

MINISTRY OF INDUSTRY, TRADE AND INVESTMENT



KAIZEN STRATEGY AND POLICY ACTIONS FOR PROMOTING KAIZEN METHODOLOGY IN TANZANIA: 2016 - 2025

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1.0 BACKGROUND INFORMATION

1.1 State of Industrialization in Tanzania

Starting from the 1960s to mid-1990s the emphasis on industrialization during that period was on growth without structural change in the Tanzanian economy. Manufacturing Sector in Tanzania is trapped in low productivity, low capacity utilization and thus low production; stiff competition; inadequate technical, managerial, entrepreneurial skills as well as inadequate infrastructure. These have increased costs of production in the country. Such performance creates a substantial competitiveness gap when compared with the industrial sector of the advanced economies. However, although the Government is working hard to redress some of the impediments especially improvement of infrastructure and power supply, issues such as low productivity, inefficiency, etc call for immediate solutions.

As part of the modernization program for the manufacturing sector the Government of Tanzania has been looking for various options that would improve quality management of both public and private sector enterprises. Long-term objective of the Ministry of Industry, Trade and Investment (MITI) is to strengthen both public and private manufacturing enterprises through quality and productivity improvement and enable the sector to enhance its contribution to the national economy. In view of this, the Government of Tanzania opted to introduce Kaizen model which is a management philosophy to the manufacturing sector enterprises in order to enable them to improve continuously their working environment, productivity, product quality and subsequently overcome the problem of competitiveness. It is a philosophy created and developed in the process of meeting challenges and solving problems in all walks of life including the industrial sector. Kaizen means incremental and continuous improvement with the involvement of the entire workforce with participatory approach and bottom up from factory floors and puts emphasizing on process as well as results. This hands-on methodology resolves challenges related to productivity except external condition such as infrastructure and policy coordination.

Therefore, the Ministry of Industry, Trade and Investment in collaboration with Japan International Cooperation Agency (JICA) started implementing of a project on **STRENGTHENING MANUFACTURING ENTERPRISES THROUGH QUALITY PRODUCT AND PRODUCTIVITY IMPROVEMENT (KAIZEN)** in April, 2013.

After carrying out a project in three pilot regions namely, Dar es Salaam, Morogoro and Dodoma and based on the result observed and commendable improvement in the pilot enterprises, and in cognizance of its importance and assumed effective applicability towards industrial development, the Ministry intends to promote and create a nationwide capacity to establish unwavering foundation for the implementation of KAIZEN methodology in the country.

1.2 Vision and Mission of the Tanzania Development Vision 2025

Tanzania Development Vision 2025 aims to transform the predominantly agricultural economy to a self-sustaining semi-industrialized economy. Tanzania is looking to build a solid foundation for the country to industrialize and in line with this ambition one of the key priority areas in the current Five Year Development Plan (2016/17 – 2020/21) is nurturing an industrial economy. The emphasis on industrialization in the FYDP II thus provides an opportunity to mainstream industrial development in Tanzania. Further to this, Kaizen Model in with the Plan has been taken as target intervention (sector-specific) to support within sector productivity growth.

1.3 KAIZEN Concept for Quality and Productivity Improvement

KAIZEN means continuous improvement for all functions and involving all workers in the organization from top management, to managers then to supervisors, and to workers. It has been a key to the success of Japanese manufacturing industries. KAIZEN uses systematic business procedures so-called Plan-Do-Check-Act cycle known as PDCA cycle, small group activities and tools to analyze the problem.

KAIZEN methodology had been promoted nationwide based on KAIZEN mindset (quality first, customer-oriented, teamwork spirit, ever-lasting problem solving attitude) of the people in Japan so that the private sector could improve the productivity and quality of manufactured goods collectively. As a result, it improved the competitiveness of Japanese export goods in the global market. KAIZEN and its holistic approach for promotion was the key for success.

Following the success in Japan, KAIZEN had been transferred successfully to Singapore and Ethiopia as reviewed later in this Strategy. In these countries, Kaizen activities and Kaizen principles are clearly understood by the majority of business enterprises, and they are able to utilize full potential of Kaizen. Tanzania expects to attain the same level of understanding and performance countrywide.

1.4 Needs of Quality and Productivity Improvement (KAIZEN) in Tanzania

Tanzania focuses on the progress toward middle-income countries by 2025 through robust economic growth. This move requires productivity improvement especially in the industrial sector. Thus, Tanzanian enterprises are encouraged to implement productivity management and quality control so as to become competitive and lead the country to the advanced industrial performance.

Quality and productivity will be improved by changing the mindset of workers and managers. Improving productivity is essential for further boosting economic growth. Robust and attractive enterprises are key driving force for improving productivity of the economy. KAIZEN and productivity improvement will unleash the dynamism of enterprises.

2.0 HOW KAIZEN WORKED IN OTHER COUNTRIES

2.1 Japan and South East Asian Nations (ASEAN) Experiences in creating rigorous Enterprises

Japan and South East Asian Nations such as Singapore and Malaysia have achieved economic growth through dynamic innovation of domestic enterprises through KAIZEN. These enterprises have established branded products and services based on KAIZEN philosophy and methodology.

2.1.1 Japan

The origin of Japan's *KAIZEN* movement was the quality control (QC) method imported from the United States (US) in the post-WW2 period. Japan quickly assimilated and developed this as its own management practice method; it began to produce results which even surpassed the performance of original American manufacturers. Compared with the original US model, the adapted method emphasized process orientation, worker participation, and hands-on pragmatism. This method which came to be known as *KAIZEN*, has spread rapidly among Japanese companies, large and small, to form a core of the Japanese *monozukuri* (making things) spirit.

