

Workers, Managers, Productivity

Kaizen in Developing Countries

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What are methodologies and tools of Kaizen?

5S as a house keeping tool

Sort: out unnecessary items

Set in order: put in right place

Shine: clean workplace

Standardize: integrate them in regular work

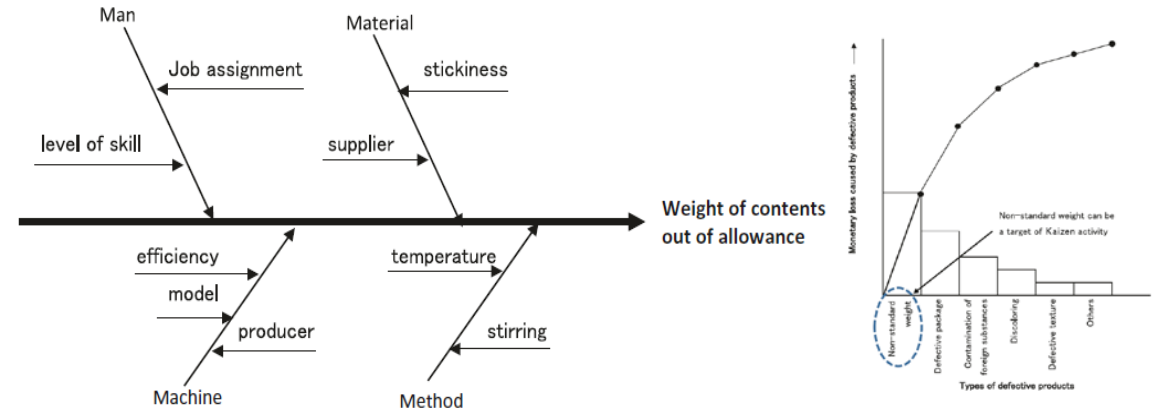
Sustain: make them own habit

Red Tag			
Classification	1. Raw material	5. Machine	
	2. Material in process	6. Mold, Jig	
	3. Fabricated materials	7. Tools	
	4. Product	8. Others	
Name of applicant:			
Quantity		Amount (Bs.)	
Reason	1. Unnecessary		5. Unexplained
	2. Defective		6. Others
	3. Not urgent		
	4. Mill ends		
Department			
Action	1. Put off		Done
	2. Return		
	3. Transfer to storage of Red Tag		
	4. Special keeping		
	5. Others		
Date	Paste on	Action on	
No.			

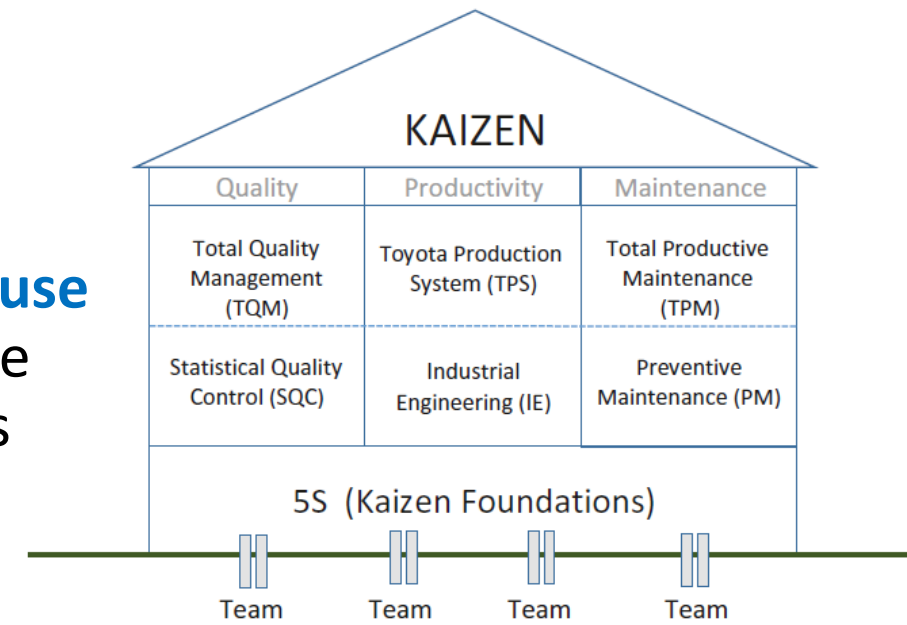
Quality Control (QC) Circle

small group activities to propose and realize improvement at each workplace.

