

添付 3 プロジェクト・デザイン・マトリックス (PDM)

添付 3-1 プロジェクト・デザイン・マトリックス (PDM)

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Project Title: The Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2**Period of Project:** from 1 August, 2017 to 31 March, 2022 (Four (4) Years and Eight (8) Months)**Project Site:** Dar es Salaam, Dodoma, Morogoro, Arusha, Kilimanjaro, Mwanza, Mbeya, and Singida Regions

Ver. 1.4

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal Tanzanian KAIZEN Movement is progressed toward a nationwide expansion. The number of private enterprises which practice KAIZEN is increased and the competitiveness of the enterprises is improved.		1. More than five hundred (500) private enterprises practice KAIZEN activities. 2. KAIZEN activities are practiced in more than fifteen (15) regions. 3. More than fifty (50) % of enterprises which practiced KAIZEN consulting services provided by the Project show positive impact in business.	1. Questionnaire survey for private enterprises 2. Meeting minutes of MIT(TKU) 3. Questionnaire survey for private enterprises	
Project Purpose Capacity of MIT/TKU and KAIZEN service providers (SIDO, CBE and Private Consultants) to promote KAIZEN to private enterprises in a sustainable manner is strengthened.		1. More than 50 (30 SIDO and 20 others) KAIZEN Trainers are developed. 2. More than 100 private enterprises practice KAIZEN on a continuous basis. 3. Sustainable development of KAIZEN trainers. 4. KAIZEN framework is expanded with the participation of new partner organizations.	1. Meeting minutes of MIT(TKU) 2. Questionnaire survey for private enterprises 3. Project Progress/Completion Reports 4. Meeting minutes of MIT(TKU)	1. Governmental policy on KAIZEN promotion is not changed. 2. Government of Tanzania continuously provides budget necessary to promote KAIZEN.
Outputs				
1. The implementation structure and institution to promote KAIZEN are strengthened.		1-1. TKU prepares annual action plan and annual report for KAIZEN promotion. 1-2. Programs and contents of KAIZEN trainer, TOT trainer and Top Management Seminar are prepared. 1-3. The System of KAIZEN Results Measurement is prepared.	1. Meeting minutes of MITI (TKU) 2. Project Progress/Completion Reports 3. Project Progress/Completion Reports	Business environment surrounding Tanzanian enterprises does not drastically get worse.
		2-1. Thirty (30) or more KAIZEN trainers are developed in SIDO. 2-2. SIDO provides KAIZEN service to more than one hundred (100) enterprises per year. 2-3. More than fifty (50) % of enterprises which received KAIZEN service provided by SIDO shows positive impacts in business.	1. Project Progress/Completion Reports 2. Annual Report issued by SIDO 3. Questionnaire survey for private enterprises	
		3-1. More than thirty (30) pilot KAIZEN activities are implemented. 3-2. More than fifteen (15) KAIZEN trainers are equipped with advanced KAIZEN skills through the pilot KAIZEN activities. 3-3. More than fifty (50) % of pilot enterprises shows positive impacts in business.	1. Project Progress/Completion Reports 2. Project Progress/Completion Reports 3. Questionnaire survey for private enterprises	
3. Pilot KAIZEN activities in collaboration with leading enterprises are implemented, through which skills of KAIZEN trainers are upgraded.				
4. Activities toward sustainable KAIZEN promotion are enhanced.		4-1. Comprehensive plan of KAIZEN promotion activities is prepared. 4-2. KAIZEN promotion seminars in each pilot region KAIZEN Award Ceremony are implemented every year. 4-3. Drafts of certification system of a KAIZEN trainer and of accreditation system of a KAIZEN service provider are prepared.	1. Meeting minutes of MIT (TKU) 2. Project Progress/Completion Reports 3. Meeting minutes of MIT (TKU)	

Activities	Narrative Summary	Inputs	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>1-1-1. TKU prepares, implements and evaluates the annual action plan for KAIZEN promotion based on the Strategy and Policy Actions for Promoting KAIZEN (PDCA).</p> <p>1-1-2. TKU reviews the existing system and competencies required for a KAIZEN master trainer and a trainer, and restructures the exiting two-step system to a new one type system with diagnosis, 5S and basic KAIZEN.</p> <p>1-1-3. TKU sets up technical standard for KAIZEN trainers.</p> <p>1-4. TKU prepares a training program for a new training system (textbook, materials, OJT system, etc.).</p> <p>1-5. TKU prepares a Training of Trainers (TOT) program by which a Tanzanian trainer develop a new trainer without support from Japanese experts.</p> <p>1-6. TKU prepares a Top Management Seminar program.</p> <p>1-7. TKU improves the System of KAIZEN Results Measurement.</p> <p>2-1. SIDA establishes the implementation system to provide KAIZEN consulting service.</p> <p>2-2. SIDA implements KAIZEN consulting services by KAIZEN master trainers and KAIZEN trainers.</p> <p>2-3. SIDA implements trainings to develop new trainers</p> <p>2-4. SIDA implements TOTs.</p> <p>2-5. SIDA provides KAIZEN consulting service in collaboration with the relevant project such as Cluster Development and Business Development Services.</p> <p>2-6. SIDA prepares a regional expansion plan of KAIZEN consulting service.</p> <p>3-1. TKU identifies potential enterprises for pilot KAIZEN activities.</p> <p>3-2. KAIZEN service providers prepare the plans for the pilot KAIZEN activities with the target enterprises.</p> <p>3-3. KAIZEN service providers implement the pilot KAIZEN activities which include OJTs for KAIZEN trainers.</p> <p>3-4. TKU and KAIZEN service providers compile the results of the pilot project and present them through KAIZEN seminars.</p> <p>3-5. KAIZEN service providers support KAIZEN promotion from the pilot enterprises to their suppliers and client enterprises.</p> <p>4-1. TKU prepares a comprehensive plan of KAIZEN promotion activities which includes a marketing strategy.</p> <p>4-2. TKU and KAIZEN service providers implement and evaluate the plan of KAIZEN promotion activities.</p> <p>4-3. TKU and KAIZEN service providers collect, compile and share KAIZEN best practices.</p> <p>4-4. TKU coordinates with partner organizations such as CTI, TPSF, TCCIA, EPZA in sensitization of KAIZEN and access to KAIZEN service providers.</p> <p>4-5. TKU and KAIZEN service providers support the establishment of KAIZEN trainer association.</p> <p>4-6. TKU and KAIZEN service providers support the establishment of Tanzania KAIZEN Club and its activities.</p> <p>4-7. TKU supports training providers such as educational institutes and bank establishments to incorporate KAIZEN components into their own services.</p> <p>4-8. TKU prepares drafts of certification system of a KAIZEN trainer and of accreditation system of a KAIZEN service provider.</p> <p>4-9. TKU explores an incentive system for the private enterprises to receive KAIZEN consulting services.</p> <p>4-10. TKU prepares an action plan for a nation-wide KAIZEN promotion.</p>	<p>Tanzanian Side</p> <p>1) Counterpart and Administrative Personnel</p> <ul style="list-style-type: none">■ Project Director (Permanent Secretary of the MIT)■ Project Manager (Director of Industrial Development, MIT)■ Deputy Project Managers (Head of the TKU, Director General of SIDA and the Principal of CBE)■ Focal Point of SIDA (Director for Technology Development and Planning)■ Focal Point of CBE (Manager for Strategic Planning)■ Personnel of the MIT, SIDA and CBE■ KAIZEN Master Trainers/KAIZEN Trainers/KAIZEN Trainer Candidates <p>2) Facilities (office space and training venues)</p> <p>3) Available data and information related to the Project</p> <p>4) Recurrent costs</p> <p>5) Cost of project activities</p> <p>necessary cost for the implementation of the Project</p> <p>Japanese Side</p> <p>1) Japanese Experts (JICA Experts)</p> <p>Expertise of the members will include but not limited to the following:</p> <ul style="list-style-type: none">■ Chief Advisor (Long-term Expert)■ Quality and productivity improvement (KAIZEN)■ KAIZEN Framework Strengthening■ Business Development■ Training Management <p>2) Counterpart training in Japan and third country</p> <p>3) Basic equipment necessary for implementation of the Project</p> <p>4) Cost of Project activities</p> <p>necessary cost for the implementation of the Project</p>	<p>Pre-Conditions</p> <p>1. TKU and SIDA secure budget and human resources necessary to implement KAIZEN activities.</p> <p>2. "The Strategy and Policy Actions for Promoting KAIZEN" is approved by the Tanzanian government.</p>			

添付3 プロジェクト・デザイン・マトリックス (PDM)

添付3-2 PDM 指標データ

添付 3-2 PDM 指標データ

		指標	指標データ	
上位目標	<ul style="list-style-type: none"> タンザニアのカイゼン運動が全国展開に向けて進捗する。 カイゼンを実施する民間企業の数が増加し、企業の品質・生産性等が改善する。 	(1) 500 社以上の民間企業がカイゼンを実施する。	(1) 131 社が直接裨益（うち 107 社を認定）したほか、約 30 社がカイゼントレーナーの自主活動により指導された。認定企業の一覧は添付 1-2 を参照。	添付 1-2
		(2) 15 州以上でカイゼン活動が実施される。	(2) 以下の 12 州でカイゼントレーナー育成研修を実施済み。 ダルエスサラーム、モロゴロ、アルーシャ、キリマンジャロ、ドドマ、シンギダ、ムベヤ、ムワンザ、ブワニ、タンガ、ムトワラ、カゲラ	—
		(3) プロジェクトを通じてカイゼンを実施した企業の 50%以上がビジネス上で正のインパクトを発現する。	(3) データ未測定（ただしパイロット企業については 58%が正のインパクトを報告）	添付 2-6
プロジェクト目標	MIIT/TKU およびカイゼンサービス・プロバイダー（SIDO、経営教育大学（CBE）、民間コンサルタン）により民間企業に対してカイゼンが持続的に普及展開される。	(1) 50 人以上のカイゼントレーナーが育成される（SIDO 30 人、その他 20 人）。	(1) 延べ 183 人のカイゼントレーナーを育成済み（うち SIDO 33 名）。 KT 138 名、AKT 30 名、TOKT 15 名	添付 1-2
		(2) 100 社以上の民間企業が継続的にカイゼンを実践する。	(2) 107 社を認定済み。認定企業の一覧は添付 1-2 を参照。	添付 1-2
		(3) カイゼントレーナーが継続的に育成される。	(3) 育成済みのカイゼントレーナー育成者（TOKT:15 名）による育成研修をドドマ、シンギダ、DSM で実施。実績を表 1 に示す。	表 1
		(4) 新規パートナーの参加によりカイゼンのフレームワークが拡大する。	(4) 産業関連組織、学術機関、金融機関、地方政府から幅広い関心が寄せられている。一例を表 2 に示す。	表 2
成果	1: TKU のカイゼンを普及する実施体制および制度が強化される。	1-1 TKU が年間活動計画と年次報告書を作成する。	1-2 2019-2020 年度の年次報告書、2020-2021 年度活動計画、2021-2022 年度活動計画を TKU が MIIT に提出済み。2021-2022 年度活動計画を表 3 に示す。	表 3
		1-2 トレーナー育成システム改編とトップマネジメントセミナー開催が準備される。	1-2 トレーナー育成システムの改編・適用済み。トップマネジメントセミナーは、シンギダ州啓発セミナーのほか、MIT・アルーシャ州 RAS 事務所・SIDO 本部の上層部に対しても実施済み。トレーナー育成システムは添付 2-2 の Technical Guideline に記載されている。トップマネジメントセミナーの開催実績は添付 1-2 を参照。	添付 2-2、添付 1-2
		1-3 カイゼン成果測定システムが準備される。	1-3 カイゼンパイロット事業に係るデータ収集を実施済み。	添付 2-6
	2: SIDO のカイゼン・コンサルティングサービス提供能力が強化される。	2-1 SIDO において 30 名以上のカイゼントレーナーが育成される。	2-1 SIDO において延べ 33 名のカイゼントレーナーを育成済み。 KT22 名、AKT 7 名、TOKT 4 名 表 4 に SIDO のカイゼントレーナリストを示す。	表 4
		2-2 SIDO が年間あたり 100 社以上にカイゼンサービスを提供する。	2-2 約 30 社にカイゼンサービスを提供済み。	—

	指標	指標データ	
3: 大企業と協力したカイゼンのパイロット事業が実施され、パイロット事業を通じてカイゼントレーナーの技能が向上する。	2-3 SIDO のカイゼンサービスを受けた企業の 50% 以上で正のインパクトを発現する。	2-3 データ未測定（ただしパイロット企業については 58% が正のインパクトを報告）	添付 2-6
	3-1 30 社以上のパイロット企業においてカイゼンが実施される。	3-1 表 5 の大企業 28 社でカイゼンパイロット事業を実施済み（中小企業 103 社）。	表 5
	3-2 パイロット活動を通じて、15 名以上の上級カイゼントレーナーが育成される。	3-2 30 名の上級カイゼントレーナーを育成済み。上級カイゼントレーナーの名簿は、添付 1-2 のカイゼントレーナーリストに含まれる。	添付 1-2
	3-3 50% 以上のパイロット企業で正のインパクトを発現する。	3-3 エンドライン調査対象 52 社のうち 30 社（58%）が正のインパクトを回答。	添付 2-6
4: カイゼンを継続的に普及していくための活動が強化される。	4-1 包括的なカイゼン普及計画が作成される。	4-1 第 6 回 JCC 会議（2020/2/28）で合意した後、2020 年 4 月に MIT 次官・大臣承認済み。	添付 2-1
	4-2 各州でのカイゼン普及セミナーおよびカイゼンアワードセレモニーが毎年実施される。	4-2 カイゼン普及セミナーはモロゴロを除くすべての対象州で開催済み（添付 1-2）。カイゼンアワードセレモニーは 3 回開催済み（添付 1-3：2019 年 3 月 1 日、2020 年 2 月 18 日、2021 年 2 月 4 日）。	添付 1-2、 添付 1-3
	4-3 カイゼントレーナー資格制度およびカイゼンサービス・プロバイダー認証制度の草案が作成される。	4-3 技術基準（Technical Guideline）がトレーナー資格制度にあたりと TKU は認識。	添付 2-2

出所：JICA プロジェクトチーム作成

表 1 TOKT によるカイゼントレーナー育成研修実施実績

No.	開催時期	開催地	参加者数
1	2019 年 3 月	ドドマ	3 名
2	2020 年 9 月	シンギダ	15 名
3	2021 年 3 月	ダルエスサラーム	30 名
4	2021 年 10 月～12 月	カゲラ	10 名
5		ムトワラ	12 名
6		タンガ	15 名
7		プワニ	18 名

出所：JICA プロジェクトチーム作成

表 2 新規パートナーの参加状況

	機関	状況
1	輸出加工区機構 (EPZA)	・ カイゼン普及計画が TKU に提出された。
2	国立職業訓練機構 (VETA)	・ カイゼン普及計画が TKU に提出された。 ・ VETA 向けにカイゼントレーナー育成研修を実施した。
3	州政府事務所	・ 2018 年 8 月 16 日に行ったムベヤでのカイゼン啓発セミナーに州政府副事務局長（Assistant RAS）等、要人が出席。 ・ 2018 年 12 月 18 日に行ったムワンザでのカイゼン啓発セミナーに近隣のシムユ州からも RAS 職員 3 名。

	機関	状況
4	BRELA（ビジネス登記ライセンス機構）	<ul style="list-style-type: none"> MIT 傘下の BRELA が開催したセミナーに参加し、カイゼンのプレゼンテーションを行った（リンディ、ムトワラ、プワニ）。
5	タンザニア農業開発銀行（TADB）	<ul style="list-style-type: none"> 2020 年 11 月 2 日～4 日に幹部向けにトップマネジメントセミナーを実施した。
6	Zanzibar 政府	<ul style="list-style-type: none"> ザンジバル政府の要請を受け、2021 年 6 月 30 日にカイゼン普及セミナーを実施した。
7	ダルエスサラーム高速交通公社（DART）	<ul style="list-style-type: none"> 2021 年 6 月 9 日～11 日に職員向けにカイゼンセミナーを実施した。

出所：JICAプロジェクトチーム作成

表 3 2021/2022 年度活動計画

TKU	SIDO	CBE	S.N	ACTIVITY	TIME-FRAME	Cost Estimates	JICA Team contribution	ASSUMPTIONS & REMARKS for cost estimates	KEY INDICATORS
			0	Management of FKM (2020-2030)					
			0.1	Formulate annual implementation plan					
			0.1.1	Decide 6 regions to be newly targeted in 2022-2023	Sep. 2021	0	0		A list of target regions will be agreed on at JCC mtg. in September 2021.
			0.1.2	Prepare draft annual implementation plan for 2022-2023	Oct-Nov. 2021	0	0		A draft annual implementation plan will be presented at JCC mtg. in January 2022.
			0.1.3	Approve annual implementation plan for 2022-2023	Apr-May 2022	0	0	(JICA Project will have been finished)	Approval of the annual implementation plan will be achieved by the end of May 2022.
			0.2	Monitor and evaluate progress					
			0.2.1	Perform regular reporting	Year-round	0	0		1. Promotion Activity Report (TKU) *Form to be prepared. 2. Consulting Service Record (SIDO) 3. Training Record (CBE) *Form to be prepared.
			0.2.2	Evaluation of KAIZEN effects	Dec. 2021; May 2022	0	0		Preliminary summary of the reports above will be presented at JCC mtg. in January 2022. Updated summary will be made in May 2022 to be included in the annual report.
			0.2.3	Compile and submit annual report	Jun. 2022	0	0	(JICA Project will have been finished)	The annual report will be submitted by the end of June 2022.
			0.2.4	Organize JCC meetings	Sep. 2021 Jan. 2022	18,000,000	10,720,000	Cost estimate by TKU	
			1	Administration of standards and guidelines					
			1.1	Develop/update guidelines and tools					
			1.1.1	Establish a channel to publicize guidelines and tools	Jun. 2021	0	0		A channel will be established by June 2021. (MIT website?)
			1.1.2	Publicize updated/augmented guidelines and tools	Sep. 2021	0	0		Latest versions of guidelines and tools will be publicized by the end of September 2021.
			1.2	Control KAIZEN trainer registration and renewal					
			1.2.1	Issue certificate of registration to qualified applicants	Sep. 2021; Apr. 2022	550,000	550,000	Electronic form of certificate? (100 certificates @5,500Tsh)	Initial registration will be completed by the end of Sep. 2021 for 2020-2021 and Apr. 2022 for 2021-2022.
			1.2.2	Process expiration and renewal of registration					
			1.2.3	Organize annual conference of KAIZEN Trainers	Oct. 2021	58,100,000	40,000,000	Cost estimate by TKU Raise the participation fee (100,000Tsh/ pax)	Third KAIZEN Trainer Annual Conference

TKU	SIDO	CBE	S.N	ACTIVITY	TIME-FRAME	Cost Estimates	JICA Team contribution	ASSUMPTIONS & REMARKS for cost estimates	KEY INDICATORS
			1.3	Maintain conformity to the standards					
X			1.3.1	Monitor operation of KAIZEN consulting services	Dec. 2021 - Jan. 2022	0	0	Document review by TKU staff	Review the summary report created in 0.2.2
X			1.3.2	Monitor operation of training programs	Dec. 2021 - Jan. 2022	0	0	Document review by TKU staff	Review the summary report created in 0.2.2
			2	General promotion of KAIZEN					
			2.1	Organize Africa KAIZEN Annual Conference 2021					
X			2.1.1	Operate Interorganizational task force	Mar. 2020 - Aug. 2021				Physical meetings in April, May, and July
X			2.1.2	Plan and implement on-site activities	Mar. 2020 - Aug. 2021		83,100,000		1. Roundtable discussion 2. Virtual factory visit 3. KAIZEN x Cluster model presentation 4. Exhibition/Poster presentation
X			2.1.3	Implement AKAC 2021 proper	Aug. 2021				The participants will show high rates of satisfaction to the event.
			2.2	Organize Tanzania National KAIZEN Award					
X	X		2.2.1	Evaluate and nominate candidate awardees	Nov. 2021 - Jan. 2022	15,500,000	0	Cost estimate by TKU (Mr. Kato may contribute)	Nomination from regions > finalist selection > on-site inspection by the judges > final presentation
N			2.2.2	Implement Award Ceremony + National KAIZEN Day	Feb. 2022	130,000,000	0	Cost estimate by TKU (Mr. Kato may contribute)	
			2.3	Conduct sensitization seminars in 4 target regions (Kagera, Mtwara, Tanga, and Pwani)					
X	X	X	2.3.1	Coordination with local focal points in target regions	Apr.-Jun. 2021				Standardize the preparation process, seminar content, and seminar materials so that a limited number of staff will travel for the seminars.
X			2.3.2	Conduct sensitization seminars proper	Jul.-Aug. 2021	50,000,000	28,000,000	Cost estimate by TKU	
			2.4	Develop partnership					
X			2.4.1	Expand partnership in introducing KAIZEN to enterprises	Year-round	21,000,000	0	Cost estimate by TKU	A number of partners (besides SIDO) will engage in introducing KAIZEN to enterprises.
X			2.4.2	Expand partnership in training KAIZEN trainers/coordinators	Year-round				A number of partners (besides CBE) will engage in training KAIZEN trainers/coordinators.
			2.5	Implement public relations activities					
X			2.5.1	Hold booth at exhibitions	5 times every year	20,000,000	15,000,000	Cost estimate by TKU	(i) Saba Saba (June-July) (ii) Nane Nane (Aug) (iii) SIDO (Oct.) (iv) East African Juakari (Oct.-Nov.) (v) African Industrialization Week (Nov.- Dec.)

TKU	SIDO	CBE	S.N	ACTIVITY	TIME-FRAME	Cost Estimates	JICA Team contribution	ASSUMPTIONS & REMARKS for cost estimates	KEY INDICATORS
			2.5.2	Distribute communication materials and media contents FKM 2020-2030	Dec. 2021	3,400,000		Cost estimate by TKU	
				KAIZEN Annual Newsletter	Dec. 2021	18,000,000	19,020,000	Cost estimate by TKU	
X				Updated communication materials	Dec. 2021	5,500,000		Cost estimate by TKU	
				KAIZEN best practices	Dec. 2021	15,000,000		Cost estimate by TKU	
				Updated communication materials	Mar.-Apr. 2022	5,500,000	0	JICA Project will have been finished)	Newsletter, brochure, annual report, broadcasting, etc.
			3	Provision of KAIZEN consulting service to enterprises					
			3.1	Manage process of service provision					
			3.1.1	Recruit potential enterprises	Year-round			Cost estimate by SIDO - Promotion materials (23,200,000)	JICA Team contribution assumptions: - KAIZEN x Cluster sensitization seminars in 4 regions - 40 enterprises served (30 Basic, 10 Advanced)
			3.1.2	Assign trainers to provide consulting services to target enterprises	Year-round	288,200,000	51,540,000	- Awareness creation thru seminars (198,000,000) - KAIZEN consulting service to enterprises (67,000,000)	KAIZEN Consulting Service Record: Effects of KAIZEN in each enterprise served will be measured by a constant scale/indicator.
			3.1.3	Record the results of KAIZEN consulting service	Year-round				
			4	Training of KAIZEN Trainers and Coordinators					
			4.1	Organize training courses in 4 target regions (Kagera, Mtwara, Tanga, Pwani)					
		X	4.1.0	Prepare promotional materials and textbooks	Aug.-Sep. 2021	5,000,000	9,250,000	Cost estimate by CBE (promo materials only)	JICA Team's assumption: - Textbooks: 250 copies - Standing banner
		X	4.1.1	Recruit and select trainer candidates in target regions	Aug.-Sep. 2021	1,000,000		Cost estimate by CBE	At least 20 trainer candidates will apply for a training course by September 2021.
		X	4.1.2	Recruit and select pilot enterprises in target regions	Aug.-Sep. 2021	0	60,000,000	Cost estimate by CBE	A sufficient number of suitable enterprises will agree to participate in pilot KAIZEN projects by September 2021.
		X	4.1.3	Conduct training courses in target regions	Oct. 2021 - Jan. 2022	20,000,000		Cost estimate by CBE *Training fees should be introduced	Training courses will be conducted according to the annual implementation plan (Basic KAIZEN Course only).
		X	4.1.4	Issue certificates of training course completion	Jan. 2022	110,000		Cost estimate by CBE (certificates only)	Ten (10) certificates will be issued on successful completion of a training course.

TKU	SIDO	CBE	S.N	ACTIVITY	TIME-FRAME	Cost Estimates	JICA Team contribution	ASSUMPTIONS & REMARKS for cost estimates	KEY INDICATORS
			2.5.2	Distribute communication materials and media contents FKM 2020-2030	Dec. 2021	3,400,000		Cost estimate by TKU	
				KAIZEN Annual Newsletter	Dec. 2021	18,000,000		Cost estimate by TKU	
X				Updated communication materials	Dec. 2021	5,500,000	19,020,000	Cost estimate by TKU	
				KAIZEN best practices	Dec. 2021	15,000,000		Cost estimate by TKU	
			4.3	Organize refresher courses for registered KAIZEN Trainers					
		X	4.3.1	Prepare refresher course programs	?		0		
		X	4.3.2	Announce refresher course to KAIZEN Trainers and call for participation	?		0		
		X	4.3.3	Conduct refresher courses	?		8,000,000	(extension of Trainer Conference by 1 day)	
		X	4.3.4	Issue certificates of refresher course completion	?		0		
		X	4.4	Organize refresher OJT courses for AKTs	May-Dec. 2021	8,000,000	8,000,000		- 8 teams of 3 AKT, instructed by JICA experts - 4 companies (advanced) in DSM and Arusha - 15 weeks

出所 : TKU, “Annual Action Plan for 2021/2022”

表 4 SIDO カイゼントレーナー

(2022 年 1 月末現在)

カテゴリー	No.	氏名	所属
TOKT	1	Crispin Joseph Kapinga	SIDO-Dodoma
TOKT	2	Nyangusi Meitalami	SIDO-Dodoma
TOKT	3	Arthur Ndedya	SIDO-Kilimanjaro
TOKT	4	Beatha Ambyelisye Minga	SIDO-Pwani
AKT	1	Allen Yotham Mhidze	SIDO-Morogoro
AKT	2	Joan Stephen Nangawe	SIDO-Morogoro
AKT	3	Nina Hilary Nchimbi	SIDO-Arusha
AKT	4	Sempeho Manongi	SIDO-Dodoma
AKT	5	Joseph Mwingira	SIDO-Manyara
AKT	6	Bonifance Kulaya	SIDO-Arusha
AKT	7	Francis Stewart	SIDO-Mbeya
KT	1.	Stephen George Bondo	SIDO-HQ
KT	2.	Allen Yotham Mhidze	SIDO-Morogoro
KT	3.	Nina Hilary Nchimbi	SIDO-Arusha
KT	4.	Alex Alexander Masenene	SIDO-Kilimanjaro
KT	5.	Crispin Joseph Kapinga	SIDO-Dodoma
KT	6.	Nyangusi Meitalami	SIDO-Dodoma
KT	7.	Lilian Wilfred Materu	SIDO-Kilimanjaro
KT	8.	Beatha Ambyelisye Minga	SIDO-Pwani
KT	9.	JOEL DANIEL TANGAI	SIDO-Singida
KT	10.	Arthur Ndedya	SIDO-Kilimanjaro
KT	11.	Betty Chareles Rweabura	SIDO-Dodoma
KT	12.	Melkiado Michael January	SIDO-DSM
KT	13.	Humila Ibrahim Ndolo	SIDO-Mbeya
KT	14.	RIDHIWANI R. MATANGE	SIDO-DSM
KT	15.	Cosmas Guke Kinasa	SIDO-Mbeya
KT	16.	Jonathan John Mbailuka	SIDO-DSM
KT	17.	Samwel Paulo Sadiki	SIDO-Kilimanjaro
KT	18.	Grace Cosmas Makoye	SIDO-Morogoro
KT	19.	Emmanuel Wilson Ngoinde	SIDO-Mwanza
KT	20.	Peter Kilima	SIDO-Kagera
KT	21.	Neema Paul MMBANDO	SIDO-Pwani
KT	22.	Merina Alpha Mkuchu	SIDO-Pwani

出所：JICAプロジェクトチーム作成

表 5 パイロット企業（大企業）

(1) カイゼントレーナー育成研修

No.	企業名	所在地
1	Tanzania Brush	DSM
2	G&B Soap	DSM
3	East African Cables	DSM
4	Open Sanit	DSM
5	Tooku	DSM
6	A to Z Textile Mills Ltd.	Arusha
7	Kamal Steel	DSM
8	Banana Investment	Arusha
9	PPRB Department of A to Z Textile Mills Ltd.	Arusha
10	KIOO Limited	DSM
11	Supermeals Ltd	DSM
12	KEKO Pharmaceutical Industries	DSM1
13	Shelys Pharmaceuticals Ltd.	DSM1
14	POLYFOAM	Arusha
15	A to Z Agro	Arusha
16	Hansa Diamond Motors Limited	DSM
17	Superdoll Trailer Manufacturing Co. Ltd.	DSM
18	Quality Foam Ltd.	DSM
19	Tanga Pharmaceutical & Plastics Ltd.	Tanga
20	The Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)	DSM
21	Vocational and Educational Training Authority (VETA)	DSM
22	Ibra Enterprise Ltd	DSM
23	Malkia Investment Ltd	DSM
24	Euromax Limited	DSM

(2) AKT 向け集中 OJT 研修

No.	企業名	所在地
1	Kilimanjaro International Leather Factory	Kilimanjaro
2	Tanzania Engineering and Manufacturing Design Organization (TEMDO)	Arusha
3	TANELEC Limited	Arusha
4	Natural Extracts Industries Ltd	Kilimanjaro

出所：JICAプロジェクトチーム作成


添付 4 合同調整委員会（JCC）会議議事録

THE 1st JCC, September, 2017

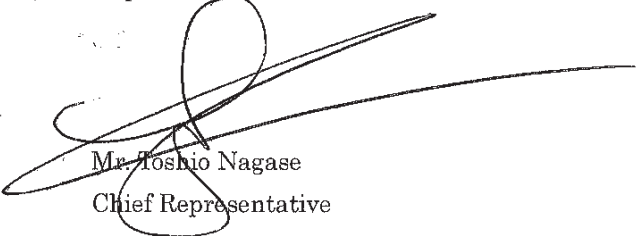
MINUTES
OF
THE 1st JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 1st Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (Kaizen) Phase 2 (hereafter referred to as the “Project”) was held on 26th September, 2017 at the Ministry of Industry, Trade and Investment (hereafter referred to as the “MITI”) Conference Room. As referred to in the document attached hereto, the meeting focused on Project Work Plan, Review of Project Design Matrix(hereafter referred to as the “PDM”) and Cost Sharing Plan.


Dar es Salaam, the United Republic of Tanzania, 26th September, 2017




Prof. Elisante Ole Gabriel
Permanent Secretary
Ministry of Industry, Trade and Investment
The United Republic of Tanzania



Mr. Toshio Nagase
Chief Representative
Japan International Cooperation Agency
Tanzania Office



Mr. Yukihide Katsuta
Chief Advisor
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2



Mr. Takao Kikuchi
Team Leader
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2

ATTACHMENT

The JCC meeting was held on 26th September, 2017 at the conference room in the MITI and was chaired by Dr. Adelhelm James Meru, the Permanent Secretary of the Ministry of Industry, Trade and Investment.

1. Opening Remarks of the Meeting

The Chairperson called the meeting in order and opened the same at 09:45 a.m. The opening was followed by self-introduction of the members.

2. Remarks from JICA Representative

Mr. Toshio Nagase, Chief Representative of JICA Tanzania Office, delivered an opening address. His remarks centered on expectation on MITI and JICA to make maximum efforts to promote KAIZEN as one of the key drivers to encourage industrialization of Tanzania.

3. Project Work Plan

Mr. Takao Kikuchi, the Team Leader of the JICA Expert team, presented the Work Plan of the Project, focusing on training system of KAIZEN trainers who provide KAIZEN guidance to enterprises and In-house KAIZEN coordinators who implement KAIZEN activities inside pilot enterprises.

4. Review of PDM

Mr. Yukihide Katsuta, Chief Adviser of the Project, explained and proposed amendment of PDM as per attached (Appendix 1). The PDM version 1.1 includes following modification. (1) Period of Project: originally planned period “from March 1, 2017 to February, 2020” was corrected to actual period “1 August, 2017 to 31 July, 2020”; (2) Activity 2-5 was amended to involve collaboration with the relevant projects such as Cluster Development and “Business Development Services”. The PO (Plan of Operations) was also modified as per attached (Appendix 2) according to the Work Plan and the modification of the activities in the PDM. All of the attendants agreed the modifications.

5. Cost Sharing Plan

Mr. Yukihide Katsuta, Chief Adviser of the Project, offered Cost Sharing Plan between JICA and MITI, regarding Project car operation and travel expenses of Project activities.

The Cost Sharing Plan consists of sharing of per diem expenses, 50% each between JICA and MITI, in case MITI cannot cover 100% of it. Despite several attendants showed concern about lack of budget of MITI to cover per diem expenses, Mr. Kikuchi mentioned that it is necessary to share the cost to maintain self-sustained activity. Dr. Meru finally declared that MITI has to show its commitment as a beneficiary of the Project; therefore MITI agreed to the proposed plan by Mr. Katsuta as per attached (Appendix 3).

6. Closing

Dr. Meru announced that Ms. Jane Lyatuu, Principal Trade Officer of MITI who was also a Kaizen Master Trainer in the 1st phase KAIZEN project, was appointed as the new Head of Tanzania KAIZEN Unit. Further, Dr. Meru declared that two MITI staffs would be assigned as members of Tanzania KAIZEN Unit, as of 27 September, 2017.