The Japanese government had also recognized the need for productivity improvement. In 1954, the Cabinet adopted a policy for productivity improvement. The Enterprise Bureau of the Ministry of Industry, Trade and Investment (MITI) planned to set up a productivity organization. However, business leaders insisted that the Japan Productivity Center (JPC) be created as a private organization. Finally, the JPC was established in 1955, funded by both public and private sectors, on the premise that the government would not intervene into the JPC spending policies and personnel affairs. A government-business coordination committee was established in 1955, attended by vice ministers of various ministries and the JPC-selected private sector members. The coordination committee was chaired by a private sector representative. During 1955–61, the JPC received support from the US government on various activities, such as sending study missions, inviting experts, collecting materials and information, and making movies about technologies.

2.1.2 Singapore

Singapore is the first country where the JICA provided comprehensive technical cooperation—in a venture called the “Productivity Development Project”—to transfer Japan’s know-how in quality and productivity improvement. This project was requested by the then-Prime Minister Lee Kuan Yew to the Japanese government. With his strong commitment and leadership, the Productivity Movement was launched in 1981. The JICA project supported a substantial part of this initiative by mobilizing Japanese experts during 1983–1990. Singapore successfully internalized, scaled up, and institutionalized the Productivity Movement.

2.1.3 Sri Lanka

Sri Lanka had introduced KAIZEN in the 1980s. It is noteworthy to mention about the private sector’s initiative. Especially, the network of KAIZEN human resources has contributed to the promotion. Alumni association of KAIZEN was established in 1984, known as JASTECA, Japan Sri Lanka Technical & Cultural Association, which currently registers the alumni members as many as 3,500 people.

What has been unique about the operations of JASTECA is the nation-wide competition of 5S and KAIZEN awards, established since 1996, having been given to enterprises, associations, and organizations that have been most successful in their performances of 5S and KAIZEN implementation, with 5S award.

2.2 Best Practice of KAIZEN Methodology in Africa

African countries have already introduced KAIZEN, and KAIZEN Methodology has spread out. Following successful implementation of Kaizen Model in Tunisia and Ethiopia the philosophy is now implemented Zambia, Kenya and Ghana. These countries will develop the economy through industrialization based on KAIZEN. Tanzania may catch up with these countries if KAIZEN methodology is activated right now to promote productivity improvement.

2.2.1 Ethiopia

In the case of Ethiopia, KAIZEN was introduced by the strong commitment of Prime Minister, Meles Zenawi. He organized policy dialogue about industrialization which includes KAIZEN between the relevant ministers and Japanese experts on one hand. On the other hand, during the two-year period of JICA support (the Study on Quality and Productivity Improvement in Ethiopia, from October 2009 to May 2011), pilot company projects were implemented, and their results have been promoted; the JICA experts conducted training for the staff of the KAIZEN Unit of the Ministry of Industry (MOI) to transfer relevant skills and techniques; and a national plan has been formulated to disseminate KAIZEN activities for

manufacturing companies. As a result, *KAIZEN* has become popular among policy makers and business managers in Ethiopia.

Based on these results mentioned above, the Ethiopian government has decided to establish a core organization responsible for quality and productivity improvement, i.e., the Ethiopian KAIZEN Institute (EKI). The KAIZEN Unit of the MOI, created in 2009 as the counterpart of the above JICA study, has been upgraded into the EKI with functional strengthening. At the request of the government in November 2011, JICA has begun new support the institutionalization of the EKI in such areas as organizational development, human resource development, and countrywide promotion of *KAIZEN*.

2.3 How KAIZEN has worked in Tanzania

The MITI started a three-year pilot Project with the support of JICA in 2013 where three regions were piloted. The positive results of the project suggested that KAIZEN is the adequate concept and methodology to improve productivity in Tanzania. In the course of implementation of the Project, 48 enterprises joined the Project and implemented Kaizen methodology and attained tangible results. All of the 48 enterprises value KAIZEN highly and thus, expressed willingness to continue with implementation. The MITI commits to support all enterprises across the country for continuous improvement of quality and productivity.

Furthermore, KAIZEN has been implemented by several institutions in the country such as the MITI, Small Industries Development Organization (SIDO), College of Business Education (CBE), Tanzania Electric Supply Company Limited (TANESCO), Tanzania Revenue Authority (TRA) and Muhimbili National Hospital in order to tackle productivity issues.



Source: TKU

Fig. 1: Enterprises Working Place Before and After Implementation of KAIZEN

Workplaces became spacious, cleaner, and streamlined after the implementation of 5S-KAIZEN

Productivity improvement after KAIZEN implementation by enterprises (Immediate impacted after 3 months of implementation of KAIZEN). The following are examples of some of the successes of KAIZEN implementation.

Production Increase: Enterprise A manufacturing soap with 250 employees):
 USD 24,000 per year impact gained!

Defects Decrease: Enterprise B manufacturing packaging materials with 200 employees
 USD 20,000 per year impact observed through labor productivity improvement!
 USD 600,000 per year impact has been observed through the efficient use of raw materials!

Total Impact: USD 620,000

Waste Reduction: Enterprise C manufacturing electric cable with 59 employees)
 USD 2,400 would have been saved in an annual basis after KAIZEN!

Source:TKU

More results on the performance of KAIZEN implementation will be established in the course of conducting regular impact assessments studies.

3.0 BENEFITS

Implementation of KAIZEN methodology In Tanzania will accrue several benefits to everyone implementing it in all walks of life. These include but not limited to:

The benefits,Skills development for Quality and productivity improvement (KAIZEN), will be accrued to the manufacturing businesses, trainers, private practitioners of KAIZEN (consultants), and the Government.KAIZEN Methodology as a management philosophy is indispensable due to the following:

- (a) KAIZEN involves everyone in the organization from top management to managers, supervisors and workers;
- (b) It is a system that allows companies to improve continuously their environment, productivity and product quality;
- (c) It provides a structure to channel the opportunities for improvement following challenges detected by any employee and convert them into realized changes that have a positive impact in the way people perform and perceive their work and ideas;

- (d) KAIZEN helps the companies to solve different problems related to production, management, marketing, maintenance and leadership

4.0 PRINCIPLES/CORE VALUES

The Strategy and Policy Action for Promoting KAIZEN will be implemented based on the following principles:

- (a) Result –oriented;
- (b) Customer care;
- (c) Professional excellence;
- (d) Accountability;
- (e) Transparency;
- (f) Team Work; and
- (g) Participatory focus.