7 QC tools are graphs and charts to analyse the condition such as cause & effect diagram

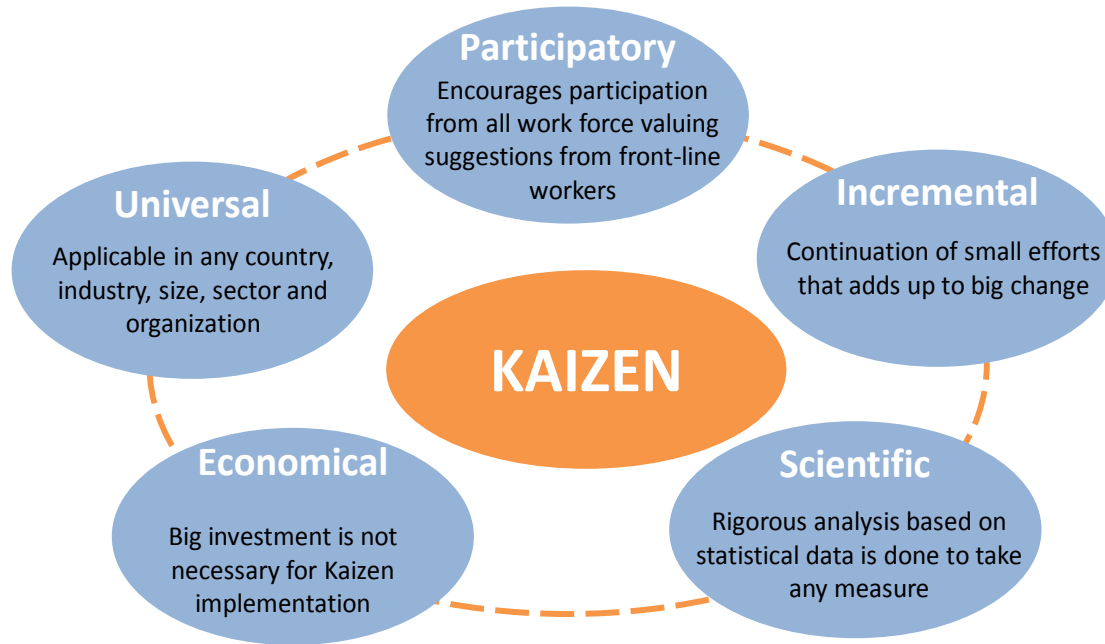


