

## JICA's Approach to Industrial Development

### Business Environment



Through enhancing firm capabilities, JICA promotes both radical and incremental innovations.

JICA is supporting private sector development to enhance productivity and competitiveness of local industries. JICA focuses in four aspects; 1) firm capabilities, 2) access to finance, 3) access to market and 4) business environment.

### Our Targets in 2025

- Provide *Kaizen* and business management services to 3,500 enterprises and 100,000 personnel
- Support 1,000 startups
- Develop value chain model
- Launch Start-up Fund of 20 mill. USD
- Support industrial policy



Contributing to SDGs

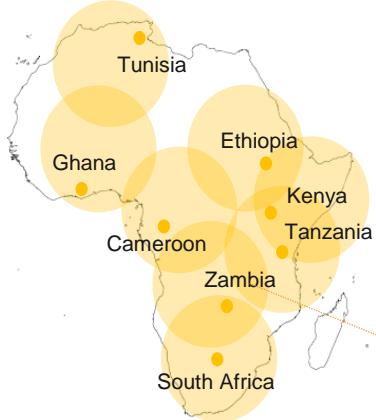
## Recent Highlights

### ① Africa Kaizen Initiative

#### • An Initiative led together with AUDA-NEPAD

In recent years, *Kaizen* has attracted the interest of an increasing number of countries in Africa as a promising method to raise quality and productivity of local enterprises/organizations. In 2017, NEPAD and JICA launched the Africa *Kaizen* Initiative to roll out *Kaizen* throughout Africa. An initiative endorsed at TICAD VI.

#### • Expanding its outreach



#### Results in Ghana



- 37% increase in productivity
- 45% decrease in defect rate
- 53% increase in sales
- 27% reduction of inventory
- 30% reduction of lead time

- 25 countries
- 1,367 *Kaizen* trainers
- 18,096 enterprises
- 301 public organizations
- 282,000 managers and workers

#### Our Goals

- Accelerate industrialization and economic transformation
- Create employment and decent work
- Develop innovative human resources

#### Our Strategies

- Advocacy at policy levels
- Strengthening the function of center of excellence
- Standardizing
- Networking *Kaizen* promoting institutions



#### • 1st Africa *Kaizen* Award

Out of 16 contestants, A to Z Textile Mills Ltd (Tanzania), and MAA Garment and Textiles PLC (Ethiopia) won the Outstanding award.

## ② Publications on Kaizen

### "KAIZEN HANDBOOK"

This handbook is a guidebook for policy makers and practitioners interested in disseminating *Kaizen*. It proposes standard curriculums, syllabus, and textbook lists for developing *Kaizen* trainers and actual dissemination approaches and methods.

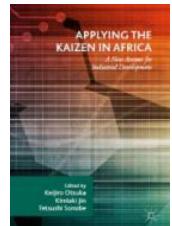
[https://www.jica.go.jp/english/news/field/2018/180625\\_01.html](https://www.jica.go.jp/english/news/field/2018/180625_01.html)



### "Applying the Kaizen in Africa: New Avenue for Industrial Development"

Published by Palgrave Macmillan, this book argues that *Kaizen* is an effective entry point for industrial development in Africa. The book discusses what *Kaizen* is, how it was applied in developing countries and how *Kaizen* tools and approaches are implemented.

Open access :<https://www.palgrave.com/jp/book/9783319913995>



### "Workers, Managers, Productivity: Kaizen in Developing countries"

This forthcoming book presents a collection of essays on efforts to introduce *Kaizen* to developing countries. The book shows evidence in both large and smaller firms that *Kaizen* resulted in productivity and quality improvements and some cases, that it enabled firms to upgrade their position in global value chains.



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## ③ Kaizen e-Learning



Using e-Learning technology, JICA intends to enhance the accessibility to *Kaizen* knowledge.

E-learning opens up a possibility to reach out to areas beyond the normal outreach, where JICA's direct assistance was not possible. It also increases the opportunity for practitioners to learn *Kaizen* because they can access to the material anywhere, anytime and any number of times. A trial course can be accessed through the QR code.

## ④ Building startup ecosystem in Africa



JICA supports building startup ecosystem through technical cooperation and financial assistance in collaboration with venture capital.

### • Solve IT (Technical Cooperation)



Solve IT is the largest startup event in Ethiopia which provides incubation program to encourages young entrepreneurs to address core problems within their communities using IT technologies.

Solve IT 2019 is co-organized by the U.S. Embassy in Ethiopia and iCog Labs, and supported by GAX, INC and Samurai Incubate Africa INC. More than 2000 participants entered the competition and 63 teams advanced into grand finale. Acceleration program will be launched within this year.

### • Startup finance and value chain development

In August 2019, JICA entered a new contract with Samurai Incubate Africa, a Japanese venture capital, for promoting startup finance and value chain development in 7 African countries (Ethiopia, Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda). JICA will support developing effective incubation/acceleration programs in several African countries in collaboration with the venture capital.