



Good Practices of Kaizen Dissemination and Cameroon Government BDS Delivery Strategy

Africa KAIZEN Annual Conference 2022 – Yaoundé, Cameroon

**Small and Medium-Sized Enterprises Promotion Agency (SMEPA)
Agence de Promotion des Petites et Moyennes Entreprises (APME)**

Director General : Jean Marie Louis Badga

5 October 2022

1



CAMEROON NDS30- NATIONAL DEVELOPMENT STRATEGY 2020-2030



NDS30 is based on three fundamental orientations :

- 1. A blend between import/substitution and export promotion**
- 2. A strategic and pragmatic State that sets up facilities for the emergence of the private sector as the main driving force of economic growth, intervening in highly strategic sectors;**
- 3. An articulation between indicative and imperative planning**



The role of SMEPA (1)

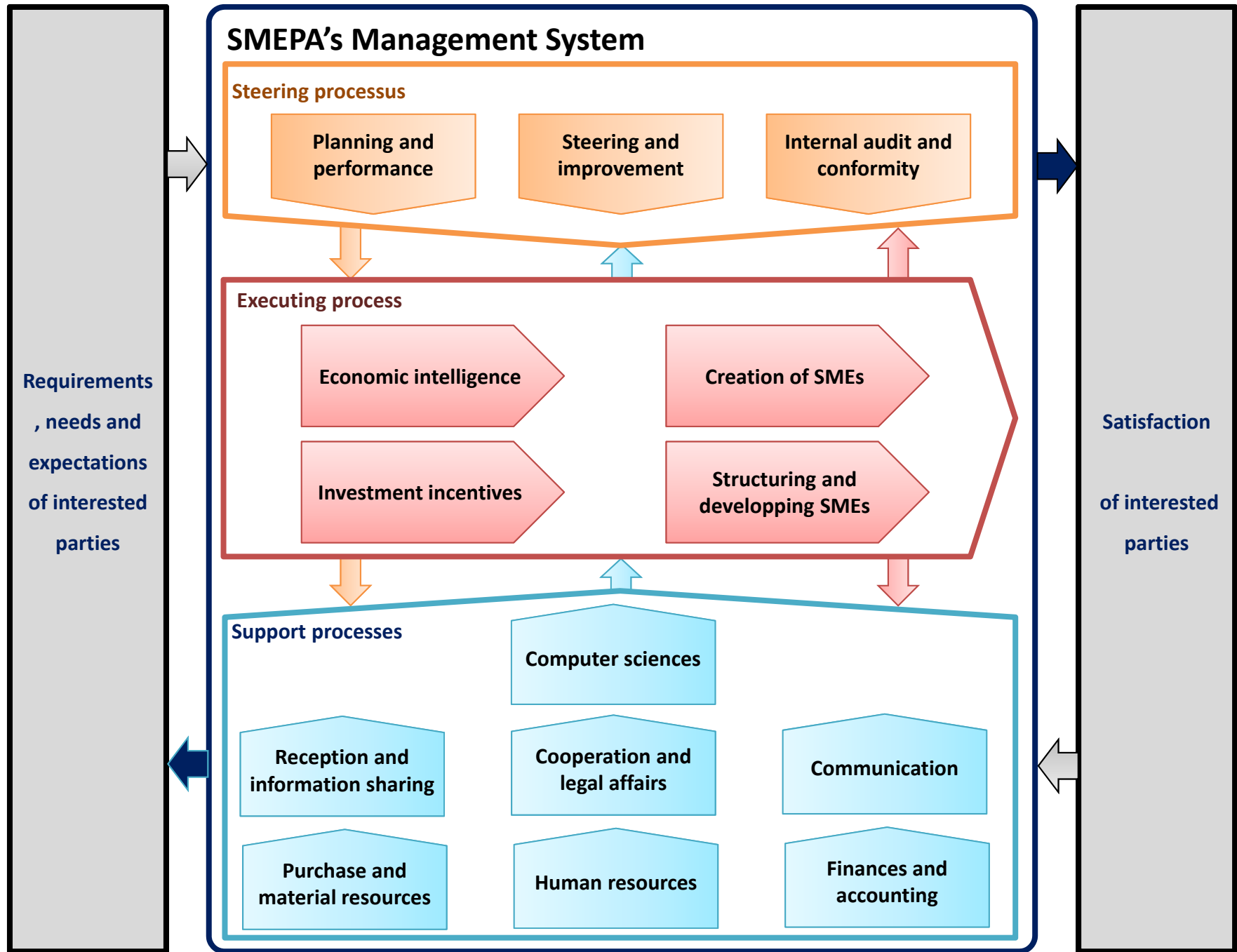


Certified ISO 9001, The Small and Medium-sized Enterprises Promotion Agency was created to **develop an ecosystem favorable to the development** of SMEs.

Its main **objectif** is to provide services and goods which contribute to the **creation** and **upgrading** of Cameroonian SME, so as to make them more **effective, innovative, competitive** and **responsible**, in order to maximize their contribution to Cameroon sustainable development.

SMEPA is the implement body of Business Development Services in Cameroon.

So how can we achieve this goal through KAIZEN?



Mechanism to facilitate SMEs' Access to Non-financial Services (DIFASE)



