

## 質問回答

2015年8月25日

「エチオピア国アフリカ連合委員会カイゼン能力強化支援調査」

(公示日:2015年8月12日 / 公示番号:150618)について、業務指示書に関する質問と回答は以下のとおりです。

通番号	当該頁項目	質問	回答
1	第2業務の目的・内容に関する事項の (7)本邦又は第三国への招聘事業(7ページ)	左記、「第2、(7)」では本邦又は第三国のカイゼン現場への視察等の招聘事業を提案するとの指示があり、「第7 見積もり価格及び内訳書」では、本邦招聘費用について、別見積もりとするよう示されています。 これに関して、第三国への招聘事業を提案する際も、本邦と同様に別見積もりとし、費目「国別研修費」に計上するという理解でよろしいでしょうか？	第三国に招へい時も本邦への招へいと同様に別見積もりとしてください。 第三国への招聘事業を提案される際の計上費目は、一般業務費に計上としてください。
2	【第4 共同企業体の結成並びに補強の可否等】1ページ	共同企業体を組む各社から、それぞれから評価対象者を出さなければならないでしょうか。ある社については評価対象外業務従事者のみ出すということは許容されるでしょうか。	総括につきましては、共同企業体の代表の社から出していただく必要がありますが、その他構成員の社は、評価対象外業務従事者のみ出すことも可能です。
3	【第7 見積価格及び内訳書】5ページ	「( )第2、第3で記載した事項のうち下記については分けて見積もってください。本邦招聘経費」とありますが、本邦(又は第三国)への招聘事業について、本邦に限らず第三国で実施するとした場合でも分けて見積り書を作成するとの理解でよろしいでしょうか。	質問1のとおり。

4	【第7 見積価格及び内訳書】5ページ	研修を実施する際のカウンターパートや参加者の日当・宿泊・交通費に関するエチオピア事務所の規定や条件等がありましたら、その価格や条件をご教示頂けますでしょうか。	AUC 職員を対象とした研修のため、基本的に研修は AU 本部内で実施することが想定されます。また、エチオピア国内での旅費・交通費は AUC 負担を原則とします。
5	【第7 見積価格及び内訳書】5ページ	研修実施(TOT・ワークショップ等)に関して、研修場所に AUC 内の施設を使用できるとの理解でよろしいでしょうか。もしくは、外部の会議室やホテルなどを計上する必要がありますでしょうか。	AUC 内の施設利用を想定しています。
6	【第7 見積価格及び内訳書】5ページ	一般傭人費として、秘書やプログラムオフィサー等の雇用費用を計上することは可能でしょうか。	計上可能です。ただし、プログラムオフィサーの業務内容によっては特殊傭人費となる場合もあります。
7	【第2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (1)本調査の位置付け】2ページ	<p>「本調査は、2013年9月に締結したM/Mを参考に技術協力を先行して実施することとする」とありますが、「Minutes of Meetings」に記載されている内容はどこまで参考扱いとしたら宜しいでしょうか。</p> <p>例えば、「Minutes of Meetings」のP.5に記載されているJCCについては指示書に表示されていないので、提案書では含めなくてよいですか。</p>	<p>2013年にM/Mを締結した際には開発調査型技術協力を想定しております。今回本協力は、技術協力プロジェクトではなく、日本側の責任で実施する調査ですので、協力形態が異なりますが、基本的意にM/Mで記載されていることを実施することを想定しています。</p> <p>また、M/M締結から2年が経過しているため、先方の状況が変わっていることも想定されます。現地調査開始後に、まずは先方のカイゼン実施状況・体制等の確認を行い、その後の調査実施方針を必要に応じて変更してください。</p> <p>技術協力ではないため、JCCの設置は想定しておりませんが、それに相当するマネジメントフ</p>

			レームワークを提案することは可能です。
8	【第 2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (2)AUC の実施体制】3 ページ	上記 6 に関連しますが、本調査では、技術協力プロジェクトのプロジェクト・ディレクター及びプロジェクト・マネージャーにあたるカウンターパートは、それぞれ誰でしょうか。これら二つの役を置かない場合、DCP が工国側の判断権者と理解して宜しいでしょうか。	プロジェクト・ディレクターに副委員長、プロジェクト・マネージャーに総務・人事管理局の局長を想定しておりますが、現在 AUC 側に確認中です。
9	【第 2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (2)AUC の実施体制】3 ページ	総務・人事局の下に新たに設定される「カイゼン・ユニット」の体制は、詳細計画策定調査報告書に記載されている体制どおりとの前提でよろしいでしょうか。もし異なる場合は、具体的な体制・人数をご教示いただけますでしょうか。	詳細計画策定調査に記載されているのは 2 年前のものです。総務・人事局の下のカイゼン・ユニットはこれから設置されるため、現地調査開始後受注者が確認することとしています。
10	【第 2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (2)AUC の実施体制】3 ページ	パイロット活動対象局候補の 10 サービス局について、各局の基本情報を提供していただけますでしょうか。  【基本情報に含めていただきたい内容】 ・局以下の部課の構成 ・各局の職員数 ・業務手順書の有無	現状に関する最新データがないため、現地調査後受注者が確認することを想定しています。
11	【第 2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (3)これまでのカイゼン活動の取組成果及び課題】3 ページ	130 名の「カイゼン・チャンピオン」のどの程度が現在も AUC に在籍しているのでしょうか。	現地調査後受注者が確認することを想定しています。

12	【第 2 業務の目的・内容に関する事項 4 実施方針及び留意事項 (5)AUC 管理職の取り込み】4 ページ	副委員長が議長となるマネジメント会議への参加メンバー・実施頻度は「詳細計画設計調査報告書(案)」の P.19 の 3.6 にあるマネジメント会議と理解してよいでしょうか。	ご理解のとおりですが、詳細計画策定調査から 2 年が過ぎておりますので状況が変わっている可能性もあります。現地調査後受注者に改めて確認していただくことになります。
13	【第 2 業務の目的・内容に関する事項 5 業務の内容 (7)本邦又は第三国への招聘事業】7 ページ	アフリカカイゼンネットワークによる知見共有セミナーは、いつごろ、どこで計画されているのでしょうか。現時点での予定でも構いませんのでご教示下さい。	2015 年 12 月頃に「エチオピア品質・生産性向上、競争力強化のためのカイゼン実施促進能力向上プロジェクト」によりエチオピアで実施することを計画しています。以降は他の産業人材育成センター候補国で実施することが想定されます。
14	【第 3 業務実施上の条件 4.参考資料 (1)配布資料】11 ページ	・配布された「詳細計画策定調査報告書(案)」の P.12 に「パイロットフェーズで導入されたカイゼン手法の種類が限られていた」という記述があり、それに関し付属資料で示されていることになっております。限られたカイゼン手法がどのようなものか、資料がございましたらご提示下さい。 ・また、同報告書(案)の(P. i に列挙)付属資料を配布いただくことは可能でしょうか。	KAIZEN Final Report (Executive Summary)(別添 2)及び AUC 組織図(別添 3)を配布します。
15	【第 3 業務実施上の条件 4.参考資料 (1)配布資料】11 ページ	配布された「詳細計画策定調査報告書」P.13 表 2-2「AHRMD の各課より提出されたカイゼンすべきプロセスの数」に記載されているプロセスについて、プロセスの名称、課題の内容等、その詳細がわかる資料がありましたら、提供いただくことは可能でしょうか。	別添 4 を参照ください。なお、数字は必ずしも一致しません。
16	【第 3 業務実施上の条件】11 ページ(供与機材などの記載が無いいためこの項目にて質問致します)	カウンターパート機関に執務スペースを設置は予定されているでしょうか。予定されていない場合はオフィスの賃料の計上は可能でしょうか。また、執務スペースが使用できる場合、LAN は	カウンターパート機関に執務スペース設置を予定しております。 インターネット利用料については見積りに計上してください。

		カウンターパート機関のものを使用することができますでしょうか。	
17	【第 3 業務実施上の条件】11 ページ(供与機材などの記載が無い ためこの項目にて質問致します)	オフィスで使用する家具、資機材は見積にて計上可能でしょうか(執務机、PC、プリンターなど日常業務に必要な機材)。 また、供与が予定されている機材はないとの理解でよろしいでしょうか。	執務机は AUC が提供することを想定しています。PC、プリンター等業務に必要な資機材は見積もりに計上可能です。 供与を予定している機材はありません。
18	【第 3 業務実施上の条件】11 ページ(供与機材などの記載が無い ためこの項目にて質問致します)	移動手段はレンタカー又はタクシー利用が想定されているとの理解でよろしいでしょうか。	レンタカーを想定しています。
19	別紙 2 16 ページ～24 ページ 招聘にかかる経費の扱いについて	本邦招聘を想定した説明となっているが、第三国(アフリカ内)の場合も同様の扱いでよろしいでしょうか。その場合の宿泊代などの基準について本邦と異なるものがございましたら、エチオピア事務所の規程をご教示頂けますでしょうか。	別添 5 を確認ください。

以上



# **KAIZEN FINAL REPORT**

## **EXECUTIVE SUMMARY**

**AFRICAN UNION COMMISSION**

Bureau of the Deputy Chairperson

## **INTRODUCTION**

In order to improve performances of the service providers of the AUC, the Office of the Deputy Chairperson has decided in 2009 to implement a method of continuous improvement of processes and work sites called Kaizen.

From January to December 2010, a first phase was conducted in four Directorates:

- Administration;
- Finance;
- Conferences;
- Medical Services.

