


Japan's Assistance in Africa

*TICAD IV
(May 2008)*

*G8 Hokkaido
Toyako Summit
(Jul. 2008)*

*The Initiative for
Policy Dialogue
(IPD):
African Task Force
Meeting in Addis
Ababa (Jul. 2008)*

*Symposium on
"Economic Development
in Africa and the Asian
Growth Experience"
(May 2008)*

A large, thick yellow arrow that originates from the bottom of the four event ovals and points downwards towards the text 'Following up Japan's proposals in Africa'.

Following up Japan's proposals in Africa

JICA's Cooperative Framework for Industrial Development in Ethiopia

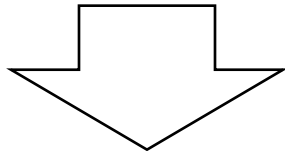
Request from Prime Minister Meles (July 2008)

Help formulate an industrial development policy for Ethiopia

Exchange views on industrial development strategies and Japanese policy recommendations based on the Asian development experience.

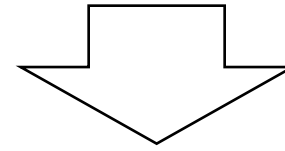
Help develop private companies

Employ JICA's technical assistance to improve the competitiveness of the private sector, drawing on JICA's experience in Tunisia.



“Policy Dialogue on Industrial Development”

(1st Phase: June 09–May 2011)



“Study Project on Improving Quality and Productivity

(Kaizen)” (Pilot Phase: Oct. 09–June 11)



Three-Layered Policy Dialogue and Technical Assistance Project

Three-Layered Dialogue with Ethiopia

Dialogue with Prime Minister

High-Level Meetings with Ministers and State Ministers

Operational Meetings
MoFED, MoARD, MoE, Mol, MoUDC, etc.

Policy Dialogue (June 09–2011)

1. Policy Vision

Democratic Development, Agricultural Development-Led Industrialization (ADLI)

2. Five-Year Development Plans

PASDEP (05/06–09/10), GTP (10/11–14/15)

3. Sector Policies

- Basic Metal & Engineering Industry
- Industrial Development Strategy
- MSE Development Strategy

4. Intersecting Issues

- Policymaking Process and Organizations
- National Productivity Movement

Japan

EOJ

G
R
I
P
S

J
I
C
A

Professors
Kenichi Ohno &
Izumi Ohno

Mol, Metal Products Development Center

Mol, KAIZEN Unit

Supplementary Firm-Level Study of Basic Metal and Engineering Industry (2010)

JICA

Kaizen Project
(October 09–June 2011)

JICA

Sample Improvement Results (I)

Quantitative Results:

✓ Monetary impact from reported improvements was 500,000 ETB/company.
(Amount ranged from 10,000 ETB to 3.2 mil. ETB)

- By **reducing costs** (a) 10,000 ETB per month and (b) 78,000 ETB per year;
- By **generating additional income** of 1.2 mil. ETB per year;
- By **decreasing downtime** by 204,000 ETB per day;
- By **rectifying defects in raw materials** used for manufacturing, 2.4 mil. ETB;
- By **identifying, repairing, and reusing machines & equipment** worth 3.25 mil. ETB

✓ Non-monetary measures of improvement include:

- Increasing labor productivity by an average of 50% by **reducing time lost searching for** tools;
- Reducing floor space by approx. 50%;
- **Reducing percentage of defects** by 50%–70%;
- **Improving lead time** by 16%–90%;
- **Saving labor** by 15%–90%.

*Note: 1 USD = approximately
17.1 ETB as of Aug. 2011*

Sample Improvement Results (2)

Qualitative Results:

- Creation of clean working environment
- Increased teamwork and worker motivation
- Improved health and occupational safety of workers
- Increased employee participation—lower-level workers suggested ideas for improvement to management
- Better understanding of how to improve delivery times and reduce costs

Sample Improvement Results (3)

Quantitative Results

- Company A (Metal)
 - Recovered 118,995 birr in additional revenue
- Company B (Metal)
 - Reduced lead time from 2 weeks to 1 week
- Company C (Textile)
 - Reduced time wasted by 624 min./month
- Company D (Chemical)
 - Reduced overproduction waste by 50%
 - Increased motion and movement by 100%
- Company E (Agro)
 - Decreased wheat flour waste by 190 qtl
- Company F (Agro)
 - Produced an additional 12,000 lit./day
by eliminating 6 hours downtime/day
- Company G (Agro)
 - Saved 846 birr/day by decreasing milk waste

