JICA’s Industrial Cooperation in Africa

GRIPS Development Forum’s International Seminar on African manufacturing: current status, future prospects and policy direction

Toru Homma
Senior Advisor on Private Sector Development
Japan International Cooperation Agency (JICA)

GRIPS, Tokyo, 7 March 2014
Field network
More than 100 overseas offices, 16 domestic offices can provide local information and know-how

Human network
with local public and private sectors established through more than 50 years cooperation

Expertise
Staff and external experts with rich experience and knowledge in developing countries

Comprehensiveness / public entity
(1) Various cooperation menu; (2) Cooperation with partner governments

What is JICA?
Japan International Cooperation Agency (JICA)

Strong human network through more than 20,000/year personnel dispatched for training in Japan

More than 9,000 experts and 1,000 volunteers newly dispatched in FY2011
JICA Network: Offices in Africa

Total: 34 offices
51 African countries with 39 Head of States and...

31 partner countries; 71 regional/international organizations; in total 4500 people participated

African leaders strongly welcomed investment from Japan into Africa!

JICA’s contribution to TICAD V

- Held total of 72 bilateral meetings with 44 African States, including 29 Heads of States.

- Organized/co-organized 19 side-events under over-arching theme “Inclusive and dynamic development in Africa”...

- …including a side event with ACET “a preview of the African Transformation Report”

## TICAD V Yokohama Declaration: Overview - Pursuing Quality Growth through...

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<td>(1) Promoting Private Sector-led Growth</td>
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<td>(2) Accelerating Infrastructure Development</td>
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<td><strong>Peace and Stability</strong></td>
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*Source: JICA (2013).*
I. Boosting Economic Growth (Private Sector Development, Trade and Investment, Natural Resources)

(1) Trade and Investment
◆ Up to USD 2 billion by NEXI’s trade and investment insurance
◆ Promote investment treaty negotiation
◆ Dispatch policy advisor on investment promotion to 10 countries
◆ Capacity building of 300 people in 20 countries to function OSBP (One Stop Border Post) and to facilitate regional trade

(2) Private Sector Development
◆ Assist private sector including USD 500 million co-financing with AfDB under the EPSA (Enhanced Private Sector Assistance for Africa)

(3) Natural Resources
◆ Provide USD 2 billion of public finance by JOGMEC
◆ Capacity building of 1,000 people in natural resource industry

II. Accelerating Infrastructure and Capacity Development (Infrastructure, Human Resource Development, Science and Technology, Tourism)

(1) Infrastructure
◆ Financial assistance of approx. JPY 650 billion (equivalent to USD 6.5 billion) (ODA and JBIC loan) for infrastructure
◆ Support formulating 10 strategic master-plans for urban transportation / infrastructure planning
◆ Support development of 5 major growth corridors

(2) Human Resource Development
◆ Capacity building of 30,000 people for business and industry
◆ Launch “African Business Education Initiative for the Youth: ABE Initiative*1,” inviting 1,000 people to Japan. *1 Provide opportunities for competent African youth to study in Japan and intern at Japanese firms through public private partnerships and build networks among the alumni to foster future leaders for business between Japan and Africa
◆ Building TICAD human resource development centers for business and industry at 10 locations for 25 countries

(3) Science and Technology
◆ Support research institute and universities including Pan African University (PAU), E-Just, through technical assistance

(4) Tourism
◆ Host 10 tourism fairs by MOFA of Japan and JATA
◆ Capacity building of 700 people in tourism industry

TICAD V: Robust and Sustainable Economy - JICA’s Approach -

Policy Assistance
Policy Advisors, Master Plan Studies (Technical Cooperation)

Human Resource Development
Productivity Enhancement, Vocational Training, Math & Science Education (Technical Cooperation)

Private Sector Development (incl. Japanese Companies)

Improvement of Business Environment
Compiling Information on Investment, Simplification of Regulations (Technical Cooperation)

Infrastructure Development
Roads, Power, Water, etc. (Technical Cooperation, Grant, Loan)

Comprehensive Business Environment Improvement (with mid-and-long term perspective)
～ Contribution to Peace, Support to Governments and Local Communities, Sharing Information to Japanese Partners, Building of Trust ～ (ODA in general)

