



**Idea of the smart government
with Private Sectors (3rd part)
(Good practices of KAIZEN approach and
Cameroon Model
within Public-Private Partnership)**



Atsuyuki KADO JICA's Expert

5 October 2022

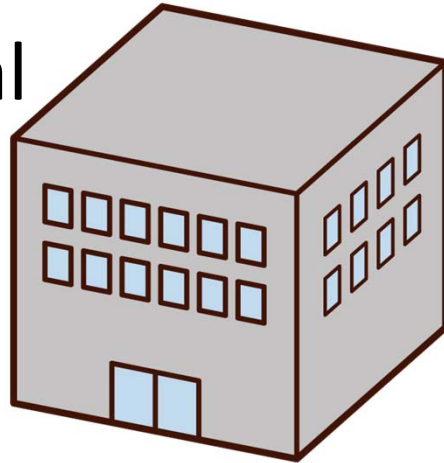
Before starting

- Introduction of the Companies in the conference room
- Introduction of the Inspectors, Advanced KAIZEN and Business Management Consultants in the conference room.

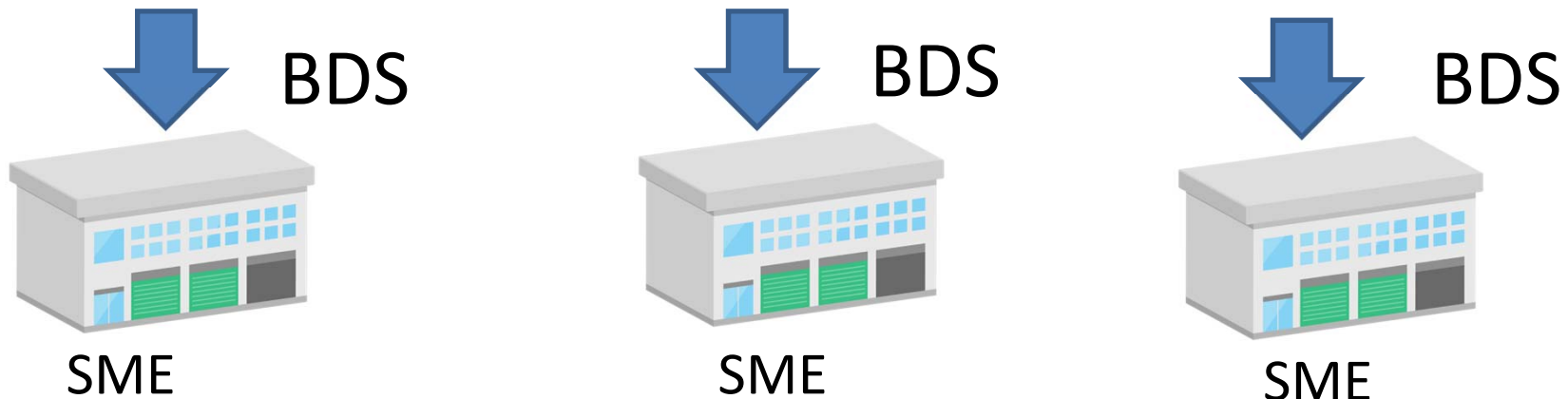


Normal ways of Delivering KAIZEN in Africa (by JICA)

