

**Bangladesh Public Administration Training Centre (BPATC)  
Ministry of Public Administration (MOPA)  
People's Republic of Bangladesh**

**Project for Improving Public Services  
through TQM in Bangladesh**

**Project Completion Report**

**February 2017**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**PADECO Co., Ltd.**

IL
JR
17-017



## Map of targeted districts (the districts where at least one TQM main course has been conducted)



### COVERED DISTRICTS

SL.	DISTRICT
01	Tangail
02	Rangpur
03	Comilla
04	Shariatpur
05	Bogra
06	Narsingdi
07	Manikganj
08	Gazipur
09	Munshiganj
10	Mymensingh
11	Faridpur
12	Madaripur
13	Noakhali
14	Jessore
15	Kishoreganj
16	Natore
17	Laksmipur
18	Netrokona
19	Joypurhat
20	Gaibandha
21	Chandpur
22	Brahmanbaria
23	Sylhet
24	Feni
25	Lalmonirhat
26	Sirajganj
27	Narayanganj
28	Jamalpur
29	Barguna
30	Rajbari
31	Cox's Bazar
32	Habiganj
33	Dinajpur
34	Moulvibazar
35	Naogaon
36	Narail
37	Pabna
38	Chittagong
39	Sunamganj
40	Chapainawabganj
41	-
42	-
43	-
44	-
45	-
46	-
47	-
48	-
49	-
50	-
51	-
52	-
53	-
54	-
55	-
56	-
57	-
58	-
59	-
60	-
61	-
62	-
63	-
64	-



**KAIZEN Case (Role Model)**  
Rehabilitation for beggars  
(extremely low income citizens)



**KAIZEN Case (Role Model)**  
KAIZEN fair



**KAIZEN Case (Role Model)**  
File management (after KAIZEN practice)



**1st Dhaka NBDs' seminar**



**TQM/KAIZEN district seminar**



**SIP workshop**



**TQM/KAIZEN district convention**



**National KAIZEN convention**

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## **Abbreviations**

ACAD	Advanced Course on Administration and Development
A2I	Access To Information
BARD	Bangladesh Academy for Rural Development
BCS	Bangladesh Civil Servant
BPATC	Bangladesh Public Administration Training Centre
BSTQM	Bangladesh Society for Total Quality Management
C/P	Counterpart
CROP	Collaborative Roll-Out Plan
FTC	Foundation Training Course
HLP	Horizontal Learning Program
IPS-TQM	Improving Public Services through Total Quality Management
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicator
MDS	Member Directing Staff
MOPA	Ministry of Public Administration
NAEM	National Academy for Educational Management
NAPD	National Academy for Planning and Development
NBD	Nation Building Department
NILG	National Institute for Local Government
OYOP	One Year One Project
PD	Project Director
PDM	Project Design Matrix
PIO	Project Implementation Office
PMT	Project Management Team
P/R	Project Progress Report
QCC	Quality Control Circle
R/D	Record of Discussions
RDA	Rural Development Academy



SC	Short Course
SIP	Small Improvement Plan
SIR	Small Improvement Report
SIT	Small Improvement Team
SNS	Social Networking Service
SSC	Senior Staff Course
TOT	Training of Trainers
TPP	Technical Project Proposal
TQM	Total Quality Management
UNDP	United Nations Development Programme
UNO	Upazila Nirbahi (Coordination) Officer



## **Executive Summary**

This report is Project Completion Report for the “Project for Improving Public Services through TQM in Bangladesh”, a technical cooperation project implemented by the Bangladesh Public Administration Training Centre (BPATC) and other Partner Institutions (PIs) in cooperation with the Japan International Cooperation Agency (JICA), which was started in February 2012 and completed in January 2017.

The project consists of 4 outputs; (1) development of TQM training mechanism, (2) development of supporting system for Kaizen implementation at Upazila level, (3) capacity enhancement of research on Kaizen application, and (4) framework formulation to policy making and institutionalization for TQM training and Kaizen implementation. In order to achieve these outputs, the project implemented a series of activities towards the project purpose of “the mechanism for sustainably promoting Work Improvement Teams (WITs) and Work Improvement Projects (WIPs) at Upazila level based on TQM training is established”. The terminal evaluation concluded based on the progress regarding the indicators for the outputs and the project purpose that the project was on the good track towards achieving the project purpose.

The project kept “Banglanization” of TQM/Kaizen as its implementation policy. The project also paid attention to the points of (1) showing significance of Kaizen through research activities, (2) visualizing and promoting Kaizen through PR activities, (3) focusing on Kaizen mind and motivation of officers, (4) internalizing Kaizen as regular work among Nation Building Departments (NBDs), and (5) keeping a viewpoint of continuous human resource development. The theme was Kaizen framework development where Kaizen is implemented at each Upazila office of as many as 24 NBDs in all the Upazilas nation-wide and the Ministries and Departments recognize their efforts in the field from the top. One of the most important elements to achieve such quite ambitious work is “Banglanization of TQM/Kaizen” based on the mutual trust with Counterpart (C/P). The JICA consultant team was engaged in this work together with C/P materializing combination of bottom-up and top-down in which Kaizen implementing officers were developed in the field and superior officers recognized the efforts in the fields. It is considered that further networking with TQM Cells as a central focus is needed for continuation.

Upazila TQM Course were conducted in 34 districts out of all the 64 districts so far by Bangladesh initiative of the Project Implementation Office (PIO) with Technical Project Proposal (TPP) budget of the Government of Bangladesh (GOB). It is expected that all the Upazilas in 64 districts will have been covered by June 2018 when TPP has been completed. TQM Cells were formed in 20 NBDs and further networking of them is expected to be facilitated. This report describes the detailed record of activities and achievements of the technical cooperation project.

The first chapter, “Summary of the Project”, is a brief description of the outline of the project, including background, target area, stakeholders, project management structure, project purpose, and transition of Project Design Matrix (PDM).

The second chapter, “Inputs of the Project”, briefly summarizes the project personnel of both Japan side and Bangladesh side, expenditure of the field activities, and procurement.

The third chapter, “Project Achievement”, summarizes the project progress and achievements in connection with the project purpose and 4 outputs in the PDM as per the respective indicators. Major events which were milestones of the project progress and status of completion of deliverables are also included.

The fourth chapter, “Project Activities”, reports details of each activity of the project implemented.

The fifth chapter, “Remarks and Issues for Activities Following”, describes lessons learned through the implementation of the project, measures taken against various challenges, and issues to be addressed for the future activities.

The sixth chapter, “Attainment of the Project Purpose”, overviews the attainment of the project purpose according to the results of midterm review and terminal evaluation.

Finally, in the seventh chapter, “Recommendations towards the Overall Goal”, recommendations for expected action by Bangladesh side after the completion of the technical cooperation project are sorted out in order to achieve the Overall Goal. The recommendations were submitted to PIO from the JICA consultant team and discussed thoroughly on the occasion of the terminal evaluation.

## 1. Project Overview

### 1.1 Background of the Project

In Bangladesh, the public servant system has been facing twin challenges of public administration reform and meeting the increasing social needs of citizen in a developing economy. After 1990, the Bangladesh government recognized civil service reform as one of the most significant issues in the country and mentioned it in policy papers, including the Poverty Reduction Strategy Papers (PRSP). The Bangladesh government has been working on reforming policies and establishing organizations in order to improve civil services. Recognizing that the changing awareness of civil servants to reform their conventional working styles is of utmost priority, the Government of Bangladesh requested the Government of Japan to provide technical cooperation for enhancing the capacity of training implementation for its public services. Under this circumstance, JICA started “the Project for Enhancing the Capacity of Public Service Training (hereinafter called Phase 1 Project)” from January 2007 to January 2010 with its counterpart organization, Bangladesh Public Administration Training Centre (BPATC), and partner institutes.

The Phase 1 Project laid foundations for improving public service delivery by enhancing the capacity of selected government training centres by incorporating the concept and practices of TQM into its training programs. With regards to the gained outputs, BPATC and its supervising ministry, the Ministry of Public Administration (MOPA) expected continuous support in improving frontline (field administration) public services through TQM. Thus, JICA dispatched an adviser of public service delivery management for one year from June 2010. During this period, BPATC piloted TQM trainings for 6 Upazilas in 6 districts. In addition, collaborative activities with other projects were launched, such as implementation of collaborative TQM trainings with Citizen’s Charter supported by UNDP and introduction of TQM training in the training curriculum of the National Institute of Local Government (NILG). Furthermore, in order to provide comprehensive activities of public service reform, a Collaborative Roll-Out Plan (CROP) was drafted and agreed on among stakeholders.

BPATC has been preparing project proposals to obtain funding from the Bangladesh government in order to diffuse TQM trainings at the Upazila level nationwide. For a comprehensive and sustainable implementation of nationwide Upazila trainings, the project proposal is based on three pillars: (1) the establishment of an implementation and management structure for training provision, (2) analysis and accumulation of cases of TQM activities, and (3) development of partnerships with research institutes. Hence, the Government of Bangladesh requested the Government of Japan to start Phase 2 Project, “the Project for Improving Public Services through TQM (IPS-TQM)”, and the project was officially approved by the signing of the Record of Discussion by both governments.

### 1.2 Project Implementation Structure

#### 1.2.1 Target Area

The target area is all the 64 districts in Bangladesh.<sup>1</sup> (However, the target area for the technical cooperation project is 20–30 districts<sup>2</sup> because there had been a gap period<sup>3</sup> between TTP approved in 2013 and the technical cooperation project.)

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<sup>1</sup> It had been assumed when the project started that 58 districts would be targeted excluding 6 districts piloted but all the 64 districts were targeted after all since TPP targeted 64 districts.

<sup>2</sup> As a result, Upazila TQM Courses were conducted in 40 districts during the technical cooperation project.

<sup>3</sup> JICA technical cooperation project (February 2012–January 2017); TPP (July 2013–June 2018)

### 1.2.2 Implementing Body

The following is the Project implementing body of the Bangladesh side.

**Table 1-1: Implementation Body of Bangladesh Side**

<b>Responsible Ministry</b>	Ministry of Public Administration (MOPA)
<b>Counterpart Organization</b>	Bangladesh Public Administration Training Centre (BPATC)
<b>Partner Institutes</b>	1) Bangladesh Academy for Rural Development (BARD) 2) National Academy for Educational Management (NAEM) 3) National Academy for Educational Management (NAPD) 4) National Institute for Local Government (NILG) 5) Rural Development Academy (RDA)

### 1.2.3 Stakeholders

The list below shows the stakeholders of the Bangladesh side for project activities. The Project Team sought to solidify the structure of TQM implementation and dissemination by involving stakeholders at each level. Commitment of ministries, department/directorates and expanding networking with research institutes were significant for delivering effective and continuous Upazila TQM trainings. In addition, involvement of Secretariat, for example MOPA, was designed to realize the internalization of ‘learning by doing’ during and after the training of project implementation.

**Table 1-2: Project Stakeholders in Bangladesh**

Central Government Level	<ul style="list-style-type: none"> <li>Ministry of Public Administration (MOPA)</li> <li>Ministries supervising Department / Directorates having Upazila Offices</li> <li>Department / Directorates having Upazila Offices</li> </ul>
District Level	<ul style="list-style-type: none"> <li>Deputy Commissioner of target Districts</li> <li>District officers of Department / Directorates in target Districts</li> </ul>
Upazila Level	<ul style="list-style-type: none"> <li>Upazila Nirbahi Officer in target Upazilas</li> <li>Upazila officers of Departments/Directorates in target Upazilas</li> </ul>
Others	<ul style="list-style-type: none"> <li>Upazila Council Chairman and vice-chairman of target Upazilas</li> <li>Union Council Chairman and members in target Upazilas</li> <li>Officers of training institutes under Departments/Directorates</li> </ul>
Beneficiary	<ul style="list-style-type: none"> <li>Citizen in target Upazilas</li> </ul>

### 1.3 Project Management Structure

Project activities were implemented with close communication among the stakeholders. At BPATC, the Project Implementation Office (PIO) is in charge of the overall project implementation, and PIO with the JICA consultant team reported regularly to the Rector and the Member Directing Staffs (MDS), BPATC. Together with this management system, a meeting with the Joint Coordination Committee (JCC) and Steering Committee (SC) was supposed to be held once a year to share the Project’s progress and to discuss issues. Although joint review meetings with function of JCC were held, those meetings were not called JCC until TPP was approved and even after TPP approval such a meeting was not called JCC due to absence of MOPA Senior Secretary as the chairperson. SC meeting was held once with presence of MOPA Senior Secretary, which was not called JCC either because JCC and SC is defined differently. However, important issues were discussed through joint review meetings. This implementation structure is shown in the following figure:

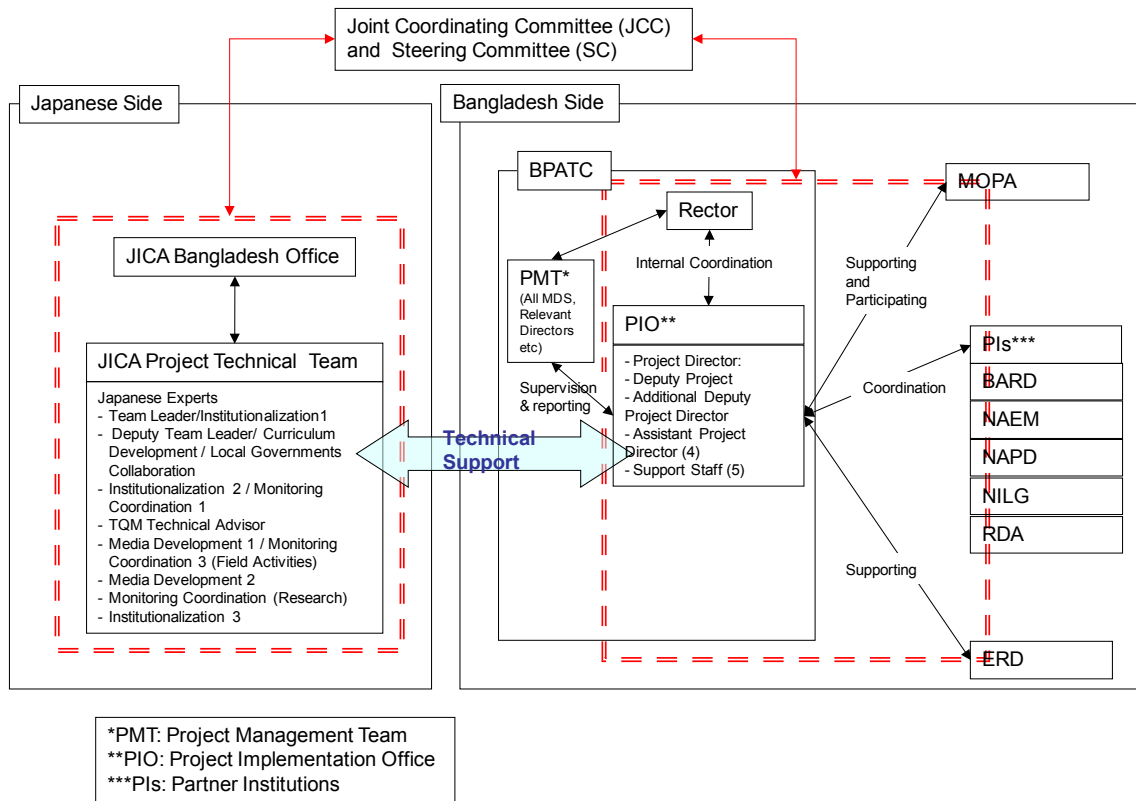


Figure 1-1: Project Management Structure

### 1.4 Objective of the Project

The Project aims to provide the outputs and achieve the project purpose of “the Project for Improving Public Services through TQM” with the planned activities as laid out in the R/D; the table below shows the project design which includes narrative summary of outputs, project purpose, and overall goal, with respective indicators finally confirmed.

**Table 1-3: Overall Goal, Project Objective, Outputs and Indicators**

Overall Goal	Objectively Verifiable Indicators for Overall Goal
Work Improvement Projects (WIPs) are implemented based on TQM training and their experiences are shared among Upazilas nationwide.	<ol style="list-style-type: none"> <li>1. At least 1 Small Improvement Plans (SIPs) each year is implemented in 60% of the target Upazila (about 150) by 8 NBDs.</li> <li>2. Kaizen convention is conducted annually to share SIP good cases at Upazila level.</li> </ol>
Project Purpose	Objectively Verifiable Indicators for Project Purpose
The mechanism for sustainably promoting Work Improvement Teams (WITs) and WIPs at Upazila level based on TQM training is established.	<ol style="list-style-type: none"> <li>1. OYOP SIPs are prepared by NBDs in the targeted 20 Districts.</li> <li>2. BPATC &amp; PIs and line departments utilize SIP experiences/cases in their core courses.</li> </ol>
Output 1	Objectively Verifiable Indicators for Output 1
Mechanism for sustainable improvement and extension of TQM training by BPATC and PIs is developed.	<ol style="list-style-type: none"> <li>1. Plan for sustainable implementation of TQM training are identified.</li> <li>2. TQM curriculum and materials are utilized in various TQM training of various institutes.</li> <li>3. 60 certified trainers are developed under Trainer Certification System Model.</li> </ol>
Output 2	Objectively Verifiable Indicators for Output 2
Mechanism for supporting WIPs at Upazila level is developed.	<ol style="list-style-type: none"> <li>1. SIR (Small Improvement Report) format and its collection/distribution flow are developed.</li> <li>2. TQM Cells are formed in 8 NBDs to support SIPs at Upazila level.</li> <li>3. At least 60% of SIPs' objectives set in target Upazilas are achieved.</li> <li>4. Small Improvement Teams (SITs) are formed at least 80% in target Upazilas</li> </ol>
Output 3	Objectively Verifiable Indicators for Output 3
BPATC's capacity of analyzing accumulating case information on WIP is enhanced.	<ol style="list-style-type: none"> <li>1. Kaizen database is developed with SIP cases nationwide. (1 × 20 departments × 20 target Upazilas=400)</li> <li>2. SIP cases and impact are analyzed in collaboration with at least 5 institutions/researchers.</li> </ol>
Output 4	Objectively Verifiable Indicators for Output 4
Framework for contributing to policy making and institutionalization for promoting TQM training and WIP are established.	<ol style="list-style-type: none"> <li>1. Public Sector Total Quality Network (including TQM Cells) and TQM alumni association are formulated.</li> <li>2. TQM policy recommendation paper is prepared.</li> </ol>



**Table 1-4: Revision of PDM and Indicators**

**Overall Goal: Work Improvement Projects (WIPs) are implemented based on TQM training and their experiences are shared among Upazilas nationwide.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks (October 2013)</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
TQM trainings are conducted for Upazilas nationwide.	At least 1 WIP each year is implemented by WITs in their Upazilas nationwide.	<b>At least 1 SIP each year is implemented in Upazilas nationwide.</b>  To measure the degree of implementation of One Year One Project (OYOP) To replace the term “WIP” to “Small Improvement Project (SIP)”	<b>At least 1 SIP each year is implemented in 60% of the target Upazila (about 150) by 8 NBDs.</b>  To set a target to achieve in line with the number of TQM Cells targeted in about 100 Upazilas.
WIPs are implemented at least one project in each year, at Upazilas nationwide.	Kaizen convention is conducted annually to share WIP good cases at Upazila level.	<b>Kaizen convention is conducted annually to share SIP good cases at Upazila level.</b>  To share WIP cases through Kaizen Convention which is considered to be an important role of BPATC even after extension of TQM to line departments To replace the term “WIP” with “Small Improvement Project (SIP)”	<b>Ditto</b>
40 WIP cases at Upazila level are shared at seminars/workshops.		<b>Ditto</b>	<b>Ditto</b>

**Project Purpose: The mechanism for sustainably promoting Work Improvement Teams (WITs) and WIPs at Upazila level based on TQM training is established.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
Plan for sustainable implementation of TQM training are identified.	Formulation of WIT in line departments is formalized by HQs of line departments.	Delete from output of project purpose level and shift to the output 1 & 2 indicator To consider formulation of WIT as an output of Upazila TQM Course and shift this part to an indicator of output 2. Training plan is considered to be an indicator of output 1	<b>Ditto</b>

Indicator original	Indicator revised	Re-revision and Remarks	Re-Re-revision and Remarks (July 2014)
	At least 1 WIP each year is implemented by at least 10 WITs in 58 target Upazilas through facilitation of TQM Cells of line departments.	<b>OYOP SIPs are prepared by NBDs in Districts where Upazila TQM Course is conducted.</b> <b>(Changed from “OYOP letters are issued annually and good SIPs are nominated by line departments and/or DC Offices.”)</b>  To aim at motivating Upazila Officers on OYOP continuation under the leadership of District Officers	<b>OYOP SIPs are prepared by NBDs in the targeted 20 Districts.</b>  To articulate the number of target districts as 20 instead of 58 because there is more than 2 year gap in the duration of GOB project and the JICA technical cooperation project and about 20 districts are considered to be covered by the completion of the JICA technical cooperation project
Roles and functions of Training Institutes, Districts and Sadar Upazilas for supporting WIPs at Upazila level are identified.	At least 1 WIP is implemented by at least 10 line departments in neighbouring Upazila to 58 target Upazilas through facilitation of TQM Cells of line departments.	<b>SIPs are implemented in neighbouring Upazilas in 32 districts.</b>  To consider extension to neighbouring Upazilas as an important indicator for achievement of the project purpose while clarification of role of stakeholders is considered to be a prerequisite of the extension  To replace the number of target Upazilas from 58 to 32 because there is more than 1 year gap in the duration of GOB project and the JICA technical cooperation project and about 32 Upazilas are considered to be covered by the completion of the JICA technical cooperation project	<b>deleted</b>  To reflect new model of dissemination in which the other Upazilas are also receive the guidance of Kaizen at the same time of the Sadar Upazila
Methodology and mechanism for analysis of WIP cases and application of their results are established.	BPATC & PIs and line departments utilize WIP experiences/cases in their core courses.	<b>BPATC &amp; PIs and line departments utilize SIP experiences/cases in their core courses.</b>  To consider utilization of SIP cases in core courses as an important factor of sustainable system while capacity of analysis is considered to be an indicator of output 3  To replace the term “WIP” with “SIP”	<b>Ditto</b>
Issues on policy making and institutionalization for promoting TQM approach are identified and necessary measures and mechanism are considered.		<b>Same as above</b>  To consider identification of issues as a prerequisite of output 4	<b>Ditto</b>

