v) Framework Agreement for freelance

Verifying	1) Correctness of SAP data that AAO created.	1) Check Journal Voucher and items of submitted documents (Name, Budget, Group, Payment period Contract period, Rate) 2) Add a memo on the means of payment. (check or transfer)
Authorization	1) Assure AAO and SFO operation	1) Check Journal Voucher (Name, Budget, Amount)
Certification	1) Certify the payment	1) Check Journal Voucher (Name, Budget, Amount)
Signing by 2 signers	1) Authorization for payment	1) Check Bank transfer order (Name, Budget, Amount)
Cashier	1) Pay certainly	1) Check Disbursement Voucher (Name, Amount)

Kaizen Monitoring Report

Division and Theme: Reducing the waste of money caused by last-minute travel requests - Travel Unit, PTSD

Report Date: August 2017

Officers in charge	Kalkidan, Julia, Jessica (Travel Unit), Madalitso (FMD, PBFAD)
Background	In March 2016, PTSD requested the Travel Unit and Kaizen Unit to address the issue of the high costs of airline tickets, which was presumably caused by the last-minute travel requests submitted by respective departments. There is an administrative circular signed by Chairperson (CP) in December 2012 that travel requests need to be submitted to the Travel Unit at least 10 working days before departure; however, a majority of staff did not follow this policy since the Travel Unit cannot simply reject the requests that are brought into the division. All travels in AUC are required to be approved by CP or Deputy Chairperson (DCP). Departments are required to obtain a "quarterly mission approval" from CP (or DCP) office, which relieves departments from their obligation to obtain approval upon each travel. None of the departments except the Legal Department obtained this quarterly mission approval, and thus most departments obtained CP/DCP office's approval only right before each travel. An online approval and processing system for mission and travel requests that enables the tracking of documents as well as the production of statistics should be developed. Prior to the development of the system, the impact to be brought by the new system needs to be known.

[Baseline/Target/Result]

KPI 1: Reduction of travel requests submitted not more than 5 days before the departure	Baseline	83%
	Target	
	Current Status	
KPI 2: Amount of money wasted due to the last-minute travel requests	Baseline	US$200,000 per annum (20% of travel expenses)
	Target	
	Current Status	

[Progress as of August 2017]

Following the consultation with the Kaizen Unit, the Travel Unit started, in March 2016, collecting data on: 1) the lead time given to the Travel Unit for issuing airline tickets; 2) the number of days elapsed at the CP/DCP office for approval; and 3) the amount of money wasted due to the last-minute requests. CP's (or DCP's) approval took 12 working days on average, according to the data from March to May 2016. The share of the travel requests that were submitted less than five working days prior to departure was more than 80% in May 2016. The amount of money wasted due to the last-minute requests during July 2016 accounted for

approximately 20% of the overall travel expenses. Given the total airfares in 2015 amounting to USD 12 million, the amount of wasted money in that year was estimated at USD 2.4 million.

Following the results of the analysis, a task force composed of the Travel Unit, MISD, FMD and the Kaizen Unit was formed in August 2017 to develop the project framework. After a series of meetings and discussions, the "project charter" was elaborated, and approved by AHRMD in March 2017. Since then up until August 2017, an external consultant has been deployed to develop and integrate the system into SAP. It is expected that once the system is developed and launched, the names of the departments that are wasting money by requesting travels in the last minute will be regularly reported at DCP meetings and remedial measures will be taken.

[Activity Record]

No.	Action	2016			2017			
		Q2	Q3	Q4	Q1	Q2.	Q3.	Q4
1	Determine the methodology for collecting and compiling data on: (1) the lead time given to the Travel Units; and (2) the number of days elapsed at CP/DCP office for approval.	■						
2	Estimate the amount of money wasted due to the last-minute requests by comparing standard ticket prices and the actual ticket prices.	■						
3	Prepare the Project charter		■■■■	■■■■				
4	Obtain approval on the Project charter				■			
5	Engage a SAP consultant to develop the system					■■■		■■

Working days spent before receiving the approval from CP/DCP (May 2016)

Days before the departure / Department	Department	APPROVAL NUMBER	(1) Memo writen on	Working days between (1) and (2)	(2) Received by CP/DCP office on	Working days between (2) and (3)	(3) Received by Travel Unit on	Total working days (between (1) and (3))	Working days left before the departure (between (4) and (3))	(4) Departure date
BCP	DCP	DCP/INT/01.1455.16	02.05.2016		NO DATA		10.05.2016	6	1	11.05.2016
	BCP	BC/B/638.05.16	09.05.2016	1	10.05.2016	3	13.05.2016	4		NO DATA
	ISC	BC/ISC/048.04.16	18.03.2016	27	26.04.2016	11	11.05.2016	38	7	20.05.2016
	BCP	BC/B/601.04.16	03.05.2016	0	03.05.2016	8	13.05.2016	8	1	16.05.2016
	BCP	BC/B/639.05.16	10.05.2016	5	17.05.2016		NO DATA			NO DATA
	BCP	BC/C1/630.05.16	18.05.2016	0	18.05.2016	0	18.05.2016	0	2	22.05.2016
BDCP	DCP	DCP/INT/1463.16	16.05.2016	2	18.05.2016		NO DATA			NO DATA
AHRM	HRMD	AHRM/11/3951.19	27.04.2016		NO DATA		12.05.2016	11		NO DATA
	HRMD	AHRM/4945/4339.16	11.05.2016		NO DATA		17.05.2016	4	2	19.05.2016
CIDO	CIDO	CIDO/03/01/136.16	10.05.2016	1	11.05.2016	3	16.05.2016	4	2	18.05.2016
	CIDO	CIDO/03/02/133/2016	09.05.2016	2	11.05.2016	2	13.05.2016	4		NO DATA
DEA	ECONOMIC AFFAIRS	ECO/MDGS/68/358.16	27.04.2016	11	12.05.2016	2	16.05.2016	13	1	17.05.2016
	ECONOMIC AFFAIRS	ECO/PVT/024/361.16	12.05.2016	0	12.05.2016	3	17.05.2016	3	3	22.05.2016
	ECONOMIC AFFAIRS	ECO/ADB/40/247.16	30.03.2016	30	11.05.2016	3	16.05.2016	33	4	22.05.2016
DIE	INFR AND ENERGY	CIE/M/02/119.16	03.05.2016	3	06.05.2016	3	11.05.2016	6	2	14.05.2016
	INFR AND ENERGY	CIE/M/02.166.16	04.05.2016	2	06.05.2016	4	12.05.2016	6	12	30.05.2016
	INFR AND ENERGY	CIE/M/02/153.16	25.04.2016	0	25.04.2016	9	06.05.2016	9	15	27.05.2016
DMS	MEDICAL SERVICES	MS/MC/02/461.16	06.05.2016		NO DATA		10.05.2016	2	8	20.05.2016
	MEDICAL SERVICES	MS/MC/03/498.15	17.05.2016		NO DATA		18.05.2016	1	2	22.05.2016
	MEDICAL SERVICES	MS/MC/02.467.16	09.05.2016		NO DATA		10.05.2016	1	3	15.05.2016
DPA	POLITICAL AFFAIRS	POL/DIR/5.18/641.1	03.05.2016		NO DATA		10.05.2016	5	1	11.05.2016
	POLITICAL AFFAIRS	POL/DIR/5.37/655.16	03.05.2016		NO DATA		06.05.2016	3	0	08.05.2016
	POLITICAL AFFAIRS	POL/DIR/115/626.16	28.04.2016	4	04.05.2016	9	17.05.2016	13	3	22.05.2016
DREA	DREA	PAT/OIE/02.05.16	02.05.2016	2	04.05.2016	5	11.05.2016	7	7	21.05.2016
	DREA	COM/REA/436/369.16	22.04.2016	2	26.04.2016	10	10.05.2016	12		NO DATA
	DREA	COM/REA/43.04/.16	26.04.2016	1	27.04.2016		NO DATA			NO DATA
	DREA	COM/REA/401/750.16	10.05.2016	2	12.05.2016		NO DATA			NO DATA
DTI	DTI	TI/BC/1/290.16	08.04.2016	16	02.05.2016	8	12.05.2016	24	1	15.05.2016
	DTI	TI/BC/1/272.16	07.04.2016		NO DATA		NO DATA			NO DATA
	DTI	TI/BC/1/366.16	22.04.2016	8	04.05.2016	4	10.05.2016	12	1	11.05.2016
	DTI	TI/BC/1/388.16	09.05.2016	1	10.05.2016	24	13.06.2016	25		NO DATA
	DTI	TI/BC/1/354.16	25.04.2016	2	27.04.2016	15	18.05.2016	17	1	19.05.2016
HRST	HRST	HRST/ED/8/719.05.16	15.04.2016	4	21.04.2016	15	12.05.2016	19	1	15.05.2016
	HRST	C/HRST/ED/8/567/0.16	25.04.2016	6	03.05.2016	5	10.05.2016	11	2	12.05.2016
	HRST	HRST/ED/8/717.05.16	15.04.2016	4	21.04.2016	18	17.05.2016	22		NO DATA
	HRST	HRST/ED/4/705.16	12.05.2016	2	16.05.2016		NO DATA			NO DATA
	HRST	HRST/ED/5/565/04.16	15.04.2016	4	21.04.2016	18	17.05.2016	22	3	20.05.2016
	HRST	HRST/ED/15A/688/05.16	09.05.2016	5	16.05.2016	3	19.05.2016	8	2	23.05.2016
	HRST	HRST/ED/8/021/01.16	19.01.2016	10	02.02.2016		NO DATA			NO DATA
MED	17.05.2016	MS/MC/03/496.16	17.05.2016		NO DATA		NO DATA			NO DATA
PBFA	EXTERNAL AUDITORS	PBFA/dir/01/27/070	24.03.2016	4	30.03.2016	35	18.05.2016	39	2	22.05.2016
PSD	PSD	PSD/105/3/37516.16	19.04.2016	5	26.04.2016	11	11.05.2016	16	3	16.05.2016
	PSD	CPS/B1/322.16	22.03.2016		NO DATA		11.04.2016	14	4	15.04.2016
	PSD	CPS/B1/403.16	09.05.2016	2	11.05.2016	1	12.05.2016	3	1	13.05.2016
	PSD	CPS/B1/406.16	09.05.2016	2	11.05.2016	1	12.05.2016	3	1	13.05.2016
	PSD	PSD/229/A/37518.16	11.05.2016	0	11.05.2016	0	11.05.2016	0	2	14.05.2016
	PSD	CPS/B1/387.16	04.05.2016		NO DATA		NO DATA			NO DATA
	PSD	CPS/BI/322.16& PSD/255/3751	22.03.2016		NO DATA		16.05.2016	39	3	19.05.2016
	PSD	CPS/BI/431.16 & PSD/104/28/3	10.05.2016	3	13.05.2016	1	16.05.2016	4	1	17.05.2016
	PSD	CPS/BI/405.16 & PSD/244/A/37	09.05.2016	2	11.05.2016	27	17.06.2016	29		NO DATA
	PSD	CPS/BI/417.16 & PSD/206/3759	10.05.2016	2	12.05.2016	2	16.05.2016	4	1	17.05.2016
	PSD	CPS/BI/429.16 $ PSD/209/3763	12.05.2016	1	13.05.2016	3	18.05.2016	4	1	19.05.2016
	PSD	CPS/BI/355.16	18.04.2016	1	19.04.2016	23	20.05.2016	24	0	21.05.2016
SAD	SOCIAL AFFAIRS	DSA/CAMH/41/483.16	06.04.2016	8	18.04.2016	19	13.05.2016	27	4	19.05.2016
	SOCIAL AFFAIRS	DSA/CAMH/41/483.16	06.04.2016	8	18.04.2016		NO DATA			NO DATA
	SOCIAL AFFAIRS	DSA/DR/22/751.16	09.05.2016	5	16.05.2016	3	19.05.2016	8	1	22.05.2016
Average				5		9		12	3	

Share of travel requests submitted 1-5 days prior to the departure

Days before the departure / Department	Request within 1~5 days	Request before 6 days
BCP	75%	25%
AHRM	100%	0%
CIDO	100%	0%
DEA	67%	33%
DIE	33%	67%
DMS	67%	33%
DPA	100%	0%
DREA	0%	100%
DTI	100%	0%
HRST	100%	0%
MED	100%	0%
PBFA	100%	0%
PSD	100%	0%
SAD	50%	50%
TOTAL	83%	18%

Actual PO's amount and wasted amount (difference between PO's amount and cheapest offer)

Deaprtment	PO	Difference	Percentage
BCP01	95,696.36	21,878.92	23%
COM01	18,668.37	7,335.32	39%
DCP01	9,019.49	2,308.03	26%
OIA01	3,622.40	747.09	21%
CIDO	27,464.19	7,290.42	27%
MED01	10,005.00	565.35	6%
OLC01	9,873.45	3,743.11	38%
PRO	546.20	–	0%
PSD	107,583.98	27,094.60	25%
SAD01	119,217.48	23,412.26	20%
WGD	34,550.67	11,666.05	34%
TID	13,792.93	2,960.93	21%
REO	15,285.72	3,440.95	23%
PAD	101,146.87	15,961.07	16%
SPP	15,379.89	3,915.86	25%
OSC	19,697.40	6,762.22	34%
FIN01	2,895.60	–	0%
HST	15,572.39	2,480.57	16%
IED	27,275.13	980.07	4%
EAD02	2,102.60	224.40	11%
AUCIL	635.20	6.20	1%
ASS	12,512.60	4,584.00	37%
AHR	18,208.32	2,007.06	11%
Total	680,752.24	149,364.48	22%

March /
April 2017

African Union
a United and Strong Africa

**Mission Approval and Travel
Process Automation Project
Charter**

Version 1.0

Table of Contents

Document Control

The following section provides information on the document and the modification history for the document.

Table 1: General information on the document

Category	Description
Title / Project	Mission Approval and Travel Process Automation Project Charter
Sponsor	Amine Idriss Adoum, AHRM Director Assietou Sylla Diouf, PBFA Director
Business Project Contact	Kalkidan Amare Desta, Travel officer
Current Version	1.0
Filename	Mission Approval and Travel Process Automation Charter

Table 2: Document modification history

#	Sub Version	Date	Author Initials	Comments and nature of revisions
1.	1.01	06 November 2016	KAD	Initial Document
2.				
3.				
4.				
5.				

Table 3: Document distribution list

#	Name	Dept / Div	Function in Project	Action / Info
1.	Amine Idriss Adoum	AHRMD	Sponsor	Approval
2.	Assietou Sylla Diouf	PBFA	Sponsor	Approval
3.	Rekia Mahamoudou	MIS	Head of MIS	Review
4.	Madalitso Lowole	PBFA	Project Co-Manager	Review
5.	Kalkidan Amare Desta	AHRM/PTSD	Project Co-Manager	Review
6.	Robert Thuiya	MIS	SAP Administrator	Review
7.	Nyaradzai Mudehwe	MIS	Team Members	Review
8.	Moroesi Putsoa	PBFA	Team Members	Review
9.	Hanna Fantahun	KAIZEN	Team Members	Review

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1. Project Overview

1.1 Introduction

In order to discharge its mandate, the African Union Commission conducts numerous missions every year on a continuous basis, the majority of which involves travel. Currently, the mission approval process is done manually all the way, through long processes requiring the involvement of numerous staff members. The effect of this long approval process cascades down to down line activities, particularly in travel processing and related functions. As a result:

(1) 20% of all ticket costs is wasted (approximately USD200,000 per month, according to a sample survey conducted by Travel Unit) since 80% of travel requests are submitted less than 5 days prior to departure (against the rules in the Travel Policy);

(2) Last minute travel requests frequently produce excessive avoidable burden on the officers in both the Travel Unit and Financial Management Division, as well as inconvenience to travelers to the extent of jeopardizing the mission they are travelling for;

(3) Most departments (except for the Legal Department) do not submit quarterly travel plans as required by the Travel Policy, but submit an individual travel request to CP/DCP upon each travel. This constitutes the main cause of last minute travel requests;

(4) Part of travel processes are conducted in hard copy (manual work) as they are out of the SAP system, which significantly increases the risk of errors and process time and also forces the requesting departments to waste time by physically following up the status of their documents.

(5) The existing mission approval process is tedious and requires manual movement of documents which is time consuming

In seeking to remedy this critical situation, it is believed that the most effective, and least costly way would be to utilize the ERP AUC is using. The AUC has implemented since 2009, an Enterprise Resource Planning system, SAP ERP ECC 6.05 consisting of the following key modules;

a) Financial and Controlling (FI/CO) including Fund Management.

b) Human Resource (Payroll, Time management, Personnel Administration, Organization Management, Learning Solution, Personnel Development & SAP E-Recruiting)

c) Material Management (Purchasing and Inventory Management)

d) Travel Management

e) Employee and Manager Self Service (ESS/MSS – Leave, Travel, Remuneration Statement, Performance Appraisal) on NWBC platform.

f) Electronic Document Workflow

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By customizing some of the modules above and building in some additional tools and forms, it is believed that SAP would provide a solution that will significantly reduce these problems.

1.2 Purpose of the Project Charter

This project charter is a high-level management document that helps track the necessary information required by the project team and sponsors to make key decisions concerning the project. It is a statement of major goals and objectives of the project containing the following:-

- Outlines of Constraints and Assumptions of the Project
- High Level Scope of the Project
- List of Critical Success Factors Considered
- Project Milestones and Key dates

1.3 Responsibility of the Charter

The Project Charter is owned, maintained and utilized by the project team to communicate the goals, objectives and scope of work to the entire project team and to AUC community in general.

The project charter will be reviewed and amended to meet changed condition or objectives during the lifespan of the project.

1.4 Goals and Objectives

The objective of this project is to achieve operational efficiency and reduce expenses and processing times for travels through:

(1) Integrating the entire travel process (from mission approval request to the payment to airlines) into SAP; and

(2) Developing a mechanism to force all departments to submit quarterly travel plans by the prescribed deadlines

1.5 Scope of the Project

The project will affect the following business processes:

- o Mission Approval request creation
- o Mission Approval parallel and upward workflow (from creator, endorser, budget control, advisor, approver)
- o Travel Processing (Mission Travel)
- o DSA and Imprest Processing

- o Procurement activities directly related to approved mission (hotel, conference and translation services and facilities, car rental, catering)

The effect on these business processes will be within the parameters set by the Financial Rules and Regulations, The Staff Rules and Regulations, and the AU Travel Policy.

- o The AUC is currently using SAP as its Enterprise Resource Planner. This project intends to secure the services of a consultant to develop the functionalities of AUC's current version of SAP so that it can accommodate the planned changes and processes within.

1.6 Critical Success Factors

The following factors are deemed to be Critical Success Factors for this project: -

1. **Policy changes :** Flexibility in policy changes that may be required to align current practices in order to make them manageable, practical and implementable in SAP
2. **Acceptance.** In order to realize the full benefits of this automation project, it is important for all stakeholders to commit themselves to the new processes, plan better and act on the plans in due time. Management should also commit to enforcing the new changes without setting precedents by overriding the system and policy parameters.
3. **Scope control.** The boundaries and objectives of this implementation have been clearly defined and communicated in this document. There should be no doubt as to the goals the project needs to achieve and the commitment required to be successful. A rigorous scope management process is required as any development outside the agreed scope may threaten the project in terms of costs and/or schedule.
4. **Change Management:** Business Users and the wider AUC community should be adequately sensitized on the expected changes
5. **Training:** Attendance of all targeted training by end users

1.7 Expected Benefits / Return on Investments

Various benefits are expected to accrue with the successful completion of this project. Key amongst these are: -

1. Shorter mission approval process
2. Improved content of mission approvals, better transparency
3. Efficient and simple travel processing
4. Less paperwork and less physical movement of staff members from office to office
5. Better organizational planning, quantifiable cost savings

List of Benefits

Benefit Description	Assumptions	Timing after Go-live
Shorter mission approval process	Creation of mission approval and transmission to appropriate levels for verification and approval will be entirely in SAP and will take a much shorter time.	Immediate
Improved content of mission approvals	The system will guide approval creators to include relevant date in a standardized format, thus avoiding the frequent issue of incomplete information contained in mission approvals, which affects processing.	Immediate
Efficient and quick travel processing	Trip requests, once created in SAP and approved, will be simultaneously available for ticket and DSA processing, all in SAP.	Immediate
Less paperwork and movement of staff	As the need to use paper will be virtually zero, there will be no need to commit staff for follow up of approval documents, ticket and DSA processes..	Immediate
Better planning and cost savings	Enforcing the quarterly approval system for mission and travel will mean that departments will need to plan their activities well ahead of time, and action them accordingly, which will improve organizational efficiency and effectiveness. This will in turn help avoid the wastage of money due to late submission of travel requests.	Immediate

1.8 Costs

The key costs to be incurred in the project will include but not limited to the following:-

- Change management training costs.
- One time project costs for consultancy services from the SAP Partner.

