

Kakehashi Africa (KA)

Report on Regional Management Succession Workshop



Sunday, 2 September 2018 at JICA Tokyo Center at 13:00 – 18:00. Document Version VI.

1. Purpose of event

- 1.1. The main purpose of the workshop was to help enable the new regional managers in Japan to build on the work that has been done and address organisational weaknesses and challenged experienced in the past. For this purpose to be achieved, it was necessary to do the following:
 - 1.1.1. Give the new leaders an opportunity to share their perceptions and criticisms of KA as it has been managed in the past.
 - 1.1.2. Explain to the new leaders the founding vision and mission of KA and clear-up misunderstandings.
 - 1.1.3. Share new practical ideas and best practices on how the gap between their experiences/perceptions and the intended vision and mission of KA can be closed.
 - 1.1.4. Draw up a management and activity draft guide that regional managers can use to plan activities and strategies for their terms going ahead.

2. Attendees

2.1. Japan Chapter Management Committee:¹

Region	Position	Name	Email	Present
Japan	Out-Going Japan Chapter Coordinator	Kaige KIBE	kibe.kaige@gmail.com	
	In-Coming Japan Chapter Coordinator	Ahmed OSMAN	a.osman@iuu.ac.jp	

¹ Note, the members who were not present were occupied by their summer internships.

	Deputy In-Coming Japan Chapter Coordinator	Beatrice ODIWA	beatriceodiwa@gmail.com	
Chubu	Out-Going Regional Coordinator	Felicia Rosamond MENDY	felidestiny@gmail.com	
	In-Coming Regional Coordinator	Muhanad KHALID	Muhanad.khalid.snc@gmail.com	
	Deputy In-Coming Regional Coordinator	BARIGYE Doreen	doreenbarigye@gmail.com	
Kanto	Out-Going Regional Coordinator	Mamadou Diallo	mdkorka@gmail.com	
	In-Coming Regional Coordinator	Akram Jabri	akremj@hotmail.fr	
	Deputy In-Coming Regional Coordinator	OKIRIA Emmanuel Ariko	okiriaemmah@gmail.com	
Hokkaido	Out-Going Regional Coordinator	MBA Ugochukwu	Ugochukwu003@yahoo.com	
	In-Coming Regional Coordinator	Tiyamike Lizzie SALANJIRA	tsalanjira@yahoo.com	

	Deputy In-Coming Regional Coordinator	BYMUKAM Benedicto	Benards.benedicto4@gmail.com	
Kansai	Out-Going Regional Coordinator	Nico DE WET	nico@2africa.jp	
	In-Coming Regional Coordinator	Eric Ghislain NOUTCHA FOSSO	enoutcha@gmail.com	
	Deputy In-Coming Regional Coordinator	Nathaniel Mupe NYAMBU	nathmupe@gmail.com	
Kyushu	Out-Going Regional Coordinator	Mahmoud FAYEK	Mahmoudfayek91@live.com	
	In-Coming Regional Coordinator	El Ghassem KNEITA	Elghassem9@gmail.com	
	Deputy In-Coming Regional Coordinator	Abdullahi ELNAIEM	abdullahi.elnaiem@gmail.com	
Tohoku	Out-Going Regional Coordinator	Senghane SENE	senesenghane@yahoo.fr	
	In-Coming Regional Coordinator	Bensassi Nour YOUNES	bensassi.younes@gmail.com	

Chugoku	Out-Going Regional Coordinator	Ovidio Domingos NOTA	ovidionota@gmail.com	
	In-Coming Regional Coordinator	MORAI Mamotjoka Joyce	moraimamotjoka@gmail.com	
Okinawa	Out-Going Regional Coordinator	AGADA Ihuoma Nkechi Sophia	ihuomaagada@gmail.com	
	In-Coming Regional Coordinator	Theophilus AMARA	tioamara@gmail.com	
	Deputy In-Coming Regional Coordinator	David Lagu Bernard ALIMO	david.lagu2012@gmail.com	