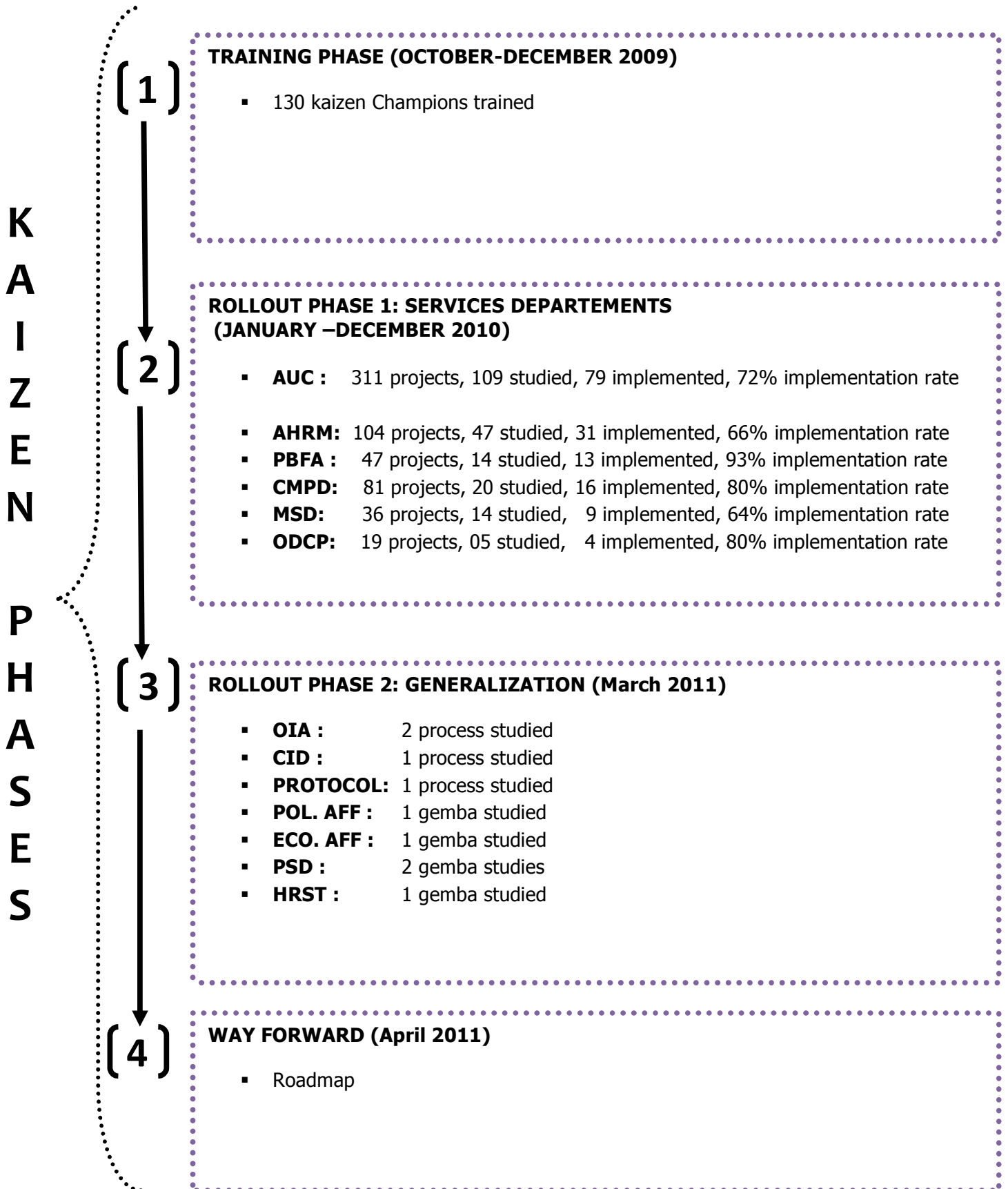
Starting from March 2011, a seconding phase was started by implementation in six Directorates:

- Audit
- Communications;
- Protocol;
- Political Affairs;
- Economic Affairs;
- Science and Technology.

The results of this pilot phase will be analysed under the following 4 parts:

- Map of different phases
- Statistical data and analysis
- Challenges
- Opportunities for improvement

## I- MAP OF DIFFERENT PHASES





## **II. DATA STATISTICS AND ANALYSIS**

Over the period from January 2010 to March 2011, we have identified 311 projects (238 Gemba and 73 key processes). 35% of identified projects were treated and 25% have been implemented. This rate was progressed to 72% in comparison to the number of implemented projects with the number of studied ones.

We have noticed that only 21% of the gemba have been studied and 100% of the studied gemba have been implemented. This difference in level between the implementation of the processes and the gemba is linked to the fact that the gemba are implemented immediately while the processes require not only a study but also a Management decision and a execution time.

(For more information see the table below)

## **III. CHALLENGES**

After this phase, we can retain from the Kaizen method the following advantages:

1. Kaizen is very simple tool to use;
2. Kaizen can be easily adopted as a process improvement method;
3. If Kaizen is implemented by the in house Staff, the costs are insignificant;
4. This method of change generates only low costs;
5. Staffs have quickly learnt this tool and have shown great enthusiasm in its use;
6. The gemba were significantly improved;
7. The implementation processes have made significant improvements to the system.

## **IV. OPPRTUNITIES FOR IMPROVEMENT**

After this phase, we can retain from the Kaizen method the following needs for improvement:

1. Staff needs to be more motivated and supervisors should dedicate them for the process;
2. Kaizen must be observed as a tool for change and not as an overload of activity;
3. The system of focal points needs to be more efficient and operational;
4. Luck of commitments from supervisors demotivate teams to carry out the implementation;
5. Kaizen should be a component of appraisal system in order to be fully involved.



# KAIZEN FINAL REPORT

ANNEX

# KAIZEN DATA

From January 2010 to March 2011

	PROCESSES				
	IDENT	STUD.	%	IMPLEM	%

AHRD	39	32	82%	16	50%
PBFA	14	10	71%	9	90%
CSD	9	7	78%	3	43%
MSD	7	6	86%	1	17%
ODCP	1	1	100%	-	0%
OIA	2	2	100%	-	0%
CID				-	
PROTOCOL	1	1	100%	-	0%
POL AFF.				-	
PSD					
ECO AFF.				-	
HRST				-	

<b>TOTAL</b>	<b>73</b>	<b>59</b>	<b>81%</b>	<b>29</b>	<b>49%</b>
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	GEMBA					PROJECTS			
	IDENT	STUD.	%	IMPLEM	%	IDENT	STUD.	IMPLEM	% IMPL

	65	15	23%	15	100%	104	47	31	66%
	33	4	12%	4	100%	47	14	13	93%
	72	13	18%	13	100%	81	20	16	80%
	29	8	28%	8	100%	36	14	9	64%
	18	4	22%	4	100%	19	5	4	80%
	15	-	0%	-	#####	17	2	-	0%
	1	1	100%	1	100%	1	1	1	100%
	1	1	100%	-	#####	1	1	-	0%
	1	1	100%	1	100%	1	1	1	100%
	2	2	100%	2	100%	2	2	2	100%
	1	1	100%	1	100%	1	1	1	100%
	1	1	100%	1	100%	1	1	1	100%

<b>TOTAL</b>	<b>238</b>	<b>50</b>	<b>21%</b>	<b>50</b>	<b>100%</b>	<b>311</b>	<b>109</b>	<b>79</b>	<b>72%</b>
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## A) ADMINISTRATION & HUMAN RESOURCES DIRECTORATE (AHRMD)

Project #	Project Title	Project Description	GKW #	Dates
1	Process Improvement for Issuance of ID	Type 1 - ID issuance for Temporary Drivers - CSM TPT - 11 days to FSM TPT ~ less than 3 hours Type 2 - ID issuance for Short Term Staff - CSM TPT - 11 days to FSM TPT ~ less than 3 hours	1	18th to 23rd Jan, 2010
2	Five S at Main Registry	The Five S audit score: - Before Kaizen - 44%; After Kaizen - 81%. Next steps were taken to improve the Gemba after sorting	1	18th to 23rd Jan, 2010
3	Five S at Transport Unit	Heavy sorting activities were carried out till Wednesday. However, due to unavailability of the team members (because of the Annual Summit); it was advised by the top management to continue the project at later date	1	18th to 23rd Jan, 2010
4	Process Improvement for Receiving Process for goods valued more than 10K USD	Receiving Process - CSM TPT - 17 days to FSM TPT - 8 days	2	8th to 12th Feb, 2010
5	Five S & VM at Main Stores, Vatican	The Five S audit score: - Before Kaizen 61%; After Kaizen 81%.	2	8th to 12th Feb, 2010
6	Five S & VM at Main Stores Office at Vatican	The Five S audit score: - Before Kaizen 60%; After Kaizen 80%.	2	8th to 12th Feb, 2010
7	Process Improvement for Purchase Process for goods valued less than 10K USD	Purchase Process - CSM TPT - 60 days to FSM TPT - 16 days	3	15th Feb to 19th Feb, 2010
8	Five S & VM at Travel Unit	The Five S audit score: - Before Kaizen 28%; After Kaizen 61.5%.	3	15th Feb to 19th Feb, 2010
9	Five S & VM at Procurement office & archives	The Five S audit score: - Before Kaizen 40%; After Kaizen 56%.	3	15th Feb to 19th Feb, 2010
10	Process Improvement for Visitor Handling	Visitor Handling Process - CSM TPT - 7 mins to FSM TPT - 3 mins	4	8th Mar to 12th Mar, 2010

11	Five S & VM at Control Room	Five S audit score: - Before Kaizen 10%; After Kaizen 80%. Next steps were taken to improve the Gemba after sorting. Team made serious efforts in Visual Management.	4	8th Mar to 12th Mar, 2010
12	Five S & VM at Reception	The Five S audit score: - Before Kaizen 10%; After Kaizen 80%. Next steps were taken to improve the Gemba after sorting. Team made serious efforts in Visual Management.	4	8th Mar to 12th Mar, 2010
13	Process Improvement for Recruitment process	Recruitment Process - CSM TPT - 545 days to FSM TPT - 120 days	4	8th Mar to 12th Mar, 2010
14	Five S & VM at Archives, AHRD	The Five S audit score: - Before Kaizen 33%; After Kaizen 80%	4	8th Mar to 12th Mar, 2010
15	Five S & VM at AHRD Offices - 319, 323, 245	The Five S audit score: - Before Kaizen 22%; After Kaizen 80%.	4	8th Mar to 12th Mar, 2010
16	Process Improvement for Retirement Process	Retirement Process - CSM TPT - 30 days to FSM TPT - 6 days	5	15th Mar to 19th Mar, 2010
17	These Offices are situated in different buildings.The Transport Room,Carpenter Room,Electrical Room,Telephone Room,Porters room were involved. The entire team was involved in the process of implementing Five S. The Five S audit score: - Before Kaizen 17%; After Kaizen 76%. Next steps were taken to improve the Gemba after sorting. The team members did good VM.		5	15th Mar to 19th Mar, 2010
18	Process Improvement for Accessing AU Network.	AU Network Accessing Process - CSM TPT - 16 days to FSM TPT - 2 days	5	15th Mar to 19th Mar, 2010
19	Five S & VM at MIS Offices 22,23,24,25 ,26,30 & 31.	The Five S audit score: - Before Kaizen 31%; After Kaizen 63%. Next steps were taken to improve the Gemba after sorting.Teams implemented good VM.	5	15th Mar to 19th Mar, 2010
20	Five S & VM at MIS Offices - Server Room,MIS Stores,MIS Lab	The Five S audit score: - Before Kaizen 14%; After Kaizen 64%. Next steps were taken to improve the Gemba after sorting. The team members did good VM.	5	15th Mar to 19th Mar, 2010
21	Five S & VM at 3 rooms - 229, 232, Tsefaye Room	The procurement and travel officers were involved in the process of implementing Five S. The Five S audit score: - Before Kaizen 35%; After Kaizen 77%. Next steps were taken to improve the Gemba after sorting. Team is determined to continue implement and to achieve 85% score by 30 Apr, 2010	7	12th Apr to 16th Apr, 2010
22	Process Improvement for Open Tender Process	Data was collected for the sample case. But due to prior commitments, data collection could not be completed and will be completed and mapped soon.	7	12th Apr to 16th Apr, 2010