**Output 1: Mechanism for sustainable improvement and extension of TQM training by BPATC and PIs is developed.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
Existing TQM curriculum and materials are revised.	Plan for sustainable implementation of TQM training are identified.	<b>Ditto</b> To consider training plan as an important indicator while revision of curriculum is considered to be an activity	<b>Ditto</b>
TQM curriculum and materials for interested organizations are developed.	TQM curriculum and materials are utilized in various TQM training of various institutes.	<b>Ditto</b> To consider utilization of materials as an indicator	<b>Ditto</b>
Nationwide Trainer Certification System Model is established.	60 certified trainers are developed under Trainer Certification System Model.	<b>Ditto</b> To consider 'establishment of trainer certification system' to be applied as a part of the indicator of development of 60 certified trainers	<b>Ditto</b>
60 certified trainers are developed under Trainer Certification System model.		<b>Same as above</b>	<b>Ditto</b>
Number of WIPs in the Partner Institutes increases annually		<b>Ditto</b> To consider the role of PIs as providing TQM training in core courses continuously at Project Purpose level	<b>Ditto</b>

**Output 2: Mechanism for supporting WIPs at Upazila level is developed.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
Mentoring & Reviewing Guidelines is formulated.	WIP report format and its collection/distribution flow are established.	<b>SIP report format and its collection/distribution flow are developed.</b> To consider reporting system as an important indicator while formulation of guideline is considered to be an activity To replace the term "WIT" with "SIP"	<b>SIR format and its collection/distribution flow are developed.</b> To replace "SIP report" with "SIR"

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
At least 10 TQM Cells are established.	At least 10 TQM Cells are formulated in line departments to support WIP at Upazila level.	<b>TQM Cells are formulated in line departments to support SIP at Upazila level.</b> To consider formulation of TQM Cell flexibly based on the actual situation as an important target To replace the term “WIP” with “SIP”	<b>TQM Cells are formed in 8 NBDs to support SIPs at Upazila level.</b> To articulate the minimum target number of TQM Cells
At least 80% of WIPs' objectives newly set in Upazilas are achieved.	At least 80% of WIPs' objectives newly set in target Upazilas are achieved.	<b>At least 80% of SIPs' objectives set in target Upazilas are achieved.</b> To ensure the achievement of WIPs at target Upazilas To replace the term “WIP” with “SIP”	<b>At least 60% of SIPs' objectives set in target Upazilas are achieved.</b> To replace the percentage from 80% to 60% because the target Upazilas includes not only main Upazilas but also the neighboring Upazilas
		<b>WITs in line departments are formed at Upazila level in 32 main Upazilas.</b> To consider formulation of WIT as an output of Upazila TQM Course	<b>SITs are formed at least 80% in target Upazilas</b> To reflect new model of dissemination in which the other Upazilas are also receive the guidance of Kaizen at the same time of the Sadar Upazila To replace the term “WIT” with “SIT”
At least 80% of WIP experiences at Upazila level are disseminated to neighboring Upazilas.		<b>Ditto</b> To consider the extension to neighboring Upazilas as an indicator of the project purpose	<b>Ditto</b>
“One Year, One Project”, mechanism for WITs and WIPs' sustainability is established.		<b>Ditto</b> To consider materializing of OYOP as an indicator of the project purpose	<b>Ditto</b>

**Output 3: BPATC's capacity of analyzing accumulating case information on WIP is enhanced.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
Web page / Newsletter /Social Network Service/ Leaflet/ Poster/ Video and others on TQM are introduced and shared	Kaizen database is established with minimum 1160 WIP cases (1 × 20 departments per target Upazila).	<b>Kaizen database is developed with SIP cases nationwide. (1 × 20 departments × 32 target Upazilas = 640)</b>  To consider development of Kaizen database as an important indicator while utilization of media is considered to be activities  To replace the number of target Upazilas from 58 to 32	<b>Kaizen database is developed with SIP cases nationwide. (1 × 20 departments × 20 target Upazilas=400)</b>  To reflect the number of the target districts and envisage 20 good cases from 20 NBDs in each District
WIP report format and its distribution/collection flow are regulated.	At least 15 cases (three cases per each year) of WIP impacts are studied in collaboration with at least 5 institutions / researchers.	<b>SIP cases and impact are analyzed in collaboration with at least 5 institutions/researchers (Changed from “At least 10 departmental case studies are conducted in collaboration with at least 5 institutions / researchers.”)</b>  To consider case studies as an important indicator while reporting system is considered to be an indicator of output 2  To delete the number of case studies because various types of researches are conducted based on research framework	<b>Ditto</b>
At least 5 institutions/researchers are collaborated with BPATC for study of TQM cases.		<b>Ditto</b>  To consider the collaboration with research institutions as a part of the indicator above	<b>Ditto</b>
At least 58 cases (one case each Upazila) of WIP impacts are studied.		<b>Ditto</b>  To consider Kaizen cases as the contents of Kaizen database	<b>Ditto</b>
WIP Operational Handbook is formulated.		<b>Ditto</b>  To consider formulation of WIP Operational Handbook as an activity	<b>Ditto</b>

**Output 4: Framework for contributing to policy making and institutionalization for promoting TQM training and WIP are established.**

<b>Indicator original</b>	<b>Indicator revised</b>	<b>Re-revision and Remarks</b>	<b>Re-Re-revision and Remarks (July 2014)</b>
Public Sector Total Quality Network and TQM alumni association are established.	Public Sector Total Quality Network (including TQM Cells) and TQM alumni association are established.	<b>Public Sector Total Quality Network (including TQM Cells) and TQM alumni association are formulated.</b>  To consider formulation of TQN should be facilitated through emphasizing on collaboration with line departments	<b>Ditto</b>
At least 3 TQM promotional events (e.g. seminars) are implemented	TQM policy concept paper is prepared.	<b>Ditto</b>  To consider policy concept paper as an important target while events are considered to be activities	<b>TQM policy recommendation paper is prepared.</b>  To replace the term “policy concept paper” with “policy recommendation paper”
At least 2 meetings on TQM approach among decision-makers are implemented.		<b>Ditto</b>  To consider holding meetings as activities	<b>Ditto</b>

## 2. Record of Inputs

### 2.1 Manning Schedule

The total assignment of the Japanese Experts was 148.4 MM — 121.83 MM in Bangladesh and 26.57 MM in Japan during the project period from February 2012 to January 2017. The table in Appendix 4 shows the Manning Schedule of all Experts.

### 2.2 Local Staff Members

For practical technical transfer and efficient project management, the following people were employed.

**Table 2-1: Local Staff Members of the JICA Project Team**

	<b>Name</b>	<b>Designation</b>	<b>Period</b>
1.	Mr. Syed Masud Hasan	TQM Coordinator (part time)	2012.3 – project ending (2017.1)
2.	Ms. Sharmin Jahan	Local Project Coordinator (full time)	2012.3 – project ending (2017.1) *maternity leave from 2015.4 to 2015.7
3.	Mr. Mokshedul Hamid	TQM Coordinator (part time)	2012.4 – project ending (2017.1)
4.	Ms. Maksuda Akhter	Office Assistant (full time)	2012.3 – project ending (2017.1)
5.	Mr. Md. Bellal Hosen	Project Field Coordinator (full time)	2012.8 – project ending (2017.1)
6.	Mr. Md. Rais Uddin	Liaison Officer (Tangail) (full time)	2012.8 – project ending (2017.1)
7.	Mr. Md. Abdulla Al-Mamun	Assistant MIS Officer (full time)	2013.6 – project ending (2017.1)
8.	Mr. Ahmed Abdullah-Al-Mosref	Assistant MIS Officer (full time)	2013.6 – project ending (2017.1)
9.	Towfiq A. Hossain	Media Advisor (part time)	2014.9 – project ending (2017.1)
10.	Ms. Momtaz Parveen	Local Project Coordinator (alternative for the maternity leave of Local Project Coordinator, part time)	2015.3 – project ending (2017.1)

### 2.3 Counterparts

Officials of the counterpart institutes (i.e., BPATC and the partner institutes) involved in the IPS-TQM project during the whole project implementation period are listed below.

**Table 2-2: Officials of the Counterpart Institute (BPATC)**

	<b>Name</b>	<b>Designation</b>	<b>Responsibility</b>	<b>Period</b>
1.	Mr. A.L.M. Abdur Rahman	Rector, BPATC	As the head of the counterpart institute, he supervises overall project activities.	2016.3 – present
2.	Dr. Rizwan Khair	Member of Directing Staff (M & PA), BPATC	PD (Project Director)	2016.9 – present
3.	Mr. Shah Alam	Director, Evaluation, BPATC	PD (Project Director)	2016.5 – 2016.9

	<b>Name</b>	<b>Designation</b>	<b>Responsibility</b>	<b>Period</b>
4.	Mr. Abdul Baki	Director, BPATC	DPD (Deputy Project Director)	2016.5 – present
5.	Mr. Md. Jahidul Islam	Deputy Director, BPATC	ADPD (Additional Deputy Project Director)	2016.10 – present
6.	Mr. Tanzur Ahmed Zoarder	Asst. Programmer, BPATC	APD (Assistant Project Director)	2016.4 – present
7.	Mr. Md. Nazim Uddin	Asst. Director, BPATC	APD (Assistant Project Director)	2016.4 – present
8.	Dr./Mr. Arifur Rahman	Deputy Director, BPATC	ADPD (Additional Deputy Project Director)	2015.12 – 2016.10
9.	Mr. Parimal Kumar Roy	Deputy Director, BPATC	APD (Assistant Project Director)	2015.12 – 2016.4
10.	Ms. Tanzina Akhter	Asst. Director, BPATC	Asst. Director, BPATC	2015.12 – 2016.4
11.	Dr. /Mr. Rezaul Karim	Deputy Director, BPATC	ADPD (Additional Deputy Project Director)	2015.12 – present
12.	Mr. Md. Atikuzzaman	Deputy Director, BPATC	APD (Assistant Project Director)	2014.5 – 2016.4
13.	Mr. Khandker Md. Iftekhar Haider	Ex. Rector, BPATC	-	2014.3 – 2014.12
14.	Mr. A.K.M. Abdul Awal Mazumder	Ex. Rector, BPATC	-	2014.12 – 2016.2
15.	Ms. Ferdous Akhter	Ex. Member of Directing Staff, BPATC	Ex. PD (Project Director)	2012.2 – 2015.10
16.	Mr. Md. Zaydul Hoque Molla	Member of Directing Staff, BPATC	Ex. PD (Project Director)	2015.11 – 2016.5
17.	Mr. AKM Enamul Haque	Director, BPATC	Ex. DPD (Deputy Project Director)	2012.2 – 2016.5
18.	Mr. Ziaul Islam	Assistant System Analyst, BPATC	Ex. ADPD (Additional Deputy Project Director)	2012.2 – 2013.2
19.	Mr. AKM Aynul Haque	Deputy Director, BPATC	Ex. ADPD (Additional Deputy Project Director)	2012.2 – 2016.5
20.	Dr. /Ms. SK. Mushima Moon	Deputy Director, BPATC	Ex. ADPD (Additional Deputy Project Director)	2012.2 – 2015.12
21.	Ms. Munira Sultana	Deputy Director, BPATC	Ex. APD (Assistant Project Director)	2012.2 – 2012.10
22.	Mr. Mohammad Shawkat Osman	Assistant Director, BPATC	Ex. APD (Assistant Project Director)	2013.4 – 2013.6
23.	Mr. Golam Mahede	Deputy Director, BPATC	Ex. APD (Assistant Project Director)	2013.2 – 2014.5
24.	Ms. Nasrin Sultana	Assistant Director, BPATC	Ex. APD (Assistant Project Director)	2014.5 – 2016.1
25.	Mr. Mohammad Mamun	Research Officer, BPATC	Ex. APD (Assistant Project Director)	2013.4 – 2016.1

**Table 2-3: Officials of the Counterpart Institutes (Partner Institutes)**

	<b>Name</b>	<b>Designation</b>	<b>Responsibility</b>
1.	Dr. Md. Shafiqul Islam	Director (Agriculture and Environment)	Contact person
2.	Mr. Mamun-Ul-Huq	Training Specialist, NAEM	Contact person
3.	Mr. Md. Hasan Tarik	Director (Research & Publication), NAPD	Contact person
4.	Mr. Bhuyian Md. Aatur Rahman	Director, NILG	Contact person
5.	Dr./Mr. Mohammad Munsur Rahman	Joint Director, RDA	Contact person



## 2.4 Project Finance (Budget Allocation for Local Activities)

Budget allocation (financial disbursement) for local activities of the IPS-TQM project from February 2012 to January 2017 is listed below.

**Table 2-4: Project Finance (Budget Allocation for Local Activities)**

Item	1 <sup>st</sup> and 2 <sup>nd</sup> Phases		
	1 <sup>st</sup> Phase	2 <sup>nd</sup> Phase	
	Disbursement (Japanese Yen) As of July 2014	Disbursement (Japanese Yen) As of January 2017	Disbursement (Japanese Yen) As of January 2017
Assistant, Secretary 1	11,708,000		11,708,000
Assistant, Secretary 2		17,936,000	17,936,000
Remuneration, Honorarium		234,000	234,000
Rental (cars)		8,022,000	8,022,000
Rental (other)	7,806,000	172,000	7,978,000
Facility and equipment maintenance	223,000	220,000	443,000
Consumables	1,266,000	1,798,000	3,064,000
Travel	0	1,000	1,000
Communication	284,000	702,000	986,000
Photocopies, printing, etc.	6,426,000	9,685,000	16,111,000
Local training	15,952,000		15,952,000
Domestic activities	4,941,000		4,941,000
Others	344,000	21,466,000	21,810,000
<b>Total</b>	<b>48,950,000</b>	<b>60,236,000</b>	<b>109,186,000</b>

※The above figures and the exact disbursement amount don't match due to rounding of the figures.

## 2.5 Equipment (Items for Local Activities)

To strengthen the promotion of Kaizen, curriculum development and proper management of the project, necessary equipment items were procured. Appendix 6 shows the equipment transferred to BPATC at the end of the IPS-TQM project.

## 2.6 Equipment (Vehicles)

Vehicles procured in cooperation with the project team are listed in Appendix 6. The vehicles were supposed to be procured by the end of the preparatory phase (July 2012, the 1<sup>st</sup> project phase), but the procurement schedule was delayed partly due to TPP arrangement. Bidding for the vehicle procurement had been conducted in June 2015 and the procured vehicles were delivered to BPATC in December 2015.



### 3. Project Achievement

#### 3.1 Project Progress as per PDM

The status of the achievement of the project as per PDM, materialized through activities from February 2012 to January 2017, is summarized in the table below.

**Table 3-1: Summary of the Project Achievement  
from February 2012 to January 2017**

Project Purpose / Outputs & Indicators	Activities and progress
<p><b>Project Purpose:</b> The mechanism for sustainably promoting Work Improvement Teams (WITs) and WIPs at Upazila level based on TQM training is established.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>• OYOP SIPs are prepared by NBDs in the targeted 20 Districts.</li> <li>• BPATC &amp; PIs and line departments utilize SIP experiences/cases in their core courses.</li> </ul>	<p><b>A framework for sustainably promoting Kaizen has been formed through continuation of Kaizen by Role Models<sup>4</sup>, networking of TQM Cells, and OYOP implementation with MOPA being involved.</b></p> <ul style="list-style-type: none"> <li>• OYOP started from 2014/15 in districts where Upazila TQM Courses had been conducted. Kaizen themes were submitted from 10% of the Upazila Offices of 24 NBDs in 219 Upazilas in 27 districts in 2016/17.</li> <li>• Case study sessions by Kaizen practitioners are continually conducted at the Foundation Training Course (FTC). Some NBDs such as the Department of Women's Affairs, Department of Social Services, and Department of Youth Development also conducted Kaizen sessions in their departmental training/workshops. MOPA issued a letter to relevant Ministries instructing replication of Model SIPs by relevant NBDs, with case stories of one case from UNO and 24 cases from 24 NBDs.</li> </ul>
<p><b>Output 1:</b> Mechanism for sustainable improvement and extension of TQM training by BPATC and PIs is developed.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>• Plan for sustainable implementation of TQM training are identified.</li> </ul>	<p><b>Training capacity of TQM/Kaizen has been enhanced and an extension system of TQM/Kaizen training has been developed through conducting a nationwide Upazila TQM Course under the TPP GOB budget with C/P initiative.</b></p> <ul style="list-style-type: none"> <li>• It is expected that familiarization of Kaizen in all 64 districts will have been completed by June, 2018 through a nationwide Upazila TQM Course. It is common understanding with C/P that OYOP starts after the Upazila TQM Course, which is the transformation of training to implementation where learning by doing continues. Kaizen orientation for new young officers is continuously conducted at FTC, and the linkage between FTC and Kaizen implementation in the field is maintained through Kaizen case study sessions by Kaizen-implementing officers in the field. A paper</li> </ul>

<sup>4</sup> The project awards those officers as a Role Model who have implemented a good Kaizen case and continue Kaizen activities.

Project Purpose / Outputs & Indicators	Activities and progress
<ul style="list-style-type: none"> <li>• TQM curriculum and materials are utilized in various TQM training of various institutes.</li> <li>• 60 certified trainers are developed under Trainer Certification System Model.</li> </ul>	<p>titled “Training Framework for Sustainable Kaizen Implementation in Bangladesh” was submitted from the JICA consultant team to PIO and it shared the achieved continuous training framework and its significance.</p> <ul style="list-style-type: none"> <li>• TQM is incorporated as a topic in FTC, and ACAD conducted in BPATC and PIs, and TQM curriculum and materials are utilized on that occasion. As mentioned above, several NBDs conducted Kaizen sessions/workshops. Furthermore, some City Corporations also incorporated Kaizen activities. The SIP and SIR format is standardized and text/guideline has been developed. Those materials were submitted from the JICA consultant team to PIO as technical assistance deliverables.</li> <li>• A total of 111 certified trainers have been trained in BPATC/PIs under Trainer Certification System Model with TOT and examination.</li> </ul>
<p><b>Output 2: Mechanism for supporting WIPs at Upazila level is developed.</b></p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>• SIR (Small Improvement Report) format and its collection/distribution flow are developed.</li> <li>• TQM Cells are formed in 8 NBDs to support SIPs at Upazila level.</li> <li>• At least 60% of SIPs’ objectives set in target Upazilas are achieved.</li> <li>• Small Improvement Teams (SITs) are formed at least 80% in target Upazilas.</li> </ul>	<p><b>The support mechanism for Kaizen under the Upazila TQM Course has been developed. Upazila TQM Courses are being conducted under the TPP GOB budget with C/P initiative accordingly. To sustain this mechanism, further functioning of TQM Cells is thought to be required.</b></p> <ul style="list-style-type: none"> <li>• SIP collection/distribution flow has been formed between TQM Focal Points at HQs of NBDs and their District Officers.</li> <li>• TQM Cells have been formed in 20 NBDs to support Kaizen activities at the Upazila level. Orientation and other communication such as TQM Focal Point Meetings and involvement of TQM Focal Points in Upazila TQM Courses were conducted for their activation.</li> <li>• SIPs achievements are confirmed through District Conventions (Refresher Course). 91% of NBDs (669/770) achieved SIPs’ objectives in target Upazilas during the technical cooperation.</li> <li>• SITs were formed in 84% (5736/6852) of Upazila NBDs Offices in the Districts where Upazila TQM Courses were conducted through SIP workshops at District Offices of NBDs with all the Upazila Officers of the respective department in the District.</li> </ul>
<p><b>Output 3: BPATC’s capacity of analyzing accumulating case information on WIP is enhanced.</b></p>	<p><b>Evaluation and selection of good Kaizen cases and Role Models, research activities, discussion at Research Working Group meeting, development of promotional goods showing Kaizen cases furthered awareness of Kaizen cases and enhanced capacity to analyze and accumulate Kaizen cases. A Field Handbook for Kaizen</b></p>

Project Purpose / Outputs & Indicators	Activities and progress
<p>Indicator:</p> <ul style="list-style-type: none"> <li>• Kaizen database is developed with SIP cases nationwide. (1 × 20 departments × 20 target Upazilas = 400)</li> <li>• SIP cases and impact are analyzed in collaboration with at least 5 institutions/researchers.</li> </ul>	<p><b>practitioners was comprehensively compiled as a result.</b></p> <ul style="list-style-type: none"> <li>• A Kaizen Database has been maintained. 7,221 SIP themes, 500 SIRs, and 480 Case stories are posted covering 33 districts and 204 Upazilas.</li> <li>• A case study on the Kaizen framework in the Department of Social Services was conducted with a researcher from Tokyo University. Action research on Kaizen extension and continuation was conducted with researchers from BARD and RDA under the supervision of a Tamagawa University professor. Impact evaluation through baseline and end line surveys was conducted with researchers from Sophia University and Hitotsubashi University.</li> </ul>
<p><b>Output 4</b>  <b>Framework for contributing to policy making and institutionalization for promoting TQM training and WIP are established.</b></p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>• Public Sector Total Quality Network (including TQM Cells) and TQM alumni association are formulated.</li> <li>• TQM policy recommendation paper is prepared.</li> </ul>	<p><b>Recognition of Kaizen has been enhanced among high-level officials through meetings at MOPA, NBDs seminars, Kaizen conventions, and so on, toward framework development for contributing to policy-making and institutionalization for promoting TQM training and implementation in the field. A framework for Kaizen training and implementation such as networking of TQM Cells has been developed, and efforts to link Kaizen initiatives to similar government initiatives have started with C/P initiative.</b></p> <ul style="list-style-type: none"> <li>• Quarterly regular meetings with TQM Focal Points were held and the necessity and importance of TQM Cells networking has become a common understanding to address. Information dissemination was maintained through Facebook, and community formulation has started among Kaizen stakeholders by means of the Facebook group instead of alumni formation.</li> <li>• The TQM policy recommendation paper was prepared and agreed with PIO and submitted to PD from the JICA consultant team.</li> </ul>

### 3.2 Milestone Events

Breakthrough events of the IPS-TQM project from February 2012 to January 2017 are listed below.