Kaizen House to promote awareness

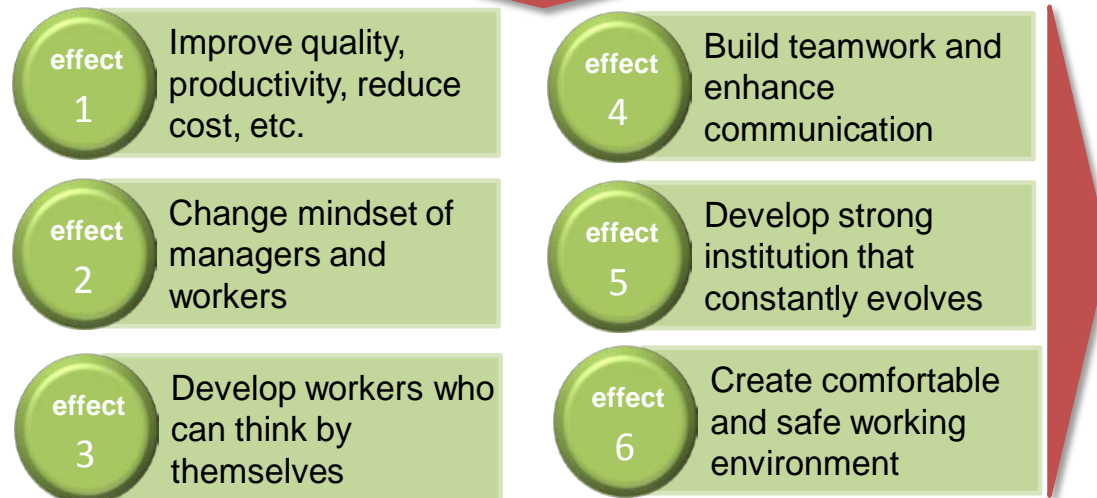


Role of Kaizen in Africa

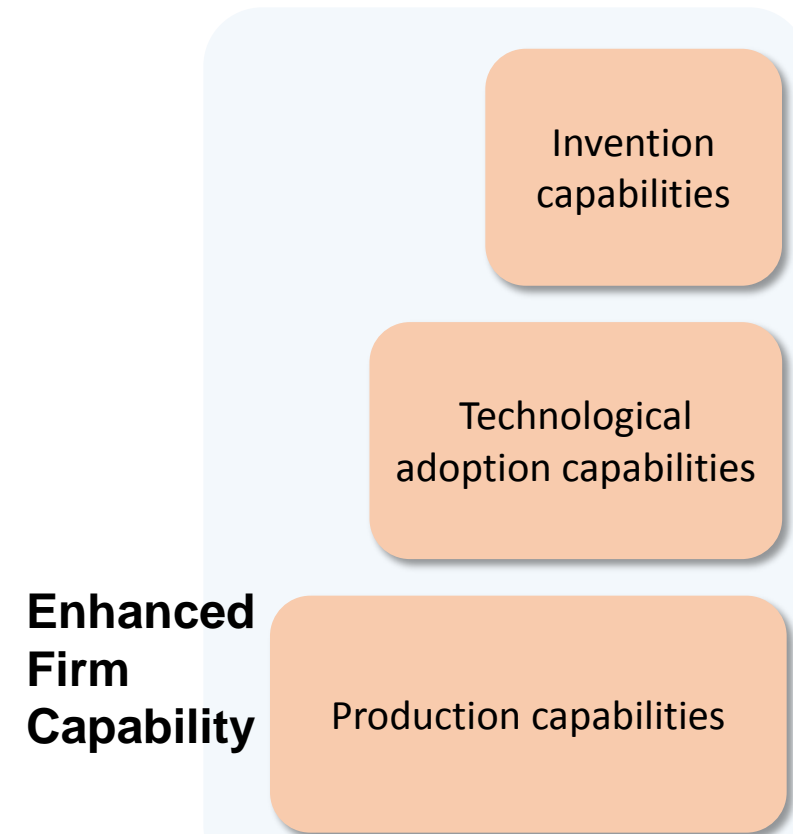