End of the Document

Logical Framework (Project Design Matrix (PDM))

Appendix 1

- Project Title: The Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2
- Period of Project: from March 1 August, 2017 to February 31 July, 2020 (Three (3) Years)
- Project Site: Dar es Salaam, Dodoma, Morogoro, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida

Ver.1.1

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal Tanzanian KAIZEN Movement is progressed toward a nationwide expansion. The number of private enterprises which practice KAIZEN is increased and the competitiveness of the enterprises is improved.	1. More than five hundred (500) private enterprises practice KAIZEN activities. 2. KAIZEN activities are practiced in more than fifteen (15) regions. 3. More than fifty (50) % of enterprises which practiced KAIZEN consulting services provided by the Project show positive impact in business.			
	1. Questionnaire survey for private enterprises 2. Meeting minutes of MITI (TKU) 3. Questionnaire survey for private enterprises			
Project Purpose Capacity of MITI/TKU and KAIZEN service providers (SIDO, CBE and Private Consultants) to promote KAIZEN to private enterprises in a sustainable manner is strengthened.	1. More than 50 (30 SIDO and 20 others) KAIZEN Trainers are developed. 2. More than 100 private enterprises practice KAIZEN on a continuous basis. 3. Sustainable development of KAIZEN trainers. 4. KAIZEN framework is expanded with the participation of new partner organizations.			
	1. Meeting minutes of MITI (TKU) 2. Questionnaire survey for private enterprises 3. Project Progress/Completion Reports 4. Meeting minutes of MITI (TKU)			
Outputs 1. The implementation structure and institution to promote KAIZEN are strengthened.	1-1. TKU prepares annual action plan and annual report for KAIZEN promotion. 1-2. Programs and contents of KAIZEN trainer, TOT trainer and Top Management Seminar are prepared. 1-3. The System of KAIZEN Results Measurement is prepared.			
	1. Meeting minutes of MITI (TKU) 2. Project Progress/Completion Reports 3. Project Progress/Completion Reports			
2. Capacity of SIDO to provide KAIZEN consulting service is strengthened.	2-1. Thirty (30) or more KAIZEN trainers are developed in SIDO. 2-2. SIDO provides KAIZEN service to more than one hundred (100) enterprises per year. 2-3. More the fifty (50) % of enterprises which received KAIZEN service provided by SIDO shows positive impacts in business.			
	1. Project Progress/Completion Reports 2. Annual Report issued by SIDO 2. Questionnaire survey for private enterprises			
3. Pilot KAIZEN activities in collaboration with leading		3-1. More than thirty (30) pilot KAIZEN	1. Project	Business environment surrounding Tanzanian enterprises does not drastically get worse.

enterprises are implemented, through which skills of KAIZEN trainers are upgraded.	activities are implemented. 3-2. More than fifteen (15) KAIZEN trainers are equipped with advanced KAIZEN skills through the pilot KAIZEN activities. 3-3. More than fifty (50) % of pilot enterprises shows positive impacts in business.	Progress/Completion Reports 1. Project Progress/Completion Reports 1. Questionnaire survey for private enterprises	
4. Activities toward sustainable KAIZEN promotion are enhanced.	4-1. Comprehensive plan of KAIZEN promotion activities is prepared. 4-2. KAIZEN promotion seminars in each pilot region KAIZEN Award Ceremony are implemented every year. 4-3. Drafts of certification system of a KAIZEN trainer and of accreditation system of a KAIZEN service provider are prepared.	1. Meeting minutes of MITI (TKU) 2. Project Progress/Completion Reports 3. Meeting minutes of MITI (TKU)	
Activities 1-1. TKU prepares, implements and evaluates the annual action plan for KAIZEN promotion based on the Strategy and Policy Actions for Promoting KAIZEN (PDCA). 1-2. TKU reviews the existing system and competencies required for a KAIZEN master trainer and a trainer, and restructures the exiting two-step system to a new one type system with diagnosis, 5S and basic KAIZEN. 1-3. TKU sets up technical standard for KAIZEN trainers. 1-4. TKU prepares a training program for a new training system (textbook, materials, OJT system, etc.). 1-5. TKU prepares a Training of Trainers (TOT) program by which a Tanzanian trainer develop a new trainer without support from Japanese experts. 1-6. TKU prepares a Top Management Seminar program. 1-7. TKU improves the System of KAIZEN Results Measurement.	Inputs Tanzanian Side 1) Counterpart and Administrative Personnel ■ Project Director (Permanent Secretary of the MIT) ■ Project Manager (Director of Industrial Development, MIT) ■ Deputy Project Managers (Head of the TKU, Director General of SIDO and the Principal of CBE) ■ Focal Point of SIDO (Director for Technology Development and Planning) ■ Focal Point of CBE (Manager for Strategic Planning) ■ Personnel of the MIT, SIDO and CBE ■ KAIZEN Master Trainers/KAIZEN Trainers/KAIZEN Trainer Candidates 2) Facilities (office space and training venues) 3) Available data and information related to the Project 4) Recurrent costs 5) Cost of project activities necessary cost for the implementation of the Project Japanese Side 1) Japanese Experts (JICA Experts) Expertise of the members will include but not limited to the following: ■ Chief Advisor (Long-term Expert) ■ Quality and productivity improvement (KAIZEN) ■ KAIZEN Framework Strengthening ■ Business Development ■ Training Management	Important Assumptions Neither Tanzanian counterparts nor developed trainers resign. Pre-conditions 1. TKU and SIDO secure budget and human resources necessary to implement KAIZEN activities. 2. "The Strategy and Policy Actions for Promoting KAIZEN" is approved by the Tanzanian government.	
2-1. SIDO establishes the implementation system to provide KAIZEN consulting service. 2-2. SIDO implements KAIZEN consulting services by KAIZEN master trainers and KAIZEN trainers. 2-3. SIDO implements trainings to develop new trainers 2-4. SIDO implements TOTs. 2-5. SIDO provides KAIZEN consulting service in collaboration with the relevant project such as Cluster Development and Business Development Services. 2-6. SIDO prepares a regional expansion plan of KAIZEN consulting service.			

<p>3-1. TKU identifies potential enterprises for pilot KAIZEN activities.</p> <p>3-2. KAIZEN service providers prepare the plans for the pilot KAIZEN activities with the target enterprises.</p> <p>3-3. KAIZEN service providers implement the pilot KAIZEN activities which include OJTs for KAIZEN trainers.</p> <p>3-4. TKU and KAIZEN service providers compile the results of the pilot project and present them through KAIZEN seminars.</p> <p>3-5. KAIZEN service providers support KAIZEN promotion from the pilot enterprises to their suppliers and client enterprises.</p>	<p>4-1. TKU prepares a comprehensive plan of KAIZEN promotion activities which includes a marketing strategy.</p> <p>4-2. TKU and KAIZEN service providers implement and evaluate the plan of KAIZEN promotion activities.</p> <p>4-3. TKU and KAIZEN service providers collect, compile and share KAIZEN best practices.</p> <p>4-4. TKU coordinates with partner organizations such as CTI, TPSF, TCCIA, EPZA in sensitization of KAIZEN and access to KAIZEN service providers.</p> <p>4-5. TKU and KAIZEN service providers support the establishment of KAIZEN trainer association.</p> <p>4-6. TKU and KAIZEN service providers support the establishment of Tanzania KAIZEN Club and its activities.</p> <p>4-7. TKU supports training providers such as educational institutes and bank establishments to incorporate KAIZEN components into their own services.</p> <p>4-8. TKU prepares drafts of certification system of a KAIZEN trainer and of accreditation system of a KAIZEN service provider.</p> <p>4-9. TKU explores an incentive system for the private enterprises to receive KAIZEN consulting services.</p> <p>4-10. TKU prepares an action plan for a nation-wide KAIZEN promotion.</p>
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2) Counterpart training in Japan and third country

3) Basic equipment necessary for implementation of the Project

4) Cost of Project activities

necessary cost for the implementation of the Project

Plan of Operation (PO)

Project Title: The Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2

Activities	1st year				2nd year				3rd year				Responsible Organization/Person	
	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan	Tanzania
Output 1: The implementation structure and institution to promote KAIZEN are strengthened.														
1-1.TKU prepares, implements and evaluates the annual action plan(PDCA).													Chief Advisor	DID/TKU
1-2.TKU reviews the existing system and andcompetences, and restructures it to a new one type system.													KAIZEN	DID/TKU
1-3. TKU sets up technical standard for KAIZEN trainers.													KAIZEN	DID/TKU
1-4. TKU prepares a training program for a new training system (textbook, materials, OJT system, etc.).													KAIZEN	DID/TKU
1-5. TKU prepares a Training of Trainers (TOT) program to develop a new trainer without experts' support.													KAIZEN	DID/TKU
1-6. TKU prepares a Top Management Seminar program.													KAIZEN Framework Strengthening	DID/TKU
1-7.TKU improves the System of KAIZEN Results Measurement.													KAIZEN	DID/TKU
Output 2: Capacity of SIDO to provide KAIZEN consulting service is strengthened.														
2-1.SIDO establishes the implementation system to provide KAIZEN consulting service.													Chief Advisor	SIDO
2-2. SIDO implements KAIZEN consulting services by KAIZEN master trainers and KAIZEN trainers.													KAIZEN	SIDO
2-3.SIDO implements trainings to develop new trainers													KAIZEN	SIDO
2-4.SIDO implements TOTs.													KAIZEN	SIDO
2-5.SIDO provides KAIZEN consulting service in collaboration with the relevant project such as Cluster Development and Business Development Services.													KAIZEN	SIDO
2-6. SIDO prepares a regional expansion plan of KAIZEN consulting service.													Chief Advisor	SIDO
Output 3: Pilot KAIZEN activities in collaboration with leading enterprises are implemented, through which skills of KAIZEN trainers are upgraded.														
3-1.TKU identifies potential enterprises for pilot KAIZEN activities.													KAIZEN Framework Strengthening	DID/TKU
3-2.KAIZEN service providers prepare the plans for the pilot KAIZEN activities with the target enterprises.													KAIZEN	KAIZEN Service Providers
3-3.KAIZEN service providers implement the pilot KAIZEN activities which include OJTs for KAIZEN trainers.													KAIZEN	KAIZEN Service Providers
3-4.TKU and KAIZEN service providers compile the results of the pilot project and present through KAIZEN seminars.													KAIZEN Framework Strengthening	DID/TKU
3-5.KAIZEN service providers support KAIZEN promotion from the pilot enterprises to their suppliers.													KAIZEN	KAIZEN Service Providers
Output 4: Activities toward sustainable KAIZEN promotion are enhanced.														
4-1.TKU prepares a comprehensive plan of KAIZEN promotion activities including a marketing strategy.													KAIZEN Framework Strengthening	DID/TKU
4-2.TKU and KAIZEN service providers implement and evaluate the plan of KAIZEN promotion activities.													KAIZEN Framework Strengthening	DID/TKU
4-3.TKU and KAIZEN service providers collect, compile and share KAIZEN best practices.													KAIZEN Framework Strengthening	DID/TKU
4-4.TKU coordinates with partner organizations in sensitization and access to KAIZEN services providers.													KAIZEN Framework Strengthening	DID/TKU
4-5.TKU supports training providers to incorporate KAIZEN components into their own services.													KAIZEN Framework Strengthening	DID/TKU
4-6. TKU and KAIZEN service providers support the establishment of KAIZEN trainer association.													KAIZEN Framework Strengthening	DID/TKU
4-7. TKU and KAIZEN service providers support the establishment of Tanzania KAIZEN Club and its activities.													KAIZEN Framework Strengthening	DID/TKU
4-8. TKU prepares drafts of certification system of the triner and of accreditation system of the service provider.													KAIZEN Framework Strengthening	DID/TKU
4-9. TKU explores an incentive system for the private enterprises to receive KAIZEN consulting services.													KAIZEN Framework Strengthening	DID/TKU
4-10.TKU prepares an action plan for a nation-wide KAIZEN promotion.													Chief Advisor	DID/TKU
Duration / Phasing														
Monitoring Plan	1st year				2nd year				3rd year				Remarks	
Monitoring														
Joint Coordinating Committee	▲		▲		▲		▲		▲		▲			
Set-up the Detailed Plan of Operation	▲				▲				▲					
Submission of Monitoring Sheet		▲			▲				▲					
Monitoring Mission from Japan					▲				▲					
Joint Monitoring		▲			▲				▲					
Post Monitoring														Ex-post evaluation 3 years after
Reports/Documents														
Progress Report			▲		▲				▲					
Project Completion Report														▲
Public Relations														
Publish success stories					▲				▲					
Press release on the KAIZEN Award		▲						▲				▲		

Cost shearing plan for the KAIZEN Project phase 2

	JICA side	Tanzanian side
Vehicle		
Management of operation	During the period of the project	
vehicle insurance		Payment and management of the vehicle insurance
Fuel cost	During the period of the project as far as used for JICA project purposes	
Maintenance (including regular services and repair)	During the period of the project as far as used for JICA project purposes	
Drivers	Overtime fee and travel allowance for the Project purposes	Recruitment and payment to drivers except for JICA side covers (Basic salary, etc.)
Traveling		
Seminar/training	(Transportation expenses and 50% of DSA, only when Tanzanian side can't cover)	Transportation expenses and DSA (50% of DSA, only when Tanzanian side can't cover transportation expenses and total amount of DSA)
Other project activities	(Transportation expenses and 50% of DSA, only when Tanzanian side can't cover)	Transportation expenses and DSA (50% of DSA, only when Tanzanian side can't cover transportation expenses and total amount of DSA)

NOTE: Others not mentioned above should be discussed between JICA/JICA experts and Tanzanian sides where necessary.

THE 2ndJCC, February, 2018

MINUTES
OF
THE 2nd JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 2nd Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (Kaizen) Phase 2 (hereafter referred to as “the Project”) was held on 7th February, 2018 at the conference room in the College of Business Education in Dar es Salaam. As referred to in the document attached hereto, the meeting focused mainly on Progress of the Project by using Monitoring Sheet, Annual Action Plan of TKU, and Implementation System of the Project after TKU moves to Dodoma.

Dar es Salaam, the United Republic of Tanzania, 7th February, 2018



Dr. Isack A. Legonda
Director of Industrial Development
Ministry of Industry, Trade and Investment
The United Republic of Tanzania



Mr. Toshio Nagase
Chief Representative
Japan International Cooperation Agency
Tanzania Office



Mr. Yukihide Katsuta
Chief Advisor
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2



Mr. Takao Kikuchi
Team Leader
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2

ATTACHMENT

The JCC meeting was held on 7th February 2018 at the conference room in the College of Business Education in Dar es Salaam, and was chaired by Dr. Ludovick Nduhiye, the Deputy Permanent Secretary of the Ministry of Industry, Trade and Investment. The attendants of the meeting are shown in Appendix 1.

1. Opening and Introduction

The Chairperson called the meeting to order at 10:35 am. He went on thanking all the participants for their attendance to the meeting and invited all the members for self introduction.

2. Remarks by Senior Representative of JICA Tanzania Office

In his remarks the Senior Representative of JICA Tanzania Office insisted on the importance of KAIZEN project to the country's economy. He emphasized on the need for government support on sustaining the implementation of KAIZEN activities.

3. Progress of the Project by using Monitoring Sheet

The Project Chief Advisor presented the Progress of the Project by using JICA format of projects monitoring (Appendix 2). He indicated that the progress of the Project was going well for the achievement. He added that though the Project looks to be implemented smoothly at a certain level, the institutional and financial contribution of Tanzanian side is not enough to sustain the Project. Thus, commitment and more efforts are timely required. It was also explained that some activities were delayed/rescheduled to year 2019 due to the fact that they are waiting for the completion of the first batch of training of Advanced KAIZEN Trainers. During the discussion, members wanted to know how much the Project is being affected due to lack of counterpart fund from Tanzanian side, and if there would be any possibility for raising fund from other alternative sources to cover the gap. Since it was not easy to give quick explanation on this query, the meeting advised on uses of project document as a reference.

4. Annual Action Plan of TKU

The head of TKU presented the annual action plan of TKU. (Appendix 3) It was informed that activities for the annual action plan were extracted from the PDM.

It was further elaborated that most of these activities are ongoing and others will start later as per schedule. It was added that these activities will be incorporated into

individual OPRAS of TKU staff with the approval of DID. It was further articulated that starting from next JCC meeting, the committee members will be requested to give short presentation on the plans for their institutions to promote KAIZEN in the country. During the discussion on this matter, the meeting members advised on the need for finalizing the annual action plan matrix by showing tentative budget for each activity and in-charge person for respective activities. With regards to plans for KAIZEN promotion and awareness creation, it was advised to make presentation of KAIZEN project to members of parliament and to relevant Inter-Ministerial Technical Committees so as to enhance awareness creation.

5. Budget Implementation Status of MITI and JICA

The team leader reported that estimated budget for the activities of the Project from Japanese side is around US \$ 220,000. The amount spent in a period of August 2017 to December 2017 is around US \$ 41,000 equivalent to Tsh. 90,200,000/-. During the discussion on this matter, it was emphasized that if JICA's allocation is missing in the Treasury's budget plan, there will be no point for argument regarding allocation of counterpart fund for the Project.

6. Implementation System of the Project after TKU moves to Dodoma

It was informed that since the significant part of project implementation focuses on the manufacturing enterprises in Dar es Salaam, it was desirable to maintain the current TKU office as satellite in Dar es Salaam. This in turn, would lead into cost-effective management in terms of time, financial resources and human resources allocation. On the other hand, it was doubted that if the TKU office will be at MITI premises in Dodoma Nanenane area, the TKU staff will be isolated and this in turn may lower the speed for integrating KAIZEN to other relevant activities of the MITI.

7. Any Other Business

It was informed that the 3rd JCC meeting would be held August 2018 and the information on the exactly date and venue would be communicated electronically to the JCC members. In addition, it was advised and agreed that the minutes for JCC meeting should be finalized and shared electronically so that they can be signed not later than one month after the date of the 2nd JCC meeting.

8. Closing of the Meeting

There being no any other issues to transact, the Chairperson thanked all the members

for their active participation and closed the meeting at 12:38 pm.

Matters arising from the meeting are summarized as follows;

- To review the project document in a way of clarifying unclear issues including: counterpart fund and/or other requirement for motivating the staff who are engaged in the project activities.
- To finalize the annual action plan matrix by showing tentative budget for each activity and the in-charge person for respective activities in the action plan.
- Plans for incorporating project activities into individual OPRAS of TKU staff with the approval of DID.
- Finalize plans for dividing the roles of the project activities in line to Implementation System of the Project after TKU moves to Dodoma.
- Starting from next JCC Meeting the committee members will be requested to give short presentation on how their institutions are planning to promote KAIZEN in Tanzania.

Appendix 1: List of Participants

Appendix 2: Project Monitoring Sheet

Appendix 3: Annual Action Plan of TKU

End of the Document

THE 3rd JCC, August, 2018

MINUTES
OF
THE 3rd JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 3rd Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (Kaizen) Phase 2 (hereafter referred to as “the Project”) was held on 30th August 2018 at the conference room in the College of Business Education in Dar es Salaam. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

Dar es Salaam, the United Republic of Tanzania, 30th August 2018



Dr. Isack A. Legonda
For Permanent Secretary
Ministry of Industry, Trade and Investment
The United Republic of Tanzania



Mr. Toshio Nagase
Chief Representative
Japan International Cooperation Agency
Tanzania Office



Mr. Yukihide Katsuta
Chief Advisor
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2



Mr. Takao Kikuchi
Team Leader
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2

ATTACHMENT

The 3rd JCC meeting was held on 30th August 2018 at the conference room in the College of Business Education in Dar es Salaam, and was chaired by Dr. Isack A. Legonda, the Director of Industrial Development of the Ministry of Industry, Trade and Investment for Permanent Secretary. The list of attendants of the meeting is shown in Appendix 1.

1.0 REMARKS BY CHIEF REPRESENTATIVE OF JICA TANZANIA OFFICE

The Chief Representative of JICA insisted on the importance of KAIZEN project to the country's economy and its alignment to the National Development Vision. He commended the positive achievement made (40% of the project target in one year) on the implementation of KAIZEN phase 2 and the commitment shown by government on supporting the entire project. He articulated that instead of restricting only to SIDO and CBE, the project has been expanded to a wider coverage in terms of involving more providers of BDS country-wide. Also, the current Government budget allocation is as much as twice, if is compared to the last year's budget. He emphasized that the project is expected to be handled over to Tanzanians by July 2020. Hence, all these are calling for the need of capacitating the TKU in order to enable it to effectively coordinate the ever increasing KAIZEN activities and demand. He went on advising on necessity for using media concurrently with plans for involving top leaders of the Nation (President and/or Prime Minister) on KAIZEN Promotion in a way of enhancing the project sustainability.

The Chairperson responded to these remarks by assuring the JCC members on full commitment of the government and the attentiveness of the MITI in making use of KAIZEN philosophy in a way of achieving National Development Plans. He added that the effort for allocating budget and other resources for KAIZEN may imply the existence of TKU. However, it was emphasized on the need for KAIZEN sensitization to the MITI management, which in turn, would capitalize on plans for involving top leaders at national level in promoting KAIZEN. Likewise, the JCC members must as well be sensitized on KAIZEN.

2.0 MINUTES OF THE PREVIOUS JCC AND MATTERS RAISED

The minutes of the 2nd JCC meeting were approved with minor correction and few comments i.e. the need for showing the list of meeting participants and page numbering.

Matters arising from the 2nd JCC meeting were presented as follows:

2.1 GOVERNMENT SUPPORT ON SUSTAINING THE IMPLEMENTATION OF KAIZEN ACTIVITIES




2




It was reported that MITI and Institutions affiliated to MITI are working hard on KAIZEN implementation. For instance, staff from MITI, SIDO, CBE, CAMRTEC, TEMDO and EPZA are involved in KAIZEN activities. An attempt is been made on trying to involve the LGAs offices in the project area. There is also, an issue of availing office equipment, and premises /venue for meetings/ Seminars/ Conferences and Training. In addition, running costs for project vehicles is done on cost sharing. In terms of financial support, for financial year 2018/19, the MITI has allocated into her budget sum of Tsh. 48,050,000/= as Other Charges (OC) and Tsh 200,000,000 as Development.

2.2 RAISING FUND FROM OTHER ALTERNATIVE SOURCES

Reported that the current plan is to raise enough demand for KAIZEN and then, sensitize the recipients to pay for KAIZEN consulting services as an alternative way of obtaining fund from other sources. It was however, advised that the price to be charge for provision of KAIZEN services should come from profit or savings made by the recipient as a result of practicing KAIZEN Philosophy.

2.3 INCORPORATING KAIZEN INTO INDIVIDUAL OPRAS OF TKU STAFF WITH THE APPROVAL OF DID

It was explained that the Ag. HTKU has accommodated KAIZEN Activities into her OPRAS.

2.4 KAIZEN SENSITIZATION TO MEMBERS OF PARLIAMENT AND TO RELEVANT INTER-MINISTERIAL TECHNICAL COMMITTEES

Regarding the requirement for making presentations on KAIZEN project to Members of Parliament and to relevant Inter-Ministerial Technical Committees, it was explained that the Ministry has been using different forums to dissemination KAIZEN application. Nevertheless, the Ministry will continue to publicize the same to different stakeholders including Members of Parliament and to relevant Inter-Ministerial Technical Committees in a way of enhancing KAIZEN promotion.

2.5 TKU OFFICE PREMISES IN DODOMA AND DSM

The JCC members were informed that:

- TKU will retain the current office premises located at Water-front until further notice.
- Plans for availing premises to TKU office in Dodoma are underway.

2.6 PRESENTATION OF RESPECTIVE COMMITTEE MEMBERS ON THE PLANS FOR THEIR INSTITUTIONS TO PROMOTE KAIZEN IN THE COUNTRY

2.6.1 Tanzania Bureau of Standards (TBS)

Reported that, TBS has been articulating on KAIZEN during his day to day activities. However, KAIZEN is not yet accommodated in TBS Corporate Strategic Plan and so far there is no budget for KAIZEN promotion at TBS.

2.6.2 Tanzania Private Sector Foundation (TPSF)

Reported that, the National Economic Empowerment Council (NEEC) in collaboration with TPSF and Financial Sector Deepening Trust (FSDT) are in the final stages of preparing an association of Business Development Service Providers (BDSP). Thus, KAIZEN trainers could make use of such opportunities instead of creation KAIZEN Trainers Association. However, KAIZEN is not yet accommodated in TPSF Corporate Strategic Plan and so far there is no budget for KAIZEN promotion at TPSF.

2.6.3 College of Business Education (CBE)

Reported that:

- i. As part of KAIZEN dissemination, CBE has made KAIZEN sensitization to post-graduate students and at the same time developing a curriculum in a way of taking KAIZEN to short courses. In addition, KAIZEN is already integrated to CBE publication materials.
- ii. Number of KAIZEN trainers from CBE has been increasing.
- iii. However, the budget for KAIZEN promotion is not identified in CBE plans
- iv. Plan for allocating one CBE staff to TKU are underway (feedback will be obtained after consultation with CBE top authorities).

2.6.4 Small Industries Development Organization (SIDO)

- v. Number of KAIZEN trainers from SIDO has been increasing
- vi. Dissemination of KAIZEN is made through various exhibitions i.e. Sabasaba, Nanenane, African Industrialization Events, and SIDO Zonal Exhibitions
- vii. KAIZEN is already accommodated in SIDO corporate strategic plan. However, the budget for KAIZEN promotion is inadequate.

2.6.5 Confederation of Tanzania Industries (CTI)

Reported that, CTI has provided information of pilot enterprises, which are potential candidates for KAIZEN Training. Also, CIT has a plan to upload KAIZEN information into their web page. Similarly, they are willing to use their catalogue for sharing information on KAIZEN.

2.6.6 Tanzania Chambers of Commerce, Industry and Agriculture (TCCIA)

Reported that, TCCIA has the potential and is willing to use their offices/network at Regional and District level to disseminate KAIZEN concept and related promotional materials. TCCIA has as well indicated that, upon receipt of electronic KAIZEN material and relevant references, the mentioned will be posted on their website

which has high traffic of visitors. However, KAIZEN is not yet accommodated in TCCIA Strategic Plan and the budget for KAIZEN promotion is not identified.

In concluding this matter it was articulated that private sector representation (TPSF, CTI and TCCIA) indicated the possibility for using such offices for KAIZEN Dissemination. However, they wanted to know whether there are any tangible outputs emanating from KAIZEN implementation. They also articulated the issue regarding the need for using official forum for information sharing.

2.7 ANNUAL ACTION PLAN MATRIX BE COMPLETED BY SHOWING TENTATIVE BUDGET FOR EACH ACTIVITY AND IN-CHARGE PERSON FOR RESPECTIVE ACTIVITIES

It was reported that the current action plan is indicating tentative budget for each activity and in-charge person for respective activities.

2.8 KAIZEN SENSITIZATION TO MEMBERS OF PARLIAMENT AND TO RELEVANT INTER-MINISTERIAL TECHNICAL COMMITTEES

Regarding the requirement for making presentations on KAIZEN project to Members of Parliament and to relevant Inter-Ministerial Technical Committees, it was explained that the Ministry has been using different forums to dissemination KAIZEN application. Nevertheless, the Ministry will continue to publicize the same to different stakeholders including Members of Parliament and to relevant Inter-Ministerial Technical Committees in a way of enhancing KAIZEN promotion.

3.0 PROGRESS OF THE PROJECT BY USING MONITORING SHEET

The Project chief advisor presented the Progress of the Project by using Project Monitoring Sheet (Appendix 2). He indicated good progress and achievements, and added that even though the Project was implemented smoothly at a certain level, the institutional contribution of Tanzanian side is not enough to sustain the Project. Regarding some delays of activities, dead line to complete was discussed and agreed as follows:

- Annual report for KAIZEN Promotion, by the end of September 2018
- Comprehensive plan of KAIZEN promotion activities, by the end of December 2018
- Preparation for report on impact survey, by the end of by June 2019

4.0 IMPLEMENTATION POLICY AND FUTURE PLAN

The Team Leader made a presentation regarding the future plan of the Project focusing on the sustainability. His explanations analyzed the demand side and supply side separately. Especially in the supply side, the importance of creation of a regional promotion structure centered by RAS office and SIDO regional office were emphasized. As of demand side, charge system to enterprises and clarification of KAIZEN consulting

services and BDS provision was suggested.

5.0 ISSUING OF CERTIFICATES TO GRADUATES OF KAIZEN TRAINING

At the break time, certificates and recognitions to the graduates of KAIZEN training courses were presented by the chairperson. Such certificates and recognitions were grouped into four categories namely: Advanced KAIZEN Trainer, KAIZEN Trainer, KAIZEN Coordinator, and Pilot Enterprises.

6.0 ANNUAL ACTION PLAN OF TKU WITH BUDGED PLAN

The Annual Action Plan of TKU with budgeted plan and personal in-charge was presented by the Head of TKU. The presenter expressed that the Durban Declaration made in the Africa Kaizen Annual Conference of July 2018 were also integrated to the Annual Action Plan of TKU (Appendix 3).

7.0 REVIEW OF PDM

It was explained that while the Project started with only three partners, currently the number of collaborators has been increasing both in the supply side and the demand sides. In addition, it was expressed that with exception of SIDO, CBE and other providers are not considered in the project outputs. This is the reason why calling for a real /ideal structure for implementing KAIZEN and hence the review of PDM was suggested. The previous structure and the proposed real structure were compared in the meeting. The further steps were agreed and will be judged at the next JCC (Appendix 5, xiii).

8.0 NATIONAL-WIDE SUSTAINABLE KAIZEN MOVEMENT

The leader of the mission from JICA HQ proposed JCC member to agree the meeting memorandum which they prepared and signed at the meeting as attached herewith (Appendix 4). The contents of the memorandum are as follows:

- i. To upload “KAIZEN Strategy and Policy Actions for Promoting KAIZEN Methodology in Tanzania: 2016-2025” on the website of MITI for the purpose of publicizing KAIZEN Movement.
- ii. To strengthen collaboration with SIDO and other KAIZEN service providers, and to foster linkages between individual enterprises which receive KAIZEN service.
- iii. To prepare Nationwide KAIZEN Movement plan by December 2018, and to start as a pilot from January 2019.
- iv. To standardize Training program of KAIZEN trainer and certification system, and to authorize a guideline by February 2020.
- v. To complete, 1) officially approve TKU, 2) authorize appointment of TKU Head, 3) allocate necessary human resources including a staff from CBE, and to secure the necessary budget.
- vi. To secure the main office in Dodoma and satellite office in Dar es Salaam, and

clarify coordination system between the two offices by October 2018.

- vii. To agree the timeline to prepare the contents of SIDO's KAIZEN service, charging system, and leaflet among MITI/TKU, SIDO and the Japanese experts by November, 2018.

9.0 ADDITION OF THE MEMBER OF JCC

In addition to the current members of JCC prescribed by the Record of Discussions (R/D), following two members are proposed to add and agreed.

- Representative of Export Processing Zones Authority (EPZA).
- Representative of Vocational Educational and Training Authority (VETA).

NB. After deep discussion on this matter, the meeting approved the proposed new members to join JCC.

10.0 ANY OTHER BUSINESS

- It was informed that the 4th JCC meeting would be held in Feb. 2019.
- The plans for involving the National Institute for Productivity NIP may be discussed in the 4th JCC meeting.
- Draft minutes for 3rd JCC meeting should be shared to members for comment and improvement before submission for official approval (by 10th Sept 2018).

11.0 CLOSING OF THE MEETING

During the closure of the 3rd JCC Meeting, JICA and MITI signed the Meeting Memorandum (see appendix 4). There being no any other issues to transact, the Chairperson thanked all the members for their active participation and closed the meeting at 13:38 pm.

Appendix 1: List of Participants

Appendix 2: Project Monitoring Sheet

Appendix 3: Annual Action Plan of TKU

Appendix 4: Signed Meeting Memorandum

Appendix 5: Matrix of Matters Arising from the 3rd JCC Meeting

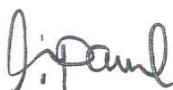
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MINUTES
OF
THE 4th JOINT COORDINATING COMMITTEE MEETING
ON
"THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2"
IN
THE UNITED REPUBLIC OF TANZANIA

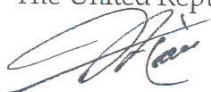
The 4th Joint Coordinating Committee (hereafter referred to as the "JCC") meeting on technical cooperation project titled "Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (Kaizen) Phase 2 (hereafter referred to as "the Project") was held on 8th of March, 2019 at the conference room in the College of Business Education (CBE) in Dar es Salaam. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

Dar es Salaam, the United Republic of Tanzania, 8th March, 2019.

Confirmed and Signed:



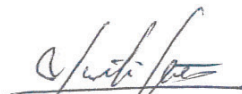
Dr. Edwin P. Mhede, PhD.,
Deputy Permanent Secretary,
Ministry of Industry and Trade,
The United Republic of Tanzania.



Mr. Leo M. Lyayuka,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania



Mr. Naofumi Yamamura,
Chief Representative,
JAPAN International Cooperation Agency,
Tanzania Office.



Mr. Yukihide Katsuta,
Chief Advisor,
Project on Strengthening Manufacturing Enterprises
through Continuous Improvement of Quality and
Productivity (Kaizen) Phase 2

ATTACHMENT

The 4th JCC meeting was held on 8th March, 2019 at the conference room in the College of Business Education (CBE) in Dar es Salaam, and was chaired by Dr. Edwin P. Mhede, PhD., Deputy Permanent Secretary, Ministry of Industry and Trade, for Permanent Secretary. The list of attendants of the meeting is shown in Appendix 1 and matters arising from the 4th JCC meeting are shown in Appendix 2.

MINUTES FOR THE 4TH KAIZEN JOINT COORDINATING COMMITTEE (JCC) MEETING HELD AT CBE - DAR-ES-SALAAM CAMPUS, ON 8TH MARCH, 2019

1.0 BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing a project on Strengthening Manufacturing Enterprises through Continuous Improvement of Quality and Productivity (KAIZEN) since 2013. The second phase (roll-out) of the project started on 1st August 2017. Other collaborators in the project implementation include Small Industries Development Organization (SIDO) and College of Business Education (CBE). The plan for roll-out phase is to cover 8 regions including: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions to promote KAIZEN nationwide. The KAIZEN practices will be applied in all sizes and types of enterprises in both Public and Private Sectors.

Phase 2 of the Project is focusing on strengthening the Capacity of MIT / TKU and KAIZEN service providers to promote KAIZEN to private enterprises in a sustainable manner. This will go concurrently with efforts for developing KAIZEN Movement country-wide as an overall goal for the future. In addition, there are plans for reviewing the project coordination structure in a way of accommodating more collaborators while expanding the project to Industrial Clusters and Large Enterprises. Moreover, the project is intending to expand from manufacturing sector to other sectors aligning to Industrialization in Tanzania. Such sectors include: Education, Agriculture, Mining and Infrastructure (water, energy and transportation). Currently, the project is implementing the plans for capacitating institutions working on provision of KAIZEN training and consultancy services.