2.2. Other Kakehashi Africa Management Members

2.2.1. Sati Arthur (Eastern Africa Chapter Coordinator)

2.2.2. Adefolake Adeniyi (Head of Human Resources)

2.3. JICE Team

2.3.1. Ms. Kozue Tanaka (Program Manager of ABE Initiative Program)

2.3.2. Mr. Akimasa Imai (Senior Advisor)

2.3.3. Ms. Keina Niki (Chief of Senior Program Manager)

2.3.4. Mr. Atsushi Someya (Senior Program Manager)

2.4. Other persons

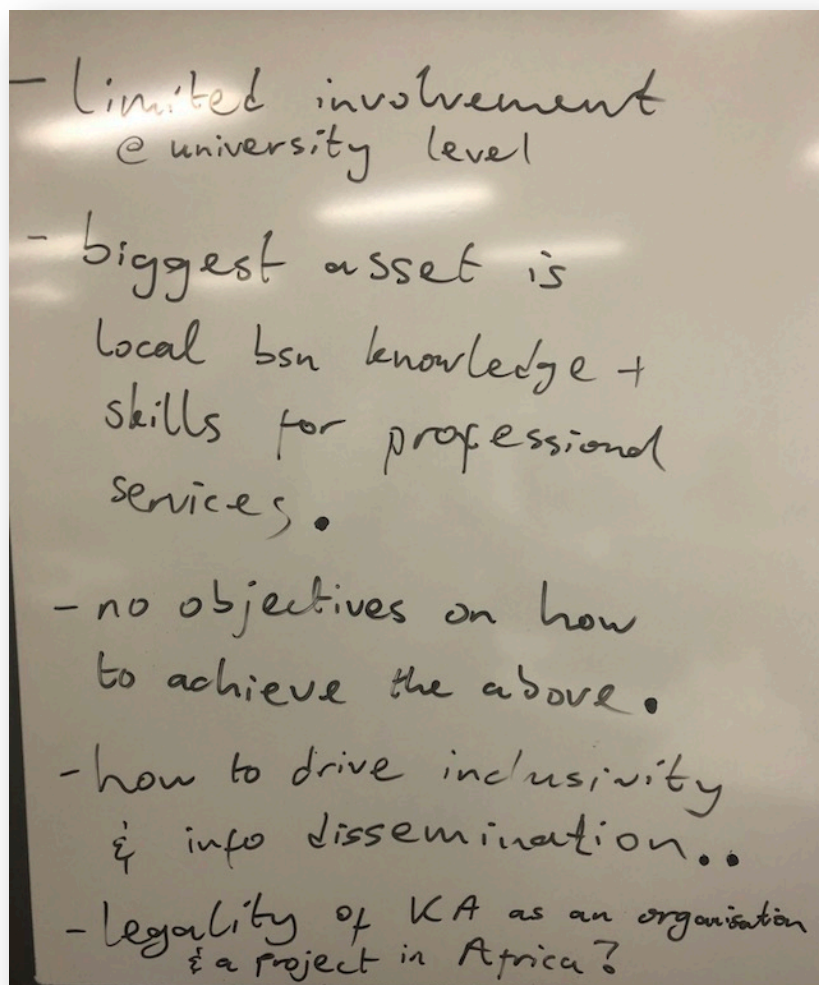
2.4.1. Makiko Takemura

3. Summarised minutes

3.1. Session 1: Welcome and self-introductions [Kaige Kibe].



3.2. Session 2: Discussion on the perceptions of KA from the perspectives of the 4th batch. What do they think is KA? What are the criticisms against KA? [Open floor session].



- implementation challenges.
- motivation & benefit to members.
- legitimacy to the membership / accountability.
- clarity of JICA/JICE involvement.
- limits of KA actions
- M & A of KA performance & internal communication
- Roadmap definition & clarity
- Continuity * Internal M & A

