

Examples of 'KAIZEN' in various fields contributing to economic and social development

KAIZEN philosophy has contributed to the economic and social development of developing countries in various fields including industry, health, education, and public service.



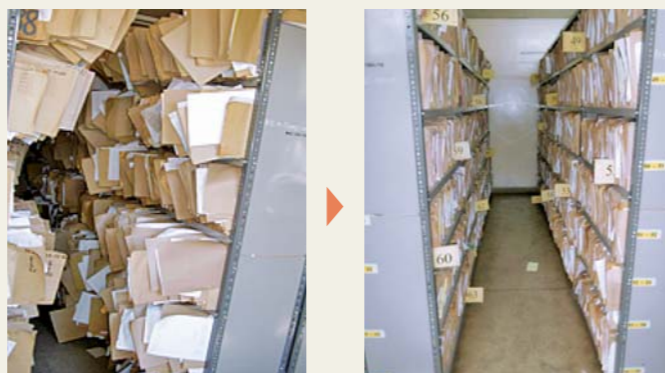
[Industry] Nearly 200 companies improved productivity with KAIZEN
The Project on Capacity Building for Dissemination of Quality and Productivity Improvement (KAIZEN)

For Ethiopia, enhancing the competitiveness of its manufacturing sector is a prime issue to realize economic transformation. The Ethiopian government saw KAIZEN as the key to its growth. With the strong initiative of the late Prime Minister Meles Zenawi, the Ethiopian Kaizen Institute (EKI) was set up to implement KAIZEN in Ethiopia. With KAIZEN being placed as a key pillar of the national development plan, EKI is providing KAIZEN consultation and trainings to large, medium, small and micro enterprises with Japan's support. More than 200 companies have implemented KAIZEN seeing an average of 37.2 % increase in their productivity and an average of 55.2% reduction in waste. By January of 2015, 3,590 Quality Control (QC) Circles are known active.



[Health] Improvement of quality of health service and patient satisfaction in 67 hospitals
Project for Strengthening Development of Human Resource for Health

Quality of health services is one of the most important challenges that developing countries are facing today. In public hospitals in Tanzania, when the concept of KAIZEN was introduced, the work efficiency of hospital staff increased, waiting time for patients decreased, hospitals have become much cleaner, medical waste segregation has improved, and the rate of IV-induced phlebitis decreased. These are just a few of the many concrete results which together led to increased satisfaction of service among patients. Moreover, through improvement of stock management of medicines and improved application for health insurance, hospital revenues have increased. At the moment 67 hospitals throughout the country are implementing KAIZEN and many members of the medical staff and patients alike are reaping the benefits.



[Public Service] 20,000 government employees aim for overall improvement in the quality of public services
Improving Public Services through TQM Project

JICA has been providing support to Bangladesh Public Administration Training Centre (BPATC) in line with the Public Sector Reform aiming at the capacity development for improving public service delivery through the concept of Total Quality Management (TQM). Through a series of technical cooperation since 2007, several work improvement cases have been reported particularly from the field level as the results of KAIZEN Action Plans implemented by public sector workers who participated in the TQM training. Bangladesh government and JICA intend to achieve that nearly 20,000 public servants throughout the country are engaged in KAIZEN activities for improving the quality of public services which will lead to the sustainable development of Bangladesh.



— Japan Brand ODA —

Japan's approach towards improved quality and productivity
 The driving force of Japan's rapid growth

KAIZEN



'KAIZEN' is a management philosophy and know-how that brings about continuous improvement of productivity and quality. It is a philosophy that has contributed to the development of Japan, especially in the manufacturing industries. More recently, it has proved to be valid in any country, culture, and sector. KAIZEN is a human centered approach, which fosters team work, self-reliance, creativity, and ingenuity.



Growing attention of KAIZEN in developing countries

KAIZEN is an approach which evolved in Japan and contributed to our post-war economic development. The method was originally imported from the US to improve Japanese manufacturing industry. In the 1950s, Dr. W. E. Deming, an American statistician and management expert, was invited to Japan to introduce quality management to Japanese enterprises. Then, the productivity movement that was promoted by enterprises, labor unions and academics emerged spreading quality management and productivity improvement methods nation-wide. Many companies developed their own method, later on generically

called KAIZEN. Nowadays, mega companies as large as Toyota to backstreet workshops practice KAIZEN in Japan.