While the target for year 2020 is to have created 180 Trainers, as of end of February, 2019 the total number of trained trainers is 220, which compose of 48 Advanced KAIZEN Trainers (AKT), 144 KAIZEN Trainers (KT) and 28 TOT KAIZEN Trainers (TOKT). On the other hand, while the target of enterprises for year 2020 is 100 (30 Large and 70 SMEs), the number of enterprises benefiting from KAIZEN is 87 (23 Large and 64 SMEs). Likewise,

phase 2 has come up with approach of recruiting KAIZEN Coordinators (KCs), whereby, as of end of February, 2019 a total number of Trained KCs were 95.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by PS-MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN JCC are organized twice a year. The third meeting was held on 30th August, 2018, and the fourth meeting being on 8th March, 2019. The following are the minutes for the 4th KAIZEN project JCC meeting.

2.0 OPENING AND INTRODUCTION

The Chairperson called the meeting to order at 11.20 a.m. He went on thanking all the participants for their attendance to the meeting and invited all the members for self-introduction. The self introduction was followed by a welcoming note from CBE Deputy Rector.

3.0 ADOPTION OF THE AGENDA

The 4th JCC meeting adopted the following 9 agenda items:

Table 3: AGENDA FOR THE 4TH JCC MEETING

Agenda Item	Care Taker
1. Opening and Introduction	Chairperson
2. Adoption of the Agenda	Chairperson
3. JICA Remarks	JICA Tanzania
4. Minutes of the Previous JCC and matters raised	Head of TKU
5. Progress of the Project by using Monitoring Sheet	Chief Advisor
6. Achievement and pending issues	Team leader
7. Nationwide Sustainable KAIZEN Movement Plan	Team leader
8. Addition of the member (NIP) to JCC	Head of TKU
9. Any Other Business	All
10. Closing	Chairperson

4.0 REMARKS BY JICA TANZANIA - COUNTRY REPRESENTATIVE

In his remarks, the Country Chief Representative of JICA insisted on the importance of KAIZEN project to the country's economy and its alignment to the National Development Vision 2025. He expressed his appreciation to the MIT, CBE and SIDO for the enthusiasm and assistance they have extended towards the implementation of KAIZEN project. He also commended on efforts made on capacitating of TKU office in Dodoma concurrently with expansion of KAIZEN to a wider coverage geographically and in terms of partners engagement towards KAIZEN movement (i.e. National Institute of Production, Tanzania Bureau of Standards and Local Government especially Arusha and Simiyu regions). The project has already achieved 86% out of a target of 100 enterprises. Also, the current

Government budget allocation to the Project is as much as twice, if it is compared to the last year's amount. Moreover, the Project has succeeded to train more than 200 KAIZEN trainers and advanced trainers – all these in conformity with the goals set in Phase 2 of the Project. He is also impressed with the appointment of a new Minister of Industry and Trade who seems himself as a KAIZEN champion. He went on articulating that, despite these achievements, we still have a long way to go to reach the ultimate goal that is a nationwide expansion of Tanzania KAIZEN Movement for Industrialization. He advised that it is only through stakeholders' joint efforts that project will be able to reach its intended goal. He called up the commitment of JCC members in accomplishing their respective roles to the project. He emphasized that the project is expected to be handled over to Tanzanians by July 2020.

The Chairperson responded to these remarks by assuring the JCC members on full commitment of the government and the attentiveness of the MIT in making use of KAIZEN Promotion activities to sustain the Project in a way of achieving National Development Plans. He added that the effort for allocating resources and budget for KAIZEN may imply the existence of TKU. However, it was emphasized on the need for continuously sensitization to the MIT management, which in turn, would capitalize on plans for involving Top Leaders of the Nation in KAIZEN promotion. Likewise, the JCC members must as well be sensitized on KAIZEN continuously.

5.0 MINUTES AND MATTERS RAISED IN THE 3RD JCC MEETING

The minutes of the 3rd JCC meeting were already shared and approved before the 4th JCC meeting.

6.0 DISCUSSION ON MATTERS ARISING FROM THE 3RD JCC MEETING

Matters arising from the 3rd JCC meeting were presented as follows:

Sharing of the minutes of 3rd JCC meeting for comment before 10 Sept 2018

It was reported that the minutes of the previous meeting were timely shared to JCC members for comment and improvement before submission for official approval.

Government Support on Sustaining the Implementation of Kaizen Activities

It was reported that MIT and Institutions affiliated to MIT are working hard on KAIZEN implementation. For instance, staffs from MIT, SIDO and CBE are involved in KAIZEN activities. An attempt is being made on trying to involve the PORALG in the project area. There is also, an issue of availing office premises, venue for meetings/ seminars/ conferences and training. Office equipments are also availed. In addition, running costs for project vehicles is done on cost sharing.

MIT management sensitized on KAIZEN by October 2018 and sensitization to the JCC members by December 2018

It was reported that the Ministry has been using different forums to disseminate KAIZEN idea to stakeholders including uploading KAIZEN materials to MIT Web-site in a way of making use of TKU web page. All these went concurrently with plans for deepening the usage of media coverage in KAIZEN promotion. It was further elaborated that KAIZEN sensitization to the MIT management was well done in October 2018 and the initiatives for conducting KAIZEN Training for MIT staff members started on 8th January, 2019. Also, KAIZEN sensitization was extended to the members of special committee of parliament responsible for industrial development and environmental protection (18 January, 2019). KAIZEN sensitization seminar was conducted on the same day of 8th March, 2019 to members of JCC Meeting from 8.30 A.M to 11.00 A.M. Nevertheless, the Ministry will continue to publicize the same to different stakeholders including Members of Parliament and to relevant Inter-Ministerial Technical Committees. It was further reported that TKU e-mail address was already created, that is tku@mit.go.tz. Thus, at this transitional period we were using both the g.mail domain as well as mit.go.tz. Following this information, it was advised and agreed that reports on such initiatives be shared to the JCC Members.

Revamping of the Regional Industrial Licensing Advisory Committee (RILAC)

It was discussed and advised to speed up the efforts on revamping of the Regional Industrial Licensing Advisory Committee (RILAC) as effort way of enhancing KAIZEN National-wide movement. It was insisted to use whatever available information while starting small and expand gradually in line to received information.

7.0 PROGRESS OF THE PROJECT BY USING MONITORING SHEET

The Project Chief Advisor presented the Progress of the Project by using JICA format of monitoring and evaluation. Highlighting on the implementation of the KAIZEN project, he indicated good progress and achievements. He added that even though the project was implemented smoothly at a certain level, the institutional contribution of Tanzanian side is not enough to sustain the project. It was explained that in a way of standardizing KAIZEN training authorization of certificate is now dedicated to PS-MIT. Thus, commitment and more efforts are required to implement pending activities.

On the other hand, the report on impact survey is expected to be completed by June, 2019. The presenter went further on emphasizing on the issue of timely release of fund for project activities while considering that in the 3rd year of the project there is a minimal support from JICA. He also highlighted on the need for taking it seriously in availing office space/premises in Dodoma and assurance of smooth settlement of office premises in Dar-es-Salaam (DSM). At the same time it was advised and agreed to allocate enough staff to TKU (Dodoma and DSM offices).

8.0 NATIONAL-WIDE SUSTAINABLE KAIZEN MOVEMENT

The project Team Leader presented on how the Nationwide Movement Plan should look like, in terms of its contents and formulation process. To start, it was observed that it would take at least nine (9) months for the document to be ready available for sharing and review. However, the meeting suggested on reduction of the time set for compiling the document. As of the structure, it was suggested to include background and proposal of Minister to implement KAIZEN across the ministries and all the institutions under MIT was clarified. Again, it was observed that, for building capacity of TKU staff, it is better for the preparation being in team instead of working on it as individuals.

9.0 ADDITION OF THE MEMBERS OF JCC

It was proposed to add the National Institute for Productivity (NIP) to the membership of JCC due to the fact that there would be possibility for building synergy among the implementers of KAIZEN. It was further informed that collaboration has started especially during the award ceremony. In addition, NIP is representing Tanzania to the PAPA. After long discussions on this matter, it was agreed that NIP be added to the membership of JCC.

12.0 Any Other Business

- i. It was reported that in TBS there is a certain amount of budget for promotional activities. Thus this might be used as an alternative source of funds for promoting KAIZEN activities.
- ii. It was reported that the effort has been made by CBE on KAIZEN sensitization to the post graduate students. Also, KAIZEN is already integrated to CBE Publication materials and some teaching curriculum (e.g. 5S for National Technical Award (NTA) Level 4). Nonetheless, the number of KAIZEN trainers from CBE has been increasing. In addition, one CBE staff has been temporarily posted to TKU Dodoma office. However, the budget for KAIZEN promotion is lacking in CBE plans. Far from that, CBE presented its own General KAIZEN Promotion Plan with 8 items. However, the meeting members insisted on need for reviewing the document in a way of improving it before submission of the entire proposal. In winding up the discussion on this issue it was advised that CBE to work close with TKU with respect to making that proposal clearer and tenable.
- iii. The meeting members were informed that SIDO was assigned to prepare consultancy charging system so that it can be published and be formalized for national consumption. At this, it was sensitized to involve all stakeholders both from private and public institutions in the process of developing that charging system. It was also reported that number of KAIZEN trainers from SIDO has been increasing. Dissemination of KAIZEN is made through various exhibitions i.e. Sabasaba, Nanenane, African Industrialization Event, and SIDO Zonal & National Exhibitions. KAIZEN is already accommodated in SIDO Corporate Strategic Plan. KAIZEN idea is also integrated to *SIDO Habari Publication* materials. It was however noted that, the budget for KAIZEN promotion is inadequate. During the discussion on SIDO's presentation it was advised on the need for

- extending KAIZEN training to SIDO's Technical Development Centres (TDCs) by regarding them as pilot enterprises.
- iv. CTI promised to upload KAIZEN information into their web page as well as their catalogue. This will enhance in one way or another, the promotion of KAIZEN National-wide.
 - v. Need for sharing the report for MIT staff on KAIZEN training conducted at CBE Dodoma Campus
 - vi. Circulation of Technical Guideline to JCC Members.
 - vii. The need for electronic news release – after 6-12 months
 - viii. Need for contacting Ms. Jesse Chole, the MIT Communication Officer, on possibility for accommodating KAIZEN information into the earmarked National documentary on activities for promoting industrialization in Tanzania.
 - ix. Draft a letter to CIT and CBE for implementation of KAIZEN philosophy
 - x. It was insisted on the need for improving communication among the members of JCC as well as among the TKU members.
 - xi. Draft minutes should be shared to members for comment and improvement

13.0 Closing of the Meeting

Before closing the 4th JCC Meeting, the Chairman of the meeting insisted on the need for improving ways of communication within the TKU and among the JCC members. It was also articulated to share draft of various documents before submission for official approval. Advised that the members of JCC in general and TKU team in particular to be proactive and avoid waiting/waste and if necessary, ask for support. He added that all administrative issues have to be done internally, instead of bringing them to the JCC meetings. SIDO was urged to timely and better do its homework while focusing on sufficient results. He concluded by calling upon for everybody into taking his/her respective role. Finally, it was informed that the 5th JCC meeting is scheduled for August/September 2019.

There has been no any other issue for discussion; the Chairperson closed the meeting at 2:30 pm while thanking all the members for their active participation.

===== END =====

Appendix 1**ATTENDANCE FOR THE 4TH KAIZEN JCC MEETING**

The meeting was chaired by Dr. Edwin P. Mhede, PhD., Ag. Permanent Secretary of MIT and it was attended by the following participants:

Table 1: LIST OF PARTICIPANTS WHO ATTENDED THE 4TH JCC MEETING

S.N	NAME	ORGANIZATION	POSITION
1.	Dr. Edwin P. Mhede	MIT	Chairperson
2.	Toshio Nagase	JICA	Member
3.	Stephen Bondo	SIDO	Member
4.	Hamisi Sudi	TBS	Member
5.	NyangoMbogora	MIT	Member
6.	Prof. Et Luoga	CBE	Member
7.	Yukihide Katsuta	TKU	Member
8.	Takao Kikuchi	TKU	Member
9.	Masahiko Honke	TKU	Member
10.	Cleophas Luhumbika	MIT	Member
11.	Jane Lyatuu	TKU	Member
12.	Perege Gumbo	CTI	Member
13.	Anna Kimaro	CTI	Member
14.	Mariam El-maamy	JICA	Member
15.	Shinichiro Kato	JICA	Member
16.	Kentaro Akutsu	JICA	Member
17.	Dr. Respichius Casmir	CBE	Member
18.	Frederick Mushi	VETA	Member
20.	Richard P. Benaya	TKU	Secretariat
21.	Pius Mathew	TKU	Secretariat
22.	Estaroda Mwanga	TKU	Secretariat
23.	Sileja Lushibika	TKU	Secretariat
24.	Khadija Iddi	TKU	Secretariat

Table 2: LIST OF ABSENTEES WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Mr. Veneranda Sumila	TPSF	Member
2.	M.s. Grace Lemunge	EPZA	Member
3.	Mr. Patrick Magai	TCCIA	Member
4.	Mr. Emmanuel Zakayo	TKU - MIT	Secretariat
5	Mr. Kamara Gombe	TKU - MIT	Secretariat

Matters raised by the 4th JCC Meeting

As of 2 April 2019

Items		Responsible person / Organization		Deadline	Completion Date	Status/Action Taken
		Tanzania	Japan			
TKU						
1	Draft minutes shared to JCC members for comment and improvement before submission for official approval	HTKU & JCC Members	Chief Advisor & JCC Members	18-Mar-19	20-Mar-19	The draft minutes was shared on 20 March. Comments are being waited.
2	Organize KAIZEN sensitization forum to the JCC members	DID & TKU	Chief Advisor	31-Aug-19		The forum will be held at the same date of the JCC meeting.
3	Preparation and authorization of TKU annual action plan of 2019/20	DID & TKU	Chief Advisor	30-Jun-19		It will be signed by Chief Advisor and DID
4	Preparation of TKU annual report of 2018/19 and share it among stakeholders	TKU	Chief Advisor	30-Jun-19		Initiative to prepare annual report has started.
5	Taking measures to disburse budget timely and properly	DID	Chief Advisor	30-Jun-19		Other sources of funds out of MIT budget will be searched at the same time. DID to follow up with DPP on Development funds meant for Kaizen used for other activities
6	Deepening the usage of media coverage for KAIZEN Promotion (continuously)	DID & TKU	Chief Advisor	(continuously)		Free publicity opportunities should be explored in both electronic and print media. TKU staff. MIT leadership and Benefiting companies to be involved (KAIZEN Ambassadors)
(1)	Continuation of the broadcasting at TBC "Jambo Tanzania"	Communication Officer & TKU	Chief Advisor	30-Apr-19		Basically once a month it will be broadcasting
(2)	Renewal of the TKU pamphlet	TKU	Chief Advisor & (Mr Richard)	20-Jun-19		Review before the Sabasaba
(3)	Publish news letter	TKU	Chief Advisor	20-Jun-19		It will be published quarterly
(4)	Put an article of KAIZEN at a booklet of industrial development which MIT is preparing	DID & TKU	Chief Advisor	1-May-19		TKU to provide input to MIT documentary under preparation

The Minutes of the 4th JCC Meeting

(5)	Exhibition of KAIZEN and participation to the business clinic at Saba Saba Trade Fair	TKU	Chief Advisor	20-Jun-19	TKU to participate by making a presentation during business clinics and taking a stall. Invite Hon Minister to visit KAIZEN trained factories before sabasaba. Include Kaizen para in Ministers official opening speech at sabasaba.
(6)	Publicize and use the new TKU email address of MIT	TKU	Chief Advisor	31-Mar-19	New email address was issued. It will be used at new publication materials.
7	Establish the Coordination System between the TKU office in Dodoma and Dar es Salaam	TKU	Chief Advisor	31-Mar-19	Establish a what's app group of KAIZEN team including DID, and related organizations (i.e. SIDO, CBE, and EPZA)
8	Prepare letters to CTI, TPSF, TCCIA and CBE to ask to use their networks for Promoting KAIZEN, and follow-up them	DID & TKU	Chief Advisor	31-Mar-19	EPZA, CBE, and SIDO have already started KAIZEN publication without such letters. Letters to other institutions will be sent soon.
9	Introduction of SIDO charging system to other organization	TKU	Chief Advisor		After SIDO establish the charging system, it will be applied (KAIZEN Commercialization)
10	Start to conduct impact survey to measure the impact of KAIZEN activities at enterprises	TKU	Chief Advisor & Team Leader	30-Jun-19	The survey including writing a report should be lead by Tanzanian staff with support of consultant.
11	Sharing the draft of the Technical Guideline including Training Program Guideline	TKU	Chief Advisor & Team Leader	15-Mar-19	The first draft of the Technical Guideline was shared on 15 Mar.2019.
12	Preparation of Technical Guideline by next JCC	TKU	Chief Advisor & Team Leader	31-Aug-19	The process is ongoing.
13	Distribution of JCC document two weeks prior to the meeting	TKU	Chief Advisor & Team Leader	31-Aug-19	Follow up of this item will be observed during preparation of all JCC meeting.
SIDO/CBE					
1	Having a meeting with MIT to confirm the outstanding issues and set countermeasures	SIDO	Chief Advisor & Team Leader	15-Mar-19	They are preparing the meeting. Follow-up is going on to the contact person of SIDO
2	SIDO to speed up setting up plans for implementing Output 2 of the program.	SIDO	Chief Advisor & Team Leader		The dead line will be fixed at the meeting (1).
(1)	Arrangement of KAIZEN Service Contents	SIDO	Chief Advisor & Team Leader		The dead line will be fixed at the meeting (1).

The Minutes of the 4th JCC Meeting


5	Feedback of the Results to Nationwide KAIZEN Movement Plan	MIT/TKU	Chief Advisor & Team Leader	28-Feb-20		It will be done after the completion of the plan.
6	Following the regions which responded to MIT's letter to Revamp the Regional Industrial Licensing Advisory Committee (RILAC) as an effort for enhancing Nationwide KAIZEN Movement.	MIT/TKU	Chief Advisor & Team Leader	31-May-19		BRELA will be contacted to confirm the availability of budged.


MINUTES OF THE 5th JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 5th Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2 (hereafter referred to as “the Project”) was held on 11th day of November, 2019 in the board-room at the College of Business Education (CBE) Dar es Salaam Campus. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

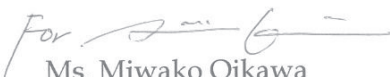
Dar es Salaam, the United Republic of Tanzania, 11th November, 2019.

Confirmed and Signed:


Prof. Joseph R. Buchweishaija,
Permanent Secretary,
Ministry of Industry and Trade,
The United Republic of Tanzania.


Mr. Leo M. Lyayuka,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania


Mr. Naofumi Yamamura,
Chief Representative,
JAPAN International Cooperation Agency,
Tanzania Office.


Ms. Miwako Oikawa
Team Leader
Project on Strengthening Manufacturing
Enterprises through Quality and Productivity
Improvement (Kaizen) Phase 2

ATTACHMENT

MAIN POINTS DISCUSSED

The attendees agreed on the following:

1. The minutes of JCC meeting shall be confirmed and signed immediately following the meeting proper.
2. The cost sharing agreement made at the 1st JCC meeting shall remain as it is but increased flexibility is given to its practical application for the purpose of managing emerging needs in the project activities.
3. No addition shall be made to the JCC members at this time while cooperation is encouraged with other sectors including health and education.

The attendees acknowledged the following:

1. Follow-up survey is necessary on enterprises once provided with KAIZEN training to see if the effects are sustained. The progress of the Project should be reported not only by achievements of quantitative targets but also from the qualitative viewpoints.
2. The JCC members should mobilize the staff members having trained as KAIZEN Trainers to diffuse KAIZEN basic knowledge within the institution and prepare the institution for promoting KAIZEN as incorporated to existing services.
3. There is a need for developing formats of communication among the JCC members to ensure timely provision and collection of information related to KAIZEN promotion.
4. The process should be accelerated for the proposals of KAIZEN promotion activities submitted from CBE and EPZA, which are pending for approval.

MINUTES FOR THE 5TH KAIZEN JOINT COORDINATING COMMITTEE (JCC)
MEETING HELD AT CBE - DAR-ES-SALAAM CAMPUS,
ON 11TH NOVEMBER, 2019

BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing a project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) since 2013. The second phase (roll-out) of the project started on 1st August, 2017. Other collaborators in the project implementation include: Small Industries Development Organization (SIDO) and College of Business Education (CBE). The project focuses in four (4) components namely: Strong Institutional Coordination Structure; Creating Mass of KAIZEN Trainers; Foster Accessibility of Enterprises to KAIZEN Services; and Enhanced Country-wide KAIZEN Promotion. The plan for roll-out phase is to covers 8 regions including: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions to promote KAIZEN nationwide. The KAIZEN practices will be applied in both Public and Private Sectors in all sizes and types of enterprises including industrial clusters.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by PS-MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN JCC are organized twice a year. The following are the minutes for the 5th KAIZEN Project JCC meeting. The list of attendants of the meeting is shown in Appendix 1 and matters arising from the 5th JCC meeting are shown in Appendix 5.

The proceedings are detailed in the following:

Agenda Item 1.0:- Opening of the Meeting, Introduction and Adoption of the Agenda

The Chairperson called the meeting to order at 9.30 a.m. He thanked everyone for being present in the meeting and he invited all the members for self-introduction. The Chairperson invited the new members from JICA who had recently joined the KAIZEN Project Team. The opening sessions went concurrently with welcoming note from CBE Rector. Thereafter, the 5th JCC meeting adopted all of 13 agenda items, which are shown in Appendix 2.

Agenda Item 2.0:- JICA Remarks

JICA remarks were made by Mr. Naofumi Yamamura, Chief Representative - JICA Tanzania Office. In his remarks, he emphasized on the importance of KAIZEN project to the country's economy and its alignment to the National Development Vision 2025. He expressed his special thanks to the MIT, SIDO, CBE, TBS, NIP, TPSF, CTI, TCCIA and TKU for cooperation and assistance towards the implementation of KAIZEN project.

The Minutes of the 5th JCC Meeting

He extended his appreciations to A to Z Textile Mills Company Ltd for becoming a champion in KAIZEN implementation in Africa and for better representing Tanzania in AKAC 2019 in Tunisia in June, 2019 and TICAD 7 Summit in Yokohama – Japan in August, 2019. He reported that Tanzania is expected to hosting the African KAIZEN Award Conference (AKAC 2021).

The Chairperson responded to these remarks by assuring the JCC members on full commitment of the government and the attentiveness of the MIT in making use of KAIZEN promotion activities to sustain the Project in a way of achieving National Development Plans.

Agenda Item 3.0:- Confirmation of the Minutes of the 4th JCC Meeting

It was noted that there were minor editorial issues in the minutes of the 4th JCC although they were already approved. Thus, corrections were made in the 1st paragraph of item 3.0 in page 3, whereby the number of agenda is supposed to read 10 instead of 9. Also, the word Production, in the last paragraph of page 3 has to be replaced by the word Productivity and thus make the sentence to read as follows: "... i.e. National Institute of Productivity (NIP),".

Other corrections were made in paragraph one of item 9.0 in page 6 regarding the abbreviation of PAPA which implies: Pan African Productivity Association.

As it was found to be awkward to edit the minute, which were already approved long time ago, the meeting participants questioned on the reasons for such a situation. In responding to such a query it was explained that this was due to the fact that the approved minutes are always attached to the Project agreements in a way of taking required actions before the next JCC meeting. Following this explanation it was agreed that the approval of the minutes for next JCC meetings must be made after the confirmation from members during the meeting. It was then advised and agreed that, in the coming JCC meetings there will be an extension of few hours for making the minutes ready for confirmation and approval. This implies that in the next JCC meetings there would be no agenda for confirmation of the minutes.

Agenda Item 4.0:- Matters arising from the 4th Meeting

Matters arising from the 4th JCC meeting were combined into detailed discussions made on agenda item 5.0 and 7.0 as shown in this document.

Agenda Item 5.0:- Feedback from JCC Members

5.1 CTI

- i. CTI informed the members on their interest of uploading KAIZEN publication information into their web page as well as their catalogue with a focus of enhancing promotion of KAIZEN National-wide.
- ii. CTI was requested to articulate to their members on the plan for Tanzania to host Annual Africa KAIZEN Conference early 2021 (AKAC 2021). The focus is on inducing the commitment of manufacturing enterprises to participate and make use of opportunities emanating from the entire event.

The Minutes of the 5th JCC Meeting

5.2 Tanzania Bureau of Standards (TBS)

- i. TBS in collaboration with SIDO has been engaging into implementation of KAIZEN by participating in sensitizing SMEs during Sabasaba and Nane nane exhibitions.
- ii. Other examples were cited to include training for SMEs that was conducted on April, 2019 at Umonga Secondary School, training of students on the effect of using banned cosmetics that was conducted in September, 2019 at Lukundo Secondary School in Dodoma.
- iii. TBS is planning to provide KAIZEN training to its entire staff in the near future.
- iv. TBS is looking possibility of having a KAIZEN responsive budget.

During the discussion on this sub-topic it was advised on the need for harmonization of TBS and SIDO KAIZEN sensitization plans in a way of avoiding duplication.

The meeting participants wanted to know on whether there will be possibilities for incorporating TKU KAIZEN activities to TBS activity plans. In responding to this matter, it was indicated that TBS is willing to make use of its Corporate Social Responsibility (CSR) budget in providing financial assistance to TKU KAIZEN activities. However, clear procedures need to be followed including submission of official request by TKU -MIT to TBS.

5.3 SIDO

Reported that:

- i. As of now, the number of trained candidate from SIDO includes four (4) KAIZEN Master Trainers and 20 Basic KAIZEN Trainers. Also, there are Advanced KAIZEN Trainers in Arusha, DSM, Dodoma, Kilimanjaro, Manyara, Morogoro and Mwanza.
- ii. Has already organized training to management of three regions namely: Arusha, Kilimanjaro and DSM.
- iii. Has prepared a proposal on charging system.
- iv. All of 7 Technical Development Centres (TDCs) are currently practicing KAIZEN.
- v. One of Workshop (*karakana*) in Lake Zone has been introduced to KAIZEN.
- vi. Some of industrial estates have been introduced to KAIZEN.
- vii. Future plan is to conduct in house training on KAIZEN.
- viii. Plan for incorporating KAIZEN training into Industrial Clusters Program in 20 regions.
- ix. Also, it was reported that SIDO has been experiencing challenges to disseminate KAIZEN in Non-KAIZEN Project regions due to insufficient budget.

During the discussion on this sub-topic members wanted to know on whether SIDO's budget is KAIZEN oriented. With regards to the issue of insufficiency budget, they were advised to have clear plans for combining of activities, practicing departmental interchanging and prioritization of issues.

5.4 CBE

It was reported that CBE has

- i. Prepared and submitted a proposal and action plan for approval by TKU and are waiting for response.
- ii. Prepared essay competition on KAIZEN promotion for all four campus
- iii. Prepared newsletter for KAIZEN promotion that will be uploaded in CBE and CTI websites.
- iv. Prepared academic forum of which KAIZEN knowledge will also be shared.

5.5 National Institute for Productivity (NIP)

It was reported that in collaboration with Japan Productivity Centre (JPC), NIP supported two pilot companies (from automobile sub-sector) on the Application of 5S and KAIZEN philosophy located in Dar es Salaam. In late June, 2019 one of these companies participated in Africa Kaizen Annual Conference (AKAC) 2019 which took place in Tunis, Tunisia.

Moreover, it was reported that NIP held an Outcome Sharing Seminar at the end of the first phase of the Application of 5S and Kaizen Philosophy for improving productivity in Tanzania. The seminar which took place in February, 2019 aimed at sharing experience, challenges, leanings and successful stories from the two pilot companies for replication to other companies. The seminar attracted more than one hundred (100) stakeholders from various sector including public and private.

5.6 VETA

It was explained that, some efforts are being made to train VETA candidates on KAIZEN in regional centres of Arusha, DSM and Kilimanjaro. However, data base of trained experts was lacking. They were with a feeling that VETA has few numbers of trained experts compared to other KAIZEN promotion partners. Thus, they were on plan to make arrangements with SIDO regarding provision of KAIZEN training to VETA staffs. However, during the discussion on this area it was emphasized on the possibility for VETA to focus on using own trained candidates instead of waiting for SIDO to work for them.

5.7 EPZA

It was reported that

- i. EPZA has already submitted its proposal for Tsh.17,000,000/= to TKU with a focus on KAIZEN sensitization to EPZA affiliated enterprises.
- ii. EPZA is planning to incorporate cost for KAIZEN training to the new investor's package.

During the discussions on this sub-topic, the members were worried on the plans for EPZA to incorporate cost for KAIZEN training to the new investor's package as it would be perceived as additional burden to their clients. This may result into discouraging new investors to Tanzania.

In concluding the discussions on this agenda item, it was noted that still there are more to be done with VETA and EPZA in order for these institutions to effectively implement KAIZEN.

The Minutes of the 5th JCC Meeting

Other issues raised in this discussion were on possibility for accessing to Zanzibar. It was also suggested to make use of KAIZEN trainers from CBE with support of TBS for deepening KAIZEN promotion. It was also advised to impart KAIZEN knowledge to all Regional Managers (RM) of SIDO in a way of creating stronger capacity in KAIZEN expertise by next JCC (6th JCC Meeting). It was also, advised that TKU to sensitize the heads of MIT affiliated institutions especially during the budget session etc.

Agenda Item 6.0:- Reorganization of the JICA Project Team and the Work Plan for remaining period.

In this agenda the new team of 10 Japanese, including: (Team Leader, Deputy Team Leader, KAIZEN experts and Cluster Development Coordinator) was introduced to the JCC members and activities to be tenable for duration of around 20 months were identified. Such activities will focus on building sustainable mechanism for KAIZEN national-wide movement; Combine KAIZEN and Industrial Cluster Development; and plans for Tanzania to host Africa KAIZEN Annual Conference (AKAC 2021). The summary of this presentation is shown in Appendix 3.

Agenda Item 7.0:- Presentation on the progress of the project (Monitoring Sheet Ver.4)

This presentation highlighted on achievements made in implementation of outputs of the 4 components of the project as summarized in Appendix 4.

It was further reported that, the project period is been extended for one more year upon amendment of the PDM made effective on 30 May, 2019. Accordingly, the plan of operation was newly formulated for the period from October, 2019 to July, 2021.

During the discussion on this topic it was observed that many trainers are already trained but the challenge is on how to make certified ones to use the acquired knowledge to disseminate KAIZEN concurrently with plan for increasing the number of trained pilot enterprises. Also, it was also emphasized on the need for strengthening the coordination in terms of timely availing of resources in terms of office space, meeting rooms, training rooms, staff & focal persons, working equipment, time, information and fund for Project implementation, including development of KAIZEN responsive budget.

Agenda Item 8.0:- Progress on preparation of TCKMF (2020 - 2030) and Roles and Functions of Partners in the KAIZEN Promotion Plan

Presentation on the process for preparation of a comprehensive TCKMF (2020 - 2030) indicated to adopt the following schedule:

Table 1:

Comprehensive TCKMF (2020 - 2030) Preparation Schedule

1. First submission to 5 th JCC meeting	11 Nov. 2019
2. Deadline for feedbacks from the committee	30 Nov. 2019
3. Submission to MIT management meeting	Dec. 2019
4. Visiting institutions affiliated to the MIT	Nov.-Dec. 2019
5. Second submission to the 6 th JCC	Feb. 2020
6. Final version approved by MIT	Mar. 2020
7. Launching ceremony with stakeholders	Apr. 2020

The following were mentioned as pending issues in the entire process:

- i. Scope target & priority in expanding the coverage
- ii. Role of key players
- iii. To finalize the matrix of the logical framework
- iv. To prepare KAIZEN marketing strategy

During the discussion on this topic it was advised and agreed to add information on experience from other countries regarding plans for formulation and implementation of KAIZEN Promotion National Movement. It was also advised on the need for adhering to the proposed schedule for completion of the entire task of formulating the TCKMF (2020 - 2030).

Agenda Item 9.0:- Amendment of previous agreement regarding cost sharing between MIT and JICA (esp. travel expenses).

The proposal for amendment of previous agreement regarding cost sharing between MIT and JICA was also discussed. It was finally concluded that, no need for amendment of previous agreement, but there would be need for swapping of activities and timely issuing of request for fund in line to the action plan of KAIZEN activities. In order to avoid ad hoc decisions, it was instructed to prepare and submit to DID six months detailed KAIZEN activities plan and tentative budget.

Agenda Item 10.0: - To share highlights from AKAC 2019; Tanzania National KAIZEN Award 2020 as well as plans for Tanzania to host AKAC 2021.

This agenda highlighted on what aspired in the AKAC 2019. Furthermore, the plans for organizing the 4th Tanzania National KAIZEN Award on Feb., 2020 and the 5th Tanzania National KAIZEN Award Feb., 2021 were also shared. In addition, the members were informed on the plans for Tanzania to participate into the next AKAC which will be held in Ghana June, 2020. It was also articulated on the need for getting well prepared while planning for making use of opportunities for AKAC 2021, which is to be held in Tanzania. Appendix 5 is the summary of that presentation.

During the discussion on these matters it was proposed to formulate a special taskforce for dealing with initial preparation of plans for hosting the AKAC 2021 in order to avoid delays and/or late embarrassment.

Agenda Item 11.0: - Addition of the Member of JCC

It was proposed to add the KAIZEN JCC membership by drawing candidates from KAIZEN experienced sectors i.e. health sector and Tanzania Revenue Authority (TRA) in a way of learning from them. It was further advised to include Ministry of Education with a focus on imparting KAIZEN knowledge to education systems and school curricular. However, after a discussion on this item it was concluded not to add more members of JCC, which is part of the management mechanism of the Project but instead, the potential partners may be co-opted in some of meetings as observers on an occasional basis in a way of maintaining cooperative relationship. In addition, we can collaborate with them in some of activities i.e. during the hosting of AKAC, 2021.

Agenda Item 12.0: - AOB

- i. It was advised and agreed that the minute for 5th JCC meeting shall be prepared and circulated to the members within 2 weeks for comments prior to submitting for approval.
- ii. It was informed that the 6th JCC meeting is scheduled in February, 2020.

Agenda Item 13.0: - Closing of the 5th JCC Meeting

There has been no any other issue for discussion; the Chairperson closed the meeting at 3:45 p.m. while thanking all the members for their active participation.