1.9 Funding

Funding is available under World Bank.

2.0 Project Implementation Schedule and Approach

2.1 Testing Approach

The project schedule reflects the following proposed phases:

Mission Approval and Travel Process Automation Project	Timeframe		
PHASES & ACTIVITIES	Start	End	Days
Project Preparation	1-Oct-16	31-Oct-16	24
Scoping & Requirement Phase	1-Nov-16	24-Mar-17	114
Define Project Charter (title, objective, project team composition)	1-Nov-16	24-Mar-17	0
Define Project Scope and Approach	1-Nov-16	24-Mar-17	0
Develop Project Implementation and Resource Plan	1-Nov-16	24-Mar-17	0
Conduct Study on As-Is Process and Document	1-Nov-16	24-Mar-17	0
Define New Business and Functional Requirements to be automated and/or re-engineered	1-Nov-16	24-Mar-17	0
Study System Integration Requirements (integration with other systems)	1-Nov-16	24-Mar-17	0
Prepare Phase Report	1-Nov-16	24-Mar-17	0
Business Blueprint and Design Phase	27-Mar-17	31-Mar-17	5
Prepare Blueprint Document	03-Apr-17	07-Apr-17	5
Configuration/Realization Phase	10-Apr-17	21-Apr-17	10
Final Preparation and Test	24-Apr-17	28-Apr-17	5
Unit and Integration Testing	01-May-17	05-May-17	5
Go Live Support/Run/Operate	08-May-17	12-May-17	5

2.2 Testing Approach

Unit and Integration testing will be the processes used to confirm that the system meets the specified business requirements. Testing will provide the Business Users with the opportunity to test the functionality of the system in response to the user requirements and approved Business Blueprint.

Both Unit and Integration Testing will be performed with the involvement of key business users to determine the utility and performance of the system. During the Final Preparation phase, business users will be involved in User Acceptance Testing (UAT) which will be the final phase of testing before the move to Production.

Testing Approach Model

Test scripts will be used to document the outcome of all UAT and any defects noted during this process will have to be documented and escalated to the technical project team for rectification. All such cases will be retested to ensure that the desired functionality is achieved.

2.3 Training / Knowledge Transfer Approach

All training for end-users will be conducted in house by the SAP Functional Experts and which will be complemented by business owners who are part of the Project team. The mode of instruction will be classroom based training for core functional users and online training material for the wider employee community.

All training material (Manuals and Demos) will be developed using the SAP Workforce Performance Builder (WPB) and these will be published on the intranet for ease of access to various employee groups.

The train the trainer approach will be adopted to facilitate knowledge transfer to the core team during the project execution. The project team will be responsible for end user training and content development. The Project team will also oversee and review the quality of end user training content.

3.0 Project Assumptions and Constraints

3.1 Project Assumptions

The following are the possible assumptions that management need to address for timely execution of the Project: -

- The mission approval process will be strictly limited to quarterly plans only.

- The on-going travel policy revision will include adjustments to existing provisions to enable automation, and also give support to planned changes.
- Management will support planned revision to the existing DSA calculation rules.

3.2 Project Constraints

The following are the possible constraints that management need to address for a proper execution of the Project:-

- Delay in approving required policy revisions

3.3 Project Barriers

Unlike risks, critical project barriers are insurmountable issues that can be destructive to a project's initiative. In this project, the following are possible critical barriers:

- Rejection of required policy revisions
- Rejection of recommended courses of action

Should any of these events occur, the Project Plan would become invalid.

3.4 Project delays due to other projects

The proposed project timelines may be compromised in the event that there is a conflict of priorities with other tasks that the SAP consultant has been recruited to perform.

3.5 Roles and Responsibilities

The roles and responsibilities for key project staff / team are outlined in the table below:

Roles and Responsibilities

Role	Nominee	Project Roles / Responsibilities
Project Sponsor	AHRM Director	• Provide overall support and guidance to the Project;
Project Co-Managers	Madalitso Lowole - Senior Finance Officer Kalkidan Amare - Travel Officer	• Manage Project team resources; • Responsible of the delivery of project;
Project Team Members (Technical work Group)	i. Robert Thuiya - SAP Administrator ii. Kifle Amenu - SAP MM Expert iii. Nyaradzai Mudehwe – SAP Finance Expert	• Provide guidance and advice for all technical aspects of the system; • Ensure that the technical requirements for the system are met; • Ensure that the technical design is appropriate is and that the design will support future system upgrades;

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	iv. Edmore Kachere – SAP Finance Expert v. Fasil Terefe – Applications/Systems Developer vi. Consultant (EIM Solutions)	
Project Team Members (Subject matter Experts)	i. Selamawit Mehari – Travel Assistant ii. Gideon Mushininga – Senior Certifying Officer iii. Tigist Kebede (HR generalist iv. Internal Audit v. Strategic Planning	• Responsible for validation of the deliverables that describe the product or service that the project will produce. • Represent own business units. • Serve as essential liaison between the project and the users and should be a champion of the solution within the business. • Bring specialist knowledge and advice to the others members of team • Defining requirements for reporting and interfacing • Testing the product or new functionality the project is developing, using and evaluating it while providing feedback to the Project Team/ Team Managers • Analyze processes and document flows;
Project Team Member (Representative)	i. Genet Shewangizaw – Senior Policy Officer, BCP	• Represent the Bureau of the Deputy Chair person, provide required input and create linkage with senior management as needed
Project Team Members (Coordinator/Secretariat)	ii. Shinichi Mori – Kaizen Unit iii. Izumi Yoshida – Kaizen Unit iv. Hanna Fantahun – Kaizen Unit v. Sideki Tabuchi – Kaizen Unit	• Coordinate the communication activities on the project; • Coordinate meetings and support the activities of the Project team • Provide operational support by providing input and guidance on process improvement

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3.6 Meetings

3.6.1 Project Team

Project team will have regular meetings to be held on a weekly basis.

Objective	• Review progress of project and manage risks. • Review of progress on the project • Review of issues / Action Log • Manage risks • Forward Planning • Other Business
Frequency	Weekly
Attendees	Project team members and SAP Partner consultants
Meeting Duration	• The duration of these meetings shall not exceed two hours. • Issues requiring longer discussion shall be scheduled at least one week in advance.

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Reporting

3.6.2 Weekly status report

Team members are required to complete a weekly status report prior to the regularly scheduled weekly status meetings. The Status report should consist of the following:

- Summary of tasks completed this week
- Summary of tasks behind schedule (Lagging) with revised completion date and reason for lag.
- Summary of Activities planned for next week
- Major issues / risks that require team support

3.6.3 Monthly Management report

A status report will be prepared on a monthly basis to keep management updated on project progress and to inform them of any issues that need action. This report will be presented to the project sponsors.

4.0 Approvals

4.1 Sign-off Sheet

Name	Role	Signature	Date Approved
Kalkidan Amare	Project Co-Manager		2A/03/17
Madalitso Lowole	Project Co-Manager		
Assietou Sylla Diouf	Project Sponsor / Director PBFA		
Amine Idriss Adoum	Project Sponsor / Director AHRM		24/8/17

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Kaizen Monitoring Report

Division and Theme: Measuring and enhancing of customer satisfaction - MSD

Report Date: February 2017

Officers in charge	Dr. Kilenga, Mmatalenta (pharmacist),
Background	The AU Clinic did not have the means to measure customer satisfaction. MSD's Pharmacy Unit took an initiative to start measuring customer satisfaction by distributing questionnaires to patients who have received medical treatment at the AU Clinic, and requested the Kaizen Unit in June 2016 to assist the Unit in the measurement. The Kaizen Unit supported the development of the questionnaire as well as the analysis of the result.

[Baseline/Target/Result]

KPI: Measuring of customer satisfaction	Baseline	The level of customer satisfaction is not known.
	Target	Customer satisfaction is measured and the results are reflected to actions.
	Result	Customer satisfaction is measured and the results are being reflected to actions.

[Progress as of August 2017]

Kaizen Unit compiled the survey results on behalf of MSD in December 2017 and shared the findings of the analysis with key personnel in MSD in January 2017. Kaizen Unit successively held a training session for some of MSD personnel about how to analyze questionnaires. As no actions have been, since then, taken at the directorate level, it was decided in August 2017 that a series of brainstorming sessions be held with the participation of all MSD personnel, in which the survey results would be shared and necessary actions would be discussed under the facilitation of Kaizen Unit. It is expected that after the above sessions, each unit of MSD will come up with their own action plans, which will then be integrated into the directorate's action plan.

[Activity record]

No.	Action	2016			2017			
		2Q	3Q	4Q	1Q	2Q	3Q	4Q
1	Make questionnaire to measure customer satisfaction of medical services in AUC.	▉						
2	Implement customer survey.		▉					
3	Analyze the result			▉				
4	Conduct brainstorming sessions for actions						▉	
5	Implement actions							▨

[Survey Result]

Section 1: Satisfaction regarding service offered by the Cashier, File room, nurse, doctors and pharmacy staff

1- Which of the following services below was offered to you by the nurse today?

Measurement of Blood pressure, Body weight, Temperature	115
Injection	15
Dressing/wound care	8
Nursing care at the Emergency room	1
Nursing care at the Dental department	1
Nursing care at the Mammography Unit	0
Nursing care at the Admission room	3
Nursing care at the ECG room	6
None	32
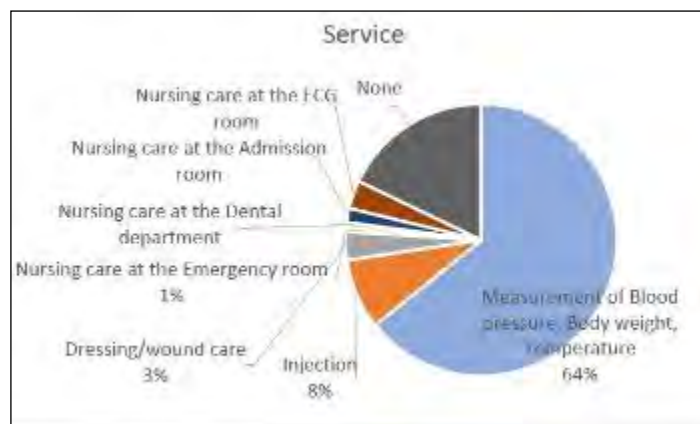
2- Which services or doctor did you come here for today?

* How satisfied are you with:

Cashier	Not at all satisfied	Not very satisfied	Fairly satisfied	Very satisfied		SCORE
The time you waited to receive the services you required from the following people?	2	6	30	38	256	3.4
Greeting and reception	4	9	25	41	261	3.3
Politeness/courtesy of the service providers who attended to you	3	7	27	39	254	3.3
Clarity of information given to you	0	9	26	41	260	3.4
						3.4
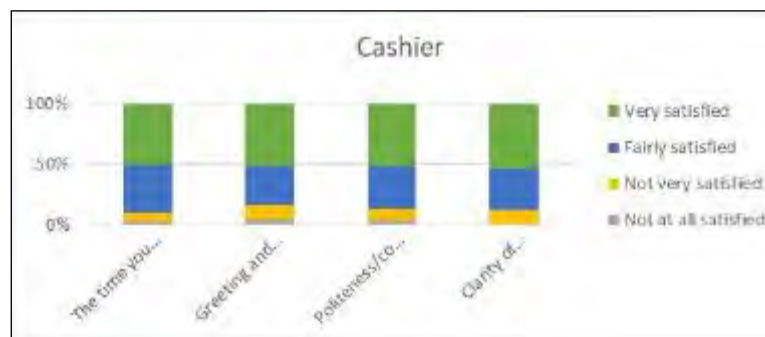
File room	Not at all satisfied	Not very satisfied	Fairly satisfied	Very satisfied		SCORE
The time you waited to receive the services you required from the following people?	4	4	39	92	497	3.6
Greeting and reception	6	9	37	81	459	3.5
Politeness/courtesy of the service providers who attended	2	4	40	90	490	3.6
Clarity of information given to you	2	5	39	84	465	3.6
						3.6

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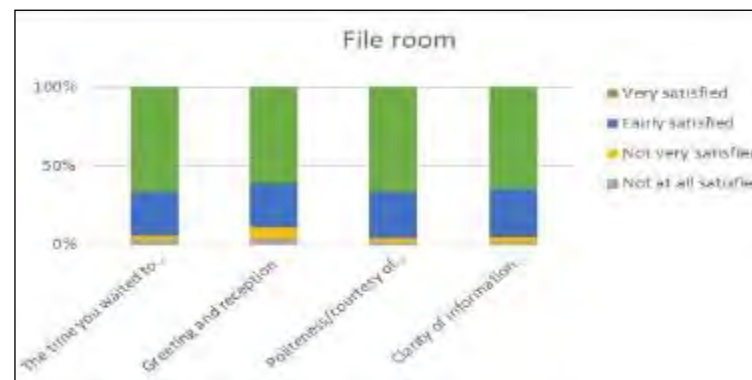
Nurse	Very Poor	Poor	Good	Very Good		SCORE
The time you waited to receive the services you required from the following people?	0	3	59	76	487	3.5
The time you spent with the following people?	0	9	48	71	446	3.5
Greeting and reception	3	12	44	76	463	3.4
Privacy during your contact	3	7	37	71	412	3.5
Politeness/courtesy of the service providers who attended to you	2	8	38	85	472	3.5
Opportunity provided for you to ask questions	5	13	37	71	426	3.4
Attention given to your questions or concerns	4	10	34	64	382	3.4
Clarity of information given to you about your health condition or services	6	10	45	48	353	3.2
Clarity of information given to you before and after any procedure	3	16	36	48	335	3.3
The manner in which the procedure was conducted	1	4	47	52	358	3.4
Clarity of information about your treatment and follow up	5	6	33	55	336	3.4
Taking everything into account - waiting time, courtesy, information and services provided how would you rate the quality of service you have received	1	7	55	64	436	3.4
						3.4

Nurse
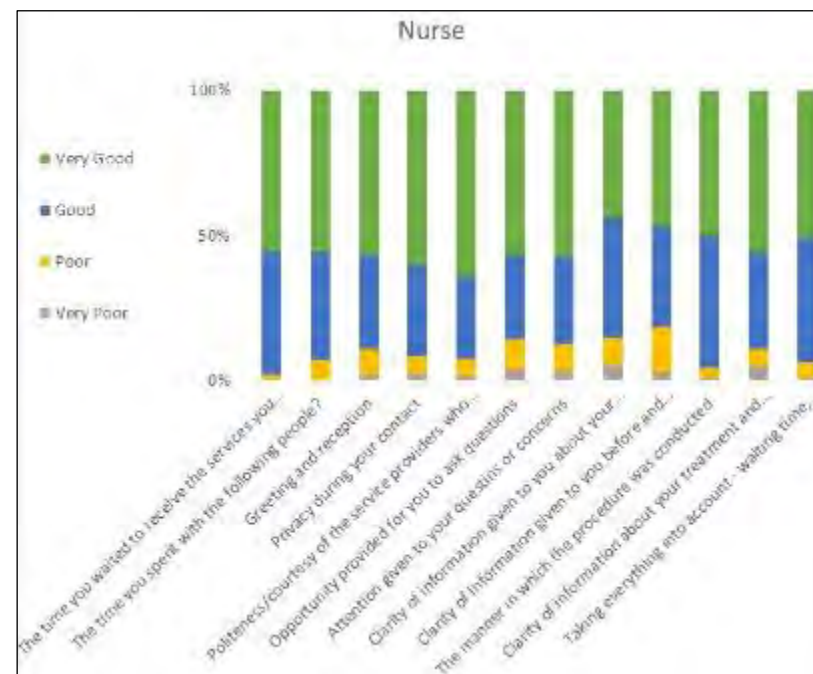
Doctor	Very Poor	Poor	Good	Very Good		SCORE
The time you waited to receive the services you required from the following people?	6	19	48	80	508	3.3
The time you spent with the following people?	1	6	37	101	528	3.6
Greeting and reception	0	2	30	116	558	3.8
Privacy during your contact	0	1	25	120	557	3.8
Politeness/courtesy of the service providers who attended to you	0	1	31	117	563	3.8
Opportunity provided for you to ask questions	1	1	30	119	569	3.8
Attention given to your questins or concerns	0	2	27	111	529	3.8
Clarity of information given to you about your health condition or services	0	0	41	105	543	3.7
Clarity of information given to you before and after any procedure	0	5	34	116	576	3.7
The manner in which the procedure was conducted	0	1	30	94	468	3.7
Clarity of information about your treatment and follow up	0	1	28	103	498	3.8
Taking everything into account - waiting time, courtesy, information and services provided how would you rate the quality of service you have received	0	2	40	91	488	3.7
						3.7

Doctor
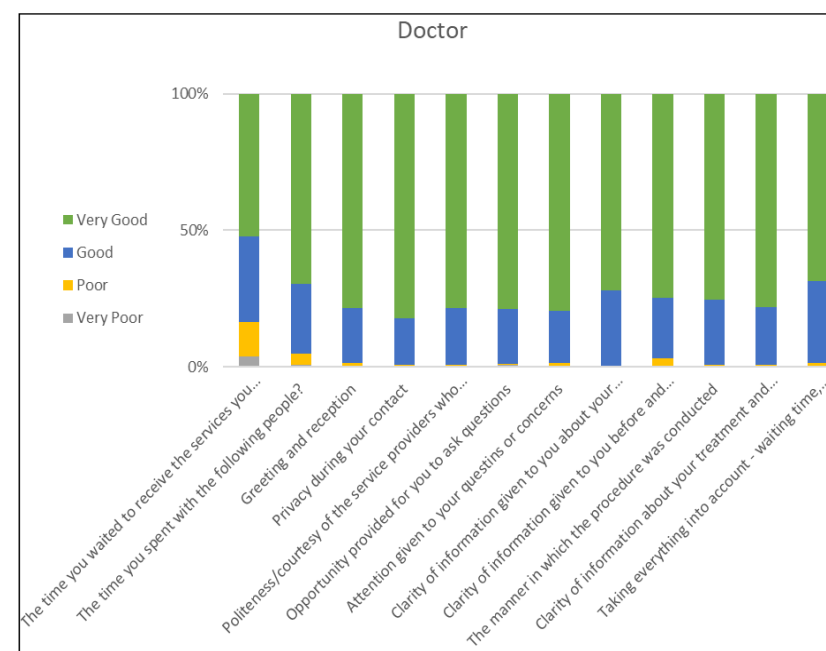
Pharmacy	Very Poor	Poor	Good	Very Good		SCORE
The time you waited to receive the services you required from the following	1	11	49	56	394	3.4
The time you spent with the following people?	1	4	42	60	375	3.5
Greeting and reception	1	9	38	62	381	3.5
Privacy during your contact	2	10	35	56	351	3.4
Politeness/courtesy of the service providers who attended to you	1	4	34	78	423	3.6
Opportunity provided for you to ask questions	3	8	31	65	372	3.5
Attention given to your questions or concerns	0	7	28	62	346	3.6
Clarity of information given to you about your medicines	0	5	29	60	337	3.6
Clarity of information given to you about the side effects of your medicines and measures that you should take	7	16	28	39	279	3.1
Availability of medicines	2	11	34	39	282	3.3
Taking everything into account (waiting time, courtesy, information and services provided) how would you rate the quality of service you have received	1	6	48	52	365	3.4
						3.4
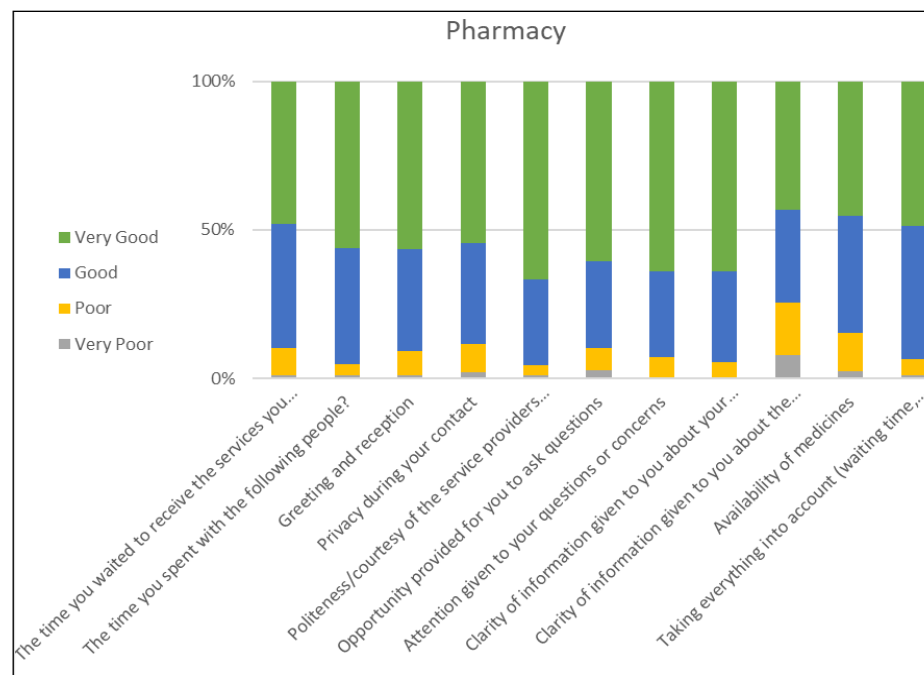
Pharmacy

*   Have you ever been given advice about any of the following?