**Table 3-2: Milestone Events**

	Date	Event	
OJT Phase	2012.3	Inter-Departmental Conference	Training officers of relevant Bangladeshi government departments agreed with nationwide implementation of One Year One Project (OYOP).
	2012.7	Japan Training for PIOs and Partner Institutes	<b>1<sup>st</sup> trip to Japan</b> Main actors of the nationwide OYOP initiative (PIOs and PIs) attended the trip to discuss and agree on the IPS-TQM project scope.
	2012.10	Inter-Ministerial Conference	Representatives of relevant Bangladeshi ministries and departments agreed with TQM course direction at the Upazila level and its concept to proceed with the nationwide OYOP initiative.
	2013.9	Tangail District Kaizen Convention	<b>1<sup>st</sup> district level Kaizen convention</b> Ordinary citizens were invited to the cultural program of the convention to increase awareness of Kaizen and motivation to practice it.
	2013.11	International Kaizen Convention	<b>1<sup>st</sup> national level Kaizen convention</b> In addition to Bangladeshi senior government officers, Bangladeshi celebrities, Sudanese government officers, Japanese local government officers and Kaizen practitioners were invited to the convention to increase awareness of Kaizen and motivation to practice it.
	2014.4	Inter-Municipal Kaizen Convention in Japan	<b>2<sup>nd</sup> trip to Japan</b> Upazila officers (Kaizen practitioners) and officers of the counterpart institutes attended the trip to learn from Kaizen practices in Japan.
	2014.7	Joint Review Meeting	
Implementation Phase	2014.12	International Kaizen Convention	2 <sup>nd</sup> national level Kaizen convention In addition to Bangladeshi senior government officers, Kaizen practitioners (Upazila officers and Japanese local government officers) were invited to the convention to increase awareness of Kaizen and motivation to practice it.
	2014.12	Midterm Review/Midterm Review Meeting	
	2015.7	Progress Review Meeting	
	2015.8	Field Trip for sharing Kaizen experience in Japan	<b>3<sup>rd</sup> trip to Japan</b> State Minister of MOPA, Upazila officers (Kaizen practitioners) and officers of the counterpart institutes attended the trip to learn from Kaizen practices in Japan.
	2015.9	Steering Committee Meeting	
	2016.1	National Kaizen Convention	<b>3<sup>rd</sup> national level Kaizen convention</b> In addition to Bangladeshi senior government officers, Kaizen practitioners (Upazila officers) and FTC (Foundation Training Course) participants were invited to the convention to increase awareness of Kaizen and motivation to practice it.
	2016.3	Inter-Municipal Kaizen Convention in Japan	<b>4<sup>th</sup> trip to Japan</b> Upazila officers (Kaizen practitioners) and officers of the counterpart institutes attended the trip to learn from Kaizen practices in Japan.
	2017.1	Terminal Evaluation/Coordination Meeting	

### 3.3 Deliverables

Relevant reports that are submitted to JICA and the counterpart institutes during the 2<sup>nd</sup> phase of the project are listed below.

**Table 3-3: List of Reports (2<sup>nd</sup> Phase)**

<b>Report</b>	<b>Submission</b>	<b>Number of copies</b>	<b>Status</b>
Project planning (2 <sup>nd</sup> phase)	2014.8	Japanese: 5 copies	Submitted
Work plan No. 4	2014.9	English: 15 copies Japanese: 5 copies	Submitted
Midterm report No. 1	2015.1	Japanese: 1 copy	Submitted
Progress report No. 4	2015.6	English: 15 copies Japanese: 5 copies CD-R: 3 copies	Submitted
Work plan No. 5	2015.7	English: 15 copies Japanese: 5 copies	Submitted
Midterm report No. 2	2015.12	Japanese: 1 copy	Submitted
Progress report No. 5	2016.6	English: 15 copies Japanese: 5 copies CD-R: 3 copies	Submitted
Project completion report	At the end of the 2nd phase of the project	English: 15 copies Japanese: 5 copies CD-R: 3 copies	This report





## 4. Project Activities

### 4.1 Tasks Related to Output 1 “Develop Mechanism for Sustainable TQM Training by BPATC/PIs”

#### 4.1.1 Develop Curriculum and Training Materials for Upazila TQM Training Courses

Six Upazila TQM Courses were piloted by July 2014. Through these pilot courses, the SIP format was standardized as a one-page sheet with a Kaizen theme, WIT, before/after description, and Gantt chart. Moreover, Kaizen training itself was standardized with standardized SIP format, utilization of accumulated Kaizen theme list, Kaizen case video, and so on. Training capacity of PIO was also enhanced due to the progress of the Upazila TQM Course. Thus, the training cycle was modified in the 7<sup>th</sup> Upazila TQM Course since the original cascade extension system from the main Upazila to the remaining Upazilas in the district was a lengthy process, and it was difficult to maintain the training quality during expansion to the remaining Upazilas. For greater efficiency and effectiveness, a modified training cycle was established from the 8<sup>th</sup> Upazila TQM Course in which all the Upazila officers in the district were trained together at the respective district offices of NBDs. The Upazila TQM Course has been conducted under the TPP GOB budget with a PIO initiative from the 7<sup>th</sup> course. From the 11<sup>th</sup> course, training capacity was so enhanced that more than two courses could be conducted simultaneously. The results of Kaizen were confirmed at a Refresher Course from the 1<sup>st</sup> to 6<sup>th</sup> course. In particular, the results of cascade extension system were confirmed for the 1<sup>st</sup> and 4<sup>th</sup> to 6<sup>th</sup> course at the District Convention held about one year after the main course. Neither the Refresher Course nor the District Convention was held for the 7<sup>th</sup> course because that course took place during the transition of the training cycle. From the 8<sup>th</sup> course, it was regularized to confirm the Kaizen results at the District Convention, omitting the Refresher Course as all the Upazilas in the district are targeted under the new training cycle. Concerned officers have been well informed of this training cycle through orientations and TOT, and the training cycle has been maintained despite frequent changes in PIO members. Curriculum and materials used and upgraded through the training cycle were finalized with a thorough review of PIO as technical assistance deliverables. The following table shows the status of curriculum and training materials development for each step of the Upazila TQM training cycle. A continuous implementation system of Kaizen training can be said to have been established. The achieved system and significance has been made a common understanding with C/P describing it in a paper titled “Training Framework for Sustainable Kaizen Implementation in Bangladesh”.

**Table 4-1: Status of the Development of Curriculum and Training Materials for the Upazila TQM Training Cycle**

Types	Status
Course Curriculum	<ul style="list-style-type: none"> <li>• Training design has been established in which department-wide SIP workshops are conducted for all the Upazila Officers in the District under the leadership of District Officers of the respective NBDs.</li> <li>• Standard Operating Procedure (SOP) was developed and shared as a technical assistance deliverable.</li> </ul>
District TQM Seminar Program	<ul style="list-style-type: none"> <li>• The program was further standardized by diversifying the keynote presenter.</li> </ul>
Upazila TQM Course Program	<ul style="list-style-type: none"> <li>• It was established that maximum time was spent for SIP preparation through mentors’ consultation with the District Officer of the respective department.</li> </ul>

<b>Types</b>	<b>Status</b>
District TQM Seminar Training Material	<ul style="list-style-type: none"> <li>• Standard Keynote Presentation (PPT) was developed and shared as a technical assistance deliverable.</li> <li>• Various promotional materials were also utilized.</li> <li>• A video was shown as well when the situation allowed.</li> </ul>
Upazila TQM Course Training Material	<ul style="list-style-type: none"> <li>• The following materials are developed and utilized: <ul style="list-style-type: none"> <li>- SIP Format (1 page)</li> <li>- SIR Format (1 page)</li> <li>- Lists of SIP themes (1 page)</li> </ul> </li> <li>• The following materials were developed and shared as technical assistance deliverables. <ul style="list-style-type: none"> <li>- SIP Workshop Material (handout material)</li> <li>- Kaizen Training Material (PowerPoint)</li> <li>- Mentoring Review Guideline</li> <li>- Kaizen Field Handbook</li> </ul> </li> <li>• SIP explanatory video and self-learning/promotional items are distributed at the Upazila TQM Course.</li> </ul>

#### **4.1.2 Share Developed Training Materials among All TQM Resource Persons in BPATC/PIs**

A website ([www.ipstqm.net](http://www.ipstqm.net)) was developed, and training materials were uploaded to the site. Promotional items were posted on the Facebook page ([www.facebook.com/kaizen.bangladesh](http://www.facebook.com/kaizen.bangladesh)).

#### **4.1.3 Develop TQM Trainer Certification System**

A TQM Trainer Certificate System was established through which TQM Trainers are certified by participating in TOT and passing the TOT examination. Nine examinations were conducted by December 2016 and 111 TQM Trainers were certified.

The TQM Trainer certifying procedure with examination was handed over to PIO from the JICA consultant team in July 2014. Since then, TOT has been conducted under the TPP GOB budget with PIO initiative, though an examination has not been conducted yet after the handover. The number of certified TQM Trainers is shown below.

**Table 4-2: The Number of Certified TQM Trainer (as of December 2016)**

<b>Sl. No.</b>	<b>Organization</b>	<b>Number of Certified TQM Trainers</b>
1	BPATC	56
2	BARD	10
3	NAEM	12
4	NAPD	2
5	NILG	13
6	RDA	8
7	Others	10
<b>Total</b>		<b>111</b>

#### **4.1.4 TQM TOT (Training of Trainers)**

As mentioned above, TOT has been conducted under the TPP GOB budget with PIO initiative since July 2014. Even though there were requests for TOT from PIs and others, it was more urgent to upgrade the existing TQM Trainers and extension of Kaizen in Upazilas nationwide. Therefore, conducting the Upazila TQM Course was prioritized over TOT. Now that it is foreseen to cover all the 64 by June 2018, it is expected for PIO to conduct TOT one by one. In view of the importance of shared understanding of Kaizen extension in BPATC, PIO held an

IPS-TQM Workshop: “Role of Course Management Team Facilitation and Mentors for BPATC Faculty Members”, in December 2016 under the TPP GOB budget. TOT progress is shown in the table below:

**Table 4-3: TQM TOT Progress**

Sl. No.	ToT / Ref. ToT	Date	Target Participants	Actual Participants
1	TQM TOT Course for PIs	13–17 May 2012	14 (PIs Officers)	14
2	TQM TOT Course for BPATC	28 May–10 Jun. 2012: 10 day (18 hours)	20 (BPATC Officers)	20
3	TQM TOT Course for NILG and other PIs	16–20 Sep. 2012: 5 days (20 hours)	18 (PIs Officers)	18
4	TQM TOT Course for NBDs Focal Point	2–4 Oct. 2012: 3 days (8 hours)	19 (NBDs TQM Focal Points)	19
5	BPATC 10 <sup>th</sup> TQM Short Course (TOT Course)	27–31 Jan. 2013: 5 days (20 hours)	15 (General Participants 13 & BPATC Officers: 2)	15
6	Special TQM TOT Course for MDS and Directors	5–9 May 2013: 5 days (9 hours)	13 (BPATC Director and MDS)	13
7	BPATC 11 <sup>th</sup> TQM Short Course (TOT Course)	21–25 Jul. 2013: 5 days (20 hours)	General Participants 24 plus BPATC Officer: 1	25
8	TQM TOT Course for NBDs’ TQM Cell Members and BPATC Faculties	22–26 May 2016: 4 days (10 hours)	30 (NBDs’ TQM Cell Members 13 plus BPATC Officers: 17)	29 (16 from Dpt. & 13 from BPATC)
9	Special Ref. TOT	25 May 2016	30	29 (12 from Dpt. & 17 from BPATC)
10	TOT Course for BPATC Faculty Members	15–21 Nov. 2016	20 (BPATC Faculty Members)	20

#### 4.1.5 TQM Training Monitoring and Advice

Monitoring and advice were maintained by at least one JICA consultant team member attending each Upazila TQM Course. Although the Upazila TQM Course can be conducted even simultaneously under the TPP GOB budget with PIO initiative, support from the JICA consultant team was still needed in such tasks as SIP collection and uploading to the Kaizen Database, case-story writing, and posting articles with photos to the Facebook page. Those tasks have been also handed over to PIO through preparation and transfer of technical assistance deliverables, transfer to the Kaizen Database, and so on. Role Models were registered as an editor for Facebook page to share their Kaizen activities in the field.

#### 4.1.6 Field Trip and Training in Japan

During the project period, two field trips in Japan and two training sessions in Japan were strategically implemented to supplement and improve on-going activities in the field. Participating members of all trips and training sessions were selected among Kaizen stakeholders in Bangladesh from the top management level to field implementation level—Ministry, Department, District, Upazila, and training institutes. The tightened network between different offices has accelerated Kaizen activities all over the country.

The first training was designed to develop an Action Plan for rolling out Kaizen activities in Bangladesh by key stakeholders. After accumulating good Kaizen cases through Upazila Training in Bangladesh, trips and training were utilized as a field method to motivate officers to continue and disseminate Kaizen activities by providing opportunities for Bangladeshi officers to make presentations to government officers at Kaizen Conventions in Japan as representatives of Bangladesh. The active learning method including presentations enabled the participants to review field implementations, to consider further service improvement and to trigger new activities. Moreover, short videos and leaflets which were created to highlight the presentation and commitment to public service improvement by Bangladeshi officers in Japan were distributed among government officers in Bangladesh and stimulated the start of new Kaizen activities. Once national-level Kaizen implementation was observed in Bangladesh, to further accelerate dissemination, key stakeholders of BPATC worked on higher authority to learn Kaizen and its field implementation in the Upazila offices. In August 2015, Ms. Sadique, Honourable State Minister of MOPA, participated in the field trip and recognized the effectiveness of Kaizen activities for government service improvement by observing the case in Japan. After this field trip, it was observed that the support from higher authority enhanced the dissemination of national-level Kaizen activities. In sum, it can be said that field trips and training in Japan linked to field activities in Bangladesh maximized the synergy of project outcomes.

## **4.2 Tasks Related to Output 2 “Developing a Mechanism for Supporting WIPs at the Upazila Level”**

### **4.2.1 Prepare Detailed Plan of Upazila TQM Courses**

With the approval of TPP, the Upazila TQM 7<sup>th</sup> Course and those after are being implemented through GOB funding, based on the TPP Plan. Although the 8<sup>th</sup> Course was delayed for a long period due to unexpected situations such as roadblocks, implementation of the Upazila TQM Course was speeded up after January 2016, even by conducting more than two courses simultaneously. Though the July 2016 incident and subsequent security instructions restricted dispatch of the JICA consultant team to Bangladesh, Upazila TQM Courses were continually conducted with PIO initiative. Six piloted districts with JICA funding are to be covered again by TPP GOB budget as per TPP budget allocation.

The following table shows the progress of the Upazila TQM Course. A total of 6,354 Upazila Officers participated in Upazila TQM Courses, and 6,354 SITs implemented 7,221 SIPs in 328 Upazilas in 40 districts so far.

**Table 4-4: Implementation Results for Upazila TQM Courses  
(February 2012–December 2016)**

Sl.	District	Upz. No.	Date of Main Course	Date of Refresher/ Convention
1	Tangail	12	2012-09-(4-6)	Refresher 12-Dec-2012 Convention 21-Sep-2013
2	Rangpur	8	2013-01-(7-10)	Refresher 30-Apr-2013
3	Comilla	16	2013-02-(25-28)	Refresher 4-Jun-2013
4	Shariatpur	6	2013-04-(21-25)	Refresher 30-Jul-2013 Convention 29-Mar.-2014
5	Bogra	12	2013-05-(13-16)	Refresher 21-Aug-2013 Convention 17-May-2014
6	Narsingdi	6	2013-06-(23-28)	1-Oct-2013
7	Manikganj	7	2014-(09/24)-(10/02)	
8	Gazipur	5	2015-04-(25-29)	14-Feb-2016
9	Munshiganj	6	2015-05-(10-14)	14-Feb-2016
10	Mymensingh	13	2015-05-(23-27)	20-Mar-2015
11	Faridpur	9	2015-(08/30)-(09/03)	19-Apr-2016
12	Madaripur	4	2015-09-(06-10)	10-Apr-2016
13	Noakhali	9	2015-09-(13-17)	6-Mar-2016
14	Jessore	8	2015-10-(04-08)	13-Mar-2016
15	Kishoreganj	13	2015-11-(08-11)	13-Mar-2016
16	Natore	6	2016-01-(03-07)	17-Apr-2016
17	Laksmipur	5	2016-01-(10-16)	24-Apr-2016
18	Netrokona	9	2016-01-(10-16)	8-May-2016
19	Joypurhat	5	2016-01-(10-16)	5-May-2016
20	Gaibandha	7	2016-01-(17-20)	2-May-2016
21	Chandpur	8	2016-01-(17-20)	25-May-2016
22	Brahmanbaria	9	2016-(31/01)-(03/02)	15-May-2016
23	Sylhet	13	2016-02(07-10)	19-May-2016
24	Feni	6	2016-02(07-10)	
25	Lalmonirhat	5	2016-02(07-10)	30-Oct-2016
26	Sirajgonj	9	2016-02-(14-17)	29-May-2016
27	Narayanganj	4	2016-05-(08-11)	24-Aug-2016
28	Jamalpur	7	2016-05-(08-11)	
29	Barguna	6	2016-05-(15-18)	6-Nov-2016
30	Rajbari	5	2016-05-(24-26)	20-Dec-2016
31	Cox's Bazar	8	2016-(05/29)-(06/01)	9-Oct-2016
32	Habiganj	8	2016-(05/29)-(06/01)	29-Aug-2016
33	Dinajpur	13	2016-(05/29)-(06/01)	4-Sep-2016
34	Moulvibazar	7	2016-(05/30)-(06/01)	5-Oct-2016
35	Naogaon	11	2016-06-(05-08)	2-Oct-2016
36	Narail	3	2016-06-(06-09)	29-Sep-2016
37	Pabna	9	2016-06-(09-12)	
38	Chittagong	14	2016-06-(19-22)	23-Oct-2016
39	Sunamganj	11	2016-10-(23-26)	
40	Chapainawabganj	5	2016-11-(27-30)	

#### 4.2.2 Upazila TQM Training Cycle Implementation Support and Monitoring

The Upazila TQM training cycle from the “District Seminar” to “District Convention” has been established. The JICA consultant team assisted C/P to implement the Upazila TQM training cycle for each district using the GOB fund allocated by TPP. Upgrading of materials and promotional goods, case-story writing, and maintenance of the Kaizen Database were included in technical assistance. The following table outlines each step:

**Table 4-5: Outline of the Upazila TQM Training Cycle**

Step	Length	Note
A District Seminar	Half day	About 25 District officers, Main Upazila Officers of NBDs, and UNOs of all the Upazilas in the District learn the overview of TQM and its training cycle, and are motivated.
B Upazila TQM Course	3–4 days	All the Upazila Officers of NBDs prepare SIPs at the District Office of the respective department. About eight departments are covered per day (morning: four, afternoon: four).
C SIPs Implementation	3 months	Upazila Officers form SITs and implement SIPs. District Officers monitor/supervise them. BPATC/ PIs offer mentoring support.
D District Convention	Half day	Presentations on SIP achievements in the District are made by each department and shared among participants.

The implementation system of Upazila TQM Courses has been well established in collaboration with the DC Office. District Officers of NBDs have been very involved in the Upazila TQM training cycle as well. Kaizen is implemented by SITs led by NBD Upazila Officers with mentoring from BPATC, PIs, and NBD TQM Focal Points. Roles of each actor have been made clear. The keynote presentation for the District Seminar, SIP format, SIP workshop handout, and SIP theme list have been standardized and utilized in Upazila TQM Courses.