Regional Infrastructure Projects

Cairo-Dakar Corridor
Mediterranean Road Construction
(Morocco, 8.5 billion yen)

Dakar-N’Djamena Corridor
Construction of Bridges on the Mali/Senegal
South Corridor
(Mali, Senegal, 3.8 billion yen)

Lagos-Mombasa Corridor
Transport Facilitation for the Busanda-Mamfe-
Ekuk/Mfum Abakaliki - Enugu Corridor
(Cameroon, 4.5 billion yen)

Taakoradi Corridor
Improvement of the National Road Route 8
(Ghana, 8.8 billion yen)

Rehabilitation of Poids Lourds Avenue in Kinshasa
(DRC, 1.8 billion yen)

Rehabilitation of Poids Lourds Avenue in Kinshasa
(Second phase)(DRC, 3.4 billion yen)

Public Transport Rehabilitation
(Burundi, 1 billion yen)

Loans

Grant Aid

<One Stop Border Post (OSBP)>

Construction & Tec.Coop.
Technical Cooperation

Lobito Corridor / Namibe Corridor
Emergency Rehabilitation of Port Facilities
at the Port of Lobito & the Port of Namibe
(Angola, 3.9 billion yen)

Mamuno / Trans Karahari

Improvement of Livingstone City Road
(Malawi, 0 billion yen)

Improvement of Ndola and Kitwe City Road
(Zambia, 2.7 billion yen)

Lunga-Lunga / Horohoro

Rehabilitation of Roads and Infrastructure
for Bujumbura City
(Burundi, 2.7 billion yen)

Dar es Salaam
(Tanzania, 37 million yen)

Rehabilitation of Roads and Infrastructure
(Tanzania, 2.2 billion yen)

Widening of the New Bagamoyo Road
(Tanzania, 4.9 billion yen)

Sescoala Corridor
Nampula-Cuamba Road Upgrading
(Mozambique, 3.9 billion yen)

Mtwara Corridor
Masasi-Mangaka Road Rehabilitation
(Tanzania, 2 billion yen)

Construction of Access Road in the Southern
Area of the Capital
(Madagascar, 0.8 billion yen)

Source: JICA (2014).
Approach to Private Sector Development

**GLOBAL**
- Improvement of Business Environment
  - Development of institutions for industries (Intellectual Property Rights, Industrial Standards and Conformity)

**SME Development**
- Improvement of quality and productivity (KAIZEN)
- Strengthening SME development organizations
- Formulation of SME policies

**LOCAL**
- Regional gap correction, Poverty reduction
- Strengthening organizations of trade/investment promotion
- Formulation of trade/investment policies and institutions

**Trade and Investment Promotion**
- Improvement of quality and productivity (KAIZEN)
- Strengthening SME development organizations
- Formulation of SME policies

**Local Economy Development**
- Local Enterprise/community development (One Village One Product movement, Cluster development)
- Tourism development (Community based Tourism)

**Leveling playing fields for private sector**

**Improvement of Business Environment**
- Development of institutions for industries (Intellectual Property Rights, Industrial Standards and Conformity)

Formulation of overall policy, Grand design

**Improvement Development Policy**
- Masterplan for Industrial Development
- Policy Dialogue

Source: JICA (2013)
JICA’s On-going Projects in Private Sector Development in Africa

As of March 2014

Ethiopia (2012-2015)
  - Industrial Policy Dialogue (Phase2)
  - KAIZEN Dissemination Project (Phase2)
  - OVOP Promotion Project
  - Project on Community Tourism Development through PPPp
  - Tourism Development Advisor

Ethiopia (2010-2014)
  - OVOP Promotion Project

Ethiopia (2011-2014)
  - Project on Master Plan Development of Mombasa SEZ

Kenya (2012-2014)
  - Project on Productivity Improvement
  - Project for Improving OVOP Services

  - Project on Master Plan Development of Mombasa SEZ

Kenya (2011-2014)
  - Project for Improving OVOP Services

  - Project on Master Plan Development of Mombasa SEZ

Tanzania (2008-2015)
  - Advisor on Industrial Development
  - Project on Strengthening Manufacturing Enterprises through KAIZEN