■ Characteristics of Kaizen



■ Effects



■ Capability Ladder

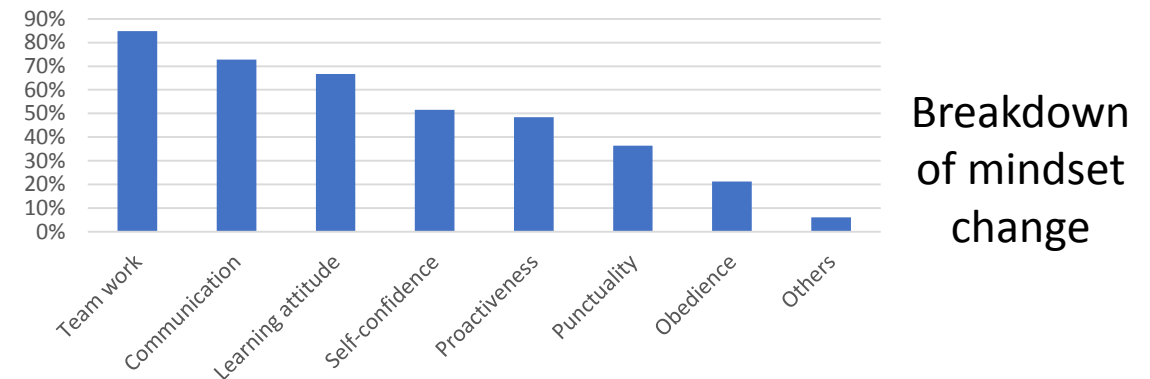
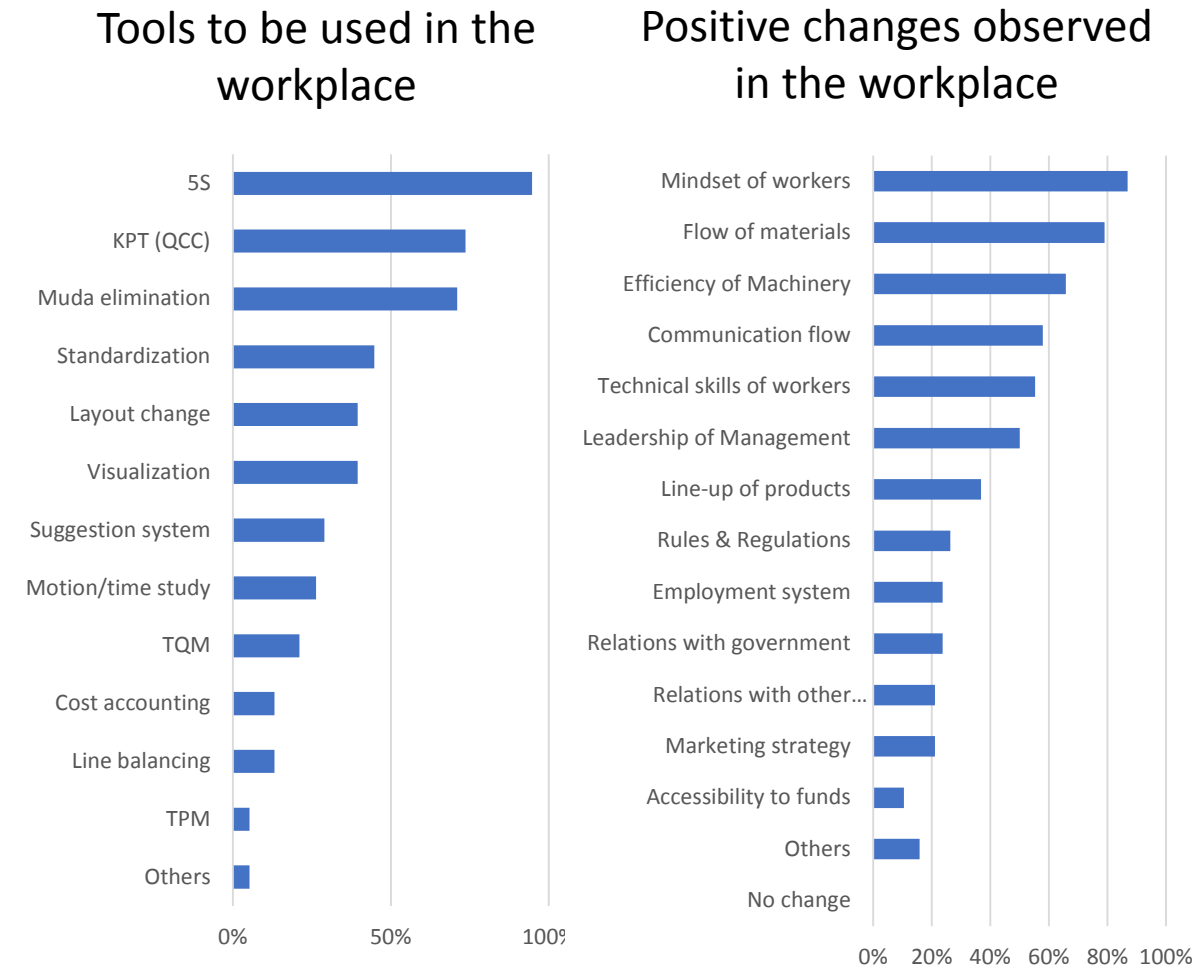