23	Process Improvement for Board of Survey	Data was collected for a sample case. Swim lane maps were drawn for CSM of representative case. Board of Survey Process - CSM TPT - 308 days. The team was not able to complete the FSM due to time constraints. However, the team is committed to complete the same 21st April, 2010.	7	12th Apr to 16th Apr, 2010
24	Process Improvement for Disposal of Obsolete Items	Before & After-Red & Green : TPT-308 Days / 15 Days.(VAT after analyses-640 Mins.), VAR- 0.14% / 2.96 %,Hand Offs- 22 / 15, Dist.Trvld In Mtrs-People 1800 / 730 , Handlers- 12 / 10.	8	3rd to 7th May 2010
25	Process Improvement for Payment to Suppliers	Before & After-Red & Green : TPT-39 Days / 2.3 Days (VAT after analyses-13 Hrs.05 Mins.), VAR-1.4 % / 23 %,Hand Offs-18 / 10, Dist.Trvld In Mtrs-People 2570 / 410,Docs 1285 / 205, Hand Offs-38 / 22, Handlers-12 / 9.	8	3rd to 7th May 2010
26	Five S & VM at ID unit	ID unit is situated in the Building C, Floor 1, Room 109 The Five S audit score: - Before Kaizen 20%; After Kaizen 85%. Next steps were taken to improve the Gemba after sorting.	9	10th May to 14th May, 2010
27	Process Improvement for Ticket Purchase from airlines outside AUC	Current State TPT - 28 days. Future State TPT - 4 days. Major improvement in the current process was achieved by standardizing the processing time for the tickets and travel claims along with the application process and eliminating non value adding activities.	10	31st May to 04th June, 2010
28	Process Improvement for Renewal of Short Term Contracts	Current State TPT - 82 days. Future State TPT - 9 days.	11	7th June to 11th June, 2010
29	Process Improvement for Processing of Education Claim	Current State TPT - 9 days. Future State TPT - 6 days. Many cases are pending for as long as 30 days. The team devised standards that HRD will complete the process in 2 days and further 4 days will be taken by finance department to process the claim as finalized in GKW 10	11	7th June to 11th June, 2010
30	Process Improvement for Procurement of Medical Supplies	Current State TPT - 10 months. Future State TPT - 3 months. Major improvement in the current process was achieved by standardizing drugs into different categories based on the usage and priorities and setting up different procurement policies for the same.	11	7th June to 11th June, 2010
31	Process Improvement for Generation of Dependency Report	Current State TPT - 32 days. Future State TPT - 4 days. New Standards framed for OT & EF Report making	12	12th July to 16th July 2010
32	Process Improvement for Receiving Incoming Mail & It's Distribution	Current State TPT - 240 Mins.Future State TPT - 62 mins. Significant improvement in the current process of mail collection	12	12th July to 16th July 2010
33	Five S at Obsolete Items Store	5 S audit Score Before -"0" After 50. Area decluttered 15 X 30 Ft. Good Items retrieved - Value = Birrs-221,000/- ie = US \$ 16,334/-	12	12th July to 16th July 2010

34	Process Improvement for Maintenance Repairs	Civil Sanitary Repairs - TPT Before -7 Days & After Half Day Electrical Installation - TPT Before - 69 Days & After 4 Days New Standards evolved for Purchase Requisition < GRN < Inspn. < Installation	12	12th July to 16th July 2010
35	Process Improvement for Issue of Car Pass	Current State TPT - 2 days. Future State TPT - 18 mins Handlers - CSM 4 - FSM 2; Activities - CSM 8 - FSM 4	14	13th to 17th Sep 2010
36	Process Improvement for HR New Staff-Orientatio n	Current State TPT - 97 days. Future State TPT - 57 days Handlers - CSM 13 - FSM 10; Activities - CSM 20 - FSM 17	14	13th to 17th Sep 2010
37	Process Improvement - Re-embursement of education allowance to Staff	Current State TPT - 47 days. Future State TPT - 4.75 hrs.Handlers- Before 10 After 5,Activities - Before 21 After 8	17	25th to 29nd Oct, 2010
38	Process Improvement - Recruitment of Short Term Staff	Current State TPT - 247 Days. Future State TPT - 45 Days, New Standards- conceptualized for making Route Card & Check List for Standardization & Control TPT. VAR - Before 1.49% After 7.11%	18	22nd to 26th Nov, 2010
39	Process Improvement - Insurance Subscription Process	Non value adding steps were reduced / eliminated to expedite process. New Standards- conceptualized for making Route Card & Check List for Standardization & Control TPT Current State TPT -686 days. Future State TPT - 52 days. VAR - Before 0.28% After 7.6%	18	22nd to 26th Nov, 2010
40	Process Improvement - Security Liaison Service	Critical process of assisting AU staff in emergency situations was considered. Current State TPT - 480 mins. Future State TPT - 10 mins. VAR - Before 1.04% After 30%	18	22nd to 26th Nov, 2010
41	Process Improvement - Allocation & Reallocation of office space	Current State TPT - 381 Days. Future State TPT - 100 Days, VAR - Before 8.34% After 30.25%	18	22nd to 26th Nov, 2010
42	Process Improvement - Issue of fixed asset like computer and peripherals	Current State TPT - 19 days. Future State TPT - 1 day. VAR - Before 0.87% After 16.67%	18	22nd to 26th Nov, 2010
43	Process Improvement for Sanction of Car Loan	Current State TPT - 6 days. Future State TPT - 1 day. VAR -Before 1.79% After 12.5 % New Standards- conceptualized for making Route Card & Check List for Standardization & Control TPT. Distance travelled by person and document will be almost eliminated as the FSM suggest intranet enabled process.	19	29th Nov to 3rd Dec, 2010
44	Process Improvement for Tender Opening	Current State TPT - 55 Days. Future State TPT - 31 Days, Non value adding steps were reduced / eliminated to expedite process. New Standards- conceptualized for making Route Card & Check List for Standardization. VAR - Before 1.33% After 3.36%	19	29th Nov to 3rd Dec, 2010

	Process			
45	Process Improvement for Repatriation Process	Current State TPT - 30 hrs. Future State TPT - 2.5 hrs VAR - Before 0.98 % After 16.2%.	19	29th Nov to 3rd Dec, 2010
46	Process Improvement for Car Pass Issuance	Current State TPT - 72 hrs. Future State TPT - 3 hrs VAR - Before 2.08% After 11.11 %	19	29th Nov to 3rd Dec, 2010
47	Process Improvement for Servicing meetings and summits	Current State TPT - 1421 mins. Future State TPT - 760 mins, Non value adding steps were reduced / eliminated to expedite process. Allotment of tasks and communication would be done electronically.	20	14th to 18th Mar, 2011

**COMMENTS:**

- During the period January 2010 to March 2011, the AHRD identified 47 projects (17 processes & 30 5S in different Gembas all of them already studied.
- However, the major problem which we are facing remains in the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the AHRD services.
- Strong Point: Number of studied processes is important.
- Weak Point: Implementation side is needed



## **B) PROGRAMMING, BUDGETING, FINANCIAL & ACCOUNTING (PBFA)**

1	Process Improvement for Travel Advance Payment	Travel Advance Payment Process - CSM TPT - 5 days to FSM TPT - 2 days	2	8th to 12th Feb, 2010
2	Five S & VM at Financial Management Division - FMD	The Five S audit score: - Before Kaizen 16%; After Kaizen 66%	2	8th to 12th Feb, 2010
3	Five S & VM at Accounts Department	The Five S audit score: - Before Kaizen 32%; After Kaizen 60%	2	8th to 12th Feb, 2010
4	Five S & VM at Archives	The Five S audit score: - Before Kaizen 43%; After Kaizen 61%.	2	8th to 12th Feb, 2010
5	Process Improvement for payment of Education Claims	Education Claim Process - CSM TPT - 11 days to FSM TPT - 3 days	4	8th Mar to 12th Mar, 2010
6	Process Improvement for Utility payments	Utility Payment Process - CSM TPT - 10 days to FSM TPT - 3 days	4	8th Mar to 12th Mar, 2010
7	Five S & VM at Finances Offices - Cash Office, 256, 255, 254, 253, 252	The Five S audit score: - Before Kaizen 31%; After Kaizen 61%.	4	8th Mar to 12th Mar, 2010

8	Five S & VM at Cash Office	The Five S audit score: - Before Kaizen 35%; After Kaizen 83%. Next steps were taken to improve the Gemba after sorting.	10	31st May to 04th June, 2010
9	Process Improvement for Payment of Staff Advances	This is an unique case where 6 processes were studied and analyzed to integrate into one payout process. Current State TPT - 24 days. Future State TPT - 4 days. Major improvement in the current process was standardization of various activities and preparing schedule for different types of payouts like education claim, medical claim, salary in advance, salary advance, housing advance, car loan.	10	31st May to 04th June, 2010
10	Process Improvement for Budget Preparation	Current State TPT - 165 days. Future State TPT - 74 days. New Standards evolved. Budget work will start in Mar & be given for adoption by 7 Jun.	12	12th July to 16th July 2010

11	Process Improvement for Production of Financial Statements -Bank Reconciliation	Current State TPT - 21 days. Future State TPT-5 days. Reconciliation will be completed fortnightly henceforth instead of after 6 Months.	13	19th July to 23rd July 2010
12	Process Improvement for Imprest Settlement	Current State TPT - 19 days. Future State TPT-5 days Handlers - CSM 7, FSM 6; Activities - CSM13, FSM 6	14	13th to 17th Sep 2010
13	Process Improvement for Payment to Suppliers	Current State TPT - 117 days. Future State TPT - 155 Mins.Handlers- Before 8 After 7,Activities Before 21 After 11	16	18th to 22nd Oct, 2010
14	Process Improvement - Freelance Payment	Current State TPT -975 Mins. Future State TPT - 42 Mins.Handlers- Before 10 After 5,Activities-Before 18 After 5	17	25th to 29nd Oct, 2010