Tanzania (2012-2015)
  - Project on Strengthening Manufacturing Enterprises through KAIZEN

Tunisia (2012-2015)
  - Project for Strengthening the Capacity For Tourism Promotion

Morocco (2013-2014)
  - Business Development Advisor

Senegal (2011-2014)
  - Project for Promotion of Artisanal Activities through One Village One Product Programme

Senegal (2012-2014)
  - Advisor on Tourism Development

Senegal (2012-2014)
  - Advisor on Tourism Development

Sudan (2013-2014)
  - Trade Promotion Advisor

Cote d’Ivoire (2014-2016)*
  - Project for Development of Industrial Sector Policy

Cote d’Ivoire (2014-2016)*
  - Advisor for Foreign Investment Promotion

Zambia (2012-2015)
  - Advisor for MSEs Development (OVOP)

Zambia (2011-2013)
  - Development of Industry Strategy

Zambia (2014-2016)
  - National KAIZEN Project

Namibia (2012-2013)
  - Advisor on Industrial Development

Namibia (2012-2015)
  - Project on Master Plan for Development of International Logistics Hub

Namibia (2013-2015)
  - OVOP Advisor

Ghana (2012-2015)
  - Project for Formulating a Model for KAIZEN through Strengthening BDS for MSEs

Rwanda (2014-2015)*
  - Project for Sustainable Development of SMEs through OVOP

Cote d’Ivoire (2014-2016)*
  - SME Promotion Policy Advisor

Cameroon (2010-2013)
  - Advisor for Foreign Investment Promotion

Cameroon (2014-2016)*
  - Project to Establish SME Support System

Cameroon (2014-2016)*
  - Advisor for Foreign Investment Promotion

Cote d’Ivoire (2014-2016)*
  - SME Promotion Policy Advisor

Namibia (2012-2013)
  - Advisor on Industrial Development

Namibia (2014-2015)
  - Project on Master Plan for Development of International Logistics Hub

Mozambique (2013-2014)
  - Investment Promotion Advisor

Mozambique (2012-2015)
  - The Project on Enhancement of Destination Marketing and Promotion

Mozambique (2012-2016)
  - Project for Development of Local Industry (OVOP)

Mozambique (2012-2016)
  - Project for Development of Local Industry (OVOP)

Kenya (2011-2014)
  - Project on Productivity Improvement
  - Project for Improving OVOP Services

As of March 2014

* Under preparation

Source: JICA (2014).
Policy Dialogue Themes

1. Policy Visions
Democratic Developmentalism, Agriculture Dev.-led Industrialization (ADLI), Light Manufacturing

2. Five Year Development Plans
GTP (10/11-14/15), GTP2 (15/16-19/20)

3. Sector Policies/Strategies
- Basic Metal & Engineering Industry
- Industrial Development Strategy

4. Thematic Issues (Phase 2)
- Export Promotion / Champion Product Approach
- FDI Promotion / FDI-linked Technology Transfer

5. Cross-cutting Issues
- MSE Development Strategy
- Policy Making Process and Organizations
- National Movement of Productivity

Three Layers of Periodical Dialogue with Ethiopia

Dialogue with Prime Minister

High Level Forum with Ministers and State Ministers

Operational Level
- MoI, MoFED, MoARD, MoE, MoUDC, etc.

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

KAIZEN Project Phase 1 (2009-11) & 2 (2011-14)

Champion Product Approach (2012-)

Taskforce Team

Japan

EOJ

G R IPS

JICA

National Graduate Institute for Policy Studies: Professors Kenichi Ohno & Izumi Ohno

Major approaches for investment promotion

- Investment policy reform
- Investment climate improvement
- Increase of investment
  - Quantity
  - Quality
- Effective Investment promotion
  - *IPA’s capacity building

*IPA: Investment Promotion Agency

Source: Homma (2013)
Example: JICA’s cooperation in Zambia
A case on cooperation in investment promotion

Started with a concept “Triangle of Hope”

Presidential Initiative to promote TOH inspired by JICA Malaysian consultant; 12 Taskforce* / Action Agenda created under Presidential / Cabinet Office

Government Will

*12 Taskforces: Edu, Health, Tourism, Agri, Cotton, Finance, Aircargo, Streamlining, ICT, MFEZ, Mining, MSME)

Streamlining Public Administration

ZDA & other organisations: investment application process/manual, one-stop service/e-government, monitoring, after care service, client charter, guidebook, tracer study etc.