(Source: JICA Kaizen Handbook modified by the presenter)

Chapter 5: The Case in Ethiopia

Key messages of the chapter are;

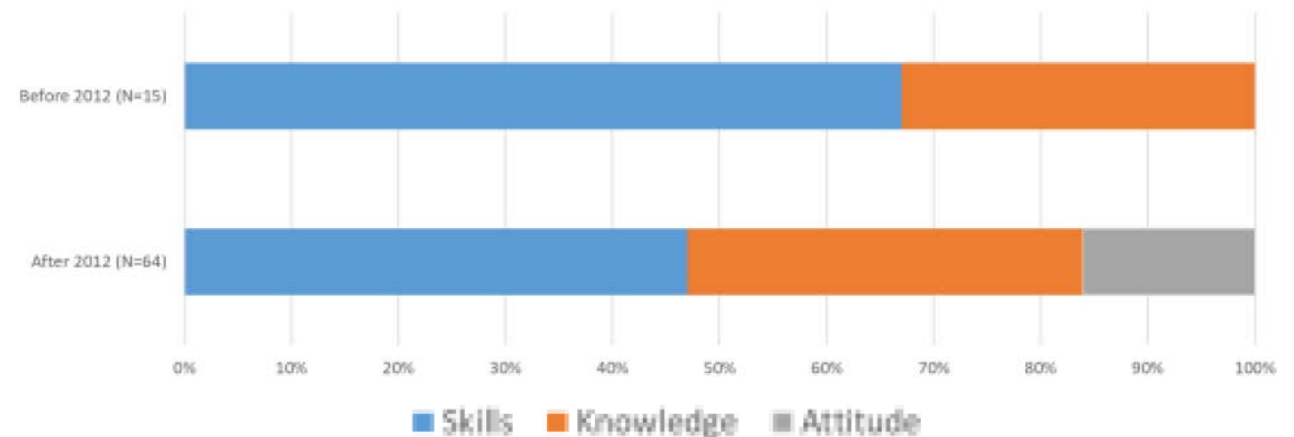
- 1) the proactive **role of the government** as a promoter of *Kaizen* is essential;
- 2) mindset change of people through *Kaizen* application is effective in Ethiopian context as a process of **core capacity (non-cognitive skills)** development of individuals; and
- 3) no one is really affected negatively by *Kaizen* especially with regard **to job security** in contrast with other reform processes.



Chapter 7: Developing the Core Employability Skills of African Youth

- The employability: the capacity in terms of **knowledge**, **skills** and **attitudes** to gain initial employment, maintain employment, and obtain new employment if required.
- The Ethiopian government has been emphasizing the need to change the attitudes of its people and incorporates *Kaizen* in the **TVET curriculum**.
- In South Africa, **employability improvement training** is being implemented at the university to enhance core employability skills and preparedness to work.