The challenges that developing countries are currently facing are similar to those which Japan faced at the post-war period. Japan's experience of implementing and developing KAIZEN can be useful for those countries that strive to compete in international market.

Nowadays, KAIZEN is practiced world-wide and has become an internationally recognizable term.

The advantage of KAIZEN and Japanese cooperation

As opposed to innovation which requires huge investments, KAIZEN can be implemented with limited resources. It is an incremental effort starting from small steps involving all individuals from top managers to those working in the factory floor. However, commitment from the top management is essential.

KAIZEN can bring a positive impact in improving motivation, moral and teamwork among workers. It changes the mindset and the behavior

of the employees, ultimately improving the quality and productivity through company-wide engagements. It is a human-centered approach, empowering individuals through enhancing their creativity and ingenuity.

Nowadays KAIZEN approach can be seen not only in manufacturing industry but also in public services, hospitals, and educational institutes.

Characterizes of KAIZEN, representative tools, approaches, and effects



Typical KAIZEN tools and approaches

5S	'Sort, Set in order, Shine, Standardize, Sustain' 5S represents the 5 simple actions that can be taken to obtain visible results in a short period of time.
QC Circle	Voluntary small scale groups that solve onsite problems by team work.
IE	Comprehensive industrial technique related to the establishment, introduction of, operation of, and improvement of work systems for effective use of production resources such as people, facilities, materials, resources, information, and energy.
TQM	Total quality management is a comprehensive and structured approach to management, based on the participation of all its members and aiming at long-term success through continuous process improvement.

※ QC circles in the health sector are called WIT (Work Improvement Team) and QIT (Quality Improvement Team)

'KAIZEN' activities spreading throughout the world

JICA has been supporting development of the manufacturing industry and SMEs in more than 30 countries by introducing KAIZEN philosophy and supporting capacity development of SME supporting consultants and organizations. The first JICA's KAIZEN project was introduced in Singapore in 1983 then spread to Asia, East Europe and Latin America. It is currently evolving in Africa. In addition, JICA receives around 100 officials/business personnel annually to provide practical training including on-site observations of Japanese enterprises. JICA Senior Volun-

teers are also dispatched throughout the world to provide KAIZEN assistance.

In recent years, KAIZEN is implemented not only in the manufacturing sector but also in other sectors. In the health sector, JICA began its support by introducing KAIZEN in hospitals in 15 African countries through the 'Asia-Africa Co-Creation Program' in 2007. Currently, KAIZEN activities introduced by JICA are being implemented in nearly 500 health facilities in 21 countries including in Asia and Africa.

JICA's KAIZEN projects and training programs spreading throughout the world

Singapore

Productivity Improvement Project

The Project supported the capacity development of National Productivity Board (currently Standards, Productivity & Innovation Board). More than 200 companies implemented KAIZEN and around 200 people received training in Japan through the Project.

Costa Rica

Project for Capacity Building of Facilitators on Improving Productivity and Quality for SMEs

JICA has supported Productivity and Quality Center of the National Technical University over 10 years. The Center is now providing KAIZEN consultancy service in 8 countries throughout the Central American and Caribbean regions.