**COMMENTS:**

- During the period January 2010 to March 2011, the PBFA identified 14 projects (9 processes & 5 5S in different Gembas all of them already studied.
- However, the major problem which we are facing remains the in implementation phases because most of the involved staff are demotivated to handle this task as previously explained.
- Weak Point: Implementation is needed for the left items

## C: MEDICAL SERVICES DIRECTORATE (MSD)

1	Process Improvement for Medical Consultation	TPT-CSM-2 Hrs.45 Mins & FSM TPT-24 Mins.	2	8th to 12th Feb, 2010
2	Five S & VM at Pharmacy	The Audit score: - Before Kaizen 36%; After Kaizen 79.53%.	2	8th to 12th Feb, 2010
3	Five S & VM at Medical Store	The Audit score -Before Kaizen 46%; After Kaizen 79.46%.	2	8th to 12th Feb, 2010
4	Process Improvement for Admission Process for Patients - Emergency Cases	Data was collected for 2 cases. Swim lane maps were drawn for CSM & FSM of representative case. Admission Process - CSM TPT - 25 mins to FSM TPT - 15 mins The major improvement in this project was reduction in distance travelled by the patient leading to tangible relief.	6	5th Apr to 9th Apr, 2010
5	Five S & VM at Filing Room, Stores and Reception Area	The Medical Team was involved in the process of implementing Five S. The Five S audit score: - Before Kaizen 43%; After Kaizen 72%. Next steps will be taken to improve the Gemba after first, second and third S	6	5th Apr to 9th Apr, 2010
6	Five S & VM at Laboratory - Microbiology	The Five S audit score: - Before Kaizen 55%; After Kaizen 80%. Next steps were taken to improve the Gemba after sorting.	9	10th May to 14th May, 2010
7	Process Improvement for Blood Sample Processing - CBC	Current State TPT - 51 mins. Future State TPT - 35 mins. Major improvement in the current process was standardization of various activities and schedule for equipment maintenance would be prepared.	9	10th May to 14th May, 2010
8	Five S & VM at Laboratory - Reception Area	Five S. The Five S audit score: - Before Kaizen 50%; After Kaizen 80%. Next steps were taken to improve the Gemba after sorting.	9	10th May to 14th May, 2010
9	Process Improvement for Medical Dressing	Current State TPT - 39 Mins.Future State TPT - 19 mins. 5 S done @ 3 Rooms-Records, Vital Checks & Dressing	13	19th July to 23rd July 2010
10	Five S at Med Sect Cabin	Audit Score: Before 40%, After 65%	13	19th July to 23rd July 2010
11	Process Improvement for transferring patients to other hospitals using ambulance	Current State TPT - 60 mins. Future State TPT - 20 mins. Non value adding steps were eliminated to speeden the critical process	15	27th Sept to 1st Oct, 2010
12	Physical Work Place Improvement & VM at Radiology Room	Massive seiri was carried out in the radiology room to get rid of old X ray records. The Five S audit score: - Before Kaizen 34%; After Kaizen 66%.	15	27th Sept to 1st Oct, 2010

13	Physical Work Place Improvement & VM at Laboratory Mini Store	The team had already started the Five S activities before the GKW project. The Five S audit score: - Before Kaizen 54%; After Kaizen 90%.	15	27th Sept to 1st Oct, 2010
14	Process Improvement for evacuation of patients to Outside Hospitals	Current State TPT - 338 mins. Future State TPT - 157 mins.	16	18th to 22nd Oct, 2010
15	5 S & Visual Mgmt. for Physical Work Place Improvement at Dental Treatment Room	Five S audit score: - Before Kaizen 58%-after Kaizen 77%.This Room with 5 S has become model for others.	16	18th to 22nd Oct, 2010

**COMMENTS:**

- During the period January 2010 to March 2011, the PBFA identified 15 projects (8 processes & 7 5S in different Gembas all of them already studied.
- However, the major problem which we are facing remains in the implementation phase because most of the Involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the MSD services
- Strong Point: Rhythm of studied processes implementation is important.
- Weak Point: Implementation is needed for the left items

## D:Conference Management & Publications Directorate (CMPD)

1	Process Improvement for Translation Process	Translation Process - CSM TPT - 15 days to FSM TPT - 5 days	3	15th Feb to 19th Feb, 2010
2	Five S & VM at Pre Press Area in Printing Unit	The Five S audit score: - Before Kaizen 30%; After Kaizen 79%.	3	15th Feb to 19th Feb, 2010
3	Five S & VM at Post Press Area in Printing Unit	The Five S audit score: - Before Kaizen 32%; After Kaizen 80%.	3	15th Feb to 19th Feb, 2010
4	Five S at Typist Pool (English)	The Five S audit score: - Before Kaizen 32%; After Kaizen 68%. Next steps were taken to improve the Gemba after sorting. Team made serious efforts in Visual Management.	5	15th Mar to 19th Mar, 2010
5	Five S & VM at Typist Pool (French)	The Five S audit score: - Before Kaizen 18%; After Kaizen 80%. Next steps were taken to improve the Gemba after sorting. Team made serious efforts in Visual Management.	5	15th Mar to 19th Mar, 2010
6	Five S & VM at Typist Pool (Potuguese)	The Five S audit score: - Before Kaizen 23%; After Kaizen 50%. Next steps were taken to improve the Gemba after sorting. Team made serious efforts in Visual Management.	5	15th Mar to 19th Mar, 2010
7	Five S & VM at Typist Pool (Arabic)	The Team could not make a presentation due to other engagements.	5	15th Mar to 19th Mar, 2010
8	Five S & VM at 6 rooms of translators	The translators were involved in the process of implementing Five S. The Five S audit score: - Before Kaizen 9%; After Kaizen 62%. Next steps were taken to improve the Gemba after sorting.	6	5th Apr to 9th Apr, 2010
9	Process Improvement for Translation Process (Arabic - English)	Data was collected for 3 cases. Swim lane maps were drawn for CSM & FSM of representative case. Translation Process - CSM TPT - 7 days to FSM TPT - 2.5 days	6	5th Apr to 9th Apr, 2010
10	Five S & VM at Press Area and Dark Room	The Printing Team was involved in the process of implementing Five S. The Five S audit score: - Before Kaizen 33%; After Kaizen 63%. Next steps will be taken to improve the Gemba after first, second and third S	7	12th Apr to 16th Apr, 2010
11	Process Improvement for Publishing and Printing process	Current State TPT - 15 days. Future State TPT - 10 days. Major improvement in the current process was achieved by major policy change recommendations	15	27th Sept to 1st Oct, 2010
12	Process Improvement for Contracting and Payment of Free Lancers (short term contract)	Current State TPT - 35 days. Future State TPT - 10 days. The team was also occupied with routine work along with the project work, hence could not prepare powerpoint presentation and presented the swimlane maps only. However, they will submit the presentation to the coordinators	15	27th Sept to 1st Oct, 2010

13	Process Improvement for Break Down & Repair Time for Off Set M/c in Printing process	Current State TPT - 700 Mins. Future State TPT - 340 Mins. Handlers-before 4 after 3, Activities-Before 8 after 5	16	18th to 22nd Oct, 2010
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**COMMENTS:**

- During the period January 2010 to March 2011, the CSD identified 13 projects (5 processes & 8 5S in different Gembas all of them already studied.
- However, the major problem which we are facing remains in the implementation phase because most of the Staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the CSD services
- Strong Point: Rhythm of studied processes implementation is not important.
- Weak Point: Implementation is needed

**E: PEACE AND SECURITY DIRECTORATE (PSD)**

1	Process Improvement for Transfer of Qrtrly Funds to Liaison Office	Before & After-Red & Green : TPT-25 Days / 4 Hrs.17 Mins.(VAT after analyses-3 Hrs.10 Mins.), VAR-5% / 74%,Hand Offs-38 / 22, Dist.Trvld In Mtrs-People 1557 / 415,Docs 1350 / 375, Hand Offs-38 / 22, Handlers-17 / 9.	8	3rd to 7th May 2010
2	Five S & VM at Cash Office	Cashier & Fin. officer were involved in the process of implementing Five S & Vis. Mgmt. Five S audit score: - Before Kaizen 52%; After Kaizen 97%.Steps for Seiton were taken to improve the Gemba after Sorting & Seiso.	8	3rd to 7th May 2010

**COMMENTS:**

- During the period January 2010 to March 2011, the PSD identified one 5s already studied as per the above table,
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are Demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the CSD services
- Strong Point: Rhythm of studied processes implementation is not important.
- Weak Point: Implementation is needed

## F: BUREAU OF THE DEPUTY CHAIRPERSON (BDCP)

1	Five S at Office of BDCP	Audit Score - Before Kaizen 47.5%, After Kaizen - 69.7%. Total Area decluttered in each cabin Records sorted & arranged to move to records room. Scrap of papers/old records = 5 Gunny Bags removed	13	19th July to 23rd July 2010
2	Process Improvement for Document Management at Office of BDCP.	Current State TPT - 2 days. Future State TPT - 70 Mins New Standards evolved - Departments to furnish attachments Fully to prevent Long TPT & many Hand Offs	14	13th to 17th Sep 2010
3	5 S & Visual Management for Physical Work Place Improvement @ Office of Mr.James N.K.- Snr.Fin.Offcr.	5 S Audit Score 33% after Kaizen 67%.	16	18th to 22nd Oct, 2010

### COMMENTS:

- During the period January 2010 to March 2011, the BDCP identified 03 projects ( 1 processe & 2 5S in different Gembas all of them already studied.
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the BDCP services
- Strong Point: Rhythm of studied processes implementation is not important.
- Weak Point: Implementation is needed

## G) OFFICE OF THE INTERNAL AUDIT (OIA)

1	Process Improvement of Audit on Travel Request	Current State T <sup>A</sup> P <sup>T</sup> -168 Hours, Future State TPT-24 Hours. Handlers-Before 7 After 3,Activities-Before 7 After 2.	16	18th to 22nd Oct, 2010
2	Process Improvement - Reports Review process for general IT Control	Current State TPT - 83 Days. Future State TPT - 26.12 Days, Non value adding steps were reduced / eliminated to expedite process. New Standards- conceptualised for making Route Card & Check List for Standardization & Control TPT. Handlers - Before 6 After 4, Activities - Before 18 & After 13.	17	25th to 29nd Oct, 2010

### COMMENTS:

- During the period January 2010 to March 2011, the OIA identified 02 processes both of them already studied.
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the OIA services
- Strong Point: Rhythm of studied processes implementation is not important.
- Weak Point: Implementation is needed