===== END =====

Appendix 1

ATTENDANCE FOR THE 5TH KAIZEN JCC MEETING

The meeting was chaired by Prof. Joseph Buchweshaija, Permanent Secretary, Ministry of Industry and Trade and it was attended by the following participants:

Table 1: LIST OF PARTICIPANTS WHO ATTENDED THE 4TH JCC MEETING

S.N	NAME	ORGANIZATION	POSITION
1.	Prof. Joseph Buchweshaija	MIT	Chairperson
2.	Naofumi Yamamura,	JICA	Member
3.	Leo M. Lyayuka	MIT	Member
4.	Jane A. Lyatuu	TKU	Member
5.	Novatus Msemwa	NIP	Member
6.	Eng. Emmanuel Saiguran	SIDO	Member
7.	Stephen Bondo	SIDO	Member
8.	Hamisi Sudi	TBS	Member
9.	Joseph Matara	EPZA	Member
10.	Tomo Ishikawa	SIDO	Member
11.	Neema Mhondo	CTI	Member
12.	Kentaro Akutsu	JICA	Member
13.	Mariam El-maamy	JICA	Member
14.	Hiroko Makita	JICA	Member
15.	Oikawa Miwako	JICA Project Team	Member
16.	Shinichiro Kato	JICA Project Team	Member
17.	Yoshiaki Fujita	JICA Project Team	Member
18.	Hiroshi Ezawa	JICA Project Team	Member
19.	Yuta Noguchi	JICA Project Team	Member
20.	Dr. Dickson Pastory	CBE	Member
21.	Frederick Mushi	VETA	Member
22.	Emmanuel Zakayo	TKU	Secretariat
23.	Richard P. Benaya	TKU	Secretariat
24.	Pius Mathew	TKU	Secretariat
25.	Estaroda Mwanga	TKU	Secretariat
26.	Sileja Lushibika	TKU	Secretariat
27.	Khadija Iddi	TKU	Secretariat

Table 2: LIST OF ABSENTEES WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Mr. Veneranda Sumila	TPSF	Member
2.	Mr. Patrick Magai	TCCIA	Member
3.	Mr. Hideki Tabuchi	JICA Project Team	Member
4.	Mr. Kamara Gombe	TKU - MIT	Secretariat

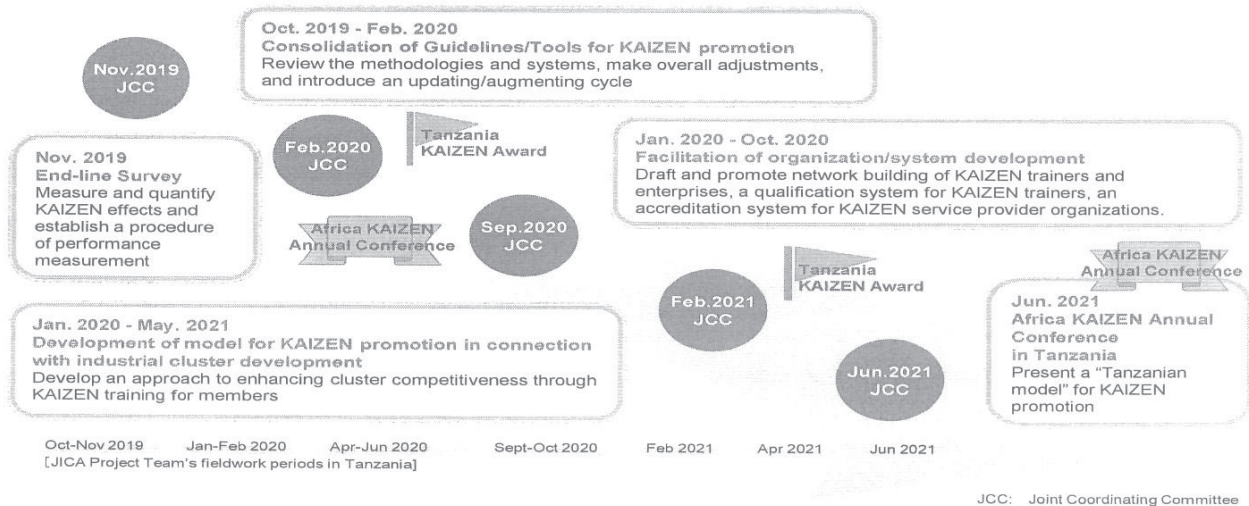
Appendix 2

Agenda of the 5th JCC Meeting

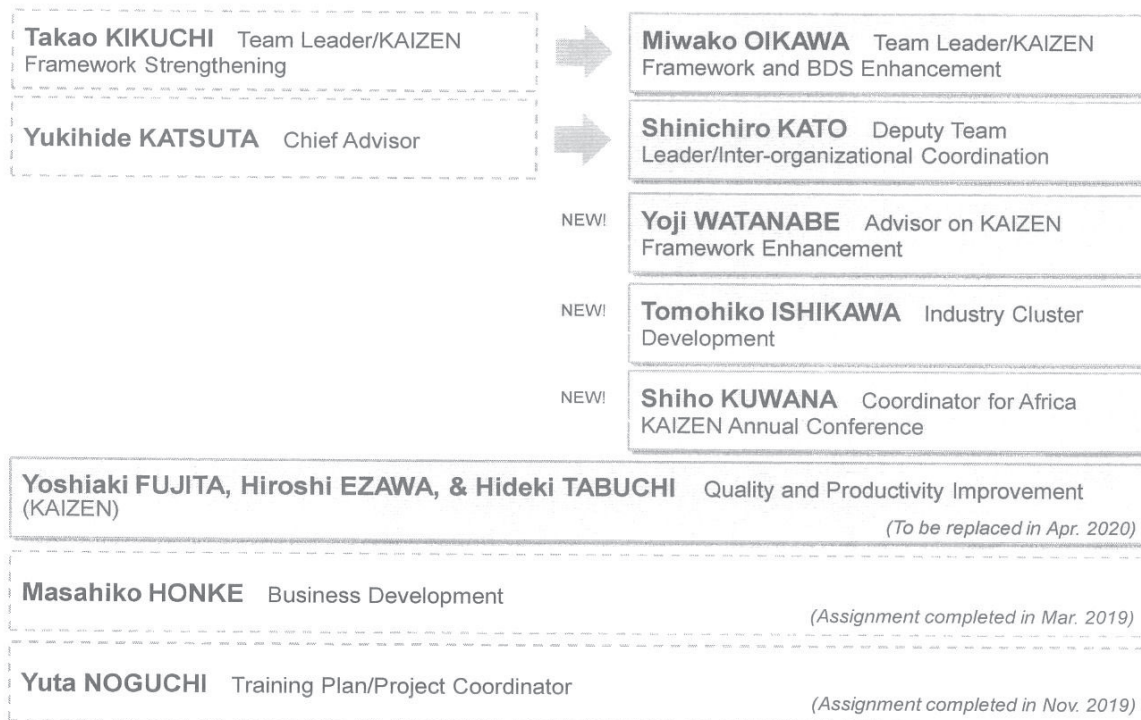
S.N.	Agenda Items	Timeframe	Care Taker
1.	Opening of the Meeting, Introduction and Adoption of the Agenda	9:30 – 9:40	Chairperson
2.	JICA Remarks.	9:40 – 9:45	JICA Tanzania
3.	Confirmation of the minutes of the 4 th JCC Meeting	9:45 – 9:50	Chairperson
4.	Matters arising from the 4 th meeting	9:50 – 9:55	HTKU
5.	Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion.	9:55 – 10:25	JCC members
6.	Reorganization of the JICA Project Team and the Work Plan for remaining period.	10:25 – 10:45	Project Team Leader
Health break		10:45 – 11:05	All
7.	Presentation on the progress of the project (Monitoring Sheet Ver.4).	11:05 – 11:45	HTKU
8.	Progress on preparation of TNKMF (2020 - 2030) and roles and functions of partners in the KAIZEN Promotion Plan.	11:45 – 12:10	KTO2
9.	Amendment of previous agreement regarding Cost sharing between MIT and JICA (esp. travel expenses).	12:10 -12:20	HTKU
10.	To share highlights from AKAC 2019, which was held in Tunisia, June, 2019, and Implementation plan of Tanzania KAIZEN Award 2020 as well as plans for Tanzania to host AKAC 2021.	12:20 -12:40	SKTO1
11.	Addition of the member of JCC	12:40 – 12:45	HTKU
12.	AOB	12:45 – 12:55	Chairperson
13.	Closing	12:55 – 13:00	Chairperson

Work Plan for Remaining Project Period

- ◆ Shift the focus to building sustainable mechanism for dissemination of KAIZEN nationwide
- ◆ Combine KAIZEN and Industrial Cluster Development
- ◆ Host Africa KAIZEN Annual Conference 2021 in Tanzania



Reorganization of JICA Project Team



The Minutes of the 5th JCC Meeting

Appendix 4

Table 1:

Achievements made in implementation of outputs of the 4 components of the project

EXPECTED OUTPUT	CURRENT STATUS
<u>Output 1:</u> (a) Capacity of MIT/TKU and KAIZEN service providers (SIDO, CBE and Private Consultants) to promote KAIZEN to private enterprises in a sustainable manner is strengthened.	<ul style="list-style-type: none"> • More than 50 (30 SIDO and 20 others) KAIZEN Trainers are developed. Ninety-one (91) Trainers, which consist of 68 KT (16 from SIDO) and 23 AKTs (7 from SIDO) • More than 100 private enterprises practice KAIZEN on a continuous basis. Fifty-nine (59) enterprises certified for recognition. • Sustainable development of KAIZEN trainers. The number of trainers capable of conducting training of trainers program (TOKTs) has reached 11 persons. • KAIZEN framework is expanded with the participation of new partner organizations. Wide interest has been generated among industry-related organizations, academe, banks, and regional governments.
<u>Output 1:</u> (b) The implementation structure and institution to promote KAIZEN are strengthened.	<p>1-1 <u>TKU prepares annual action plan and annual report for KAIZEN promotion.</u> The annual plan 2019/2020 was prepared and submitted. The annual report will be prepared in June, 2020.</p> <p>1-2 <u>Programs and contents of KAIZEN trainer, TOT trainer and Top Management Seminar are prepared.</u> Training programs have been developed and implemented. The top management seminar has not materialized yet except for one targeting MIT and Arusha RAS office.</p> <p>1-3 <u>The system of KAIZEN results measurement is prepared.</u> Data collection has been conducted in connection with pilot KAIZEN activities. A sustainable Results Measurement System has yet to be consolidated.</p>
<u>Output 2:</u> Capacity of SIDO to provide KAIZEN consulting service is strengthened:	<p>2-1 Thirty (30) or more KAIZEN trainers are developed, whereby twenty-seven (27) Trainers are from SIDO, which consist of 16 KT, 7 AKTs, and 4 TOKTs'</p> <p>2-2 SIDO provides KAIZEN service to more than one hundred (100) enterprises per year. Approximately 30 enterprises.</p> <p>2-3. More than fifty (50) % of enterprises show positive impacts in business.</p>
<u>Output 3:</u> Pilot KAIZEN activities in collaboration with leading enterprises are implemented, through which skills	<p>3-1 More than thirty (30) pilot KAIZEN activities are implemented. Twenty-five (25) pilot KAIZEN activities at large enterprises (77 in SMEs)</p> <p>3-2 More than fifteen (15) KAIZEN trainers are equipped with advanced KAIZEN skills through the pilot KAIZEN activities Twenty-three (23) AKTs certified</p>

The Minutes of the 5th JCC Meeting

EXPECTED OUTPUT	CURRENT STATUS
of KAIZEN trainers are upgraded.	3-3 More than fifty (50) % of pilot enterprises show positive impacts in business
Output 4: Activities toward sustainable KAIZEN promotion are enhanced:	<p>4 -1 Comprehensive plan of KAIZEN promotion activities is prepared. A draft was submitted to the 5th JCC meeting. A marketing strategy has yet to be formulated.</p> <p>4.2 KAIZEN promotion seminars in each pilot region, KAIZEN Award Ceremony are implemented every year.</p> <p>4-3 A KAIZEN seminar was organized in every target region except for Morogoro. The KAIZEN Award Ceremony was held once.</p> <p>4-4 Drafts of certification system of a KAIZEN trainer and of accreditation system of a KAIZEN service provider are prepared. Not yet prepared.</p>

1.0 AKAC BACKGROUND

- Africa Kaizen Annual Conference (AKAC) is part of KAIZEN Knowledge Sharing Event among 16 KAIZEN implementing countries and PAPA members.
- Hosting of AKAC and KAIZEN Knowledge Sharing Seminar
 - ✓ Ethiopia (2016, with 90 participants),
 - ✓ Kenya (2017, with 120 participants),
 - ✓ South Africa (2018, with 150 participants) and
 - ✓ Tunisia (2019, with 190 participants), with the theme on Continuous improvement in the Changing Society.
 - ✓ AKAC 2020 ???
 - ✓ Tanzania 2021

By:- J. A. Lyatuu (HTKU, MIT - Tanzania) November, 2019

4

2. AKAC INITIATIVES & ACHIEVEMENTS (2016-2019)

- Training more than 1,367 KAIZEN trainers in sixteen (16) countries (Botswana, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Mauritius, Mozambique, Namibia, Nigeria, South Africa, Tanzania, Tunisia, Zambia and Zimbabwe) during 2016-2018.
- **Nine out of these are from SADC.**
- **158 consultants has been certified**
- **18,096 enterprises, 301 public organizations have been introduced to KAIZEN,**

By:- J. A. Lyatuu (HTKU, MIT - Tanzania) November, 2019

5

CONFIRMATION OF THE MINUTES BY MEMBERS

The Zero Draft has being circulated to all the JCC members. Thus, the members who confirmed to receive the draft minutes of the 5th meeting and their respective feedback/comments are summarized below:

1. TBS : Hamisi Soud 0754999972
He requested the minutes be re-sent on his
e-mail address: - hamisi.mwanasala@tbs.go.tz
He later on replied "This is to acknowledge receipt of the minutes in
discussion. I went through and find them in order. I confirm them as a
true record of what transpired during the meeting."
2. TPSF : Venerando Sumila 0784487074; confirmed to receive the minutes .
Although, promised to provide comments by Wednesday, 11 Dec. 2019
, but as of now, no comment is been received from her.
3. EPZA : Grace Lemunge 0767271887 & Joseph George Matara 0759445512
confirmed to receive the minutes and confirm them as a true
record of what transpired during the meeting.
4. VETA : Fredrick Mushi 0754692515
After calling to follow up, he replied "I will read and give
comments by Wednesday 11 Dec. 2019.
5. CTI : Neema Mhondo confirmed to receive and made editorial
corrections
6. JICA : The team of JICA DSM Office confirmed to receive and made
editorial Corrections.
7. Japan Expert Team: Miwako /Project Team leader made editorial
corrections.
8. TKU : Kato made editorial corrections.
9. MIT : Leo Lyayuka, DID made editorial corrections and later on signed
10. SIDO : Emmanuel Saiguran confirmed to receive the minutes

Matrix of Matters Arising from the 5th JCC Meeting.

S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	Finalize the minutes of the 5 th JCC and submit for approval.	TKU	The minutes of the 5 th JCC were circulate to the members and comments collected before submission for approval.
2.	Prepare and submit to DID six month KAIZEN activities plan and budget for earmarked costs.	TKU & JICA Project Team	Six month KAIZEN activity plan and tentative budget for earmarked cost were timely prepared and submitted to DID.
3.	Submission of official request to TBS regarding possibilities for using TBS budget on CSR in supporting TKU KAIZEN activities.	TKU	The updates to be reported into the 6 th JCC meeting
4.	Follow up on approval of proposals and action plans which were submitted to TKU by Project Implementing Partners (CBE, EPZA, & Mwanza).	TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
5.	VETA to focus of using own trained candidates instead of waiting for SIDO to work for them.	VETA	The updates to be reported into the 6 th JCC meeting
6.	Finalize and implement plans for combining KAIZEN with Industrial Cluster Development.	SIDO, TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
7.	To impart KAIZEN knowledge to all Regional Managers (RM)	SIDO	The updates to be reported into the 6 th JCC meeting
8.	Finalize the formulation of the CKMFTM (2020 - 2030) as per proposed schedule i.e.	TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
	i. Completion of pending items in the document		The updates to be reported into the 6 th JCC meeting
	ii. Present the draft of the CKMFTM (2020 - 2030) to MIT management meeting.		The updates to be reported into the 6 th JCC meeting
	iii. Visiting institutions affiliated to the MIT to disseminate the CKMFTM (2020 - 2030) draft..		The updates to be reported into the 6 th JCC meeting
	iv. Submission draft CKMFTM (2020 - 2030) to the 6 th JCC Feb, 2020.		The updates to be reported into the 6 th JCC meeting
	v. Final version approved by MIT Mar. 2020		The updates to be reported into the 6 th JCC meeting
	vi. Launching of the final document Apr. 2020.		The updates to be reported into the 6 th JCC meeting

S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
9.	Preparation for Award Ceremonies	DID, TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
	i. 4 th Tanzania National KAIZEN Award on Feb., 2020		The updates to be reported into the 6 th JCC meeting
	ii. Facilitate participation of Tanzania AKAC 2020		The updates to be reported into the 6 th JCC meeting
	iii. 5 th Tanzania National KAIZEN Award on Feb., 2021		The updates to be reported into the 6 th JCC meeting
	iv. Initial plans for preparation for hosting the AKAC 2021.		
10.	To articulate to CTI members on the plan for Tanzania to host Annual Africa KAIZEN Conference early 2021.	CTI	The updates to be reported into the 6 th JCC meeting
11.	Possibility for accessing of KAIZEN to Zanzibar.		The updates to be reported into the 6 th JCC meeting
12.	Plans for making use of KAIZEN trainers from CBE with support of TBS for deepening KAIZEN promotion in the country.	TBS & CBE	The updates to be reported into the 6 th JCC meeting
13.	To sensitize the heads of MIT affiliated institutions especially during the budget session etc	TKU	The updates to be reported into the 6 th JCC meeting


MINUTES
OF
THE 6th JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 6th Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2 (hereafter referred to as “the Project”) was held on 28th of February, 2020 at the conference room in the College of Business Education (CBE) in Dar es Salaam. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.


Dar es Salaam, the United Republic of Tanzania, 28th February, 2020.

Confirmed and Signed:


Mr. Ludovick J. Nduhiye,
Deputy Permanent Secretary,
Ministry of Industry and Trade,
The United Republic of Tanzania.


Mr. Leo M. Lyayuka,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania.


Mr. Kentaro Akutsu,
Senior Representative,
Japan International Cooperation Agency,
Tanzania Office.


Ms. Miwako Oikawa,
Team Leader,
Project on Strengthening Manufacturing Enterprises
through Continuous Improvement of Quality and
Productivity (KAIZEN) Phase 2.

ATTACHMENT

The 6th JCC meeting was held on 28th February, 2020 at the conference room in the College of Business Education (CBE) in Dar es Salaam, and was chaired by Mr. Ludovick J. Nduhiye,, Deputy Permanent Secretary, Ministry of Industry and Trade, for Permanent Secretary. The list of attendants of the meeting is shown in Appendix 1 and matters arising from the 5th JCC meeting are shown in Appendix 2.

**MINUTES FOR THE 6TH KAIZEN JOINT COORDINATING COMMITTEE (JCC)
MEETING HELD AT CBE – DAR-ES-SALAAM CAMPUS, ON 28TH FEBRUARY, 2020**

1.0 BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing a project on Strengthening Manufacturing Enterprises through Continuous Improvement of Quality and Productivity (KAIZEN) since 2013. The second phase (roll-out) of the project started on 1st August 2017. Other collaborators in the project implementation include Small Industries Development Organization (SIDO) and College of Business Education (CBE). The plan for roll-out phase is to cover 8 regions including: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions to promote KAIZEN nationwide. The KAIZEN practices will be applied in all sizes and types of enterprises in both Public and Private Sectors.

Phase 2 of the Project is focusing on strengthening the Capacity of MIT / TKU and KAIZEN service providers to promote KAIZEN to private enterprises in a sustainable manner. This will go concurrently with efforts for developing KAIZEN Movement country-wide as an overall goal for the future. In addition, there are plans for reviewing the project coordination structure in a way of accommodating more collaborators while expanding the project to Industrial Clusters and Large Enterprises. Moreover, the project is intending to expand from manufacturing sector to other sectors aligning to Industrialization in Tanzania. Such sectors include: Education, Agriculture, Mining and Infrastructure (water, energy and transportation). Currently, the project is implementing the plans for capacitating institutions working on provision of KAIZEN training and consultancy services.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by PS-MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN Project JCC are organized twice a year. The fourth meeting was held on 8th March, 2019 and fifth being on 11th November, 2019. The following are the minutes for the 6th KAIZEN project JCC meeting.

Agenda Item 1.0 Opening and Introduction

The Chairperson called the meeting to order at 10.10 A.M. He thanked everyone for being present in the meeting and he invited all the members for self-introduction. The opening sessions went concurrently with welcoming note from CBE Rector. Thereafter, the 6th JCC meeting adopted all of 11 agenda items, which are attached at appendix iii.

Agenda Item 2.0: - JICA Remarks

In his remarks, Mr. Kentaro AKUTSU, the Senior Representative of JICA insisted on the importance of KAIZEN project to the country's economy and its alignment to the National Development Vision 2025. He expressed his appreciation to the MIT, CBE, SIDO and TBS for the enthusiasm and assistance they have extended towards the implementation of KAIZEN project. He also thanks KAIZEN partner Organization such as NIP, VETA, EPZA, TPSF, CTI, TCCIA for support they extended towards project.

He extended his appreciations to Shelly's Pharmaceuticals Ltd and Tanzania Brush Product Co. Ltd for becoming the winners in KAIZEN 4th Tanzania KAIZEN award 2020 that was held on 18th February, 2020. He went on articulating that; Tanzania will host Africa KAIZEN Annual Conference in 2021 this will help to promote KAIZEN national wide at the same time to prepare for that conference.

It was added that, "Tanzania will be the founder of the new KAIZEN model integrated with Industrial Clusters Development and introduce to other KAIZEN implementing countries". He also commended on efforts made by TKU for cooperation and assistance towards the implementation of KAIZEN project.

The Chairperson responded to these remarks by assuring the JCC members on full commitment of the government and the attentiveness of the MIT in making use of KAIZEN promotion activities to sustain the Project in a way of achieving National Development Plan.

Agenda Item 3.0: - Matters arising from the 5th JCC meeting were presented and attached at appendix 2. Provide below are some of them.

Preparation and submission of six-month KAIZEN activities plan and budget for earmarked costs

It was reported that, six-month KAIZEN activity plan and tentative budget for earmarked cost were timely prepared and submitted to DID and implementation is going on as planned. Member advised that, the budget should be aligned with Government calendar or JICA calendar. So TKU to decide where to align with the budget.

The Minutes of the 6th JCC Meeting

Follow up on approval of proposals and action plans which were submitted to TKU by Project Implementing Partners (CBE Dar & Mwanza, EPZA).

It was reported that, individual discussion with respective organizations will be held this year. Every organization already brought their proposal, but members reminded TKU to let respective organizations on cost sharing model which between donor and organization.

To impart KAIZEN knowledge to all SIDO Regional Managers (RM)

It was reported that, SIDO has started training its management members and line managers at Headquarters, Dar es Salaam where by 3 days training conducted from 17th - 19th February 2020, the action plan drawn where by Individual and Organization KAIZEN activities planned and will be implemented, A total number 18 participants participated in this training.

Moreover 3 days training conducted in Morogoro from 24th - 26th February 2020 for SIDO Regional Managers and Technology Centre Managers, where by 30 Managers participated in the training, The Action Plans drawn for implementation within their working areas.

Member congratulate SIDO for such effort, and it was advised to put special attention at SIDO TDC located at Lindi, Kigoma, and Shinyanga to make sure that they receive KAIZEN training.

To articulate to CTI members on the plan for Tanzania to host Annual Africa KAIZEN Conference early 2021.

It was reported that, CTI is ready to work with Ministry to promote KAIZEN but they don't receive information from the Ministry. Members advised TKU to share information with CTI so that KAIZEN to be promoted to all CTI Members.

To sensitize the heads of MIT affiliated institutions especially during the budget session

It was advised that TKU should prepare a concept note on how to utilize the coming budget session to sensitive MIT Affiliation Institutions.

Agenda Item 5.0 Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion)

NIP

It was reported that in collaboration with Japan Productivity Centre (JPC), NIP supported two pilot companies (from automobile sub-sector) on the Application of 5S and KAIZEN philosophy located in Dar es Salaam. NIP expects to expand KAIZEN service to 10 companies in financial year 2020/2021.

CTI

CTI appreciated for TBS to be include in the KAIZEN project and they suggest that, TPA and TASAC to be included in order to facilitate the business. CTI members complaining on spending a lot their time (queuing) in order to get service. So they hope if KAIZEN introduced to those organizations thing will run smoothly.

SIDO

SIDO conducted retreat from 12th – 14th February 2020 for 20 KAIZEN Master trainers with main aim of increasing the number of trainers. Also, KAIZEN consultation guideline was presented to all master trainers so that they can go and promote KAIZEN to their respective areas.

Agenda Item 6.0 Plan to Host Africa KAIZEN Annual Conference 2021

This presentation highlighted AKAC Initiatives & Achievements (2016-2019) and Plan for Tanzania to host AKAC 2021(Summary attached Appendix iv).

It was reported that, Africa Kaizen Annual Conference (AKAC) is part of KAIZEN Knowledge Sharing Event among 16 KAIZEN implementing countries. The focus is on expanding the outreach of the services and effectiveness in a way of promoting and sustaining competitiveness in industrialization. Last year AKAC was held in Tunisia (2019, with 190 participants), with the theme on Continuous improvement in the Changing Society. This year the event will be in South Africa and next years Tanzania will host. Main task required set up a team which focus on preparation of the event earlier.

During the discussion on this topic following were recommended:

- i. Ministry of Foreign Affairs should be informed and collaborate with them because it is international event;
- ii. From the Ministry of Industry and Trade, DTI should be included in order to share experience on how to prepare events like those;
- iii. Small team (Task force) should be formulated to start preparation of event;
- iv. Other stakeholders such TPSF, CTI, TCCIA, TNBC, A-Z and manufacturing companies should be engaged on early stage of preparation;
- v. The National Taskforce that prepared 2020 KAIZEN Award should continue because they did good job; and
- vi. Due to budget limitation, the number of Taskforce should be small.

Agenda Item 7.0 Draft of National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector 2020-2030

It was reported that, Ministry of Industry and Trade through Tanzania KAIZEN Unit (TKU) in collaboration with project partners including Small Industries Development Organization (SIDO) and College of Business Education (CBE) has developed a National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector 2020-2030 (NFK 2020-2030). The Framework intend to take into consideration efforts for putting in place a well-designed KAIZEN training program, a sustainable mechanism of promoting geographic expansion of KAIZEN practice, and an effective strategy for engaging the public and the private sectors for KAIZEN promotion (Summary attached Appendix v).

The Goal of the NFK 2020-2030 is to realize a nation-wide sustainable movement on quality and productivity improvement (KAIZEN). The Framework aims at making use of already created capacity to spread out KAIZEN countrywide, inclusively and sustainably during 2020-2030 in Tanzania

During the discussion on this topic following were recommended

- i. The Framework should recognize, align, and collaborate with other sectors with KAIZEN initiatives apart from Manufacturing;
- ii. The important for awareness creation to the IMTC about KAIZEN movement in Tanzania and achievement recorded so far underlined proposed;
- iii. The National Steering Committee for KAIZEN Movement in Tanzania that will be chaired with Permanent Secretary-Prime Minister Offices-Policy, Planning and Coordination where all sector will be included was suggested;
- iv. The Ministry through TKU should convene a workshop that will include members that are practicing KAIZEN in country such as Ministry of Health, TANESCO, and Tanzania Revenue Authority in order to share experience.
- v. The NFK expected to be launched in April with the Minister for Industry and Trade at Nyerere square Dodoma.
- vi. TKU should prepare a launching proposal (concept note) and submit to DID for further process.

Agenda Item 8.0 The results from the end-line survey conducted in October 2019 -January 2020

It reported that, the purpose of endline survey was to measure the effectiveness of KAIZEN pilot activities conducted in 2017-2019 and provide evidence of KAIZEN benefits which will help to promote wider adoption of KAIZEN in the country. The survey aimed to look at three main things to each enterprise that was visited. First, quality (Defect reduction, Yield improvement), second productivity (Lead time reduction, Capacity utilization, Space creation / Movement reduction) and third was moral (Suggestions made per worker, Rate of absence without notice) (Summary attached Appendix vi).

During the discussion on this topic following were recommended

- i. The endline survey should be shared to our Government Communication Unit (GCU) so that we can share message with the public.

Agenda Item 9.0 AOB

It was asked on whether, it is possible to have general curriculum that can be used with Vocational Training Institution such as VETA for basic KAIZEN training. It was explained that - Technical Guideline and Training Manuals as well 5s Swahili booklets are already in place. In addition, VETA Dar es salaam was chosen as pilot area for all VETA in the country and now there are five (5) trainers, need to be utilized effectively.

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*The Minutes of the 6th JCC Meeting***Agenda Item 10.0 Closing of the Meeting**

Before closing the 6th JCC Meeting, the Chairman of the meeting insisted on the need for improving ways of communication within the TKU and among the JCC members. It was also articulated to share draft of various documents before submission for official approval. Advised that the members of JCC in general and TKU team in particular to be proactive and avoid waiting/waste and if necessary, ask for support. He added that meeting documents should be given to the chairman as soon as possible, instead of finding them at meeting. He concluded by calling upon for everybody into taking his/her respective role. Finally, it was informed that the 7th JCC meeting is scheduled for September 2020.

There has been no any other issue for discussion; the Chairperson closed the meeting at 3:10 pm while thanking all the members for their active participation.