Advice	Nurse		Doctor		Pharmacy	
	Yes	No	Yes	No	Yes	No
Stopping smoking	15	89	41	70	8	84
Healthy eating	21	73	104	37	12	75
Physical exercise	23	72	99	41	13	75

Section 2: This part is about emergency medical services

Question	Very poor	Poor	Good	Very good		SCORE
Finally, taking everything into account - the time to get an answer to your call, information from the staff who responded to your call, the first aid instructions - how would you rate the quality of the emergency medical service you received from the Medical center?	1	3	13	10	86	3.2

Emergency service

130
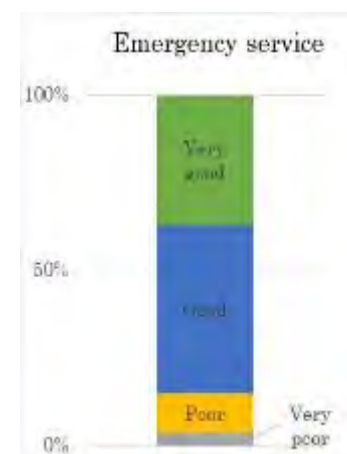
Question	Not at all Satisfied	Not very Satisfied	Fairly Satisfied	Very Satisfied		SCORE
If you have ever called for a medical help, how satisfied are you with the time it took to get an answer?	1	0	5	4	32	3.2
How satisfied are you with the telephone guided first aid instructions?	0	1	2	4	24	3.4
How satisfied are you with the time it took to dispatch the help you needed?	0	2	5	6	43	3.3
How satisfied were you with the information you received from the person who responded to your call?	0	1	4	6	38	3.5
In case you needed an ambulance, how satisfied are you with the way you were treated by the staff that came with the ambulance?	0	0	3	5	29	3.6
						3.4

Medical help
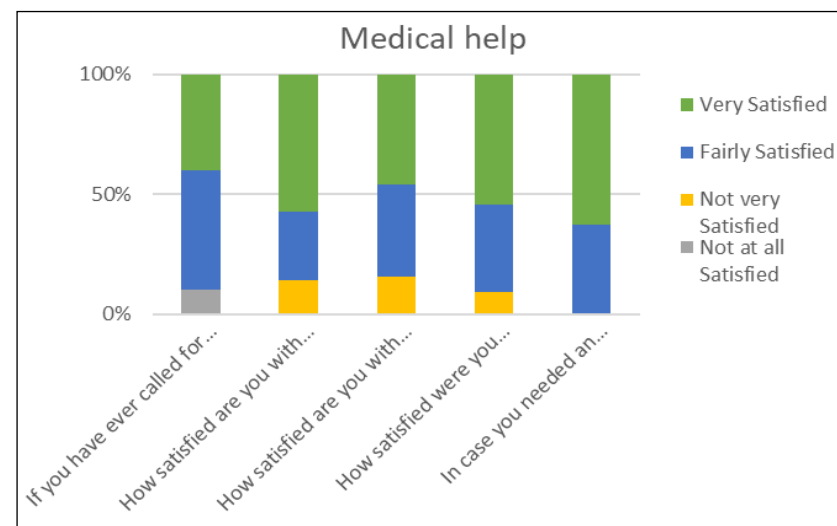
Section 3: Type of customers

	Male	Female
Gender	85	88

	AU staff	AU member State Embassy	Other
Staff category	109	32	6

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MSD-Kaizen Unit
Follow up Session on the Results of the
Customer Satisfaction (CS) Survey
Compiled in February, 2017

August 24, 2017 with Pharmacy
August 30, 2017 with Laboratory/Radiology
September 13, 2017 with Clinical
October 3, 2017 with Nursing

1

Background, Objective & Procedure

☐ To capture patients' perception on their experiences, MSD administered Customer Satisfaction (CS) Survey between July 19 and August 12, 2016.

☐ Patients were asked to comment on their experience on the day of the visit, or more in general on their experiences with the MSD medical services.

☐ The questionnaire consisted of 7 Parts asking about different dimensions/areas of service.

☐ The responses were aggregated using 4 point scale: Very good (4), good (3), poor (2), and very poor (1).

☐ The results are expected to inform MSD to plan out its way forward.

2

CS Survey Parts

☐ Part I: Clinic and Surrounding Comfortability
☐ Part II: Nursing Services
☐ Part III: Clinical Services
☐ Part IV: Laboratory
☐ Part V: Ultrasound and Radiology Services
☐ Part VI: Pharmacy
☐ Part VII: Emergency Medical Services

3

Overall Profile of CS Survey Respondents
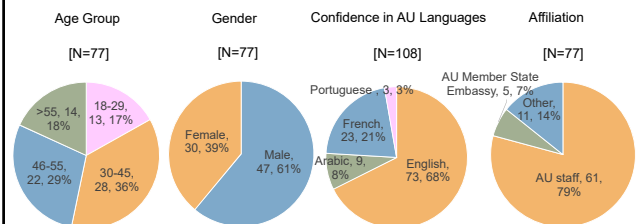
4

Part I: Comfort of the waiting area and the clinic surroundings

Score: 3.4/4.0
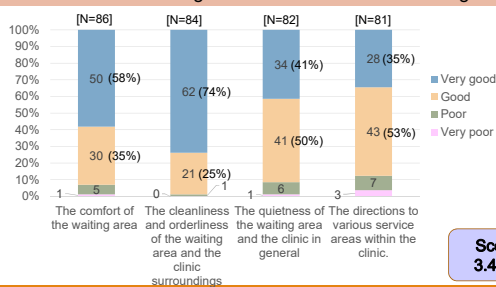
5

Part II: Nursing Services Received (100 respondents) (Q1)
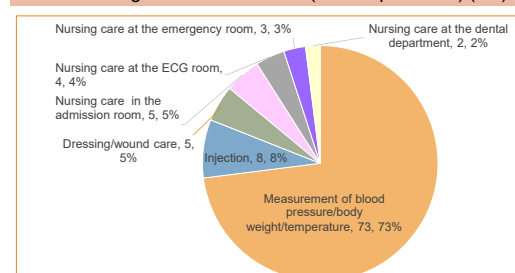
6

Part II: Satisfaction with Nursing Services (Q2 & 3)

[N=82] [N=78]

54 (66%) 52 (67%)

25 (30%) 22 (28%)

3 0 1 3

How satisfied are you with the time you waited to receive the nursing services which you required?

How satisfied are you with the time you spend with the nurse?

Very satisfied
Fairly satisfied
Not satisfied
Not at all satisfied

Score: 3.6/4.0
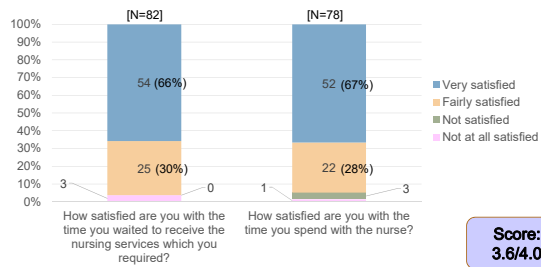
7

Part II: Level of Satisfaction with Nursing Services (Q4)

[ ]=No. Respondents

	Very poor	Poor	Good	Very good	
Overall quality of service received		3 (4%)	40 (53%)	32 (43%)	[75]
Manner in which the procedure was conducted		5 (7%)	38 (51%)	32 (43%)	[75]
Clarity of information before/after procedure		10 (14%)	37 (50%)	27 (36%)	[74]
Clarity of information provided	1	8 (10%)	36 (46%)	33 (42%)	[78]
Attention to questions/concerns		9 (12%)	40 (51%)	29 (37%)	[78]
Opportunity provided to ask questions		7 (9%)	39 (50%)	32 (41%)	[78]
Politeness/courtesy of the nurses		6 (7%)	43 (52%)	33 (40%)	[82]
Privacy during your contact with the nurses	1	8 (10%)	51 (62%)	22 (27%)	[82]
Greeting and reception	2	9 (11%)	40 (47%)	34 (40%)	[85]

Score: 3.3/4.0

8

Part II: If advices were provided on the following (Q5)

[N=62] [N=65] [N=71]

58 (94%) 44 (68%) 48 (68%)

4 21 23

Discontinue smoking Healthy eating Physical exercise

No
Yes
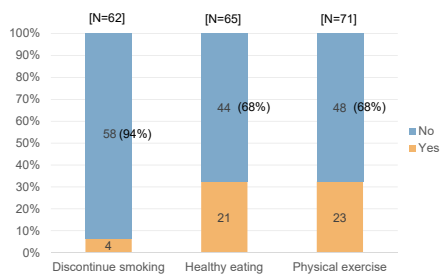
9

Part II: Comments for Improving Nursing Services (Q6)

☐ Training (for giving primary care; on patient handling; for motivation) [6]
☐ More privacy [5]
☐ Equal handling (by giving same attention to patients) [3]
☐ Facility set up (all facilities should be in one place) [2]
☐ More attention to patients [incl. more patience in patient handling] [2]
☐ Assign more nurses
☐ Communication (incl. that bet doctors & nurses on treatment)
☐ Cover for doctors' absence
☐ Explain medical condition risks
☐ Filing (to reduce wait time)
☐ Instruction on the label of prescription drugs – pharmacy?
☐ More space and seats for sitting area
☐ Wait time reduction

Testimonials

☐ Service is good [7]
☐ Nurses are friendly [3]
☐ Things are in order [2]

10

Part III: Satisfaction with Doctor (Q7 & 8)

[N=81] [N=79]

56 (69%) 65 (82%)

22 (27%) 13 (16%)

3 1

How satisfied were you with the time you waited to see the doctor today?

How satisfied are you with the time you spent with the doctor today?

Very satisfied
Fairly satisfied
Not satisfied

Score: 3.7/4.0
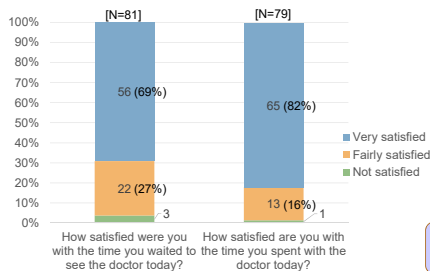
11

Part III: Level of Satisfaction with Doctor (Q9)

[ ]=No. Respondents

	Very poor	Poor	Good	Very good	
Overall quality of service received			11 (22%)	39 (78%)	[50]
Manner in the procedure conducted			10 (20%)	47 (82%)	[57]
Clarity of information on treatment/follow up	1		10 (17%)	48 (81%)	[59]
Clarity of information on your health..	1		10 (17%)	48 (81%)	[59]
Attention to questions/concerns			10 (16%)	51 (84%)	[61]
Opportunity provided to ask questions			9 (15%)	51 (85%)	[60]
Politeness/courtesy of the doctor	1		8 (13%)	52 (85%)	[61]
Privacy during your contact with the doctor			12 (20%)	48 (80%)	[60]
Greeting and reception	1 2		15 (39%)	38 (68%)	[56]

Score: 3.8/4.0

12

Part III: If advices were provided on the following (Q10)

- [N=53] Discontinue smoking: No 42 (79%), Yes 11 (21%)
- [N=65] Healthy eating: No 27 (42%), Yes 38 (58%)
- [N=67] Physical exercise: No 29 (43%), Yes 38 (57%)
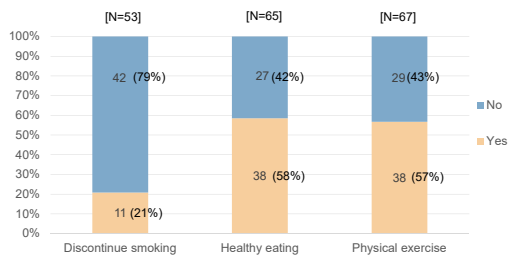
13

Part III: Comments for Improving Doctors' Services (Q11)

- ☐ More doctors [4]
- ☐ More specialists [2]
- ☐ Training (for encouragement; on communication) [2]
- ☐ Communication on customer service (especially knowledge transfer on the issue of customers service)
- ☐ Delegate to nurses (to attend to patients in doctors' absence)
- ☐ Digitize filing system for easy retrieval
- ☐ Equal handling (by giving same attention to patients)
- ☐ Information on doctors' availability (in/out, occupied/not occupied)
- ☐ More information on healthy life style
- ☐ Reduce waiting periods between patients
- ☐ Take appointment for non-urgent visits

Testimonial

☐ "Well taken care" [9]

14

Part IV: Laboratory - Comfort of the waiting area & surroundings (Q0)

- [N=54] The comfort of the waiting area: Very good 24 (44%), Good 24 (44%), Poor 5 (9%), 1
- [N=54] The cleanliness and orderliness of the waiting area and the clinic surroundings: Very good 29 (54%), Good 23 (43%), 1, 1
- [N=52] The quietness of the waiting area and the clinic in general: Very good 32 (59%), Good 19 (35%), 2, 1
- [N=53] The directions to various service areas within the clinic.: Very good 22 (42%), Good 27 (51%), 4
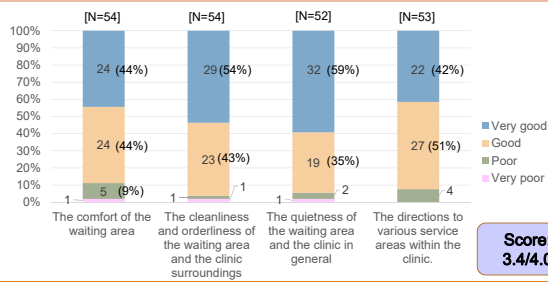
Score: 3.4/4.0

15

Part IV: Laboratory – Reason for visit (55 respondents) (Q1)

- To collect test results, 8, 15%
- To do laboratory test, 47, 85%
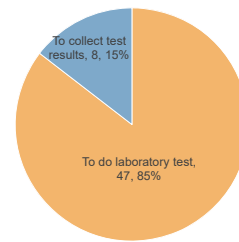
16

Part IV: Laboratory – Was your need met today? (Q2)

"Did you manage to do what you came here for today?"

(55 respondents)

- No, 3, 5%
- Yes, 53, 95%
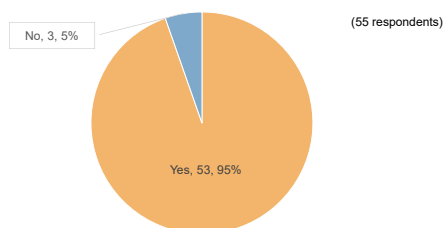
17

Part IV: Laboratory – Response to the lab visit (Q3)

"If you did laboratory test or you came to collect your results today, were you able to do it straight away, did you have to wait in the laboratory or did you come back later to do it?"

(52 respondents)

- Came back later, 14, 27%
- Straight away, 30, 58%
- Waited in the laboratory, 8, 15%
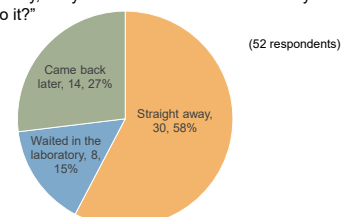
18

Part IV: Satisfaction with Laboratory (Q4 & 5)

[N=54]

[N=44]

32 (59%)

19 (35%)

2

1

17 (39%)

21 (48%)

4 (9%)

2

- Very Satisfied
- Fairly satisfied
- Not very satisfied
- Not at all satisfied

How satisfied were you with the time it took to do your laboratory test and/or any other services you required?

How satisfied were you with the time it takes to get your laboratory results?

Score: 3.4/4.0
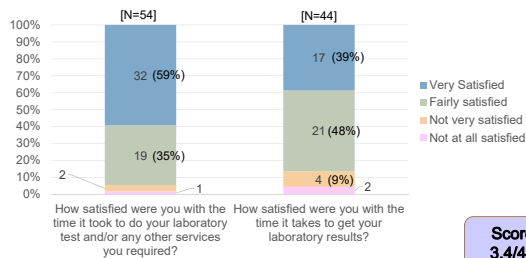
19

Part IV: Level of Satisfaction with Laboratory (Q6)

	Poor/Good/Very good	
Availability of laboratory tests	1 15 (33%) 29 (64%)	[45]
Overall quality of service received	16 (32%) 34 (68%)	[50]
Service received from the other lab staff	2 15 (32%) 30 (64%)	[47]
Clarity of information about the side effects of tests	6 (14%) 13 (30%) 24 (56%)	[43]
Clarity of information about the lab tests	4 (8%) 12 (24%) 35 (69%)	[51]
Attention to questions/concerns	1 13 (25%) 38 (73%)	[52]
Opportunity to ask questions	4 (8%) 12 (24%) 35 (69%)	[51]
Politeness/courtesy of lab staff	1 15 (28%) 38 (70%)	[54]
Privacy for conversation	1 3 (7%) 18 (39%) 24 (52%)	[46]
Greeting and reception	2 4 (7%) 17 (31%) 31 (57%)	[54]

0% 20% 40% 60% 80% 100%

- Very poor
- Poor
- Good
- Very good

Score: 3.6/4.0

20

Part IV: Comments for Improving Laboratory Services (Q7)

- ☐ More staff (to reduce wait time; for timely service) [2]
- ☐ Reduction in turnaround time for lab results [2]
- ☐ Better facility (large waiting area, bigger bathroom to take sample)
- ☐ Equal handling (by giving same attention to patients)
- ☐ Pre-inform (during test) location to collect lab test results
- ☐ Proximity of lab to the rest of the medical facility
- ☐ To ensure lab staff attends to one patient at a time
- ☐ To explain in case of discrepancy of lab results (between AU and outside lab)

Testimonial

- ☐ "Good service" [3]

21

Part V: Ultrasound and Radiology Services - Comfort of the waiting area & surroundings (Q0)

[N=5]

[N=5]

[N=5]

[N=5]

The comfort of the waiting area: 1, 2, 2

The cleanliness and orderliness of the waiting area and the clinic surroundings: 3, 2

The quietness of the waiting area and the clinic in general: 3, 2

The directions to various service areas within the clinic.: 2, 3

- Very good
- Good
- Poor
- Very poor

Score: 3.2/4.0
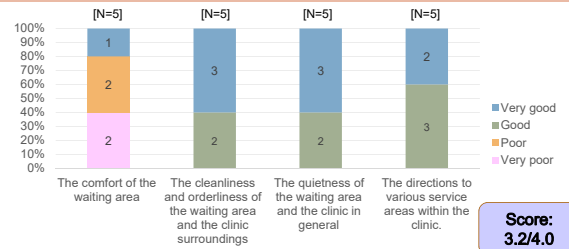
22

Part V: Ultrasound and Radiology Services – Reason for visit (4 respondents) (Q1)

X- ray, 1, 25%

Mammography, 3, 75%

There were no patients who came for

- Ultrasound
- Bone densitometry
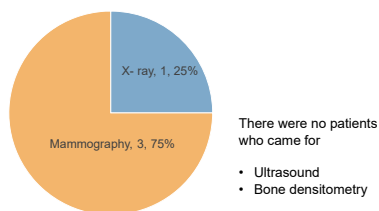
23

Part V: Satisfaction with Ultrasound and Radiology Services (Q2 & 3)

[N=4]

[N=2]

1

2

1

1

1

- Very Satisfied
- Fairly satisfied
- Not very satisfied
- Not at all satisfied

How satisfied are you with the time you waited to receive an x ray services?