## H) PROTOCOL

1	Process Improvement for Resident Visa Application Process	Current State TPT - 2 days 40 mins. Future State TPT - 6 hrs. VAR - Before 4.3% After 27.7%	20	14th to 18th Mar, 2011
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### COMMENTS:

- During the period January 2010 to March 2011, the Protocol Services has experienced Kaizen through the study of only one project,
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the Protocol services
- Strong Point: Motivation and interest

## I) INFORMATION & COMMUNICATIONS DIRECTORATE

1	Physical Work Place Improvement & VM at Media Center	The Five S audit score: - Before Kaizen 38%; After Kaizen 72%. Next steps were taken to improve the Gemba after sorting.	20	14th to 18th Mar, 2011
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### COMMENTS:

- During the period January 2010 to March 2011, the Information and Communication Directorate has experienced Kaizen through the improvement of one Gemba
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the Information & Communications Directorate
- Strong Point: Motivation and interest

## J) ECONOMIC AFFAIRS

1	Five S at Office 106, Building B	Current week - project underway, presentations will be submitted to Kaizen Coordinator	21	21st to 25th Mar, 2011
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### COMMENTS:

- During the period January 2010 to March 2011, the Economic Affairs Directorate has experienced Kaizen through the improvement of one Gemba
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the Economic Affairs Directorate
- Strong Point: Motivation and interest

## K) POLITICAL AFFAIRS DIRECTORATE

1	Five S at the Resource Center, New Building	Current week - project underway, presentations will be submitted to Kaizen Coordinator	21	21st to 25th Mar, 2011
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### COMMENTS:

- During the period January 2010 to March 2011, the Political Affairs Directorate has experienced Kaizen through the improvement of one Gemba
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained.
- The above table is showing the different steps undertaken within the Political Affairs Directorate
- Strong Point: Motivation and interest

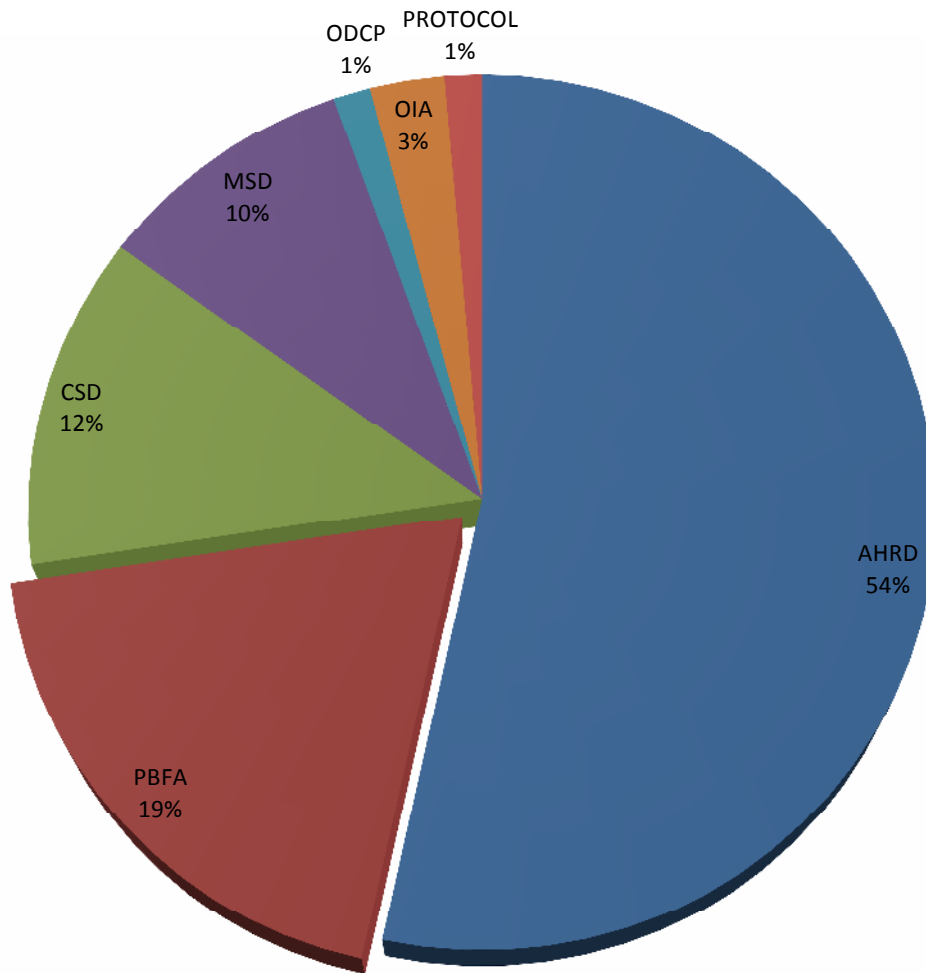
## L: HUMAN RESOURCES SCIENCE AND TECHNOLOGY (HRST)

1	Registry at the Vatican Building, First floor	Current week - project underway, presentations will be submitted to Kaizen Coordinator	21	21st to 25th Mar, 2011
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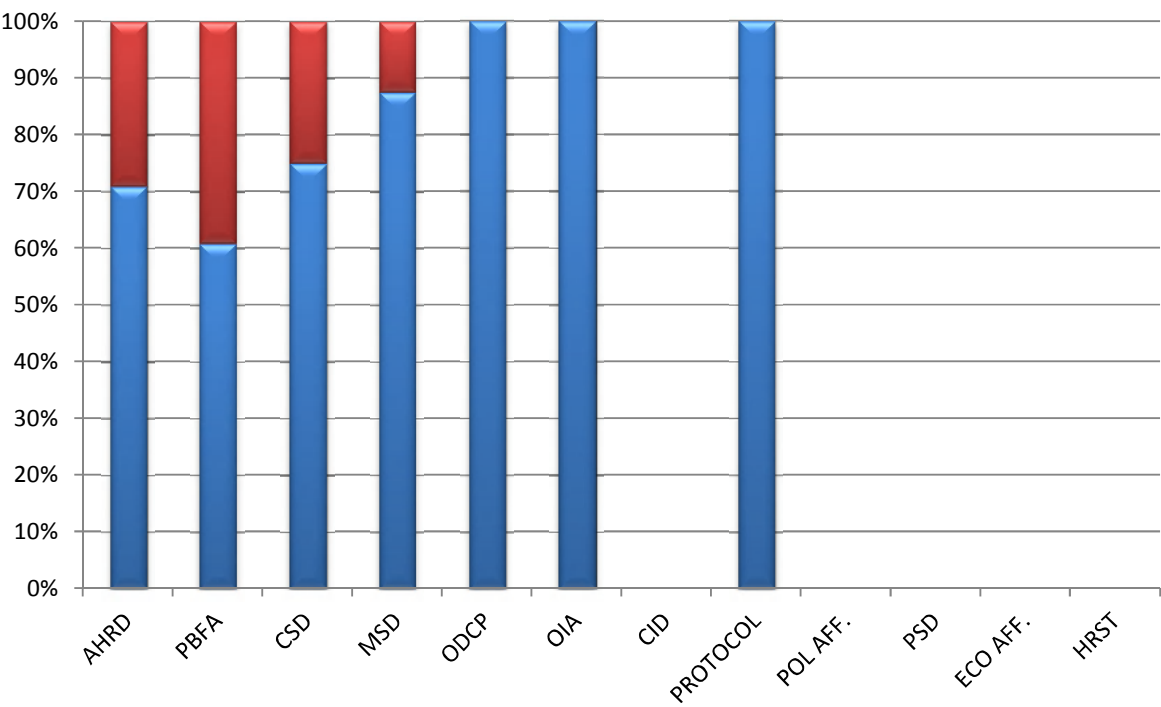
### COMMENTS:

- During the period January 2010 to March 2011, the HRST Directorate has experienced Kaizen through the improvement of one Gemba;
- However, the major problem which we are facing remains the implementation phase because most of the involved staff are demotivated to handle this task as previously explained;
- The above table is showing the different steps undertaken within the HRST services;
- Strong Point: Motivation and interest

# KAIZEN ACTIVITIES REPARTITION



# KAIZEN PROCESS IMPLEMENTATION LEVEL





# **KAIZEN FINAL REPORT**

**GLOBAL**

**AFRICA UNION COMMISSION**  
Bureau of Deputy Chairperson



## **I. BACKGROUND**

Kaizen has been associated with over 200 organizations across Africa during the last couple of years providing assistance in training and implementation of Kaizen paradigms/practices focused on making organizations LEAN and FIT.

In all, the process suggests a humanized approach to workers and to increasing productivity.

### **1.1. DCP Work plan 2010-2013 and ambitious:**

In the DCP work plan 2010-2013, it is expected an improvement of the Organization and modalities for the implementation of the professional activities. This progress must be done through the improvement and strengthening of capacity building.

For the effective implementation of the kaizen project, a Strategic and work plans are needed for the next three years in order to reach the Kaizen objectives and for the effective implementation of its components. However, these objectives can be achieved only by the dedication of the entire staff mainly the top management commitment.

### **1.2. Technical Management chosen (Kaizen) for a continuous improvement and not expensive for limited period:**

The Kaizen project has been chosen to be applied in the AUC premises just to bring a new strategy within the work environment by doing it ON TIME, IN FULL, ERROR FREE. (OTIFEF). Using such strategy, the African Union can improve a lot.

### **1.3. What is Kaizen?**

- Kaizen takes a continuous, long-term approach to improvement or change for the better the work environment.
- Kaizen refers to activities that continually improve all functions proposing essentially that a happy employee is a productive employee.
- Kaizen applies to processes, such as purchasing and logistics.
- By improving standardized activities and processes, Kaizen aims to eliminate waste.
- The objective of Kaizen is to change the AUC procedures without any extra cost.
- Kaizen is an Institutional transformation program (ITP) module which is a continual improvement program and a management method. It has since spread throughout the world and is now being implemented in the AUC premises since January 2010.
- The mandate of Kaizen is to help the Staff build a sustainable, continual improvement focused work culture that encourages total employee involvement.

### **1.4. Actions already carried out within the AU Commission:**

The following steps have been completed in the African Union Commission.

1. Identification of key processes to be treated as a priority
2. Processes study and improvement
3. Implementation of recommendations

We therefore could identify during the pilot phase 311 projects. 109 have been studied and 79 implemented.