===== END =====

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Appendix 1

ATTENDANCE FOR THE 6TH KAIZEN JCC MEETING

The meeting was chaired by Deputy Permanent Secretary Deputy Permanent Secretary and it was attended by the following participants:

Table 1: LIST OF PARTICIPANTS WHO ATTENDED THE 6TH JCC MEETING

S.N	NAME	ORGANIZATION	POSITION
1.	Mr Ludovick J. Nduhiye	MIT	Chairperson
2.	Mr. Leo Lyayuka	MIT	Member
3.	Kentaro Akustu	JICA	Member
4.	Hiroko Makita	JICA	Member
5.	Sachiko Hara	JICA	Member
6.	Yoshiaki Fujita	JICA_TKU	Member
7.	Stephen Bondo	SIDO	Member
8.	Neema Mhondo	CTI	Member
9..	Jane Lyatuu	TKU	Member
10.	Miwako Oikawa	JICA Project Team	Member
11.	Shinichiro KATO	JICA/MIT	Member
12.	Marium Elmamry	JICA	Member
13.	Leah Doto Lukindo	VETA	Member
14.	Novatus Msemwa	NIP-PMO	Member
15.	Dr. Dickson Pastory	CBE	Member
16.	Nyamizi Singu	TCCIA	Member
17.	Prisca S. Kisela	TBS	Member
18.	Nakadongo Fares	EPZA	Member
19.	Emmanuel Zakayo	TKU	Secretariat
20.	Pius Mathew	TKU	Secretariat
21.	Juma Mantakara	TKU	Secretariat
22.	Kamara Gombe	TKU	Secretariat
23.	Khadija Hassan Idd	TKU	Secretariat
24.	Jesse Chonde	MIT	Secretariat

Table 2: LIST OF ABSENTEES WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Ms. Veneranda Sumila	TPSF	Member
2.	Dr. Consolata Ishebabi	MIT	Member
3.	Mr. Sileja Lushibika	TKU - MIT	Secretariat
4.	Richard P. Benaya	TKU	Secretariat
5.	Ms Estaroda Mwanga	TKU - MIT	Secretariat

The 6th JCC meeting adopted

Agenda Item	Care Taker
1. Opening of the Meeting, Self-Introduction and Adoption of the Agenda	Chairperson
2. JICA Remarks	JICA Tanzania
3. Matters arising from the 5th meeting	Juma Mantakara
4. Presentation on the progress of the project (Monitoring Sheet Ver.5).	HTKU
5. Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion.	JCC members
6. Report on implementation of the 4th National KAIZEN Award Competition and progress toward Africa KAIZEN Annual Conference 2021	Emmanuel J. Zakayo
7. Presentation of the latest draft of National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector 2020-2030	HTKU
8. Presentation of results from the end-line survey conducted in October 2019 -January 2020	JICA Project Team Leader
9. Any Other Business	Chairperson
10. Confirmation of the minutes of 6th JCC Meeting	Chairperson
11. Closing	Chairperson

Appendix 3

Matters raised by the 5th JCC MeetingMatrix of Matters Arising from the 5th JCC Meeting as per 11th November, 2019

S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	Finalize the minutes of the 5 th JCC and submit for approval.	TKU	The minutes of the 5 th JCC were circulate to the members and comments collected before submission for approval.
2.	Prepare and submit to DID six-month KAIZEN activities plan and budget for earmarked costs.	TKU & JICA Project Team	Six month KAIZEN activity plan and tentative budget for earmarked cost were timely prepared and submitted to DID and implementation is going on as planned
3.	Submission of official request to TBS regarding possibilities for using TBS budget on CSR in supporting TKU KAIZEN activities.	TKU	This will be taken care of later this year (2020)
4.	Follow up on approval of proposals and action plans which were submitted to TKU by Project Implementing Partners (CBE Dar & Mwanza, EPZA).	TKU & JICA Project Team	Individual discussion with respective organizations will be held this year.
5.	VETA to focus of using own trained candidates instead of waiting for SIDO to work for them.	VETA	The updates to be reported into the 6 th JCC meeting
6.	Finalize and implement plans for combining KAIZEN with Industrial Cluster Development.	SIDO, TKU & JICA Project Team	Initial stage and survey for cluster has been conducted, three clusters has been identified (Mbeya rice group, Morogoro Engineering Cluster initiative and Grapes Dodoma).
7.	To impart KAIZEN knowledge to all Regional Managers (RM)	SIDO	SIDO has started training its management members and line managers at Headquarters, Dar es Salaam where by 3 days training conducted from 17 th - 19 th February 2020, the action plan drawn where by

The Minutes of the 6th JCC Meeting

		Individual and Organization KAIZEN activities planned and will be implemented, A total number 18 participants participated in this training. Moreover 3 days training conducted in Morogoro from 24 th - 26 th February 2020 for SIDO Regional Managers and Technology Centre Managers, where by 30 Managers participated in the training, The Action Plans drawn for implementation within their working areas.	
8.	Finalize the formulation of the CKMFTM (2020 - 2030) as per proposed schedule i.e.	TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
	i. Completion of pending items in the document		The Draft of the National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector. (2020 - 2030) to MIT management meeting on 17 January, 2020.
	ii. Present the draft of the NFK(2020 - 2030) to MIT management meeting.		The updates to be reported into the 6 th JCC meeting
	iii. Visiting institutions affiliated to the MIT to disseminate the NFK (2020 - 2030) draft.		The updates to be reported into the 6 th JCC meeting
	iv. Submission draft NFK (2020 - 2030) to the 6 th JCC Feb, 2020.		The updates to be reported into the 6 th JCC meeting
	v. Final version approved by MIT Mar. 2020		The updates to be reported into the 6 th JCC meeting
9.	vi. Launching of the final document Apr. 2020.	DID, TKU & JICA Project Team	The updates to be reported into the 6 th JCC meeting
	Preparation for Award Ceremonies		4 th Tanzania National KAIZEN Award on 18 th Feb., 2020
	i. 4 th Tanzania National KAIZEN Award on Feb., 2020		The winner (Shelys Pharmaceuticals and Tanzania Brush Products) will represent Tanzania to the AKAC 2020 in SA. TKU will assist Shelys
	ii. Facilitate participation of Tanzania AKAC 2020		

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	iii. 5 th Tanzania National KAIZEN Award on Feb., 2021			Pharmaceuticals and Tanzania Brush Products in PPT preparation, site visit, sharing information (A to Z experience) and other logistic
	iv. Initial plans for preparation for hosting the AKAC 2021.			The updates to be reported into the 6 th JCC meeting
10.	To articulate to CTI members on the plan for Tanzania to host Annual Africa KAIZEN Conference early 2021.	CTI		Internal taskforce has been created and it will be expanded as we go on
				The updates to be reported into the 6 th JCC meeting
11.	Possibility for accessing of KAIZEN to Zanzibar.	TKU		TKU started initiative from Pemba North Region- RAS Office, Mr Ngwali Khamis Omar – Assistant RAS attended KAIZEN Award Ceremony at JNICC Dar -18 Feb 2020, and Currently Pemba North Region- RAS Office sent official letter to MIT regarding KAIZEN philosophy.
12.	Plans for making use of KAIZEN trainers from CBE with support of TBS for deepening KAIZEN promotion in the country.	TBS & CBE		The updates to be reported into the 6 th JCC meeting
13.	To sensitize the heads of MIT affiliated institutions especially during the budget session etc	TKU		Hopefully this will be considered during the forthcoming budget session

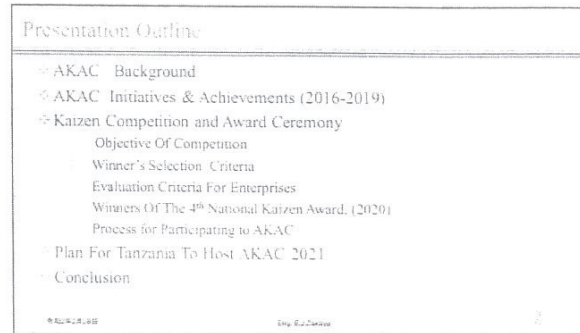
The Minutes of the 6th JCC Meeting

Appendix iv

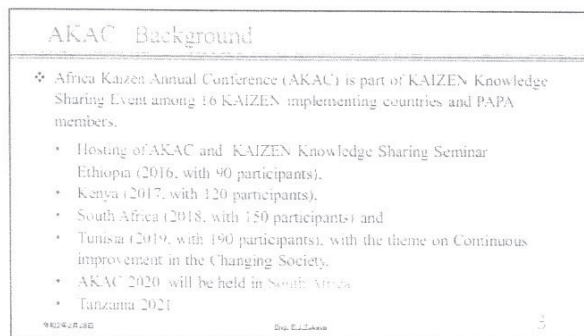
Report on implementation of the 4th National KAIZEN Award Competition and progress toward Africa KAIZEN Annual Conference 2021



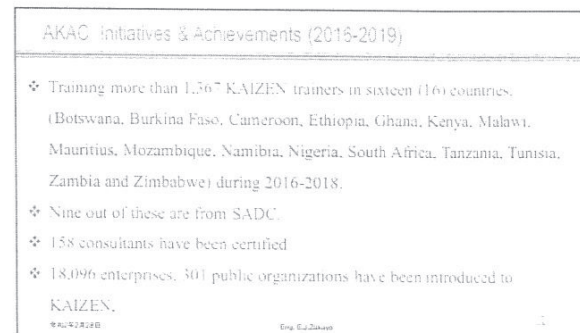
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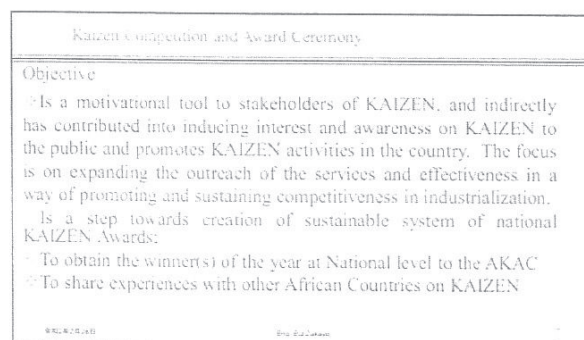
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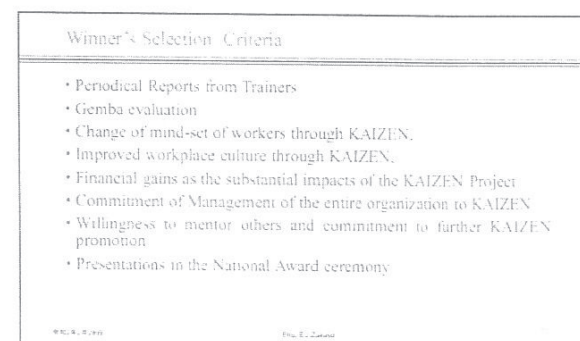
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Evaluation Criteria For Enterprises		
Name of Enterprise	Criteria	Points
Process		
Situation analysis	Logical flow (Why did the company select the theme of KAIZEN)	/10
Root Cause Analysis	Appropriate application of methodology	/10
	Reasonable identification of root cause	/10
Countermeasure	Well-planned countermeasures	/10
	Countermeasure well implemented	/10
KPI	Reasonable explanation about KPI	/10
	degree of KPI improvement	/10
Evidence	Provided enough evidence to prove KPI improvement	/10

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Cont.		
Plan for future	Systematize the countermeasure	/10
Team work	Participatory improvement	/5
Presentation	Professional explanation (include appearance, speech, skills, time management etc.)	/5

NOTE: Number of participants in 2020 National Kaizen award was 158

8

Winners of the 4 th National KAIZEN Award, Event held at JNCC DSMI, 18 th February, 2020		
Enterprises		
Company size	Award	Company name
Large	1. Outstanding Performance	Shelvis Pharmaceutical Co. Ltd.
	2. Excellent Performance	KIDOP Co. Ltd.
	3. Great Performance	Superdof Tractor
Small	1. Outstanding Performance	Tanzania Brush Products (TBP)
	2. Excellent Performance	Natural Extracts Industries (NEI)
	3. Great Performance	Prince Pharmaceutical

NOTE: Companies participated in the competition were 31, 3 dropped
Shelvis pharmaceutical, Dragon, TBP, Prince Pharmaceutical, NEI, Raha Beverage, Superdof, KIDOP, Openagat, Evolution Garage, Glory Farm.

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Kaizen Trainer		
Company size	Award	Company name
Advanced (AKT)	1. First Award	Manwigi Jecapcho Nyan Brat SDO
	2. Second Award	Tahau Gudhem (from private institution)
	3. Third Award	Itungpelela Mankwisa from private institution
Basic (KT)	1. First Award	Yusufi Ranaadha Ruhoo from private institution
	2. Second Award	Mariam Tambwe from CBE
	3. Third Award	Nyangas Mchikani Muleli from SDO

❖ Judgment for final presentation was made by special panelists
❖ The first three winners from each category were awarded certificates of recognition and special prizes
❖ In addition, the two or small winners were selected to represent Tanzania to AKAC

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Process for Participating to AKAC
<ul style="list-style-type: none"> ❖ Inducement gained from previous AKAC. ❖ Selection of participants at regional to national levels. ❖ The winners at national levels will be nominated to participate to continental levels (AKAC) (Shelvis pharmaceutical and Tanzania Brush Products) ❖ The nominated enterprises will be instructed to make presentation for the final evaluation before the awarding ceremony.

Plan for Tanzania to Host AKAC 2021
<ul style="list-style-type: none"> DATE: TENTATIVELY - JUNE - JULY, 2021 VENUE: DSMI OR ARUSHA NUMBER OF PARTICIPANTS: 200 people (approx. from 10 countries or more) ORGANISERS: *** & POTENTIAL COLLABORATORS NOTE: For the 2021 AKAC, we will work with the JNCC to make it a success MAIN ACTIVITIES INCLUDE: Opening Note & Acknowledgement, Press release, Acknowledgement, Facilitators and Resources Mobilization, Selection of Participants for Competition, Plans for Exhibition & other operational activities, Signage, Parallel sessions & Site Visit PROGRESS MADE: Sharing information to Kaizen trainer during Morogoro retreat, Award ceremony, Last JCC, Media people, Task force formed by MIT will continue for 2021 AKAC preparation. ROLE OF PARTNER INSTITUTIONS HOW TO MAKE USE OF THE OPPORTUNITY

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Appendix Vi

Draft of National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing
Sector 2020-2030

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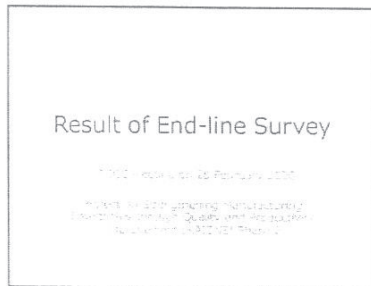
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Appendix vi

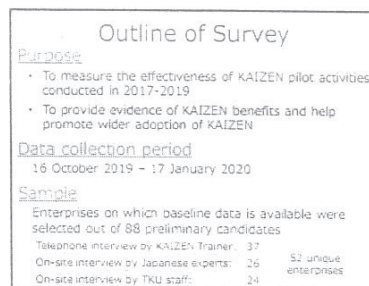
Results from the end-line survey conducted in October 2019 -January 2020

Appendix vi

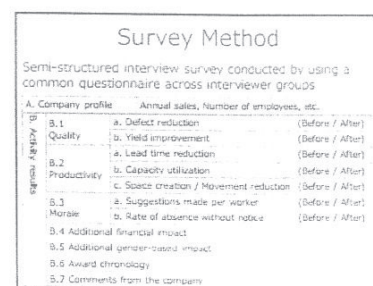
Results from the end-line survey conducted in October 2019 -January 2020



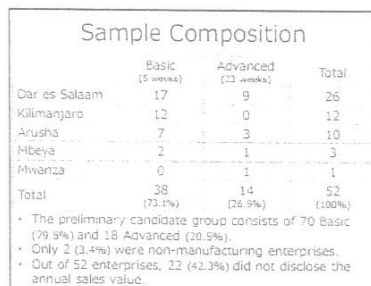
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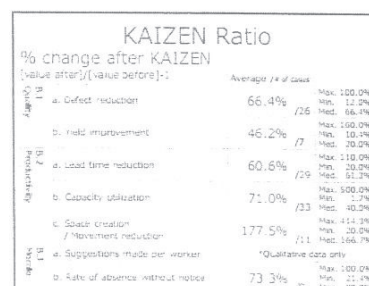
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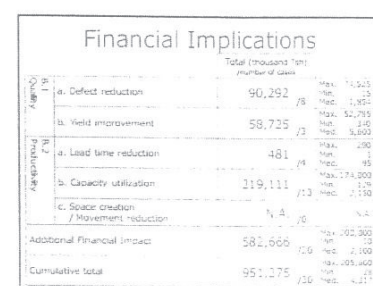
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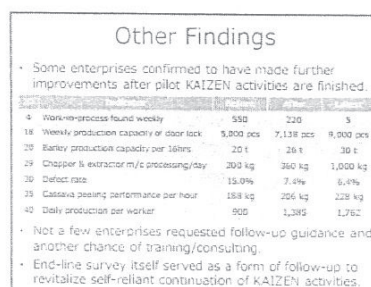
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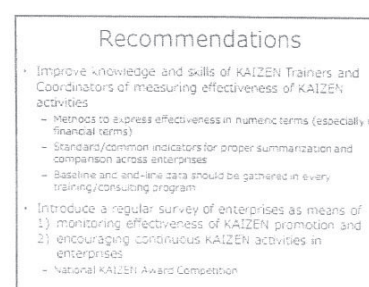
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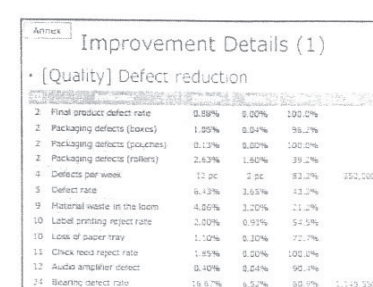
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Annex Improvement Details (2)

• [Quality] Defect reduction (cont.)

Item	Before	After	%	Total
29 Contamination	2.00%	0.05%	97.5%	
30 Defect rate	14.95%	7.42%	50.4%	8,842,100
32 Plastic production defects	0.44%	0.33%	23.2%	2,502,200
36 Defect rate	20%	8%	60.0%	
37 Defect of bottles	15.64%	8.86%	46.9%	14,795
40 Loss rate of banana aging	30%	1%	96.7%	2,646,000
41 Potatoes defect rate	10%	4%	60.0%	204,000
43 Defective trailers per week	44.44%	12.50%	71.9%	
44 Number of complaints	25 case	14 case	60.0%	
45 Defect in production	18%	2%	83.2%	
48 Kg waste in 24 hours	3.50	2.08	12.0%	
50 Defect rate	10%	2.5%	75.0%	

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Annex Improvement Details (3)

• [Quality] Yield improvement (cont.)

Item	Before	After	%	Total
3 Average aluminum production	25.7%	37.6%	81.6%	52,785,000
6 Scrap steel collected	50 t	60 t	20.0%	
10 Daily pallet production	207 pcs	300 pcs	11.1%	
12 Weekly production	10 pcs	26 pcs	160.0%	5,800,000
22 Production against demand	73%	93%	27.4%	
41 Yield rate	80-83%	90-96%	12.5%	340,000
48 Yield percentage	74.8%	82.6	10.4%	

• [Productivity] Lead-time reduction

Item	Before	After	%	Total
3 Leading time per day	60 min.	15 min.	75.0%	289,575
4 Work-in-process in week	550 pcs	220 pcs	60.0%	

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Annex Improvement Details (4)

• [Productivity] Lead-time reduction (cont.)

Item	Before	After	%	Total
7 Process cycle time per dash	1.8 min.	1.4 min.	22.2%	
8 Conveyor stoppage per hour	138 times	68 times	50.2%	
11 New employee learning downtime	2 months	1 months	66.7%	
13 Time to find appropriate tool	153 sec.	80 sec.	81.1%	
18 Rolling time per piece	9.70 sec.	2.59 sec.	73.2%	
19 Time to search tool/repair	1800 sec.	46.7 sec.	97.4%	
21 Mechanical to find tool	300 sec.	120 sec.	60.0%	
23 Time to service one car	60 min.	45 min.	25.0%	
22 Time for tire rotation	5 min.	3 min.	40.0%	
29 Production lead time	10 wks	2 wks	80.0%	
32 Mold processing	80 min.	45 min.	43.8%	
34 Waiting for bottles to refill /day	16 hrs	3 hrs	81.2%	

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Annex Improvement Details (5)

• [Productivity] Lead-time reduction (cont.)

Item	Before	After	%	Total
38 Shift manufacturing process	260 min.	225 min.	51.9%	
39 Packaging time per box	2.44 sec.	1.95 sec.	20.1%	
40 Lead time for a crate of wine	1 min.	0.5 min.	50.0%	
41 Daily production	9 t.	10.5 t.	110.0%	
42 Loss by material wasting	3 hrs	1 hrs	66.7%	189,000
43 Time searching reflective tape	22.8 sec.	11.18 sec.	51.0%	950
42 Time searching pivot bolts	25.6 sec.	8.58 sec.	64.18%	994
45 Production of small items/work	72 hrs	54 hrs	25.0%	
47 Locating tires	20 min.	10 min.	50.0%	
47 Locating 1 spare part	6 min.	1 min.	83.2%	
49 To produce 2 meters of 1 sheet	2 min.	1 min.	50.0%	
50 To produce 1 gypsum board	5 min.	4 min.	20.0%	

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Annex Improvement Details (6)

• [Productivity] Lead-time reduction (cont.)

Item	Before	After	%	Total
51 Loading time	40 min.	18 min.	55.0%	
52 Production of an item per day	180 min.	15 min.	91.7%	
53 Locating appropriate timber	120 sec.	30 sec.	75.0%	

• [Productivity] Capacity utilization

Item	Before	After	%	Total
1 Production by EXOS m/c daily	2,000 pcs	2,750 pcs	37.3%	6,362,500
2 Detergent powder plant daily	30 t.	42 t.	40.0%	174,600,500
3 Machine breakdown	5.59%	2.07%	62.97%	
5 M/C average production /day	329.36kg	377.90kg	11.36%	
8 Wine fermentation /month	1,394,590	1,745,370	25.1%	
8 Production by crate	169,809	184,612	8.72%	

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Annex Improvement Details (7)

• [Productivity] Capacity utilization (cont.)

Item	Before	After	%	Total
14 Reduce overproduction of soap	8 workers	5 workers	37.5%	375,000
17 Flour left-over in production	18.75%	1.25%	93.3%	2,150,000
18 Production capacity of our tool/wk	5,000	7,118	42.78%	3,624,600
19 Door lock from 75 steel bar	5,000	5270	5.4%	242,000
20 Barley production capacity	30 t.	26 t.	36.0%	
22 Daily production flour	40 carton	70 carton	75.0%	2,700,000
22 Daily production peanut butter	20 carton	50 carton	150.0%	7,500,000
26 Finger millet production /day	150 carton	230 carton	51.3%	928,000
28 Dispatch of truck per week	3	6	100.0%	
28 Forklift availability for loading	4 hrs	18 hrs	250.0%	
29 Chopper & excavator m/c utilization	200 kg	360 kg	80.0%	
33 Monthly production in crates	4,475	5,250	17.3%	
33 Processing plant utilization	74.3%	82%	14.3%	

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Annex Improvement Details (8)

• [Productivity] Capacity utilization (cont.)

Item	Before	After	%	Total
25 Cassava peeling process per hr	188 kg	208 kg	9.6%	29,150
37 Bottle production	2,094	3,278	9.4%	
38 Machine availability	64.67%	86.00%	16.1%	
40 Daily production per person	900	1,084.62	52.9%	
41 Production capacity	9 t.	13 t.	160.0%	236,960
42 Weekly production	5	7	40.0%	18,800,000
43 Working hours in a day	3.25 hrs	1.95 hrs	40.0%	
44 Machine stoppage in a month	2,496 hrs	2,399 hrs	4.0%	
49 Capacity utilization	94.12%	96.02%	1.7%	
50 Gypsum board production	80 pcs	120 pcs	50.0%	
51 Production time	9,521 min.	10,159 min.	8.8%	
52 Breakdown in 3 months	1,225 hrs	212.43 hrs	82.8%	
52 Medical bottle production	160,250	155,195	112.6%	

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Annex Improvement Details (9)

• [Productivity] Space creation / Movement reduction

Item	Before	After	%	Total
13 Store room space	12.5 m ²	24.2 m ²	92.0%	
23 Floor space	6 m	18 m	200.0%	
27 Average percentage free space	17.5%	90%	414.3%	
28 Bales stored in 400m ³ storage	300	1,200	300.0%	
40 Space creation	2 m ²	8 m ²	300.0%	
41 Space occupied	16 m ²	8 m ²	50.0%	
43 Office area space	736 m ²	897 m ²	21.9%	
44 Space creation	12 m ²	32 m ²	166.7%	
45 Time wastage in storage room	-	-	20%	
50 Free space	8 m	13 m	87.50%	
53 Space creation	4 m ²	16 m ²	300.0%	

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Annex

Improvement Details (10)

• [Morale] Suggestions made per worker

Item	Before	After	%	Total
4	Work section responsibilities was not identified clear. There were no identified lunchroom during break. Changes and waste were of old fashion with no maintenance.	Work section was standardized with specific roles. Space created has been modified to lunchroom. Change room and washrooms have clear supervision.		
18	There was no record on data logging system.	The management to develop a database which capture all production information.		
19	There were no system that track working in progress, customer record or material available that has been major problem in developing daily plan and weekly target.	Allen has left us with the database complete of work details, materials available and customers record in which we can view daily target and forecasting. Not only that we have a weekly meeting which is productive to all employees.		
20	Most of bonus based on time or unit produced per unit. For a long period production volume didn't increase above 20 Tons and deteriorated our plant.	After seven production cycle to 26 Tons this has increase worker workers bonus as well.		
34	Before laborer there were no work plan and schedule, this has cause delay and negligence.	After laborer, work plan and schedule have been documented and disseminated during tuition meeting.		

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Annex

Improvement Details (11)

• [Morale] Suggestions made per worker (cont.)

21	•	Most present working environment and reduce chances of incidents or accident. Company has also experience change of employee attitude and commitment. Working process has been reduced from 14 to 8 working hour. This has increase workers moral and save cost.
22	•	After combining three two section currently each have a list of connecting, no negligence and teamwork spirit has been improved.
23	•	During KAZEN training twice a month, gather the KAZEN ideas.
24	•	Staff were mutual 1. Idleness 2. Stress per week
25	•	There was an increase in moral and comfort leading to workers offering suggestions and ideas for general company improvement including by 8.7%

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Annex

Improvement Details (12)

• [Morale]

Rate of absence without notice

22	% who comes too late	99%	5%	94.4%
23	Operators arriving late	56.7%	26.7%	21.4%
24	Rate of absence	55.6%	11.2%	88.0%
40	Rate of absence	15%	5%	66.7%
41	Rate of absence	50.0%	0.0%	100.0%
42	Late for morning meeting	12.5%	6.25%	50.0%
43	Rate of absence	1.97%	0.66%	66.7%
45	Absence w/o notice per month	11	0	100.0%
49	Rate of absence w/o notice	21.74%	4.35%	89.0%

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Annex

Additional Financial Impact (1)

4	Unnecessary costs and broken tools/machine was sold for the value of	88,000,000
6	At the end of May 2013, 558 the management is selling the rest of the stock left over with approximately value of	10,000,000
9	Most task operation tools were recovering during the process of implementing SS with the total value of	5,000,000
12	After KAZEN training, company manage to save a major project worth estimated	200,000,000
14	Through KAZEN profit has been raised by	700,000
17	More than 7 million is saved per year since we started to implement KAZEN due to effective control of waste and defects	1,750,000
19	Before KAZEN was often suffer a loss of welding machine, after KAZEN company manage to obtain manufacturer report and secure all machine. A cost for new welding machine is	950,000
19	50 Dies which were suspected as less more requirement. A mechanical will spend 100 to 200 million per year to die during the production of a certain equipment/tool. Manufacturing cost of one die is	300,000

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Annex

Additional Financial Impact (2)

21	After implementing KAZEN, management reduced the replacement rate of KAZEN office which hardly could last	10,000,000
22	32 million	9,200,000
25	Save increase of 184,000 per day, production days 16 days per month	863,700
26	During KAZEN period, from 2000, sales has increased for 371,000 in every production	371,000
31	The rate of labor purchase has reduced to almost 10% due to a reduction in loss of labor from improper storage, price and labor is 550	52,500
29	Decrease intake of water - 10,000 Liters/month - 600,000 THB/month	240,000
32	Due to less quality problems, customers have higher satisfaction rate hence increase profit.	-
35	After reduction of the various KAZEN tools and practices we recorded an increased reduction in scrap/waste purchased, a reduction in operating cost, a reduction in material, as well as obtained better financial leverage after clearing audit costs and not having unnecessary items and excess. It was also recorded a cost saving of approximately 725,523,600 per year which could have been lost from either over capacity, overuse of collected items etc.	523,000

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Annex

Additional Financial Impact (3)

45	A production cost saving arising from	9,800
46	Review of KAZEN after six months, tracking 5% increase of production, monthly sales will increase by 5%	27,500
47	7 km going for sales at various office 3,200 Litre of fuel for car x 380 days x 2.2 hours used 725,123,400 is saved by not following track at various office premises.	11,338,400
49	30 million loss saved of items	20,000,000
51	725.7 ton collected from waste and discarded used in visualization	2,100,000
51	Power bending orders. Daily Sales increase due to faster bending orders (+17%)	106,250,000
52	13 Heavy frame circles and new production tool made from 500kg of steel were previously installed, a Heavy frame circle cost at	2,500,000

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MATRIX OF MATTERS ARISING FROM THE 6TH JCC MEETING OF 28TH FEB., 2020

S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	Follow up on approval of the minutes of the 6 th JCC meeting	TKU	The minutes of the 6 th JCC were finalized and partially approve on the same day of the meeting. The approved version will as well be circulated to JCC Members.
2.	Follow up on approval of proposals and action plans which were submitted to TKU by Project Implementing Partners (CBE Dar).	TKU & JICA Project Team	Individual discussion with CBE DSM Campus was held in 3 March, 2020. During the discussion it was indicated that the CBE proposal itself looked fine and able to be implemented. However, as of now the situation has changed, as indicated in the newly created FKM, (2020 – 2030). Thus, the process will start at conducting KAIZEN training in Singida. Such training will be organized mainly by CBE-Dodoma campus under close supervision of Dr. P. Dickson from CBE DSM. Concurrently the process will involve coordinating with local focal points (e.g. SIDO regional offices), in organizing a sensitization seminar, recruiting trainees and pilot enterprises, conducting CRT and ICT, and holding a wrap-up meeting(s). In addition, there was a thought of making the idea of essay competition targeting students as a side event of AKAC2021. It was also agreed that further communication on these matters to continue via e-mail.
3.	Follow up on approval of proposals and action plans which were submitted to TKU by Project Implementing Partners (EPZA).		Individual discussion with EPZA Management was held in 2nd March, 2020. During the discussion it was indicated that the amount requested in the EPZA proposal was rather too big. Thus it was advised and agreed to make adjustment to target one region only instead of previous target of 4 regions. At the same time to develop a model that can be duplicated in other regions later. The region to be targeted should be either Dar es Salaam or Morogoro as they are among the target regions of the current JICA Project. Another suggestion from EPZA was on possibility for creating more TOKTs in a way of expanding KAIZEN nation-wide Further communication will continue via e-mail.
4.	Submission of official request to TBS regarding possibilities for using TBS budget on CSR in supporting TKU KAIZEN activities.	TKU	The update will be reported in the 7 th JCC meeting
5.	SIDO to put special attention at TDC located at Lindi, Kigoma, and Shinyanga to make sure that they receive KAIZEN training.	SIDO	The update will be reported in the 7 th JCC meeting
	CTI is still waiting to receive official information from the Ministry on announcement on the forthcoming AKAC, 2021. Such a letter will encourage CTI to articulate to their members on the plan for Tanzania to host AKAC, 2021	TKU	The update will be reported in the 7 th JCC meeting

S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
6.	TKU to prepare a concept note as part of preparation on making use of forthcoming budget session to sensitive Heads of MIT Affiliation Institutions on KAIZEN promotion	TKU	The update will be reported in the 7 th JCC meeting
7.	Progress made by NIP on expanding KAIZEN service to 10 companies in financial year 2020/2021.	NIP	The update will be reported in the 7 th JCC meeting
8.	Enhancing the taskforce for preparation of the AKAC, 2021 by engaging Ministry of Foreign Affairs; DTI from MIT; TPSF; CTI; TCCIA; TNBC, A-Z and other relevant companies in a way of making use of their experiences	TKU & JICA Project Team	The update will be reported in the 7 th JCC meeting
9.	Final version of FKM, (2020 – 2030) approved by MIT by Mar. 2020		The updates to be reported into the 7 th JCC meeting
10.	Launching of the FKM, (2020 – 2030) by Apr. 2020.		<ul style="list-style-type: none"> The launching proposal (concept note) has been prepared and submitted to DID for further processes. Further updates to be reported into the 7th JCC meeting
11.	Facilitate participation of Tanzania AKAC, 2020	DID, TKU & JICA Project Team	Updates to be reported into the 7 th JCC meeting
12.	MIT through TKU to convene a knowledge sharing event to involve MIT, Ministry of Health, TANESCO, and Tanzania Revenue Authority in order to share experience on KAIZEN Promotion in Tanzania	DID, TKU & JICA Project Team	Updates to be reported into the 7 th JCC meeting
13.	Possibility for circulating the copy of the FKM, (2020 – 2030) to members of IMTC	DID, TKU & JICA Project Team	Updates to be reported into the 7 th JCC meeting
14.	The need for readjusting the composition of the FKM Coordination Committee by adding members from CTI, TPSF, TNBC, TCCIA and TWCC.	DID, TKU & JICA Project Team	Updates to be reported into the 7 th JCC meeting
15.	To improve ways of communication within the TKU and among the JCC members. Especially in sharing various documents before submission for official approval.	DID, TKU & JICA Project Team	Updates to be reported into the 7 th JCC meeting
16.	Government Communication Unit (GCU) to share the end-line survey report to the public.	GCU	Updates to be reported into the 7 th JCC meeting

MINUTES
OF
THE 7TH JOINT COORDINATING COMMITTEE MEETING
ON
"THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2"
IN
THE UNITED REPUBLIC OF TANZANIA

The 7th Joint Coordinating Committee (hereafter referred to as the "JCC") meeting on technical cooperation project titled "Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2" (hereafter referred to as "the Project") was held on 30th of September, 2020 at the Main Conference Hall in the College of Business Education (CBE) in Dar es Salaam. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

Dar es Salaam, the United Republic of Tanzania, 30th September, 2020.

Confirmed and Signed:



Eng. Ramson A. Mwilangali,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania.



Mr. YAMAMURA Naofumi
Chief Representative,
Japan International Cooperation Agency,
Tanzania Office.

ATTACHMENT

The 7th JCC meeting was held on 30th September, 2020 at the Main Conference Hall in the College of Business Education (CBE) in Dar es Salaam, and was chaired by Eng. Ramson A. Mwilangali, Director for Industrial Development, Ministry of Industry and Trade, for Permanent Secretary (PS-MIT). The list of attendants of the meeting is shown in Appendix 1 and Agenda for the 7th JCC meeting is shown in Appendix 2.

MINUTES FOR THE 7TH KAIZEN JOINT COORDINATING COMMITTEE (JCC) MEETING HELD AT CBE – DAR-ES-SALAAM CAMPUS, ON 30TH SEPTEMBER, 2020

1.0 BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing a project on “Strengthening Manufacturing Enterprises through Continuous Improvement of Quality and Productivity (KAIZEN)” since 2013. Currently the project is on the second phase (roll-out) of the project which started on 1st August, 2017. Other collaborators in the project implementation include Small Industries Development Organization (SIDO) and College of Business Education (CBE). The plan for roll-out phase is to cover 8 regions including: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions to promote KAIZEN nationwide. The KAIZEN practices will be applied in all sizes and types of enterprises in both Public and Private Sectors.

Phase 2 of the Project is focusing on strengthening the capacity of MIT / Tanzania Kaizen Unit (TKU) and KAIZEN service providers to promote KAIZEN to private enterprises in a sustainable manner. This will go concurrently with efforts for developing KAIZEN movement country-wide as an overall goal for the future while expanding from manufacturing sector to other sectors aligning to Industrialization in Tanzania.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by PS-MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN Project JCC are organized twice a year. The 6th JCC meeting was held on 28th February, 2020. The following are the minutes for the 7th JCC Meeting which was held on 30th September, 2020. The list of the participants for that meeting is shown in Appendix 1. The Agenda for the meeting is shown in Appendix 2. The Matters Arising from 6th JCC Meeting is attached as Appendix 3.

2.0 MEETING PROCEEDINGS

Agenda Item 1.0 Opening and Introduction

The Chairperson called the meeting to order at 09:08 a.m. He thanked all the participants for being present in the meeting and invited all the members for self-introduction. The opening sessions were followed by the adoption of 11 agenda items of the 7th JCC Meeting.

Agenda Item 2.0: - JICA Remarks

JICA remarks were made by Mr. YAMAMURA Naofumi, the Country Chief Representative (CR). In his remarks, the CR appreciated for the invitation to the 7th JCC Meeting on KAIZEN Project Phase 2. He expressed his appreciation to the MIT, CBE, and SIDO for the enthusiasm and assistance they have extended towards the implementation of KAIZEN project. He also thanked partner organizations such as National Institute of Productivity (NIP), Tanzania Bureau of Standards (TBS), Vocational Education Training Authority (VETA), Export Processing Zone Authority (EPZA), Tanzania Private Sector Foundation (TPSF), Confederation of Tanzania Industries (CTI), Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) for assistance and support on KAIZEN promotion. He explained that the entire Project is facing challenges due to global pandemic - COVID 19 which prevents the Japanese experts to come to Tanzania but still most of KAIZEN activities are being implemented successfully via online platform.

He extended his appreciations to some activities such as Tanzania KAIZEN day which was held recently in Dodoma. Other activities include training on KAIZEN in Cluster Development in Mbeya, Kagera, Morogoro, Dodoma as well as KAIZEN Training in Singida. He also thanked Tanzanians for their participation to the Africa KAIZEN Annual Conference (AKAC), 2020 which was done via online. He announced the winners for AKAC 2020 Awards i.e. Tunisian company won Outstanding Performance Award for Large organizations and Cameroonian company won for SMEs. He continued by saying that in terms of AKAC 2020, Tanzania did not produce winners. He encouraged TKU and other key players to put more efforts in the coming competitions in order to win like in the AKAC 2019. He went on calling upon enhancing collaboration of partners and other stakeholders in supporting the TKU as much as possible by taking into consideration that Tanzania is expected to host the

AKAC-2021. He added that JICA is committed to give maximum cooperation in enabling Tanzania to reach the ultimate goals.