Tunisia

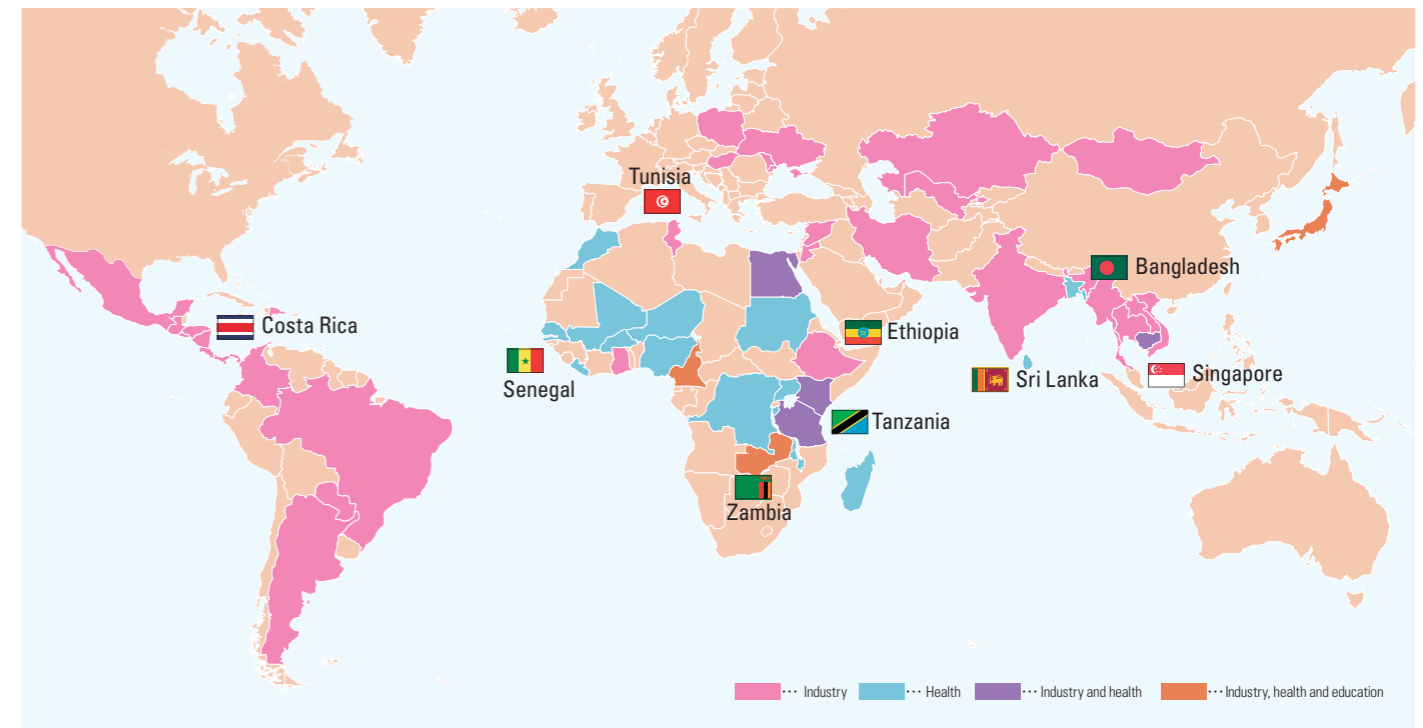
Quality and Productivity Improvement Project

During the project period, 19 consultants were trained and KAIZEN consultancy service was implemented in 50 enterprises in the fields of electronics, machinery, and packaging sectors.

Japan (worldwide)

Group and Regional Training

JICA conducts a number of training courses on KAIZEN covering both theory and practice. The participants visit sites in Japan where KAIZEN is implemented.



Senegal

Project for Reinforcement for Maternal and New Born Health Care

This project is to improve the quality of health care service for mothers and newborns by forming a model using 5S as one of the main elements. Currently the Project is engaged in diffusing the model nationwide.

Bangladesh

Safe Motherhood Promotion Project Phase II

This project supports the government's initiative to promote KAIZEN activities at prefectural and regional hospitals. The project not only supports implementation of KAIZEN at selected hospitals but strengthening the government's monitoring and supervision capacity for enforcement at the policy level.

Sri Lanka

5S - KAIZEN - TQM Capacity Strengthening (Third country training)

Application of the 5S-KAIZEN-TQM approach to the healthcare setting was first initiated in a hospital in Sri Lanka. With a positive outcome seen in its service delivery, a third country training was established to share Sri Lanka's experiences in hospital management improvement.

Zambia

STEPS (Strengthening Teachers' Performance and Skills) Project

This project has started in 2005 to introduce "Lesson Study" that teachers prepare, implement observe lessons and come up with ideas to improve lessons for the sake of enhanced teaching and learning.