## **II. CONTINUAL IMPROVEMENT PROJECT FOR THE AU COMMISSION (KAIZEN):**

### **2.1. Objectives and expected results to be delivered:**

- Make all Departments/Directorates with AUC, < LEAN> by reducing/eliminating waste.
- Kaizen will help to move from a cost cutting mode to waste elimination.
- Train and certify a selected batch of team members as internal Kaizen Champions.
- Implementation of Kaizen in real time, within all Departments/Directorates.

### **2.2. Various steps of the Kaizen Project:**

The Kaizen project shall be carried out in three key phases:

- A first phase with supplier departments;
- Phase of expansion within the Headquarters
- Phase of generalization of the regional offices of the African Union Commission.

#### **2.2.1 Step 1: The first phase**

This phase spread over one year from January 2010 to February 2011 was having an essential objective to put the Kaizen method in the Commission and within the key supplier directorates and to see not only its effects on the structures but also at the level of staff.

As per the current stage, we confirm that the Kaizen Project brought already to the AUC its positive impact and we are in position to implement the different proposals done by the Staff member who were involved in the process.

#### **2.2.2 Step 2: The extension and standardization of the Kaizen system at the level of the Commission:**

This phase will consist in implementing Kaizen across Departments and operational Directorates of the African Union Commission. The objective of this step is to disseminate and to popularise the Kaizen method in the Commission.

#### **2.2.3 Step 3: Phase of deployment in Regional Offices and the bodies:**

The Kaizen project will be implemented as well in our different Regional Offices and organs during the period 2012-2013.

### **2.3. Report on the step 1: first phase**

Kaizen method aims to improve the work space (Gemba) and the job process by using simple and economical techniques.

The pilot phase was launched in the African Union Commission by providing training for 130 Kaizen Champions. The training involved all African Union Commission Departments and most of Directors have received the Kaizen Champion certificates.

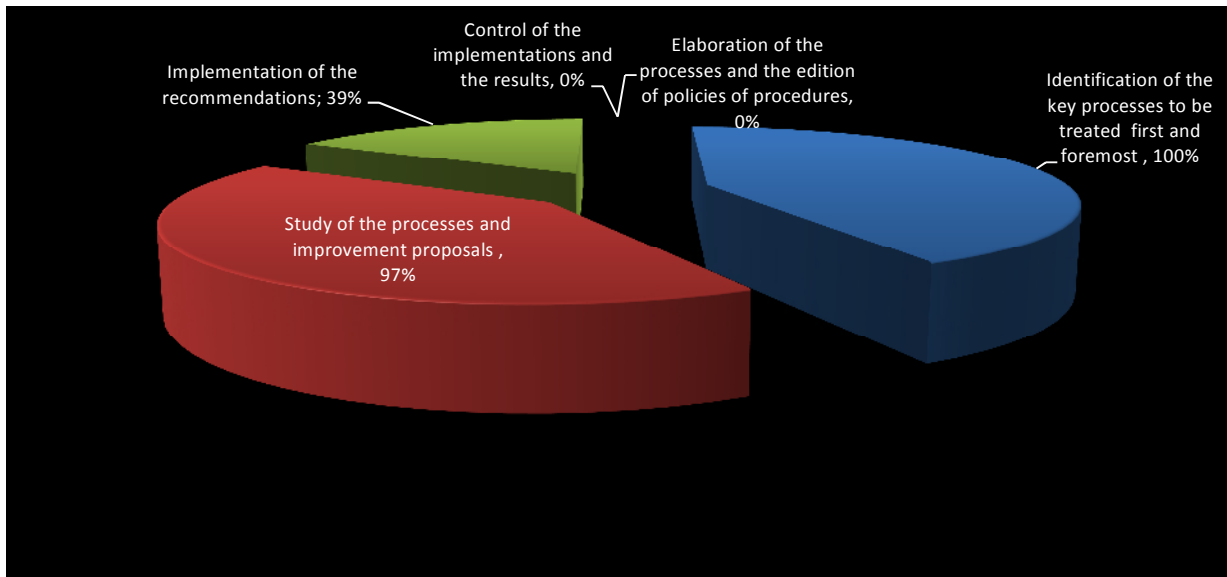
The launching of the implementation was done with great enthusiasm. The involved teams were mobilized during the first two/three months. However, starting from the fourth month we have observed a beginning of lack of motivation and demobilization. This behavior became more noticeable during the last few weeks.

Facing the above situation of demobilization and knowing that the Commission of the African Union has spent a colossal budget in favor the Consultants and since they brought to us their competences within a limited time, the Commission Kaizen team has made the decision to prioritize the activities of the processes study on those of the improvement of Gemba. The reason of this choice was based on the following justifications:

- If the improvement of the working environment allows to have a more effective professional atmosphere for the individual from whom we expect better professional results.
- The processes improvement allowed us to feel a very significant impact on all the organization. We thus directed all our efforts to the mobilization of staff and Directors on the processes.

To make the Kaizen project successful we had to cut our work in 4 fundamental stages:

<b>RANK</b>	<b>FUNDAMENTAL STEPS</b>	<b>LEVEL OF EXECUTION</b>
<b>1</b>	<b>Identification of the key processes to be treated first and foremost</b>	<b>100%</b>
<b>2</b>	<b>Study of the processes and improvement proposals</b>	<b>97%</b>
<b>3</b>	<b>Implementation of the recommendations</b>	<b>39%</b>
<b>4</b>	<b>Control of the implementations and the results</b>	<b>00%</b>
<b>5</b>	<b>Elaboration of the processes and the edition of policies of procedures</b>	<b>00%</b>



The stages 1 and 2 being accomplished, our next plan will begin by the step 5 and study deeply the step 3 knowing that we cannot start elaborating the new process only when this one will have been accepted, validated by the Directors and controlled positively accomplished during the step 4.

➤ **Positive lessons from this first phase are as follows:**

1. The Kaizen method is very effective and really allows significant improvements.
2. Its Implementation generates rarely additional costs.
3. By its simplicity, this method was easily adopted by the Commission's staff

➤ **Negative lessons from this first phase are as follows:**

1. Fast demobilization of the teams during the pilot phase.  
Kaizen champions were more often asked to attend the same exercise.
2. Focal persons departments could not remain available right to the end which makes the project a bit slow.

### **2.3.1. Organization – Implementation:**

In March 2010, the DCP has officially set up a structure of project management composed by a steering committee and an implementation team. The steering committee composed by the DCP and Directors of Departments selected for the pilot phase. As per the implementation team, it's composed by a project coordinator, an assistant and a focal person from each Department involved in the pilot phase.

The main task of the implementation team was to identify all the projects (Processes & Gemba) which will be the subject of a study and afterward an improvement <3 11 projects were selected (Processes & Gemba). 238 Gemba and 73 Processes>

It is important to indicate that the selected Directorates have the particularity to be service providers within the Commission. The following Directorates were so far selected for the experimental phase:

- Office of the Deputy Chairperson (ODCP)
- Programming, budgeting , Finance & Accounting (PBFA)
- Administration and Human Resources Development (AHRD)
- Conference Services Directorate (CSD)
- Medical Services Directorates (MSD)
- Office of the Internal Audit (OIA)

After the identification stage, technical studies were conducted by the concerned Departments with the assistance of Kaizen Consultants.

So far, 70 Processes have been studied and improvement proposals are currently being analyzed by the top management with a view to their implementation or not.

### **2.3.2. Budget proposal**

The Budget allocated to this activity was the Spanish Fund but due to the current economic crises in Europe this sum could not be available. The pilot phase has therefore proceeded without budget.

No specific expenditure was committed except for Consultants.

### **2.3.3. Objectives and expected results**

The objectives of this phase were as follows:

1. Implemented and validated the method Kaizen (20%)
2. Identify the key processes (20%)
3. Study of the key processes (20%)
4. Implementation of the recommendations in order to improve the processes (20%)
5. Drafting of procedures manuals and distribution (20%)

We can estimate that before two months of the end of the pilot phase, 70% of the project was covered. An area which needs improvement is located at the level of implementation of the different recommendations and the drafting of procedures.

#### **2.3.4. Encouraging results of the first phase**

first phase results are very encouraging in terms of improving the processes and the Gemba but they also indicate that if we want to move to the phase 2, we need to

change the current implementation structure and to put in place more appropriate project structure and fully dedicated to the project. Without this new device, the risks of failure will be very important.

### **III. GENERALIZATION AND STANDARDIZATION OF KAIZEN AT AUC:**

#### **3.1. Objectives, expected results deliverables and benefits for the Commission of the African Union**

The implementation of continuous improvement program based on Kaizen methods within the African Union Commission will bring many advantages. We can mention among this the following steps:

1. Standardisation of working procedures.
2. Harmonization of the work procedures.
3. Introduction of the change culture and continuous improvement
4. Drafting of rules and procedures for the right management of the commission
5. Identification and improvement of existing processes

#### **3.2. Organization to put in place for this step**

The current work method based on voluntarism has showed its limitations. However, it becomes necessary to implement a temporary structure project. This temporary structure project will be implemented as follows:

1. A steering Committee composed by the DCP and Directors.
2. An implementation team.

##### **3.1.1. Ideal structure**

Implementation team will be attached to the Directorate of Administration, Human resources and development and under the direct supervision of the Head of administrative services Division. Ideally this operational unit can be composed by the following members:

- 1 Kaizen Supervisor
- 5 Kaizen technicians for the 25 Departments/Directorates of the Commission
- 1 Administrative Assitante
- 1 bilingual Secretary
- 1 Accounting Assistant
- 1 Mail runner

##### **3.1.2. Positions and Jobs description**

The missions of these different members will be clearly defined in their respective job description. (annex1)

### **3.3. Action on 3 years plan**

In order to reach the implementation stage and then to implant the logic and continuous improvement methods in the African Union Commission, a three year program is needed. To be effective, the project will first target all service providers of the Commission and after the other operational Offices and Departments. The concerned Directorates and Departments are as follows:

#### **❖ Group 1**

1. Administration and Human Resources Development Directorate (AHRD)
2. Conference Service Directorate (CSD)
3. Medical Service Directorate (MSD)
4. Programming, Budgeting, Finance and Accounting (PBFA)

#### **❖ Group 2**

5. Office of Internal Audit (OIA)
6. Office of Secretary to the Commission (OSC)
7. Office of the Deputy Chairperson (ODCP)
8. Office of the Chairperson (OCP)

#### **❖ Group 3**

9. Strategy planning (SPPMRM)
10. Office of the Legal Counsel (OLC)
11. Protocol Service (PS)
12. ISC

#### **❖ Group 4**

13. Peace and Security
14. DREA
15. HRST

#### **❖ Group 5**

16. Cairo office
17. Algiers offices
18. Nairobi office
19. Lagos office
20. Bamako office
21. Lilongwe office
22. Yaoundé office