How satisfied are you with time it took to receive your X- ray or Ultrasound result with report?

Score: 3.2/4.0

24

135

Part V: Level of Satisfaction with Ultrasound and Radiology Services (Q4)

Bar chart (% scale 0%–100%):
- Overall quality of service received: 1, 1
- Attention to your questions or concerns: 1, 1
- Clarity of information about the X-Ray/ultrasound...: 1, 1
- Opportunity to ask questions: 1, 1
- Cleanliness/orderliness of the waiting area: 1, 1
- Politeness/courtesy of staff: 1, 1
- How well X- ray protects you from scattered...: 1, 1
- Greeting and reception: 2, 1

Legend: Very poor | Poor | Good | Very good

Score: 3.4/4.0

25

Part V: Comments for Improving Ultrasound and Radiology Services (Q7)

☐ Arrange chairs at the reception for patients waiting for service.
☐ Awareness creation before mammography

26

Part VI: Pharmacy – Reason for visit (Q12&13)

Score: 3.4/4.0

Q12: "Did you collect your medicines today?"

Pie chart: No, 20, 28%; Yes, 52, 72%

Q13: "Straight away, or later?"

Pie chart: Waited in pharmacy, 5, 9%; Came back later, 1, 2%; Straight away, 49, 89%

Q14: "How satisfied with the service?"

Pie chart: Not very satisfied, 3, 6%; Very Satisfied, 23, 47%; Fairly satisfied, 23, 47%
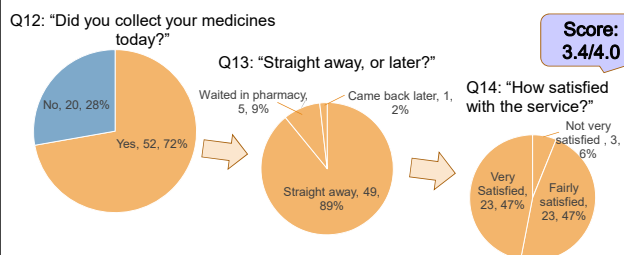
27

Part VI: Level of Satisfaction with Pharmacy (Q15)

Bar chart:
- Availability of medicines: 2(4%) 6(12%) 27(52%) 17(33%) [52]
- Overall quality of service received: 2 25(47%) 26(49%) [53]
- The service received from the other pharmacy staff: 1 23(45%) 27(53%) [51]
- Clarity of information about the side...: 3(6%) 7(14%) 15(31%) 24(49%) [49]
- Clarity of information about prescribed medicines: 23(47%) 26(53%) [49]
- Attention to questions/concerns: 3(6%) 23(43%) 28(52%) [54]
- Opportunity provided for you to ask questions: 3(6%) 25(49%) 23(45%) [51]
- Politeness/courtesy of the pharmacists: 2(4%) 25(48%) 25(48%) [52]
- Privacy was ensured (if sought): 3(6%) 8(16%) 22(43%) 18(35%) [51]
- Greeting and reception: 2(4%) 29(53%) 24(44%) [55]

Legend: Very poor | Poor | Good | Very good

Score: 3.4/4.0

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Part VI: If advices were provided on the following (Q16)

Bar chart:
- Discontinue smoking [N=50]: No 46 (92%), Yes 4 (8%)
- Healthy eating [N=55]: No 42 (76%), Yes 13 (24%)
- Physical exercise [N=54]: No 43 (80%), Yes 11 (20%)

Legend: No | Yes
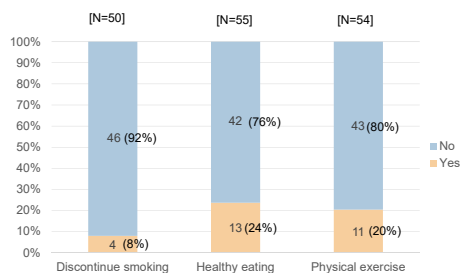
29

Part VI: Comments for Improving Pharmacy Service (Q17)

☐ Medicine availability [6]
☐ Attention to patients
☐ Clear labeling
☐ Expedite check-out procedure for paying patients
☐ Explanation on side effects/food reactions of medicines
☐ Medicine validity
☐ Minimum 2 pharmacists at the counter
☐ More privacy (for handing sensitive medication)
☐ (Keep them) Motivated
☐ Provide medicine before payment
☐ Stock type of medicine not available in the city
☐ Upkeep of knowledge

Testimonial
☐ "Good service" [3]

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Part VII: Level of Satisfaction with Emergency Medical Services (Q28)

In case you needed an ambulance, how satisfied are you with the way you were treated by the staff that came with the ambulance? — 2 (33%) 4 (67%)

How satisfied were you with the information you received from the person who responded to your call? — 2 (29%) 1 (14%) 2 (29%) 2 (29%)

How satisfied are you with the time it took to receive the help you needed? — 1 (10%) 7 (70%) 2 (20%)

How satisfied are you with the telephone guided first aid instructions? — 2 (20%) 1 (10%) 5 (50%) 2 (20%)

How satisfied were you with the time it took to get an answer to a call? — 2 (20%) 2 (20%) 2 (20%) 4 (40%)

Score: 2.7/4.0

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Not at all satisfied   ■ Not very satisfied   ■ Fairly satisfied   ■ Very Satisfied

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Part 7: Comments for Improving Emergency Medical Services (Q34)

❑ To inform rights for availing service

Testimonial

❑ "Good service" [3]

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Results by Score (Caution: only a snapshot…)

	Part I Clinic Premise	Part II Nursing	Part III Clinical	Part IV Laboratory	Part V Ultrasound & Radiology	Part VI Pharmacy	Part VII Emergency Medical
Comfort of surrounding		3.4		3.4	3.2	3.4	---
Satisfaction with time spent	---	3.6	3.7	3.4	3.2	3.4	---
Satisfaction with services received	---	3.3	3.8	3.6	3.4	3.4	2.7

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Discussion

❑ How do we take the results?

❑ What are next steps, by who over what time horizon?

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Kaizen Monitoring Report

<u>Division and Theme</u>: Enabling the tracking of the status of the documents (visa and resident ID) requested by departments – Protocol Department

Report Date: August 2017

Officers in charge	Almaz (Deputy Director, Protocol Dept)
Background	The Protocol Department (Protocol) is an AUC's window to communicate with external organizations, tasked with dispatching official documents (such as requests for visa issuance and resident IDs to the Ethiopian Ministry of Foreign Affairs, called a "Privileges and Immunities" service) from AUC. The lack of a tracking system in Protocol has often caused a loss of documents and a delay in the delivery of documents. Since Protocol received complaints from other departments in AUC, Protocol asked MISD to develop a tracking system of documents. The MISD staff has mostly completed the development of the tracking system in October 2016 and was waiting for Protocol to invite him to hold a demonstration session. It was only in May 2017 when MISD together with the Kaizen Unit was given an opportunity to hold a demonstration session on the document tracking system (Service Desk Tool) to be installed in Protocol. At this meeting, Protocol requested MISD and the Kaizen Unit to also develop an online system to receive and track the requests for "conferences and ceremonies". MISD and the Kaizen Unit was requested to develop an online system for "privileges and immunities" and "conferences and ceremonies" services that receives the requests and enables the tracking of the processing status.

[Baseline/Target/Result]

KPI 1: No statistics	Baseline	
	Target	
	Current Status	

[Progress as of August 2017]

After having incorporated the comments given at the meeting in May 2017 into the system, MISD and the Kaizen Unit have completed the development of the "privileges and immunities" module in June 2017. Since then, they have been waiting for the opportunity to test the system within Protocol.   With regard to the "conferences and ceremonies" module, the staff in Protocol completed the compilation of the requirements (templates of the request) in June 2017 with support from the Kaizen Unit. Since then up until August 2017, Kaizen Unit staff have been waiting for the manager of the Protocol Department to officially submit the requirements to MISD.

[Activity Record]

No.	Action	2017	
		May	June
1	Hold a kick-off meeting with the presentation of the privileges and immunities module	■	
2	Define the requirements for conferences and ceremonies	■■■	

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Requirements (Templates of the request) for conferences and ceremonies

1. Conference Logistics:

1.1 Template for Name Plates

Requesting Department :		
Title of the meeting :		
Date :	From:	
	To :	
Venue :	Country	
	City	
Focal Person Contacts (name Extension, mobile,):		

Attachments:

1- Approval of the appropriate authority
2- List of participants including the following information
   - Full Name
   - Full title
   - Countries/Organizations

1.2 Registration/Accreditation (Badges)

Categories :	Quantity
Minister :	
Head of Delegation :	
Delegate :	
Participant :	
Press/Media :	
Observer :	
AU Commission :	
Security :	
Others :	
Foal person (name Extension, mobile) :	

1.3 Hotel Accommodation

Affordable rates range if sponsored by the AUC :	
Type of sponsorship :	Self-sponsored (click)
	Full (click)
	Half board Accommodation (click)
Focal Person (name Extension, mobile) :	

Attachments:

1- **Approval of the appropriate authority**
2- **List of participants including the following information**

- **Full Name**
- **Full title**
- **Countries/Organizations**
- **Hotel Name**
- **Date of Arrival**
- **Date of Departure**

2) CEREMONIES & FUNCTIONS:

2.1 Audience

Requesting Department :		
Name of Event:		
Name, title and nationality of the VIP:		
Date :		
Time :	From :	
	To :	
Venue:		
Car Plate number:		
Focal Person (name Extension, mobile):		

Remarks:

- The request is recommended to be submit As early As possible
- Completion of the meeting should be recorded as done
- Cancellation postponement should also be recorded

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2.2 Accreditation

Requesting Office :	
Name & Title of the VIP :	
Embassy/Organization :	
No of Person accompanied :	
Car Plate Number :	
date & time :	
Venue :	
Focal person (name Extension, mobile) :	

2.3 Signing ceremony

Requesting Department :	
Title of the Treaty/MOU/Document to be signed :	
Name and Title of the signatories :	
Organization/countries :	
No Of Person of the delegation :	
Date & time :	
Car Plate Number :	
Venue :	
Focal Person (name Extension, mobile):	

2.4 VIP Visit to the AU Headquarters

Requesting Department :	
Name of the VIP:	
Date & time of the visit :	
Date & time of the Advance Team's visit:	
Name, title & phone number of the focal person of the delegation :	
Focal person(name Extension, mobile):	

Attachment
- List of Delegation including name &titles

2.5 Reception/Cocktail/Lunch/coffee &Tea

Requesting Department :		
Name of the occasion /event:		
Date & time :		
Venue :		
level of funds available for the event :		
Caterer :		
Invitation cards :	Yes	(Click)
	No	(Click)
Focal Person (name Extension, mobile)		

Attachment
- List of guests which include names and titles

2.6 AIRPORT DUTIES

Requesting Department :	
Registration number of car allocated :	
Name & Telephone number of assigned driver :	
Focal person contacts (name Extension, mobile,) :	

Remarks:
- Before making this request please refer to the attached note verbal from MOFA   for VIP

Attachment:
- Name and Title of the person(s)
- Visa status
- Flight details (date, time , flight number)   Arrival
- Nationality
- Passport   (type and number)
- Name of reserved Hotel

2.7 OVERFLIGHT/LANDING permit	
Requesting Department :	
Name of the VIP :	
No of person accompanying :	
Date & time of landing :	
Date & time of take off :	
Type of Aircraft :	
Registration :	
Call Sign :	
Crew Members :	
Entry Point :	
Exit Point :	
Focal Person (need clarification) :	

Kaizen Monitoring Report

Division and Theme: Accelerating the recruitment process - HRMD

Report Date: August 2016

Officers in charge	Aude, Sogna, Paul
Background	The Kaizen Unit was requested in July 2016 by the AHRMD director to support the Recruitment Unit in streamlining and speeding up the entire recruitment process, which has been unduly long, resulting in many candidates giving up joining AUC in the middle of recruitment. It was reported that the recruitment process even spanned 3 years in some cases, although the actual durations of processes were not known due to the lack of a tracking system. The utilization of the "E-recruitment system", which is operated on SAP (administrative software) and was launched in December 2015, has been significantly limited up until the present; since the software was not designed in a user-friendly manner due to the insufficient coordination between MISD and the Recruitment Unit. None of the departments that request recruitment of staff have used the system; they continue sending the requests to HRMD in hard copy. Even within the Recruitment Unit only two out of ten officers can operate the system. With support from the Kaizen Unit, the Recruitment Unit will reduce the lead time of the recruitment process by effectively utilizing the E-recruitment system.

[Baseline/Target/Result]

KPI 1: lead time from the date the job was advertised to the date the staff assumed his/her duty	Baseline	576 days for regular staff 496 days for short-term staff
	Target	210 days
	Current Status	

[Progress as of November 2016]

In August 2016, in order to apprehend the actual lead time spent for recruitment processes, the Recruitment Unit together with the Kaizen Unit collected the data from 2014 to the beginning of 2016 and found out that 576 days were spent for regular staff and 479 days for short-term staff on average. Aiming at streamlining the whole recruitment process, the Kaizen Unit, together with the Recruitment Unit, developed the end-to-end process maps (flow charts) for the entire recruitment process in November 2016. Through this exercise, the processes that should be incorporated into SAP were identified and the e-recruitment's interfaces that needed to be made more user-friendly were identified. Since then, the Recruitment Unit is awaiting the deployment of a SAP consultant by MISD.

[Activity Record]

No.	Action	2016				
		July	Aug	Sep	Oct	Nov
1	Hold a kick-off meeting	■				
2	Identify the current status		▬▬▬▬▬▬▬			
3	Drawing up Flowcharts			▬▬▬▬	▬▬▬▬	

No.	Action	2016				
		July	Aug	Sep	Oct	Nov

Job Posting Process

Department	Director of AHRM	Chief of Recruitment	HR Sepcialist	Translator

START

Modify SAP to make it more user friendly

Integrate into SAP

Line Manager to Prepare JD in consultation with HRBP and prepare memo to send to Director (SAP but not used)

Director to approve recruitment

Approve recruitment —Yes→ **Assign HR Specialist (E-mail)** → **Check JD, prepare questionnaire, and request translation (Email)** → **Translate JD and questionnaire into French**

No

Yes

No

Check and release JD and questionnaire

Give final approval ← **(IT recruiter) Compile JD and QN and send a memo (list) for approval**

—No—

—Yes→ **(IT recruiter) Publish Post (SAP)**

END

Current Shortlisting Process of AUC

IT Recruiter	HR Specialist	Shortlisting Panel	Chief of Recruitment	Departments of panel members	APROB

START

Perform auto-ranking and create a long list of all applicants (candidates scoring at least 60% highlighted), print the list and JD and send by e-mail

Prepare the entire scheduling, set time/date for short-listing, prepare memo to panel members

Sign the memo and send it by e-mail to departments (secretaries) of panel members through HR registry (cc to HRBP, HRS, Chief of Recruitment)

Receive memo and assign a panel member

Re-advertising

Integrate the dispatching of memo into SAP (HR Registry does not need to be involved)

Conduct short-listing by referring to CV and JD, mark scores, and sign Master Score Sheet

Re-shortlisting

Prepare short-listing report (with attachments)

Sign short-listing report, upload on Open Space (file the hard copy) and present it at APROB

Approval by APROB

Modify SAP so that short-listing report can be uploaded onto SAP at this stage

Send out letters of regret by auto-email and upload short-listing report (SAP)

Inform the result to HRBP and HR specialist, and prepare minutes of APROB and circulate it among APROB participants

Approve

Unsuccessful candidates

To Interview Process

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Current Interview Process of AUC

IT Recruiter	HR Specialist	Interview Panel	Chief of Recruitment	Departments of panel members	APROB CP/DCP

START

Integrate the dispatching of memo into SAP (HR Registry does not need to be involved)

Set time/date for interview and prepare memo to panel members

Sign the memo and send it by e-mail to departments (secretaries) of panel members through HR registry (cc to HRBP, HRS, Chief of Recruitment)

Receive the memo and assign a panel member

Contact the candidates for interviews

Conduct interviews, mark scores and sign Master Score Sheet

Prepare interview report (with attachments)

Sign interview report and present it at APROB

Approval by APROB

Re-advertising/ Re-shortlisting

Approve

Prepare minutes of APROB and circulate it among APROB participants

Approval by CP/DCP

Approve

Re-advertising/ Re-shortlisting

Send out letters of regret or roster notifications by auto-email

Inform user department about the result (and request budget code if short-term staff)

Check budget code and inform

Unsuccessful candidates

Initiate Contract Process

Kaizen Monitoring Report

<u>Division and Theme</u>: Achieving efficiency in procurement operations by setting up Standardized Operating Procedures - PTSD

Report Date: April 2017

Officers in charge	Alek (supervisor), Tesfaye (person in charge), Thereza, Getachew, Zemenu (PTSD)
Background	In September 2016, the director of AHRMD alarmed that as many as 110 steps had been required to pay an amount of USD 400 for a lunch offered by an elected official to the European Commission team, and instructed PTSD and the Kaizen Unit to streamline the procurement processes through developing SOPs. Since PTSD did not have SOPs; newly assigned staff have difficulties in understanding procedures, staff's operations are not standardized, and each staff's responsibilities are not properly defined, all of which have been hindering efficient procurement operations. A new procurement manual, which was initially drafted by UNOPS consultants, was adopted in September 2016. Development of SOPs was needed also from the perspective of effectively utilizing the procurement manual. Following the AHRMD director's instruction, the Procurement Unit identified 35 processes for which SOPs need to be developed (see Appendix 6). Among these 35 processes, (i) user initiated procurement (UIP), (ii) emergency procurement, (iii) procurement of medical items, (iv) procurement of consultancy services, (v) contract administration and management, (vi) framework contract management and (vii) contract monitoring and evaluation were selected as priority processes for which SOPs must be developed urgently.

[Baseline/Target/Result]

KPI 1: Number of SOPs developed	Baseline	None
	Target	6 areas
	Current Status	Taken over by EU consultants (on-going as of August 2017)

[Progress as of April 2017]

With support from the Kaizen Unit, PTSD mostly completed the development of selected SOPs in May 2017 when the consultant financed by EU took over the development of SOPs. All the work in process was transferred to the consultant.

[Activity Record]

No.	Action	2016				2017	
		May	June	Q3	Q4	Q1	Q2
1	Discuss and confirm the road map to develop SOPs (PTSD)	■					
2	Prepare the outline of the procedures of "procurement of non-consultant services" as a sample (PTSD).	■					
3	Collect the information on the roles and responsibilities of each officer (PTSD)	■■					
4	Elaborate a sample SOP and propose the standard format for all SOPs	■					
5	Identify the processes to be included in SOP.		■■				
6	Develop SOPs on the processes while clarifying the actors who implement the respective processes.			■■■■			
7	Development of SOPs were taken over by the consultants funded by EU						■

Kaizen Monitoring Report

<u>Division and Theme</u>: Enabling fast procurement of low value items through simplified procedures - Procurement Unit, PTSD

Report Date: August 2017

Officers in charge	Zemenu (Procurement Unit)
Background	According to the statistics provided by the Procurement Unit, the lead time for local purchase averaged 105 days and that for international purchase averaged 116 days in 2015. The large volume of work is one of the main reasons for the long lead time in procurement. It is reported that 70% of all transactions dealt with by the Procurement Unit are those with a value of less than USD 2,000. Although the purchase of the items with a value of less than USD 500 is not required to go through the Procurement Unit, most departments prefer to use the Procurement Unit since (i) the procedures that need to be followed were not clear to the them (the details of the procedure are not stated in the procurement manual); and (ii) should the audit judge the procurement procedure taken by departments as inappropriate, the expenses are deducted from the relevant people's salaries. It was deemed essential to explore a way to facilitate departments to purchase small value items by themselves, without using the Procurement Unit and without being penalized by the audit.

[Baseline/Target/Result]

KPI 1:	Baseline	
	Target	
	Current Status	

[Progress as of August 2017]

With support from the Kaizen Unit, PTSD developed a simplified procedure for the procurement of low value items (less than USD 2,000) applicable to the purchase of any items except: (i) assets, such as furniture and fixture, office, printing and IT equipment, computers etc.; (ii) consultancy services; (iii) travel tickets, transportation of personal effects, and DSA; (iii) any form of gadgets or tablets including mobile phones; (iv) all utility expenses such as electricity, water and fuel and lubricants; and (v) all communication fees, such as telephone expenses, postage, freight, fax and internet services. A administrative circular was prepared by PTSD, which was sent out to departments after the approval by the AHRMD director in March 2017.