5.0 KAIZEN PROMOTION STRATEGIES

5.1 KAIZEN Promotion Methods

There are essentially five elements for promoting KAIZEN methodology across the country namely, good contents (program and consultancy curriculum), promising KAIZEN trainers (including the training system for potential KAIZEN trainers), promotion strategy, partnership strategy and leadership of the Government.



Source: TKU

Fig. 2: Five elements for promoting KAIZEN Methodology

Firstly, good contents, which attract enterprises with high potentials, are a starting point. Good contents should consist of good concept, well designed program and materials for consultancy services to enterprises.

Secondly, there should be **promising KAIZEN trainers**, who can make the client enterprise feel convinced of their future success of productivity and quality improvement.

Thirdly, building on these two elements, the leading ministries should have a clear **promotion strategy** on how KAIZEN methodology should be promoted countrywide in future.

Fourthly, there should be effective **partnership strategy**, i.e. who are the best partners for promoting KAIZEN methodology across the country; from private sector to public sector; from manufacturing enterprises to service sectors; from the limited pilot areas to large cities, and so on.

Finally, the **leadership of the government** is indispensable in promoting KAIZEN in any country. KAIZEN is a new philosophy and therefore practicing it in new areas such as Tanzania would not attain expected results without the commitment of the top leadership of the government as it has been evidenced in other countries such as Ethiopia and Singapore.

5.2 KAIZEN Products: Development of Contents

The KAIZEN products are KAIZEN Consulting Services which are to be provided to the enterprises by the KAIZEN Trainers. The products are categorized in 5 levels: Grade 1 to 5. Contents are as shown in **Table 1**. All products provide classroom training and on-site guidance. KAIZEN Trainers from SIDO, CBE and Private Sector will provide KAIZEN consulting services.

Table 1 KAIZEN Products (Consulting Services)

Categories	Project
KAIZEN Products (Consulting Services)	KAIZEN consulting program Grade 1 (5S and Basic KAIZEN)
	KAIZEN consulting program Grade 2 (General KAIZEN)
	KAIZEN consulting program Grade 3
	Typical Integrated Management System such as Total Productivity Management (TPM) and Total Quality Control (TQC)
	Trial KAIZEN Package
	5S/General KAIZEN Training program for KAIZEN Leader in enterprises

Source: TKU

Following KAIZEN training which was provided during the pilot project and the outcome of the pilot enterprises, KAIZEN consulting services consist of good contents and promising trainers. On the other hand, KAIZEN contents have been established where KAIZEN text books, curriculum and relevant instruction tools have been prepared by the support of Japanese instructors.

Equally, there are promising trainers who were selected competitively and trained for more than one and half years by Japanese KAIZEN gurus in the country and in Japan. As referred to in the previous Chapter, the remarkable results were attained through these contents instructed by the KAIZEN trainers. These trainers participated in the training of KAIZEN TOTs.



Source: TKU

Fig. 3: KAIZEN Learning Materials

5.3 Sustainable Outreach of Promising KAIZEN Trainers

In order to provide KAIZEN consulting services nationwide in a sustainable manner, KAIZEN Trainers will be dispatched to local enterprises from an accessible area. Easy access of the KAIZEN Trainers by the local enterprises will raise demand of consulting services and be likely to establish confidence by frequent visits. 8 regions which will act as Satellites will physically help KAIZEN Trainers to reach enterprises/customers/clients. In addition, cost-effective dispatch of KAIZEN Trainers requires regional network facilitated by Regional Administrative Secretariat (RAS) which owns the local information such as database of enterprises, experts, official workers and projects. Thus, sustainable outreach by KAIZEN Trainers will be assured.

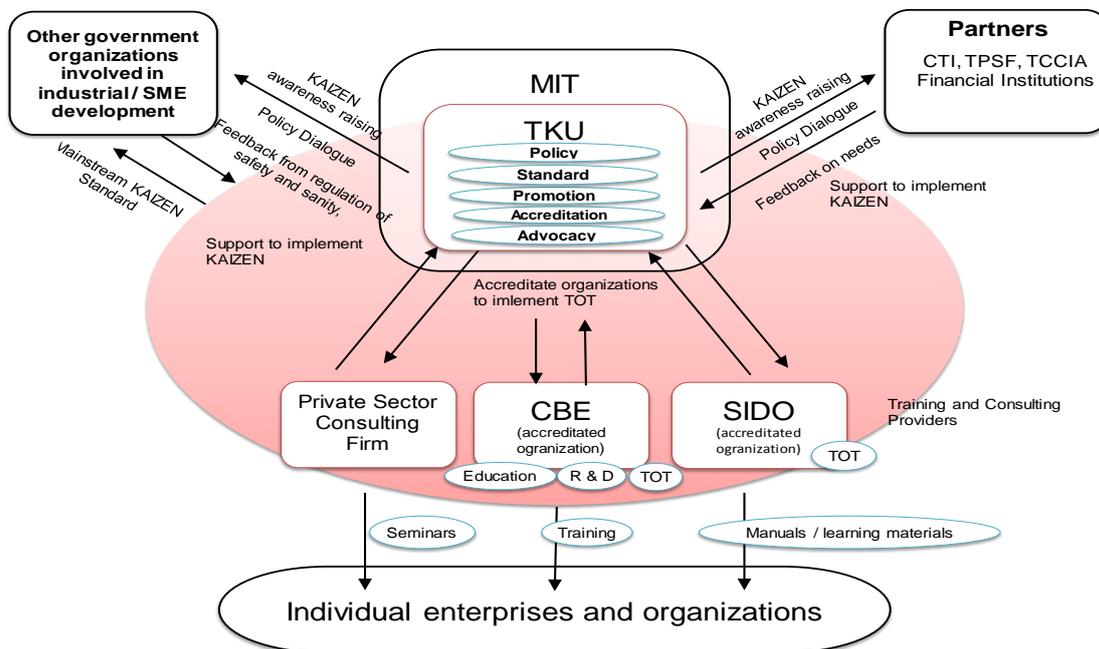
KAIZEN Master Trainers and KAIZEN Trainers were trained for two years and six months respectively under well refined Training System. Japanese KAIZEN gurus trained them through class room lessons and on-site training in the manufacturing companies including the training in Japan. These trainers were screened out of 50 candidates to obtain 13 Master Trainers who completed training in May, 2015. Out of the 13 Master Trainers, three (3) are private. As of August, 2016, the number of KAIZEN Master Trainer remained 13 while 6 KAIZEN Trainers were trained.