Private Sector Participation

Involvement PS in TOH process; Targeted investment promotion missions (Malaysia, India, SA, Japan); diversified sector investment attraction, sector/project profiles etc.

Phase 1 (2006-09) policy driven; Phase 2 (2009-12) capacity development

Source: modified by Homma from JICA (2010)
Successful projects include: Africa’s almost first mobile phone factory; a large-scale university invested by Malaysian investors; a hospital project invested by an Indian medical enterprise group etc. (diversification; knowledge-based industries are prioritized)

Contributions to the followings:

- Capacity of ZDA as IPA is enhanced and services for investors are improved (aftercare, targeted …)
- Doing business results improved: became the world No. 7 reformers and positioned at 7th in Sub-Saharan Africa in DB ranking (2011)
- Increase of FDI inflow (see right: 2011 become 4 times bigger than that of 2006)
- Diversification of investment towards non-traditional sector such as education and health; contribution to economic transformation
- Support for Japanese investment


Source: UNCTAD (2012), processed by author.
Zambia: Commerce, Trade and Industrial Policy and JICA’s cooperation

Vision 2030

Fifth National Development Plan (2006-2010): Upstream/downstream manufacturing activities based on mining & agro-industry

**Commerce, Trade and Industrial Policy (CTI Policy) 2009-(10 years)**

- Policy Framework
- Industrial Policy
- Com&Trade Policy
- Inv. Promo. Policy
- Thematic Issues

Vision: to develop a competitive, export-led manufacturing sector that contributes 20% of GDP by 2015

**Priority Sectors**
1. Processed Foods (60% of manufacturing GDP)
2. Textiles and Garments (15% of manu.GDP)
3. **Engineering Products** (14% of Non Trad. Exp)
4. Gemstones (10% of NTE)
5. Leather and Leather Products (3% of NTE)
6. Wood and Wood Products (8% of manu.GDP)

**Industrial Strategy**
To be prepared as a vehicle to implement Industrial Policy
JICA’s support focusing on engineering products

(Source) Elaborated by the author, based on various documents and papers issued by the Government of Zambia, the Ministry of Commerce, Trade and Industry of Zambia and Zambia Development Agency
MCTI/ZDA’s capacity development on formulating industrial strategy: focusing on Engineering Products as one of the 6 priority sectors

1st Half of the Project (2011-12) - CD through drafting a strategy

Activities: (1) Survey on current situation, (2) Strategy formulation unit creation, (3) TT on definition & analysis on engineering products, (4) Analysis on market, linkage & technology, (5) Strategy outlining & drafting, (6) Seminar for stakeholders

Copper fabrication sector and Iron/Steel sector are selected as target sub-sectors

Created “Industry Strategy for Engineering Products: The Hub of Manufacturing of Engineering Products in the Region”

2nd half of the Project (2013): (1) Pre-F/S on Direct Reduced Iron (DRI) production potential, (2) Pilot training & TOT on selected processes on iron and steel

Collaboration with TOH Project:
Promoting investment in engineering sector

Source: modified from JICA (2011) and Iwase (2012).
Multi Facility Economic Zones (MFEZ)

- Idea was created under TOH as one of the 12 Taskforces
- “industrial areas for both export orientated and domestic orientated industries, with all the necessary infrastructure provided”
- Lusaka South MFEZ: 2100 ha land; 15 km from Lusaka City; Government of Zambia, supported by JICA and the Malaysian Kulim Hi-Tech Park (KTPC), worked on a Development Master Plan. Currently under development.
Support for Japanese investment in Africa

Information
- Info by 34 JICA offices in Africa
- Communication channel with African government
- Coordination with other dev. Partners
- Common study (infrastructure, logistics, power etc.)