- 3.2.1. KA is currently conceptualised as a “bridge builder” between Japan and Africa, but more practically, it should focus on being a business consultancy that can help Japanese companies enter African markets. There is an organisation that does this very well between Japan and Vietnam, and we can learn a lot from them. But what we need to do first is to understand our markets in our home countries. Currently, the majority of us have only a basic understanding of our own markets.
- 3.2.2. KA seems to have no clear objectives and there seem to be very little updates on what has been happening. People need to feel that they are part of the movement and contacted regularly.
- 3.2.3. There is a lack of clarity on whether we are a for-profit company or an NGO. It is also unclear what are the benefits of membership. There is also the issue of legitimacy / accountability, e.g. can the process by which people were selected as leaders be justified to our members?
- 3.2.4. Firstly, in which kind of legal framework does KA operate, particularly regarding its relation to JICE/JICA? Are we limited by our relationship with JICE/JICA in any way,

e.g. can we approach companies and close agreements without the permission of JICE/JICA? Secondly, the communication function of KA is not working at all. Thirdly, does KA have an internal review / monitoring & evaluation (M&E) mechanism to identify and fix problems? Does JICE evaluate us, so that we have a fresh, third-party view on our challenges?

- 3.2.5. It is clear that the leadership of the previous batches have created something good and they should be commended for it. They have laid the important first stones. The fact that we are here today to have this workshop is proof of that. Besides that, we also have a website and constitution. The many challenges and problems expressed should not discourage us. These are a good starting point. What we need to do now in this next phase is obtain buy-in from the new leaders and start with serious implementation of KA's mission and vision to move forward.
- 3.2.6. There are always a lot of challenges with starting a new organisation. We should not be surprised. The fact is, a lot has indeed been done. What we need now is to have a clear roadmap to know where we are going and how we will get there. For example, we need a plan with objectives for the next 5 years. There is particularly a concern about what will happen after the 5th batch have completed their programme. How will we keep members interested after the ABE Initiative is done? We also need a specific plan in this roadmap to turn around the negative perceptions that a lot of ABE Initiative participants have about KA.
- 3.2.7. There is uncertainty as to whether KA is a legally established organisation, whether KA has an office in Africa and whether we are currently officially involved in any project in Africa.
- 3.2.8. There seem to have been no clear roadmap in the past. So, in order to build one for the future, we need to understand the structure in which KA is operating currently and what functions are working/not working. For example, how are we currently engaging with alumni of the ABE Initiative? Furthermore, we need to understand that KA is an organisation independent of JICE/JICA. Although we have no problem in being fully transparent to JICE, we must have our own mechanism for internal accountability / evaluation and cannot rely only on JICE for it.
- 3.2.9. There is uncertainty about the extent of support from JICE that we can count on. Do they have dedicated resources to support KA? If they do, they could help us setup evaluation mechanisms.

3.3. **Session 3:** Discussion on the mission and vision of KA as the founders conceptualised it [Presentation by Nico de Wet]. Discussion on the future of KA and integration into the African Chapter [Presentation by Kaige Kibe and Sati Arthur]

3.3.1. The founding reason and value of KA from a Japanese business perspective:

- 3.3.1.1. There are many reasons why African markets are attractive for Japanese companies, but the primary reason is Africa's large population (1.3 billion) and expected population growth, which will make the continent the most populous continent in the world over the next century. Africa also has the youngest population in the world with 60% of Africans being under the age of 25. These characteristics make Africa promising consumer and labour markets.
- 3.3.1.2. However, Africa is not Japan's priority market. Asia is. There are multiple reasons. The geographic distance to Africa and the lack of easily obtainable business information, among other challenges, make it harder to do business in Africa relative to Asia. Moreover, Asia still outperforms Africa in population size and economic growth. It has currently a population of 4.5 billion, which is growing only slightly less than Africa's, and it has multiple economies that contribute significantly to real GDP global growth, e.g. China (35.2%), India (8.6%), Indonesia (2.5%). Africa does not have a single country that contributes more than 1% to real GDP global growth.
- 3.3.1.3. Nevertheless, being long-term strategists, Japanese companies do realise Africa will become increasingly valuable with time and is therefore eager to obtain a foothold in African markets. However, given that Asia is their priority market, their business development budgets for Africa are limited. Consequently, in order to decrease costs and risks, Japanese companies are looking for local partners to do business in Africa. Among many benefits, local partners could be sources of raw and more reliable market information, valuable nodal points into local networks and/or effective proxies for getting the job done on the ground.
- 3.3.1.4. Japanese companies are having a difficult time finding local partners who they can trust (e.g. perform commitments as agreed) and who have the necessary capacity (e.g. technical and managerial skills). To address these challenges, the Japanese government came up with the ABE Initiative as a solution. By carefully selecting 1000 young Africans with work experience and who have proven themselves academically and bringing them to Japan for two or more years for an additional

academic qualification and work experience in a Japanese setting, the Japanese government is building a pool of African partners who Japanese companies can trust and who have capacity.