Photographic Examples of Some of the Achievements of the Pilot Companies

Fig. 1 Sort, set-in-order & shine (3S) implemented to standardize inventory stock

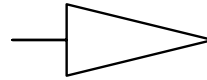
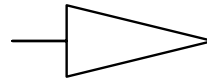


Fig. 2 In-process stock is repositioned to avoid **wasted transportation**

■



Before Kaizen

After Kaizen

Highlights of the Pilot Project (1)

Possibility*	High	Good	Some	Low	No	Total
Grade	5	4	3	2	1	
Number of companies	6	4	8	6	4	28

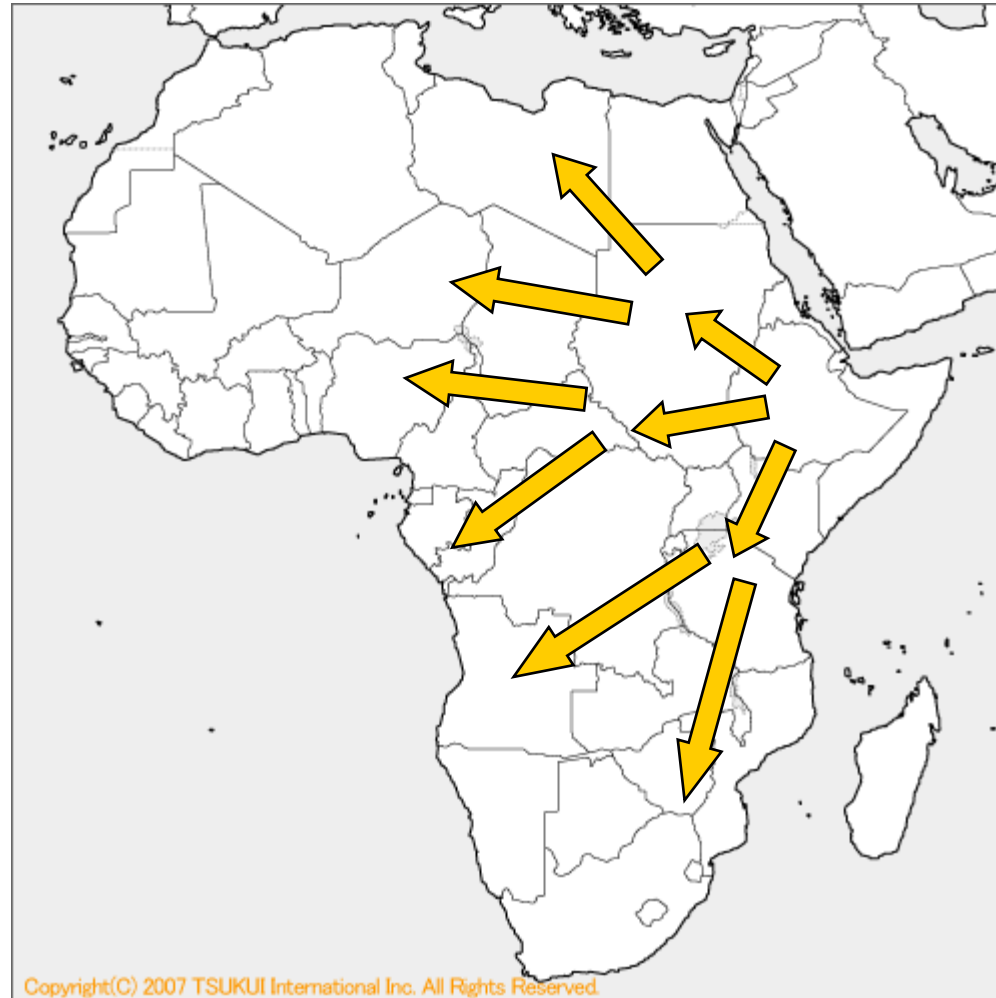
**Chance of becoming a “model Kaizen company”*

- 10 companies that were graded 5 or 4 were excellent candidates.
- Over one-third of companies had a chance of becoming a model *Kaizen* company.