Study
- PPP F/S
- BOP F/S
- F/S and sector surveys for Japanese SMEs

Implementation
- Private Sector Investment Finance
- Hard infrastructure improvement (through Loan etc.)
- Soft infrastructure improvement (business climate through tech cooperation etc.)

Major approaches for trade/export promotion - JICA’s experience -

Policy framework

Trade Policy Support
WTO/EPA related capacity building

Export Promotion Organization
capacity building

Organization and planning
Services (Market Info, Promotion, Linkages etc.)

Exporter
Export market

Export Infrastructure
Hard Infrastructure (Transport, OSBP, SEZ etc.)
Soft Infrastructure (IPR, Standards & Conformance, Metrology, Statistics etc.)

Exporter competitiveness
Trade/Export Training
Export product competitiveness improvement

Trade Facilitation / Procedures

Source: Homma (2012)
Champion product approach for export promotion in Ethiopia

“ONLY 1”
- Is very UNIQUE and only available in limited places

“BEST 1”
- Maintain a SUPERB QUALITY above other competing products

“COUNTRY IMAGE”
- TELL A STORY based on lifestyle, history and culture of the country
- Project a strongly POSITIVE IMAGE of the country

Candidates of Ethiopian Champion Products

← Both Ethiopian and Japanese Prime Ministers are together at the African Fair 2013 in Yokohama, Japan in June 2013 at the Ethiopian booth which displays the Champion Products.

Source: JICA (2012) and Ethiopian Export Champion Products Task Force Team (2013)
JICA’s approach to Small and Medium Enterprise (SME) Development

1. Improvement of policies/institutions for SME development
   1-1. Establishment of SME-related policies/legal system
   1-2. Establishment of institutional arrangements for policy implementation

2. Enhancement of competitiveness of businesses
   2-1. Promotion of collaboration among businesses/related organizations
   2-2. Strengthening of managerial/technical capacities of businesses
   2-3. Improvement of access to finance
   2-4. Training of business/technical human resources

SME Development

### Pillar 1: Improvement of policies/institutions for SME development

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<tr>
<th>1-1. Establishment of SME-related policies/legal system</th>
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<tbody>
<tr>
<td><strong>1-1-1.</strong> Enhancement of capacities for formulating industrial policies and related laws/regulations</td>
</tr>
<tr>
<td>ex) <em>Industrial Policy Dialogue (Ethiopia)</em></td>
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<tr>
<td><strong>1-1-2.</strong> Enhancement of capacities for formatting SME promotion policies and related laws/regulations</td>
</tr>
<tr>
<td>ex) <em>Study for M/P Formulation for SME Development (Cameroon)</em></td>
</tr>
<tr>
<td><strong>1-1-3.</strong> Improvement of financial system</td>
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<th>1-2. Establishment of institutional arrangements for policy implementation</th>
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<tr>
<td><strong>1-2-1.</strong> Capacity development of related public administrative organizations</td>
</tr>
<tr>
<td><strong>1-2-2.</strong> Enhancement of capacities for preparing/analyzing relevant information</td>
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<tr>
<td><strong>1-2-3.</strong> Dissemination/awareness raising of policies</td>
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</table>

Pillar 2: Enhancement of competitiveness of businesses

2-1. Promotion of collaboration among businesses/related organizations

2-1-1. Strengthening of horizontal/vertical relationship among industries

2-1-2. Strengthening of local activities of businesses / cooperatives / economic groups

  *ex) One Village One Product (OVOP) (Malawi, Kenya etc.)*

2-2. Strengthening of managerial/technical capacities of businesses

2-2-1. Improvement of institutional arrangements for supporting businesses / Enhancement of capacities of supporting human resources

