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Planning Cluster

Kassala State government presented Kaizen experience in International Kaizen Convention held in Bangladesh



After TV Conference in JICA Bangladesh Office to report the results of the second international training in Bangladesh (21 November 2013)

K-TOP conducted the Third Country Training in Bangladesh from 25 May to 6 June 2013, by visiting JICA technical cooperation "Improving Public Services through Total Quality Management (IPS-TQM) Project" (Project Web: <http://ipstqm.net/>) to learn how Bangladesh government tries to disseminate Kaizen (Japanese word meaning "change for better" continuously) to all sub-district offices in Bangladesh to improve public services to the local population. After this visit, IPS-TQM Project invited Kassala State Government to participate in International Kaizen Convention in Dhaka, Bangladesh on 16 November 2013 and make presentation on Kaizen experiences in Kassala, so K-TOP took ten Kassala State Government officials again to Bangladesh from 14 to 23 November 2013.

Among these ten participants, three were the same participants from the previous visit to Bangladesh, but the remaining seven were new to Bangladesh. They were not only the counterparts from five clusters of K-TOP, but also include Director of Training in State Ministry of Finance. Because Kassala State Government realized the important roles played by Bangladesh Public Administration Training Center (BPATC) to train and disseminate Kaizen to all public servants in the previous visit, it started to dream that Kassala State Government would like to establish a similar Public Administration Training Center in the near future and train all public servants in Kassala on Kaizen. For this reason, in this second visit to Bangladesh, they included Director of Training, who is in charge of training of all public servants in Kassala, in order to learn from BPATC experience and increase the understanding of Kaizen.

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Capacity Development Project for the Provision of Services for
Basic Human Needs in Kassala, the Republic of Sudan (K-TOP)

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K-TOP is a Technical Cooperation Project between Japan International Cooperation Agency (JICA) and Kassala State Government from May 2012 to April 2014.

International Kaizen Convention was held at Ruposhi Bangla Hotel on 16 November 2013, and nearly 250 people participated from Bangladesh, Japan and Sudan. From Japan, Kaizen-practicing local government officials from Tanabe City (in Wakayama Prefecture), Kashiwara City (in Osaka Prefecture), Kitakami City (in Iwate Prefecture), Fukuoka City (in Fukuoka Prefecture) participated, along with a university professor who is promoting Kaizen in Japanese local government. From Bangladesh, many high-ranking government officials as well as celebrities such as cricket player, movie star, female climber, poet, cartoonist participated. The participation of these celebrities promotes Japan-born Kaizen to enter Bangladesh culture. Moreover, Kaizen practice in Bangladesh is published widely and timely through IPS-TQM Project's Facebook page (<https://www.facebook.com/pages/Kaizen-in-Public-Sector-in-Bangladesh/197212560441482>) as well as JICA Bangladesh Office Facebook page (<https://www.facebook.com/JicaBangladesh>) so that more and more people will know Kaizen.



International Kaizen Convention in Hotel Ruposhi Bangla, Dhaka, Bangladesh (16 November 2013)

After participating in International Kaizen Convention, Sudanese participants received Kaizen training at BPATC from 17 to 21 November, and on the last day, compiled training report and action plan.

The Action Afterward

- Kaizen Step-up Project Initiative has begun in Kassala! -

Through the participation in International Kaizen Convention in Bangladesh, K-TOP designed Kaizen Step-up Project Initiative as its action plan. This initiative includes four steps: 1) To train some of Kassala Government officials to become Kaizen Mentors, 2) with facilitation of Kaizen Mentors, to form Work Improvement Teams (WITs) from various offices in Kassala State Government and plan Kaizen Action Plan, 3) to implement each Kaizen Action Plan, and 4) to organize Kaizen Follow-up Workshop in Kassala and National Kaizen Dissemination Seminar in Khartoum to present each Kaizen actions and their impacts.

After the second visit to Bangladesh, K-TOP invited Mr. Enamul, the senior Kaizen mentor in BPATC, to Kassala to facilitate Kaizen Mentor Training and Kaizen Training for WITs from Kassala State Government, using Bangladesh-style Kaizen Action Planning formats. As a result of these training, 23 Kaizen mentors were trained in Kassala State Government, and WITs from 5 clusters of K-TOP, Department of Training, and 7 Locality Offices were trained and developed Kaizen Action Plan, which will be implemented for three months from mid-December 2013 to mid-March 2014.

K-TOP believes that Japan-born Kaizen will have a power to change the mindset of Sudanese civil servants and they can start to think "Even without money, we can improve our work by soliciting Kaizen ideas from all staff", and eventually improve their public services to the local population. Now, each WIT members are conducting Kaizen activities by their own initiatives. In late March, the Third Kaizen Follow-up Workshop is planned to report their Kaizen Actions and its impacts on their work, and make recommendations on how to disseminate Kaizen in Kassala as well as in whole Sudan. Based on these experiences, National Kaizen Dissemination Seminar will be organized in Khartoum in April 2014.