Master Trainers will train KAIZEN Trainers (Training of Trainers: TOTs) in a sustainable manner in the authorized institutions by Tanzania KAIZEN Unit (TKU). After completion of training with the satisfactory coverage of requirements, TOTs will be certified by TKU. TOTs are crucial in boosting KAIZEN methodology promotion. SIDO and MITI have the responsibility of supporting TOTs training to increase the number of KAIZEN Trainers.

5.4 KAIZEN Framework in Tanzania

KAIZEN has been promoted by MITI/TKU, SIDO and CBE in Dodoma, Morogoro and Dar es Salaam. The principal function of SIDO and CBE is to provide KAIZEN Consulting services to enterprises and management officials. Over and above that, CBE has the responsibility of providing KAIZEN basic education. KAIZEN Master Trainers and KAIZEN Trainers from SIDO and CBE are expected to plan, prepare and instruct KAIZEN consulting services. The fees charged to the enterprises will be reinvested in the relevant activities of KAIZEN promotion. In addition, private KAIZEN Master Trainers will provide similar services.

MITI/TKU will facilitate KAIZEN implementation through policy advocacy, monitoring and evaluation, promotion and accreditation of training institutions and certification of KAIZEN trainers. These activities will raise awareness of productivity and KAIZEN methodology to the policy makers, public officers, employees and employers.



Source:TKU

Fig. 4: Institutional Framework

6.0 STRATEGY FOR PROMOTING KAIZEN IN TANZANIA

6.1 Future Picture of KAIZEN in Tanzania

Fig. 5 indicates clearly that manning level of TKU need to expand so as to be able to perform the required functions properly. KAIZEN methodology will be implemented in all sizesand types of enterprises be it manufacturing, service sectors, public and private sectors. KAIZEN satellites will be expanded from the pilot areasi. e. Dodoma, Morogoro and Dar es Salaam regions to the whole country in the long run.

a) Large, Small and Medium Enterprises

So far most of beneficiaries of KAIZEN methodology has been micro, small and medium enterprises. Implementation of KAIZEN methodology will be extended to large enterprises. Local large enterprises such as privatized state-owned enterprises (SOEs) and other recognized enterprises such as Said Salem Bakhresa, Samaria Group, Mac Group, Morison Holding Ltd, Mohammed Enterprises Tanzania Ltd, etc will be included in the target list with the intension of sensitization and training.

Efforts will also be made to sensitize enterprises located in Export Processing Zones (EPZs)

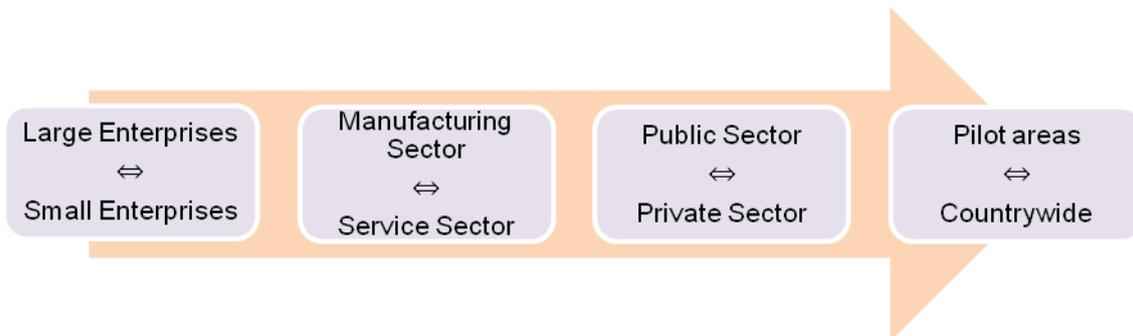
as well as Special Economic Zones (SEZs) on the KAIZEN methodology. The aim is to strengthen linkages between FDI and local economy through KAIZEN trained local labour force employed by FDI firms and KAIZEN trained local firms to be sub contracted by FDI firms.

b) Service Sector and Industrial Sector

KAIZEN methodology will be applied also in service sectors apart from industrial sector. Demand for KAIZEN methodology in service sector such as printing, courier (transportation) services, tourism sector, retailers and wholesalers was observed during the pilot project. More focus will be directed to this area also in the future.

c) Private Sector and Public Sector

Both private and public sectors are encouraged to implement KAIZEN methodology. Some institutions such as TANESCO and TRA have already promoted the practice internally. The implementation of KAIZEN as a part of regulatory and supervisory practices is expected to be promoted in institutions such as Tanzania Bureau of Standard (TBS), Occupational Safety and Health Agency (OSHA) and Tanzania Food and Drugs Authority (TFDA). This will widen coverage of KAIZEN methodology application in the country as these institutions will also be able to introduce their clients to KAIZEN methodology.