Business advisory support process

01

Expression of needs by the SME

02

Diagnostic and prescription of BDS

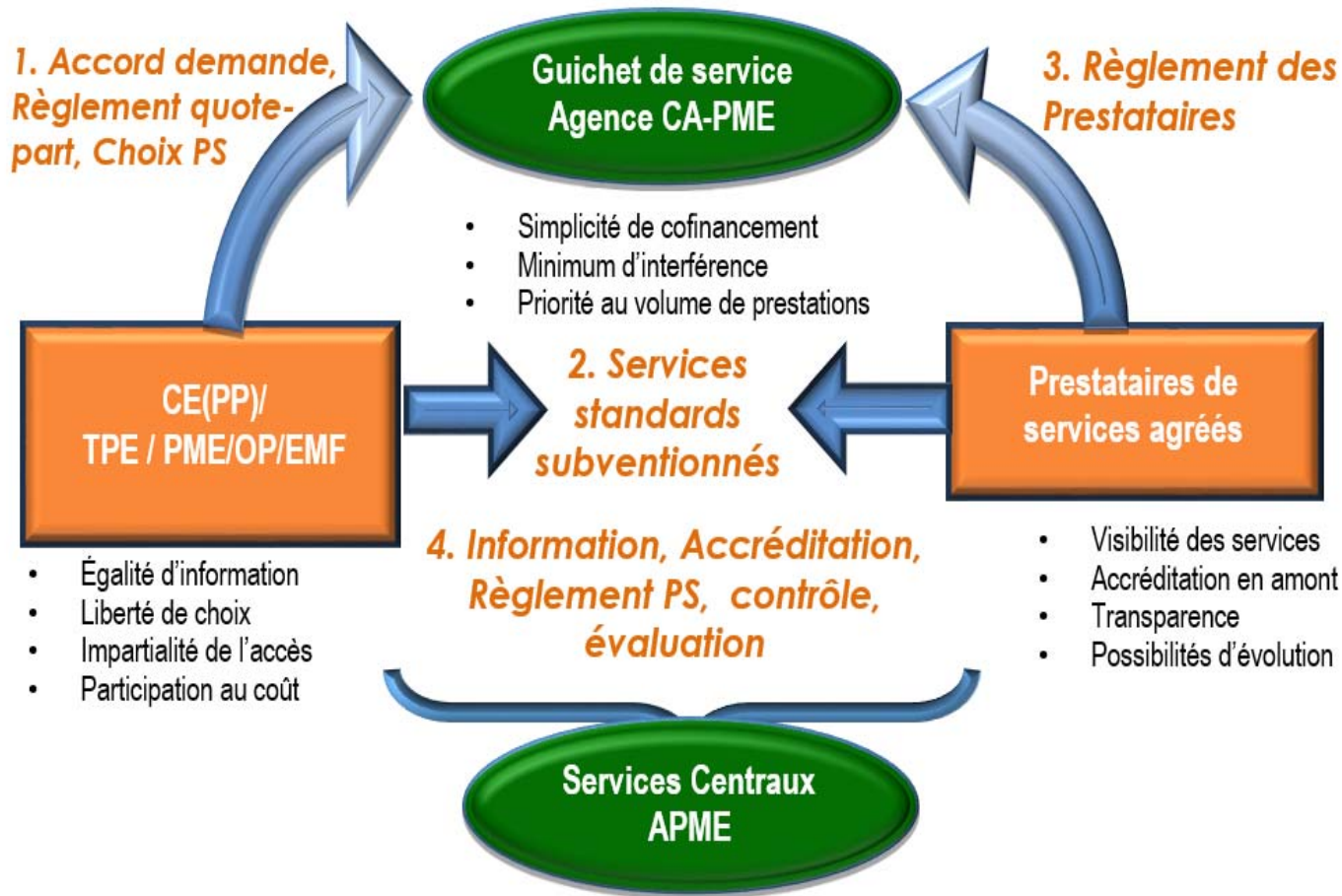
03

Provision of business advisory support

04

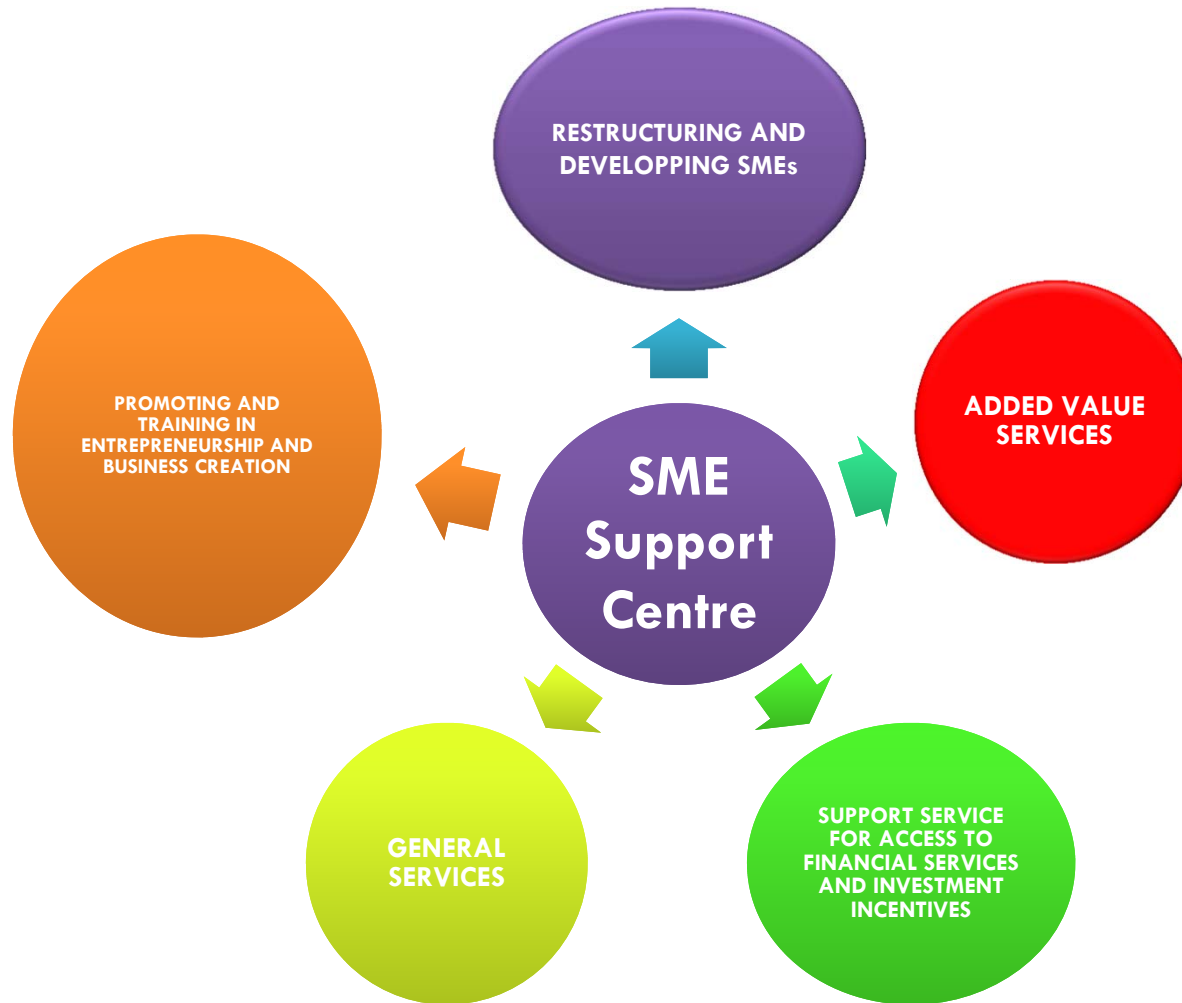
field coaching with the SME

Mechanism to facilitate SMEs' Access to Non-financial Services (DIFASE)





BDS SUPPORT REGIONAL CENTERS





SMEPA KAIZEN delivery system (1)



Role of KAIZEN Committee (JCC) [MINPMEESA and SMEPA]

- Coordinate the KAIZEN projet
- Manage the certification système
- Follow up Business Development Service delivery system
- Coordinate all KAIZEN activities in Cameroon

MINPMEESA is responsible for outlining the strategy through the committee

SMEPA is responsible for implementing the strategy



SMEPA KAIZEN delivery system (2)



Role of Inspectors:

- Ensure the service has been provided;
- Evaluate whether the consultant has met the quality standard of KAIZEN service
- Supervise the consultants' work
- When the situation requires it, implement Kaizen in SMEs- do all the tasks of Private consultants