However, none of the departments have started using the new system since then. The first reason is that the above-mentioned circular was distributed without a consent from PBFAD; without support from PBFAD, departments cannot initiate the procurement procedure. As of August 2017, PBFAD is examining the proposed procedure to assess the risk associated with potential for abuse. The second reason is that the circular does not indicate the step-by-step procedure to be followed by the departments since the detailed description prepared by

PTSD was deleted from the circular during AHRMD's decision-making process. It is expected that AHRMD will eventually notice the necessity to issue a new circular with a detailed description of the procedure, which is, from JICA Kaizen experts' view, indispensable to facilitate departments to use the new procedure.

[Activity Record]

No.	Action	2016	2017		
		Q4	Q1	Q2	Q3
1	Prepare the first draft of the procurement process for micro-purchase with templates.	■			
2	Prepare the comprehensive manual for micro-purchase to be used by user departments		■		
3	Issue a circular that includes a simplified procedure for micro-purchase		■		
4	Send a request from AHRMD director to PBFAD director for assistance to facilitate the process			■	
5	PBFAD director to assess the risk associated with potential for abuse				■

Lead time for each step of procurement

	From PR raised to PR released	PO raised	PO released	Good Receiving Note issued (upon delivery)	Invoice received	Payment made
Local Purchases	30.07 days	40.58 days	6.57 days	32.77 days	35.51 days	3.46 days
Overseas Purchases	28.43 days	36.13 days	7.50 days	43.69 days	39.83 days	2.83 days

(PR: Purchase Requisition, PO: Purchase Order)

2017

Micro-Purchases
(Direct Selection for Very Small Contract Values)

STANDARD OPERATING PROCEDURE (SOP)

SOP No: PTSD-01

Version 1.0

Procurement Travel and Store Division
Administration and Human Resources Directorate
Africa Union Commission
March 1. 2017

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SOP Number	PTSD-01		
SOP Title	Micro-Purchases (Direct Selection for Small Contract Values)		

	NAME	TITLE	SIGNATURE	DATE
Author	Zemenu Asnake	Procurement Officer		18/02/2017
Reviewer	Carine Toure Yemitia	Head, Procurement Travel and Store Division		
Authoriser	Amine Idriss Adoum	Director, Administration and Human Resources Directorate		

Effective Date:	March 1, 2017
Review Date:	

READ BY			
NAME	TITLE	SIGNATURE	DATE

1. Purpose

This Standard Operating Procedure (SOP) is issued to guide all Business Units within the African Union in their endeavor of undertaking Sourcing processes for the acquisition of goods, works and/or services for a contract value of less than US$ 2,000.00, Category I and US$1,000.00, Category II Institutions.

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The SOP is designed to harmonize sourcing processes within the African Union and to assist each Business Unit to use the resources of AU in an efficient, fair and transparent manner in line with the African Union Procurement Manual, Version 2.0.

It sets out step by step procedures for the procurement of goods, works, and/or services. It also outlines the applicable rules to be followed while planning, sourcing and managing contracts under very low value categories of contracts. The standard roles and responsibility of each actors in the procurement process is also elucidated under this SOP.

2. Introduction

The AU Procurement Manual allows the ability to initiate direct interaction with a supplier that leads to the acquisition of goods and services without a competitive process. Accordingly, it authorizes the procurement of goods, works and/or services using a Direct Selection method for both Category I and Category II institutions for contract values as indicated in the summary table below.

CATEGORY 1: ORGANS, INSTITUTIONS AND PEACE SUPPORT MISSIONS /OPERATIONS

Threshold to Select Type of Competition and Method of Selection		
Threshold	Type of Competition	Appropriate Method
Up to USD 2,000	Non-competitive or limited competition	Direct Selection /RFQ

CATEGORY II: REGIONAL, REPRESENTATIVE OFFICES, SPECIALISED & TECHNICAL AGENCIES, LIAISON OFFICES

Threshold to Select Type of Competition and Method of Selection		
Threshold	Type of Competition	Appropriate Method
Up to USD 1,000	Non-competitive or limited competition	Direct Selection /RFQ

The Micro-Purchases through the Direct Selection method should be equitably distributed among qualified suppliers and purchases should not be split to avoid the requirements for competition above the US$ 2,000 or US$1,000 small contract value threshold.

Business Units of the AU may wish to procure the required goods, works and/or services using a limited competitive process, which allows a minimum of three quotations may be considered for comparison, to have more a transparent and competitive process. Please see the SOP for UIP if the Business Unit prefers to use Limited Competition as a selection method. Limited Competition is not mandatory for a contract value less than the above indicated amount. However, Business Units should ensure that the Procurement Principe of Value for Money is upheld throughout the Direct Selection procurement processes.

Under Direct Selection methods Business Units shall request Suppliers in writing to provide offers or quotations on the basis of a clearly defined business needs. Similarly, the offer

Standard Operating Procedure   Administration and Human Resources Management Department
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from the Supplier shall be submitted in writing, based up on information provided by Business Units.

      The offer must be evaluated according to established criteria for evaluation, i.e. in the same manner as a competitive selection process, to ensure the principle of Value for Money is achieved. The purpose of such evaluation is to assess whether the offer is of an acceptable quality at a justifiable price. In order to ensure the quality of the offer, it should be evaluated as substantially compliant/non-compliant, and the offer would only be accepted if considered substantially compliant.

      It is mandatory to issue Purchase Order once the offer provided by the Supplier is accepted by the Business Unit. Business Units shall make sure that the requested goods/services are delivered/provided as per the governing provisions stated in the Purchase Order. Payment to the Supplier shall also be made as per the agreed payment conditions.

      Business Units shall maintain adequate written procurement related records under a safe custody and files should be protected from loss or unauthorized access.

3. Scope

      This SOP applies to all Business Units situated within in different Institutions of the African Union. The Institutions, under this SOP, are classified as Category I and Category II Institutions as described under section 2 of the SOP.

      The SOP is applicable to Micro-Purchases through Direct Selection method of sourcing for a contract value of less than US$ 2,000.00, Category I and US$1,000.00, Category II Institutions. However, it is not applicable neither under Open Competition nor Limited Competition. This SOP is not also applicable under User Initiated Purchases (UIP) procurement process.

    The Sourcing procedures under this SOP covers:

- Preparation, approval and sending of solicitation document
- Receiving of offers/quotations from Suppliers
- Evaluation of quotations and preparation of Purchase Order
- Approval and contract award
- Request for advance amount/ imprest
- Delivery, acceptance and payment
- Settlement of Advance amount, and
- Procurement recordkeeping

      This SOP is not applicable for the procurement of the goods, works and/services listed hereunder:

i) Assets, such as Furniture and fixture, office, printing and IT equipment, computers etc.…
ii) Consultancy Services
iii) Travel tickets, Transportation of personal effects, and DSA
iv) Any form of gadgets or tablets including mobile phones

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v) All utility expenses such as electricity, water and fuel and Lubricants
vi) All communication fees, such as telephone expenses, postage, freight, fax and internet services
vii) Military Products and supplies
viii) Licenses and rights
ix) Business Units are not also allowed to form a framework contract under Direct Selection method

4. Definitions

Code of Ethics	A statement of the standards of practice and conduct to be followed by all Officers of the AU in procurement activities. Refer Chapter 2 of the AU Procurement Manual, Version 2.0.
Consultancy Services	A services that requires an intellectual and advisory intervention to meet the needs of the Business Units. Consultancy Service is not allowed under this SOP.
Direct Selection	Direct Selection or Direct Contracting refers to engaging a Supplier by Business Units to supply goods, works and/or services without a competitive processes.
Micro-Purchases	The process of acquisition of goods, works and/or services for a contract value of less than US$ 2,000.00, Category I Institutions and US$ 1,000.00, Category II Institutions
Offer/Quotation	A formal confirmation document issued by a Supplier for the provision of goods, works or services if selected and awarded within the price validity period.
Purchase Order	A written authorization document, which is issued to Suppliers, that contains accepted types of goods, works, and/or services with price and quantity, and that requires Suppliers to furnish goods, works and/services to a Business Unit.
Solicitation Document	A document through which Business Units request a preferred Suppliers to submit an offer/quotation. It contains the requirement of the Business Units with adequate information that enables the Supplier to submit an Offer/Quotation.

5. Responsibilities

      Business Unit should refer Chapter 2 of the African Union Procurement Manual and execute all the required procurement requests in line with the code of ethics stated under Section 2.4 of the Manual.

      Business Units and their Staff are responsible for effective management of their budgeted resources and therefore shall be fully accountable for all expenditures incurred through the use of Direct Selection Method.

      The actors and their roles and responsibilities under Micro-Purchases are listed below:

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Director or Delegated Authority or O.I.C	• Approve the request and the Solicitation Document • Review and approve Purchase Orders
Head of Division/Unit (Requesting Unit)	• Define requirements or Unit needs • Determine cost estimates • Request PTA to start the sourcing process through memo • Provide confirmation of fund availability • Undertake evaluation of quotation together with the PTA • Participate during negotiation with the Suppliers • Inspect the goods, works and/or services • Issue delivery confirmation, certificate of completion and/or service acceptance.
Procurement Team Assistant (PTA)	• Prepare Solicitation Document • Send Solicitation Document to selected Supplier • Receive Offer/Quotation from Supplier • Evaluate quotation in consultation with the requesting Unit • Assess the price, quantity and quality of the product, works and/or services to ensure the principle of Value for Money is achieved. • Negotiate price with the supplier at the presence of requesting unit • Prepare Purchase Order and submit it for approval • Send Purchase Order to the Supplier • Request PBFA for an advance amount / imprest • Manage and monitor the delivery and/or completion of goods, works and/or services • Pay cash to the Supplier up on delivery of the goods or acceptance of the services or completion of the work • Keep all procurement records chronologically and in a safe custody
Procurement, Travel and Store Division	• Provide technical assistance and guidance • Provide list of suppliers which are specialized in different business areas • Undertake Procurement Compliance Review at any time of the process
Program Budget Finance & Accounting	• Create an Imprest Account on the PTA's name • Release the advance amount to PTA • Review all the required documentation and retire expenditures

6. Specific Procedure

      The step by step Procurement Processes under the Direct Selection Method for contract values below USD 2,000 for Category I Institutions and USD 1,000 for Category II Institutions are listed below to guide each Business Unit to undertake an efficient and transparent procurement process.

      Procurement Team Assistant (PTA) of each Business Unit shall undertake a Direct Selection procurement process but confirmation of the Purchase Order shall only take place

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when they have a written approval from the appropriate delegated authority, who has the authority to award contract up to the allowed thresholds.

Step 1: **Requisition Memo and Preparation of Solicitation Document**

Requesting Unit should define its need and a requesting memo that includes a simplified and well defined requirements or needs shall be sent to the PTA. The simplified needs' specification/TOR can be obtained from previous purchases of same product or service or through searches on the internet.

The Requesting Unit should also attach Fund Availability, which is singed by the concerned authority, to the Requisition Memo. Please see the attached sample Requesting Memo and Fund Availability.

The PTA shall prepare the Solicitation Document promptly after obtaining the Requisition Memo and Fund Availability confirmation from the Requesting Unit. The Solicitation document shall indicate name and address of the Supplier. The attached solicitation document shall be used while requesting for quotations from the selected Supplier. Procurement Unit of each Institution shall provide list of Suppliers per different category to all Business Units.

Step 2: **Approval**

The PTA shall present the Solicitation Document together with the Requisition Memo and Fund Availability Confirmation to the appropriate authority, i.e. Director or Delegated Authority or O.I.C. The documentation should be approved by the Director or Delegated Authority or O.I.C. prior to initiating the contacting the proposed Supplier.

Step 3: **Send Solicitation Document and Receipts of Quotation from a Supplier**

The PTA should request for quotation from the Supplier by sending an official email, only for services which are not covered under framework contract. The Business Unit shall invite a qualified and capable Supplier who is in a position to deliver the expected results effectively and efficiently.

It is not a mandatory to receive a sealed offer from the Supplier. However, the Supplier may wish to send his/her quotation either by email or deliver by hand to the PTA.

Timescales for the quoting process or minimum or maximum solicitation period is not applicable under this selection method. PTA may provide adequate timescale to Suppliers to submit their quotation taking into consideration the nature and availability of the product or services.

The offer from the Supplier must nevertheless be submitted in writing, based upon information provided.

Step 4: **Evaluation of Quotations and Prepare Purchase Order**

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The PTA has to evaluate the offer, in consultation with the Resources Person from the Requesting Unit, in accordance with the established criteria for evaluation, i.e. in the same manner as a competitive selection process, to make ensure the principle of Value for Money is achieved.

The purpose of such evaluation is to assess whether the offer is of an acceptable quality at a justifiable price. PTA shall verify if the price being charged by the Supplier is compatible with the cost estimate and with the cost prevailing in the market of a similar nature. In order to ensure the quality of the offer, it should be evaluated as substantially compliant/non-compliant, and the offer would only be accepted if considered substantially compliant.

Under exceptional circumstances, such as the price of the goods, works or services found to be higher than the market price, negotiations should be undertaken in the presence of at least one staff from the Requesting Unit prior to award in order to ensure best value for money.

Business Units needs to make every effort to justify the selection and ensure the reasonableness of price by attempting to obtain the most favorable terms and conditions for every aspect of the supplier's offer.

Business Units, in consultation with Procurement Units, which are responsible for procurement within the institution, should undertake proper costing studies, market research, and verification of references prior to such negotiations. The negotiation result should be recorded and attached with the assessment sheet for review and approval.

The Business Units shall ensure that documentation is kept on file justifying the selection of a Supplier (e.g. written offers or a note to the file summarizing the process undertaken including a justification for selection of supplier and the reasonableness of costs. The note to the file must be signed by the PTA handling the case and approved by the Director or Delegated Authority or O.I.C of the Business Unit together with the Purchase Order. Please see attached the sample assessment sheet.

The PTA shall prepare a PO using the sample PO attached herewith. Description of the items, quality, price of the items, which are awarded to supplier, shall be indicated in the PO and shall be sent to the supplier for his/her acceptance after obtaining approval as indicated under Step 5.

Step 5: Approval and Award of Contract

The PO shall be presented to the Director or Delegated Authority or O.I.C for review, approval and signature. The PTA shall obtain an approval from the concerned authority, mentioned under Step 2, on the recommendation for contract award and prior to confirming the order. All the relevant documentations justifying the selection of a Supplier shall be presented to the authority together with the PO for his/her review, approval and signature.

Notification of the award through official PO will constitute the formation of the contract. This Notification may be sent through AU Official email, inviting the supplier to deliver the goods or works and/or services in accordance with the conditions stated in the Solicitation Document.

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Step 6: Request for Advance Amount/ Imprest

The Business Unit shall send copy of the Purchase Order and relevant documentations to Finance and request for an Advance Amount on the name of the PTA for the purchase of goods/works/services. A sample request memo is attached herewith. Finance will create an imprest account on the PTA's name and release the advance amount to the PTA. The PTA shall collect the advance amount and pay to the Supplier once the goods are delivered or the services are completed or the work is completed and accepted.

Step 7: Delivery, Acceptance and Payment

Management of contracts should certainly be governed by the provisions stated in the Purchase Order.

When the goods are delivered by the supplier inspection should be conducted against the agreed specifications and requirements and the Head of Division/Unit shall issue delivery confirmation, certificate of completion and/or service acceptance.

Payment can be paid upon delivery of the goods or acceptance of the services or completion of the work.

Step 8: Advance Settlement

The PTA shall provide all the required documentations to Finance to settle the advance. Copy of Purchase Order, Invoice, Good Receiving Notes, Service Confirmation and advance settlement memo shall be submitted to Finance for its review and consideration.

If PTA has three unsettled/outstanding advance on his/her name, he/she cannot make a new request. All advances should be settled within one week after the delivery of the goods or acceptance of the services or completion of the work.

Record-keeping:

All Procurement Records which are related to the Direct Selection method shall be kept within the Business Unit for each Procurement Transactions. Business Unit shall maintain adequate written records of all procurement and contract documents. Files should be protected from loss and unauthorized access.

The following procurement documents should be kept in the Procurement Box file in a chronological manner both in hard copy and softcopy.

i) Requisition Memo
ii) Solicitation Document
iii) Approval by the appropriate authority
iv) Quotation received from the supplier
v) Assessment of quotation, including negotiation note, if necessary
vi) Approval on the assessment
vii) Purchase Order, signed
viii) Request for the Advance Payment
ix) Acceptance and Confirmation delivery memo

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x) Goods Receiving Notes
xi) Supplier Invoice
xii) Advance Settlement Request
xiii) Advance Settlement Confirmation
xiv) Any other relevant documents or Communications

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Figure 1: Micro-Purchases Process Diagram

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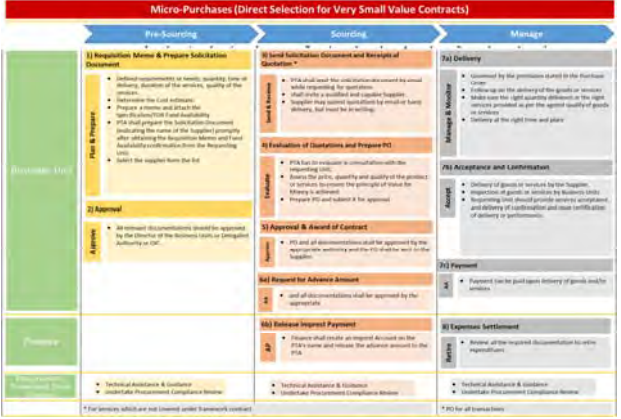
Figure 2: Summary of Procedures

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7. Forms/Templates to be used

The following forms/templates shall be used while executing Micro-Purchases by all Business Unit, (Annex I)

i) Requisition Memo
ii) Fund Availability
iii) Solicitation Document
iv) Assessment/Evaluation Sheet
v) Purchase Order
vi) Request for an Advance Amount
vii) Service Completion and Acceptance Memo
viii) Goods Receiving Notes
ix) Advance Settlement Request

8. References

The African Union Procurement Manual, Version 2.0.

Annex I: Standard Forms/Templets

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**MICRO-PURCHASES
INTEROFFICE MEMORANDUM**

To:	[Name] **Procurement Team Assistant**	**File No.**:	[Reference Number]
Through:		**Date**:	[Date]
From:	[Name] [Position]	**Tel. Ext.**:	[Extension number]

Subject: **Request for the Purchase of** *[Insert description of the item/service required]* **for the** *[Purpose of request]*

[The letter should contain the Background information and the required action from PTA].

The relevant document should be attached to this letter,
- *[Fund Availability,*
- *specification,*
- *Terms of Reference, or*
- *Statement of work]*

The request under this memo is in the approved Procurement Plan with Reference number *[Specify the Reference Number]*

[Or if this is not in the approved Procurement Plan indicate the reason why it is not in the approved Procurement Plan with adequate justification and request PTA to add it in the list.]

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REQUEST FOR DISBURSEMENT OF FUNDS

Reference

Date

Payee/Staff
(Vendor)

Purpose of Payment
(Cost Element)

Department Name
(Cost Center)

Activity
(Internal Order or GL Account)

Project/Program
(Fund Center)

Fund *(Member State or Name of Partner/Donor)*

Strategic Axis

Budget Balance (Certified By PBFA)　　　　　　DATE

Estimated Cost of the Activity

Signed(Prepared By)

Approved by:

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P. O. Box 3243, Addis Ababa, ETHIOPIA   Tel.: (251-11) 5517700   Fax: (251-11) 5517844
www.au.int, email:[inset email address]

MICRO-PURCHASE – SOLICITATION LETTER

Reference: _____

Date: _____

[Name and address of Supplier]

The *[Name of the Institution]* invites you to submit your quotation for the *[goods or Services]* described herein. Partial Quotations is not acceptable. Any resulting order shall be subject to the General Conditions of Contract for Purchase Orders (attached) except where modified by this Request for Quotations (RFQ).