- 3.3.1.5. However, the ABE Initiative by itself is not enough. A Japanese company still needs to spend a substantial amount of time to build a relationship with an ABE Initiative participant with no guarantees that the person will be useful for their particular purposes. If the person fails to meet expectations, the Japanese company has to restart the process with a new participant. But even if the person meets their expectations, if the Japanese company wants to expand into a new industry or another market in Africa, they have to restart the process as well. The problem is that ABE Initiative participants came to Japan as individuals. We need to turn these individuals into a community or network of professionals who know each other well, so that when a Japanese company approaches one of us, it is connected to us all. That is the purpose of KA. To create ABE Initiative participants into a community of African professionals who know and trust each other, which can easily catalyse dependable partnerships between Africans and Japanese companies across the African continent.

3.3.2. The founding reason and value of KA from an ABE Initiative participant perspective:

3.3.2.1. Short-term (during the ABE Initiative):

- 3.3.2.1.1. Besides completing one's studies, the largest concern for ABE Initiative participants is to find an internship at a company in Japan. KA makes this much easier, for members who have managed to find internships (from the same or previous batches) can help connect members who haven't with those Japanese companies.

- 3.3.2.1.2. A Japanese company may be hesitant to accommodate a site-visit or arrange a business presentation/workshop if it's only for one or two ABE Initiative participants. Through KA you can mobilise a lot more participants as well as offer the Japanese company the prospect of an organisational relationship that can outlive and is broader than any individual. These factors may make it easier for Japanese companies to agree and put effort in accommodating ABE Initiative participants.

- 3.3.2.1.3. For the same reasons stated above, it would also be easier to negotiate internships with Japanese companies that are new to the ABE Initiative.

3.3.2.2. Long-term (after the ABE Initiative):

- 3.3.2.2.1. Many of us took a significant risk in pausing our careers and leave our countries to participate in the ABE Initiative for two or more years. Many of us have no guarantee that the degree and experiences obtained in Japan will make a significant contribution to our skill set and outweigh the experiences and skills we could have potentially obtained if we continued our careers back home. KA is a good insurance policy at worst, if things do not work out completely as expected. Very few people and companies, even in our home countries, have access to a network of trustworthy professionals across Africa. Adding membership of such a network to your résumé should make you a considerably attractive asset to any company or organisation that has an ambition to expand into the rest of Africa. And if you're planning to become an entrepreneur and be your own boss, you yourself would be able to leverage KA for the benefit of your business.
- 3.3.2.2.2. In terms of our collective benefit as Africans, the KA network can also become a powerful tool to drive economic integration across Africa. Economic integration (which does not only include decreasing tariffs and standardising regulations but also infrastructural corridor projects between countries) creates larger single-markets in which business can be less expensive, easier and more profitable for all countries involved regardless of size. As capable public and business professionals, who know and trust each other, we can support the strengthening of African regional economic communities, like COMESA, ECOWAS, SADC, etc. more effectively.

3.3.3. What has been happening through KA back in Africa and otherwise?

- 3.3.3.1. KA is a registered association with a bank account in Japan. An application to register KA as an official NGO in Kenya has been submitted a few months ago and we are expecting confirmation of registration soon. Country representatives for KA have been appointed in various African countries.
- 3.3.3.2. There have been many events and activities, but we have indeed been poor in our communication about these events. The following events are currently being planned:
- 3.3.3.2.1. Seminars are organised with Mizuho Bank in Tanzania for 6 Sept. and in Cote d'Ivoire for 11 Sept.
- 3.3.3.2.2. Event is organised with Prof Yonekura in Kenya for 1 October.
- 3.3.3.3. We are in the process of rethinking our social media strategy. The current administrators of the Facebook Group do not use Facebook that often, which has

been hindering the flow of information and discussions on the Group. Sati will give Nico administrative rights in order to help with the administration of the group. Furthermore, we will soon setup a Facebook Page for companies and other external stakeholders to stay updated on activities, given that the Facebook Group is a closed group aimed at our members.