After the training cycle, Kaizen is expected to be continued under OYOP. Framework development where at least one small Kaizen is implemented each year in every NBD Upazila office as OYOP has been the shared target with C/P from the commencement of the project. In 2014/15, the mobile team of the JICA consultant team visited Upazilas to collect SIPs for OYOP. From 2015/16, the arrangement has been that the OYOP instruction letter was sent from BPATC to TQM Focal Points of NBDs; then, TQM Focal Points managed collection of SIPs for each department. Though SIR was not collected in the 2014/15 OYOP, SIR was also collected through TQM Focal Points since 2015/16. The progress as of December, 2016 is as shown in the table below:

**Table 4-6: OYOP Progress**

OYOP Fiscal Year	No. of Districts and Upazilas	SIP/SIR	No.	Target	%
OYOP 2014–15	Districts: 7	SIP	640	1,254	51%
	Upazilas: 67	SIR	N/A	N/A	N/A
OYOP 2015–16	Districts: 7	SIP	404	1,407	28.7%
	Upazilas: 67	SIR	77	1,407	5.5%
OYOP 2016–17	Districts: 27	SIP	619	5,256	12%
	Upazilas: 219	SIR	N/A	N/A	N/A

OYOP is considered the transformation of learning by means of the Upazila TQM Course to continuous learning by doing. A Role Model is articulated in TPP such that officers who demonstrate repeated Kaizen initiatives in their workplaces will be given a Kaizen Role Model Award. In terms of human resource development, OYOP is meaningful in the development of such officers who continuously learn to deliver quality public services through repeated improvements.

It was decided at the Steering Committee Meeting held in September 2015, as per MOPA Senior Secretary instruction, that the Project should work on documentation of model SIPs and submit the document to MOPA, then MOPA should issue a letter to instruct the respective

Ministries to replicate the model SIPs. The document was submitted in April 2016 and the MOPA Senior Secretary approved this. Then the MOPA letter was issued to respective Ministries for Model SIPs extension.

Efforts were continued to find and encourage good practices of Kaizen. Information on Kaizen was disseminated through various promotional products, Facebook, TV news and so on. These Kaizen cases were compiled into a Field Handbook. Above all, a Kaizen on beggar rehabilitation in Kishoreganj is supposed to be extended nationwide through the one-house, one-farm program<sup>5</sup> as per the instruction of the Honourable Prime Minister. UNO in Mohadebpur started a Upazila-wide Kaizen initiative with NBDs. In this initiative, a mobile library has been introduced in village areas and was covered as a news story by the Daily Star. Case study sessions by Kaizen implementing officers on their good Kaizen cases have been continued, which has formed a framework of Kaizen orientation to new young officers through the linkage between Kaizen extension and FTC. Those officers who continue Kaizen activities on their own initiative were awarded as a Role Model. Five officers in 2013/14, three officers in 2014/15, and eight officers in 2015/16 were awarded so far.

#### **4.2.3 Support to the Activities by TQM Cells**

It was agreed among Ministries and NBDs at the Inter-Departmental Meeting held in March 2012 and Inter-Ministerial Conference held in October 2012 to conduct nationwide Kaizen training and extension as a joint program with NBDs. Based on this agreement, TQM Focal Points were nominated by NBDs. Since then, close communication with TQM Focal Points has been maintained for their activities through regular quarterly meetings and participation in Upazila TQM Courses as a mentor. Common understanding has been attained about the necessity of TQM Cells in NBDs through this process and TQM Cells have been formed in 20 NBDs as shown in the table below. Orientation for TQM Cell members and TQM Focal Points was conducted in August 2015. OYOP for 2015/16 was implemented through TQM Cells and Focal Points, and Kaizen implementation by NBDs was facilitated. The following SIPs in eight themes selected by C/P have been documented and shared on the Facebook page: (1) No unmarked speed breaker, (2) Safe vegetables and fruit, (3) Safe poultry, (4) Clean schools, clean Bangladesh, (5) Functioning tube wells, (6) Client-friendly land office management, (7) Community involvement quality hospital, and (8) Care for beggars. In particular, a PR video was produced on “No unmarked speed breaker” and this case study was presented at the Japanese inter-city Kaizen Convention. These interventions seemed to be good factors to increase motivation of Focal Points. The Project has shared the concept of Kaizen implementation and continuation by NBD initiatives, and NBD seminars were conducted for the Ministry of Land, Election Commission, and Directorate of Registration in November 2016, and for the Directorate General of Health Services and Directorate General Family Planning in December 2016 under the TPP GOB budget with PIO initiative. The need to strengthen the function of TQM Cells with further networking has been recognized as a future issue among concerned stakeholders.

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<sup>5</sup> One of the prime minister’s initiatives, which supports the poor under the slogan of “one-house-one-farm”. Its main activity of providing a fund to the poor to stimulate their savings has been extended nationwide.

**Table 4-7: TQM Cells**

Sl. #	Directorate	Date of TQM Cell Formation	Total Members
1	Department of Social Services (DSS)	1-Jan-2014	3
2	Bangladesh Bureau of Statistics (BBS)	16-Nov-2014	3
3	Directorate General Family Planning	16-Nov-2014	3
4	Local Government Engineering Department (LGED)	1-Dec-2014	6
5	Bangladesh Election Commission (BEC)	1-Dec-2014	6
6	Department of Youth Development (DYD)	22-Dec-2014	7
7	Department of Cooperatives	17-Dec-2014	6
8	Bangladesh Rural Development Board (BRDB)	15-Jan-2015	4
9	Department of Public Health Engineering (DPHE)	11-Mar-2015	3
10	Department of Women Affairs	15-Feb-2015	5
11	Department of Fisheries	19-Aug-2015	5
12	Department of Agricultural Extension	29-Sep-2015	5
13	Directorate General of Food	22-Dec-2014	3
14	Directorate of Livestock Services	24-Aug-2015	7
15	Department of Disaster Management	24-Aug-2015	7
16	Bangladesh Police	20-Sep-2015	5
17	Office of the Controller General of Accounts	22-Sep-2015	3
18	Directorate General of Health Services	Own TQM Unit	
19	Directorate of Registration	Letter to collect	3
20	Ministry of Land	23-Oct-2016	10

#### 4.2.4 Developing Mentoring Review Guideline

Mentoring Review Guideline (first edition) was developed in February 2013 and upgraded to the second edition in June 2014 based on the actual situation of the Upazila TQM Course. The third edition was prepared in November 2016 to reflect the latest one-page SIP format which was up-graded repeatedly in accordance with the experience of conducting the Upazila TQM training cycle. This edition was reviewed and fine-tuned thoroughly by PIO for finalization and submitted to PIO from the JICA consultant team as a technical assistance deliverable.

### 4.3 Tasks Related to Output 3 “Capacity Development for Analyzing/ Accumulating TQM Cases”

#### 4.3.1 Selection, Accumulation, Sharing of TQM Good Cases

TQM good cases were collected and accumulated mainly through Refresher Courses and shared through meetings, the Kaizen Database, Facebook page, and promotional products. Especially, those officers who had implemented good Kaizen cases were awarded as a Role Model at the International Kaizen Convention, and some of whom participated at the Japanese inter-city Kaizen Convention to share their Kaizen experience. PR efforts on Kaizen were made through those activities. SIP cases were broadcast on Somoy TV from October to December 2015 five times a day once a week every week<sup>6</sup>. These TV videos were also posted on the Facebook page and shown in the Upazila TQM Course, which contributed to motivate officers regarding Kaizen. Model SIPs documentation was also submitted to MOPA as described in the previous chapter.

<sup>6</sup> Kaizen cases are (1) Improving ANC and PNC (Health), (2) Beggar-Free Upazila (UNO), (3) Removal of Undesirable Graffiti in Schools (Secondary Education), (4) Organizing Land Office (AC Land), (5) Unmarked Speed Breaker (LGED), (6) Improving Courtyard Sessions (Family Planning), (7) Reduction of Health Hazard of Poultry Dealers (Livestock), (8) Creating One Model Cooperative (Cooperatives), (9) Stopping Child Marriage (Women), and (10) Simplifying General Diary Service and Reducing Hassle (Police).



After the replacement of Refresher Courses by the District Convention, the District Convention has become a major channel to collect Kaizen cases. In addition, the project network was also a channel to find out Kaizen cases. For example, a Kaizen case of a police officer utilizing Facebook for citizen friendly police services and a Kaizen case of beggar rehabilitation were found through the project network.

C/P has enhanced the capacity to evaluate Kaizen cases through these activities, which led to the compilation of a Field Handbook with collected and accumulated Kaizen cases. The meticulous involvement of C/P in the compilation up to the last minute showed increased analytical capability regarding Kaizen cases and ownership of Kaizen initiatives. A list of Department-wide Kaizen themes was prepared by accumulated SIP themes and has been utilized as a reference at Upazila TQM Courses. Evaluation and analysis viewpoints in accordance with the situation in Bangladesh, which are described in the Mentoring Review Guideline as Kaizen evaluation criteria, are thought to be adequately shared in consideration of the evaluation capability of C/P. The selecting and awarding system of good Kaizen cases through Upazila TQM Courses is considered to have been formed.

The following table lists the tools utilized for monitoring and collection of Kaizen cases with continual upgrading since the commitment of the project, though SIR and SMS were not fully utilized:

**Table 4-8: Tools for Monitoring and Collection of Kaizen Cases**

<b>Tools</b>	<b>Use of the Tools</b>
1. Small Improvement Plan (SIP) Small Improvement Report (SIR)	Upazila Officers prepare them as plan and report of Kaizen activities.
2. Case Stories	Selected good cases are compiled in a one-page sheet which can be utilized for various dissemination activities.
3. Upazila TQM Plan	After the TQM training, SIPs of NBDs are compiled for each Upazila.
4. SMS Monitoring	SIT activities are monitored through SMS communication.

#### **4.3.2 TQM Impact Evaluation and Research**

One of the features of the project is built-in quantitative impact evaluation. An evaluation framework was designed through much discussion from the beginning of the project. NBDs conduct various Kaizen activities which made it difficult to identify the target intervention for impact evaluation. Therefore, the evaluation and research framework was diversified in three categories to compliment quantitative impact evaluation by qualitative research focusing on the Kaizen process.

First, a case study on Kaizen activities in the Department of Social Services was conducted to grasp the overall picture of various Kaizen activities in the department, to enlarge our understanding<sup>7</sup>. This is a qualitative evaluation in which the contributions made by Kaizen activities in the past were reviewed by making clear the current situation of public services of the Department of Social Services, mainly through interviews with district and Upazila officers and TQM Focal Points.

Second, BARD and RDA (PIs) conducted action research to explore the Kaizen extension and continuation process by the project. BARD took charge of research on the Kaizen extension

<sup>7</sup> “Departmental Case Study Department of Social Services” was submitted in January 2014.

process from the main Upazila to other Upazilas in Comilla district, while RDA took charge of research on the possibility of OYOP continuation from the second year onward in Bogra<sup>8</sup>.

Third, a baseline and end line questionnaire survey was conducted to shed light on the influence of the project on the minds and behaviour of officers<sup>9</sup>. Using this data, Difference-in-Difference analysis was conducted between Upazila officers who did and did not implemented SIP. As a conclusion, positive impacts of the project were confirmed on officers' awareness of management concepts, information management, and collaboration with stakeholders. On the other hand, no large impacts were confirmed for officers' perceptions of the work environment and office management practices. However, as for the latter, there is a possibility that the impact was weakened by a positive spillover effect, which means improvement occurred in awareness of management concepts and office management practices even in non-participants through International/National Kaizen Convention and TV programs related to the project<sup>10</sup>.

In addition to the research above, studies on the legal background of Kaizen implementation<sup>11</sup> and similar initiatives of GOB<sup>12</sup> were conducted and the findings were reflected in the project activities over Kaizen framework development. As a regular activity, extension of Kaizen in the public sector was discussed with C/P, scholars of Jahangirnagar University, and scholars of Dhaka University through the Research Working Group to make a base for the policy recommendation paper.

These research activities together with the experience of evaluation of Kaizen cases through the Upazila TQM Course has the enhanced analytical capacity of the project regarding Kaizen, which led to the compilation of the comprehensive Field Handbook. Kaizen cases have been accumulated in the Kaizen Database. It is noted that C/P conducted research on TQM/Kaizen outside of the project and submitted "Application of Total Quality Management (TQM) in Administration: A study on Kaizen action plans implemented in the field administration" to the authority of BPATC in October 2014.

Discussion has been maintained in accordance with the research framework shown below. Evaluation and research on the research framework were conducted as mentioned above, in accordance with the plan.

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<sup>8</sup> "Sustaining Quality Public Service Delivery Local Policy Deployment and Level of Satisfaction in the Adarsha Sadar Upazila, Comilla" and "Action Research on Disseminating the Concept of TQM for Providing Quality Services in Social Service Delivery System in Public Sector" were submitted from BARD in May 2014.

"Action Research on Sustaining WIT activities under IPS-TQM Project" was submitted from RDA in July 2014.

<sup>9</sup> Preceding the baseline survey, a perception survey of Upazila officers was conducted in Narsingdi, Shariatpur, and Bogra, in Upazila TQM Course. It was confirmed that the index of main Upazila (Kaizen training was conducted) on office management was improved and statistically different from non-main Upazila (Kaizen training was not conducted).

<sup>10</sup> "Impact Evaluation Report" was submitted in January 2017.

<sup>11</sup> "Institutionalization of Kaizen and the background" was submitted in June 2015.

<sup>12</sup> Study Report "TQM/KAIZEN and Innovation Initiatives for Public Service in Bangladesh" was submitted in November 2016.

**Table 4-9: Research Framework**

<b>Analysis/Research</b>		<b>Note</b>
1. Database Analysis	1.1. Data Sheet (Level 1)	Basic information of SITs and analysis of their activities are uploaded to the Kaizen Database.
	1.2. Case Story (Level 2)	Case studies of selected SIT activities are uploaded to the Kaizen Database for detailed analysis. Target number is 40–100 per year.
2. Departmental Case Study (Level 3)		Current situation and issues for improvement of public services are analyzed for each department in accordance with SIT activities.
3. Policy recommendation paper (Level 4)		Policy recommendation is formulated through the Research Group Meeting.
4. Action Research (Level 4)	4.1. Dissemination analysis	Dissemination process from the Main Upazila to other Upazilas is analyzed by BARD in Comilla.
	4.2. Continuation analysis	Continuation factors as OYOP in the District are analyzed by RDA in Bogra.
5. Impact Evaluation (Level 4)	5.1. Perception Survey	Upazila Officers' management capacity, perception, and linkage with stakeholders are analyzed comparing before and after the situation of the Upazila TQM Course.
	5.2. UPZ Service Quality Survey	Impact on quality of public services at the Upazila level by the project intervention is analyzed through the quantitative survey.

#### 4.3.3 Networking for TQM Case Studies/Impact Analysis

Research Group meetings regarding networking for TQM case studies/impact analysis were conducted as necessary. Research was conducted in accordance with the Research Framework as mentioned in the previous section.

Collaborative research activities with research institutes/researchers on Kaizen cases and impact evaluation are shown in the table below:

**Table 4-10: Collaborative Research with Researchers**

<b>Research Institutes of the researchers</b>	<b>Collaboration</b>
1. Tamagawa University, Faculty of Management	The researcher led the discussion of Research Working Group and compiled the policy recommendation paper. The researcher also supervised action researches of BARD and RDA.
2. BARD	The researchers conducted an action research on Kaizen extension.
3. RDA	The researchers conducted an action research on Kaizen continuation.
4. Hitotsubashi University, Institute of Economic Research	The researcher conducted the impact evaluation.
5. Tokyo University / Sophia University	The researcher conducted a case study on Kaizen in Department of Social Services. The researcher also conducted the impact evaluation.
6. Jahangirnagar University	The researchers participated in the discussion on Kaizen extension in public sector through Research Working Group.
7. Dhaka University (Bangladesh)	The researchers participated in the discussion on Kaizen extension in public sector through Research Working Group.

#### 4.3.4 Promotion and Public Relation (PR)

Promotion/PR materials including Kaizen case presentations were prepared in addition to the existing ones from the beginning of the project and distributed in the Upazila TQM Course and various meetings. The District Kaizen Convention held in the Tangail district in September 2013 expanded the scope of promotional materials mainly intended for government officers to appeal to general citizens. It was difficult to invite general citizens to the International Kaizen Convention held in December 2013 from the security point of view; thus, the project arranged for six celebrities<sup>13</sup> to attend the Convention instead of general citizens and arranged a press briefing to appeal to general citizens about the government effort to improve public services through TQM/Kaizen.

The JICA consultant team shifted the focus from implementation of the Upazila TQM Course to Kaizen case analysis and accumulation and promotional efforts due to the course of the process that the Upazila TQM Course was implemented by TPP GOB budget with PIO initiative after TPP approval. The JICA consultant team agreed with PIO in May 2014 regarding the project message shown in Table 4-12 and the communication strategy shown in Table 4-13 and proceeded accordingly. Especially, information was disseminated through the Facebook page, which gained more than 390,000 “likes”.

In October 2014, the media strategy shown in Figure 4-1 was set up in accordance with the communication strategy and accelerated PR activities on Kaizen. It was envisioned that at first promoting Kaizen by officers to a larger audience enhanced the Kaizen mind among the officers internally, then full-scale PR to general citizens follows, with enhanced Kaizen mind.

CSR linkage is PR of Kaizen through linkage with influential social activities. Linkage with BD cyclists, a cyclist group concerned with environmental protection and mitigation of traffic jams, was explored but not materialized because a good event with low cost and merit for both parties could not be planned.

Live events contributed to an enhanced common understanding of the significance of Kaizen and intention to extend Kaizen. Conventions including the District Convention in the Upazila TQM training cycle, workshops, and meetings were such live events. An Inter-Ministerial Conference was mainly aimed at internal coordination among Ministries and NBDs, while the International Kaizen Convention had an element of appealing to a larger audience. Live events are considered to have been an intervention mainly intended to enhance the Kaizen mindset internally, and partially to promote Kaizen in the public sector to a larger audience.

Digital communication that was information-sharing through such means as the web-based Kaizen Database and Facebook page was very efficient to ensure mass outreach. Especially, posting broadcast TV news to the Facebook page with web advertisements had a multiplier effect. Digital communication too started as an intervention which was mainly intended to enhance the Kaizen mindset internally and partially to promote Kaizen to a larger audience. But as “likes” of Facebook page exceeded 390,000, it can be said that this intervention is a stage to promote improvement of public services to general citizens.

Strategic public relations were undertaken to enhance commitment to Kaizen among concerned people by enhancing the significance of Kaizen through branding and linking Kaizen to influential figures and organizations. This was mainly intended to promote Kaizen to the larger audience. At the same time, this appealing to the larger audience reinforced the enhancement of

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<sup>13</sup> It is noted that all six celebrities attended the Convention on volunteer basis. The project listed candidate celebrities who were engaged in social activities and contacted them through somehow-found connections or sometimes with no connection.

the Kaizen mindset internally. Involvement of high-level government officials and celebrities at the International Kaizen Convention was an attempt to this end, too. Regular participation in Japanese inter-city Kaizen Conventions was another very important opportunity for the branding of Kaizen. Remarkably, it was quite effective to increase the importance of Kaizen in Bangladesh that the Honourable State Minister of MOPA visited Japan to experience sharing of Kaizen and participating in the International and National Kaizen Convention. A magazine titled “Ripples” was distributed at the International/National Kaizen Convention as a promotional product<sup>14</sup> through which the JICA consultant team tried to express Kaizen as not only socially important but also cool. SIP cases broadcast on a series of 10 news reports on Somoy TV were a particularly effective tool for officers to understand the significance of Kaizen.

It was discussed if the Honourable Prime Minister could be invited as the chief guest to National Kaizen Convention<sup>15</sup> planned for the end of 2015 when television commercials were to be broadcast for mass advertisement of Kaizen to conclude the media strategy. But it did not materialize and no commercials were broadcast either at this point. Television commercials<sup>16</sup> were prepared to focus on increasing the recognition of the terminology of Kaizen later and were broadcast for one month in November 2016. The commercials were also posted on the Facebook page and advertised. The commercials had a good response from viewers. Even Independent TV showed interest in making a TV program on Kaizen.

The media strategy was a driving force to direct the project efforts and mindset toward Kaizen extension. C/P proposed branding of good Kaizen cases for Kaizen extension is such an effort. The data of the impact evaluation showed increase of recognition on Kaizen among Upazila officers nationwide.

PR activities had the power to involve concerned officers in the process. Although it was not so effective to broadcast a TV program only several times, the fact of the broadcast itself had meaning, and the broadcast TV program, when shown at a seminar for example, conveyed a very powerful image of the importance of Kaizen. From this point of view, videos that were broadcast were most effective in motivational use among all the videos made by the JICA consultant team, all of which contributed to an increase of awareness of Kaizen through the process of being made. Particularly, the SIP case video broadcast on Somoy TV and TV commercials broadcast on five channels effectively motivated people regarding Kaizen activities. Videos broadcast on TV are shown in the table below.

**Table 4-11: TV Broadcasts**

2014.4	Kaizen Documentary	BTV
2014.7	Docu-Fiction Hope	Banglavisision, Independent TV
2015. 10-12	Kaizen News	Somoy TV
2016.11	Kaizen Advertisement	Ekattor TV, Somoy TV, GTV, Mohona TV, ATN News

<sup>14</sup> The Field Handbook was prepared and 30,000 copies were transferred to C/P for nationwide distribution as a both technical deliverables and PR materials.