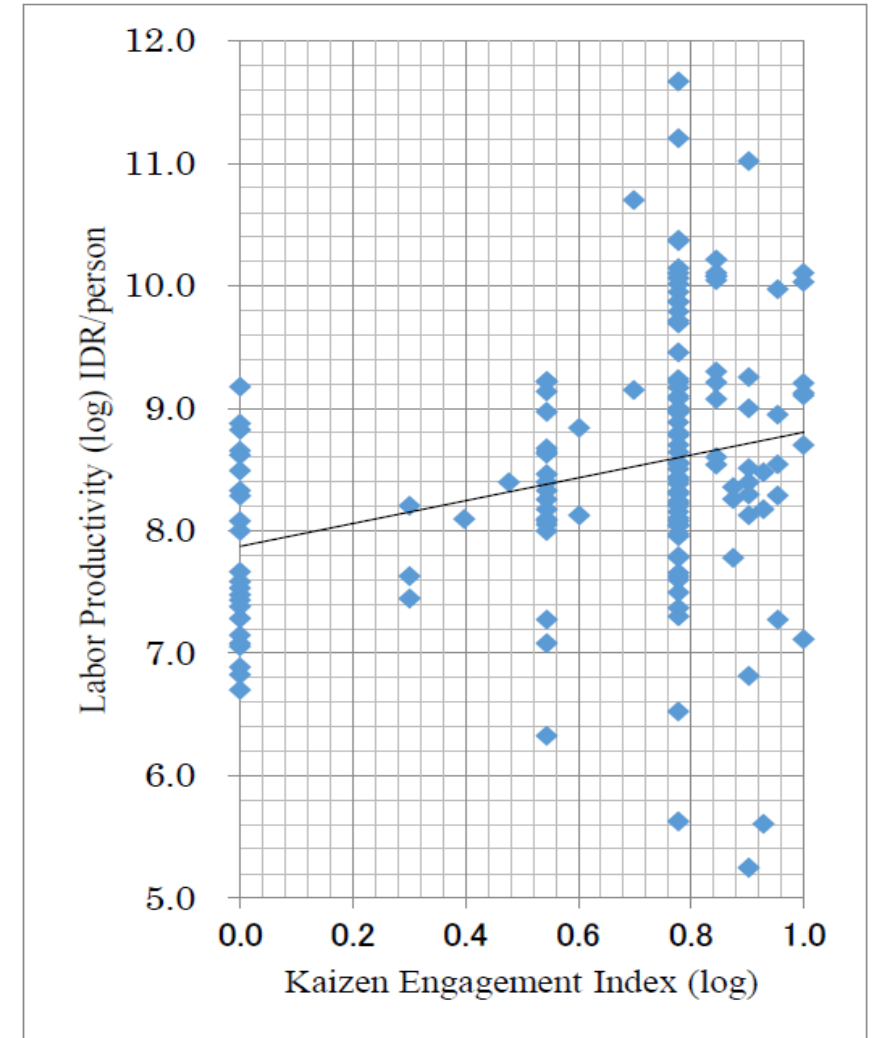
Figure 7.2 Changes in Perceptions of Competencies for Employability (Skills, Knowledge, Attitude)



Answers of TVET graduates before and after Kaizen introduction in the TVET curriculum in 2012 to the question on what are the most useful competency for their current job among skill, knowledge, learned in TVET

Chapter 6: Kaizen dissemination through the government and Private Sector in Southeast Asia

- Malaysia: Kaizen was introduced initially through **the government-led Look East Policy** program beginning in 1983 and has been customized and evolved along with the Malaysian situation.
- Indonesia: the case highlights the significant role of the private sector for Kaizen dissemination, in particular **the automobile industry supply chain**.
- Myanmar: Kaizen dissemination is still **at an initial stage** but there are potential needs, ... and some attempts at Kaizen in the private sector.



There is a mild correlation between Kaizen Engagement Index and Labour Productivity in surveyed companies in Indonesia.



Africa KAIZEN Initiative (2017-2026)



Basic Principles

- (1) To accelerate industrialization and economic transformation in Africa
- (2) To create employment and decent work
- (3) To develop innovative human resources with competitive skills

Key Strategies

Advocating at Policy Level

Creating and Strengthening the Function of Center of Excellence

Standardizing KAIZEN in Africa

Networking with KAIZEN Promoting Institutions around the World