- 3.3.3.4. 2018 is the year in which we are still laying the foundations of KA. Next year (2019), will be the year in which we will put all our focus on networking.
- 3.3.3.5. Comment from the floor: Although realistically all 1000 ABE Initiative participants will not become members of KA, we should never give up on trying to recruit everyone and address challenges / improving the organisation for this purpose.
- 3.3.3.6. Comment from the floor: All the new regional managers should get @kakehashiafrica.com email addresses. Sati will ensure it happens upon receiving the details of the managers from Kaige.

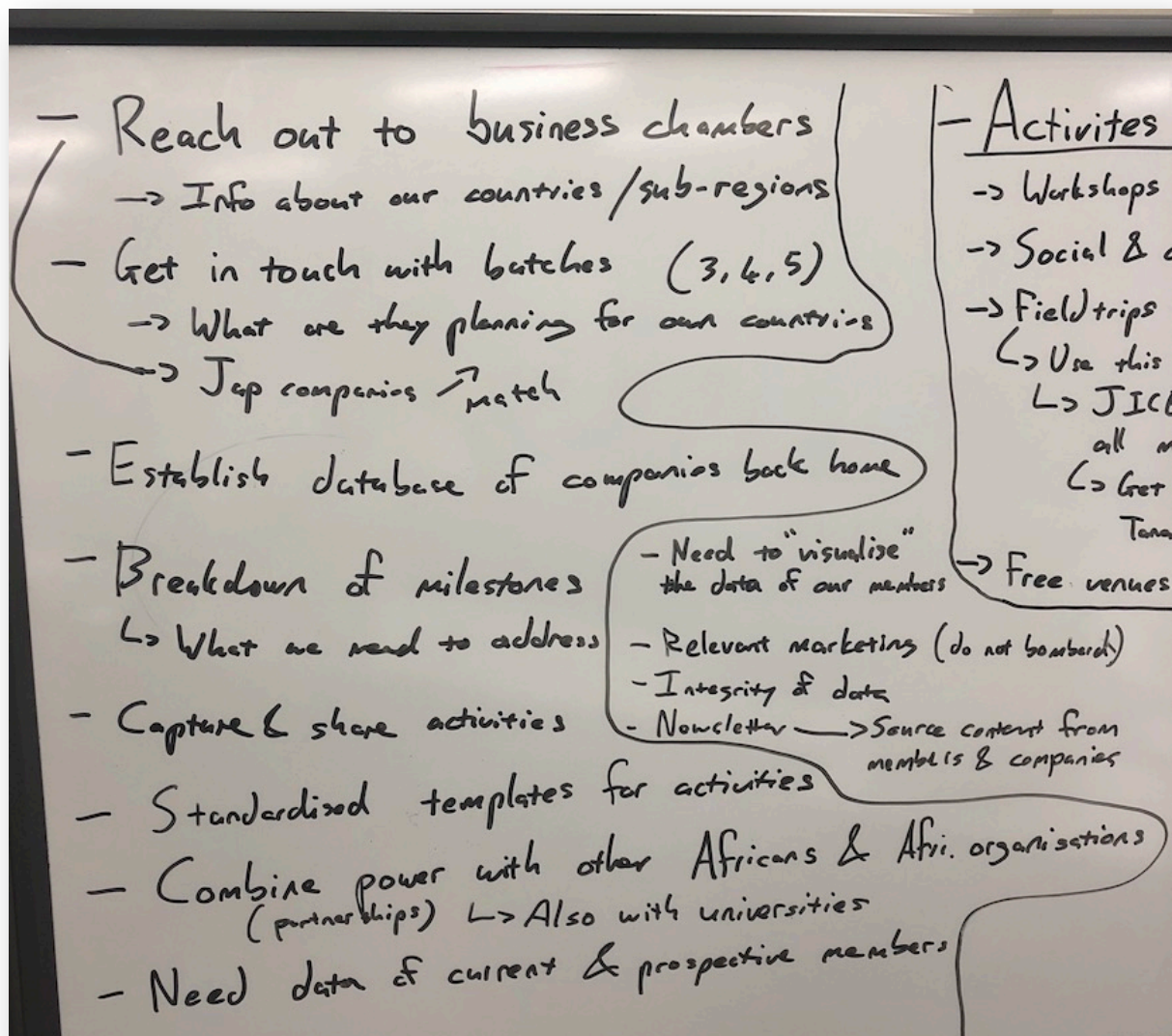
3.4. **Session 4:** Input from JICE [Presentation by Kozue Tanaka].