#### **❖ Group 6**

23. Washington office
24. New York office

#### **❖ Group 7**

25. Geneva office
26. Brussels office



This tri-annual program will be structured as follows:

YEAR	TARGETS	ACTIONS
2011	Group 1 Group 2	<ul style="list-style-type: none"> <li>- Obtaining of an operating budget</li> <li>- Set up of the working team</li> <li>- Training of 10 super Kaizen champions</li> <li>- Training of 200 new Kaizen champions</li> <li>- Internal information campaign</li> <li>- Implementation of processes and Gemba of group 1</li> <li>- Identification of processes &amp; Gemba of Group 2</li> <li>- Drafting of procedures &amp; translation on the 4 languages of the Commission</li> <li>- Control of processes &amp; Gemba results already implemented of the group 1</li> <li>- Kaizen activities of group 2</li> <li>- Implementation of processes Gemba of group 2</li> <li>- Control of processes &amp; Gemba results already implemented for the group 2</li> </ul>
2012	Group 3	<ul style="list-style-type: none"> <li>- Obtaining of an operating budget</li> <li>- To recall the trained kaizen champions in order to implement the project</li> <li>- Internal information campaign</li> <li>- Identification of processes &amp; Gemba of the groups 3 &amp; 4</li> <li>- Drafting of procedures &amp; translation on the 4 languages of the Union</li> <li>- Control of processes &amp; Gemba results already implemented of the group 2</li> <li>- Kaizen activities of the groups 3 &amp; 4</li> <li>- Implementation of processes &amp; Gemba of groups 3 &amp; 4</li> <li>- Control of processes &amp; Gemba results already implemented for the groups 3 &amp; 4</li> </ul>
2013	Group 6 Group 7	<ul style="list-style-type: none"> <li>- Obtaining of an operating budget</li> <li>- To recall the trained kaizen champions in order to implement the project</li> <li>- Internal information campaign</li> <li>- Identification of processes &amp; Gemba of the groups 5, 6 &amp; 7</li> <li>- Drafting of procedures &amp; translation on the 4 languages of the Union</li> <li>- Control of processes &amp; Gemba results already implemented for the groups 3,4,5,6 &amp; 7</li> <li>- Kaizen activities of the groups 5,6 &amp; 7</li> <li>- Control of processes &amp; Gemba results already implemented of the groups 5, 6 &amp; 7</li> </ul>

### 3.3.1. Plan of activities

- Implementation of the recommendations
- Control of the implementations and the results
- Elaboration of the processes and the edition of policies of procedures
- The Kaizen project will be implemented as well in our different Regional Offices and organs during the period 2012-2013
- Recruitment of staff
- purchasing of different equipment and office stationeries

### 3.4. Budget plan

#### 3.4.1. Budget

ITEMS	ACTIVITIES				EXPECTED AMOUNTS IN USD
Operation	Training of 100 Kaizen champions				260 000,00
	Training of 200 Kaizen champions				300 000,00
	Communications & Animations				230 000,00
	Consultants or Technical assistance				350 000,00
	Stationeries				180 000,00
	Office rental				350 000,00
	Deployment in regional offices in Africa				350 000,00
	Deployment in regional offices in Europe				150 000,00
	Deployment in regional offices in America				180 000,00
	Administrative expenses				200 000,00
	Hospitality expenses				92 000,00
<b>Sub-total 1</b>					<b><u>2 642 000,00</u></b>
Investment	Purchase of 3 small scanners x \$,3000,00				9 000,00
	purchase of 5 computers				10 000,00
	Various IT equipment				3 000,00
	Office furniture				120 000,00
	Gemba maintenance				300 000,00
	Various furniture				<u>250 000,00</u>
<b>Sub-total 2</b>					<b><u>692 000,00</u></b>

Staff	Kaizen Supervisor (P2 step 5)	1	USD 31457	3 YEARS	94 371,00
	Administrative Assistant (GSA4 Step 5)	1	USD 16800	3 YEARS	50 400,00
	Bilingual Secretary GSA4 Step6)	1	USD 15345	3 YEARS	46 035,00
	Assistant Accountant (GSA5 Step 5)	1	USD 17685	3 YEARS	53 055,00
	Mail runner (GSB 6 Step 5)	1	USD 7215	3 YEARS	21 645,00
	Kaizen technician (P2 Step 5)	5	USD 31457	3 YEARS	<u>471 855,00</u>
<b>Sub-total 3</b>					<b><u>736 361.00</u></b>
<b>TOTAL</b>					<b><u>4 070 361.00</u></b>
<b>Contingency</b>	<b>5%</b>				<b><u>203 518.05</u></b>
<b>TOTAL BUDGET</b>					<b><u>4 273 879.05</u></b>

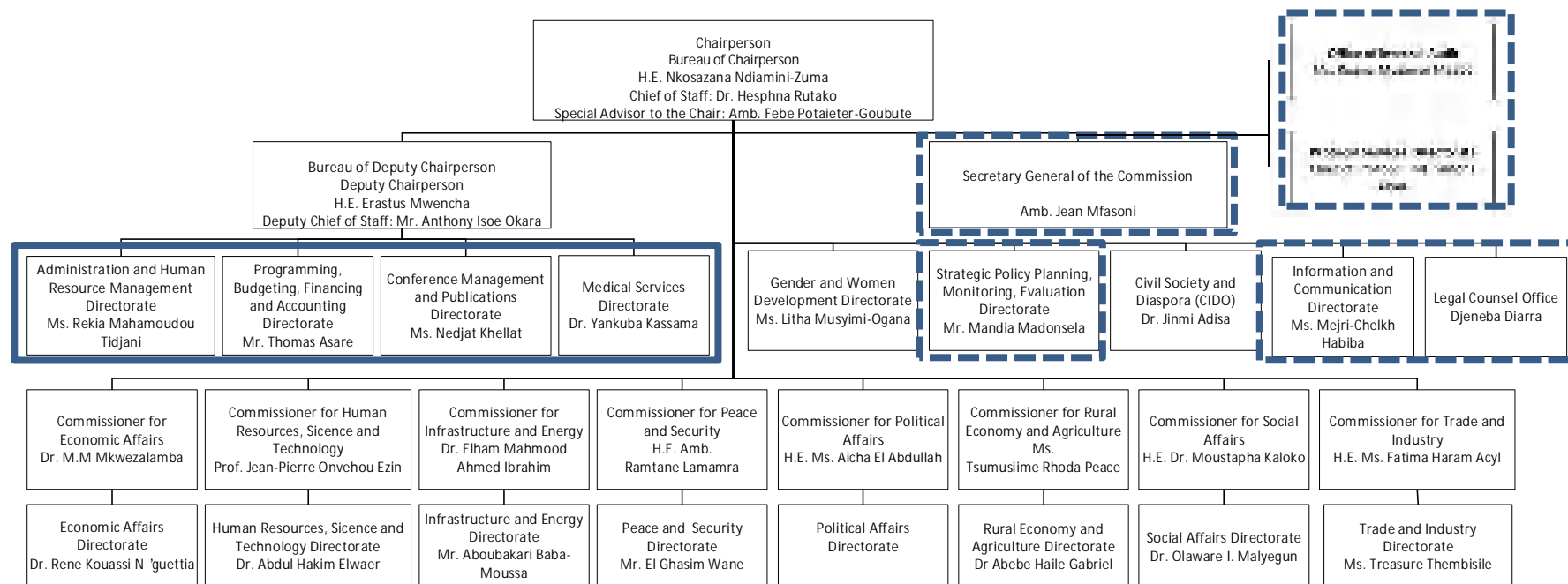
### 3.4.1. Funding plan

The Budget allocated to the Kaizen activities was the Spanish Fund but due to the current economic crises in Europe this sum could not be available up to now. However, some negotiations are going on with the Japanese Government in order to cover the next project activities. In case if the current negotiations will achieve, the question is to know if the Japanese part will be ready to train AU staff.

## IV. CONCLUSION

Implementing continuous improvement techniques will undoubtedly change the functioning of the African Union Commission. The acquisition and the adoption of Kaizen behaviours by the entire staff will enable the Organization to improve permanently and remain functioning at a lower cost. The Commission may thus optimize the utilization of its resources and capacities in order to be more efficient.

AUC 組織図 (局レベル)



対処方針でプロジェクト対象として想定していた副委員長室直下の4局



今回の詳細計画策定調査において新たに対象として含める6局室

本プロジェクトでは、これら10局室を総称して「サービス局」として位置づけ

HRM DIVISION PROCESSES IDENTIFIED (48)		
MAIN PROCESSES	SUB PROCESSES	PRIORITY
1. RECRUITMENT AND SELECTION	<ul style="list-style-type: none"> <li>1. Identification of position</li> <li>2. Short listing process</li> <li>3. Interview process</li> <li>4. Approval of Approb committee</li> <li>5. Approval of the Chairperson</li> <li>6. Incoming of elected staffs</li> </ul>	8
2. CONTRACT MANAGEMENT	<ul style="list-style-type: none"> <li>7. Issuance of a new contract</li> <li>8. Renewal of Regular staff contract</li> <li>9. Renewal of Short term staff contract</li> </ul>	1
3. ON BOARDING MANAGEMENT	<ul style="list-style-type: none"> <li>10. Medical clearance process</li> <li>11. Reception and installation of new staff</li> </ul>	9
4. INDUCTION	<ul style="list-style-type: none"> <li>12. Induction preparation</li> <li>13. Induction of the new staff</li> </ul>	2
5. PERFORMANCES AND GOALS SETTING	<ul style="list-style-type: none"> <li>14. Goals setting with the supervisor</li> <li>15. Evaluation process</li> <li>16. Staff confirmation process</li> </ul>	5
6. TALENTS MANAGEMENT	<ul style="list-style-type: none"> <li>17. Staff Performances analysis</li> <li>18. Elaboration of training programs</li> <li>19. Validation of training programs</li> <li>20. Implementation of training programs</li> <li>21. Control of training programs</li> </ul>	7
7. SEPARATION	<ul style="list-style-type: none"> <li>22. Death</li> <li>23. Retirement</li> <li>24. Demised</li> <li>25. Redundancy of post</li> <li>26. Resignation</li> <li>27. Repatriation</li> <li>28. Hand over process for elected official</li> <li>29. Hand over process for staff</li> <li>30. And of contract for elected staffs</li> </ul>	4
8. TIME AND LEAVE MANAGEMENT	<ul style="list-style-type: none"> <li>31. Home leave</li> <li>32. Annual leave</li> <li>33. Special leave</li> <li>34. Sick leave</li> <li>35. Leave management</li> </ul>	6
9. PENSION, BENEFIT AND ASSURANCES	<ul style="list-style-type: none"> <li>36. Registration of staff and dependency</li> <li>37. Dependents allowances</li> <li>38. Education claim</li> <li>39. Medical claim</li> <li>40. Car loan</li> <li>41. Assurance</li> <li>42. Tuition claim</li> <li>43. Assurance</li> <li>44. Pension</li> <li>45. Salary advance</li> <li>46. Assurance additional Examination</li> <li>47. Insurance policy subscription for Regular staff</li> <li>48. Insurance policy subscription for short term staff</li> </ul>	3