<sup>15</sup> At the National Kaizen Convention held in January 2016, media coverage was ensured by means of a media partnership with The Daily Star, Ekattor (TV), and BD New 24 (Web).

<sup>16</sup> Cricket superstar, Mr. Mushfiqur Rahim, who kindly attended the International Kaizen Convention in 2013, made a cameo appearance in the last scene of the television commercial.

**Table 4-12: Project Message**

<b>Project message</b>	
1. Theme	Making small improvements in public services to delight citizens
2. Target	To establish a framework under which at least one small improvement will be achieved every year in about 12,000 offices of more than 20 Nation Building Departments in all the Upazilas nationwide
3. Key additional values	<ul style="list-style-type: none"> <li>• Utilization of initiatives of Upazila level offices of NBDs</li> <li>• Utilization of creative ideas of small improvement teams at Upazila level</li> <li>• Enhanced departmental efforts of incremental improvements in quality of public services</li> </ul>
4. Key approach	Motivation and communication among public service providers, citizens, and stakeholders to share the value of small improvements for better nation building

**Table 4-13: Communication Strategy**

<b>Communication strategy</b>	
1. Objective	Raising awareness and brand image among stakeholders on small improvements as an organizational culture to ensure quality of public services
2. Core message	Initiative for a nation-wide framework development of small improvements in the public sector of Bangladesh for better nation building
3. Focuses	<ul style="list-style-type: none"> <li>- Commitment of Government Officers</li> <li>- Government Officers' Sincere efforts</li> <li>- Leadership of Government Officers</li> <li>- Dynamism of framework development</li> <li>- Quest for better public services</li> <li>- Response from citizens</li> </ul>
4. Targeting	<ol style="list-style-type: none"> <li>1) To facilitate sharing the value of small improvements among Government Officers</li> <li>2) To convey the core message with focuses to citizens</li> <li>3) To share the movement among stakeholders</li> </ol>
5. Effects	<p>Short-term: Increase of the backing of citizens to small improvements in public sector Increase of motivation of Upazila level officers</p> <p>Mid-term: Enhancement of information sharing among public service providers Enhanced network for quality public services</p>
6. Mode	
Newspaper and TV	Public relations for increase of familiarity
Facebook page	Permeation of significance of the framework development
YouTube	World-wide dissemination of small improvements initiative
Magazine	Strengthening of the brand image of the initiative
Others	Institutionalization of the framework through events like Kaizen Convention facilitated by poster, leaflet, and so on

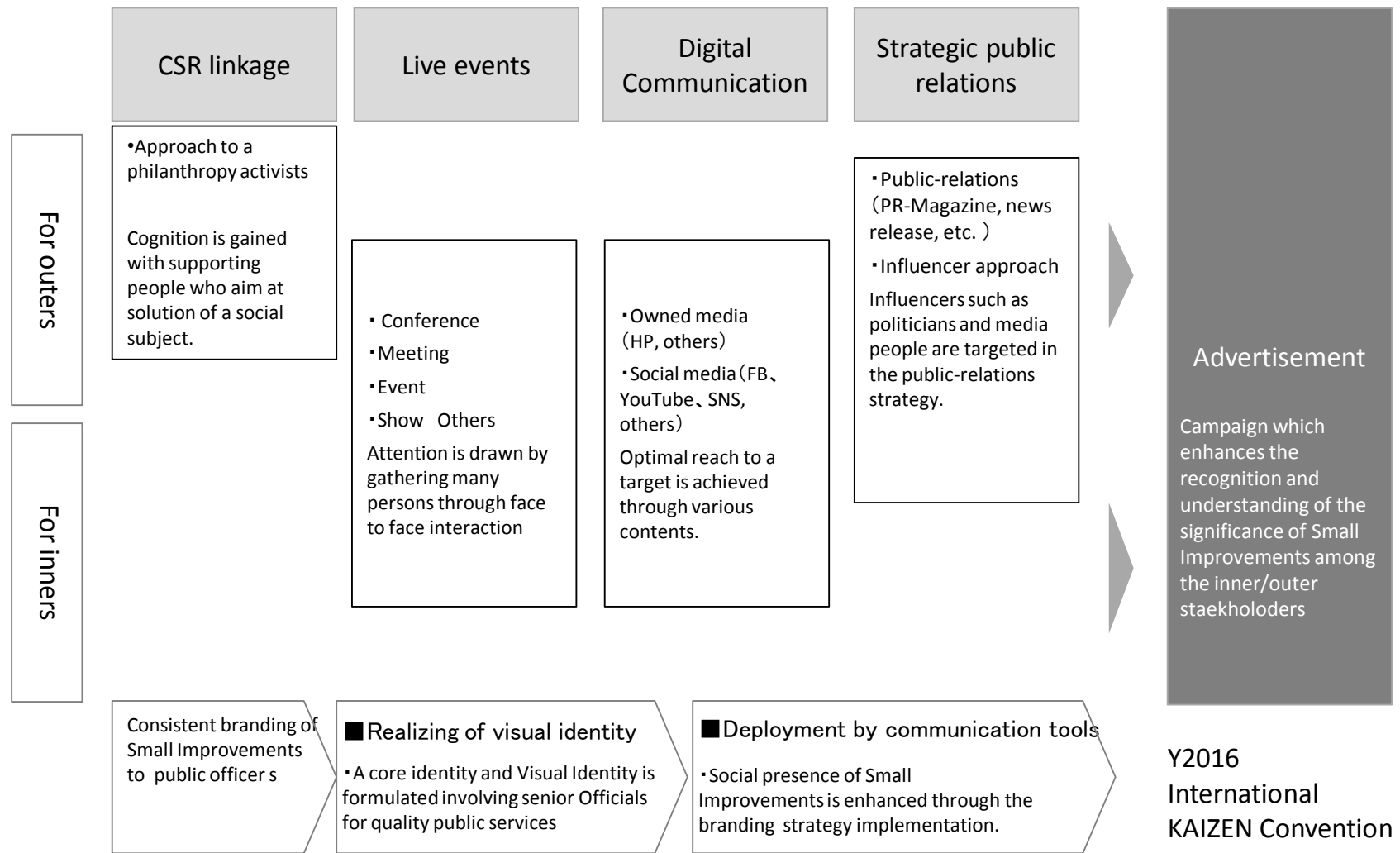


Figure 4-1: Media Strategy

### 4.3.5 Web Development

The IPS-TQM project developed the Kaizen database to store Kaizen practices found during project implementation and the project website having the database as its main content. At the same time the database is kept updated, the IPS-TQM project simplified the structure of the database and the website for their transfer to BPATC.

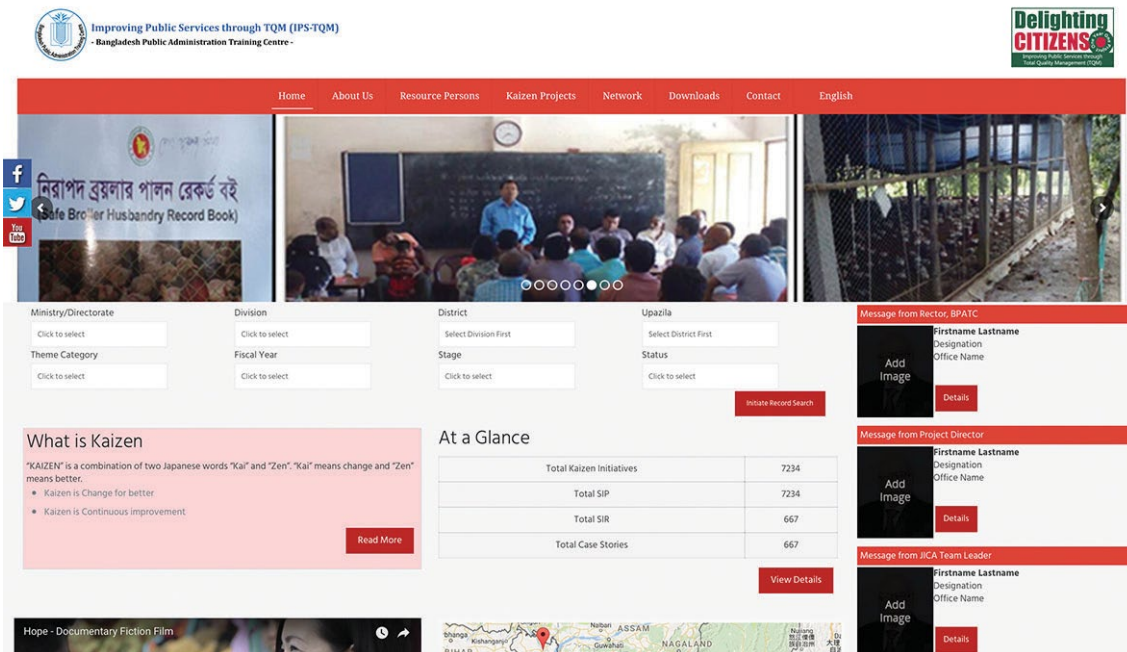


Figure 4-2: Top Page of Web (<http://ipstqm.net>)

### 4.3.6 Preparation of TQM Field Handbook

Preparation of the “Field Handbook” focused on SIP preparation and implementation had continued in close communication with C/P so that the Handbook could be a tool for Kaizen extension to all relevant officers of NBDs. It was compiled and finalized in December 2016 after thorough review and fine-tuning by PIO and handed over to PIO.

## 4.4 Tasks Related to Output 4 “Establish Framework for TQM Policy Making and Institutionalization”

### 4.4.1 Hold Decision Maker’s Meeting on TQM Approach

The project activities commenced as a joint effort to implement nationwide Kaizen training and extension with NBDs, which was agreed with Ministries and NBDs at the Inter-Departmental Meeting held in March 2012 and Inter-Ministerial Conference held in October 2012. Since then, a Kaizen Convention was held annually, with Secretaries of Ministries and Heads of NBDs invited. With six celebrities’ attendance, government efforts to improve public services were highlighted to appeal to general citizens at the International Kaizen Convention in November 2013. The Mayor of Sanjo city in Japan participated in the International Kaizen Convention in December 2014 when a video message from the Governor of Kyoto prefecture was also shown, which focused on the interchange between Japan and Bangladesh on Kaizen in the public sector. The National Kaizen Convention in January 2016 was held with the Honourable State Minister of MOPA as the chief guest. Selected FTC participants attended the Convention. Officers’ sincere efforts directed at Kaizen in public sector were emphasized beyond generations.



To review the progress of the project and make decisions, a joint meeting<sup>17</sup> of the Japan side and Bangladesh side was held as shown below. Minutes are attached.

<b>2014.7</b>	Joint Review Meeting
<b>2014.12</b>	Midterm Review/Midterm Review Meeting
<b>2015.7</b>	Progress Review Meeting
<b>2015.9</b>	Steering Committee Meeting
<b>2017.1</b>	Terminal Evaluation/Coordination Meeting

Officials of the JICA Bangladesh Office visited MOPA and had a meeting in November 2016 to discuss the termination of the technical cooperation project.

#### **4.4.2 Establish and Support Activities of Public Sector TQM Network**

The project commenced as a joint effort with NBDs based on the agreement with Ministries and NBDs. The NBDs issued a letter to instruct their officers to cooperate with nationwide Upazila TQM Courses and nominated TQM Focal Points. Regular quarterly meetings with TQM Focal Points were maintained for close communication, and TQM Focal Points were involved in Upazila TQM Course as mentors. TQM Focal Points also assumed an important role to instruct OYOP to their District and Upazila Officers during the involvement. TQM Cells have been formed in 20 NBDs based on these activities and common understanding has been shared that networking is needed with TQM Cells as the pivot.

The significance of Kaizen was demonstrated to high-level government officials of Bangladesh in various forms including holding Kaizen Conventions and participation in Japanese inter-city Kaizen Conventions so that networking could be strengthened by top-down manner approach. For example, it is noted in terms of networking too that the MOPA Senior Secretary instructed to document model SIPs and issued a letter to Ministries for replication of model SIPs. It was also remarkable to increase the importance of Kaizen in Bangladesh that the Honourable State Minister of MOPA showed interest in Kaizen through a Japan visit and International/National Kaizen Convention.

Role Models were registered as an editor of Facebook page for bottom-up networking by sharing Kaizen experiences from the field. A Facebook group named “Delighting Citizens through Kaizen” also started as a forum for interchange, instead of an alumni society, with the consent of C/P.

Information-sharing which makes a base of networking was ensured in accordance with the media strategy for promotion and PR through such measures as the distribution of the Field Handbook to all NBDs officers. As a wider extension, the City Governance Project conducted collaborative Kaizen training for the City Corporations of Chittagong, Gazipur, Rangpur, Comilla, and Narayanganj.

A concept of Total Quality Network was summarized as shown in the table below, which reflected the activities above and shared with C/P.

<sup>17</sup> The meetings were not called JCC meetings though they functioned as JCC meetings because JCC was not formed until TPP approval, and any meeting at which the MOPA Senior Secretary was absent was not called a JCC meeting.

**Table 4-14: Total Quality Network**

<b>Public Sector Total Quality Network</b>	
<b>1. OBJECTIVES</b>	To find out good practices and Role Model/Kaizen Officer candidate and share their experiences
<b>2. Members</b>	<ul style="list-style-type: none"> <li>➤ BPATC &amp; PIs</li> <li>➤ NBDs TQM Cells</li> <li>➤ NBDs District Officers</li> <li>➤ NBDs Upazila Officers</li> <li>➤ Field Administration</li> </ul>
<b>3. Communication mechanism</b>	<ul style="list-style-type: none"> <li>➤ Direct contact</li> <li>➤ Communication over the phone</li> <li>➤ Meetings</li> <li>➤ FB Group</li> <li>➤ FB Page</li> </ul>
<b>4. Activities</b>	<ul style="list-style-type: none"> <li>➤ To share information through FB Group (All the members are invited).</li> <li>➤ To share information through FB Page (Role Models are administrator. Message goes to both public officers and ordinary citizens).</li> <li>➤ To identify and award Role Models/Kaizen Officers with good practice case presentations</li> </ul>
<b>5. Conceptual diagram</b>	

**4.4.3 Exchange Information and Views with Overseas TQM Institutes/Local Government Offices in Japan**

The opportunities to exchange information and views about Kaizen and government service improvement with overseas institutions and government officers were set at the event and trainings in Bangladesh and Japan. The record is shown in the matrix below.

<b>Date</b>	<b>Name of Event</b>	<b>Venue</b>	<b>Overseas participants</b>
2013.9	District Convention in Tangail	Tangail	<b>Japan</b> (Total 3: Officers from Tanabe City, Kashiwara City, Kitakami City)
2013.11	1 <sup>st</sup> International Kaizen Convention	Dhaka	<b>Japan</b> (Total 5: Officers from Tanabe City, Kashiwara City, Kitakami City, Fukuoka City & Professor of Kwansei Gakuin University) <b>Sudan</b> (Total 12: Officers of State Ministry of Kassala)
2014.3	8 <sup>th</sup> Inter-City Kaizen Convention in Fukuoka, Japan	Fukuoka	<b>Japan</b> (Approximately 200: Government officers from 32 local governments in Japan)
2014.12	2 <sup>nd</sup> International Kaizen Convention Kaizen Network Meeting in Tangail	Dhaka Tangail	<b>Japan</b> (Total 7: Officers of Ministry of Internal Affairs and Communication, Mayor and Officer of Sanjo City, Officers of Tanabe City, Kashiwara City, and Kitakami City, Professor of Kwansei Gakuin University) <b>England</b> (Officer of CIPFA)
2015.8	Kaizen Network Meeting in Amagasaki	Amagasaki	<b>Japan</b> (Total 15: Mayor/former Mayor and Officer of Amagasaki City, Officers of Tanabe City, Kashiwara City, Kitakami City, Fukuoka City, Saitama City, Nakano-Ku, Yamagata City, Oita City and Iwate Chubu Suidokigyodan and Professor of Kwansei Gakuin University)
2016.3	10 <sup>th</sup> Inter-City Kaizen Convention in Kasugai, Japan	Kasugai	<b>Japan</b> (Approximately 200: Government officers from 40 local governments in Japan)

Through communication with officers having similar or advanced experience of Kaizen-related service improvement, project stakeholders in Bangladesh could review their activities and enhance them with new knowledge and skills from overseas. In addition, it was observed that C/P and Kaizen-implementing officers were motivated and gained self-efficacy by showing positive output in the Upazila offices to foreign guests and presenting good cases in Bangladesh to government officers in other countries. Not only knowledge and skill but also recognition from abroad enhanced the motivation of stakeholders in Bangladesh to continue and disseminate Kaizen activities. After the JICA project end, the communication among Kaizen stakeholders in the world will be maintained through Facebook and the IPS-TQM Project website which of course is accessible all over the world.

#### 4.5 Tasks Related to Project Management

As for overall project monitoring, PIO meetings and the JICA consultant team meetings were held on a regular basis to share progress and the schedule. Quarterly regular meetings with TQM Focal Points were maintained as a routine communication channel with line departments. The PIs conference is also held on the same day because representatives from PIs are invited to quarterly regular meetings with TQM Focal Points. Kaizen activities at the Upazila level were managed centrally by utilizing the Kaizen Database.



## 5. Remarks and Issues for Activities Following

Reported points in each progress report on lessons learned through implementation of the project, measures taken by the project to overcome challenges, and future issues are shown in the table below:

**Table 5-1: Lessons, Issues, and Measures**

Progress Report	Points
No. 1	<ul style="list-style-type: none"> <li>• Alignment with policy framework and collaboration with other initiatives</li> <li>• Enhancement of project implementation mechanism through TOT in Japan</li> <li>• Project design reflecting impact study</li> </ul>
No. 2	<ul style="list-style-type: none"> <li>• Mainstreaming Kaizen in Bangladesh public services</li> <li>• Enhancement of collecting and sharing Kaizen case stories</li> <li>• Conducting TQM perception survey</li> <li>• Incorporation of Kaizen in each department</li> <li>• Mechanism development to motivate Upazila officers through Kaizen Convention</li> </ul>
No. 3	<ul style="list-style-type: none"> <li>• Visualization of Kaizen</li> <li>• Kaizen extension by line departments</li> <li>• Formulation of policy recommendation based on the research</li> <li>• Support of TPP implementation and maximization of its effect</li> <li>• Contribution to the JICA Governance Program</li> </ul>
No. 4	<ul style="list-style-type: none"> <li>• Branding of Kaizen</li> <li>• Activation of TQM Cells of NBDs</li> <li>• Involvement of MOPA and enhancement of recognition of Kaizen</li> </ul>
No. 5	<ul style="list-style-type: none"> <li>• Familiarization of Kaizen as a Base of Mind-set Change</li> <li>• Multi-tiered Mechanism</li> <li>• Human Resource Development and Framework</li> </ul>

Though focuses varied as per the progress of the activities, the JICA consultant team worked the following points in mind:

- 1) Showing the significance of Kaizen through research activities
- 2) Visualizing Kaizen through PR efforts
- 3) Paying attention to the mindset and motivation of officers
- 4) Internalizing Kaizen as the regular work of NBDs
- 5) Having the perspective of continuous human resource development

As the major premise of the efforts, the JICA consultant team consistently maintained the implementation policy of “Banglanization” of TQM/Kaizen. It was a very ambitious target to develop a Kaizen framework where Kaizen is implemented in all the Upazila offices of as many as 24 NBDs nationwide, and for top officials of Ministries and NBDs to recognize the Kaizen efforts in the field. A relationship of mutual trust with C/P made such a huge task possible with “Banglanization” of TQM/Kaizen in mind. Such a relationship was the most important factor to complete the technical cooperation project.

The JICA consultant team worked with C/P to develop officers who implement Kaizen in the field and to have high-level officials recognize field-level Kaizen activities, which are considered an effort to materialize a combination of bottom-up and top-down approaches. An important element for Kaizen extension was considered self-efficacy through the achievement

of small improvements of Kaizen and the fulfilment of the desire for recognition. Further networking on Kaizen is considered the future issue that is key to not losing this important element.

## 6. Attainment of the Project Purpose

### 6.1 Midterm Review

Given the steady progress made toward achievement of the project purpose's two indicators and the four outputs, it was evaluated that the Project was on a good track toward achieving the project purpose, and the prospects were highly promising. Noted as main factors promoting the production of effects were an environment conducive to peer learning, localization (Banglanization) of Kaizen, and visualization of Kaizen impacts. On the other hand, noted as main factors inhibiting the production of effects were the frequent occurrence of hartals (general strikes) and delays in the approval of TPP. Based on the review, the following recommendations were made: (1) a recommendation for the nationwide dissemination of Kaizen was to clarify the roles and responsibilities of core stakeholders regarding the Upazila TQM Course and further engage high-level officials; (2) a recommendation on BPATC's analytical capacity was to establish a shared understanding of the analytical capability to enhance the achievement of the project purpose; and (3) a recommendation on developing the sustainable mechanism to maintain Upazila officers' motivation was to discuss the most feasible and cost-effective measures to maintain and improve Upazila officers' motivation within the usual budgetary framework of GOB.