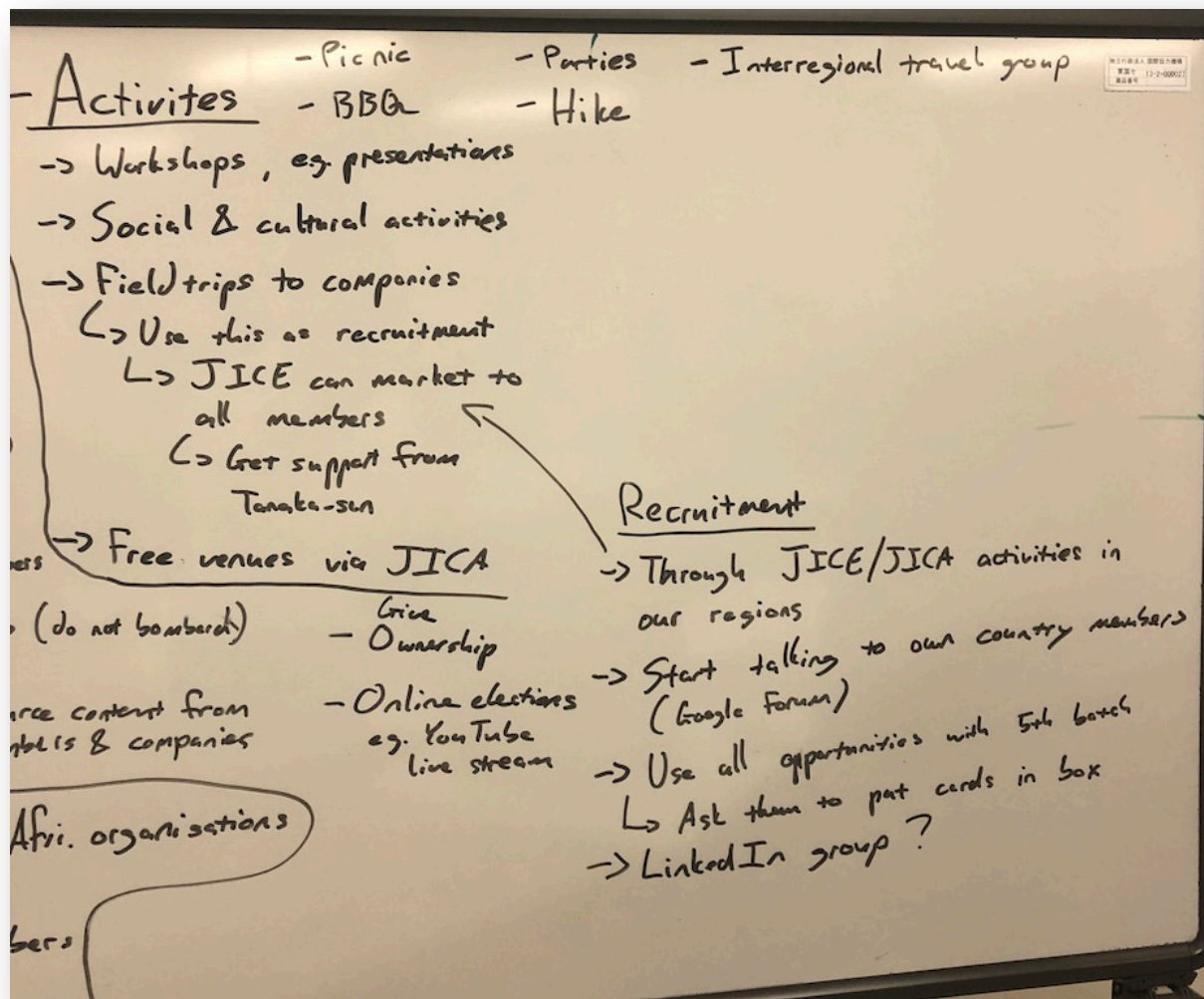
- 3.4.1. The success story of Chistopher Matai was shared. Christopher was a first-batch ABE Initiative participant from Kenya. After graduating from the University of Miyazaki, he did his internship at KJS Company in Miyazaki. Upon returning to Kenya, he founded his own company which is now partnering with KJS and other Japanese companies to do projects in Kenya. Thinking about this success story, we need to make sure that we understand not only our personal goals, but also our purpose and mission for coming to Japan. Our purpose is to make a difference in our societies in Africa and we can accomplish this through the mission of building a bridge between Japan and Africa.
- 3.4.2. We should use the Facebook Group to discuss more practical ideas for promoting Africa-Japan business and not only discuss broad, theoretical matters.
- 3.4.3. In our activities and development of KA, we should focus on doing what is realistically possible right now, given who we are, where we are and what we have. We should not be caught up in too many abstract/theoretical thoughts and deliberations about rules, regulations and articles of incorporation, because it is not possible to learn what works best without acting first. Instead, we should embrace a trial-and-error approach. With this approach, Kakehashi Africa will move forward faster.