Source:TKU

Fig. 5: Future Schematic Diagram of KAIZEN in Tanzania

d) Countrywide from Piloted Areas

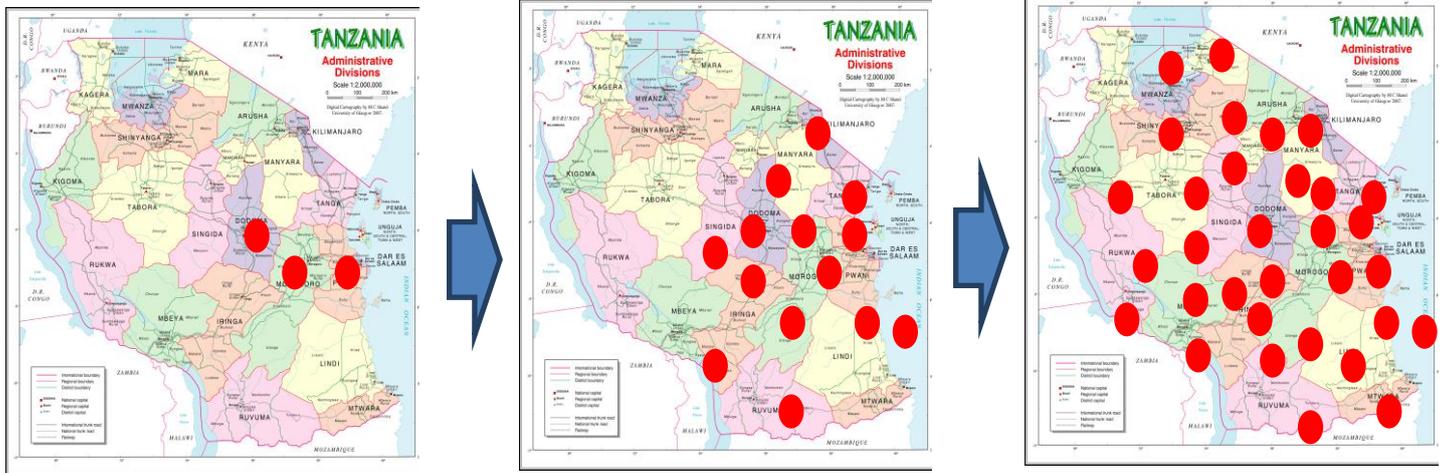
KAIZEN will be promoted countrywide so as to inspire all the workers and change their work attitude. It will lead to day-to-day gradual change which makes a big difference in the long run. Furthermore, education on quality management through KAIZEN methodology from the childhood is important since mindset change requires time.

Considering the cost effectiveness of the KAIZEN methodology, the satellite regions will be established in key strategic areas which will facilitate easy access to KAIZEN training by rural businesses. This will reduce operating costs of rural businesses/enterprises.

Year 2015

Year 20XX

Year 20YY



Source: TKU

Fig. 6: Expansion of KAIZEN Methodology Countrywide

By so doing, Tanzania will create a solid platform of the critical mass of rigorous enterprises to lead economic growth in Tanzania. By year 2025, the country is expected to realize the following:

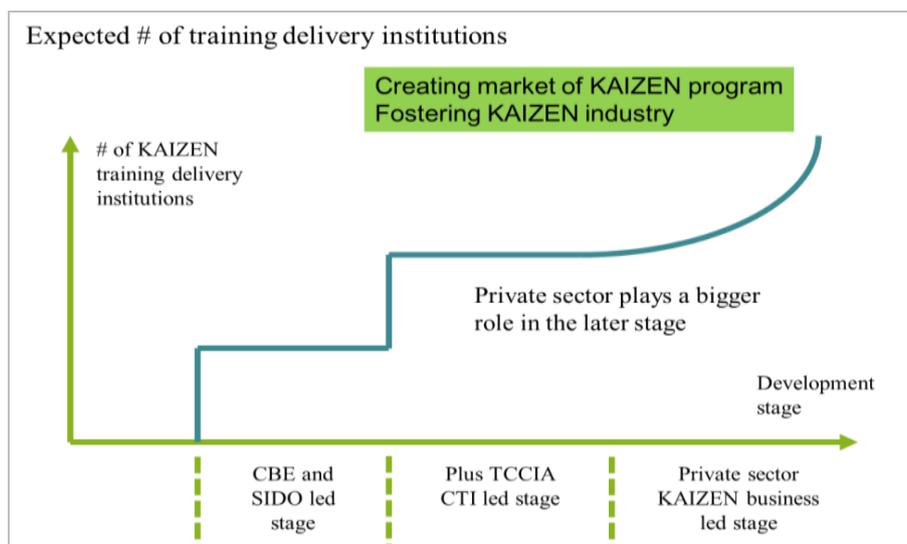
- (a) The world where KAIZEN movement is practiced in all types of sectors and industries;
- (b) Behavior changes of Tanzanian people;
- (c) A place where everyone has perception and “Speaking of KAIZEN”;
- (d) The national enterprises manufacture high quality products and services branded by KAIZEN;
- (e) The country as Center of Excellency and exports KAIZEN methodology to other African countries.

In the initial stage, KAIZEN training will be led by the public sector organizations. Progressively, KAIZEN methodology will be sustained on a business basis.

6.2 Strategy for Countrywide Promotion

To realize hasten results of KAIZEN methodology implementation, MITI will identify good performers of KAIZEN, which can be imitated by other enterprises/firms and organizations, so as to support their KAIZEN efforts through providing KAIZEN consulting services. Progressively, numbers of those good performers will be increased. MITI will also foster KAIZEN consulting business in the medium- and long-term. In the initial stage, the

public sector organization will take the lead of promotion of KAIZEN movement. However, as far as we limit KAIZEN consulting service providers within the public sector organization, we will face limitation of the movement. To avoid that, we will expand the range of the KAIZEN consulting service providers from the public sector to the private sector organizations based on the experiences drawn from Japan and ASEAN countries.



Source:TKU

Fig. 7: Role of Private Sector in the long-run

To facilitate and accelerate the KAIZEN methodology, MITI will introduce mechanism to give authorization to “KAIZEN TOTs”, and establish the authentic status of KAIZEN content through branding strategy and effective tools such as the KAIZEN award. For example, MITI will establish and update “standard” of KAIZEN consulting programs periodically, and give “accreditation” to KAIZEN consulting providers who are required to follow standard and conduct consulting activities.