As for recommendation (1), the roles of core stakeholders were clarified in the process of implementation of a series of Upazila TQM Courses with PIO initiative, and 40 districts were covered effectively and efficiently. Core stakeholders were course management formed in BPATC and PIs, TQM Focal Points of NBDs as mentors, DC offices cooperating in the course management for smooth implementation of the Course, NBDs district officers supervising and monitoring Kaizen activities by NBDs Upazila officers, NBDs Upazila officers implementing Kaizen, and UNO facilitating Kaizen activities at the Upazila. Selected good Kaizen cases found from Upazila TQM Courses were presented to high-level officials at the International/National Kaizen Convention for their recognition. The Japan visit of the Honourable State Minister of MOPA was arranged to share the experience of Kaizen in the public sector and enhance the importance of Kaizen. Through these activities, engagement of high-level officials has been enhanced.

As for recommendation (2), awareness of Kaizen case analysis was enhanced through regularly held Research Group Meetings, and Kaizen to be at workplaces of Upazila-level NBDs was searched through the constant discussions among the JICA consultant team and C/P on how to mentor SIP preparation to enhance the quality. The District Convention was a good opportunity to improve analytical capability regarding Kaizen cases as the cases presented at the Convention were evaluated by the course management and mentors. Technical assistance deliverables were prepared and upgraded by reflecting the findings of these processes. C/P applied enhanced analytical capability to Kaizen to review and fine-tune the Field Handbook, the most comprehensive deliverable concerning Kaizen, not only regarding the selection of Kaizen cases but also even regarding the detailed wording of the final explanations. A shared understanding of the analytical capacity of BPATC was made clear in the capacity of evaluation, analysis, and explanation of Kaizen cases for its extension.

As for recommendation (3), Upazila officers' motivation has been enhanced through recognition of their presentation of Kaizen activities at the District Convention, Role Model award at International/National Kaizen Convention, and so on. Awareness of the importance to maintain and improve Upazila officers' motivation was increased as these activities proceeded. Kaizen case study sessions at the Foundation Training Course (FTC) are continually conducted with Upazila officers invited as presenters. This arrangement is an effective measure to maintain and improve Upazila officers' motivation regarding Kaizen within the usual budgetary framework

of GOB since it is a very prestigious opportunity and it is not costly to make a presentation at FTC. Kaizen promotion in the field was frequently discussed in the communication with TQM Cells, which is considered to make a basis to maintain and improve Upazila officers' motivation in the form of fulfilment of the desire for recognition by higher officials, who take notice of the officers' Kaizen activities in the field. Henceforth, further measures are desirable such as collaborative awarding of the Public Administration Award of MOPA for Kaizen-implementing officers.

Activities to the recommendations of the midterm review were confirmed by the terminal evaluation.

## 6.2 Terminal Evaluation

Given the steady progress made toward achievement of the project purpose's two indicators and the four outputs, it was evaluated that the Project was on a good track toward achieving the project purpose, and the prospects were highly promising. Attainment of the project's purpose was evaluated as follows.

To date, Kaizen/SIP themes were collected in 27 districts where Upazila TQM training and District Conventions were conducted. For 2016/17, 10% of 24 NBDs from 219 Upazilas in 27 districts submitted SIP themes (Indicator 1). Kaizen practitioners were invited to the FTC conducted by BPATC and PIs to share their experiences. Furthermore, Kaizen sessions were incorporated into some departmental training by several NBDs such as the Department of Social Services, Department of Women Affairs and Department of Youth Development. It should be also noted that MOPA shared 25 Model SIP cases, collected from NBDs in Upazilas and selected by PIO, with concerned Ministries/Divisions, and instructed dissemination and replication among their organizations (Indicator 2).

As main factors promoting the production of effects, linkage with primary works of BPATC, collaboration among central (HQs), districts, and Upazilas, participation in Kaizen Conventions in Japan, respect for C/P initiatives, motivation of stakeholders at the field level, combination of bottom-up and top-down approach, and media strategy were noted. On the other hand, as main factors inhibiting the production of effects, frequent changes of PIO officials, no JCC, and unavoidable circumstances such as natural disasters were noted.

Based on the evaluation, the following recommendations were made: (1) continuation of TQM/Kaizen training, (2) continuous collection and sharing of SIP/Kaizen cases, (3) support by TQM Cells at NBDs HQs for Kaizen activities at Upazilas, (4) collaboration with the Public Administration Award to award Kaizen cases, (5) establishment of TQM Cell Network, and (6) continuous collaboration on SIP/Kaizen studies. C/P started responding to the recommendations.

As for recommendation (1), C/P already prepared the training plan for 2016/17 on the Upazila TQM Course. Considering the progress so far, it is almost sure that PIO will complete the Upazila TQM Course covering all the Upazilas in all 64 districts nationwide under the TPP GOB budget by June 2018. Nationwide familiarization of Kaizen will have been completed through Upazila TQM Courses. Even after TPP GOB budget closing in June 2018, it is strongly desirable to maintain TQM/Kaizen topics in FTC and continue Kaizen case study sessions by Upazila officers in FTC, managing to secure the budget. OYOP is a continuation of learning by transition from training to implementation. Continuation of this OYOP and Kaizen sessions in FTC is considered continuous Kaizen training after the completion of familiarization with Kaizen. It is desirable that the JICA Bangladesh Office will keep in touch with BPATC and other relevant organizations to share the situation of continuation of OYOP and Kaizen case study session by Upazila officers in FTC and facilitate the continuation. It is expected that PIO



utilize accumulated data on certified TQM Trainers as a database in Kaizen extension. It is desirable that JICA Bangladesh Office facilitate the discussion on modality and procedure of accreditation of TQM training in various organizations.

As for recommendation (2), it is important to establish the mechanism for continuous collecting and sharing of Kaizen cases by utilizing on-going Kaizen case study sessions in FTC. It is desirable that the JICA Bangladesh Office keep in touch with BPATC and other relevant organizations and facilitate the process as mentioned above. It has become a common understanding at the joint meetings during the terminal evaluation that an instruction should be issued from the Cabinet Division so that Kaizen is discussed in district coordination meetings and Upazila coordination meetings. It is desirable that the JICA Bangladesh Office keep in touch with concerned organizations for facilitation. Kaizen activities are considered to be shared nationwide through these district and Upazila discussions.

As for recommendation (3), further networking of TQM Cells is expected to be facilitated through regular TQM Focal Points Meetings under the TPP GOB budget until June 2018. It is necessary to facilitate further involvement of TQM Cells into Upazila TQM Courses and continuation of OYOP with TQM Cells initiative. It has become a common understanding at the joint meeting during the terminal evaluation that an instruction should be issued to implement OYOP. It is desirable that the JICA Bangladesh Office keep in touch with concerned organizations for facilitation. It was discussed at the joint meeting during the terminal evaluation to consolidate the TQM Cell with the Innovation Team and rename them the Innovation/Kaizen Cell. C/P discussed the issue with the Cabinet Division and determined that the Performance Management Unit has been newly introduced all the relevant cells/teams will probably be merged into the Performance Management Unit. The incorporation of OYOP into the Annual Performance Agreement (APA) was also discussed as an item. If this comes to pass, a national framework will be established for continuous implementation and monitoring of OYOP. Discussion with the Governance Innovation Unit (GIU) for collaboration started as well. Collaboration with GIU in the Prime Minister's Office has a positive influence on facilitating collaboration with other government initiatives. TOT on TQM/Kaizen or providing good Kaizen cases can be a possible collaboration for the time being. It is desirable that the JICA Bangladesh Office keep in touch with concerned organizations regarding this collaboration for facilitation especially with APA.

As for recommendation (4), it is considered very important to hold Kaizen Conventions in collaboration with Public Administration Awards so that Kaizen can be one of the criteria for Public Administration Awards. It is recommended that the JICA Bangladesh Office co-finance this important event. The Role Model award is one of the issues to be addressed after TPP completion. If the Role Model award is in any way linked to the Public Administration Award, it is expected to contribute to the enhancement of quality public services through the award and active implementation of Kaizen by Role Models.

As for recommendation (5), as mentioned above concerning recommendation (3), further networking of TQM Cells is expected through maintaining communication with TQM Cells, involving TQM Cells into Upazila TQM Courses, and continuing OYOP. Collaboration with APA and GIU, and consolidation of TQM Cells into Performance Management Units are considered the driving force for the functioning of TQM Cells. Therefore, it is desirable that the JICA Bangladesh Office stay in touch with relevant organizations in this regard.

As for recommendation (6), it is desirable that the JICA Bangladesh Office stay in touch with relevant authorities regarding continuous collaborative studies on Kaizen among research institutes of Japan and Bangladesh.



## **7. Recommendations toward the Overall Goal**

### **7.1 Methodological Point of View**

As mentioned earlier, the project was quite ambitious to facilitate Kaizen implementation in all Upazila offices of as many as 24 NBDs nationwide, and top officials of Ministries and NBDs recognized and encouraged the Kaizen efforts in the field and thus formulate a continuous Kaizen implementation framework. Various efforts were made as mentioned in Chapter 5. Among them, the most important reason to reach the evaluation result mentioned in Chapter 6 is considered the relationship of mutual trust with C/P and “Banglanization” of TQM/Kaizen faculties with C/P. Based on this, the following factors discussed in the terminal evaluation as lessons learned are a driving force of the project.

- 1) Enhancement of motivation through fulfilment of small improvements of Kaizen in the field
- 2) Understanding of trainers in training institutes on the details of Kaizen activities in the field
- 3) Extension and promotion of achievements in the field through a top-down approach

The JICA consultant team emphasized motivation focusing on self-efficacy and fulfilment of desire for recognition, instead of economic or promotional incentives. It was observed that such motivation was an element that the Kaizen mind naturally brought about. To achieve the overall goal, this is considered an important viewpoint.

Interaction between training and implementation is another important viewpoint. Such interaction not only enhances training quality but also links training and human resource development to human resource management and implementation as a strategic human resource management. OYOP, which transforms learning in training to learning in implementation, is considered one of the ways to link training to implementation. C/P started facilitating collaboration with the Annual Performance Agreement (APA) which Cabinet Division implements with Ministries so that OYOP is introduced as an item of APA.

Good Kaizen cases in the field were continuously presented to high-level officials and the general public. This was intended to both enhance the motivation of officers in the field and demonstrate the effectiveness of Kaizen in the field to the management level, which enabled the top-down extension of achievements of Kaizen in the field. To achieve the overall goal, it is important not to lose this top-down initiative.

### **7.2 Civil Servant System in Bangladesh**

When the project activities were being planned and implemented, the characteristics of the civil servant system in Bangladesh were well taken into consideration. Those characteristics are (1) a two-layered structure of Ministries, where Bangladesh Civil Service (BCS) (Administration cadre) has a key role as an integral public administration through inter-sectional personnel changes, and Departments, where BCS (Professional cadre) work to deliver public services, (2) a parallel structure of Field Administration, where BCS (Administration cadre) work for law and order and coordinate development work, and line Departments, where BCS (Professional cadre) implement development work and deliver public services in the field, and (3) Local Government Institutions with few staff members.

As many BCS (Administration cadre) work in BPATC, the Rector of which is Secretary, BPATC has good connections with MOPA and other Ministries and the Field Administration. It is considered that the influence of BPATC as an apex training institute with connections to core government organizations made the nationwide Upazila TQM Courses possible. On the other hand, as BCS (Professional cadre) are engaged in public service delivery in the field through

Nation Building Departments (NBDs), it was very important to start the project as a joint effort with NBDs from the beginning. C/P carefully paid respect to stakeholders including NBDs in the project activities and gave shape to the concept of the internalization of Kaizen in NBDs.

After the technical cooperation project, one of the important issues is collaboration with similar initiatives of GOB that are under the Prime Minister's Office, Cabinet Division, and MOPA. BPATC also has connections with those core government organizations, and C/P started contacting them on collaboration.

To achieve the overall goal, it is important to establish a Kaizen framework having both BCS (Administration cadre) and BCS (Professional cadre) actively involved with BPATC as a secretariat. It is expected that Kaizen framework completion by the Bangladesh side can be accelerated if the JICA Bangladesh Office provides follow-up assistance with the characteristics of the civil servant system in Bangladesh in mind.

### **7.3 Recommendations to Bangladesh Side**

Preparation of a policy recommendation paper is an indicator for output 4 in the project. The JICA consultant team implemented the project activities mindful of this, and prepared the policy recommendation paper reflecting the achievements of the project and submitted it to PIO. PIO started responding to the recommendations. Those were discussed at the joint meeting during the terminal evaluation and reflected in the recommendations of the evaluation team.

The recommendations are aimed at the continuation of Kaizen in the public sector, utilizing the project achievements which are also counted toward the achievement of the overall goal: Work Improvement Projects (WIPs) are implemented based on TQM training and their experiences are shared among Upazilas nationwide. The recommendations stand on "7.1 Methodological point of view" and "7.2 Civil Servant System in Bangladesh". The outline is as follows:

#### **■ Sustaining TQM training and education activities**

- 1) Continuation of TQM/Kaizen topics in FTC and ACAD
- 2) Instruction to all training institutes to incorporate Kaizen sessions in their courses

#### **■ Making OYOP activities an on-line management responsibility in the NBDs**

Instruction to Ministries and Nation Building Departments (NBDs) to implement OYOP

#### **■ Establishing an inter-initiative platform for cross-functional cooperation**

- 1) Governance Innovation Unit (GIU)  
Utilization of Kaizen to promote the accumulation of a broader base of good practices in GIU
- 2) Innovation Team (IT)  
Utilization of Kaizen to broaden the base of innovation by merging TQM Cells into the Innovation Team as the Innovation/Kaizen Team
- 3) Annual Performance Agreement (APA)  
Incorporation of Kaizen as an item of APA since this item provides a general base of performance improvement of the organization
- 4) Public Administration Award  
Making Kaizen a criterion for the Public Administration Award as Kaizen contributes to the improvement of public services and enhancement of the capacity of public servants

Though these recommendations are essentially covered by the recommendations in the terminal evaluation, the points are again described below:

The topic of Kaizen in FTC is not only an orientation of Kaizen to new young officers but also a motivational occasion for Upazila officers in the field to present their Kaizen experience in FTC, which has an important aspect of an interaction beyond generations and an opportunity to reflect the voice of Upazila officers engaged in the actual implementation of public services in the training contents. It is strongly desirable to continue the topic of Kaizen in FTC.

It was discussed at the joint meeting of the terminal evaluation to issue an instruction from MOPA to implement OYOP. This arrangement is very influential. Furthermore, it is expected that the continuation of Kaizen implementation and its monitoring will be ensured if OYOP is incorporated into APA as an item, as APA is a firm framework of the Cabinet Division, on which C/P already started discussion. Collaboration with APA is quite effective for OYOP continuation and necessary to complete the Kaizen framework of GOB. The consolidation of TQM Cells and the Innovation Team into Performance Management Units with other similar initiatives, if any, is being discussed. It is considered that linkage with GIU of the Prime Minister's Office as a symbolic collaboration could make other collaborations easier. Kaizen training and Kaizen cases need to be provided to GIU to deepen such an important linkage.

It is desirable to conduct a Kaizen Convention together with the Public Service Award so that Kaizen is substantially incorporated into the Public Administration Award as a criterion. It is recommended that the JICA Bangladesh Office co-finance this important event.



# **Appendices**

# **Appendix 1**

## **PDM**



### Project Design Matrix (PDM)

**Project Title :** Project for Improving Public Services through TQM

**Implementing Organization:** Bangladesh Public Administration Training Centre (BPATC)

**Duration:** 5 years (2012.2-2017.2)

**Target Group:** BPATC, Partner Institutes(PIs)(\*), Line Departments

**(\*) Partner Institutes:** Bangladesh Academy for Rural Development(BARD), Rural Development Academy(RDA), National Academy for Educational Management(NAEM), National Academy for Planning and Development(NAPD), National Institute for Local Government(NILG)

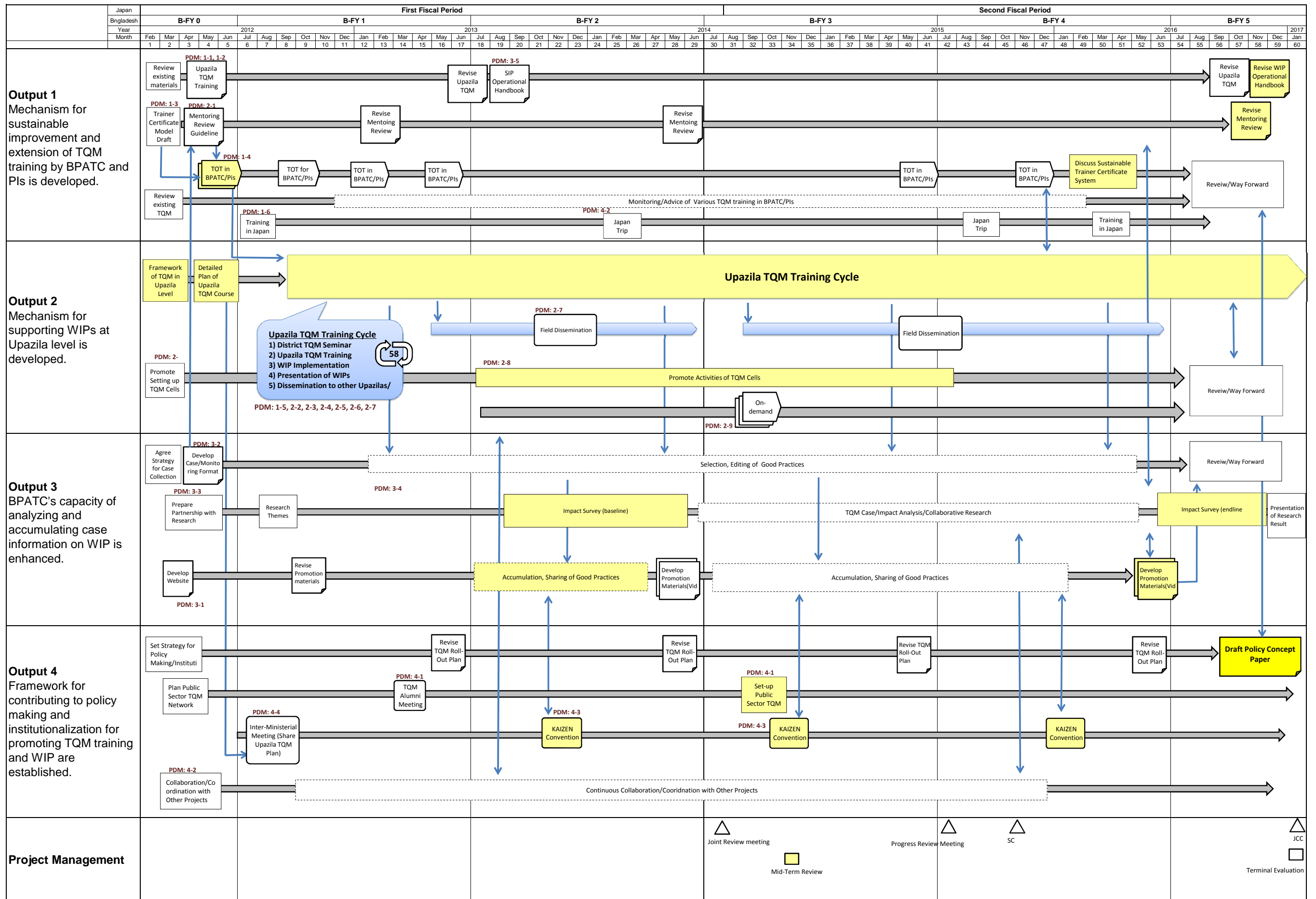
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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b>			
Small Improvement Projects (SIPs) are implemented based on TQM training and their experiences are shared among Upazilas nation-wide.	At least one SIP each year is implemented in Upazilas nation-wide.	SIPs/ SIRs/ Interviews	
	KAIZEN Convention is conducted annually to share SIP good cases.	Convention reports	
<b>Project Purpose</b>			
The mechanism for sustainably promoting Small Improvement Teams (SITs) and SIPs at Upazila level based on TQM training is established.	SIPs are implemented and promoted in upazilas in the target districts (at least 20 districts where TQM training is conducted. )	SIPs/ SIRs/ Interview	Institution and budget necessary for extending nation-wide TQM training and follow-up for SIP at Upazila level are prepared.
	BPATC, PIs and Line Departments utilize SIP experiences/cases in their core courses.	Reports / Interview	
<b>Outputs</b>			
1 Mechanism for sustainable improvement and extension of TQM training by BPATC and PIs is developed.	1-a. Plan for sustainable implementation of TQM training is identified	TQM Training Plan	Policy making and institutionalization of TQM approach are considered based on decision maker's meetings.
	1-b. TQM curriculum and materials are utilized in various TQM training in various institutes	Reports / Interview	
	1-c. 60 certified TQM trainers are developed based on Trainer Certification System Model.	Trainer Certificate System Model/ List of certified trainers	
2 Mechanism for supporting SIPs at Upazila level is developed.	2-a. SIP format and its collection flow are established	Interview	
	2-b. TQM Cells are established in Line Departments to support SIPs at Upazila level.	List of TQM Cells / Interview	
	2-c. At least 80% of planned SIP is implemented	SIPs/ SIRs / Interview	
3 BPATC's capacity of analyzing accumulating case information on SIP is enhanced.	2-d. SITs are formed at least 80% in training target upazilas	SIPs/ SIRs / Interview	
	3-a. KAIZEN database with over 1600 SIP cases (20 department * 100 upazilas in 20 district* 80% ) are developed.	KAIZEN Database	
4 Framework for contributing to policy making and institutionalization for promoting TQM training and SIP are established.	3-b. SIP cases and impact are analyzed in collaboration with at least 5 institutions/researchers	Research Report	
	4-a. Public Sector Total Quality Network (Including TQM Cells) and TQM alumni association are established.	Regulation and member list of TQN/TQM alumni association	
	4-b. TQM policy concept paper is prepared	Policy Concept Paper	