**AFM DIVISION  
PROCESSES IDENTIFIED(33)**

MAIN PROCESSES	SUB PROCESSES	PRIORITY
1.	<p><i>1 - Receiving and dispatching incoming mail. 2 - Receiving and dispatching outgoing mail. 3 - Classification/filing of letters/correspondences. 4 - Receiving, recording and dispatching outgoing and internal memos 5 - Receiving, recording and dispatching incoming memos. 6 - Sorting out documents to be sent to the main Registry. 7. Management of personal mail 8. Disposal of document</i></p>	
2.	<p><i>9- Renting and payment of facilities. 10- Contracts with internal providers. 11- Recovery of debts. 12- Catering services during the summits. 13 - Quality Survey. 14 - Satisfaction Survey. 15 - Reception and tour of the facilities. 16- Selection of Services to the HQ. 17 - Preparation and Submission of the report. 18- Catering services during closures of the Cafeteria. 19- Handing over between the incoming and outgoing facilities. 20 - Request for Reimbursement due to damages. 21 - Reimbursement of rentals. 22 - Management of dissatisfaction or complaints.</i></p>	
3.	<p><i>23 - Control of activities done by the Providers. 24 - Technical Interventions on service request. 25 - Technical intervention or scheduled maintenance. 26- Request for materials from Store satellite. 27 - Request from procurement. 28- Reception work? 29- Inspection of Sites. 30 - Replacement of equipment. 31- Refueling of generators. 32- Technical Intervention after a serious accident. 33- Management of workspaces.</i></p>	

**PTS DIVISION  
PROCESSES IDENTIFIED(53)**

MAIN PROCESSES	SUB PROCESSES	PRIORITY
1. Preparation of ticket - Internal	1. Staff tickets for official mission 2. Staff tickets for transfer 3. Staff ticket for Medical Evacuation	1
2. Preparation of ticket - External	4. Processing of ticket for new staff 5. Processing of ticket for third parties (consultants, participants, resource persons)	4
3. Processing of payment - Internal	6. Processing of payment for home leave 7. Processing of payment for separation	2
4. Departmental support for self-sponsored travel	8. Verification of ticket cost of freelance staff 9. Verification of ticket cost of third parties (consultants, participants, resource persons)	3
5. Processing payment - External	10. Processing invoices or Credit purchases 11. Clearing finalized purchase orders	6
6. Claim and outstanding tickets processing	12. Travel Claim settlement and ticket tracking 13. Processing refund of unused ticket	5
7. Reporting	14. keeping record for reporting to management	7
8. Procurement of goods by Open Tender process	15. Procurement of stock items 16. Procurement of non-stock items 17. Procurement of fixed assets 18. Procurement of medical drugs and items	
9. Procurement of goods by Selective process	19. Procurement of stock items 20. Procurement of non-stock items 21. Procurement of fixed assets	
10. Procurement of goods by Shopping process (3 quotations)	22. Procurement of stock items 23. Procurement of non-stock items 24. Procurement of fixed assets	
11. Procurement of Services by Open Tender process	25. Procurement of consultancy services 26. Procurement of non-consultancy services	
12. Procurement of Services by Selective process	27. Procurement of consultancy services 28. Procurement of non-consultancy services	
13. Procurement of Services by Shopping process (3 quotations)	29. Procurement of consultancy services 30. Procurement of non-consultancy services	
14. Procurement of works by Open Tender process	31. Procurement of works by Open Tender process	

15. Procurement of works by Selective process	<i>32. Procurement of works by Selective process</i>	
16. Procurement of works by Shopping process (3 quotations)	<i>33. Procurement of works by Shopping process (3 quotations)</i>	
17. Tender Board process	<i>34. Preparation and organization of tender board meeting 35. Report and finalization of TB meeting</i>	
18. Contract Management	<i>36. Award processes 37. Contract preparation and officialisation</i>	
19 Customs office process	<i>38. Collect AUC goods and items in duty free</i>	
20. Receiving and inspections of items	<i>39. Receiving and inspection of new items 40. Receiving and inspection of obsolete items</i>	
21. Issuing process	<i>41. Issuing process for Fixed Assets 42. Issuing process for Drugs 43. Issuing process for Stock items 44. Issuing process for non-stocks items</i>	
22. Purchase Request process	<i>45. Purchase Request process stocks items 46. Purchase Request process non stocks items 47. Purchase Request process fixed assets</i>	
23. Disposal of obsolete assets	<i>48. Disposal of obsolete assets 49. Disposal of obsolete non assets 50. Disposal of obsolete drugs</i>	
24. Annual Inventory	<i>51. Annual Inventory stock taking exercises 52. Annual Inventory stock items 53. Annual Inventory for assets</i>	



**SSS DIVISION  
PROCESSES IDENTIFIED (30)**

MAIN PROCESSES	SUB PROCESSES	PRIORITY
1. Control traffic flow and parking arrangement in the premises	<ul style="list-style-type: none"> <li>2. <i>Enforce the traffic routes</i></li> <li>3. <i>Control the parking areas</i></li> <li>4. <i>Cramp vehicles obstructing parking and traffic rules</i></li> <li>5. <i>Release vehicles after drivers are advised</i></li> </ul>	
2. Handling visitors(reception)	<ul style="list-style-type: none"> <li>6. <i>Staff member requested a visitor to enter</i></li> <li>7. <i>The visitor will come at the reception.</i></li> <li>8. <i>Visitor will give his/her ID card</i></li> <li>9. <i>The receptionist will give gate pass to the visitor depending on the location</i></li> <li>10. <i>The visit will go through security screening</i></li> <li>11. <i>The visitor will enter AUC compound</i></li> </ul>	
3. Issue of car passes	<ul style="list-style-type: none"> <li>12. <i>Staff members car pass</i></li> <li>13. <i>Partners car pass</i></li> <li>14. <i>Service providers car pass</i></li> <li>15. <i>Temporary car pass</i></li> </ul>	
4. Handling access control of: staff members, service providers	<ul style="list-style-type: none"> <li>15. <i>Check car pass</i></li> <li>16. <i>Check ID Card</i></li> <li>17. <i>Search the vehicle</i></li> <li>18. <i>Open the barrier</i></li> </ul>	
5. Servicing meeting & summits	<ul style="list-style-type: none"> <li>19. <i>Overall preparation and planning</i></li> <li>20. <i>Preparation of security guide</i></li> <li>21. <i>Security arrangement and deployment</i></li> <li>22. <i>Accreditation</i></li> <li>23. <i>Preparation and issuance of car passes</i></li> <li>24. <i>Access control of Conference Complex</i></li> <li>25. <i>Access control of Meeting halls</i></li> <li>26. <i>Maintain and security and safety in the conference center</i></li> </ul>	
6. Assist staff members outside of the premises	<ul style="list-style-type: none"> <li>27. <i>Receiving report or memo from staff member.</i></li> <li>28. <i>Assigning warden officer.</i></li> <li>29. <i>Follow up of the matter depending on the issue</i></li> <li>30. <i>Case finalized</i></li> </ul>	

**MIS DIVISION  
PROCESSES IDENTIFIED (20)**

MAIN PROCESSES	SUB PROCESSES	PRIORITY
1. Services Support Processes	<ol style="list-style-type: none"> <li>1. Issuance of ICT Equipment, Network Access and Security ID to new staff</li> <li>2. Issuance of ICT Equipment, Network Access and Security ID to staff</li> <li>3. Clearance of staff exit process</li> <li>4. Request for mission laptops by staff</li> <li>5. Movement of Equipment</li> <li>6. ICT Incidence Report</li> <li>7. Request for Projector Support</li> <li>8. Connectivity of Private Laptop to AU LAN</li> <li>9. Training Needs Assessment</li> <li>10. ICT Equipment Donation Process</li> <li>11. Access to AUC Wireless</li> <li>12. Access to SAP remotely</li> <li>13. Change and renewal of password</li> <li>14. Return of ICT Equipment to MIS</li> </ol>	1
2. Administrative, financial processes	<ol style="list-style-type: none"> <li>15. Procurement of ICT Equipment</li> <li>16. Payment to ICT Suppliers</li> <li>17. request</li> </ol>	3
3. Business Solution Processes	<ol style="list-style-type: none"> <li>18. Business Solution Request (Application Development/web site hosting)</li> <li>19. Request for video conference facilities</li> <li>20. Software installation request</li> </ol>	2

**AHRM DIRECTORATE  
PROCESSES IDENTIFIED**

DIVISION	NUMBER OF PROCESSES	STATUS
HUMAN RESOURCES MANAGEMENT	48	
ADMINISTRATION AND FACILITIES MANAGEMENT	33	
MANAGEMENT OF INFORMATIC SYSTEM	20	
SECURITY, SAFETY AND SERVICES	30	
PROCUREMENT, TRAVEL AND STORES	53	
AHRM DIRECTORATE	184	

1. 出張旅費 日当・宿泊費

【エチオピア国内旅費】

【ETB】

	Per Diem 日当	Accommodation 宿泊
CR・SR 所長・次長	190	580
Japanese Staffs	160	490
Professional A	140	450
Professional B/ Clerk	110	360
Drivers	90	290

( 2014年2月確認 )

【職員外国旅費】

【JPY】

	Per Diem 日当	Accommodation 宿泊
所長・次長	4,500	13,500
指導職及び業務職A11 号俸以上の者	3,800	11,600
業務職A1号俸から10 号俸まで、業務職B及 びCの者	3,200	9,700

( 2014年2月確認 )

	Per Diem 日当	Accommodation 宿泊
特号	5,100	15,500
1号・2号	4,500	13,500
3号・4号・5号	3,800	11,600
6号	3,200	9,700

( 2014年2月確認 )

【National Staff外国旅費】

【JPY】

	Per Diem 日当	Accommodation 宿泊
Professional A	3,800	11,600
Professional B/ Clerk	3,200	9,700
Drivers	1,600	9,700

( 2014年2月確認 )