6.3 Partnership Strategy

Partnership is a critical element to promote KAIZEN methodology broadly. It is categorized into financial sector, education/academic sectors and other partnerships. The criteria to establish the partnership is based on the future perspective after the collaboration, availability of resources for regional outreach, complementarity effect, degree of influence in public and private sectors based on serious commitment of partners.

a) Partnership with Private Sector

Building partnership with the organization of good outreach is essential for the countrywide KAIZEN methodology. From this perspective, a key question is wherewill good

partnersbefound. Private Sector Organizations such as TPSF, CTI and TCCIA are the important entry point for KAIZEN promotion. Each organization has its own advantages to contribute to the broad extension of services.

For instance, TPSF can broadcast the news leveraging its influence through mass media and public private dialogue. CTI has organized competition award for manufacturing sector for a long time and extended network among industrial enterprises. TCCIA has extended own network through the associated farmers, merchants and industrial sector across the country. Association of KAIZEN Master Trainers/Trainers is under discussion to promote partnership with both public and private sectors. It may work as a credit guarantee entity of private KAIZEN Master Trainers/Trainers who do not belong to any public institutions.

b) Partnership with Financial Sector

In order to promote KAIZEN methodology, support from financial sector is important. First, KAIZEN needs to be sensitized in financial institutions by way of seminars. After raising awareness, mainstreaming KAIZEN through the standardization and regulation of the public institutions would raise the interest of financial institutions. In fact, SIDO collaborates with CRDB to provide TShs. 2 billion earmarked for Credit Guarantee Scheme. Furthermore, financial institution can benefit from KAIZEN in several different ways. For instance, KAIZEN consulting services provided for the private enterprises under the guidance of financial institutions may complement the loan examination scheme. Capacity development of credit officers through KAIZEN training may also be helpful for the improvement of capability of credit borrowers.

c) Partnership with Education/Academic Sector

Partnership with academic sector is crucially important to promote KAIZEN methodology. Technical Institutions may train the Trainers who may apply KAIZEN methodology deeply into the manufacturing enterprises through knowledge of engineering. On the other hand, Vocational and Educational Training Authority/Vocational Training Centre (VETA/VTC) can provide KAIZEN training and consulting services to the factory workers countrywide through its own network. In addition, universities play a key role to train industrial human resources in the region. For instance, Sokoine University of Agriculture works as a center of nuclear entrepreneurs who assist the capacity development of local enterprises. Therefore, it is vital for Sokoine University of Agriculture staff to be KAIZEN sensitive so as to train their clients.

Table 3: Partner Candidate of KAIZEN (DRAFT)

Objectives of Partnership	KAIZEN Consultation	Authorized Training Institution	Authorized Institution for Standard/Regulation of Quality, Workplace layout, Safety and Health	Regional Focal Point	Other Partnerships
Partner Candidate	SIDO	SIDO	TBS	East African	POPC
	CBE	CBE	OSHA	Community	Prime
	NIP	VETA/VTC	TFDA	District Secretariat	Minister's Office
	UDSM Dept Engineering	UDSM Dept Engineering	TIC	Regional Secretariat	Ministry of Finance
	Association of Engineers	Institute of Engineering of Mbeya		Economic Secretariat of Region	NIP
		Moshi Technical College			KIDT
		DSM Technical College			Textile Development Unit/MITI
		SUA			REPOA
				TPSF	
				CTI	
				TCCIA	

Source: TKU

6.4 Tools for Promoting KAIZEN Methodology

a) KAIZEN Award

The objective of KAIZEN Award is two-fold. On one hand, it highlights the successful implementer of KAIZEN methodology and contributes to its promotion. On the other, it motivates the enterprises to improve their business environment by means of KAIZEN methodology implementation.

KAIZEN Award is well-known event worldwide. The nominated enterprises make a presentation about their KAIZEN activities. Judges vote for the best performing enterprise and picks up the winner. The category varies from the size, sector and even KAIZEN trainers. In the future, KAIZEN award will be classified into Public Sector Award, Global Enterprise Award and Regional Award.

b) Web site, Mass media, Newsletter

Web-site is most cost-effective tool for KAIZEN promotion especially in industrialized countries. All the partnership agencies are advised to have their own web-sites. If it is technically difficult, short message services (SMS) of mobile phone providers and some social

networking sites (SNS) such as LinkedIn and Facebook should be considered. Clips of good KAIZEN methodology performers can also be used to sensitize KAIZEN methodology

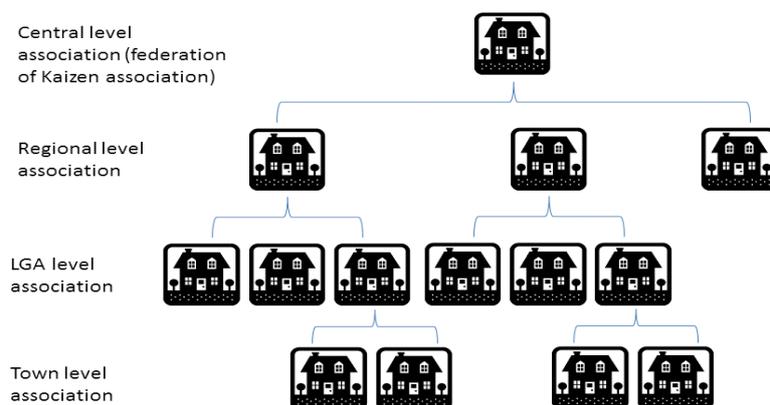
Mass Media is most influential media broadly used across the country. Partnership with mass media is a good option especially, the seminar for the media professionals would be useful to cultivate the knowledge of article writer and broadcast anchors. Newsletter should be published periodically and consistently. Establishment of satellite regions and information exchange between them, partner agency and TKU will serve for the effective circulation of information.

c) Awareness Seminar, Case Study, Booklet

Raising awareness to CEOs followed by the meeting with managers and workers of the enterprises has been proved to be effective to sell KAIZEN consulting services. It is also effective to organize awareness raising seminars to the sector associations to promote KAIZEN consulting services to the participants. School gathering and popular artists may be encouraged to be involved in the promotion and awareness raising. Case studies can also respond to the demand from the enterprises as well as the academics. Booklet may be the useful tool to channel KAIZEN methodology with structured information.

d) Expanding KAIZEN Organization Network at the Grassroots Level across the Country

KAIZEN methodology should be rooted at the grassroots level of the community so as to be sustained. Through Regional Administrative Secretariat (RAS), KAIZEN should be channeled into the Local Government Administration (LGA) at region, district and community levels. In each level, local private enterprises should be invited to organize KAIZEN Board by the LGA. SIDO, VETA and TCCIA who own local networks are encouraged to support the implementation of KAIZEN methodology through meetings and networks.