Narrative Summary	Inputs	Important Assumptions
<b>Activities</b>	Bangladesh Side	
1-1 To develop TQM curriculum and materials	<u>Project personnel concerned</u>	Personnel in BPATC and organizations concerned for the
1-2 To develop a model of TQM Trainer Certification System (TCS)	- Project Director	Project implementation are
1-3 To conduct TOT course on TQM based on TCS Model	- Deputy Project Director	secured.
1-4 To support PIs to implement TQM training and relevant activities	- Counterpart(CP)personnel	TPP is approved and its budget
1-5 To enhance competence of TQM Resource Persons	- Personnels from organizations concerned	is allocated.
2-1 To formulate Mentoring Guidelines for SIP at field level	<u>Project Office and Facilities</u>	Cooperation from Parner
2-2 To conduct orientation seminars for district level officers	<u>Project Implementation Costs</u>	Insitututes gained.
2-3 To conduct TQM Training Course for Upazila officers and support SIP preparation	- Orientation Seminars	
2-4 To support establishing SITs at Upazila level based on TQM training	- TQM training costs	
2-5 To mentor Upazila SIPs by BPATC , PIs, and TQM cells under Line Departments	- Travel and Mentoring by TQM resource persons	
2-6 To ensure monitoring of SITs and SIPs by District officers	- Acitivities by PIs	
2-7 To establish TQM Cells in Line Departments to monitor SITs and SIPs	- TOT courses	
2-8 To conduct on demand courses in collaboration with interested organizations	- Other costs not covered by Japan Side	
3-1 To set up media for sharing TQM information (Web page/ Newsletter/SNS/Leaflet/Poster/Video and others)		
3-2 To establish mechanism for extracting good practices of SIP at field level		
3-3 To formulate network with universities/research institutes at home and abroad to research SIP impacts		
3-4 To study SIP impacts		
3-5 To formulate SIP Operational Handbook based on SIP impacts studies		
4-1 To establish network among TQM practitioners (Public Sector Total Quality Network/TQM alumni association and others)		
4-2 To exchange information and views with overseas TQM institutes / Public Sector Training Institutes		
4-3 To implement TQM promotional events ( Kaizen Convention / TQM Award)		
4-4 To hold decision maker's meeting on TQM approach (Dissemination Seminar / Inter-Ministerial Meeting)		
	Japan Side	
	Japanese Experts	
	- Team Leader	
	- TQM Curriculum Development	
	- Media Development	
	- TQM	
	- Research	
	- Monitoring/Coordination	
	Training in Japan/Third country: for developing	
	competence of TQM Resource Persons once a year	
	Provision of Equipment and Materials	
	Project Implementation Costs	
	- Costs for local consultants (if necessary)	
	- Project Management Costs	

# **Appendix 2**

## **Task Flow Chart**



**Appendix 3**  
**Project Plan of Operation**





**Appendix 4**  
**Manning Schedule**







**Appendix 5**  
**Record of Trip and Training in Japan**

## Record of Trip and Training in Japan

**Total Trip & Training in Japan: 4**

**Total Participants: 36**

<b>No. 1</b>		
<b>【Training in Japan】 Sharing a Vision to Improve Public Service Through TQM in Bangladesh</b>		
<b>Period</b>		<b>Purpose</b>
2012/7/15 - 8/1 (18 days)		<ul style="list-style-type: none"> <li>• To share visions improving public service through TQM in Bangladesh by seeing practical structure and system in Japanese organizations.</li> <li>• To develop better partnership among IPS-TQM project members</li> </ul>
<b>Participants (10)</b>	<b>Name</b>	<b>Organization / Title</b>
	ALAM A Z M Shafiqul	Rector, BPATC
	AKHTER Ferdous	MDS, BPATC
	HAQUE Akm Enamul	Director, BPATC
	ISLAM Mohammad Ziaul	Assistant System Analyst, BPATC
	SULTANA Munira	Deputy Director, BPATC
	HAQUE Akm Aynul	Deputy Director, BPATC
	ALAM Md. Toufiqul	Deputy Secretary, M/O Public Administration
	HUQ Sayeedul	Director, NILG
	AKHTER Nasima	Joint Director, BARD
HOQUE Khan Md. Mainul	Training Specialist, NAEM	

<b>No. 2</b>		
<b>【Field Trip】 Field Trip for Sharing Kaizen Experience in Bangladesh &amp; Japan</b>		
<b>Period</b>		<b>Purpose</b>
2014/3/25 - 4/4 (11 days)		<ul style="list-style-type: none"> <li>• To present and promote Kaizen Cases in Bangladesh to government officers in Japan</li> <li>• To share tips to continue, accelerate and settle Kaizen practices in Japan and Bangladesh</li> <li>• To build Kaizen network with government officers in Japan</li> </ul>
<b>Participants (9)</b>	<b>Name</b>	<b>Organization / Title</b>
	Khandker MD Iftekhar Haider	Rector, BPATC
	ASM Wadudur Rahman	Assistant Chief, MOPA
	Tahsin Mashroof Hossain Mashfi	Assistant Commissioner of Police
	Nasrin Akther	Assistant Commissioner of Land
	Md. Anwar Hossain Khan	Upazila Agriculture Officer
	MD Gaznabi Khan	Upazila Youth Development Officer
	Salina Akter	Upazila Women Affairs Officer
	DR Mohammad Rafiqul Islam Talukder	Upazila Livestock Officer
	Mohammad Mamun	Research Officer, PIO(Assistant Project Director), BPATC
Md. Anwar Hossain Khan	Assistant Commissioner of Land	

<b>No. 3</b>		
<b>【Field Trip】 Field Trip for Sharing Kaizen Experience in Bangladesh &amp; Japan</b>		
	<b>Period</b>	<b>Purpose</b>
	2015/8/8-17 (10 days)	<ul style="list-style-type: none"> <li>To observe / learn from Kaizen Activities at District / City offices in Japan</li> <li>To present and promote Kaizen Cases of Bangladesh to government officers in Japan</li> <li>To share tips to continue, accelerate and settle Kaizen practices in Japan and Bangladesh</li> <li>To build Kaizen network with government officers in Japan</li> </ul>
<b>Participants</b> (10)	<b>Name</b>	<b>Organization / Title</b>
	Ismat Ara Sadique	State Minister, MOPA
	Ferdous Akhter	MDS / Project Director, BPATC
	MD Shahriar Kader Siddiky	PS, Deputy Secretary, MOPA
	AKM Enamul Haque	Director / Deputy Project Director, BPATC
	Ms. Masuda Akhand	Deputy Director (Training), Department of Youth
	A K M Tajkir-Uz Zaman	Upazila Officer, Department of Land
	Mohammad Maniruzzaman Chowdhury	Upazila Officer, Department of Secondary Education
	Md. Lutful Kibria	Upazila Officer, Department of Family Planning
	Mohammad Rafiqul Islam (Dr.)	Upazila Officer, Department of Livestock
MD Shahiduzzaman Khan	Upazila Officer, LGED	

<b>No.4</b>		
<b>【Training in Japan】 Program for Sharing Kaizen Experience in Bangladesh &amp; Japan</b>		
	<b>Period</b>	<b>Purpose</b>
	2015/3/22-29 (8 days)	<ul style="list-style-type: none"> <li>To present and promote Kaizen Case of Bangladesh to government officers in Japan</li> <li>To share tips to continue, accelerate and settle Kaizen practices in Japan and Bangladesh</li> <li>To build Kaizen network with government officers in Japan</li> </ul>
<b>Participants</b> (7)	<b>Name</b>	<b>Organization / Title</b>
	SARMA Rabindra Nath	Director (Planning), BRDB Department/ Joint Secretary
	HAQUE Mohammed Ziaul	Deputy Secretary, MOPA
	RAHMAN M Arifur	Deputy Director of BPATC
	ALAM Atm Shariful	Senior Assistant Secretary, MOPA
	KHAN Md Amirul Islam	Executive Engineer, LGED, Gazipur District
	JOARDER Zakia Yasmin	Deputy Director (Training), Women Affairs Department
	ALAM Md Shah	Senior Assistant Secretary, Election Commission Department
	SARMA Rabindra Nath	Director (Planning), BRDB Department/ Joint Secretary
	HAQUE Mohammed Ziaul	Deputy Secretary, MOPA
RAHMAN M Arifur	Deputy Director of BPATC	

**Appendix 6**  
**Record of Equipment Procured**

## Record of Equipment Procured

### List of equipment (items for local activities)

Item	Model	Qty.	Status
Computer	HP COR13HP2000-2133TU	1	Kept at the project office
Computer	HP COR13HP2000-2133TU	1	Ditto
Computer	HP COR13HP2000-2133TU	1	Ditto
Computer	HP COR13HP2000-2133TU	1	Ditto
Computer	HP COR13HP2000-2133TU	1	Ditto
B/W printer	HP LASER5200N	1	Ditto
Color printer	HP COLOR LASER CP-2025N	1	Ditto
Photocopier	CANON MULTI2545 (DADF,2KB,STABILIZER)	1	Ditto
Video camera	SONY HDRPJ200EBJE3	1	Ditto
Video camera	SONY HDRPJ200EBJE3	1	Ditto
Video camera	SONY HDRPJ200EBJE3	1	Ditto
Digital camera	CANON EOS5DMarkIII 24105	1	Ditto
Digital camera	CANON EOS70D 18-135	1	Ditto
Projector	BENQ 2500 LUMENS MS500	1	Ditto
Lens	CANON EF70-200mm F2.8L USM	1	Ditto

\* Equipment=the items costed over 50,000 Japanese yen each according to the JICA's procurement rule.

### List of equipment (vehicles)

Item	Model	Qty.	Status
Mini bus	30 seaters, 6-cylinder, 4,164 cc	2	Used when traveling between BPATC/Pis and Upazilas
Micro bus	12 seaters, 2,694 cc	1	Ditto

\* Equipment=the items costed over 50,000 Japanese yen each according to the JICA's procurement rule.

**Appendix 7**  
**Meeting Minutes**



## Report on Joint Review Meeting 13/06/2014

A Joint Review Meeting of Improving Public Services through TQM was held at Rector's Conference Room BPATC on 13 July 2014. Khandker Md. Iftexhar Haider Rector, BPATC, chaired the meeting. Representative from JICA Bangladesh Office Mr. Tomita, Official in charge Ms Hagiwara, experts of the project, Project Director and Deputy Project Director of the project, representatives from partner Institutes were also present in the meeting.

### Opening Remarks of the Project Director:

The Project Director of the Project Ms Ferdous Akhter mentioned in her speech that Total Quality Management is a management approach centered on quality based on the participation of an organization's people and aiming at long term success and this is achieved through customer satisfaction and benefits all members of the organization and the society. In other words, TQM is a philosophy for managing organization a way which enables it to meet stake holders need and expectations efficiently and effectively without compromising ethical values.

### Speech by the JICA Representative:

JICA representative Mr. Tomita in his speech thanked Bangladesh Government for approving TPP (Technical Project Proposal). He said basically JICA had been implementing this project for more than 7 years and in the 2nd phase they decided to expand it Upazila level. He mentioned transparency and accountability has become a main concern for Bangladesh Government and for this, he believes this project will increase the accountability of the government to the people. He also said JICA is interested to help Bangladesh Government officials to increase transparency and accountability to the people. He also discussed about the (National Integrity System) of Japan.

### Presentation by Deputy Project Director AKM Enamul Haque:

Deputy Project Director of the IPS-TQM project professor AKM Enamul Haque presented his project outlines and work plan of the financial year 2014-2015. In the Introduction he presented a brief description of concept of TQM where he showed that TQM



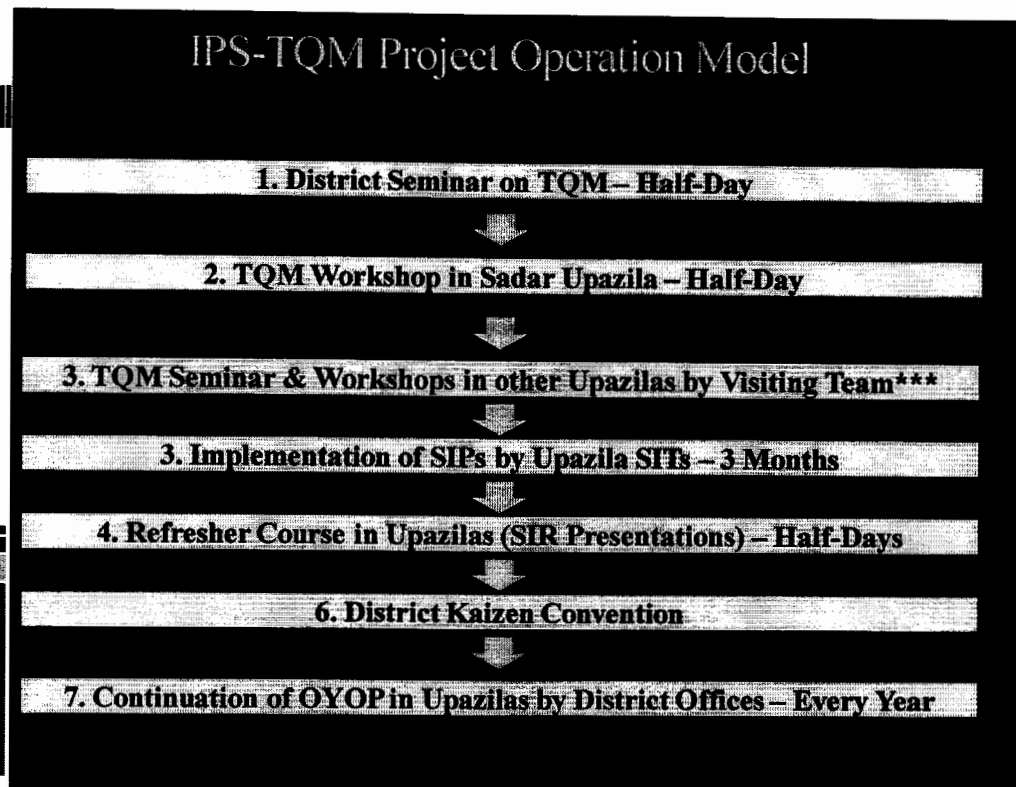
addresses the issue of service delivery, service costs and service quality in one way and on the other way it also considers receiving clients, placing service requests and service processing. He mentioned in the TQM approach there are no quick fixes but a belief that high quality is the product of improvements achieved over a wide range of process on a continuing basis. He provided the characteristics of the Kaizen approach as supplementary bottom up development initiatives which doesn't hamper routine development works rather enriches and/or enhances departmental activities. It does not require very high level approach, requires minimum amount of money, and demands sincere efforts and positive reinforcement through a sense of accomplishment. It also requires commitment to a constant string of small improvements. He then showed phenomenal Increase in Kaizen Initiatives in Municipal Offices in Japan where City Government officials selected top three out of 380 proposals. He mentioned the reasons affecting the service satisfaction level in Bangladesh are lack of motivation, inadequate sanctioned strength, inappropriate work procedures, political interventions, corrupt officials, lack of automation, delay in fund release etc. To solve these problems some policy adjustment is required. He showed Kaizen can be a good solution to these problems.

He then presented an outline of the project. Improving Public Services through Total Quality Management (IPS-TQM) project is a 5 year (2013-2018) long collaborative project of Bangladesh Public Administration Training Centre (BPATC), its partner Institutes (BARD, RDA, NAEM, NAPD and NILG) and Japan International Cooperation Agency (JICA). He told the General objective of these projects is to improve the quality of public services, particularly in the field administration and Local Governments in Bangladesh through the application of Total Quality Management (TQM) and Kaizen. He depicted by the year 2018 Small Improvement Projects (SIPs) will be implemented in more than 12,000 Upazila offices and Municipalities of Bangladesh under a nationwide Frame work of One Year-One Improvement through One Year-One Project (OYOP). Then he presented some examples of Small Improvement Projects implemented in AC Land office Bogra Sadar, Shibganj Bogra. He presented IPS-TQM operation model as follows:

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He said around 500 small Improvement Projects (SIP) have already been implemented in different Districts and this number will increase to 12000 by the year 2018. One Year One Project (OYOP) framework will make it obligatory for every Upazila Level Office to implement one SIP every year. 17 Directorates have already issued circulars to 64 Districts. He also mentioned the characteristics of Kaizen approach which include: Methodologically simple, bottom-up Development Initiatives, within Departmental Guidelines/CC, enhances Departmental Image, does not require very high level approval, does not require huge amount of money, positive reinforcement through a sense of accomplishment etc.

After showing a video presentation on IPS-TQM model appreciated in Japan he presented On-Campus and off-Campus Training Model for better understanding of the members.

He said the Number of Small Improvement Projects (SIPs) Implemented is approximately 500 (6 Districts; 46 Upazilas); about 107 certified TQM trainers developed in BPATC and Partner Institutes; 2 Inter-Ministerial Conferences at Westin and Sonargaon have been held; 2 International Courses on IPS-TQM; 2 National Seminars and 1 International Kaizen Conventions on IPS-TQM was held at Ruposhi Bangla in 2013. Besides this 2 overseas

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training in Japan for PIO were held in the year 2007 and 2012 respectively. After that he presented work plan for the year 2014-2015 in the following manner:

## **Project for Improving Public Services through TQM (IPS-TQM)**

### **Work Plan for 2014-2015**

#### **1 (a). Upazila TQM Course**

Upazila TQM Course is one of the major interventions of IPS-TQM Project to extend Kaizen (continuous small improvements) initiative nation-wide. Course Management Teams in BPATC and Partner Institutes will conduct the Courses with GOB fund allocated in TPP. The Course has three steps as follows:

**Step 1:** District Seminar and subsequent Upazila Main Course for all the Upazilas in the District.

Course Management conducts hands-on training on SIP preparation.

**Step 2:** Refresher Course in 3 months after Upazila Main Course

Course Management confirms the achievement of SIP implementation and select one good case in each department.

**Step 3:** District Kaizen Convention right after Refresher Course

Good cases are shared in the convention and OYOP in the coming year is reinforced.



The tentative schedule of Upazila TQM Course is as follows:

		7	8	9	10	11	12	1	2	3	4	5	6
1	M		○										
	R					○							
2	M			○									
	R						○						
3	M				○								
	R							○					
4	M					○							
	R								○				
5	M						○						
	R									○			
6	M							○					
	R										○		
7	M								○				
	R											○	
8	M									○			
	R												○
9	M										○		
	R												
10	M											○	
	R												
11	M												○
	R												

### 1 (b). ToT on TQM

Faculty development is another major intervention of IPS-TQM Project. TQM ToT will be conducted for the Faculty of BPATC and Project Partner Institutes (BARD, RDA, NAEM, NAPD and NILG) and Officers of the Cell Members of NBDs. The Course has three steps as follows:

Step 1: ToT Main Course

Step 2: ToT Refresher Course

Step 3: TQM Certification Program/Examination (to be a TQM Certified Trainer)

The tentative schedule:

			7	8	9	10	11	12	1	2	3	4	5	6
1	M				○									
	R								○					
	E								○					
2	M							○						
	R											○		
	E											○		
3	M										○			
	R													
	E													
4	M													○
	R													
	E													

M: ToT Main Course

R: ToT Refresher Course

E: TQM Certification Examination

## 2. OYOP Facilitation

After Upazila TQM Course, Upazila Officers are expected to continue at least one Kaizen in one year under the supervision of TQM Focal Points of NBDs. PIO of BPATC facilitates this One Year One Project (OYOP) framework. Major activities to this end are as follows:

- Necessary official correspondence with relevant stakeholders
- Collection of OYOP SIP and SIR
- Maintenance of Kaizen Database
- Nation-wide OYOP by selected departments through Dissemination Seminar
- Enhancement of public relations with inner/outer stakeholders through various media

## 3. Research Working Group

Research Working Group (RWG) meeting is conducted on regular base. A book publication on quality public services is planned in August 2015 through RWG. Visualization such as short-film or magazine/book on activities and outputs is carried out with assistance of JICA Expert Team.

## 4. Framework Development

All the activities of IPS-TQM Project are to develop a nation-wide framework for continuous small improvement. Various motivational/promotional/communication tools are utilized for the framework development. The main activities to make a mile stone of this intention are as follows:

Regular meeting with Project Partner Institutes (BARD, RDA, NAEM, NAPD & NILG)  
Regular meeting with TQM Focal Points of NBDs  
Seminar/Workshop on TQM  
International Kaizen Convention in December, 2014  
Participation in Kaizen Convention in Japan in March, 2015  
Incorporation of Kaizen section in Annual Reports of NBDs  
TV/Radio broadcast and other motivational events when applicable

In his presentation he also informed the meeting that topics on TQM has been included and being taught by BPATC in Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC), Short Course on TQM and Upazila TQM Courses. In the 1<sup>st</sup> phase BPATC arranged and completed Upazila TQM Courses in 6 pilot Upazilas and in the 2<sup>nd</sup> phase Upazila TQM Course will be held in approximately 12000 Upazilas of Bangladesh. He presented the Upazila TQM Training Cycle, OYOP(One Year One Project) and Kaizen.