1) Description of Goods: *[Write the clear description of the Goods: eg. 'Pen']*
2) *Supply of Goods/Services/Works* are to be *Confirmed/commence* by: *[x days from the date of Purchase Order].*
3) *Goods/Services/works* are to be *Delivered/completed* by: *[X days from the date of order].*
4) Your Quotations must be valid for *[x number of days]* from the date for receipt and offers should be made in *[Currency of the quotation].*
5) Currency of Quotation: *[USD…]*
6) Specification or Terms of Reference are attached herewith.
7) Please return your quotations by email no later than: *[eg.15:00 hours Addis Ababa time, on Monday, December 19, 2099].*
8) Award of contract will be made if your offer met the minimum requirement and found to be acceptable by *[Name of the Institution]* by the issue of a Purchase Order.
9) Payments will be made in accordance with any resulting order immediately after *[delivery of the goods]* or *[completion of the services]* or *[completion of the works]*   and receipt of an invoice supported by a *[certificate of satisfactory completion]* or *[Good Receiving Notes].*

Signed: …………………………….   Name………………………………….

Position: ………………………………..

For and on behalf of the Purchaser

Goods/Works

#	Description [Attach goods specification, Terms of Reference, BoQ]	Unit of Measure	Quantity	Unit Cost in US$
1	Notepad	Pcs	10	1.10
2	Pen	Pcs	10	1.50
3	Water	Pcs	10	1.40
4	….			
	Total Estimated Cost			40.00

Services

#	Description [Attach goods specification, Terms of Reference, BoQ]	Number of Participants /Users	Unit of Measure	Quantity	Unit Cost in US$
1	Conference package	5	Days	2	700.00
2	Car Hire	5	Days	2	380.00
3	….				
	Total Estimated Cost				1080.00

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MICRO-PURCHASE - EVALUATION OF QUOTATION

[Conference Package]

Description	Number of Participants /Users	Unit of Measure	Quantity	Unit Price In US$	Total Price In US$	Market Price*
Conference package	5	Days	2	60.00	600.00	62.00
Car Hire	5	Days	2	40.00	400.00	40.00
…						
…						
Total					1,000.00	

*Provide evidence of market price for the services in similar service providers

[Stationery and Water for Meeting]

Description	Unit of Measure	Quantity	Unit Price In US$	Total Price In US$	Market Price*
Notepad	Pcs	10	1.00	10.00	1.00
Pen	Pcs	10	1.00	10.00	1.50
Water	Pcs	10	1.50	15.00	1.50
…					
Total				45.00	

*Provide evidence of market price for similar goods available in the market.

Evaluation Criteria	Assessment by the Evaluation Team	Remark
The description of Specification/TOR (Quality)	[The Supplier met the minimum requirement as requested. The evaluation team is confirming that the quality of the product or services is as per the need of the requesting unit and the specification/TOR issued to the Supplier.]	[Accepted]
Quantity	[The Supplier has offered to supply the requested quantity. In addition, it has also confirmed to provide the conference package for the 5 days x 2 days meeting.]	[Accepted]
Price	[The price being charged by the Supplier is compatible with the cost estimate and with the cost prevailing in the market of a similar nature. The team has checked the price of X hotel and X shop for similar items.]	[Accepted]
Commercial Requirements	Price Validity is as per the requirement. Commencement date is as requested by X day, month, 2099 Delivery date is also as requested: before x day, month, 2099	Accepted

Quotation Analyzed by :

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[Name of PTA]   _____
[Name of Unit]

[Name of Staff from]   _____
[Requesting Unit]

Approved by

[Name of Director or Delegated Authority or O.I.C]   _____

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www.au.int, email:*[inset email address]*

PURCHASE ORDER

Reference No.: _____
Date: _____

[Name and address of Supplier]

Reference is made to your quotation dated *[Quotation date],* reference *[insert reference number]* is hereby accepted by the Purchaser and you are required to *[supply the goods]* or *[provide the services]* or *[undertake the works]* as noted below.

Commencement Date	Place of Delivery	Delivery/Completion Date

[For Services]

#	Description	Number of Participants /Users	Unit of Measure	Quantity	Unit Price In US$	Total Price In US$
1	Conference package	5	Days	2	60.00	600.00
2	Car Hire	5	Days	2	40.00	400.00
3	…					
.						

- Please submit your invoice in hardcopy.
- Payment will be made upon completion
- This order is subject to the African Union General Conditions of Contract for Purchase Order

Subtotal	1,000.00
VAT 15%	150.00
Total	1,500.00

[For Goods/Works]

#	Description	Unit of Measure	Quantity	Unit Price In US$	Total Price In US$
1	Notepad	Pcs	10	1.00	10.00
2	Pen	Pcs	10	1.00	10.00
3	Water	Pcs	10	1.50	15.00
.	…				

- Please submit your invoice in hardcopy.
- Payment will be made upon delivery/completion
- This order is subject to the African Union General Conditions of Contract for Purchase Order

Subtotal	35.00
VAT 15%	5.25
Total	40.25

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Authorized by: *[Name of Director or Delegated Authority or O.I.C]*   _____

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MICRO-PURCHASES – ADVANCE REQUEST MEMO

INTEROFFICE MEMORANDUM

To: *[Name]*
[Position] **PBFA**

File No.: *[Reference Number]*

Through:

Date: *[Date]*

From: *[Name]*
Procurement Team Assistant

Tel. Ext.: *[Extension number]*

Subject: **Request for an Advance Amount of** *[US$ 0,000.00]*

The *[Name of the Business Unit]* has finalized the Micro-Purchase process for the purchase of *[Description of Goods/Services/works]* and it has approved and issued the attached Purchase Order, Ref. No. *[Inset the PO number]* to *[Name of the company]* for a total contract amount of *[US$ 0,000.00]*.

Please find attached the following documents for your reference.

- *Requisition Memo*
- *Supplier Quotation*
- *Evaluation report*
- *Purchase Order*

Kindly provide an advance amount of *[US$0,000.00]* on my name for the purchase of the aforementioned item. The advance will be settled within one week of *[delivery of goods]* or *[completion of the services/works]*.

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MICRO-PURCHASES – SERVICE COMPLETION AND ACCEPTANCE

INTEROFFICE MEMORANDUM

To: *[Name]*
Procurement Team Assistant

File No.: *[Reference Number]*

Through:

Date: *[Date]*

From: *[Name]*
[Head of Unit/Division]

Tel. Ext.: *[Extension number]*

Subject: **Confirmation and Acceptance of** *[Service/Works]* **Completion**

The *[Name of the Requesting Unit]* would like to confirm that *[insert name of Supplier/Contractor]* has completed the *[services/works]* as per the Purchase Order No. *[Insert PO Number]*.

The *[services provided by the Supplier]* or *[work carried out by the Contractor]* is accepted by the Unit and we would kindly request you to pay the agreed amount as per the PO indicated above.

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MICRO-PURCHASES – GOODS RECEIVING NOTE

INTEROFFICE MEMORANDUM

To:	[Name] **Procurement Team Assistant**	**File No.**:	[Reference Number]
Through:		**Date**:	[Date]
From:	[Name] [Head of Unit/Division]	**Tel. Ext.**:	[Extension number]

Subject: _Confirmation of Goods Receiving_

The _[Name of the Requesting Unit]_ would like to confirm that _[insert name of Supplier/Contractor]_ has delivered the requested goods as per the Purchase Order No. _[Insert PO Number]_.

The below goods are delivered to and accepted by the Unit.

#	Description	Unit of Measure	Quantity
1	_Notepad_	_Pcs_	_10_
2	_Pen_	_Pcs_	_10_
3	_Water_	_Pcs_	_10_

The goods delivered by the Supplier is accepted by the Unit and we would kindly request you to pay the agreed amount as per the PO indicated above.

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MICRO-PURCHASES – SETTLEMENT OF ADVANCE
INTEROFFICE MEMORANDUM

To:	[Name] [Position] **PBFA**	**File No.**:	[Reference Number]
Through:		**Date**:	[Date]
From:	[Name] **Procurement Team Assistant**	**Tel. Ext.**:	[Extension number]

Subject: **Request for Settlement of Advance**

Reference is made to the advance request memo dated _[insert the date of the memo]_, Reference number _[insert memo reference number]_ regarding the purchase of _[Description of Goods/Services/works]_.

The Requesting Unit has confirmed that _[Name of the company]_ has _[delivered the goods]_ or _[Completed the services/works]_ as per the issued Purchase Order. Following the confirmation of _[delivery of goods]_ or _[completion of the services/works]_ I have paid a total amount of _[US$ 0,000.00]_.

This is kindly to request you to settle the advance amount opened on my name using the attached invoice.

Please find attached the following documents for your reference.
- _Purchase Order_
- _Requesting Unit Confirmation memo_
- _Supplier Invoices_

Kaizen Progess Report

Division and Theme: Eliminating last minute requests for conferences - DCPM.

Report Date: May 2016

Officers in charge	Nadjet Khellaf (Director), Mr. Sadat (IT system development), other officers
Background	All individual conferences of AUC are required to be approved by CP or DCP. However, many conference proposals are being submitted, in the last minute, to CP without any prior information given to DCMP, which is leading to a degradation of conferences' quality since the allocation of proper interpreters (which requires certain lead time) becomes difficult especially when DCMP receives departments' requests in the last minute. DCMP requested the Kaizen Unit to help the directorate examine the status of the last-minute submission of requests for conferences so that the directorate will be able to take a countermeasure.

[Baseline/Target/Result]

KPI 1: Share of the conferences held at less than 7 days' notice	Baseline	38%
	Target	Not defined
	Result	None
KPI 2: Share of the conferences held at less than 21 days' notice	Baseline	94%
	Target	Not defined
	Result	None

[Progress as of May 2016]

Based on the date collected by DCMP, the Kaizen Unit analyzed the lead time for conferences given from departments to DCMP and submitted the results to DCMP in May 2016. The data showed that only 6% of conferences that took place in 2015 respected 3 weeks' notice as well as those departments that most frequently requested conferences (with interpretation) in short notice. It was reported at DCP meetings that DCMP was developing a strategy for conference management in which a mechanism to encourage departments to submit requests in due time is proposed.

[Activity Record]

No.	Action	2016		
		March	April	May
1	Collect and compile the data on the lead time for conferences given from departments to CMPD	■■■		
2	Share the results of the analysis within CMPD			■

Lead Time given by Department for Conferences

Days of notice / Department	1	2	3	4	5	6	7	8	9	10	11	12	13	14-20	21 and over	Total number of conferences w/ interpretation	Less than 7 days notice	Less than 21 days notcie	21 days notcie
AHRD	17	22	9	4			2									54	96%	100%	
BCP	3	17			1	2										23	100%	100%	
BDCP		2			3										1	6	83%	83%	17%
CIDO										4				4		8	0%	100%	
DCI	1		2					2								5	60%	100%	
DEA				2	3	1	1		1	1						9	67%	100%	
DIE							1		1					14	2	18	0%	89%	11%
DMS																0			
DPA		1	2		2		3				1	2		7	1	19	26%	95%	5%
DREA			4				2		3		3			2	1	15	27%	93%	7%
DSA		3	3	1	1	1				1		1		0	4	15	60%	73%	27%
DTI	3	3	2		1		1							2	1	13	69%	92%	8%
HRST		3			1			1	2	1			1	6	1	16	25%	94%	6%
OIA					2		5			2				1	1	11	18%	91%	9%
OLC	3				3	1		1						1	2	11	64%	82%	18%
OSGC				7	6	6	15	11	6	9	13			8	1	82	23%	99%	1%
PBFA				3	3	5				3		4		15		33	33%	100%	
PSD	17					6		5	10	11	12	9	10	32	13	125	18%	90%	10%
SPPMERM		1					4		5					4		14	7%	100%	
WGDD			1							3	2			4	2	12	8%	83%	17%
Total	44	52	23	17	26	22	34	18	22	40	28	20	13	100	30	489	38%	94%	6%

Kaizen Progress Report

Division and Theme: Customs Unit, PTSD, Shorten the lead time to collect goods from the Customs Office.

Report Date: April 2016

Officers in charge	Walelgne
Background	Due to the long lead time in collecting imported goods from the Customs office, AUC is obliged to pay extra fees to the Customs. Moreover, there are cases where imported vaccines were damaged since the temperature inside the containers could not be kept at an appropriate level for long. The Protocol Department not only takes quite long time for processing documents but also repeatedly loses documents apparently due to the frequent rotation of officers.

[Baseline/Target/Result]

KPI: Number of days spent for collecting imported goods.	Baseline	15 days to 3 months
	Target	7 days
	Result	Not implemented

[Progress as of April 2016]

PTSD's officer in charge of customs clearance (the import permit needs to be attached to the declaration documents) needs to present the import permit issued by the Ethiopian Ministry of Foreign Affairs to the Customs. The data for four months from the end of November 2015 provided by the Customs Unit (see attached) showed that it took 15 days to 3 months (1 month on average) for AUC's Protocol Department to issue a note verbal for requesting the Ministry of Foreign Affairs to issue an import permit (this process at the ministry takes only 3 days).

On the other hand, it was decided that a document tracking mechanism (Service Desk Tool) be introduced to Protocol Unit in order to facilitate the proper handling of documents (this will be taken up as another Kaizen project).

[Activity record]

No.	Action	April/ 2016
1	Collect statistics on the lead time for collecting imported goods	████████████

Event:	Meeting with Walelgne from Procurement
Date & Time:	10:40-11:20, Tuesday, 30 March, 2016
Venue:	AFMD meeting room
Participants	Mr. Walelgne (Procurement Unit), Mr. Ben Achour, Mr. Mori, Ms. Yoshida
Contents	

- Procurement Unit requested the Kaizen Unit to assist the department in speeding up the customs clearance process which currently takes unduly long time. The Kaizen Unit conducted an interview to Mr. Walelgne (Procurement unit) regarding the current procedure of customs clearance.

- AUC imported 24 items from January 2016 to the end of March 2016. Taking one example of these items' customs clearing, the whole process took 19 days as follows.

   On 4th January, Procurement unit was informed that the Air way bill had arrived at the airport. Then Procurement officer went to the airport to pick it up. Following this, on the same day, Procurement unit requested Protocol, by sending a memo, to prepare and send a note verbal (request for duty free clearance) to MOFA.

   On 20th January, Procurement unit received from Protocol the import permit issued by MOFA.

   On 22nd January, Procurement unit received the item from the customs through the local clearing agent.

- Current procedure is presented below.

   Procurement requests Protocol by a memo to issue the note verbal for MOFA=> Protocol issues the note verbal and brings it to MOFA=> MOFA issues the import permit within maximum two working days=> Protocol receives the import permit from MOFA and brings it to Procurement=> Procurement requests the local clearing agent to prepare the declaration form=> Local clearing agent prepares the declaration form and gives it to Procurement=> Procurement requests Protocol to put a stamp on the declaration form=> Protocol puts a stamp on the declaration form=> Procurement submits the declaration form=> Customs gives the imported item=> Procurement

- "Import permit" is the letter issued by MOFA directed to the Customs, which permits the customs clearance. This letter is issued on the basis of an agreement between AUC and MOFA.

- Since the "Import permit" is rarely rejected, Procurement unit sends the two requests (request for Protocol to issue the note verbal / request for the local clearing agent to prepare the declaration form) simultaneously, in order to reduce the lead time.

- The problem is that it takes usually 15 days or even 3 months from the time when Procurement unit requests Protocol to issue the note verbal until the time when Procurement receives the import permit from MOFA through Protocol. According to the Procurement officer, not only the documents are not processed unless Procurement pushes Protocol officer, but also there is sometimes a reshuffling of the responsible persons in Protocol, which leads to a loss of some documents in Protocol.

(End)

Results of sampling for the lead time for customs clearance

No	Description	Date of request for import permit	Collection Date of Permit from protocol	Days spent	Air way Bill
1	File cover and folder	26-Nov-15	27-Feb-16	93	071-26043452
2	Diary	15-Dec-15	28-Feb-16	75	176-24506834
3	Toner	24-Dec-15	11-Jan-16	18	071-24475754
4	HP toner	29-Dec-15	08-Jan-16	10	1448670540
5	Trophy	14-Dec-15	08-Feb-16	56	3245535860
6	Computer Product	30-Dec-15			176-21274665
7	Promotional materials	31-Dec-15	28-Jan-16	28	176-23445122
8	Computer Product	04-Jan-16			071-2558175
9	Vaccine	05-Jan-16	21-Jan-16	16	2019871630
10	Promotional materials	14-Jan-16	19-Jan-16	5	176-23943625
11	Lenovo product	22-Jan-16			071-25202284
12	Heavy duty copier	22-Jan-16	08-Feb-16	17	071-23137100
13	Hook & loop	26-Jan-16			071-26107653
14	Computer Product	26-Jan-16	16-Feb-16	21	176-23695770
15	Printing booklet	28-Jan-16			071-25561675
16	Intec CP2020 tonner	04-Feb-16			163967
17	Cisco	12-Feb-16	11-Mar-16	28	176-24484213
18	Computer Product	15-Feb-16	18-Feb-16	3	071-26342540
19	Computer Product	24-Feb-16			1697118021
20	HP rack	25-Feb-16			Kality
21	Printer tonner	25-Feb-16	18-Mar-16	22	176-24983092
22	Shelf	25-Feb-16	12-Mar-16	16	CBSCB16000020
23	HP printers and toners	04-Mar-16	01-Apr-16	28	020-45759884
24	HP printers and toners	04-Mar-16	01-Apr-16	28	176-24904040
25	Lab. Spare parts	30-Mar-16			4293916476
			average	29	

Annex 7   Kaizen Training Materials

KAIZEN

Training Contents

1. History of KAIZEN
2. KAIZEN method(1) : QC story, etc.
3. KAIZEN method(2) : 7 QC tools, etc.
4. Group discussion

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1. History of KAIZEN

1-1. Origin of KAIZEN(1)

・After WWⅡ, Japan introduced quality control methodologies developed in USA.

・At that time, Japanese products were called "cheap and nasty".

・Dr. Deming and Dr. Juran provided quality control training in Japan in the 1950s.

・Many companies, mainly in the manufacturing industry, started to introduce Quality Control(QC).

・They started implementing QC education and QC study meetings at the workplace level.

1-2. Origin of KAIZEN(2)

・Jul/1961: A panel discussion was organized by a "Quality Control" magazine inviting first line supervisors. There were some opinions like,
  ✓ We want to study quality control.
  ✓ We need a text like a QC magazine.
  ✓ We want to have opportunities to publish our ideas or activities.
・Apr/1962 : A magazine entitled "Quality Control for the foreman" was published, lead by Dr. Ishikawa.
・Through this magazine, Dr. Ishikawa encouraged companies to form Quality Control Circle(QCC) to implement QC.

1-3. Number of presentations submitted to QCC conferences(1962-1970)
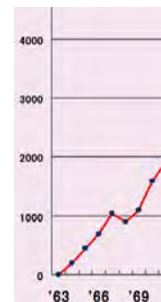
・The number of presentations in the QCC conference increased sharply from the beginning to 1970.
(no data about the number of QCC.)

・Many companies and people were motivated to learn QC and to produce good products.

・Many companies wanted to follow the successful companies by doing the same way.

1-4. Number of presentations submitted to QCC conferences(1970-1980)
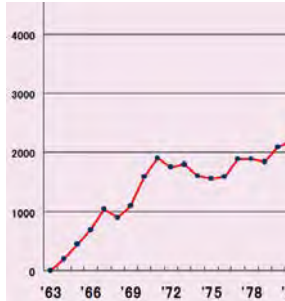
・The number was stable from the 70s to 80s because of low economic growth caused by two oil crises.

1-5. Number of presentations submitted to QCC conferences(1980-1991)
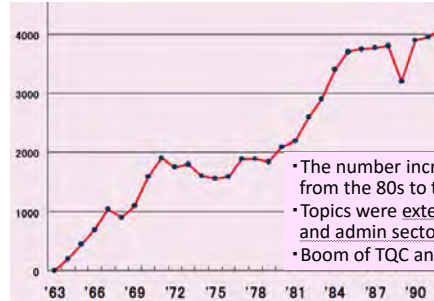
・The number increased sharply from the 80s to the 90s.
・Topics were extended to service and admin sectors.
・Boom of TQC and Deming prize.

1-6. Number of presentations submitted to QCC conferences(1991-)
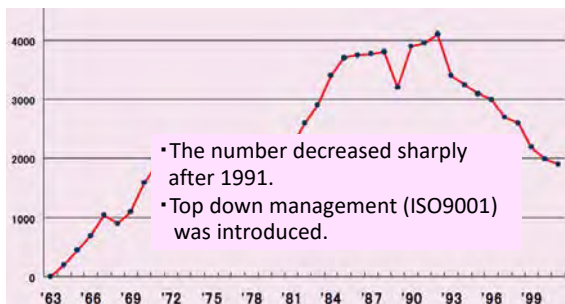
・The number decreased sharply after 1991.
・Top down management (ISO9001) was introduced.