Source: TKU

Fig. 8: Expansion of KAIZEN Organization network

7.0 FUNDAMENTAL ASSUMPTIONS THAT UNDERLIE THE STRATEGY FOR PROMOTING KAIZEN IN TANZANIA

Any plan or programme must have assumptions to underlying the implementation. In the event that some of the assumptions are changed, implementation of the same may fail. To this end, this Strategy has been prepared on the basis of the following assumptions that underlie its implementation:

- a) The Government will continue to support Kaizen dissemination in Tanzania;
- b) Availability of funds required for the implementation of KAIZEN activities will be ensured;
- c) Manufacturing enterprises will accept that continuous improvement is a long-term strategy to improve their businesses; and
- d) TKU will be manned with appropriate personnel to oversee KAIZEN activities in the country.

8.0 CONDITIONS NECESSARY FOR SUCCESSFUL IMPLEMENTATIONS OF THE STRATEGY

In order to ensure successful implementation of the KAIZEN Strategy, the following conditions must be in place.

- (a) Action Plan indicating activities, milestones/targets, timeframe and costs for KAIZEN methodology promotion of implementation;
- (b) Appropriate training materials well customized to take into account local conditions;
- (c) Committed staff to oversee implementation of the KAIZEN methodology; and
- (d) Non availability of necessary equipment such as cars to facilitate easy reach out.

9.0 POLICY ACTION PLAN

Policy Action Plan is structured for Short and Medium-Term (1-3 years) and Long Term (4-10 years) in this section. Prior objective of Short, Medium and Long-Term is shown below.

- Short-Term: Establishment of basic system to promote KAIZEN
- Medium-Term: Empowerment of the core organization with the exclusive authorization such as standard and accreditation
- Long-Term: Extend National KAIZEN methodology countrywide based of the detailed Action Plan.

9.1 Short and Medium-Term KAIZEN Plan (FY 2016/17 – 2019/20)

Objectives of Short and Medium-Term Plan are defined as follows:

- a) Basic System to promote KAIZEN is established. (Short-Term)
- b) The function and resources of core organization is identified to promote KAIZEN (Short-Term)
- c) TKU establishes KAIZEN Standard to provide training to trainers, facilitate trainers to provide consulting services and to implement KAIZEN as quality standard, Layout standard, safety and health regulation standard. (Medium-Term).
- d) TKU prepares Branding Strategy for KAIZEN Promotion. (Medium-Term)
- e) TKU established Monitoring and Evaluation mechanism (Medium-Term)

Table 4: Policy Action Plan of KAIZEN for Short and Medium-Term

Priority	Activity	Action Plan
☑	To institutionalize Tanzania Kaizen Unit (TKU)	<ul style="list-style-type: none"> • To submit the proposal to the Civil Service Management Office • To open the special account for KAIZEN
	To formulate countrywide policy dialogue on quality and productivity enhancement	<ul style="list-style-type: none"> • To Coordinate Policy Dialogue with the private sector • To engage in Policy Advocacy. • To prepare the accreditation plan of KAIZEN • To harmonize KAIZEN with Standard criteria: TBS • To harmonize KAIZEN with Safety Regulation Criteria: OSHA • To harmonize KAIZEN with Workplace Layout and Sanitary Criteria: TFDA • To organize KAIZEN certification
	To implement KAIZEN countrywide	<ul style="list-style-type: none"> • To plan and manage KAIZEN implementation countrywide. • To facilitate the mechanism to practice KAIZEN.
☑	To continue promoting KAIZEN through seminars, training, workshop and events such as KAIZEN Award and Competition.	<ul style="list-style-type: none"> • To organize KAIZEN Award Ceremony • To coordinate KAIZEN Seminar(basic to middle level)
☑	To involve and coordinate partnership with relevant public sectors	To exchange human resources with the project: Ministry of Education, Ministry of Science, NIP, POPC, Ministry of Finance, RAS, Ministry of Labor, TFDA, Ministry of Health
☑	To train the KAIZEN Training of Trainers (TOTs), Master Trainers, TKU Staff and other relevant Stakeholders	<ul style="list-style-type: none"> • Facilitate the management of TOT for SIDO • To authorize the KAIZEN trainees referred by KAIZEN training institutions • To accredit KAIZEN Training Institutions • To brush-up KAIZEN authorization system
	To implement KAIZEN Promotion activities	<ul style="list-style-type: none"> • To invest in the publicity for KAIZEN promotion through mass media and social network services • To encourage KAIZEN consulting services to enterprises: CBE, SIDO, Private Consultants, NIP • To support the inclusion of KAIZEN in the curriculum • To develop the Contents of KAIZEN Training • To organize KAIZEN Seminar (middle to high level)
☑	To monitor and	<ul style="list-style-type: none"> • To monitor the KAIZEN TOT

evaluate implementation of KAIZEN activities	<ul style="list-style-type: none"> • To judge the qualification of Trainers referred by KAIZEN Master Trainers • To monitor the KAIZEN consulting services. • To implement Baseline Survey, Impact Survey, and Empirical Survey (enterprise survey)
To mobilize funds for sustainability of KAIZEN activities	<ul style="list-style-type: none"> • To organize the fund raising event. • To collaborate with the private sector and international organizations, NGOs to raise fund.