- Create and manage data base
- Find SME needs;
- Diagnostics and matching of SMEs/consultants
- Follow up



SMEPA KAIZEN delivery system (3)



Role of public and private consultants

- Implement the KAIZEN in the companies
- Training of consultant and trainers
- Improvement of training materials
- Marketing of BDS
- Spread the KAIZEN approach without intervention of government (B2B)



Staff relating to KAIZEN activities



In Cameroon, we are looking for achieving a smart government presently, therefore;

- a. We have only 2 permanent staff of KAIZEN in the governmental sectors (One is in Ministry of Yaounde and one is in APME in Douala (2nd city))
- b. There are around 10 inspectors in the government (not permanent for KAIZEN Programs)
- c. We have around 100 privates and publics KAIZEN and BDS consultants trained by KAIZEN project. They have a huge potential and want to accelerate their dynamism with MINPMEESA.



Tasks assigned to governmental sectors only



Those are the lists of the tasks reserved for governmental sectors (it means the tasks conducted by the inspectors or public consultants):

- a. Selection of the consultants and its training ;
- b. Following up Business Development Service delivery system such as Matching ;
- c. Hosting national KAIZEN awards ;
- d. Designing and organizing certification system ;
- e. Participating in various national and international meetings related to KAIZEN ;



Good Practices of Cameroon #1

Selection of the consultants **conducted by governmental sector**



- a. For the Selection of the Consultants in Cameroon, there were more than 800 candidates last 6 years**
- b. We conduct PC test, oral test and selected best 116**
- c. We have selected and provided 8 times basic KAIZEN training from 2016-2020 (14 to 15 person / training)**
- d. 20% of consultants are from public (Minister of Agriculture and Rural Development, Ministry of Water and Energy) and 80 % of Privates.**
- e. In 2022 and 2023, around 30 consultants are certified in Advanced KAIZEN or Business Management.**