1-7. What is QCC?

・QCC is a small group consisting of first-line employees who continually control and improve the quality of their work, products, and services.

・These small groups,
- operate autonomously.
- utilize quality control concepts and technics and other improvement tools to tap members' creativity, and promote self-and mutual-development.

1-8. Paradigm shift of QC

	QC (up to 1980s)	TQC/TQM
Target	Products	Products, services
Management	Bottom-up Autonomous	Top-down
Optimization	Partial	Total
Driver	QCC	Cross Functional Team(CFT)

=>QC modality has been changed by the demands of the time.

1-9. Expansion of QCC

・QCC was started to learn QC methodologies in the manufacturing industry in 1962.
・After the 1970s, QCC was introduced in the service industry and administration dep.
・Around this period, some governmental offices started to introduce QCC.
・QCC was expanded to foreign countries. First International Convention on Quality Control Circles(ICQCC) was held at Seoul in 1976.

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1-10. Purpose of KAIZEN

(1) To learn QC methodologies to improve their products or services.

1-10. Purpose of KAIZEN

(1) To learn QC methodologies to improve their products or services.
=> Better products and services generate **more profit**.

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(1) To learn QC methodologies to improve their products or services.
=> Better products and services generate **more profit**.
(2) Reveal human capabilities.

1-10. Purpose of KAIZEN

(1) To learn QC methodologies to improve their products or services.
=> Better products and services generate **more profit**.
(2) Reveal human capabilities.
=> Employees with higher capabilities can produce better products and provide better services.

1-10. Purpose of KAIZEN

(1) To learn QC methodologies to improve their products or services.
=> Better products and services generate **more profit**.
(2) Reveal human capabilities.
=> Employees with higher capabilities can produce better products and provide better services.
=> Better products and services generate **more profit**.

1-10. Purpose of KAIZEN

(1) To learn QC methodologies to improve their products or services.
=> Better products and services generate
(2)
These outcomes are effective for "profit-making organizations".
=> Employees with higher capabilities can produce better products and provide better services.
=> Better products and services generate **more profit**.

1-11. Purpose of KAIZEN

Why do you implement KAIZEN in AUC?

2. KAIZEN method(1) : QC story

2-1. KAIZEN methods

・There are many methods to facilitate KAIZEN implementation.

(1) PDCA
(2) QC story
(3) Standardization
(4) Brainstorming
(5) 3MU elimination
(6) QC seven tools
(7) 5 whys

2-2. PDCA

PDCA is a scientific approach to achieve goals that involves planning, performing, checking up results against goals, taking measures, and reflecting outcomes to future plans.

(1) Plan : Set goals, and decide how to achieve them.
(2) Do : Perform the plan as defined.
(3) Check : Examine, evaluate and confirm the result.
(4) Act : Take measures as dictated by the results.

2-3. QC story

KAIZEN is implementing using "QC story". QC story has following steps.

(1) Theme selection
(2) Grasping Status and Cause Analysis
(3) Goal Setting and Establishment of an Activity Plan
(4) Examination of Countermeasures and their Implementation
(5) Assessment of Effectiveness
(6) Standardization and Permanent Fix

2-3. QC story

KAIZEN is implementing using "QC story". QC story has following steps.

(1) Theme selection
(2) Grasping Status and Cause Analysis
(3) Goal Setting and Establishment of an Activity Plan — P
(4) Examination of Countermeasures and their Implementation — D
(5) Assessment of Effectiveness — C
(6) Standardization and Permanent Fix — A

2-4. QC story (Theme selection)

(1) Theme selection

At the first stage, project members list up problems in the workplace and select a theme among them.
—Members ask themselves, "What problems do we have and how do we solve them?"

Brainstorming is used to gather various ideas from project members.
In identifying the problems, the concept of 3MU elimination is useful.
(to be explained from Page 2-13)

2-5. QC story (Grasping Status and Cause analysis)

(2)-1 Grasping Status

After a theme is selected, project members try to understand the structure and details of the problem.

The main objective of this step is to gather information and grasp the status of the problem so that members can establish a detailed set of goals.

To grasp the status, Pareto diagram, Check sheet, Histogram, Scatter diagram can be used. (to be explained from Page 3-2)

2-5. QC story (Grasping Status and Cause analysis)

(2)-2 Cause Analysis

The main objective of this stage is to determine what measures can be taken for the selected problem.

After a theme is selected, the causes and effects of the problem need to be identified.

Members consider all possible causes of the problem and see if there are any relations among them.

2-5. QC story (Grasping Status and Cause analysis)

(2)-2 Cause Analysis

Then members use data to verify the causes, narrow down the root causes, and finally select the most critical cause. They then list up all possible solutions that eliminate the most critical cause, select the best solution, and establish a detailed plan on how to implement it.

In identifying root causes, 5 whys is useful. A cause and effect diagram is used to understand the structure of the problem.

2-6. QC story (Goal Setting and an Activity Plan)

(3) Goal Setting and an Activity Plan

Based on the data acquired in the second stage, the members set a goal of the activities. To achieve the goal, members establish an activity plan, according to the 5W1H concept.

Members decide the issues to be tackled (what), the reason for tackling them (why), the time schedule of the activities (when), and the place and resource allocation (where, and who and how)

2-7. Sample of an Activity plan

2-8. QC story (Countermeasures and implementation)

(4) Examination of Countermeasures and their implementation

After causes are identified, countermeasures are examined and selected. This stage aims both to specify the root causes and to establish the most effective measures to prevent the reoccurrence of the problems.

Members then implement countermeasures in daily operations, according to the plan, and monitor the results.

2-9. QC story (Effectiveness)

(5) Assessment of Effectiveness

Then an assessment is carried out to see whether the initial objectives have been met.

The members identifies the results, verifies them using data, and compares them with the initial goal.

If the results have not met the goal, then the members needs to return to previous stages and reexamine the processes.

2-10. QC story (Standardization)

(6) Standardization and Permanent Fix

Finally after effective methods are identified, they are standardized and incorporated into daily operations.

Based on the standardization, members train the people concerned.

The last step in this stage is for the members to determine the next problem to tackle.

2-11. QC story (Standardization)

You operate your job according to Standard Operating Procedures(SOPs). SOPs should be straightforward.

・The most important rule about "standardization" is to follow the SOPs.

・If an SOP does not fit the current situation, the SOP must be revised.

・The actual operation's conformity to the SOP must be checked periodically (audit).

・SOPs must be reviewed periodically.

2-4. QC story (Theme selection)

(1) Theme selection

At the first stage, project members list up problems in the workplace and select a theme among them.
—Members ask themselves,
"What problems do we have and how do we solve them?"

Brainstorming is used to gather various ideas from project members.
In identifying the problems, the concept of 3MU elimination is useful.
 (to be explained from Page 2-13)

2-12. Brainstorming (1)

Brainstorming is a method of helping a group of people generate a lot of ideas in a short period of time.

Group thinking usually produces more ideas than individual thinking.

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2-13. Brainstorming(2)

Brainstorming is used :

✓ to identify problems in the workplace,
✓ (to find causes of a problem)*,
✓ (to search for a solution to address a specific cause of a problem)*,
✓ to choose a name for the Circle,
✓ to figure out how to present the project to the management

* There is also an opinion that brainstorming is not appropriate to be used for fact-based analysis like cause finding.

2-4. QC story (Theme selection)

(1) Theme selection

At the first stage, project members list up problems in the workplace and select a theme among them.
—Members ask themselves,
"What problems do we have and how do we solve them?"

Brainstorming is used to gather various ideas from project members.
In identifying the problems, the concept of 3MU elimination is useful.
(to be explained from Page 2-13)

2-14. 3MU elimination

3MU stands for three elements
✓ Muda (wastefulness)
✓ Mura (dispersion)
✓ Muri (excessiveness)
These should be eliminated to raise efficiency in the workplace.

2-15. 3MU elimination(Muda)

✓ Muda (wastefulness)

There are various types of Muda. TOYOTA defined 7 Mudas in the workplace.

(1) Over production
(2) Waiting
(3) Transportation
(4) Processing
(5) Inventory
(6) Motion
(7) Defects

2-16. Brainstorming exercise

Exercise

Start brainstorming about,

"Where do you find MUDAs in AUC?"

1) Brainstorming: 30 min
   (At first, decide a facilitator and a note taker.)
2) Summarize ideas : 30 min
3) Presentation : 10 min/group

2-17. Rules of Brainstorming

1. Establish a relaxed atmosphere.
2. Ensure participation of all members.
3. Gather a large number of ideas.
   ・Do not criticize others ideas.
   ・Welcome common and unique ideas.
   ・Combine ideas.
   ・Record all ideas.

2-18. 3MU elimination(Mura)

✓ Mura (dispersion)

Uneven, lack of uniformity (even if results conform to the specifications, they may not be uniform or predictable. Mura refers to a lack of control.)

[Example]
The procurement department receives from 0 to 50 purchase orders a day. This kind of fluctuation is called Mura.

2-19. 3MU elimination(Muri)

✓ Muri (excessiveness)

Overburden.
(The original Japanese word has further connotations such as "impossible.)

[Example]
The procurement department received an urgent purchase order. The lead time is normally 1 week, but this order requested 2 days. To accommodate the request, a lot of inefficiency happens.

2-20. 3MU elimination

3MU stands for three elements

✓ Muda (wastefulness)

✓ Mura (dispersion)

✓ Muri (excessiveness)

Those should be eliminated to raise efficiency in the workplace.

Project members have to understand 3MU concepts and eliminate 3MU to improve quality and productivity.

3. KAIZEN method(2) : 7 QC tools

2-5. QC story (Grasping Status and Cause analysis)

(2)-1 Grasping Status

After a theme is selected, project members try to understand the structure and details of the problem.

The main objective of this step is to gather information and grasp the status of the problem so that members can establish a detailed set of goals.

To grasp the status, Pareto diagram, Check sheet, Histogram, Scatter diagram can be used. (to be explained from Page 3-2)

3-1. 7 QC tools (1)

As explained in the previous slides, you must have understood "knowing facts correctly from data" is very important when carrying out your work.

Only obtaining data is not sufficient to make correct judgement.

For this purpose, 7 QC tools are used.

3-2. 7 QC tools (2)

7 QC tools are,

(1) Check sheet
(2) Pareto diagram
(3) Histogram
(4) Scatter diagram
(5) Cause and effect diagram
(6) Line graph / Control chart
(7) Stratification

3-3. 7 QC tools (Check sheet)

A check sheet can visually summarize the obtained data values such as the number of defects or faults in either a figure or table. It shows where the data particularly concentrates.

A check sheet can be understood at one view, which can help us prioritize categorized items to be addressed.

3-4. 7 QC tools (Check sheet)

[Example] Complaints from customers

	Feb /1	2	3	4	5	6	7	8	Total
Waiting time	//	///	/	//	/	///	/	//	15
Period of admission	/		//	/	/	/		//	8
Consultation	/	/		//		/		/	6
Visiting hours		/		//		/	/	/	6
medicine		/		/	//			/	5

3-5. 7 QC tools (Pareto diagram)

A Pareto diagram is used to prioritize the problems that should be addressed, which categorizes problems and enumerates them in accordance with their frequency.

From a Pareto diagram, we can find out what are the problems as well as the gravity of importance spread among the detected problems.

3-6. 7 QC tools (Pareto diagram)

[Example] Result of customer feedback
・Number of complaints in hospital

Opinion	number	%
Waiting time	33	36.7
Period of admission	17	18.9
Consultation after discharge	13	14.4
Visiting hours of family	10	11.1
Explanation for medicine	9	10.0
Response for nurse call	8	8.9
TOTAL	90	100.0

3-7. 7 QC tools (Pareto diagram)

[Example] Result of customer feedback

3-7. 7 QC tools (Pareto diagram)

[Example] Result of customer feedback

※Normally, 70～80% of items will be selected.

33 — Waiting time (37%)
17 — Admission (55%)
13 — Consultation (69%)
10 — Visiting hour (81%)
9 — Medicine (91%)
8 — Nurse call (100%)
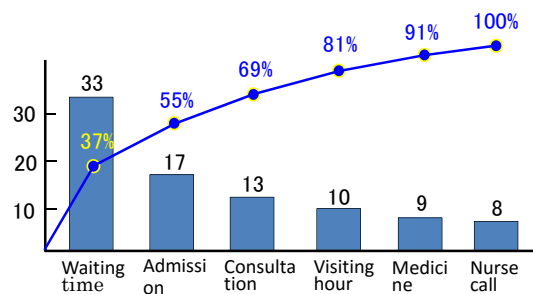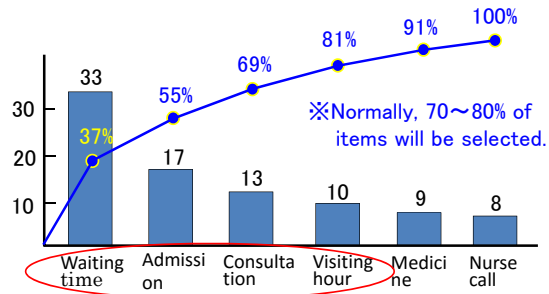
3-8. 7 QC tools (Pareto diagram)

[Exercise] Make a Pareto diagram for the following number of complaints.

Opinion	number
Waiting time	42
Period of admission	21
Consultation after discharge	14
Visiting hours of family	10
Explanation for medicine	5

3-9. 7 QC tools (Histogram)

A histogram is a simple figure representing the distribution of data values obtained by measurements such as length, weight, and time.

A histogram can graphically summarize a data set that is hard to understand from individual numbers. It can also display the distribution of values.

3-10. 7 QC tools (Histogram)

[Example] Normal distribution
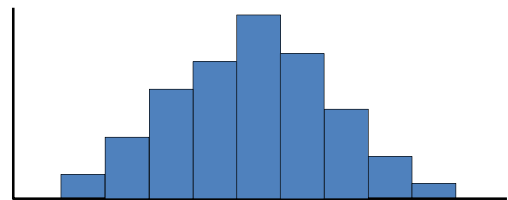
3-11. 7 QC tools (Histogram)

[Example] Use of copy paper in each section.

No. of sections

Use of paper
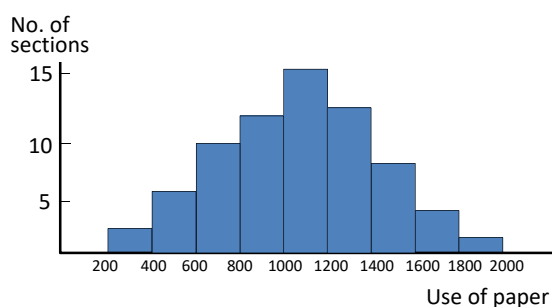
3-12. 7 QC tools (Scatter diagram)

A scatter diagram is a figure representing paired data in dots on a sheet of graph paper.

A scatter diagram can tell us relationships of paired data clearly. It is often used to see relationships between the characteristics and factors.

3-13. 7 QC tools (Scatter diagram)

[Example] Positive correlation
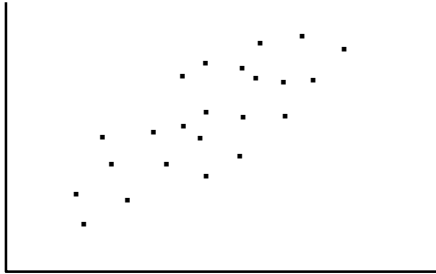
3-14. 7 QC tools (Scatter diagram)

[Example] Waiting time and Customer Satisfaction (CS) in a hospital
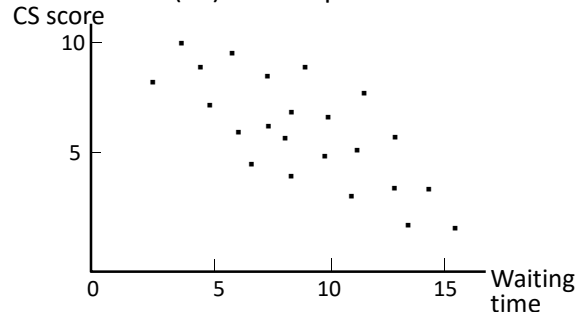
3-15. 7 QC tools (Cause & effect diagram)

A cause and effect diagram is a figure showing how the effect is affected by the cause on the view. From its shape, it is also called a fishbone diagram.

A cause and effect diagram is useful for finding out problems and solutions because it can summarize on a sheet of paper different ideas of many people.

3-16. 7 QC tools (Cause & effect diagram)

[Example] Long queue of visitors at the Gate
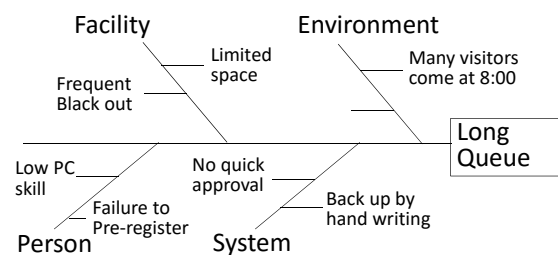
3-17. Cause and effect diagram exercise

Exercise

Make a cause and effect diagram about

"Many projects in AUC are suspended without being completed."

1) Group Discussion : 20 min
2) Preparation : 10 min
3) Presentation : 10 min/group

3-18. 7 QC tools (Cause & effect diagram)

[Exercise] QCC activities in AUC
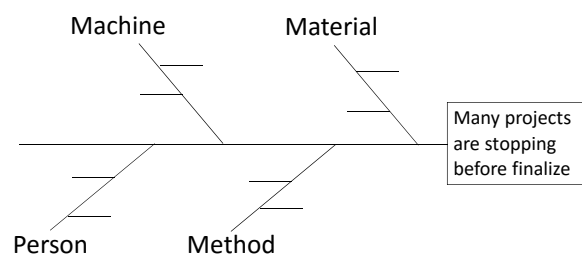
3-19. 7 QC tools (Line graph)

A line graph is a figure describing the movement of data in dots connected with lines.

When a center line and control limits are drawn in a line graph to determine if the dots on the graph are abnormal, the graph is called a Control chart.

A line graph is convenient for detecting temporal variations of data over a certain period of time.

3-20. 7 QC tools (Line graph)

[Example] Temperature of a server room
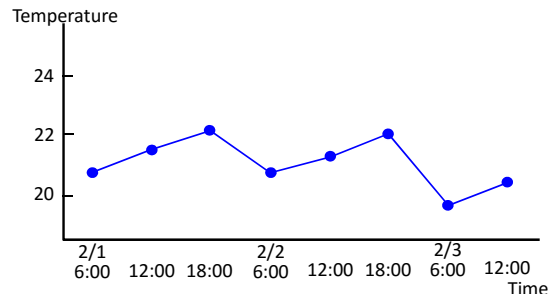
3-21. 7 QC tools (Control chart)

[Example] Temperature of a server room

Condition : 22±2℃
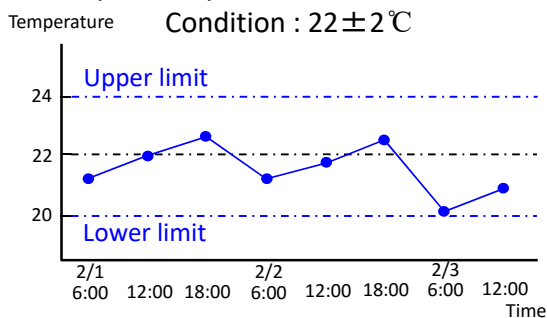
3-22. 7 QC tools (Stratification)

The objective of stratification is to grasp a problem or to analyze its causes by looking at possible and understandable factors or items.

Collected data of a single population is divided—by time, workforce, machinery, working methods, and so on—into a number of layers to find some latent characteristics among the data.

3-23. 7 QC tools (Stratification)

[Example] Use of copy paper

All sections

Administration   Line
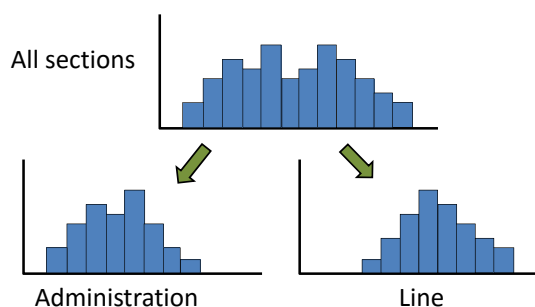
3-1. 7 QC tools (2)

7 QC tools are,

(1) Check sheet
(2) Pareto diagram
(3) Histogram
(4) Scatter diagram
(5) Cause and effect diagram
(6) Line graph / Control chart
(7) Stratification

2-5. QC story (Grasping Status and Cause analysis)

(2)-2 Cause Analysis

Then members use data to verify the causes, narrow down the root causes, and finally select the most critical cause. They then list up all possible solutions that eliminate the most critical cause, select the best solution, and establish a detailed plan on how to implement it.