Source: TKU

9.2 Long –Term Plan (FY 2020/21 – 2025/26)

Long-Term Plan focuses on the autonomous Master Trainer training system and the development of countrywide KAIZEN consulting services across the organized KAIZEN groups countrywide. KAIZEN will be practiced anywhere in district and region levels.

Objectives of Long-Term Policy are defined as follows:

- TKU establishes KAIZEN Brand in the country;
- TKU is recognized as an authority to promote KAIZEN;
- Grassroots organization of KAIZEN network is developed countrywide; and
- KAIZEN methodology is observed anywhere in the nation.

Table 5: Policy Action Plan of KAIZEN for Long-Term

PRIORITY	ACTIVITY	ACTION PLAN (6-10 Years)
☑	To upscale Tanzania Kaizen Unit (TKU)	• To enlarge TKU as a regional hub of KAIZEN in East Africa.
☑	To formulate national policy dialogue on quality and productivity enhancement	• To formulate national productivity policy dialogue and action plans of MITI.
☑	To implement KAIZEN countrywide	<ul style="list-style-type: none"> • To implement KAIZEN in all the regions • To facilitate organizing small KAIZEN groups in the all regions
	To continue promoting KAIZEN through seminars, training, workshop and events such as KAIZEN Award and Competition.	<ul style="list-style-type: none"> • To organize KAIZEN seminars at LGA level. • To organize KAIZEN Competition Awards
	To involve and coordinate partnership with relevant public sectors	<ul style="list-style-type: none"> • To implement KAIZEN in the public sector of LGA level as well as Regional level. • To facilitate the preparation of annual action plan and business plan of the public sector.
	To train the KAIZEN Training of Trainers (TOTs), Master Trainers, TKU Staff and other relevant Stakeholders	<ul style="list-style-type: none"> • To Train the KAIZEN related human resources at LGA level as well as regional level. • To establish KAIZEN authorization system
	To implement KAIZEN Promotion activities	• To include the participants from regions and LGAs to the KAIZEN Competition Award.
	To monitor and evaluate	• To facilitate the monitoring and evaluation of KAIZEN

	implementation of KAIZEN activities	practice at region and LGA level.
☑	To mobilize funds for sustainability of KAIZEN activities	• To establish funds enough to make TKU privatized.

Source: TKU

10.0 ROLE OF TKI/MITI

Core organization, MITI or Tanzania KAIZEN Institute (TKI) should play a principal role to promote KAIZEN methodology especially, policy dialogue formulation, standard (quality control), promotion and accreditation of KAIZEN Training institutions. Furthermore, partner agencies are supposed to promote consulting services and training of trainers.

The Role of TKI/MITI

MITI role is as follows:

- (a) To formulate national policy dialogue on quality and productivity enhancement;
- (b) To implement KAIZEN countrywide;
- (c) To continue promoting KAIZEN through seminars, training, workshop and events such as KAIZEN Award and Competition;
- (d) To involve and coordinate partnership with relevant public sectors;
- (e) To train the KAIZEN Training of Trainers (TOTs), Master Trainers, TKU Staff and other relevant Stakeholders;
- (f) To implement KAIZEN Promotion activities;
- (g) To monitor and evaluate implementation of KAIZEN activities; and
- (h) To mobilize funds for sustainability of KAIZEN activities.

10.1 Rationale for Establishing Core Organization for Promoting KAIZEN

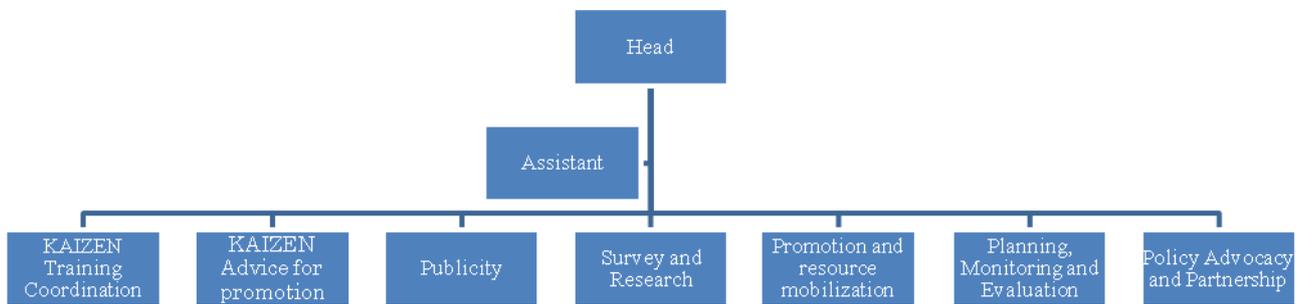
KAIZEN Concept is a new idea towards industrial development in Tanzania. Promotion of this knowledge or transferring the methods of productivity improvement to the enterprises requires specialized Institute in-charge of enhancing productivity improvement in the country. The low productivity trap marring the Sub-Saharan manufacturers are difficult to break without imparting new knowledge of productivity/quality techniques; technology, processes, company culture, safety, leadership and effectiveness. KAIZEN Institute will be a Resource Centre for issues pertaining to quality and productivity improvement.

In line with the Agreement made between the Government of the United Republic of Tanzania through the Ministry of Industry and Trade and JICA on 14th November, 2012 on the

project implementation structure, Tanzania KAIZEN Institute is among the implementing organizations whose responsibility are the day to day operations of the project. Its responsibilities include planning, monitoring, evaluation of the project activities.

10.2 Organizational Structure of Tanzania KAIZEN Institution

TKU will be upgraded either to Department level or to independent institution (Tanzania KAIZEN Institute-TKI). Current unit is has limited number of employees to complete its mission and roles. Allocation of budget and human resources will be enhanced. Functions of TKI will be as Indicated in the sections below



Source: TKU

Fig. 9: Organizational Structure of TKI