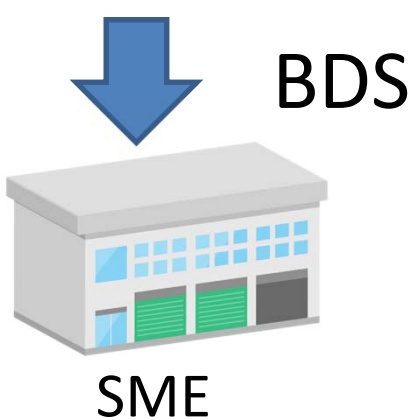
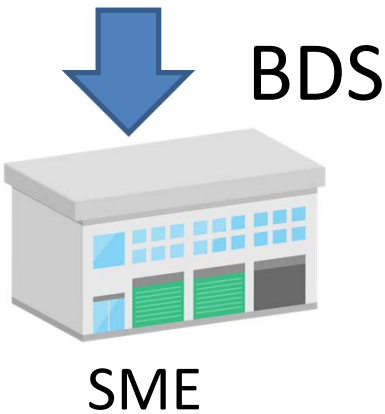
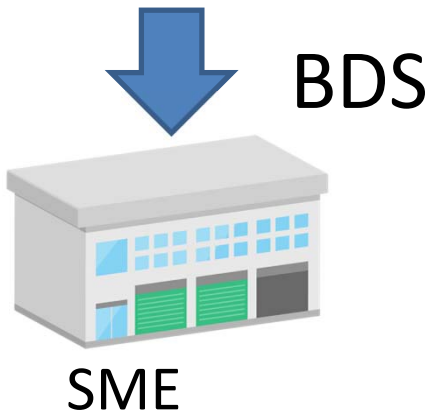
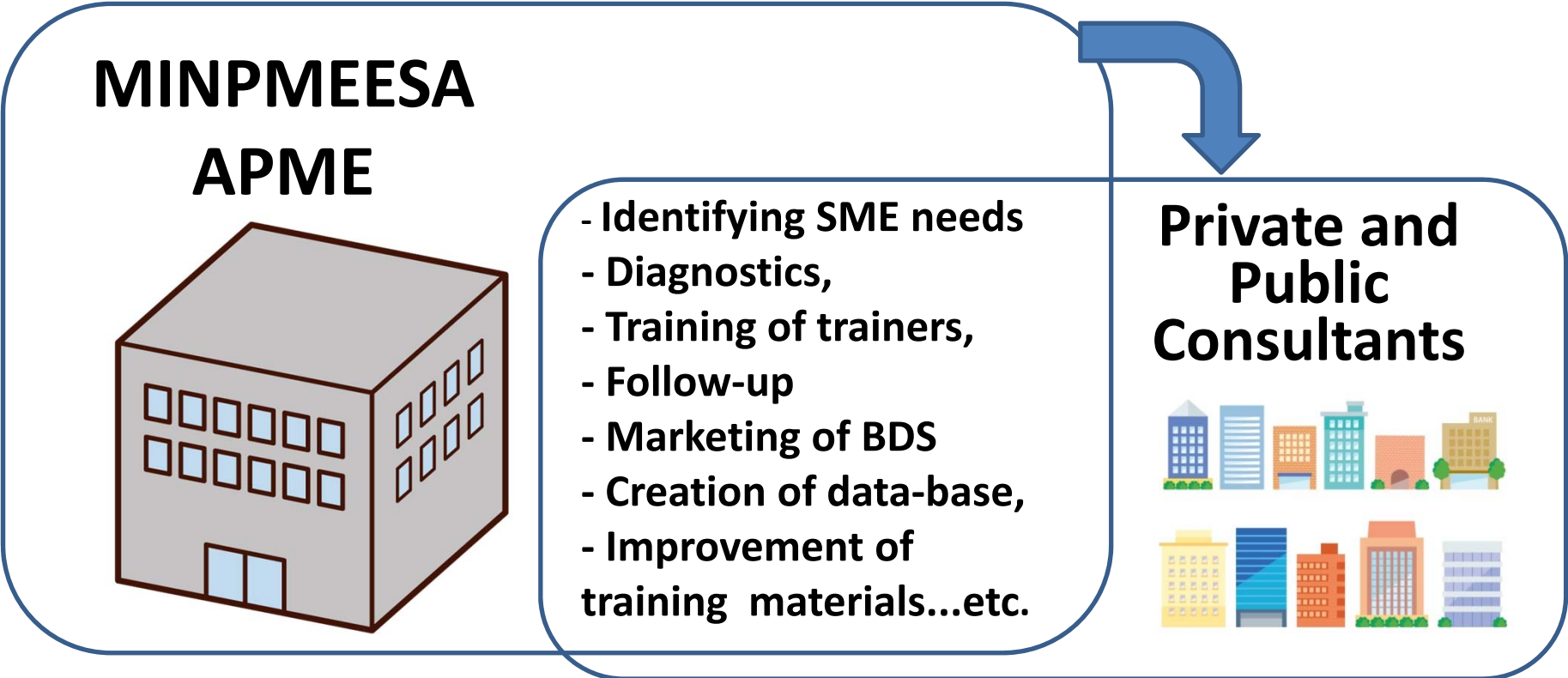
Governmental
BDS Provider



- Identifying SME needs
- Diagnostics,
- Training of trainers,
- Follow-up
- Marketing of BDS
- Creation of data-base,
- Improvement of training materials...etc.