Agenda Item 3.0: + Item 5.0

Matters Arising from the 6th JCC Meeting and Feedback from JCC members

It is important to note that, during the discussion on the matters arising from the 6th JCC meeting, some of explanations were combined into the feedback from members of JCC as follows:

i. CBE

Regarding the plan for approval of proposals and action plans which were submitted to TKU by CBE, it was reported that as of now the situation has changed, as indicated in the newly created "*Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector*" (FKM 2020 – 2030). Thus, the process for conducting KAIZEN training in Singida has started recently. The training was organized by CBE – DSM & Mwanza campuses under close supervision of Dr. P. Dickson (the Director for Post Graduates Studies) from CBE-DSM in collaboration with TKU and SIDO Dodoma. It also involved coordination with offices of Regional Administrative Secretary (RAS) and SIDO Singida. It was further indicated that CBE is lacking KAIZEN promotional materials i.e. standing banners etc. Thus, CBE is asking for support on creation of such promotional materials as they are very important in the process of KAIZEN training and promotion countrywide.

The report from CBE went on indicating that the activities for KAIZEN promotion and improvement of productivity were already accommodated into CBE Corporate Strategic Plan (CSP) and annual action plan. In addition, CBE organizes short courses on industrial methodology and standardization. At the same time publishing of journals for example, recently Mr. Zembazemba (Lecturer in CBE) has been publishing several articles on KAIZEN. There is also a CBE KAIZEN Newsletter which promotes KAIZEN works.

Likewise, the ongoing KAIZEN training in Singida has been organized by CBE in collaboration with other key players in KAIZEN project. It was also noted that the plans for CBE to organize essay competition to students who is expected to be accommodated into the preparations of the 5th National KAIZEN Award Ceremony. CBE is also planning to conduct training to all CBE campus for the purpose of increasing number of KAIZEN Trainers. During the discussion on this item, it was emphasized on the need for the targeted students of KAIZEN trainings to visit pilot enterprise in a way of learning more on practical.

ii. EPZA

It was noted that EPZA submitted a proposal containing 4 regions (Dar es Salaam, Morogoro, Mtwara, and Dodoma) for implementation of KAIZEN to TKU for approval. However, it was reported that the amount requested by the EPZA was too big and EPZA was advised to make adjustment and focus to only one region. EPZA has done the adjustment (the proposal to be resubmitted to TKU in the first week of October, 2020) focusing Morogoro, which will act as a pilot region and to be duplicated to other regions later upon successful implementation. Following such adjustments, EPZA Management managed to reduce the previously proposed budget by half, while focusing on cost sharing between the EPZA and the Project.

Further, EPZA requested a possibility for supporting EPZA to create more Trainers of KAIZEN Training (TOKTs) in a way of adding the capacity for expanding KAIZEN nation-wide. It was informed that during the period of COVID 19, EPZA concentrated on in-house training in a way of creating KAIZEN awareness to their staff.

iii. TBS

Tanzania KAIZEN Unit (TKU) was supposed to submit an official request to TBS regarding possibilities for using TBS budget on Corporate Social Responsibility (CSR) in supporting implementation of KAIZEN activities. It was reported that TBS is still waiting for submission of an official letter from TKU requesting possibility for using TBS budget on CSR to support TKU KAIZEN activities. During the discussion on this matter it was explained that, the delay for submission of the official letter was partly due to the effects of COVID19 and the complications emanating from the newly established financial regulation system. However, it was advised and agreed that TBS and TKU should discuss further on how to resolve the situation before the end of October, 2020.

iv. SIDO

It was reported that SIDO has been conducting KAIZEN training to manufacturing enterprises. Also, SIDO has been articulating on the importance of KAIZEN by using various promotional based events, for example, participation to exhibitions including the one which was made recently in Geita region for mining sub-sector. Likewise,

SIDO took advantage of this JCC Meeting to announce the forthcoming SIDO Zonal Exhibitions scheduled for October, 2020. This is another opportunity for articulating on KAIZEN promotion to the public.

Regarding efforts for SIDO to support Technology Development Centres (TDCs) located at Lindi, Kigoma, and Shinyanga regions, it was reported that TDCs in Lindi, Kigoma and Shinyanga have been equipped with new modern machines followed by trainings and installation, among of the training to be delivered is KAIZEN training, scheduled to start in October, 2020. During the discussions on this item, it was advised and agreed to extend KAIZEN training to VETA in Lindi, Kigoma and Shinyanga in order to create more KAIZEN trainers from VETA concurrently with plans for improving the image of VETA in those regions.

v. VETA

It was explaining that VETA is implementing KAIZEN in Dar es Salaam Regional Vocational Training and Service Centre (RVTSC) and Zonal Office. In implementing KAIZEN and by using 5S, the following have been achieved: improved workshops layout; removing idle equipment items; repair of machines and buildings; improved cleanliness of the workshops and centre environment; improved arrangement of documents; improved waste management by introducing the system of rubbish separation, recycling and involving of Temeke Municipal to collect waste so as to avoid burning of waste products within VETA premises at the same time comply to environment protection regulations.

It was further reported that the challenges facing VETA during implementation of KAIZEN include inadequate funds for maintenance and repair of machines and buildings; inadequate space for storage documents; increased workload to trainers due to COVID 19 caused training time to be extended to late evening.

Way forward by VETA

- i. To conduct refresher courses and orientation of newly recruited staff;
- ii. To enhance management and coordination of KAIZEN at the central level; and
- iii. To stimulate implementation of KAIZEN at VETA Moshi in a way of making use of its two trainers.

vi. TCCIA

It was reported that TCCIA is committed to participate in KAIZEN implementation. Lately TCCIA has been conducting in-house awareness to ensure that KAIZEN is applied by all the staff in their normal operations of their activities. It was added that

currently TCCIA is in the process of clustering their members countrywide especially in the manufacturing sub-sector. This could as well go concurrently with effort for sensitizing the targeted group on KAIZEN. By taking into consideration that TCCIA offices are scattered all-over the country at District level, TCCIA is requesting for possibility of involving the TCCIA candidates in KAIZEN training in the process of expanding to a wider coverage especially in implementation of the FKM. The presenter went on by saying that for the sake of sustainability of KAIZEN there is a need for mainstreaming it into the National Legal Frameworks and sectoral policy such as SIDP.

vii. CTI

Regarding the MIT plans to send official communication to CTI on announcement of the forthcoming AKAC2021, it was explained that, MIT was just received the official letter from JICA and AUDA-NEPAD on 30th September. On the other hand, JICA & AUDA-NEPAD were also waiting for completion of the AKAC 2020 processes. It was later noted that the entire announcement was made recently (15th Sept, 2020). In this circumstance, MIT promised to send the announcement letter to CTI by early October, 2020. It was also advised and agreed to share the same letter with TCCIA and TPSF.

viii. TKU

With respect to the approval of the FKM 2020 – 2030, it was reported that the final version of FKM was approved by the Minister on 2nd April, 2020 and official launching was made on 19th August, 2020 instead of 28th April, 2020 as planned before. The launching was delayed because of the restriction made due to COVID 19. Further, it was reported that the said a copy of the FKM was circulated to members of Inter-Ministerial Technical Committee (IMTC) between 24th and 28th August, 2020.

Regarding the plans for TKU to prepare a concept note as part of preparation on making use of budget sessions to sensitize Heads of MIT Affiliation Institutions on KAIZEN, it was explained that there were no such possibilities. Alternatively, the targeted group was sensitized on KAIZEN during the National KAIZEN Day 2020. In this way it was possible to induce the interest of some institutions. TBS, Weights and Measures Agency (WMA) and Business Registration and Licensing Agency (BRELA) are among the institutions which shown interest on collaborating in promoting KAIZEN in Tanzania. However, during the discussion on this item it was indicated that the sensitization made during the National KAIZEN Day was not adequately enough to induce the commitment of the targeted group to KAIZEN promotion. It was further advised to look for better way(s) of adequately sensitizing the targeted group

on KAIZEN philosophy and its importance to the competitiveness and growth of national economy. With that notion, TKU explained that such efforts will start by October, 2020.

It was further explained that the plans for TKU to convene a knowledge sharing event to involve MIT, NIP, Health Sector, Tanzania National Electric Supply Company (TANESCO) and Tanzania Revenue Authority (TRA) in order to share their experiences on KAIZEN Promotion in Tanzania has been rescheduled to be prepared in October, 2020.

With regards to the need for readjusting the composition of the FKM Coordination Committee by adding members from CTI, TPSF, TCCIA, Tanzania National Business Council (TNBC) and Tanzania Women Chamber of Commerce (TWCC), it was explained that this will be done during the implementation of the FKM 2020 -2030. This is due to the fact that, the existing JCC will continue to steer the implementation of KAIZEN Project until the end of JICA technical support. However, the progress will be reported to next meeting (8th JCC).

With respect to improvement of ways of communication within the TKU and among the JCC members, it was reported that zoom meetings among TKU staff and members of JICA Project Team are being organized weekly to share progress reports and all relevant documents. In addition, zoom meetings are conducted weekly for the teams responsible for training on combining KAIZEN with cluster development. Communication among the team members is also made through WhatsApp. Furthermore, all members of JCC were invited to the National KAIZEN Day 2020. Other means for communication were mentioned to include phone calls and uses of internet.

It was however, explained that there is a difficulty in forming a WhatsApp Group for JCC members because representatives from the member institutions keep changing i.e. meeting attendees are not fixed. The evidence is drawn from the attendance of the previous meetings. For example, representatives from: EPZA, NIP, TCCIA, TBS and JICA to some extent. With respect to the plans for sharing the end-line survey report to the public it was reported that, the report has been already shared through the Ministry's website.

Concerning the efforts for facilitating participation of Tanzania AKAC2020, it was reported that TKU in collaboration with Reuben Lyanga (*the former staff of A to Z Textile Mills Company*) visited Shelys Pharmaceutical Ltd and Tanzania Brush Products Ltd in Dar es Salaam to support them on preparation of their presentation. The Power Point Presentations were timely submitted to the Secretariat of

AKAC2020. However, both companies were not selected for final presentation. Members wanted to know the reason for the non-selection of Tanzanian companies for final presentation. In responding to this query, it was explained that the presentations submitted from Tanzania were not well organized. For instance, there was no indication of “**before and after**” in a way of showing comprehensive results in sustaining the implementation of KAIZEN. On the other hand, the AKAC Secretariat has been using some criteria of selection that are not in Tanzania. For instance, Shelys Pharmaceuticals Ltd. which in Tanzania was regarded as the large industry, the AKAC2020 Secretariat categorized the company as Small and Medium Enterprise.

It was then discussed and advised that in future the preparation of the competing companies be made on time starting from the grass root level. It was also articulated on the involvement of all stakeholders in preparation of the winners.

ix. NIP

NIP reported that, it is committed to facilitate the implementation of KAIZEN activities as part of improvement of productivity in the country. Recently, NIP team members were trained by Japan Productivity Center (JPC) on KAIZEN issues for the purpose of conducting training and create awareness to organization dealing with motor vehicles. It was also reported that NIP has prepared a concept note on formulation of National Productivity Policy and submitted the same to Permanent Secretary in the Prime Minister Office (PS – PMO) for approval. However, of lately, there are organizational transformation taking place which has downsized NIP to a Unit under the PMO (instead of the previous organization).

Agenda Item 4.0

Presentation on the progress of the project - Monitoring Sheet Ver.6 in line to the current Project Design Matrix (PDM)

During the presentation of the Monitoring Sheet Ver. 6 it was noted that the entire sheet was reporting on the progress on the project implementation. It was further indicated that among the shortfalls on availing inputs to the project concerned with TKU staffing and inadequacy of budget from the Government. It was elaborated that majority of TKU staff are assigned on a part-time basis, which poses difficulty for them to engage in intensive activities. JICA raised its concerns for those points as well, and requested MIT and other partners to address them as soon as possible.

During the discussion on this matter, it was insisted on the need for adding at least two or three full-time staff in TKU especially by taking into considerations the workload brought by the FKM 2020 -2030, which was launched recently. It was also advised to use internship candidates during the transitional period while waiting for

recruitment of full-time workers in TKU. Likewise, the uncertainty of budget allocation for coming years is posing a threat to the implementation of FKM. The MIT needs to secure funds to establish continuity and sustainability of KAIZEN promotion. Further, it was informed that the training which was scheduled to be held in Johannesburg, South Africa, was cancelled as the AKAC2020 and instead it was organized through online.

With respect to the status of the project implementation it was indicated that all the activities in **Output 1** were implemented as planned, except two items, i.e. The Top Management Seminar program, which was not yet standardized and another is the System of KAIZEN Results Measurement, which is not yet established fully. All the activities in **Output 4** were implemented as planned, except two items namely: facilitate establishment of KAIZEN Club and the plan for putting in place an accreditation system of KAIZEN service providers.

Regarding achievements made in project implementation, it was indicated to be in a good status, although, there is a slight deviation on **Output 4** whereby, KAIZEN seminars were organized in every targeted region except for Morogoro.

Agenda Item 6.0

This agenda item was on the presentation of the following sub-topics:

- i. Highlights of the report on participation of Tanzania to AKAC 2020
- ii. Plans for organizing the 5th National KAIZEN Competitions & Award Ceremony, 2020.
- iii. Plans for Tanzania to host the AKAC2021 and a Comprehensive Road Map for its preparation.

The summary of power point presentation on this agenda item is attached in Appendix 4. However, during the discussion on this presentation it was advised that TKU to prepare Terms of Reference (TORs) for the earmarked taskforce and share the same to JCC members at the earliest possible. This should indicate the venue for the event as well as consider the plans for establishing an enhanced taskforce for preparation of the AKAC2021.

Agenda Item 7.0 + Item 8.0

Presentations on Agenda Item 7.0 and 8.0 were combined into one and come up with the following sub-topics:

- i. Draft Action Plan for Africa KAIZEN Initiative (AKI) 2021 – 2025,
- ii. Plans for organizing the 2nd National KAIZEN Day (2021)
- iii. Highlights on the progress of combining KAIZEN & Industrial Cluster Development.

The summary of power point presentation on this agenda item is attached in Appendix 5.

Agenda Item 9.0 AOB

It was proposed and agreed that next JCC Meeting will be held in April, 2021. The exactly date and location will be announced to the members later.

Agenda Item 10.0 Confirmation of the Minutes of 7th JCC Meeting

Due to time limits, the secretariat of the JCC meeting was unable to compile the minutes comprehensively on time. It was therefore agreed to finalize the compilation of the minutes and submit it for approval by 5th October 2020 at latest. However, the approved copy of Monitoring Sheet Ver.6 and its summary were officially submitted to JICA on the same day of the 7th JCC Meeting.

Agenda Item 11.0 Closing of the Meeting

There has been no any other issue to transact, the Chairperson closed the meeting at 2:00 p.m. by thanking all the members for their attendance and active participation.

===== END =====

Appendix 1**LIST OF PARTICIPANTS WHO ATTENDED THE 7TH JCC MEETING**

S.N.	NAME	ORGANIZATION	POSITION
1.	Eng. Ramson Mwilangali	MIT	Chairperson
2.	Jane Lyatuu	TKU MIT	Member
3.	Naofumi Yamamura	JICA - TZ	Member
4.	Kentaro Akutsu	JICA- TZ	Member
5.	Mariam El-Maamry	JICA - TZ	Member
6.	Hiroko Makita	JICA - TZ	Member
7.	Kenji Fukuda	JICA - TZ	Member
8.	Sachiko Hara	JICA - HQ	Member
9.	Shinichiro Kato	JICA - MIT	Member
10.	Tomohiko Ishikawa	UNICO - TKU	Member
11.	Shiho Kuwana	UNICO - TKU	Member
12.	Miwako Oikawa	UNICO - TKU	Member
13.	Stephen Bondo	SIDO	Member
14.	Kalumna P. Benedicto	SIDO	Member
15.	Neema Mhondo	CTI	Member
16.	Leah Dotto Lukindo	VETA	Member
17.	Dr. Haphsa Hinchu	NIP-PMO	Member
18.	Dr. Dickson Pastory	CBE	Member
19.	Justine Marwa	TCCIA	Member
20.	Prisca S. Kisela	TBS	Member
21.	Grace J. Lemunge	EPZA	Member
22.	Jesse Chonde	GSU-MIT	Member
23.	Emmanuel Zakayo	TKU	Secretariat
24.	Pius Mathew	TKU	Secretariat
25.	Richard Benaya	TKU	Secretariat
26.	Juma Mantakara	TKU	Secretariat
27.	Khadija Hassan Idd	TKU	Secretariat

Table 2: LIST OF ABSENTEES IN 7TH JCC MEETING WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Prof. Riziki S. Shemdoe	MIT	JCC Chairperson
2.	Ms. Veneranda Sumila	TPSF	Member
3.	Dr. Consolata Ishebabi	MIT	Member
4.	Mr. Sileja Lushibika	TKU – MIT	Secretariat

Appendix 2

**AGENDA FOR THE 7TH JCC MEETING FOR “THE PROJECT ON STRENGTHENING
MANUFACTURING ENTERPRISES THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT
(KAIZEN) PHASE 2” IN THE UNITED REPUBLIC OF TANZANIA**

Date: 30th September, 2020

Time: 09:00 – 14:00

Venue: Main Conference Hall of the College of Business Education (CBE), Dar-es-Salaam

S.N.	AGENDA ITEMS	TIMEFRAME	CARE TAKER
1.	Opening of the Meeting, Self-Introduction and Adoption of the Agenda	9:00 – 9:10	Chairperson
2.	JICA Remarks	9:10 – 9:15	JICA Tanzania
3.	Matters arising from the 6th meeting	9:15 – 9:25	Juma Mantakara
4.	Presentation on the progress of the project (Monitoring Sheet Ver.6) in line to the current PDM	9:25 – 10:00	Head of Tanzania KAIZEN Unit (HTKU)
5.	Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion.	10:00 – 10:45	JCC members
6.	iv. Highlights of the report on participation of Tanzania to AKAC 2020 v. Plans for organizing the 5 th National KAIZEN Competitions & Award Ceremony, 2020 vi. Plans for Tanzania to host the AKAC2021 and a Comprehensive Road Map for its preparation.	10:45 – 11:15	E. Zakayo,
7.	i. Draft Action Plan for AKI 2021 – 2025 ii. Plans for organizing the 2 nd National KAIZEN Day (2021)	11:15 – 11:45	R. Benaya
8.	Highlights on the progress of combining KAIZEN & Industrial cluster development	11:45 – 12:00	R. Benaya
9.	AOB	12:00 – 12:10	Chairperson
Health break		12:10 – 13:00	All
10.	Confirmation of the Minutes of 7 th JCC Meeting	13:00 – 13:55	Chairperson
11.	Closing	13:55 – 14:00	Chairperson

The Minutes of the 7th JCC Meeting
Appendix 3:

DRAFT MATRIX OF MATTERS ARISING FROM THE 7 th JCC MEETING OF 30 TH SEPTEMBER, 2020			
S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	To finalize the compilation of the minutes of the 7 th JCC meeting and submit for approval, latest by 5 th October, 2020.	DID & TKU	The update will be reported in the 8 th JCC meeting
2.	To add at least two or three full-time staff in TKU especially by taking into considerations the workload brought by the FKM 2020 -2030, which was launched recently.	PS-MIT & DID	The update will be reported in the 8 th JCC meeting
3.	To allocate budget for implementation of FKM and to secure funds for supporting continuity and sustainability of KAIZEN promotion.	PS-MIT & DID	The update will be reported in the 8 th JCC meeting
4.	Plans for organizing stakeholders' KAIZEN seminars in Morogoro Region.	TKU & JICA TEAM	The update will be reported in the 8 th JCC meeting
5.	To facilitate establishment of KAIZEN Club	TKU & JICA TEAM	The update will be reported in the 8 th JCC meeting
6.	Plans for putting in place an accreditation system of KAIZEN service providers.	TKU & JICA TEAM	The update will be reported in the 8 th JCC meeting
7.	Supporting CBE on creation of KAIZEN promotional materials.	TKU & JICA TEAM	The update will be reported in the 8 th JCC meeting
8.	EPZA to submit the revised proposal to TKU within the first week of October, 2020.	EPZA	The update will be reported in the 8 th JCC meeting
9.	TBS and TKU discuss further on how to resolve the issue on possibilities for using TBS budget on CSR in supporting TKU KAIZEN activities before end of October, 2020.	DID, TKU & TBS	The update will be reported in the 8 th JCC meeting
10.	Follow up on extending KAIZEN training to VETA in 3 regions namely: Lindi, Kigoma and Shinyanga by October, 2020.	SIDO, VETA & TKU	The update will be reported in the 8 th JCC meeting
11.	Status on conducting refresher course and orientation of newly recruited staff in VETA	VETA	The update will be reported in the 8 th JCC meeting

DRAFT MATRIX OF MATTERS ARISING FROM THE 7 th JCC MEETING OF 30 TH SEPTEMBER, 2020			
S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
12.	Plans for VETA to enhance management on coordination of KAIZEN at the central level	VETA	The update will be reported in the 8 th JCC meeting
13.	Plans for VETA to make use of its two trainers in Moshi for KAIZEN promotion.	VETA	The update will be reported in the 8 th JCC meeting
14.	MIT to send the announcement letter to CTI by early October, 2020 and share the same letter with TCCIA, and TPSF.	DID & TKU	The update will be reported in the 8 th JCC meeting
15.	Plans for adequately sensitizing the Heads of MIT Affiliation Institutions on KAIZEN philosophy and its importance to the competitiveness and growth of National economy, by October, 2020 .	TKU	The update will be reported in the 8 th JCC meeting
16.	Plans for TKU to convene a knowledge sharing event to involve MIT, TCC, NIP, Ministry of Health, TANESCO and TRA in order to share experience on KAIZEN Promotion in Tanzania, by October, 2020 .	JICA TEAM DID & TKU	The update will be reported in the 8 th JCC meeting
17.	Preparation of the competing companies be made on time starting from the grass root level at the same time involve all stakeholders in preparation of the winners.	TKU	The update will be reported in the 8 th JCC meeting
18.	Status on approval of the concept note on formulation of National Productivity Policy	NIP	The update will be reported in the 8 th JCC meeting
19.	TKU to prepare Terms of Reference (TORs) for the taskforce for preparation of the AKAC2021 and share the same to JCC members at the earliest possible.	TKU	The update will be reported in the 8 th JCC meeting
20.	To organize the 8 th JCC Meeting by April, 2021	JICA TEAM DID & TKU	The update will be reported in the 8 th JCC meeting

Appendix 4

Presentation made in Agenda Item 6.0



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF INDUSTRY AND TRADE

Project on Strengthening Manufacturing Enterprises
through Quality and Productivity Improvement (KAIZEN) Phase II



HIGHLIGHTS ON NATIONAL KAIZEN AWARD 2020 AND PLANS FOR HOSTING AKAC 2021



Can assist you

Eng. E.J. Zakayo

20/10/4 (09:50:00)

*Contents

- i. Kaizen Competition and Award Ceremony
- ii. Winner's Selection Criteria
- iii. Evaluation Criteria For Enterprise
- iv. Winners of the 4th National KAIZEN Award 2020
- v. Plan for organizing 5th National Kaizen Award 2021
- vi. AKAC Background
- vii. AKAC Initiatives & Achievements (2016-2020)
- viii. Process for Participating to AKAC
- ix. Plan for Tanzania to Host AKAC 2021
- x. Implementing structure
- xi. Preparation structure in Tanzania
- xii. Outline of the AKAC 2021
- xiii. Roadmap
- xiv. Conclusion

Eng. E.J. Zakayo

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20/10/4 (09:50:00)

Kaizen Competition and Award Ceremony

Objective

- Is a motivational tool to stakeholders of KAIZEN, and indirectly has contributed into inducing interest and awareness on KAIZEN to the public and promotes KAIZEN activities in the country. The focus is on expanding the outreach of the services and effectiveness in a way of promoting and sustaining competitiveness in industrialization.
- Is a step towards creation of sustainable system of national KAIZEN Awards;
- To obtain the winner(s) of the year at National level to the AKAC
- To share experiences with other African Countries on KAIZEN

Winner's Selection Criteria

- i. Periodical Reports from Trainers
- ii. Gemba evaluation
- iii. Change of mind-set of workers through KAIZEN,
- iv. Improved workplace culture through KAIZEN,
- v. Financial gains as the substantial Impacts of the KAIZEN Project.
- vi. Commitment of Management of the entire organization to KAIZEN
- vii. Willingness to mentor others and commitment to further KAIZEN promotion
- viii. Presentations in the National Award ceremony

Eng. E.J. Zakayo

20/10/4 (09:50:00)

Evaluation Criteria For Enterprises

Name of Enterprises

Process	Criteria	Points
Situation analysis	Logical flow (Why did the company select the theme of KAIZEN)	/10
Root Cause Analysis	Appropriate application of methodology	/10
Countermeasure	Reasonable identification of root cause	/10
	Well-planned countermeasures	/10
	Countermeasure well implemented	/10
KPI	Reasonable explanation about KPI	/10
	degree of KPI improvement	/10
Evidence	Provided enough evidence to prove KPI improvement	/10

Cont.

Plan for feature	Systematize the countermeasure	/10
Team work	Participatory improvement	/5
Presentation	Professional explanation (include appearance, speech, skills, time management etc.)	/5

NOTE: Number of participants in 2020 National Kaizen award was 156

Eng. E. J. J. J. J.

20/02/19/15/20/21/22

Winners of the 4th National KAIZEN Award, Event held at JNCC DSM, 18th February, 2020

*Company size	Award	Company name
Large Enterprises	1. Outstanding Performance	Shelys Pharmaceutical Co. Ltd
	2. Excellent Performance	KIOO Co. Ltd
	3. Great Performance	Superdol Trailer Manufacture
Small	1. Outstanding Performance	Tanzania Brush Products(TBP)
	2. Excellent Performance	Natural Extracts Industries(NEI)
	3. Great Performance	Prince Pharmaceutical

NOTE: Company participated in the competition were 11, 3 dropped

Shelys pharmaceutical, Dragon, TBP, Prince Pharmaceutical, NEI, Raha Beverage, Superdol, KIOO, Opensanit, Evolution Garage, Glory Farm.

Eng. E. J. J. J. J.

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20/02/19/15/20/21/22

Kaizen Trainer

Category	Award	Trainer's name
Advanced (AKT)	1. First Award	Manongi Semphe Nyari from SIDO
	2. Second Award	Lilian Godwin from private institution
	3. Third Award	Rutagwera Mutakyahwa from private institution
Basic (KT)	1. First Award	Yusuph Ramadhan Ruhiso from private institution
	2. Second Award	Mariam Tamowe from CBE
	3. Third Award	Nyangusi Methalani Moleli from SIDO

- Judgment for final presentation was made by special panelists
- The first three winners from each category were awarded certificates of recognition and special prizes
- In addition, the two overall winners (Enterprises) were selected to represent Tanzania to AKAC

20/02/19/15/20/21/22

Eng. E. J. J. J. J.

Plan for organizing 5th National Kaizen Award 2021

- i. Announcement to enterprises & Trainers- November 2020
- ii. Venue: DSM
- iii. Number of Participants: (100 -150 people drawn from 8 Regions implementing KAIZEN
- iv. Enterprises evaluation –December - January
- v. Date: Tentatively – February - March, 2021

Eng. E.J.Zakayo

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AKAC Background

- ❖ AKAC has served as a platform for stakeholders to expand their networks, share knowledge, and deepen their understanding of Kaizen activities.
- ❖ Africa Kaizen Annual Conference (AKAC) is part of KAIZEN Knowledge Sharing Event among 16 KAIZEN implementing countries and PAPA members.
 - Hosting of AKAC and KAIZEN Knowledge Sharing Seminar Ethiopia (2016, with 90 participants),
 - Kenya (2017, with 120 participants),
 - South Africa (2018, with 150 participants) and
 - Tunisia (2019, with 190 participants), with the theme on Continuous improvement in the Changing Society.
 - South Africa (2020 with participants)

AKAC Initiatives & Achievements (2016-2019)

- Training more than 1,367 KAIZEN trainers in sixteen (16) countries, (Botswana, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Mauritius, Mozambique, Namibia, Nigeria, South Africa, Tanzania, Tunisia, Zambia and Zimbabwe) during 2016-2018.
- Nine out of these are from SADC.
- 158 consultants have been certified
- 18,096 enterprises, 301 public organizations have been introduced to KAIZEN,

Eng. E.J.Zakayo

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Process for Participating to AKAC

- i. Inducement gained from previous AKAC,
- ii. Selection of participants at regional to national levels,
- iii. The winners at national levels will be nominated to participate to continental levels (AKAC)
- iv. The nominated enterprises will be instructed to make presentation for the final evaluation before the awarding ceremony.

Eng. E.J.Zakayo

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Plan for Tanzania to Host AKAC 2021

It is decided that the sixth AKAC to be held in June 2021 will be hosted by Tanzania.

1. DATE: TENTATIVELY - JUNE - JULY, 2021
 2. VENUE: DSM OR ARUSHA
 3. NUMBER OF PARTICIPANTS: (150 - 200) people drawn from African countries implementing KAIZEN or more
 4. ORGANISERS: AUDA-NEPAD, JICA SUPPORTED BY PAPA
 5. NEED FOR AKAC 2021 EVENT CALENDAR/ACTION PLAN/CHECKLIST
 6. MAIN ACTIVITIES INCLUDE: Concept Note & Announcement, (press release /conference) Facilitators and Resources Mobilization, Selection of Participants for Competition, Plans for Exhibitions & other (promotional) activities, Symposium, Parallel sessions & Site Visits.
 7. PROGRESS MADE: Sharing information to Kaizen trainer during Morogoro retreat, Award ceremony, Last JCC, Media people, Task force formed by MIT will continue for 2021 AKAC preparation.
 8. ROLE OF PARTNER INSTITUTIONS
- HOW TO MAKE USE OF THIS OPPORTUNITY

Implementing structure

- i. The conference is jointly organized by the AUDA-NEPAD and the JICA, and supported by the Pan African Productivity Association (PAPA).
- ii. The secretariat consists of five organizations, which are the AUDA-NEPAD, the JICA, the JICA Study Team for Data Collection Survey on the Promotion of 'Global Kaizen Network' in African Region (Global Kaizen Network Team), the Tanzania AKAC Task Force and JICA Project Team for Project on strengthening Manufacturing through Enterprises Quality and productivity improvement phase 2 (Tanzania KAIZEN Project Team).

Eng. E.J. Zikayo

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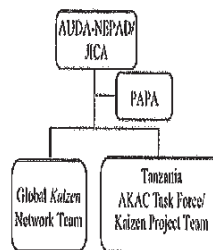
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- i. The AUDA-NEPAD and the JICA will supervise the preparation and implementation of AKAC 2021.
- ii. The Global Kaizen Network Team will plan, coordinate and be in charge of overall administration, while the Tanzania AKAC Task Force will be in charge of preparation inside Tanzania in cooperation with Tanzania KAIZEN Project Team.

Tanzania KAIZEN Project Team.



Organizer	AUDA-NEPAD, JICA
Supporting Organization	PAPA
Secretariat	AUDA-NEPAD, JICA, Global Kaizen Network Team, Tanzania AKAC Task Force, Tanzania Kaizen Project Team

NOTE: The overall objective of the Tanzania AKAC Task Force will be to promote the preparation and implementation of AKAC 2021 to be held in Tanzania.

Eng. E.J. Zikayo

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Eng. E.J. Zikayo

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Preparation structure in Tanzania

In Tanzania, the AKAC Task Force and the Kaizen Project Team will work together to promote the preparation of AKAC 2021 as below.

Team	Core function
AKAC Task Force	<ul style="list-style-type: none"> ○ Liaise with stakeholders in Tanzania ○ Execute preparation tasks mentioned in "6. Preparation checklist for the Tanzania AKAC Task Force".
Kaizen Project Team	<ul style="list-style-type: none"> ○ Promote information sharing with other implementing organizations and secretariat teams ○ Coordinate and assist the progress of AKAC preparation in Tanzania

Outline of the AKAC 2021

1. The AKAC 2021 is tentatively being planned to last three days including keynote speeches, discussions, and site visits.
2. Around 150 representatives from the JICA's KAIZEN projects and the related organizations in PAPA member countries will be invited.
3. However, the program is subject to change due to the situation of such as the COVID-19 outbreak.

Eng. S. Itohaya

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2018/04/18(Thu) 09:00

Road-Map

Year	Month	Steps	AUDA-NEPAD/ JICA	Global Kaizen Network Team	Tanzania AKAC Task Force/ Kaizen Project Team
2020	Aug.		• Issue a request letter to Tanzania to host AKAC 2021		
	Sep.	Outline the AKAC 2021		• Outline AKAC2021 and choose a format	• Launch Task Force and have a kick-off meeting
	Oct.	Decide Dates and Location			• Select a date and a location • Research venues and accommodations
	Nov.	Select a Theme	• Draft a concept and select a theme	• Draft a concept and select a theme	• Research speakers, panelists, and visiting companies
	Dec.				
2021	Jan.	Line Up Speakers, Panelists, and Visiting Companies Draft an Agenda Book the Venue and Secure Accommodation	• Draft an agenda	• Contact potential speakers, panelists and companies • Draft an agenda • Book the venue and secure accommodation • Arrange interpretation systems, interpreters and transportation • Make the first announcement to attendees	• Research interpretation systems, interpreters and transportation
	Feb.	Arrange Interpretation and Transportation			

Cont.