In identifying root causes, 5 whys is useful. A cause and effect diagram is used to understand the structure of the problem.

3-24. 5 whys

5-Why technique is widely used to analyze root causes in Japan's industrial sector. Here is the example 5-Why technique :

1. "Why are water dispensers in AUC not refilled?"
   =>There is no budget left for water dispensers.
2. "Why is no budget left for water dispensers?"
   => The budget for water dispensers was not sufficient in the first place.

3-25. 5 whys

3. "Why was a sufficient budget not allocated to water dispensers in the first place?"
   => The budget planners did not know the reality on the ground.
4. "Why the budget planner did not know the reality on the ground?"
   => There are no opportunities for budget planners to listen to staff 's opinions.
5. "Why did the budget planner not have the opportunities to hear staff opinions?"
   => Because there is not such a mechanism in AUC.

3-26. 5 whys

Exercise

Find root cause using 5 whys about

"Copy machines are often not functioning."

1) Group Discussion and preparation: 20 min
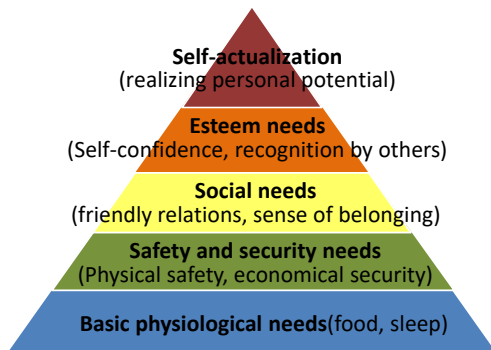2) Presentation : 10 min/group

2-1. KAIZEN methods

(1) QC story
(2) PDCA
(3) Standardization
(4) Brain storming
(5) 3MU elimination
(6) QC seven tools
(7) 5 whys

3-27(from 1-12). Purpose of KAIZEN

Why do you implement KAIZEN in AUC?

3-28. Maslow's hierarchy of needs

Self-actualization
(realizing personal potential)

Esteem needs
(Self-confidence, recognition by others)

Social needs
(friendly relations, sense of belonging)

Safety and security needs
(Physical safety, economical security)

Basic physiological needs(food, sleep)

3-29. Purpose of KAIZEN

Why do you implement KAIZEN in AUC?

Even in Japan, many employees are doing KAIZEN because their management ordered.

3-29. Purpose of KAIZEN

Why do you implement KAIZEN in AUC?

Even in Japan, many employees are doing KAIZEN because their management ordered.

Customer satisfaction should be our goal, which in turn will lead to realizing our "Esteem needs" and "Self-actualization".

Let's keep in mind that "the next processes are our customers".

4. Group discussion

Read Case and individual consideration	30min
Group discussion	60min
Presentation	10min/group
General discussion	10min/group

KAIZEN

References
・Textbook for QC Practices JUSE Press, Ltd.
・Handbook for TQM and QCC
　　　　　　　Inter American Development Bank

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Case：QC Circle activity

Case：
A city government located in a regional city is implementing a KAIZEN activity. The
city government has "Eliminating any MUDA on daily operation" as a policy.
You are working at the procurement section of the city government. The members of
the QC Circle that you belong to are exploring a theme for the next period. The theme
must be selected by the end of February, and the KAIZEN activity starts from March.

Figure 1 shows an excerpt of the organization chart of the city government.
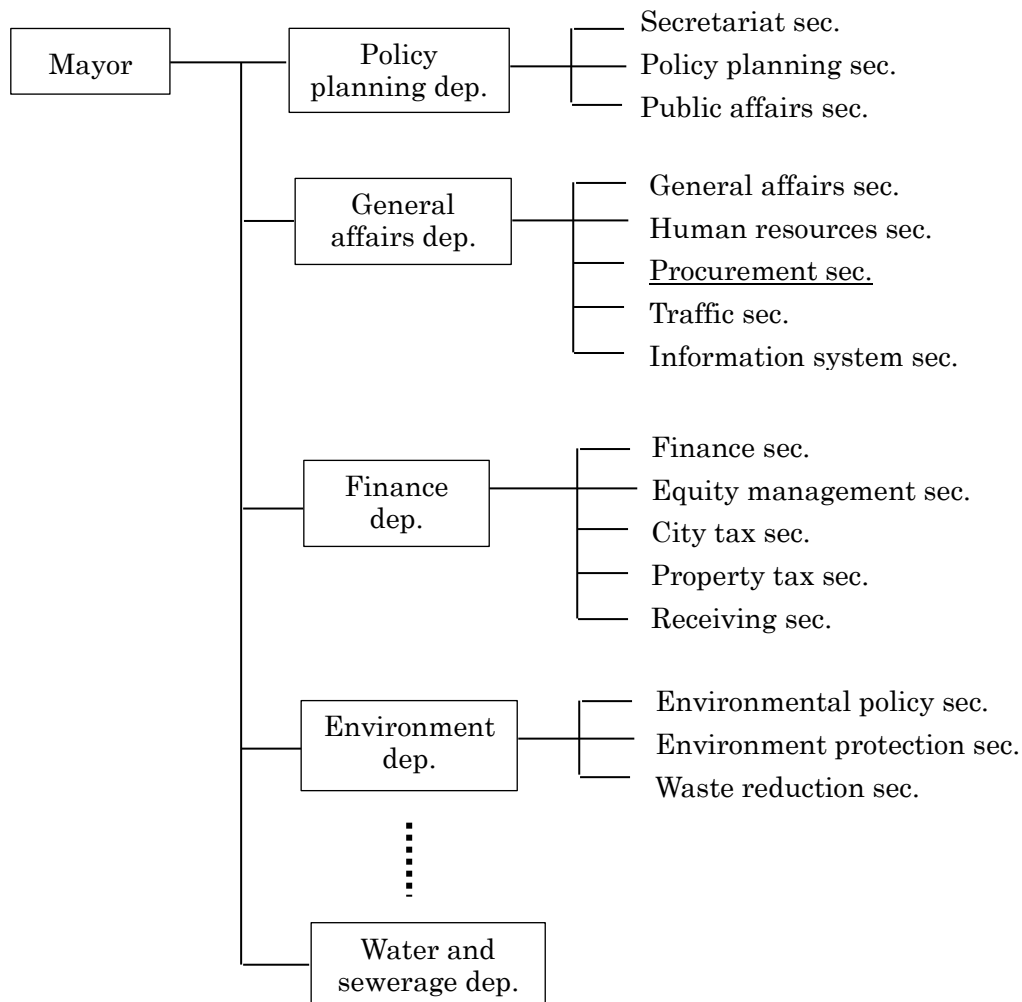The city government has 12 departments under the mayor. And there are 84 sections
in total.

Figure 1 Excerpt of the organization chart of the city government

<Schedule of budget planning>

The procurement section purchases all consumables used in all sections in the city government headquarters.

The budget for consumables is proposed by each department. After the yearly budget is fixed, departments allocate the budget to their sections.

The fiscal year starts from July and ends in June. Each department makes proposal for the next budget by the end of April, then the finance department finalizes the entire budget by the end of June.

The schedule of budgeting is shown in Figure 2.

Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.
Making proposal (each dep.)→							
			Finalize (finance dep.)→				
					☆Fix		
					→ Start using new budget		

Figure 2 schedule of budgeting

<Operation of the procurement section>

Purchase orders are prepared by responsible persons in each section. After getting approval from the budget controller and manager of the section, the orders are brought to the procurement section. Giving out the orders and making contracts with suppliers are solely done by the procurement section.

82 sections in the city government are generating orders for consumables every day. The number of orders per day is normally 5 to 10, but at the end of the fiscal year there are more than 30 orders a day.   Three staffs in the procurement section handle these consumable orders.

Copy paper represents the largest number of orders among the orders of consumables. The order unit of copy paper is 2,000 sheets. 500 sheets of paper are packed, and 4 packs are put in one box; namely, a box contains 2,000 sheets of paper.

The frequency of orders varies between sections. Most sections order one 2,000 sheet box every month or every two months. This means that there are about 60 orders only for copy paper in one month, in other words, about 3 orders a day, assuming that 82 sections make an order of copy paper once a month or once in two

months.

The lead time for delivery from the supplier is 5 days. When the procurement section receives an urgent purchase request for copy paper, which sometimes occurs, the procurement section staff gives priority to such an order. This kind of an urgent request comes about once a month.

To identify the theme for a QC Circle activity, you examined the inventory of copy paper in all sections in the city government. You found at a maximum 2 boxes (4,000 sheets) and at a minimum 1 pack (500 sheets) of paper kept in each section. You roughly estimated the average of paper inventory at 2,000 sheets in a section.

You want to improve the process of ordering consumables, specially the ordering of copy paper. And you want to propose your idea as the theme of the next QC Circle activity.

INSTRUCTION
Now you have a theme for your QCC.
The theme is "Simplify the process of ordering of copy paper."
(1) Grasp the current situation.
(2) Discuss in small groups how to simplify the process of ordering of copy paper, and propose a countermeasure.
(3) Set the goals using KPIs.
(4) Make an activity plan to implement the countermeasure.

Annex 8   5S and 3 Mu Elimination Training Materials

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KAIZEN Activities
3 Mu Elimination and 5S

Store Management

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African Union Commission

JICA/IMG Inc

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Today's Training's Goals

1. To understand 3 Mu elimination
2. To review your workplace and workflow to identify Muda (waste)
3. To understand 5S and its tools
4. To get ready to make an action plan for implementing Muda elimination and 5S activities

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Contents

1. What is 3 Mu elimination
2. What is 5S
3. How to implement Muda elimination and 5S activities

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1-1. What is 3Mu elimination?

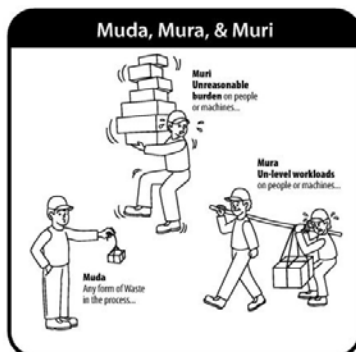3Mu is the concept to identify the areas to be improved.

3Mu stands for three elements

✓ Muda (wastefulness)
✓ Muri (excessiveness)
✓ Mura (dispersion)

These should be eliminated to raise efficiency in the workplace and to create better work environment for staff.
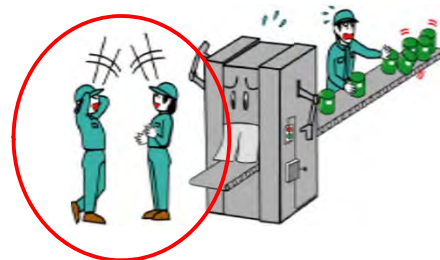
4

1-2. What is 3Mu elimination?

Source: University of St Andrews Lean Team

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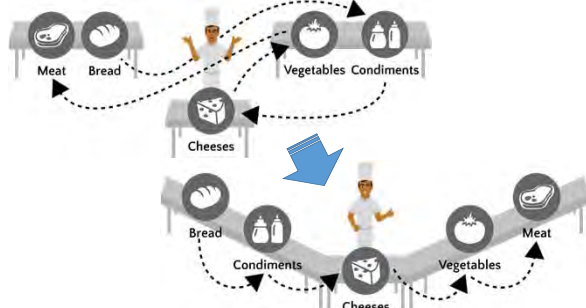## 1-3. Muda (wastefulness) Examples

✓ Muda in Waiting

They cannot work because the former process has not yet been finished.

Source: JICA Ethiopia Kaizen Manual for Promoters of Kaizen

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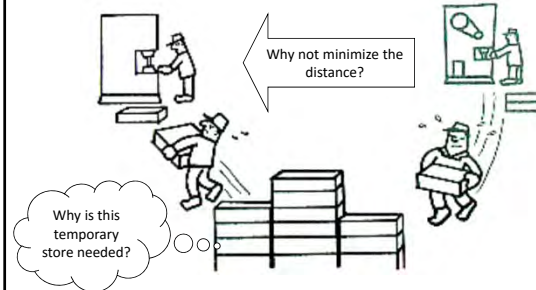Implementation in the African Union
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1-4. Muda (wastefulness) Examples

✓ Muda in Motion

Source：https://goleansixsigma.com/8-wastes/

1-5. Muda (wastefulness) Examples

✓ Muda in Transportation

Why not minimize the distance?

Why is this temporary store needed?

Source: http://www2a.biglobe.ne.jp/~qpon/toyota/kanban/text/noritu3.htm

1-6. Example of 3MU elimination

✓ 7 Minute-Miracle (video)

Cleaned 100 seats per staff in a bullet train in 7 minutes.

<Question>
How do they eliminate Muda in their work?

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1-7. How do you eliminate Muda?

✓ Tool: Time and Motion Study

- Break down your work process by motion
- Record how long it takes to do each motion
- Identify unnecessary time or motion
- Set standard time and process
- Example: AUC reception at the main gate

Main Motion	Sample	A	B	C	D	E	F	Average	Observations
1 Officer-A checks the guest's name and the person to see. Officer-A asks for and receive the ID.	Motion Time	00:05	00:10	00:05	00:05	00:05	00:05	00:06	
	Cumulative	00:05	00:10	00:05	00:05	00:05	00:05		
2 Officer-B finds the name in the hand-written list. Check emails on PC if the name is not found on the list	Motion Time	00:10	08:28	00:52	00:13	00:15	04:25	02:24	B and F: Visitors were not pre-registered and Officer-B waited for the email or made a call to the office that was going to receive the visitor. C: The first/middle/surname were mixed up.
	Cumulative	00:15	08:38	00:57	00:18	00:20	04:30		
3 Officer-A asks what office the guest wants to visit to give the visitors the right badge. Officer-B takes the badge from the wall and pass it to Officer-A and then to the guest.	Motion Time	00:05	00:03	00:05	00:45	00:03	00:03	00:11	D: The visitor was one of the service providers and Officers answer an inquiry from the visitor.
	Cumulative	00:20	08:41	01:02	01:03	00:23	04:33		
4 Officer-A checks the ID's validity and Officer-A writes down the badge number on the recording book	Motion Time	00:00	00:00	00:28	00:00	00:00	00:00	00:05	This motion was often done while Officer B checked the name in the hand-written list.
	Cumulative	00:20	08:41	01:30	01:03	00:23	04:33		
5 Officer-A asks the phone number and address	Motion Time	00:15	00:31	00:19	00:23	00:13	00:15	00:19	It takes on **average 35-40 seconds (standard time)** for the visitor to be registered if the reception is informed in advance (such as A and E).
	Cumulative	00:35	09:12	01:49	01:26	00:36	04:48		
6 Officer-A asks what time it is	Motion Time	00:01	00:01	00:01	00:01	00:01	00:01	00:01	These motions can be eliminated if there is a clock on the desk or on the wall.
	Cumulative	00:36	09:13	01:50	01:27	00:37	04:49		
7 Officer-B looks at the PC and announce the time	Motion Time	00:03	00:03	00:03	00:03	00:03	00:03	00:03	
	Cumulative	00:39	09:16	01:53	01:30	00:40	04:52		
8 Officer-A fills in the recording book	Motion Time	00:10	00:10	00:10	00:10	00:10	00:10	00:10	This motion was done after the visitor left the reception.
	Cumulative	00:49	09:26	02:03	01:40	00:50	05:02		
Total Time		**00:49**	**09:26**	**02:03**	**01:40**	**00:50**	**05:02**		

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2-1. Purposes of 5S

5S is one of the methodologies to eliminate Muda (waste).

1) 5S makes good environment.
(Clean, visible, easy access)

=> "Visible and easy access" enables efficient operation in offices.

2) 5S makes employees active and independent.

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2-2. What is 5S

Sort (Seiri)	Remove unused stuff from your workplace and reduce clutter.
Set in order (Seiton)	Organize everything needed in proper order for easy operation.
Shine (Seiso)	Maintain high standard of cleanliness.
Standardize (Seiketsu)	Make the above three S as part of your routine at every section in your place.
Sustain (Shituke)	Educate the personnel engaged and maintain disciplines.

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2-3. What is 5S (Sort)

(1) Sort

Remove unused stuff from your workplace and reduce clutter by using "**Red Tag**"

Before　　　　**After**

http://www.sanotekko.com/

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2-4. What is 5S (sort)

Tool : Red Tag

Step1: Attach a "Red Tag" (or any sign) on all the equipment and tools that are most likely not used.

Step2: When a person uses the equipment, remove the "Red Tag".

Step3: Take some period doing Step 2.

Step4: After some period, make a judgement to dispose/move away/repair/etc.

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2-5. What is 5S (Sort)

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2-6. What is 5S (Set in order)

(2) Set in order

Organize everything needed in proper order for easy operation.

You are to decide:
・What
・Where
・How many

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2-7. What is 5S (Set in order)

Tool : Address and Map

Step1: Put a number on every cabinet.
Step2: Decide what items should be put in each cabinet.
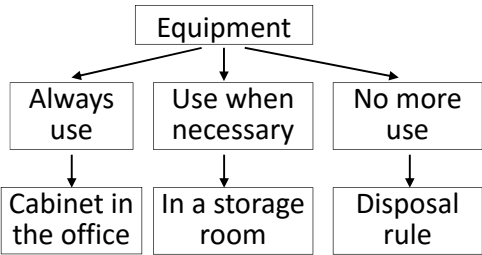Step3: Make a "Map" for finding anything easily.

Cabinets groups

1	3
2	4
A

1	3
2	4
B

1	3
2	4
C

Cabinet

1
2
3
4

Map

A-1-1 Vision
A-1-2 Resource
A-1-3 Design
A-1-4 Design
B-1-1 Measure
B-1-2 Measure

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2-8. What is 5S (Set in order)

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2-9. What is 5S (Set in order)

Equipment control

Equipment
- Always use → Cabinet in the office
- Use when necessary → In a storage room
- No more use → Disposal rule

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2-10. What is 5S (Set in order)

Tool : Equipment Board

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2-11. What is 5S (Set in order)

Tool : Labelling

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2-12. What is 5S (Set in order)

Tool : Zoning

It helps people understand "where it is supposed to be."
Step1: Decide where the items should be set.
Step2: Make lines around the items.

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2-13. What is 5S (Shine)

(3) Shine

Maintain a high standard of cleanliness by:

- Appointing the person in charge;
- Deciding the methodology;
- Preparing the cleaning tools; and
- Practicing "Shine" .

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2-14. What is 5S (Shine)

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2-15. What is 5S (Standardize)

(4) Standardize

Make the first three S as part of your routine at every section in your place.

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2-16. What is 5S (Sustain)

(5) Sustain

Educate the personnel engaged and maintain disciplines.

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3-1. How to Implement Muda elimination and 5S activities

STEP 1: Form a small team in your workplace

STEP 2: Recognize the current situation with your team

STEP 3: Make an action plan

STEP 4: Implement actions

STEP 5: Record what you have achieved

STEP 6: Share your achievement with others

STEP 7: Find a new area for Muda elimination and 5S

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EXAMPLE Action Plan						
QCC members	A, B, C					
Unit/Section	Store					
Target Activity	Reduce the searching time for equipment					

Action Items	Responsible Person	March Week 1	March Week 2	March Week3	March Week4	April
Conduct time and motion study and identify how long it takes to find equipment.	A	▨				
Identify 'always use,' 'use when necessary' and 'no more used.'	B	▨				
Put Labels or 'Equipment Board' for 'always use' items	C		▨			
Move 'use when necessary' stuff to the cabinet and dispose 'no more use' stuff.	C		▨			
Monitor the implementation of the use of the equipment board	B			▨	▨	
Conduct 5S Patrol with managers and make a implementation report	C					▨
Plan for next 5S activity	A					

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5S Implementation Report (DD/MM/YYYY)	
QCC Members	A, B, C
Unit/Section	Store
Activity Period	March 2016
5S Implementation Results and Findings	
Target Activity: Reduce the searching time for equipment	
Before	After

Impacts of 5S Muda Elimination	Reduce waste time and action of finding necessaries. (Before) 5 minutes (After) 1 minute
How to sustain	Every morning, person in charge will check and clean on the shelf if necessary.

(Photo: http://www.kaneta-tekkou.co.jp/)