Kassala State Government officials participating in International Kaizen Convention in Bangladesh (16 November 2013)



Mr. Enamul, the senior Kaizen mentor in BPATC, trained Kaizen Mentor in Kassala (27 November 2013)



Vocational Training Cluster

Equipment Management Training using Kaizen method

From October 10th to October 27th, 2013, K-TOP conducted the training on equipment management in Kassala Vocational Training Center (KVTC), and 15 KVTC staff have participated. One may say, “If the equipment management is not going well, you can just tell the persons in charge to manage it well.” The thing is not that easy. People cannot take proper actions only by being told. We need to think practically, how to solve it.

In KVTC, many kinds of equipment were utilized in the training. However, KVTC has faced with a challenge on how to manage them systematically. For example, since the equipment and tools were spread out inside the warehouse, it was difficult to find the necessary tool smoothly. Since there was no standard process for borrowing equipment or tool from the warehouse, it was difficult to figure out the current situation. KVTC staff recognized that there was a problem in the equipment management. They knew there was a problem, but they had no specific idea on how to solve it.

K-TOP decided to adopt “Kaizen” method in the equipment management training. Kaizen is a method to improve work efficiency by reducing waste in the working process. By practicing it, you can analyze the problem, identify root-causes, then be able to plan specific actions for the solution, and carry out the actions. Kaizen is a suitable method to lead the KVTC staff’s awareness of the problem to take actions for the solution.

The training was consisted of one day lecture and two weeks of Kaizen implementation. On the first day, the training started with the lecture of Kaizen and the equipment management method. After the lecture, the Kaizen action plan was prepared based on the consensus among the participants. For two weeks, the participants implemented the action plan, and on the last day, they checked and compared the results with the situation before Kaizen.

In two weeks implementation, to make a common process for borrowing equipment from the warehouse, a workflow guideline and application format for using equipment were designed. This system enables KVTC staff to use the equipment based on the agreed rules. Moreover, 5S activity (Basic tool of Kaizen: Sort, Set, Shine, Sustain, Standardize) were proactively carried out in the warehouse, and the storage condition has improved so that people can easily find the necessary equipment.

What is remarkable in this improvement of the equipment management is that KVTC have successfully completed the improvement without any additional budget. Making improvement with no or little cost is one of the important Kaizen features. This time, the training topic was limited to ‘equipment management,’ however, KVTC staff demonstrated their ability to improve their management through Kaizen. We hope that KVTC staff will continue not to give up the improvement due to the limited budget, but to keep taking actions for better vocational training for Kassala people.



KVTC warehouse before Kaizen. A lot of tools and equipment are spread out inside the warehouse.



KVTC warehouse after Kaizen: All equipment is kept in order and you can find necessary equipment easily.



KVTC staff and trainees bring everything outside of the warehouse for clean-up and sort the equipment.



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Health Cluster

The Second Coaching Workshop for facilitators –Developing new teaching materials for VMW’s in-service training-

Reproductive Health department of Kassala State Ministry of Health (SMoH) and JICA health cluster team, K-TOP, provide 4-days coaching workshop, designed to train how to provide effective education using the flipchart teaching material. In this workshop, 14 Health Visitors, who perform as a teacher in the in-service training for Village Midwives (VMWs), has been trained.

After conducting several VMWs in-service trainings, K-TOP found two challenges: health visitors’ one-sided dictation lectures and some different teaching points among teachers. Since most of the VMWs cannot read or write Arabic words properly, it is necessary to train learner-centered coaching method and develop visualized teaching materials which are understandable even for illiterates. Moreover, developing a teaching material promotes the “standardization” of the midwifery service procedure which health visitors teach to VMWs.

Through the workshop, Health Visitors, who perform as a facilitator in VMW in-service training, and JICA health cluster team developed new teaching materials such as job-sheets, lesson plans and flipchart materials, and practiced on how to use them effectively. Day 1 and 2, Health Visitors discussed the contents of the teaching materials whether it is correct and realistic. Through this work, Health Visitors were able to confirm the unified appropriate procedure to teach to VMWs. Besides, Health Visitors could gain new technical knowledge on reproductive health. Day 3, Health Visitors learned the way of the effective health education which includes communication skills. In the practice sessions, health visitors were fully motivated to use new materials. After repeated practice, their skill of using teaching materials was so much improved. We believe that this improvement will raise the quality of the VMWs’ education.

The Second Coaching Workshop engages and builds the capacity of facilitator’s teaching with newly developed teaching materials. The result of evaluation from participants indicated great achievement of this workshop. Additionally, we can see that the relationship between facilitators has enhanced and they feel themselves as one team. This teamwork will become the strengths in the in-service training of VMWs.