  *ex) BDS promotion, Technical institute, SME consultant system*

2-2-2. Enhancement of business skills of enterprises

2-2-3. Enhancement of technologies of enterprises

  *ex) Quality and Productivity improvement (Kaizen)*

Pillar 2: Enhancement of competitiveness of businesses

2-3. Improvement of access to finance

2-3-1. Enlargement of opportunities for fund raising

ex) Enhancement of appraisal capacities of financial institutions

2-4. Training of business/technical human resources

2-4-1. Training of entrepreneurs / business human resources / Acquisition of know-how

ex) Training for basic business manner, business start-up

2-4-2. Training of engineers/technicians

ex) Training at technical colleges / vocational training institutes

改
善
‘kai’
Change
‘zen’
Better

改善 (Kaizen) simply means ‘Improvement’
Basic features of KAIZEN

- **Quality** and **Productivity** Improvement
- **Incremental** and **continuous** improvement
- **Without** additional investment
- Participatory process and **bottom-up** from factory floors (*gemba*)
- With strong **commitment** of **top** management
- Practical **methods/tools** as well as **philosophy**
- Base of the **success** of well-known Japanese companies such as Toyota and even SMEs; Idea of KAIZEN is **embedded** in work style / daily life
- Already **spread** in the **world**
- Also spread from manufacturing to service, public and other **sectors**

# KAIZEN methods / tools

## Example of KAIZEN Tools

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<th>Method</th>
<th>Description</th>
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<td>5S</td>
<td>Working Environment (see figure below)</td>
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<tr>
<td>Muda dori</td>
<td>Elimination of waste</td>
</tr>
<tr>
<td></td>
<td>7 types of <em>muda</em></td>
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<tr>
<td>QC 7 Tools</td>
<td>Problem analysis &amp; countermeasures</td>
</tr>
<tr>
<td>QC Circle</td>
<td>Small group activity</td>
</tr>
<tr>
<td>IE</td>
<td>Industrial Engineering</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
</tbody>
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Source: JICA’s World No.28 (2010)
Initial impact of KAIZEN (Example in Ethiopia)

Through KAIZEN...

- ‘Defect ratio improved by 50-70%’
- USD 30,000 benefit / pilot company
- ‘Change attitudes’
  - ‘Teamwork’
- USD 75 benefit / staff (=monthly wage)
- ‘Overproduction reduced by 50%’

These need to be sustained = continuous improvement

Source: JICA (2011) and Homma (2013)
KAIZEN - spread in the world

Kaizen has already spread in the world!

“5S” in many languages

Source: JICA’s World No.28 (2010)
JICA’s assistance in Kaizen

- Beginning with the project for Singapore in 1983
- Spread from Asia to Eastern Europe, Latin America and now in Africa
- Basically bi-lateral cooperation; a few regional cooperation (ex. Costa Rica - Central America)
- Started for industrial development; and spread to other sector – hospital, electricity, public etc,
Basic approach of JICA KAIZEN

Government policy

Organization in charge of Kaizen dissemination (such as EKI)

Support by JICA
Master plan making, Dispatch of experts, Training program (Lecture, In-company), Pilot consultation for companies etc.

Target companies / sectors

Dissemination
Services
OJT
Capacity Development

Source: Homma (2013)
JICA KAIZEN assistance spread in Africa towards industrial development

Source: modified from Homma (2013).
KAIZEN in Ethiopia with JICA

- Strong initiative and request from Late Prime Minister Meles Zenawi (2008) to Japan
- Creation of Kaizen Unit in MOIT*

- **Phase I**: Study on Quality and Productivity Improvement (KAIZEN) (Oct 2009 - Jun 2011)
  - National Plan making; 30 Pilot Companies; Capacity building of Kaizen Unit of MOIT

- **Phase II**: Project for Capacity Building for Dissemination of Quality and Productivity Improvement (KAIZEN) (Nov 2011 - Oct 2014)
  - Scale up – Large/Medium Enterprises (65), Micro/Small Enterprises (190)
  - Capacity building of EKI etc.

*MOIT: Ministry of Industry & Trade
JICA experts and senior volunteers have been dispatched since 2008

131 teams from 37 organisations participated in Kaizen programme by 2012

  - Participated from various sectors including manufacturing, non-manufacturing, service and public sector

“Kaizen Institute of Zambia (KIZ)” was established in Oct. 2013 and “National KAIZEN Project” was launched in Feb. 2014 by support of JICA

Source: modified from Adachi (2012).
Africa – Japan
Win-Win

Thank you
Merci

Photo: Homma

www.jica.go.jp
Homma.Toru@jica.go.jp