3.5. **Session 5:** Organisational advice [Presentation by Makiko Takemura].

- 3.5.1. The real value of KA is not to generate business directly as a company but be a “foundation” on which businesses can be built by members. For example, KA should be used as a network that members can use to recruit other members with relevant skills, knowledge and contacts to build companies or collaborate on projects. We should also realise it takes a lot of time and effort to develop a network before fruits can be reaped. For example, it took Takemura-san 10 years to develop a network before she could use it to start a business.
- 3.5.2. If KA is a platform on which business partnerships can be built, it is very beneficial to be registered as an NGO and we should stick to this model. Being an NGO makes us accessible to everyone, including government officials. It is also easier to obtain the trust from various stakeholders as an NGO.
- 3.5.3. In terms of improving our communication and motivating members to take initiative to organise activities and promote KA, we shouldn't just communicate the results of our efforts to the membership base but also the process that was needed to achieve those results. For example, we should be posting a photo of today's workshop to our Facebook Group while we are having discussions and not just the result of our discussions. In this way, we demonstrate the practical, small steps needed to achieve big results. Another example is to post a photo reporting that you had a meeting with this or that person/company on a specific day.
- 3.5.4. As regional managers in the Japan chapter of KA, we should not be too concerned about what happens or will be happening in Africa after our programmes in Japan are complete. As individuals, you can't take responsibility for and do everything. Focus instead on your particular area and your duties within that area.
- 3.5.5. As a regional manager, you should also not try to do everything in your region but rather see yourself as a stage setter or facilitator, who inspires and empowers other ABE Initiative participants / KA members in your region to take action. You should have a simple and feasible plan for your term focussed on your region.
- 3.5.6. Make Japanese companies supporters of KA in your region.
- 3.5.7. Do research on other organisations similar to that of KA to understand on which organisational aspects we need to focus in order to develop a competitive advantage and distinguish ourselves.

3.6. **Session 6, 7 and 8:** Activity and management guideline for new regional managers based on ideas from new regional managers and experiences by outgoing managers [Open floor session and presentations by outgoing regional managers].





3.6.1. Management principles

- 3.6.1.1. Breakdown activities and tasks in milestones. Keep it simple and realistic, considering that you and regular members have other responsibilities as ABE Initiative participants as well, e.g. academic studies. Rather aim to do a few activities well than a lot of activities poorly.
- 3.6.1.2. Give ownership to members. Encourage them to take initiative to organise events.
- 3.6.1.3. Collaborate with other regional managers to create standardised templates for activities and document best practices that can be shared with other regional managers.