The Reproductive Health department, supported by K-TOP, is now working to prepare for the next workshop to finalize the materials to be disseminated to all facilitators and VMW schools in Kassala with Federal Ministry of Health.

<Voice from participants>

We obtained new technical skills and information, and at the same time, improved our teaching way. New teaching materials include all topics which should be covered in VMW in-service training. By using them, we will not miss any topic. Moreover, we became able to use flipchart materials effectively so that the understanding of VMWs in the training can be improved.



Health Visitors developed new teaching material for VMW’s in-service training.



Health Visitors practiced on how to use the flipchart teaching material properly.



Now, Health Visitors feel themselves as one team aims to improve the capacity of VMW.



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New curriculum for emergency obstetric and neonatal care -for improving the care in a rural hospital-

The emergency obstetric and neonatal care (EmONC) is highly demanded in Kassala state to raise the knowledge and skills for rural hospitals' staff. However, in a rural hospital, there are no obstetricians and anesthetists who are specialized in EmONC. Therefore, for reducing maternal and neonatal mortality rates, it is very important to train the existing staff in a rural hospital, such as medical officers, assistant anesthetist, nurse midwives and theatre attendants to save the lives of many women in emergency situations.

The Federal Ministry of Health, in the past, used 11-days curriculum for EmONC training, but later they discovered, through a survey in 2012, this 11-days curriculum is not enough for a rural hospital staff to gain enough skills.

Kassala State Ministry of Health (SMoH), in collaboration with JICA Health Cluster team, took the initiative of the up-grading EmONC course by introducing new lectures and more practical sessions for medical officers, assistant anesthetists, nurse midwives and theatre attendants working in a rural hospital. The new curriculum is designed as one month and on the site practice (in the theater of each hospital), instead of 11 days.

The first piloting EmONC course has been conducted in the period from 10th of November to 5th of December 2013. Two EmONC teams were trained, one from Girba Locality and another from Wad El Helew Locality.

SMoH and JICA health cluster team are expecting better provision of EmONC services in both Girba and Wad El Helew Localities, when those trained staff return back and start working with new skills and knowledge they gained.



Training of newborn resuscitation



Training of newborn resuscitation

Agriculture and Livelihood Cluster

K-TOP Fund, a mechanism making the extension services to women sustainable



Extension activity in Aroma (Sanitation Campaign) supported by K-TOP Fund

K-TOP is now developing a mechanism which enables TTEA to provide training and other extension services to women in a sustainable way. TTEA/K-TOP has been providing technical training and business opportunities to women, using the facilities and equipment provided by JICA. Having received training, the women launch small businesses such as the breakfast restaurant and biscuit making. Once they increase incomes, user's fees are collected. They become a source of funds for another training service. This is the mechanism of the K-TOP fund.

The K-TOP fund mechanism starts functioning now. Using this fund, for example, the extension officers, who had participated in training in Japan and prepared the action plan, delivered the improved services to rural areas where only a few activities have been conducted so far. The fund is also utilized to cover the depreciation of the water pump, which was provided to the pilot activity of vegetable production in Wad El Helew. As such, the extension services are expanded and made sustainable. We hope that our efforts continue even after the project ends.



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Field day with the Minister of Agriculture and other important stakeholders in Tendeli Block in Gash area (Flood Irrigation Zone)

On November 18th, 2013, Technology Transfer and Extension Administration (TTEA) in Kassala State Ministry of Agriculture, Forestry, Irrigation, Animal Resources and Fisheries (SMOA) / K-TOP organized the field day to demonstrate the performance of the sunflowers cultivated by a group of farmers from WUA No.8 in Tendeli Block of Gash Irrigation Scheme.

The sunflowers are introduced with the aim of diversifying the production of the farmers in Gash, which mostly depends on sorghum, and of increasing their incomes through diversification. Totally, 60 feddans are cultivated for this new crop. All preparatory operations was done by machineries, starting with i) summer chisel ploughing and then ii) disc harrow porch after irrigation, which is followed by iii) planters for sowing. We assist them in conducting such key activities, while transferring knowledge of cost estimation and cashbook. The farmers are expected to return financial and material resources to the project after selling the crops. The resources returned will be used to other groups in the next season.

Following are the guests invited to this field day. They all enjoyed observing the good growth of the new crops.