Mar.	<div>Announce and Start Registering Attendees</div> <div>Finalize the Agenda</div>	<input type="checkbox"/> Finalize the agenda <input type="checkbox"/> Send invitation letters to VIPs	<input type="checkbox"/> Announce and start registration
Apr.			<input type="checkbox"/> Support attendees <input type="checkbox"/> Communicate final details with all attendees <input type="checkbox"/> Confirm all arrangements <input type="checkbox"/> Confirm schedule <input type="checkbox"/> Prepare handouts
May.			<input type="checkbox"/> Announce to media <input type="checkbox"/> Arrange equipment, supplies and handouts etc.
Jun.	Host the AKAC 2021	<input type="checkbox"/> Manage the conference	<input type="checkbox"/> Make on-site plan, staff allocation plan <input type="checkbox"/> Manage the conference <input type="checkbox"/> Support VIPs and press <input type="checkbox"/> Support managing the conference

Eng. E.J.Zakayo

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Eng. E.J.Zakayo

Appendix 5

Presentation made in Agenda Item 7.0 + Item 8.0



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SEVENTH JCC MEETING IN D'SALAAM

CONTENTS

1. Draft of Action Plan for AKI 2021
2. Plans for the 2nd National KAIZEN Day
3. Kaizen x Industrial Clusters Development

Presenter : Mr. Richard P. Benaya
Tanzania KAIZEN Unit (TKU) 30th Sept. 2020


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1. DRAFT OF ACTION PLAN FOR AKI 2021

1. Introduction

Currently, some African countries (Tanzania, Cameroon, Ethiopia, Ghana, Kenya, South Africa, Tunisia and Zambia) are introducing Kaizen management to overcome some of the challenges they are facing.

The big challenge they're facing is low quality of products and productivity causing high cost of production and negatively affecting the competitiveness of companies in global markets.

The African Kaizen Initiative – AKI – (2017-2028) aims to accelerate the industrialization process through improving quality and productivity, create decent workplace, and expand job creation opportunity in Africa.



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1. DRAFT OF ACTION PLAN FOR AKI 2021

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1. DRAFT OF ACTION PLAN FOR AKI 2021

2. Basic Activities of AKI

- (i) Advocacy – streamlining Kaizen in Africa by ensuring all stakeholders get involved. The involvement is also defined by also resource commitments.
- (ii) Standardizing Kaizen activities in Africa – by ensuring standard KPI's, so as to maintain quality of training and kaizen consulting services.
- (iii) Establishing Centres of Excellences – the plan is to solicit 5 countries and model companies that would serve as a centre of excellence in Kaizen matters. What do we do??
- (iv) Networking – this has even been realized during commonly organized AKAC's. There's a need to strengthen it.



1. DRAFT OF ACTION PLAN FOR AKI 2021

3. Future plans for AKI 2021

The future plan is make Tanzanian pilot companies become the Centre of Excellence, as it was noted during the AKAC 2020 that, there will be only 5 centres. we are calling on all the stakeholders to unite our hand in realizing this motive.

Kwa pamoja tunaweza!



2. PLANS FOR THE 2ND NATIONAL KAIZEN DAY

1. Introduction

- On August 19, 2020, the **National KAIZEN Day** was held in Dodoma. It is on this day where the launch of the *Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector (FKM 2020-2030)* was held. The Framework outlines how KAIZEN philosophy will spread across the country.
- The event was launched and led by the Permanent Secretary of the Ministry of Industry and Trade Prof. Riziki Shemdoe. The event was also featured by presentations from companies that would represent Tanzania in the Africa KAIZEN Competition (AKAC 2020).



2. PLANS FOR THE 2ND NATIONAL KAIZEN DAY

2. Benefits of the event

- The **National KAIZEN Day** created awareness to the participants at large extent, as, a total number of 192 participants were registered at the event. The FKM was officially launched.
- Furthermore, project partnership has expanded, for instance, one of the strong and reputable banks in Tanzania, promised that it would think on how it can cooperate to make the project sustainable.
- Good enough, media institutions were eager to promote KAIZEN philosophy in their TV/Radio programs. Some of the media attended the event include EATV, BBC, Mwananchi, Habari Leo, TBC and Nipashe



2. PLANS FOR THE 2ND NATIONAL KAIZEN DAY



Launching of the FKM 2020-2030 by Prof. R. Shemdoe – PS (MIT)



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2. PLANS FOR THE 2ND NATIONAL KAIZEN DAY

3. Plans for the 2nd KAIZEN Day

- Basing on its importance to the project, it was stressed that National KAIZEN Day should be organized on annual basis. It was further argued that, the event brings together all stakeholders where, views, perceptions and collaborations are harnessed.
- The tentative plan is to have the second event in January-February, 2021 (combined with the National KAIZEN Award Ceremony) so as to share the updates of the Project at the JCC Meeting and other project stakeholders.
- Even if the event was great as per attendant's views, it is expected that the second National KAIZEN Day in 2021 will be of high impact with smarter preparatory logistics.



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3. KAIZEN & INDUSTRIAL CLUSTER DEV'T

1. Definition of Cluster

A geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities (Porter).

2. Benefits of a Cluster

- Information sharing leads to knowledge sharing.
- Cooperation and collaboration enable more options than those achievable individually.
- Increased visibility attracts value chain actors and supporting institutions.



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3. KAIZEN & INDUSTRIAL CLUSTER DEV'T

3. Examples of Clusters

DEVELOPED COUNTRIES:

- California, USA (wine)
- Italy (footwear)
- Southern Germany (automobiles)
- Sweden and Portugal (forest products)

DEVELOPING COUNTRIES:

- Kumasi, Ghana (metalwork)
- Dhaka, Bangladesh (garment)
- Dahei, Vietnam (rolled steel)
- Addis Ababa, Ethiopia (leather shoes)
- Nairobi, Kenya (metalwork)



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3. KAIZEN & INDUSTRIAL CLUSTER DEV'T

4. Cluster programs in Tanzania

- Sunflower (e.g. Singida's Mtinko)
- Palm cluster (e.g. Kigoma)
- Metal engineering (e.g. Morogoro)
- Furniture (e.g. Dar es Salaam's Keko)
- Sea weed (e.g. Zanzibar)
- Wine/Grapes (e.g. Dodoma's UWAZAMAM)
- Paddy rice (e.g. Mbeya's Mwanjelwa)

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JICA

3. KAIZEN & INDUSTRIAL CLUSTER DEV'T



The recent sensitization seminar of Cluster x KAIZEN in Mbeya

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MINISTRY OF INDUSTRY AND TRADE

JICA

3. KAIZEN & INDUSTRIAL CLUSTER DEV'T

5.Clusters x KAIZEN in Tanzania

The effort to combine clusters with KAIZEN philosophy is in progress. The motive behind is to make the clusters operate in a minimal cost, while realizing efficiency and effectiveness.

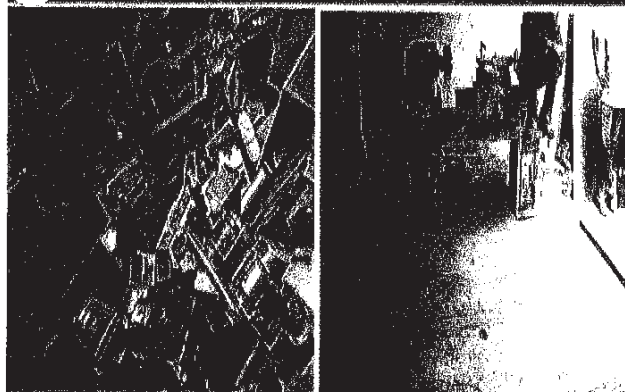
The following clusters have already received KAIZEN program in Tanzania. These include the following:

- Paddy – Mwanjelwa (Mbeya) – IN PROGRESS
- Metal work – Kihonda (Morogoro) – DONE
- Wine/grapes – Mpunguzi (Dodoma) – DONE

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JICA

3. KAIZEN & INDUSTRIAL CLUSTER DEV'T



Before and After KAIZEN at Gama Metal Works, Morogoro

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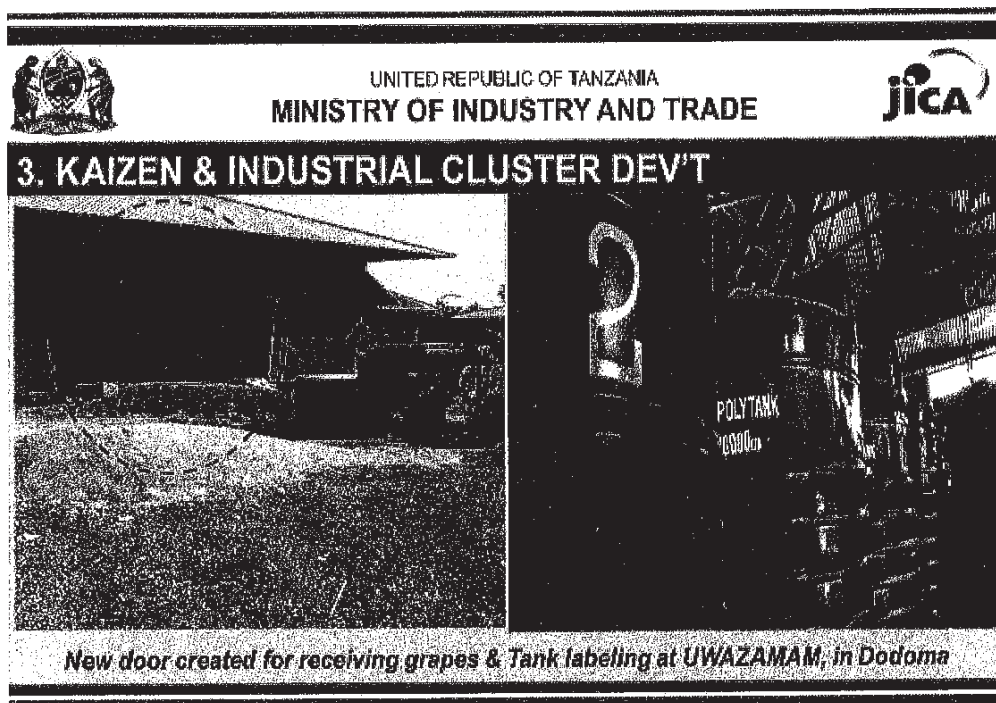
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3. KAIZEN & INDUSTRIAL CLUSTER DEV'T

6.More descriptions

The clusters in question include the following:

- Paddy cluster – It consists of a group of producers and sellers of paddy at Mwanjelwa, in Mbeya. They are called Mbeya Rice Group (MRG). Sensitization seminar has been already conducted.
- Metal work cluster – The cluster is called Morogoro Engineering Cluster Initiative (MERCi). This cluster is scattered in Morogoro town. Both CRT and OJT are already conducted.
- Wine/grapes – This is famously known as UWAZAMAM and it is found at Mpunguzi in Dodoma. They produce raw wine. Both CRT and OJT has already been executed.



The Minutes of the 8th JCC Meeting

MINUTES
OF
THE 8TH JOINT COORDINATING COMMITTEE MEETING
ON
“THE PROJECT ON STRENGTHENING MANUFACTURING
ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN)
PHASE 2”
IN
THE UNITED REPUBLIC OF TANZANIA

The 8th Joint Coordinating Committee (hereafter referred to as the “JCC”) meeting on technical cooperation project titled “Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2 (hereafter referred to as “the Project”) was held online on 5th of March, 2021. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

Confirmed and Signed:



Eng. Ramson A. Mwilangali,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania.



Mr. YAMAMURA Naofumi
Chief Representative,
Japan International Cooperation Agency,
Tanzania Office.

MINUTES FOR THE 8TH KAIZEN JOINT COORDINATING COMMITTEE (JCC) CONDUCTED ONLINE VIA ZOOM MEETING ON 5TH MARCH, 2021

1.0 BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing the project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) since 2013. Currently the project is on the second phase (roll-out) of the project, which started on 1st August, 2017. Other collaborators in the project implementation include Small Industries Development Organization (SIDO) and College of Business Education (CBE). The plan for roll-out phase is to cover 8 regions: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions to promote KAIZEN nationwide. The KAIZEN practices will be applied in all sizes and types of enterprises in both Public and Private Sectors.

Phase 2 of the Project is focusing on strengthening the capacity of MIT / TKU and KAIZEN service providers to promote KAIZEN to private enterprises in a sustainable manner. This will go concurrently with efforts for developing KAIZEN movement countrywide as an overall goal for the future while expanding from manufacturing sector to other sectors aligning to Industrialization in Tanzania.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by PS-MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN Project JCC are organized twice a year. The 7th JCC meeting was held on 30th September 2020 and the 8th JCC meeting was held on 5th March, 2021. The following are the minutes of the 8th JCC meeting. Appendix 3 is the list of Matters Arising from 8th JCC Meeting.

2.0 MEETING PROCEEDINGS

Agenda Item 1.0 Opening of the meeting, self introduction and adoption of the meeting agenda

The Chairperson called the meeting to order at 09:50 am. He thanked all the participants for virtually attending the meeting and invited all the members for self-introduction (list of names of participant is shown in appendix 1). The opening sessions were followed by the adoption of 12 agenda of the 8th JCC Meeting (copy of the agenda is attached in appendix 2).

Agenda Item 2.0: - JICA Remarks

On his remarks, Mr. YAMAMURA Naofumi, the Chief Representative (CR) of JICA



Tanzania Office expressed his sincere gratitude to the Ministry of Industry and Trade (MIT) for strong initiative on implementation of KAIZEN Philosophy and appreciated for the invitation to the 8th JCC Meeting on KAIZEN Project Phase 2. He continued by saying that, despite of several challenges MIT/TKU has managed to disseminate KAIZEN philosophy to TADB Bank, conduct virtual training at Serena Hotel on combining KAIZEN with Industrial cluster development. Also, Kaizen activities were carried out in Singida, in collaboration with SIDO and CBE. Further, he congratulated KIOO Company Limited for the outstanding award for Large Enterprises category of the 5th national KAIZEN competition, and the Cultural Craft Consultants and Designs Company Limited for the Small and Medium Enterprises category, and wishes them the best preparation in Africa KAIZEN Annual Conference 2021 (AKAC 2021) which will be held in Tanzania tentatively in August, 2021.

He expressed his appreciation to the MIT, CBE, SIDO and Tanzania Bureau of Standards (TBS) for the enthusiasm and assistance they have extended towards the implementation of KAIZEN Project. He also thanked partner organizations such as National Institute of Productivity (NIP), Vocational Education Training Authority (VETA), Export Processing Zone Authority (EPZA), Tanzania Private Sector Foundation (TPSF), Confederation of Tanzania Industries (CTI), Tanzania Chamber of Commerce Industry and Agriculture (TCCIA) for assistance and support on KAIZEN promotion. He explained that the entire Project is facing challenges due to global pandemic - COVID 19 that prevents the Japanese experts to come to Tanzania but still most of KAIZEN activities are being implemented successfully via online platform. Lastly, he requested a great collaboration of partners and other stakeholders in supporting TKU to prepare all necessary arrangements well in advance, to make AKAC 2021 successfully. In that regard, he looked forward to get ideas from JCC members on how to disseminate Tanzanian KAIZEN activities and integrate with KAIZEN x Cluster approach. He added that JICA is committed to give maximum cooperation in enabling Tanzania to reach the ultimate economic goals.

Agenda Item 3.0: Matters arising from the 7th JCC Meeting and Feedback from JCC members

It was reported that the minutes of the 7th JCC meeting were timely finalized, submitted and approved. With respect to the plans adding two or three full-time staff in the TKU it was explained that, MIT has introduced a task-force approach by mobilizing ministry's personnel, which has facilitated implementation of project activities. Likewise, TKU has been involving KAIZEN Trainers on implementing some of project activities, in a way of reducing the workload of TKU Staff. However, there is still a need for encouraging SIDO and CBE to deepening their efforts of implementing their respective role as articulated in the FKM 2020 – 2030.

With regard to the issue of allocating budget for implementation of FKM and to secure funds for supporting continuity and sustainability of KAIZEN promotion, it was reported that, KAIZEN activities are accommodated in the MIT Budget of year 2021/2022.

Regarding the delay in plans for putting in place an accreditation system of KAIZEN service providers, it was reported that, it is due to the effect of COVID 19 pandemic and thus, the need for rescheduling of this activity to the near future.



With respect to possibilities for using TBS budget on CSR in supporting TKU KAIZEN activities it was reported that a visit to TBS was made on 6th November, 2020 by TKU as part of follow up to this matter. During the discussion on this matter, it was explained that, the modality for using the special fund from CSR budget has become complicated due to the recently changes occurred in government financial regulations. Also, the restructuring made in TBS and TFDA has brought budget implications to TBS. Thus, the possibility for TBS to support TKU financially have become low or almost impossible.

Regarding status on the plans for conducting KAIZEN refresher courses for the newly recruited VETA staff, it was reported that in Dec, 2020, VETA Kilimanjaro submitted the BHAP after the 2nd KTAC, which was held on Nov. 2020. Thus, progress report will be submitted into the 3rd KTAC₂.

Regarding the plans for adequately sensitizing the Heads of MIT Affiliation Institutions on KAIZEN philosophy, it was reported that the plan has started with sensitization seminar for MIT Staff. It was added that the plans for TKU to convene a knowledge sharing event to involve MIT, TCC, NIP, Ministry of Health, TANESCO and TRA in order to share experience on KAIZEN Promotion in Tanzania, it was reported that: Some were invited to share their experience during the 2nd KTAC (Nov. 2020). Other were invited to share the same during the 2nd NKD, which was held in DSM on 5th Feb, 2021.

Agenda Item 4.0 Presentation on the progress of the project - Monitoring Sheet Ver.7 in line with the current Project Design Matrix (PDM)

During the presentation of the Monitoring Sheet Ver. 7 it was noted that the entire sheet was reporting on the progress on the project implementation. It was further indicated that among the shortfalls identified include inability to avail inputs to the project. It was farther elaborated that majority of TKU staff are assigned on a part-time basis, which poses difficulty for them to engage intensively to KAIZEN activities. Inadequacy of budget from the Government was mentioned as another gap in fulfilling the project goals and targets.

During the discussion on this matter, it was insisted on the need for adding at least two or three full-time staff in TKU especially by taking into consideration the workload brought by the FKM 2020 – 2030, which was launched last year. Likewise, the uncertainty of budget allocation for the coming years is also posing a threat to the implementation of FKM. It was advised that, JICA should not pull out rapidly at the time whereby MIT is trying to secure funds to establish continuity and sustainability of KAIZEN promotion. Further, it was informed that the training, which was scheduled to be held in Japan, was cancelled and instead it was organized through online format. The same applies to the AKAC2020, which was held (online) in South Africa.

With respect to the status of the project implementation it was noted that all the activities in **Output 1** were implemented as planned, except two items, i.e. The Top Management Seminar Program, which was not yet standardized and another is the System of KAIZEN Results Measurement, which is not yet established fully. All the activities in **Output 4** were implemented as planned, except two items namely: to facilitate establishment of



KAIZEN Club and the plan for putting in place an accreditation system of KAIZEN service providers. Regarding achievements made in project implementation, it was indicated to be in a good status, although, there is a slight deviation on **Output 4** whereby, KAIZEN seminars were organized in every targeted region except for Morogoro.

Agenda Item 5.0 Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion.

(i) College of Business Education (CBE)

The report from CBE indicated that the activities for KAIZEN promotion and improvement of productivity have already done in several areas such as; accommodating KAIZEN into CBE Corporate Strategic Plan (CSP) and annual action plan, organizing short courses on industrial metrology and standardization, publishing journals, newsletters and articles on KAIZEN. Other activities are conducting KAIZEN classroom training, On the Job Training and wrap up meeting for Singida. Also, organizing Classroom training for 30 participants at Dar es Salaam.

(ii) Export Processing Zones Authority (EPZA)

It was noted that the EPZA updated proposal and budget containing 4 regions (Dar es Salaam, Morogoro, Mtwara, and Dodoma) for implementation of KAIZEN was not yet submitted to TKU for approval. During the discussion on this item, EPZA was directed to re-submit the updated version of proposal and budget before the end of March, 2021.

(iii) Tanzania Bureau of Standards (TBS)

It was reported that, currently TBS has signed MOU between with CBE while focusing on providing KAIZEN training to TBS staff. TBS has expressed its difficulties of supporting TKU financially due to Government changes made by Financial Act 2019, which extended TBS scope including accommodating more than 100 new staff from TFDA, which led to more budget requirements. Further, TBS is ready to accommodate one officer from TKU staff in different activities such as exhibitions, workshops/seminar and trainings with condition that the cost of the officer will be incurred by TKU.

(iv) Small Industries Development Organization (SIDO)

It was reported that SIDO has been conducting KAIZEN training to manufacturing enterprises (A to Z, TANLECK & Raha Beverage) with trainers (TOKTs, KT, AKT) in different regions such as Arusha, Kagera and Manyara. Apart from that, SIDO has integrated KAIZEN with Cluster in Kagera, Mbeya, Dodoma and Morogoro. Also, SIDO has conducted training on 5S to participants during exhibition in Arusha.

(vii) Confederation of Tanzania Industries (CTI)

It was reported that, CTI participated in dissemination of Kaizen philosophy to their members through website, social media, emails and was updating information about



KAIZEN via CTI Website. The newly established Training Unit at CTI will cooperate with TKU, CBE, and SIDO for KAIZEN training issues.

(viii) National Institute of Productivity (NIP)

NIP reported that, it is committed to facilitate the implementation of KAIZEN activities as part of improvement of productivity in the country. It was also reported that NIP has received Government approval for their plans for formulation of a National Productivity Policy.

(ix) Tanzania Private Sectors Foundation (TPSF)

It was reported that TPSF would continue to collaborate with TKU in implementation of KAIZEN philosophy. TPSF is planning to conduct a meeting with TKU to learn further on the ongoing initiatives for KAIZEN promotion countrywide due to the fact that TPSF members are scattered across the country.

Agenda Item 6.0 Status on preparation for Tanzania to host the AKAC2021 as per Road Map

This agenda item was based on the following sub-topics:

- (i) Highlights of the report of 5th National KAIZEN Competition and Award Ceremony, which was held during the 2nd National KAIZEN Day as well as participation of Tanzania to AKAC 2020
- (ii) Progress on Developing Tanzania Model for Combining KAIZEN & Industrial Clusters Initiatives
- (iii) Status of Tanzania to host the AKAC2021 and a Comprehensive Road Map for its preparation.

During the presentation it was reported that the 5th National KAIZEN Competition and Award Ceremony conducted on 4th and 5th February, 2021 with the aim of obtaining the winner(s) of the year at national level. The winners expected to represent the country to the continental level (AKAC -2021) and share experiences with other enterprises on KAIZEN implementation. The National KAIZEN Competition was followed by the 2nd National KAIZEN Day that was held at LAPF Kisenga Tower on 5th February, 2021. It was further reported that TKU in collaboration with SIDO has been implementing KAIZEN philosophy in different clusters which are: MECI (metal cluster in Morogoro in 3 batches, whereby 16 enterprises benefited), Mbeya Rice Group (1 batch, only one enterprise benefited) and the grapes/wine cluster in Dodoma (2 batches whereby 2 enterprises benefited). Other regions which are implementing KAIZEN to Cluster include: Kagera, whereby members of a metal cluster have benefited from these initiatives.

This presentation went on highlighting on the status of preparation for Tanzania to host AKAC 2021. Initially it was reported that the entire event will be held in Dar es Salaam



and is tentatively scheduled on 24 – 26 August, 2021. Among the organizers include: Tanzania Government, AUDA-NEPAD, JICA and PAPA.

Agenda Item 7.0 Status of preparation of AKIAP 2021-2025

It was reported that, some African countries (Tanzania, Cameroon, Ethiopia, Ghana, Kenya, South Africa, Tunisia, Zambia, and so on) are now introducing the African Kaizen Initiative Action Plan – AKIAP (2021-2025) to overcome some of the challenges they are facing (high cost of production, and low quality and productivity). The aim is to accelerate the industrialization process through improving quality and productivity, create decent workplace, and expand job creation opportunity in Africa. Five working groups have been formed with the aim of achieving **4 basic activities**. The activities are streamlining Kaizen in Africa by ensuring all stakeholders get involved (Advocacy), Standardizing Kaizen activities in Africa by ensuring standard KPIs, so as to maintain quality of training programs and kaizen consulting services, establishing Centers of Excellences by soliciting 5 countries and model companies that would serve as a center of excellence in KAIZEN matters and networking creation among KAIZEN implementing members.

Agenda Item 9.0: Status of FKM 2020-2030 Implementation

- (i) Singida KAIZEN Training Report & Plans for expanding KAIZEN to other Regions;
- (ii) Annual Action Plan for TKU, CBE & SIDO for year 2021/2022;
- (iii) Technical Guidelines.

i) Singida KAIZEN training Report and Plan for Expanding to other Regions

It was reported that, training for Singida region was conducted since September, 2020 and wrap-up meeting for batch one was held on 26th February, 2021 whereby a total of eight (8) KT's, eight (8) KC's and four out of five trained pilot enterprises (Mount Meru Co. Ltd, Singida Super Quality Oil Mills, Mwenge Sunflower Co. Ltd, Singida Fresh and IR VICOBA were qualified for certification. Also, it was reported that 4 regions (Tanga, Pwani, Kagera and Mtwara) are expected to be added to this project with the aim of spreading out KAIZEN program national wide, to bring KAIZEN service closer to customers and fulfilling the requirements of the FKM 2020-2030.

ii) Annual Action Plan for TKU, CBE & SIDO for 2021/22

It was indicated that preparation of Annual Action Plan for KAIZEN Activities is one among the activities for implementing the logical framework of FKM 2020 -2030. The presenter went on mentioning the list of other main activities in the annual action plan in a Period of July, 2021 to June, 2022.

During the discussion on this item, it was reported that SIDO and CBE have recently submitted to TKU their tentative budget for KAIZEN activities and as such, there was a need for consolidating the budget for TKU, CBE and SIDO into one document and



submit to DID, the Project Manager.

iii) Kaizen Trainers Annual Conference (KTAC₂)

It was presented that, the **KTAC₂** was held in Morogoro on 24th - 25th November, 2021. The conference was opened by Eng. Emmanuel Kalobelo - RAS-Morogoro accompanied with Mr. Ludovick J. Nduhiye - Deputy Permanent Secretary from Ministry of Industry and Trade. A total number of 97 KAIZEN Trainers attended and registered at the event. Several key speakers (**TCC, Muhimbili National Hospital and TRA**) were invited to share their experiences of KAIZEN Promotion. The project used that meeting to create awareness to the participants at large extent. The same was used to pave the way on the operationalization of FKM 2020 – 2030 as well as making use of the newly formulated Technical Guidelines. It was also used as a mechanism for dissemination of KAIZEN to the public. Five media institutions attended the event. These include: TBC1, ITV, Star TV, EATV, Mwananchi, Habari Leo, Nipashe. In addition, the occasion was used to sensitize the Trainers on making use of their certificates to market themselves to the needy. In a way of strengthening networking among the trainers, the participant came out with the idea of revamping the association of KAIZEN Trainers. At the end everyone was asked to prepare and submit Back Home Action Plan (BHAP).

iv) Finalizing Preparation of Technical Guidelines

It was presented that provision of Standards and Guidelines is one among the four objectives of the FKM 2020–2030. Other objectives are: KAIZEN Promotion, provision of KAIZEN consulting service to enterprises, and Creating mass of KAIZEN Trainers and Coordinators. Thus, finalization of the preparation of the technical guidelines is termed as a big achievement on the steps towards implementation of FKM 2020 – 2030. It was further highlighted that The KAIZEN Technical Guidelines provide the standards and procedures for sustainable operation of the FKM 2020-2030, which was launched by MIT in August, 2020. The Guidelines are divided into three key aspects of national KAIZEN movement, which largely correspond to respective roles of TKU, CBE and SIDO in sustaining the implementation of the FKM. Thus, guidelines provide standard procedures on how to effectively carry out KAIZEN Promotion activities. They do provide standard procedures on how to effectively attain activities for provision of KAIZEN consulting service to enterprises. At the same time, provide standard procedures on how to effectively create mass of KT and KCs.

Agenda Item 10.0: Any Other Business (AOB)

- i. It was advised that KAIZEN philosophy should be implemented in Mara, Kigoma and Katavi regions. The committee confirmed that geographic expansion is planned in the FKM to cover all 31 regions including Zanzibar by June, 2025.
- ii. It was advised and agreed that the HTKU to share the final copy of Technical Guidelines to all members of JCC
- iii. It was insisted that TKU should conduct monitoring and evaluation to see whether KAIZEN is making progress or not. The committee confirmed that an impact



survey is planned in the FKM to be conducted in the year 2024-2025.

- iv. The Project's extension until March 2022, which had been discussed between MIT/TKU and JICA, was approved by JICA HQ. Thus, necessary arrangements for signing on the amendment of the Project's R/D (Record of Discussion) will be done between MIT/TKU and JICA.

Agenda Item 11.0: Confirmation of the Minutes of 8th JCC Meeting

Due to time and distance limitation, the Secretariat of the JCC meeting was unable to timely compile the minutes comprehensively as some of members of secretariat were in Dar es Salaam and others in Dodoma. It was therefore, agreed to finalize the compilation of the minutes of the 8th JCC meeting and submit it for approval by 10th March, 2021.

Agenda Item 12.0: Closing of the Meeting

There was no other issue to transact, hence, the Chairperson closed the meeting at 2:00 p.m. by thanking all the members for their attendance and active participation.

===== END =====



Appendix 1:**LIST OF PARTICIPANTS WHO ATTENDED THE 8TH JCC MEETING**

S.N.	NAME	ORGANIZATION	POSITION
1.	Eng. Ramson Mwilangali	MIT	Chairperson
2.	Jane Lyatuu	TKU MIT	Member
3.	Naofumi Yamamura	JICA - TZ	Member
4.	Kentaro Akutsu	JICA- TZ	Member
5.	Mariam El-Maamry	JICA - TZ	Member
6.	Kenji Fukuda	JICA - TZ	Member
7.	Sachiko Hara	JICA - HQ	Member
8.	Arisa Ishihara	JICA - HQ	Member
9.	Shinichiro Kato	JICA - MIT	Member
10.	Tomohiko Ishikawa	UNICO - SIDO	Member
11.	Shiho Kuwana	UNICO - TKU	Member
12.	Miwako Oikawa	UNICO - TKU	Member
13.	Stephen Bondo	SIDO	Member
14.	Neema Mhondo	CTI	Member
15.	Ms. Veneranda Sumila	TPSF	Member
16.	Dr. Haphsa Hinch	NIP-PMO	Member
17.	Dr. Dickson Pastory	CBE	Member
18.	Hamisi Sudi	TBS	Member
19.	Joseph Matara	EPZA	Member
20.	Emmanuel J. Zakayo	TKU	Secretariat
21.	Pius Mathew	TKU	Secretariat
22.	Richard Benaya	TKU	Secretariat
23.	Juma Mantakara	TKU	Secretariat
24.	Kamara Gombe	TKU	Secretariat
25.	Sileja Lushibika	TKU	Secretariat
26.	Khadija Hassan Iddi	TKU	Secretariat

Table 2: LIST OF ABSENTEES IN 8TH JCC MEETING WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Prof. Riziki S. Shemdoe	MIT	JCC Chairperson
2.	Dr. Consolata Ishebabi	MIT	Member
3.	Leah Dotto Lukindo	VETA	Member
4.	Justine Marwa	TCCIA	Member




Appendix 2

**THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES THROUGH
QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2" IN THE UNITED
REPUBLIC OF TANZANIA**

AGENDA FOR THE 8TH JCC MEETING

Date: 5th March, 2021

Time: 10:00 – 14:50

S.N	AGENDA ITEMS	TIMEFRAME	CARE TAKER
1.	Opening of the Meeting, Self-Introduction and Adoption of the Agenda	10:00 – 10:10	Chairperson
2.	JICA Remarks	10:10 – 10:20	JICA Tanzania
3.	Matters arising from the 7 th JCC meeting	10:20 – 10:40	Juma Mantakara
4.	Presentation on the progress of the project (Monitoring Sheet Ver.7) in line to the current PDM	10:40 – 11:00	(HTKU)
5.	Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion.	11:00 – 11:30	JCC members
6.	i. Status on preparation for Tanzania to host the AKAC2021 as per Road Map a) Draft Road Map was presented during the 7 th JCC Meeting b) The 5 th National KAIZEN Competitions was held and winners were announced and awarded in the 2 nd National KAIZEN Day c) Discuss and agree on the date of AKAC 2021 d) Notification from AKAC2021 Secretariat x 3 e) Submission of nomination letter f) Plans for submitting Entry Sheet g) Formation of National Task-force	11:30 – 12:10	E. Zakayo,
7.	Status of preparation of AKIAP 2021 – 2025	12:10 – 12:20	R. Benaya
8.	Health break	12:20 – 13:00	All
9.	Status of FKM 2020-2030 Implementation: i. Singida KAIZEN Training Report & Plans for expanding KAIZEN to other Regions ii. Progress on Developing Tanzania Model for Combining KAIZEN & Industrial Clusters Initiatives iii. KAIZEN Trainers Annual Conference was held on Nov. 2020 iv. Annual Action Plan for TKU, CBE & SIDO for year 2021/22 v. Technical Guidelines Finalized	13:00 – 13:50	R. Benaya E. Zakayo J. Mantakara HTKU HTKU
10.	AOB	13:50 – 14:00	Chairperson
11.	Confirmation of the Minutes of 8 th JCC Meeting	14:00 – 14:40	Chairperson
12.	Submission of Approved Monitoring Sheet & Closing	14:40 – 14:50	DID & Chairperson

Appendix 3:

DRAFT MATRIX OF MATTERS ARISING FROM THE 8 TH JCC MEETING OF 5 TH March, 2021			
S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	To finalize the compilation of the minutes of the 8 th JCC meeting and submit for approval, latest by 10th March, 2021.	DID & TKU	The update will be reported in the 9 th JCC meeting
2.	Top Management Seminar program, organized and standardized	TKU	The update will be reported in the 9 th JCC meeting
3.	The system of KAIZEN results measurement, fully established.	TKU	The update will be reported in the 9 th JCC meeting
4.	Plan for putting in place an accreditation system of KAIZEN service providers finalized	TKU	The update will be reported in the 9 th JCC meeting
5.	KAIZEN stakeholders' seminar to be organized in Morogoro in a way to cover all of 8 regions of the project area.	TKU	The update will be reported in the 9 th JCC meeting
6.	To allocate significant amount of budget for implementation of FKM and to secure funds for supporting continuity and sustainability of KAIZEN promotion including fast-tracking the signing RD for project extension	PS-MIT, JICA & DID	The update will be reported in the 9 th JCC meeting
7.	To facilitate establishment of KAIZEN Club	TKU & JICA	The update will be reported in the 9 th JCC meeting
8.	Plans for putting in place an accreditation system of KAIZEN service providers.	TKU & JICA TEAM	The update will be reported in the 9 th JCC meeting
9.	EPZA to submit the revised proposal to TKU by Mid -March, 2021.	EPZA	The update will be reported in the 9 th JCC meeting
10.	Work on plans for implementing KAIZEN in	TKU, CBE	It should be noted that, KAIZEN geographic expansion is

	Mara, Kigoma and Katavi regions	& SIDO	planned in the FKM to cover all 31 regions including Zanzibar by June, 2025.
11.	Status on conducting refresher course and orientation of newly recruited staff in VETA and implementation of VETA Kilimanjaro Bach Home Action Plan, which was submitted after the 2 nd KTAC.	VETA	The update will be reported in the 9 th JCC meeting
12.	Final copy of Technical Guidelines to be shared to all members of JCC	TKU	The update will be reported in the 9 th JCC meeting
13.	Work on plans for conducting monitoring and evaluation to see whether Kaizen is making progress or not.	TKU	It is important to note that, an impact survey is planned in the FKM to be conducted in the year 2024 – 2025.
14.	Follow up on implementation of trainers BHAPs	TKU	The update will be reported in the 9 th JCC meeting
15.	Plans for adequately sensitizing MIT Staff, as well as the Heads of MIT Affiliation Institutions on KAIZEN philosophy	TKU	The update will be reported in the 9 th JCC meeting
16.	Follow up on plans for formulation of National Productivity Policy	NIP	The update will be reported in the 9 th JCC meeting
17.	To consolidate the budget for TKU, CBE and SIDO into one document and timely submit to DID, the project manager	TKU	The update will be reported in the 9 th JCC meeting
18.	Plans for organizing the 9 th JCC Meeting	JICA, DID & TKU	The update will be reported in the 9 th JCC meeting

The Minutes of the 9th JCC Meeting

MINUTES
OF
THE 9th JOINT COORDINATING COMMITTEE MEETING
ON
"THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES
THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2"
IN
THE UNITED REPUBLIC OF TANZANIA

The 9th Joint Coordinating Committee (hereafter referred to as the "JCC") meeting on technical cooperation project titled "Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN) Phase 2 (hereafter referred to as "the Project") was held on 9th of September, 2021 in the Main Conference Room at the College of Business Education (CBE) in Dar es Salaam and online. As referred to in the document attached hereto, the meeting focused mainly on the progress and future plan of the Project.