3.6.2. Recruitment of members

- 3.6.2.1. Obtain clear idea on current and prospective members in order to make an assessment and set objectives for how many ABE Initiative participants can be recruited.
- 3.6.2.2. Use the activities organised by JICE/JICA as opportunity to recruit 5th batch.

3.6.2.3. Start talking to the ABE Initiative members from our own countries to get people's information.

3.6.2.4. JICA/JICE can be asked to send information about KA events to ABE Initiative participants, given that they have the email addresses of all ABE Initiative participants.

3.6.3. Communication

3.6.3.1. Obtain info of members in previous batches in order to include them in communication.

3.6.3.2. Use Facebook, Messenger and WhatsApp groups/chats to organise and market activities.

3.6.3.3. Take photos, videos, minutes/notes of activities and share afterwards with members.

3.6.3.4. Need to "visualise" member data to members, so that people can get to know each other. However, need a clear plan on maintaining the integrity and security of member data. Consider possibility of using LinkedIn Groups for the interim?

3.6.3.5. Live stream activities (e.g. via YouTube channel).

3.6.3.6. Newsletter: Do not try to create the content yourself, source content from members.

3.6.3.7. Do not bombard members with unnecessary info. Make it applicable to them.

3.6.4. Activities

3.6.4.1. Academic/information workshops.

3.6.4.2. Social and cultural events, e.g.:

3.6.4.2.1. BBQ

3.6.4.2.2. Picnic

3.6.4.2.3. Parties

3.6.4.2.4. Hike

3.6.4.3. Fieldtrips / site-visits to companies.

3.6.5. Logistics

3.6.5.1. JICA can provide venues free of charge.

3.6.6. Build relationships with companies

3.6.6.1. Match the vocational/business plans of members with the interests of companies.

3.6.6.2. Establish database of companies from our own networks back home that can be showcased to each other and Japanese companies.

3.6.6.3. Source and package information about the markets in our own countries / regions in Africa for Japanese companies.

3.6.7. Build partnerships with other organisations for activities

- 3.6.7.1. Reach out to other African organisations in your region and combine power.
- 3.6.7.2. Cooperate with universities.

3.7. **Session 9:** Election of Japan Chapter Manager and Deputy Japan Chapter Manager.

- 3.7.1. **New Japan Chapter National Manager:** Ahmed OSMAN
- 3.7.2. **New Japan Chapter National Deputy Manager:** Beatrice ODIWA

3.8. **Session 10:** Team photo session.



4. Next steps

- 4.1. Each regional manager needs to draw up a plan for their terms of office (running up until next year) based on the guideline compiled in the workshop and share this plan with the new Japan Chapter National Manager. The National Manager will then provide further guidance for standardisation (if deemed necessary/practical) and put a system in place for monitoring and evaluation.
- 4.2. Outgoing regional managers need to provide the new regional managers with all the information necessary to enable the new leadership to become immediately operational and build on the work that has been achieved in the past.
- 4.3. The broader Kakehashi Africa executive team needs to come up with an urgent plan and system for how member data can be accessed and clearly visualised by members without compromising the integrity and security of the data. Sati will lead this effort.
- 4.4. Personalised Kakehashi Africa email addresses are to be provided to the new leadership members. Kaige and Sati will lead this effort.
- 4.5. Questions that have not been addressed in the workshop need to be addressed clearly by the CEO (or - by his directive - other relevant leaders from the 2nd and 3rd batches) in

order to clarify remaining uncertainties. Bongi will be requested by Kaige to perform this task. These questions include but are not limited to:

- 4.5.1. The nature of our relationship with JICE/JICA.
- 4.5.2. Clarity on KA's broader organisational structure and who is responsible for which functions.
- 4.5.3. A plan/roadmap to systematically address broader organisational challenges (e.g. internal and external communication, decision-making processes, legitimacy of the appointment of office holders, formal membership structures)
- 4.5.4. A plan/roadmap for KA's goals once the ABE Initiative programme is complete.
- 4.6. The drafting and distribution of a newsletter is to be prioritised. Nico will remind the new marketing manager Gloria Randriamihaja to urgently complete this task.