1. Minister of SMOA
2. Director General
3. Directors of the technical departments and other key officials of the ministry
4. Director of bank of Sudan
5. Representative of the agricultural bank
6. Representatives of Gash Irrigation Scheme
7. Representatives of Agriculture Research Cooperation
8. Inspectors of Tendeli and Degin Block
9. Leaders of WUAs in Tendeli Block
10. UNIDO
11. Media (Kassala TV and Radio, Elsheroug TV)

The TTEA extension officers introduced the purpose of this pilot activity and what the technical officers have been doing in collaboration with the K-TOP experts. The Director of Sudan Bank expressed his appreciation to this trial and held positive scope for financing the WUAs to use the agricultural machinery.

At the end of this celebration, the Minister remarked his strong support to this pilot effort. Deep appreciation was given to the farmers' group who attempted this big challenge to introduce a new crop. He also expressed his intension to introduce new agricultural machinery for all operations, and recommended TTEA to assign more field extension officers, so as to help farmers adopt new technologies and new crops.



Field Day in Tendeli Block



Sunflower introduced



TTEA extension officer introduced the purpose and the content of the pilot activity.



Water Cluster

Learning Japanese way of construction management in JICA Grant Aid Project for Improvement of Water Supply System (1)

From 3rd Nov 2013 to 7th Nov 2013, K-TOP Water cluster had a training workshop for three engineers of the Kassala State Water Corporation (SWC). The workshop was supported by JICA Grant Aid Project for Improvement of Water Supply System at Kassala City. The workshop was held in the Hatomiya Water Treatment Plant which is under construction, and in a site of the installation of water distribution pipe.

In Kassala, besides the technical cooperation project, Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala (K-TOP), there is also a grant aid project for developing urban water treatment plant (Grant Aid Project). The Grant Aid Project aims to solve the problem of shortage of water to the Hawata area which is located in an elevated area of mountainside. The project constructs eleven boreholes and, together with the existing nine boreholes, provides Kassala the water from twenty boreholes. The water from wells is stored in a 5200 ton tank and, after the injection of choline, will be distributed to the surrounding area.

As a result, after the project completes, there will be a great increase in the water supply. However, since the existing water distribution pipes are old asbestos type which cause water leakage from the pipe, in the future, SWC must conduct the replacement of the pipes to benefit fully from the development. For this reason, K-TOP water cluster organized the workshop which SWC engineer can learn Japanese techniques of the installation of water distribution pipe.

In the workshop, at first, Mr. Yamazaki, the person in charge of construction management in the Grant Aid Project, and three engineers, Mr. Ochiai, Mr. Takano and Mr. Taniguchi explained briefly about the pipe materials, how to install them, and construction management. In the site, there were polyvinyl chloride water pipes, 20cm in diameter, and distribution water pipes, 50cm in diameter. The SWC engineers learned how to cut the ductile steel pipe and how to finish it using a disc grinder. The engineers were happy to hear that those pipes will be usable for as long as fifty years. Moreover, they experienced a quality check of pipe connection using a gauge for the first time.

After the pipe installment, the labors filled the pipe with 30cm of sand using a compactor very carefully. Here, the engineers learned how to dig a trench using excavator along with the guided white line. They also learned a quality control method using check sheet at every 50 meters, and taking a photograph at every 100 meters for the better construction management.



The SWC engineers are having an explanation about the pipe network.



The SWC engineers are observing the laying transmission pipe of diameter 50cm and the distribution pipe of diameter 20cm.



The SWC engineer checks the quality of connection using a gauge.



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Learning Japanese way of construction management in JICA Grant Aid Project for Improvement of Water Supply System (2)

Concerning safety, the engineers learned safety assessment methods such as the prohibition of slippers, wearing helmet during the work in the site and putting ropes around the site in order to prevent children from entering the site.

At the construction site of Hatomiya Water Treatment Plant, Mr. Takano explained the current situation that more than 20 labors are working on the establishment of a concrete form and to set up reinforced concrete. SWC engineers were much interested in these works to see such a large scale of water tank for the first time.

On the lecture day, SWC engineers learned construction plan of earth work for digging trench and back filling work. The K-TOP tem made a text book in Arabic of earth work and piping work. In the lecture, SWC engineers learned the standard depth and width of the trench. They asked many questions and the Grant Aid project team answered in detail. This work shop finished satisfactorily.

In the end, SWC engineers asked Grant Aid project team that they would like to learn more from the construction site. Mr. Yamazaki and Mr. Ochiai replied that they welcomes to the site at any time. Everybody is looking forward to having the next workshop.

The construction work in the temperature above 30 degrees with very little shadow is really hard. The work will continue until July 2014. The Hatomiya residents are looking forward to having water. K-TOP and Grant Aid Project will continue to collaborate for the future workshop. We hope this Japanese technique will be helpful for SWC in the future replacement work of old asbestos pipes.



Safety assessment methods in the construction site



SWC engineers ask about the pipe materials.



Mr. Takano explains the structure of a new well to the SWC engineers.



Mr. Taniguchi explains construction plan to SWC engineers.

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