Cameroonian ways (sharing tasks with stakeholders)



In Cameroon, there are lots of Consultants Companies and public Consultants

- The Project recognizes at least 15 companies that provide KAIZEN services or BDS services such as Marketing, Financial management etc.
- 5 consultants' companies are invited to showcase during the exhibition today at 15:00, the 5th Oct. 2022.
(Some are French and English speaking /bilingual consultants)
- We have some public consultants in APME, Ministry of Small & Medium-sized Enterprises (MINPMEESA), Ministry of Health, Ministry of Agriculture and Rural Development...etc.
- We will share some good practices of Cameroon

Good Practices

Marketing and promotion of KAIZEN by the Public and Private partnership

- A radio show on KAIZEN is broadcasted every Thursday since September 10th, 2020, from 18:30. More than 100 shows have already been broadcasted (mainly in French).

Exemple of Special Guest:

- 02 staff of APME (many times)
- 01 staff of MINPMEESA (many times)
- 10 consultants
- 06 Representative of entreprises
- 01 Conseiller of JICA TOKYO (M. HOMMA)
- 01 Japanese Expert of the KAIZEN Project



<http://radiobonnenouvelle2.ice.infomaniak.ch/radiobonnenouvelle2-96.mp3>

Collaboration with other Development Partners (UNDP:Cameroon-RCA-Mali)

- 4 private and 2 public KAIZEN consultants trained in Cameroon (Far-north Region) and did 5S and marketing trainings to 600 entrepreneurs over 3 years.



- UNDP CAR and UNDP MALI received Cameroonian Consultants who provided 5S and a training on how to make masks with the support of MINPMEESA after the outbreak of COVID-19 .

Supply of 5S/KAIZEN to GIZ Office

- GIZ REMAP Project received a KAIZEN consultant for one month.
- The GIZ Regional Office based in Yaoundé, paid a KAIZEN consultant to provide 5S/KAIZEN training to the Human Resources Department.



Avant 👎



Après 1^{ère} intervention 👍



Workshop in ILO Madagascar

A KAIZEN consultant from Cameroon was recruited at the ILO Madagascar. He organized a 5S/KAIZEN training in a textile company in Antananarivo, with the support of Public and Private KAIZEN consultants from Cameroon.



Teaching KAIZEN tools in universities and schools, or online seminars

All over the world, KAIZEN is taught in the Management courses. Approximately 10 KAIZEN consultants teach KAIZEN approach at universities or vocational schools. Sometimes they provide online seminars as well.



Collaboration of Private and Private. CAMI-TOYOTA with Cameroonian SMEs

- Cami is the dealer and garage of Toyota, Suzuki, Renault and other marks.
- CAMI has been organizing KAIZEN Days (KAIZEN Competitions) every year.
- CAMI encourages the practice of KAIZEN in other SMEs and invited 3 SMEs from Douala to the 2022 KAIZEN Day.



Role of Trainers on KAIZEN (Team of Private and Public Consultants)

- Assist in the selection of companies to receive KAIZEN BDS
- Updating of course modules
- Training of consultants
- Connecting consultants with companies
- Follow-up of consultants during the training
- Evaluation of consultants



3 ways for Sustainability in Cameroon

- 1) Governmental financial resources (can include the cost sharing with the SME)
- 2) Development Partner financial resources (can include the cost sharing with the SME)
- 3) Consultants' direct contracts with SME. It's quick, and every party can reduce the cost of transaction.

We record more than 100 BDS/year, but APME should do the control by random sampling to keep quality. Consultants should submit the information, such as 'number of hours that they spend' if it should be officialized. Because in the KAIZEN Handbook, It is said that a basic consultant should work 1000h, 3000h for a senior consultant, and 5000h for a principal consultant.

How the KAIZEN Project works

- 1) The Project uses the Project Design Matrix (PDM).
- 2) Check and validate the activities of PDM in JCC (Comité de Pilotage) 2 or 3 times in a year.
- 3) Activities are implemented by the Project (In 2022, 10 Cameroonian counterparts including inspectors, 60 private and public consultants & 10 Japanese and Canadian experts joined).
- 4) Focal point meetings are held with all stakeholders every 2 weeks to monitor the progress of activities (made up of about 15 members from both Cameroon and Japanese sides).
- 5) Project submits French and English Monitoring sheet in the official JICA format twice a year.

Recommendation

- It is important to focus on the utilisation of Private Consultants but at the same time, it is important to secure the cost of inspectors and KAIZEN activities in the governmental sectors.





Thank you