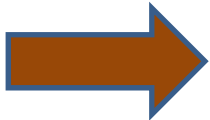
Number of consultants trained



116 consultants trained for 5S

40 consultants of previous phase (2015-2017)

76 consultants of current phase (15 x 5 cities in 2019-2020)



Select best candidates

30 consultants trained (in 2022)

1-KAIZEN AVANCE

2-BUSINESS MANAGEMENT

(2022)



Types of BDS that KAIZEN Project can provide



Theme	Duration of packages	Follow-up
1: BASIC KAIZEN (5S and stock management)	5 days	3 times or more
2:Advanced KAIZEN (Industrial Engineering)	5 days	5 to 7 times
3:Business Planning	2-3 weeks	7 times
4:Financial Management	3 days	Depends
5: Marketing	3 days	Depends
6. Human Resources	1 day	Depends



Good Practices of Cameroon #2

Variation of the consultants, Not only Industrial but Service Sectors



Textile



Wood



Food Processing



Metal Processing



Hotel



Hospital



Car dealership and garage



Good Practices of Cameroon #3

Partnership with other international Partners (AFD-French Development Agency)



- a. SMEPA conducts the Non Financial Services Component of Transfagri Program targeting Food processing enterprises.**
 - b. We have 23 types of BDS and among them, Basic Kaizen and Advanced Kaizen, Business Management modules.**
 - c. 20 consultants of KAIZEN are certified (accredited) and have provided more than 100 BDS of 5S/KAIZEN since 2017.**
 - d. Company should cover 10% of BDS expenses.**
 - e. No Japanese experts support this program.**
- It is owned 100% by the SMEPA staff under the supervision of MINPMEESA and MINEPAT.**



Good Practices of Cameroon #4

Partnership with PDR (Programs of Restructuring (Programme on the Diagnostic and Restructuring of Cameroonian SME)



Between KAIZEN project 1st phase (2015-mid 2017) to 2nd phase (2019-2023), there were field works of 18 months (no Japanese experts were present for one year and half).

SMEPA utilised the governmental fund and provide 102 BDS in 10 regions with perfect collaboration with inspectors (organizers) and privates Consultants.



Good Practices of Cameroon #5

BDS provided by KAIZEN consultants : 1166 BDS in 6 years (collaboration with public and privates)



BDS Delivery	2016	2017	2018	2019	2020	2021
Project (1)	-	-	-	69	28	63
Previous Project (2)	28	13	-	-	-	-
PDR* (3)	0	62	40	98	0	20
TRANSFAGRI* (4)	0	7	8	2	120	84
Other APME Schemes*	-	-	-	-	-	10
Business to business**	0	0	39	59	67	144
Others (ILO, etc.)**	0	0	25	27	63	90
TOTAL	28	82	112	255	278	411
UNDP Cameroon (Entrepreneur)	0	0	0	139	200	277
* Source: APME Annual Activity Report 2017, 2018, 2019, 2020, and 2021						
** Source: BDS Delivery Reporting 2018, 2019, 2020, and 2021						
*** Includes BMN, GIZ, ILO (GERME), ISO, and other BDS (training) programs						



Next Challenge



- a. **SMEPA wants to extend Kaizen Services to SME's in 10 regions, with an emphasis on the Government priority sectors.**
- b. **SMEPA wants to promote KAIZEN in other neighboring countries to Cameroon, which is bilingual country with English and French as official languages**
- c. **Create Certification System (our Ministry, MINPMEESA has approved the budget for conducting this system from 2023)**
- d. **SMEPA wants to contribute the development of Africa KAIZEN Initiatives.**

MERCI BEAUCOUP
THANK YOU VERY MUCH
ARIGATO GOZAIMASU