Assessment of Development Capacity of KU Members

Level	Competence	Assignment	Before project	After project
0	No experience with <i>Kaizen</i>		9	
I	Competent to conduct <i>Kaizen</i> activities for yourself	Junior <i>Kaizen</i> Consultant		
II	Competent to guide <i>Kaizen</i> activities	Assistant <i>Kaizen</i> Consultant		3
III	Competent to provide consulting services for <i>Kaizen</i>	<i>Kaizen</i> Consultant		6
IV	Competent to provide consulting services for <i>Kaizen</i>	Senior <i>Kaizen</i> Consultant		
V	Competent to provide consulting services for <i>Kaizen</i>	Lead <i>Kaizen</i> Consultant		

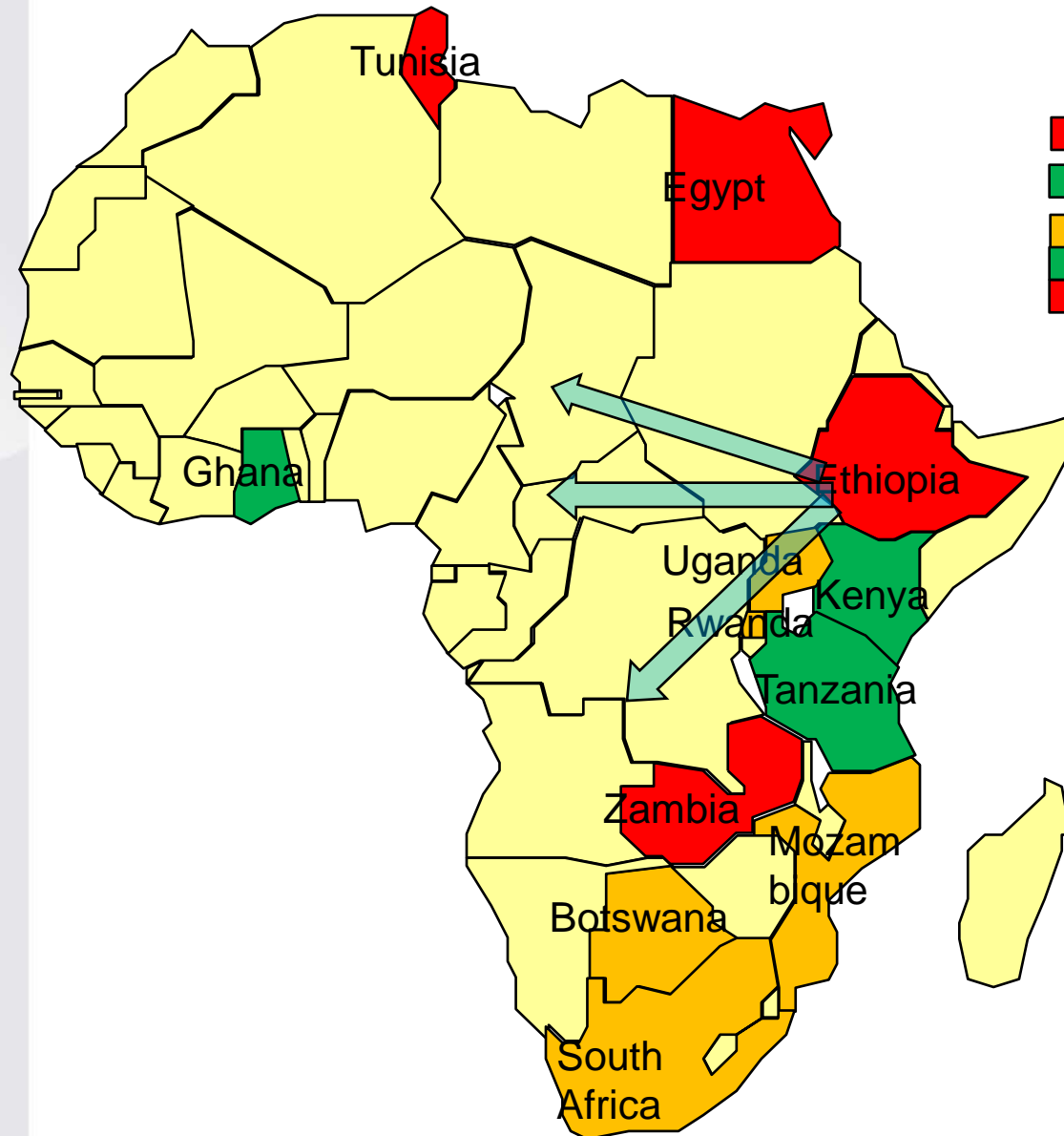
Spreading the *Kaizen* Movement from Ethiopia to Other African Countries



Copyright(C) 2007 TSUKUI International Inc. All Rights Reserved.



JICA's *Kaizen* Assistance Spreads in Africa



- LEGEND**
- Project implemented/ing
 - Project officially requested
 - Participated in MPC course
 - Participated in MPC course (only in sub-Saharan)