Dar es Salaam, the United Republic of Tanzania, 9th September, 2021.

Confirmed and Signed:



Eng. Ramson Mwilangali,
Director for Industrial Development,
Ministry of Industry and Trade,
The United Republic of Tanzania.



for Mr. YAMAMURA Naofumi,
Chief Representative,
Japan International Cooperation Agency,
Tanzania Office.

ATTACHMENT

The 9th JCC meeting was held in the Main Conference Room at the College of Business Education (CBE), Dar es Salaam campus on 9th September, 2021 and was chaired by Eng. Ramson Mwilangali, the Director of Industrial Development from the Ministry of Industry and Trade for Permanent Secretary. The list of attendants of the meeting is shown in Appendix 1.

**MINUTES FOR THE 9TH KAIZEN JOINT COORDINATING COMMITTEE (JCC) MEETING HELD AT CBE
– DAR-ES-SALAAM CAMPUS, ON 9TH SEPTEMBER, 2021**

1.0 BACKGROUND

The Ministry of Industry and Trade (MIT) in collaboration with Japan International Cooperation Agency (JICA) has been implementing a project on Strengthening Manufacturing Enterprises through Continuous Improvement of Quality and Productivity (KAIZEN) since 2013. The second phase (roll-out) of the project started on 1st August, 2017. Other collaborators in the project implementation include Small Industries Development Organization (SIDO) and College of Business Education (CBE). The roll-out phase has covered 8 regions namely: Dar es Salaam, Morogoro, Dodoma, Arusha, Kilimanjaro, Mwanza, Mbeya and Singida. These are strategic regions that are expected to promote KAIZEN nationwide. Phase 2 of the Project is focusing on strengthening the capacity of MIT / TKU and KAIZEN service providers to promote KAIZEN to private enterprises in a sustainable manner. This is going concurrently with efforts for developing KAIZEN movement countrywide as an overall goal for the future while expanding from manufacturing sector to other sectors aligning to industrialization such as Education, Agriculture, Mining and Infrastructure (water, energy and transportation).

Lately, the 10 years National Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector (FKM 2020-2030) has been launched. The FKM is targeting the manufacturing sector with the prospect of inducing emulation in other sectors, to transform people's mindset toward hard work, teamwork and creativity. Basing on the FKM 2020-2030, other four (4) regions have been added in the financial year 2021/2022 which includes Kagera, Tanga, Mtwara and Pwani.

The KAIZEN Project Joint Coordinating Committee (JCC) chaired by Director of Industrial Development from MIT is being put in place with a role of steering the implementation of KAIZEN activities. The meetings for the KAIZEN Project JCC are conducted twice a year. The eighth JCC meeting was held on 5th of March, 2021. The following are the minutes for the 9th KAIZEN project JCC meeting. The adopted Agenda of the 9th JCC Meeting is appended as **Appendix 2**.

Agenda Item 1.0 Opening and Introduction

The Chairperson called the meeting to order at 09.15 A.M. He thanked everyone for attending the meeting and he invited all the members for self-introduction. Thereafter, the 9th JCC meeting adopted all of 4 agenda items without any significant amendment.




1.1 JICA Remarks

In his remarks, Mr. YAMAMURA Naofumi, Chief Representative, JICA Tanzania Office, expressed his appreciation to MIT, Tanzania KAIZEN Unit, and the AKAC Special Task Force of the Government of Tanzania for conducting successfully the Africa KAIZEN Annual Conference 2021 (AKAC 2021) which was held by the hybrid style of physical and online participation with large number of attendees, even under this difficult situation of COVID-19. More than 100 Tanzanian participants each day who physically attended, and more than 700 people registered in the event virtually. It was insisted to adopt KAIZEN not only in private companies but also in public institutes.

It was added that the Project will end in March, 2022 at the same time there are many important activities which should be done in the remaining 6 months. Such activities include Intensive OJT Program for Advanced KAIZEN Trainers, Training Programs for 4 targeted regions, organizing the 6th Tanzania KAIZEN Award, and the 3rd National KAIZEN Day.

Mr. YAMAMURA indicated his appreciation on the ongoing initiatives for dissemination of KAIZEN activities across many organizations such as Zanzibar Ministry of Industry, Tanzania Electric Supply Company (TANESCO), Dar Rapid Transit Agency (DART), Tanzania Revenue Authority (TRA) etc. He added that there is need to consider sustainability of Tanzanian KAIZEN activities even after the end of the Project.

1.2 Opening Remarks

The opening remarks was delivered by the Chairman of the meeting, Eng. Ramson Mwilangali. In his remarks, he thanked JICA, JPC and AUDA NEPAD for championing the preparation of the AKAC 2021 which was held in Tanzania. The Chairperson also responded to previous remarks by thanking all people who made AKAC 2021 successfully and insisted that, there should be availing of crucial information so that Tanzanian companies become more competitive in the coming AKAC competitions. He argued that Tanzania should start preparation of the coming AKAC 2022 by engaging earlier all enterprises which will participate in the African KAIZEN Award, in order to have better chance of winning the award.

Agenda Item 2.0

Matters arising from the 8th JCC meeting were presented by Ms. Jane Lyatuu, the Head of TKU. In her presentation, she covered all 14 items as the main matters arising from the 8th JCC meeting including their responses and the status of the each raised matter. The matter arising is attached as Appendix 3.

Agenda Item 3.0 – Presentation on the Project Progress

3.1. Presentation of Monitoring Sheet Ver. 8

Monitoring Sheet Ver. 8 was presented and noted that the entire sheet is reporting the progress on the project implementation. It covered issues related to achievement of the project and progress on availing of resources to the project. Such resources include; human personnel, office space, fund, office equipment i.e. video conferencing system, sets of ICT network equipment, laptop computers, headphones and other resources available at TKU office, SIDO and CBE. It was reported that, some activities were executed as




planned, while others deviated from the plan. It was further indicated that among the identified shortfalls include; TKU staffing. It was elaborated that majority of TKU staff are assigned on a part-time basis, which poses difficulty for them to intensively engaged into KAIZEN activities. In the case of budget allocation, it was indicated that this year the Government has already released some fund to support KAIZEN activities.

During the discussion on this item the participants wanted to obtain a detailed explanation on the positive impacts of the KAIZEN implementing enterprises. Thus, it was further elaborated in detail on the positive impacts of the KAIZEN implementing enterprises by sharing the findings of the survey which was conducted in year 2019.

3.2. Presentation on Proposed 6 Regions for Implementation of KAIZEN for 2022/2023 Year

This part was presented by Mr. Pius Mathew (TKU). During his presentation he reported that, according to the FKM page 2, the regions to be newly covered will be decided by the end of the fiscal year two terms before actual expansion. That is, the four regions to be covered in the 2021-2022 term were already selected in June, 2020. He mentioned the criteria for selecting target regions as follows:

1. The region corresponds with strategic priorities of the MIT, in terms of major industries, concentration of business enterprises, and zonal development plans among other factors.
2. The region presents strong local initiatives of a capable partner organization committed to organizing initial training activities, and
3. The region has the potential of gaining support from the local government, donor projects, or other means of financing KAIZEN activities

Therefore, the six (6) proposed regions to be covered for next financial year are: Kigoma, Iringa, Lindi, Mara, Pemba Kaskazini (North), and Shinyanga.

During the discussion on this item the participants wanted to know if the selected six regions meet the mentioned criteria. The matter was resolved by explaining more on why the six regions were selected. It was reported that, the regions have initiative or have already allocated land for industries. In others there are Regional Administrators whom indicates element of accepting KAIZEN activities in their respective regions. Thus, after further discussions on this item, all of the six (6) proposed regions were approved in that meeting.

3.3. Presentation on the Highlight of the Report on AKAC 2021

The report on AKAC 2021 was presented by Mr. Juma Mantakara from TKU (MIT). In this presentation it was reported that Tanzania hosted the Africa Kaizen Annual Conference (AKAC2021), which was held in hybrid style (both physically and virtually) from 24th to 26th August, 2021. The on-sites events were held at Hyatt Regency Hotel - Dar es Salaam - in Tanzania. The Theme for AKAC2021 states that "*Opportunities to Accelerate Industrialization and Trade in Africa: Streamlining Kaizen/ Quality and Productivity Improvement (QPI) with Digital Technologies, Start-ups, Small and Medium Sized Enterprises (SME) Development, and Home-Grown Eco Activities in Africa.*" More than 700 people participated on the event both physically (onsite) and virtually (online).




The official opening was made by Hon. William Tate Olenasha (MP), Deputy Minister PMO - Investment who emphasized on adoption of KAIZEN for improvement of quality and productivity in all sectors of economy in the country. Other people who made remarks during the official opening include; His Excellency Mr. Shinichi GOTO, the Ambassador of Japan to Tanzania.

Regarding results for KAIZEN competition, the list of winners shows that in the category of large-scale organizations

- The award for outstanding performance was issued to Ethiopia Horizon Addis Tyre Manufacturing PLC.
- The award for excellent performance was issued to Tunisia Contact Sarl.

Also, KAIZEN awards for Small and Medium Scale Organization,

- The award for outstanding performance was issued to Tunisia Tuniso- Francaise de Production and
- The award for excellent performance was issued to Ethiopia Ethiopian Pharmaceutical Supply Agency (EPSA).

During the discussion on this item the meeting participants wanted to know how TKU has been prepared to make sure that the enterprises from Tanzania become winners in the next competition (AKAC2022). Further, it was advised to have a clear shared plan and strategies to ensure that winners at national level are informed and get well prepared very earlier. TKU and trainers were also advised to work very closely with pilot enterprises by providing techniques and principles for the competitions by learning from the winners of the previous competitions.

3.4. Presentation of the Status on Combining KAIZEN with Industrial Cluster Development

This part was presented by Mr. Emmanuel Zakayo from TKU. It was reported that, about 59 industrial clusters have been supported by SIDO in collaboration with other stakeholders. Furthermore, training on combining KAIZEN with clusters were conducted in Dodoma, Mbeya, Morogoro and Kagera. Selection of the target clusters was conducted by TKU and JICA experts. The selection criteria for clusters include location of the cluster, the number of cluster members, concentration and willingness of the cluster to adopt the KAIZEN program. It was added that, the outputs of KAIZEN consulting were inspiring; - 70% of KPI targets were achieved, 75% were for space creation and 5S score improved by 38 points. It was also observed that many of the cluster candidates (60%) are willing to participate and pay for the KAIZEN consulting service. Next plan is to reach more regions which are: Mwanza, Dar es salaam, Singida and Morogoro. The meeting participants wanted to know the challenges in implementing the program. In responding to this matter, it was explained that application forms occasionally have tick boxes used by applicants to indicate most challenging aspects of the program for scrutiny and follow through.

3.5. Presentation on the Workplan for Sept 2021 to Feb 2022 and Plan for Project Implementation

The work-plan was presented and highlighted key activities that will be conducted in next six months. Some of them are as follows: -

1. KAIZEN Sensitization 4th batch to MIT Staff - last week of September, 2021
2. KAIZEN Promotional Materials and 5S booklet updated by end of September, 2021




3. Participation of Tanzania to monthly meeting of 5 working Groups (WG) of AKIAP- Mid September, 2021 to March, 2022 (by *candidates from DID-MIT, TKU, SIDO, CBE and NIP*).
4. Preparation of Partner Engagement Strategy by February 2022
5. The UUU reports are prepared quarterly. Thus, only 3 reports will be prepared between September, 2021 and March, 2022
6. Promotion on KAIZEN x Cluster Development by February, 2022
7. Participation of TKU into SIDO National Exhibitions to be held at Kigoma from 21 – 30 September, 2021
8. Participation of TKU into three more exhibitions between November 2021 and March, 2022
9. The 5th & 6th batches of KAIZEN Sensitization to MIT Staff organized by Dec, 2021 & January, 2022
10. Participation of TKU, SIDO & CBE into revamping KAIZEN Activities in TANESCO from MID September, 2021 to December, 2021
11. Finalize Concept Note for Extending KAIZEN Activities to DART by 15th September, 2021
12. Participation of TKU, SIDO & CBE into operationalizing KAIZEN Activities in DART from 3rd October 2021 to January, 2022
13. 3rd KAIZEN Trainers Annual Conference (KTAC₃) for 80 Participants Organized by 20 - 22 October, 2021.
14. The 6th KAIZEN National Competition and & Annual Award Ceremony attained by 1st week of February, 2022
15. The 3rd National KAIZEN Day Organized by 1st week of February, 2022
16. KAIZEN Sensitization seminar organized in Pemba last week of November, 2021 (TKU, SIDO & private trainer)
17. Refresher Courses for KAIZEN trainers will be organized from October 2021 to February, 2022
18. KAIZEN Training in Zanzibar to be conducted from November 2021 to January, 2022 (TKU & private trainer).
19. To follow up on the Intensive OJT Program for Advanced KAIZEN Trainers,

Members of the JCC approved the Workplan for period starting from September, 2021 to February, 2022 including the proposed plan for project extension.

JICA (Tanzania Office) pointed out that this project will be completed in March 2022 and the further extension is not possible. Thus, it is necessary that MIT and other JCC members secure funds for activities after April 2022 in order to sustain KAIZEN in Tanzania.

3.6.Feedback from JCC members (KAIZEN Implementing Partners) regarding status of their respective roles in KAIZEN promotion

3.6.1. Director of Small and Medium Enterprise (DSME)

DSME thanked JICA for bringing KAIZEN Philosophy in our country. Even though the project is going to end in March 2022, but we hope to work together to make sure that the project is sustainable. She indicated the commitment of Government on supporting industrialization in the country. She sited one example that Local Government have been working on allocation of land for business working premises including industrial




clusters. It was further elaborated that so far more than 85 Councils have set aside the significant amount of land for this purpose.

3.6.2. Small Industries Development Organization (SIDO)

It was reported that:

- i. KAIZEN has been promoted using printed promotional materials like roll-up banners in various exhibitions organized by SIDO or others where SIDO is a participant such as:
 - Northern Zone Exhibition held in May, 2021 at Babati Manyara
 - Dar es salaam International Trade Fair (Sabasaba) held in Dar es Salaam in July, 2021
 - SIDO National exhibition which will be held at Kasulu Kigoma this September, 2021

There is also a plan for making use of the Eastern, Coastal and Southern Zone Exhibition which are scheduled to be held at Morogoro on October, 2021.

- ii. SIDO has been collaborating with TKU and JICA on
 - Conducting awareness seminar in newly recruited regions in KAIZEN (Pwani, Mtwara, Kagera and Tanga on July, and August, 2021.
 - Awareness seminar on KAIZEN in some key Clusters such as (Paddy cluster Magu - Mwanza, Sunflower Cluster Singida, Furniture making cluster Keko Dar es Salaam and Textile Cluster in Mwenge Dar es Salaam this has been done in August and September, 2021.
- iii. SIDO trainers all over the countries continue to promote KAIZEN during training sessions conducted in the various regions. It is estimated that KAIZEN has been promoted 50 times during trainings session conducted from July to September, 2021.

3.6.3. National Institute of Productivity (NIP) /National Productivity Unit (NPU) in the PMO

It was reported that NIP is in the process of preparing the National Productivity and Innovation Policy and it is expected that by December 2021 the zero Draft Policy will be ready. The Policy is expected to be finalized in June, 2022.

During the discussion on this item, it was insisted on the need for timely sharing the entire draft in a way of obtaining the views of JCC members for the improvement of the earmarked Policy.

3.6.4. College of Business Education (CBE)

It was reported that, CBE conducted several Class Room Trainings in March as well attending On-the Job Trainings (OJT) in Singida and Dar es Salaam. On 31st August, 2021, a wrap-up meeting was conducted and 2 KTs as well as 4 KCs were produced. It was furthermore, reported that the College has fully participated in the KAIZEN sensitization seminar in the four regions (Kagera, Tanga, Pwani and Mtwara), and it is now getting prepared to participate into conducting the training in the four regions starting in October, 2021. CBE is also getting prepared to organize refresher course for some KAIZEN trainers in

Tanzania before the end of October, 2021. For nurturing KAIZEN concept, the College is also setting up a KAIZEN Essay Competition for its students.

3.6.5. JICA (Project Team and Tanzania Office)

The big concern is on how to increase the number of companies solicited for the KAIZEN consulting services. It is better to scrutinize as to why the number of trainers increases while the number of pilot companies is almost declining.

During the discussion on the issue of incentives to encourage participation of pilot enterprises into KAIZEN implementation it was insisted on the need for making use of the current opportunity in a way of soliciting more companies with existing incentive scheme (subsidized) for targeting the forthcoming AKAC 2022. The deadline for the application of the mentioned scheme is the end of October, 2021. In addition, there was an indication that CTI and TPSF will enhance their efforts on KAIZEN promotion activities to encourage engagement of their members.

3.6.6. Tanzania Bureau of Standards (TBS)

The TBS KAIZEN representative did not attend the meeting due to unavoidable circumstances and his absence was reported to the meeting coordinator (HTKU). However, the representative shared the TBS implementation report to the head TKU through phone.

The representative reported that TBS has been supportive and still continues to support implementation of KAIZEN project and pertaining efforts through many different ways. Firstly, the organization has nominated two senior officials to participate in KAIZEN activities. One official is JCC member responsible for overseeing, participating and reporting KAIZEN activities to the Director General and the top management to ensure support and commitment to the project. The same official was also a member of National Task-force for preparation of AKAC2021. The other official is attached to TKU. Secondly, TBS has been supportive to KAIZEN project through inspection and education to manufacturing factories for conformity with quality standards and compliance with the governing law to ensure Continuous Improvement of Quality and Productivity in the country.

3.6.7. Vocational Education Training Authority (VETA)

It was reported that VETA is planning to conduct KAIZEN sensitization seminar for Vocational Teachers and supporting staff in central zone covering Dodoma RVTSC, Singida VTC and Manyara RVTSC. The plan will be implemented depending on availability of internal fund by the end of November 2021.

3.6.8. Confederation of Tanzania Industries (CTI)

It was reported that the CTI has uploaded the KAIZEN related information on its website particularly the recent AKAC 2021 event. The aim being to promote KAIZEN activities to its members. It was added that in



close contact with Tanzania KAIZEN Unit there is a plan for organizing stakeholders' sensitization seminar before the end of this year (2021).

3.6.9. Export Processing Zones Authority (EPZA)

It was reported that EPZA is working on a plan to organize KAIZEN seminar for all the investors under EPZ and SEZ Scheme starting with the factories in Dar es Salaam. The plan for future is all EPZ and SEZ factories to take trainings of KAIZEN immediately after receiving the licenses.

3.6.10. Tanzania Private Sector Foundation (TPSF)

It was reported that in efforts of raising awareness of KAIZEN, TPSF is planning to organize a seminar with all its members. Currently TPSF is raising awareness to members through available channels including newsletter, website and social media channels. KAIZEN issues are being inserted into TPSF monthly newsletters. A concern was raised on whether TKU can assist in term of providing and facilitating KAIZEN trainers to provide training to TPSF members, in a way of making it easier for them to effectively achieve their plans. Otherwise, TPSF will internally struggle to make the plan materialize. Additionally, TPSF was advised to include KAIZEN plans in the corporate strategy (CSP) for easy soliciting of fund.

Agenda Item 4.0

4.1. Declarations from the 9th JCC Meeting

1. It was agreed that, six (6) regions to be covered for next financial year are Kigoma, Iringa, Pemba Kaskazini, Lindi, Mara, and Shinyanga.
2. TKU should come up with good proposal on how to address the issue of staffing the unit and budgeting
3. To prepare action plan for adoption and implementation of the AKI Action Plan 2021 – 2025
4. Speed up/ timely articulate on the uses of JICA incentives in a way of increasing numbers of enterprises that implementing KAIZEN.
5. All KAIZEN Implementing Partners (Members of JCC) must incorporate KAIZEN issues into Corporate Strategic Plans (CSP) of the respectively institutions for smooth implementation of the KAIZEN philosophy.
6. TKU should prepare good strategies to ensure best results to enterprises which will be participating for African KAIZEN Award Competitions in both categories, SMEs and Large Enterprises.

4.2. Any Other Business (AOB)

It was announced that the next meeting will be held in January, 2022 and thus, the members were requested to be prepared for the meeting. The information regarding the actual date and venue for the meeting will be timely shared. Further, it was insisted that TKU should make follow up on the enterprises that won KAIZEN competitions in 2021 for learning techniques and principals used during their preparations, which led them to get better results in the competitions.

4.3. Closing of the Meeting

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There was no other issue to transact; thus; the Chairperson closed the meeting at 01:55 PM by thanking all the members for their active participation in the meeting.

===== END =====

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Appendix 1

ATTENDANCE FOR THE 9TH KAIZEN JCC MEETING

The meeting was chaired by the Director of Industrial Development (DID), Eng. Ramson Mwilangali and was attended by the following participants:

Table 1: LIST OF PARTICIPANTS WHO ATTENDED THE 9TH JCC MEETING

S. N	NAME	ORGANIZATION	POSITION
1.	Ramson Mwilangali	MIT	Chairperson
2.	Consolata Ishebabi	MIT	Member
3.	Naofumi YAMAMURA	JICA Tanzania	Member-attended online
4.	Kentaro AKUTSU	JICA Tanzania	Member-attended online
5.	Yuko ASAKAWA	JICA HQ	Member- attended online
6.	Kenji FUKUDA	JICA Tanzania	Member- attended online
7.	Mariam El-maamry	JICA Tanzania	Member- attended online
8.	Tomohiko ISHIKAWA	JICA Project Team	Member- attended online
9.	Stephen Bondo	SIDO	Member
10.	Mackdonald Maganga	SIDO	Member
11.	Neema Mhondo	CTI	Member
12.	Jane Lyatuu	TKU	Member
13.	Miwako OIKAWA	JICA Project Team	Member- attended online
14.	Shinichiro KATO	JICA Project Team	Member- attended online
15.	Hideki TABUCHI	JICA Project Team	Member-attended online
16.	Hideo IWAMA	JICA Project Team	Member-attended online
17.	Shiho KUWANA	JICA Project Team	Member-attended online
18.	Fihili Chalange	VETA	Member
19.	Haphsa Hinchu	NIP-PPU	Member
20.	Amanda Blasius	CBE	Member
21.	Nakadongo Fares	EPZA	Member
22.	Ms. Veneranda Sumila	TPSF	Member
23.	Mariam Tambwe	CBE	Member
24.	Richard Benaya	TKU	Secretariat – Minute taker
25.	Kamara Gombe	TKU	Secretariat – Minute taker
26.	Emmanuel Zakayo	TKU	Secretariat
27.	Pius Mathew	TKU	Secretariat
28.	Juma Mantakara	TKU	Secretariat
29.	Khadija Hassan Idd	TKU	Secretariat
30.	Suzana Mshakangoto	GCU - MIT	Secretariat – Minute taker

Table 2: LIST OF ABSENTEES WITH APOLOGY

S.N	NAME	ORGANIZATION	POSITION
1.	Justine Marwa	TCCIA	Member
2.	Lazaro Mwambole	TBS	Member
3.	Sileja Lushibika	TKU	Secretariat
4.	Estaroda Mwanga	TKU – MIT	Secretariat




Adopted Agenda for the 9th JCC Meeting

THE 9 TH MEETING OF THE JOINT COORDINATING COMMITTEE (JCC) FOR “THE PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT (KAIZEN) PHASE 2” IN THE UNITED REPUBLIC OF TANZANIA		
Agreed Date: 9 th September, 2021		
Time: 08:30 a.m. – 13:30 p.m.		
Venue: Meeting Room of the College of Business Education (CBE), Dar-es-Salaam		
TENTATIVE AGENDA AND TIMETABLE FOR THE 9 TH JCC MEETING:		
TIME	EVENT	CARETAKER
08.30 – 09:00 a.m.	Participants Arrival and Registration	ALL
Agenda Item 1 = Official Opening		
09:00 – 09:15 a.m.	Welcoming Remarks, Self-Introduction and Adoption of the Agenda	DID - MIT
09:15 – 09:20 a.m.	Remarks from JICA Team	JICA Rep'
09:20 – 09:25 a.m.	Opening Remarks	Chairperson (PS - MIT)
Agenda Item 2 = Matters arising from the 8th JCC meeting		
09:25 – 10:00 a.m.	Presentation and Discussions of Matters Arising from the 8 th JCC Meeting	HTKU
10:00 – 10:40 a.m.	HEALTH BREAK	ALL
Agenda Item 3 = Presentations on Progress Report		
10:40 – 11:10 p.m.	i. Presentation on the Progress of the Project (Monitoring Sheet Ver.8) in Line to the Current PDM	HTKU
11:10 – 11:20 p.m.	ii. Proposed 6 Regions for Implementing KAIZEN by Next Financial Year	PIUS
11:20 – 11:40 p.m.	iii. Highlights of the Report on AKAC2021	JUMA
11:40 – 12:55 p.m.	iv. Status on Combining KAIZEN & Industrial Cluster Development	ZAKAYO
11:55 – 12:15 p.m.	v. Workplan for Sept' 2021 to Feb'. 2022 and Plans for KAIZEN Project Extension	JUMA
12:15 – 13:05 p.m.	vi. Feedback from JCC Members (KAIZEN Implementing Partners) Regarding Status of Their Respective Roles in KAIZEN Promotion: (5 Minutes Each).	DSME, SIDO, NIP, CBE, JICA, TBS, VETA, CTI, EPZA, TCCIA & TPSF)
Agenda Item 4 = Meeting Declarations, AOB & Closing Remarks		
13:05 – 13:10 p.m.	Meeting Declarations,	Chairperson (PS -MIT)
13:10 – 13:20 p.m.	AOB	All
13:20 – 13:30 p.m.	Closing Remarks	Chairperson (PS -MIT)
Minutes Taking During the Meeting and Report Compilation After the Meeting: (Richard, HGCU & Kamara)		

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Appendix 3

MATRIX OF MATTERS ARISING FROM THE 8 TH JCC MEETING OF 5 TH March, 2021			
S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	To finalize the compilation of the minutes of the 8 th JCC meeting and submit for approval, latest by 10 th March, 2021.	DID & TKU	The minutes of the 8 th JCC meeting were timely finalized / compiled and approved by both sides.
2.	Top Management Seminar Program, organized and standardized	TKU & JICA TEAM	An attempt for organizing Top Management Seminar was made in Zanzibar (June 2021) and Pwani Region (July 2021). However, there is a need for standardizing the same.
3.	The System of KAIZEN Results Measurement, Fully Established.	TKU & JICA TEAM	This is further elaborated in the updated monitoring sheet Ver 8 page 2.
4.	Plan for putting in place an accreditation system of KAIZEN service providers finalized	TKU & JICA TEAM	Plan for putting in place an accreditation system of KAIZEN service providers is accommodated in the Technical Guidelines.
5.	KAIZEN stakeholders' seminar to be organized in Morogoro in a way to cover all of 8 regions of the project area.	TKU & JICA TEAM	Not yet
6.	To allocate significant amount of budget for implementation of FKM and to secure funds for supporting continuity and sustainability of KAIZEN promotion including fast-tracking the signing RD for project extension	PS-MIT, JICA & DID	The progress has been indicated in this financial year budget. KAIZEN budget for TKU for year 2021 – 2022 is around 150,000,000/= (excluding workers' salaries).
7.	Work on plans for implementing KAIZEN in Mara, Kigoma and Katavi regions.	TKU & JICA TEAM	It should be noted that KAIZEN geographical expansion is planned in the FKM to cover all of 31 regions including Zanzibar by June, 2025. Thus, Mara and Kigoma are already in the list of 6 regions proposed for KAIZEN implementation by next year. Then Katavi will follow.
8.	Final copy of Technical Guideline to be shared to all members of JCC	TKU	The copy of Technical Guideline will be shared to JCC members in the 9 th JCC Meeting.
9.	Work on plans for conducting monitoring and evaluation to see whether Kaizen is making progress or not.	TKU & JICA TEAM	The end-line survey was conducted in 2019 and the report was share in 2020. According to the FKM, the project impact survey is scheduled to 2024 - 25.




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10.	Follow up on implementation of trainers Back home Action Plans (BHAPs)	TKU	DSM, SIDO & VETA Kilimanjaro, SIDO Arusha & MSD, TRA, MNH and KAIZEN Trainers Association
11.	Plans for adequately sensitizing MIT Staff, as well as the Heads of MIT Affiliation Institutions on KAIZEN philosophy	TKU	The 3 rd Batch KAIZEN Training to MIT Staff was held in June, 2021. The 4 th batch is scheduled to Sept, 2021. (An attempt has been made to TIRDO & EPZA). However, continuous sensitization on KAIZEN philosophy to all the Heads of MIT affiliation Institutions is still required
12.	Follow up on plans for formulation of National Productivity Policy	NIP	The update will be reported in the 9 th JCC meeting
13.	To consolidate the budget for TKU, CBE and SIDO into one document and timely submit to DID, the project manager	TKU	The budget for TKU, CBE and SIDO were consolidate the into one document and timely submit to DID, the project manager.
14.	Plans for organizing the 9 th JCC Meeting	JICA, DID & TKU	Done (on 09/09/2021)




Appendix 4

MATRIX OF MATTERS ARISING FROM THE 9 TH JCC MEETING HELD ON 9/9/2021			
S/N	ITEMS	CARE TAKER	STATUS/ACTION TAKEN
1.	Progress/results on Training Programs in 4 regions.	SIDO TKU CBE	Updates to be reported in the 10 th JCC meeting
2.	Progress / results on organizing the 6 th Tanzania KAIZEN Award.	TKU	Updates to be reported in the 10 th JCC meeting
3.	Progress / results on organizing the 3 rd National KAIZEN Day	TKU	Updates to be reported in the 10 th JCC meeting
4.	Progress/results on Training Programs in Zanzibar.	SIDO TKU CBE	Updates to be reported in the 10 th JCC meeting
5.	Progress/results on Training Programs on KAIZEN and Cluster in Targeted Regions	SIDO	Updates to be reported in the 10 th JCC meeting
6.	Progress/results on the plans for CBE to conduct KAIZEN Essay Competition for its students	CBE	Updates to be reported in the 10 th JCC meeting
7.	Progress / results on plans for conducting KAIZEN sensitization seminars for Vocational Teachers and supporting staff in central zone covering Dodoma RVTSC, Singida VTC and Manyara RVTSC.	VETA	Updates to be reported in the 10 th JCC meeting
8.	Progress / results on implementation of CTI plans for organizing stakeholders' sensitization seminar before the end of 2021.	CTI	Updates to be reported in the 10 th JCC meeting
9.	Progress / results on implementation of TPSF plans for organizing KAIZEN sensitization seminar to all their members in year 2021.	TPSF	Updates to be reported in the 10 th JCC meeting
10.	Proposal on how to address the issue of staffing the TKU	MIT	Updates to be reported in the 10 th JCC meeting
11.	Proposal on how to beef up the budget for KAIZEN activities	MIT	Updates to be reported in the 10 th JCC meeting
12.	To prepare action plan for implementation of the AKAC 2021 declarations	TKU	Updates to be reported in the 10 th JCC meeting
13.	Progress / results on uses of JICA incentives with the focus on increasing numbers of KAIZEN implementing enterprises	SIDO TKU CBE	Updates to be reported in the 10 th JCC meeting



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14.	Progress / results on accommodating KAIZEN issues into corporate strategic plans (CSP) of all institutions represented in the membership of JCC.	All members of JCC	<i>Updates to be reported in the 10th JCC meeting</i>
15.	Progress / results on implementation of the KAIZEN activities workplan for Sept 2021 to Feb 2022 and Plan for Project Extension.	SIDO TKU CBE	<i>Updates to be reported in the 10th JCC meeting</i>
16.	Progress / results on preparation of strategies to ensure best results to enterprises which will be participating for African KAIZEN Award Competitions in both categories, SMEs and Large Enterprises	SIDO TKU CBE	<i>Updates to be reported in the 10th JCC meeting</i>
17.	Progress / results on participation of TBS into KAIZEN promotion.	TBS	<i>Updates to be reported in the 10th JCC meeting</i>
18.	Progress / results on plans for organizing KAIZEN seminar for all the investors under EPZ and SEZ Scheme starting with the factories in DSM	EPZA	<i>Updates to be reported in the 10th JCC meeting</i>
19.	Progress / results on plans for conducting KAIZEN trainings to EPZ and SEZ factories immediately after receiving the licenses.	EPZA	<i>Updates to be reported in the 10th JCC meeting</i>