**Question and Answer:**

After the presentation Mr.Hassan Tarik , Director , NAEM asked how the partner institutes will be involved in organizing this Upazila Course?

He requested to accommodate more members from the partner Institutes in the International Kaizen Convention. He told about 107 certified trainers are now working at BPATC and only one Certified trainer from each partner institute was invited in the International Kaizen Convention . He requested to invite all the certified trainers from partner institutes from for more participation.

In response to his question the Deputy Project Director of the Project said, there are a number of certified trainers from total 6 partner Institutes. As there was a budget limitation and accommodation problem he said he would try to make the representation proportionate to the number of certified trainers in the upcoming International Kaizen Convention. He also informed that he had to be very selective because in the convention the target group was mainly high level government officials and DGs.

Mr Yojiro Fujiwara team leader JICA expert team presented his Original indicators and revised indicators for project's overall goal , project purpose and output as follows:



Overall Goal: Work Improvement Projects (WIPs) are implemented based on TQM training and their experiences are shared among Upazilas nationwide.		
Indicators original	Revised Indicators	Remarks
TQM trainings are conducted for Upazilas nationwide.	<b>At least 1 SIP each year is implemented in 60% of the target Upazila (about 150) by 8 NBDs.</b>	To measure the degree of implementation of One Year One Project (OYOP)  To set a target to achieve in line with the number of TQM Cells targeted in about 100 Upazilas  To replace the term "WIP" to "Small Improvement Project (SIP)"
WIPs are implemented at least one project in each year, at Upazilas nationwide.	<b>Kaizen convention is conducted annually to share SIP good cases at Upazila level.</b>	To share WIP cases through Kaizen Convention which is considered to be an important role of BPATC even after extension of TQM to line departments  To replace the term "WIP" with "Small Improvement Project (SIP)"
40 WIP cases at Upazila level are shared at seminars/workshops.	<b>Delete</b>	<b>Same as above</b>
Project Purpose: The mechanism for sustainably promoting Work Improvement Teams (WITs) and WIPs at Upazila level based on TQM training is established.		
Indicators original	Revised Indicators	Remarks
Plan for sustainable implementation of TQM training are identified.	<b>Delete</b>	To consider training plan as an indicator of output 1.
Plan for sustainable implementation of TQM training are identified.	<b>Delete</b>	To consider training plan as an indicator of output 1.
	<b>OYOP SIPs are prepared by NBDs in the targeted 20 Districts.</b>	To aim at motivating Upazila Officers on OYOP continuation under the leadership of District Officers  To articulate the number of target districts as 20 because there is more than 2 year gap in the duration of GOB project and JICA technical cooperation project and about 20 districts are considered to be covered by the completion of JICA technical cooperation project
Roles and functions of Training Institutes, Districts and Sadar Upazilas for supporting WIPs at Upazila level are identified.	<b>Delete</b>	To consider clarification of role of stakeholders is a prerequisite of the extension/continuation
Roles and functions of Training Institutes, Districts and Sadar Upazilas for supporting WIPs at	<b>Delete</b>	To consider clarification of role of stakeholders is a prerequisite of the extension/continuation



Upazila level are identified.		
Issues on policy making and institutionalization for promoting TQM approach are identified and necessary measures and mechanism are considered.	<b>Delete</b>	To consider identification of issues as a prerequisite of output 4
Output 1: Mechanism for sustainable improvement and extension of TQM training by BPATC and PIs is developed.		
Indicators original	Revised Indicators	Remarks
Existing TQM curriculum and materials are revised.	<b>Plan for sustainable implementation of TQM training are identified.</b>	To consider training plan as an important indicator while revision of curriculum is considered to be an activity
TQM curriculum and materials for interested organizations are developed.	<b>TQM curriculum and materials are utilized in various TQM training of various institutes.</b>	To consider utilization of materials as an indicator
Nationwide Trainer Certification System Model is established.	<b>60 certified trainers are developed under Trainer Certification System Model.</b>	To consider 'establishment of trainer certification system' to be applied as a part of the indicator of development of 60 certified trainers
60 certified trainers are developed under Trainer Certification System model.	<b>Same as above</b>	<b>Same as above</b>
Number of WIPs in the Partner Institutes increases annually	<b>Delete</b>	To consider the role of PIs as providing TQM training in core courses continuously at Project Purpose level
Output2: Mechanism for supporting WIPs at Upazila level is developed		
Indicators original	Revised Indicators	Remarks
Mentoring & Reviewing Guidelines is formulated.	<b>SIR (Small Improvement Report) format and its collection/distribution flow are developed.</b>	To consider reporting system as an important indicator while formulation of guideline is considered to be an activity
Mentoring & Reviewing Guidelines is formulated.	<b>SIR (Small Improvement Report) format and its collection/distribution flow are developed.</b>	To consider reporting system as an important indicator while formulation of guideline is considered to be an activity
At least 10 TQM Cells are established.	<b>TQM Cells are formed in 8 NBDs to support SIPs at Upazila level.</b>	To articulate the minimum target number of TQM Cells as 8
At least 80% of WIPs' objectives newly set in Upazilas are achieved.	<b>At least 60% of SIPs' objectives set in target Upazilas are achieved.</b>	To replace the percentage from 80% to 60% because the target Upazilas includes not only main Upazilas but also the neighboring Upazilas  To replace the term "WIP" with "SIP"
	<b>SITs are formed at least 80% in target upazilas</b>	To consider formulation of SIT as an output of Upazila TQM Course

		To reflect new model of dissemination in which the other upazilas are also receive the guidance of Kaizen at the same time of the Sadar Upazila
At least 80% of WIP experiences at Upazila level are disseminated to neighboring Upazilas.	<b>Delete</b>	To consider the extension to neighboring upazilas as an indicator of the project purpose
"One Year, One Project", mechanism for WITs and WIPs' sustainability is established.	<b>Delete</b>	To consider materializing of OYOP as an indicator of the project purpose
Output 3: BPATC's capacity of analyzing accumulating case information on WIP is enhanced.		
Indicators original	Revised Indicators	Remarks
Web page / Newsletter /Social Network Service/ Leaflet/ Poster/ Video and others on TQM are introduced and shared	<b>Kaizen database is developed with SIP cases nationwide. (1 × 20 departments × 20 target upazilas=400)</b>	To consider development of Kaizen database as an important indicator while utilization of media is considered to be activities  To reflect the number of the target districts and envisage 20 good cases from 20 NBDs in each District
WIP report format and its distribution/collection flow are regulated.	<b>SIP cases and impact are analyzed in collaboration with at least 5 institutions/researchers</b>	To consider case studies as an important indicator while reporting system is considered to be an indicator of output 2
At least 5 institutions/researchers are collaborated with BPATC for study of TQM cases.	<b>Delete</b>	To consider the collaboration with research institutions as a part of the indicator above
At least 58 cases (one case each Upazila) of WIP impacts are studied.	<b>Delete</b>	To consider Kaizen cases as the contents of Kaizen database
WIP Operational Handbook is formulated.	<b>Delete</b>	To consider formulation of SIP Operational Handbook as an activity
WIP report format and its distribution/collection flow are regulated.		
Indicators original	Revised Indicators	Remarks
Public Sector Total Quality Network and TQM alumni association are established.	<b>Public Sector Total Quality Network (including TQM Cells) and TQM alumni association are formulated.</b>	To consider formulation of TQN should be facilitated through emphasizing on collaboration with line departments
At least 3 TQM promotional events (e.g. seminars) are implemented	<b>TQM policy recommendation paper is prepared.</b>	To consider policy recommendation paper as an important target while events are considered to be activities
At least 2 meetings on TQM approach among decision-makers are implemented.	<b>Delete</b>	To consider holding meetings as activities

After all this discussion Work Plan for the year 2014-2015, Original indicators and revised indicators for project's overall goal, project purpose and output were agreed by the members.

**Question and answer:**

After the presentation Mr Hassan Tarik , Director , NAPD, one of the partner institutes put the observation that as it was a part of logical framework of the project. So quality, quantity balance and time frame should be maintained for all the indicators.

Mr Fujiwara replied the indicators he had mentioned would be measured by Joint final Evaluation i.e at the end of the project. So the time frame is the end of the Project.

Mr. Mansur Rahman , Director, RDA said they were arranging training courses at Bogra .He emphasized on developing Departmental linkage . He said as all DGs are getting invited in the national seminars and international Kaizen Convention, so a Half Day orientation is required for the DGs. He also said among 24 Departments they have only 1 Focal Point. He suggested for mentoring purpose partner institutes should be involved and a Mid Term review meeting (separate meeting) is required for DGs.

Mr Mir Kasem , Joint Director of BARD said they did action research in Comilla . If Deputy Commissioners and UNOs were actively involved in these activities it would have been more successful. He thinks monitoring system should be regular. He said the achievements so far made by the project are satisfactory.

After all the discussion and presentation Rector BPATC wrapped up the meeting. He said TQM is more practical .It encompasses small projects or works. BPATC has included topic on TQM in all core courses. He expected this will further change the mindset of the civil service officers and help them to do innovative works for the people and for the country. He thanked all for participation in the meeting.

*Nasim*  
13.06.14

*[Signature]*  
13.06.14

*[Signature]*  
13.06.14  
সেফাউল আহতার  
প্রতিষ্ঠান পরিচালক  
15/এম (এম এমএম)  
ফোন: ৯৯৯-১০৪০

AKM Enamul Haque  
Director &  
DPD, IPS-TQM Project  
BPATC, Savar, Dhaka

**Bangladesh Public Administration Training Center**  
Savar, Dhaka-1343  
Improving Public Services through TQM Project  
[www.bpatc.org.bd](http://www.bpatc.org.bd)

***Minutes of the Mid-term Review meeting on the project for Improving Public Services through Total Quality Management***

Venue: Rector's Conference Room

Date & Time: 22 December 2014, 11.30 AM

**List of faculty members & guests present in the meeting is at Annex-1**

The Review Meeting on joint Mid-term Evaluation of the IPS project was held with Project PIO members, JICA Expert Team, GOB representatives & JICA Evaluation team. Mr. A.K.M. Abdul Awal Mazumder, Rector, BPATC chaired the Meeting.

At the outset, the chairperson welcomed all the members to the meeting and started with opening remarks.

**2. Presentation of Mid-Term Review Report**

Ms. Setsuko Kanuka, Evaluation and Analysis Consultant of JICA presented the review report in PowerPoint. The presentation described the purpose, methodology and procedure of the Mid-Term Review. It also described major issues to be assessed and discussed in the review. The project purpose is to establish a mechanism for sustainable promotion of the Small Improvement Terms (SITs) and Small Improvement projects (SIPs) at Upazila level based on TQM training. It also aims at developing a framework for contributing to policy making and institutionalization. On the basis of previous discussions on November 23, 2011 among the parties of JICA Bangladesh, Economic Relations Division, Ministry of Public Administration and BPATC, the Mid-Term Review was conducted from 7-22 December, 2014. She also described the purpose of the Mid-Term Review (a) To confirm the project's performance and the implementation process, (b) to evaluate the project on the basis of relevance, effectiveness, efficiency, impact and sustainability (c) to discuss and agree on the measures to be taken for the project's further improvements and (d) to draw up recommendations.

She also mentioned in the review that the project's achievements were reviewed according to the most recently revised Project Design Matrix (PDM). The evaluation team observed different SIP activities in Tangail and Narsingdhi

districts and reviewed the project's achievement and analyzed its implementation process by interviewing stakeholders through questionnaires.

Ms. Setsuko Kanuka discussed the progress of the project output as follows:

- (a) Improvement of TQM training curriculum and materials mostly was achieved.
- (b) Improvement of the TQM trainer certification system and strengthening of the capacity of TQM trainers was achieved by total 85 certified trainers (38 from BPATC, 12 from NAEM, 08 from BARD, 09 from RDA, 09 from NAPD and 07 from other institutes).
- (c) TQM sessions are included in all core (FTC, ACED, SSC) and short courses. TQM Training of Trainers courses at BPATC and Partner Institutes is conducted.
- (d) Support mechanism for SIPs at Upazila level is in progress which contributes towards achieving the output. Upazila level TQM training has already been conducted in the seven districts named Manikgonj, Tangail, Narsingdhi, Shariatpur, Rangpur, Comilla and Bogra. More than 1300 SIPs were reported from the seven districts.
- (e) Five TQM cells were formed in Department of Social Services, Bangladesh Bureau of Statistics, LGED, Election Commission and Department of Cooperatives.
- (f) She commented about the need of more coordination among stakeholders (BPATC, PIs, NBDs, DC, District Officers, UNOs and other Upazila officers) for the achievement of the project aims and desires to expand the coverage of the Upazila level TQM training in more areas.
- (g) The project conducted research, produced promotional materials; used mass and social media to make Kaizen concept popular.
- (h) She commented, though Kaizen database has been developed there is no clear idea among project members on what aspects of BPATC's analytical capacity need to be further enhanced for the achievement of the project purpose. So the project needs further future specific plan.
- (i) There is a need to increase the understanding about the benefits of institutionalizing Kaizen activities among top-level decision makers at the ministerial level.

- (j) The Mid-Term Review team found the sustainability of the project is relatively high.
- (k) The Mid-Term Review team concluded that steady progress is being made toward achieving outputs and project purpose and that the project is on the good track.
- (l) The Mid-Term Review team recommended the exploration of options for developing the sustainable mechanism to maintain Upazila officer's motivation in implementing Kaizen activities.

The Mid-Term Review team found that Kaizen is well accepted among stakeholders. Many district and upazila level officers interviewed commented that the Kaizen approach is applicable not only in their work place but in personal matters also.

### **3. Open Discussion**

After completion of the presentation, Rector opened the floor for comments.

Mr. Abdur Rahim, Joint Chief of Planning Commission highly praised International Kaizen convention. JICA consultant also thanked Planning Commission for its kind cooperation and assistance.

Mr. A.K.M Enamul Haque, Director, BPATC, and Deputy Project Director of the IPS-TQM Project, requested the Review Mission to exclude the point on BPATC doing Kaizen Convention on its own budget. In response Ms. Kanuka replied that the point has been dropped in the Review draft.

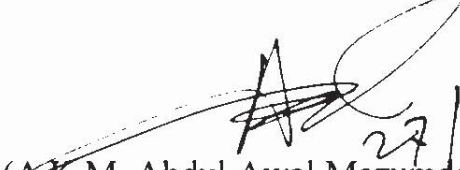
The Chair requested all members of PIO and JICA team to do more to change and practice good governance. The Chair expected the project will perform better and suggested all to work.

### **4. Remarks by Review Mission Team Leader**

Japanese Mid-Team Review Team Leader Mr. Haruyuki Shimada requested all CEO of ministry, Commissioners and Deputy Commissioners to assist UNO and other concern officers to do the work appropriately. He also suggested to do active work for people of the country even beyond TPP. Joint Team Leader hoped to continue the project successfully and wished to spread Kaizen in every sector. Mr. Fujiwara mentioned that Kaizen International Convention helps to interlink between Bangladesh and Japan.

## 5. Closing Remarks

Chairperson also urged to find way to incorporate this idea of Kaizen in Foundation Training Course more effectively. As there were no other issues to be discussed, the meeting was concluded with sincere thank to Mid-Term Review team and all members for their cooperation in the improvement of the IPS-TQM project.


  
27/01/2015  
(A.K.M. Abdul Awal Mazumder)  
Rector

No: 05.01.2672.243.16.046.14.22

Date: 28.01.2015

Distribution:

1. Project Director, IPS-TQM Project, Savar, Dhaka
2. Joint Secretary, Ministry of Public Administration, Bangladesh Secretariat, Dhaka.
3. Deputy Secretary, ERD, Ministry of Finance, Bangladesh Secretariat, Dhaka.
4. Leader, Mid-Term Review team, JICA, Japan
5. Deputy Project Director, IPS-TQM Project, Savar, Dhaka
6. ADPD/APD/PIO, IPS-TQM Project, Savar, Dhaka
7. PS to Rector, Savar, Dhaka

  
28.01.15  
(A.K.M. Enamul Haque)  
Director & DPD  
IPS-TQM Project  
BPATC, Savar, Dhaka.

Government of the People's Republic of Bangladesh  
Ministry of Public Administration  
Planning Cell-2

No. 05.00.0000.239.14.030.2011 (Part-1)-30

Dated: 18.08.2015

Subject: Minutes of Project Implementation Progress Meeting on Improving Public Services through Total Quality Management (IPS-TQM) Project.

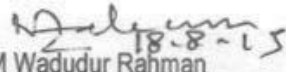
Reference: Letter No. 05.01.2672.243.06.027.14-180, Dated. 28.07.2015.

The undersigned is directed to forward herewith attach the minutes of the meeting of project implementation progress of the Improving Public Services through Total Quality Management (IPS-TQM) Project held on the 8<sup>th</sup> July, 2015 presided by the Additional Secretary (Dev).

2. This is for his/her kind information and necessary action.

Enclosure: As mentioned above.

Sincerely Yours,

  
18.8.15  
ASM Wadudur Rahman  
Assistant Chief  
Phone: 9540759

To: ✓ The Project Director  
Improving Public Services through Total Quality Management (IPS-TQM)  
BPATC, Savar, Dhaka.  
(Kind Attention: AKM Enamul Haque, Director & DPD, IPS-TQM Project.)



24 200

Bangladesh Public Administration Training Centre (BPATC)  
Improving Public Service through Total Quality Management  
(IPS-TQM) Project

**Minutes of the Implementation Progress Review Meeting of IPS-TQM Project**

**Date :** 08 July, 2015 Wednesday

**Time :** 10:30 AM -12.00 PM

**Venue :** Central Library, Bangladesh Secretariat, Dhaka

**Chairperson:** Ms. Mahmuda Sharmeen Benu, ndc., Additional Secretary (Dev), MoPA

The meeting started with a welcome address and introductory remarks by the Chairperson. She requested to the Project Director of IPS-TQM to briefly present the agenda of the meeting and the achievement of the project so far. The discussion and related decisions of the meeting are as follows:

Agenda & Discussion	Decision/ Remarks
<p><b>Agenda 1: Review of Progress in Implementation of Project Activities.</b> The Presentation contained the following Points:</p> <ul style="list-style-type: none"> <li>• <i>Pilot Courses Done: 6 (2012-13 – 2013-14)</i></li> <li>• <i>Main Courses Done: 4 (2014-15)</i></li> </ul> <p>Assistant Director of IMED Mr. Nur Mohammad Hossain argued that the number of main courses (4) was not sufficient. In response to the above query PD of IPS-TQM Project explained that due to unavoidable circumstances from January to April of 2015 trainings could not be conducted at the field level.</p> <ul style="list-style-type: none"> <li>• Remaining 60 Main Courses to be done in three years by BPATC, BARD, RDA, NAEM, NAPD, and NILG</li> <li>• <i>Number of Small Improvement Projects (SIPs) Implemented/In-Progress: 1908 (10 Districts)</i></li> <li>• <i>TQM Focal Points: 24 Dtes.; Cells: 10 Dtes.</i></li> <li>• <i>Faculty Development: 107 Certified TQM Trainers developed in BPATC and Partner Institutes.</i></li> <li>• <i>Inter-Ministerial Conferences: 2 (Westin, 2009; Sonargaon, 2011)</i></li> <li>• <i>International Courses on IPS-TQM: 2 (May-Jun 2012; Nov 2013)</i></li> <li>• <i>National Seminars: 3</i></li> <li>• <i>International Kaizen Conventions on IPS-TQM: 2 (Ruposhi Bangla, 2013; Westin 2014)</i></li> <li>• <i>Overseas Training in Japan for PIO: 2 (2007; 2012)</i></li> <li>• <i>Overseas Training in Japan for Faculties: 5 (21 Faculties from BPATC and Partner Institutes)</i></li> <li>• <i>Overseas Training in Japan for Kaizen Role Models and Kaizen Officers:</i></li> </ul>	<p>Chairperson expressed her satisfaction over the progress of the project and requested for identifying strategies to make this more effective.</p>

<p>1 March, 2014)</p> <ul style="list-style-type: none"> <li>• <b>Kaizen Role Models Awarded: 9</b></li> <li>• <b>Kaizen Officers Awarded: 21</b></li> <li>• <b>Collaborative Programs with Other Projects: 2 (CSCMP, UNDP; HLP, World Bank)</b></li> <li>• <b>Broadcasts of Kaizen Documentaries in National TV Channels: 3</b></li> <li>• <b>Branded Model Projects: 8</b> <ul style="list-style-type: none"> <li>• Client-Friendly Land Office</li> <li>• Rehabilitation of Beggars</li> <li>• Marked Speed Breakers for Safe Roads</li> <li>• Clean Schools for Clean Bangladesh</li> <li>• Removal of Undesirable Drawings and Writings in Schools.</li> <li>• Functioning Tubewells</li> <li>• Community Involvement in Hospital Improvements</li> <li>• Farming for Food Safety (Vegetables, Fruits, &amp; Poultry)</li> <li>• <b>Client-Friendly Public Toilets.</b></li> </ul> </li> </ul>	
<p><b>Agenda 2: Standardization of Upazila TQM Course Design.</b></p> <p>The TPP of the Project has provision of two alternative models for conducting Upazila TQM Courses: One Day, One Upazila Model and Departmental (Cascaded) Model. Based on experience of the two models, the later model has been found to be more effective than the former as the district level officers get directly involved in this training in the later approach. The later model may, therefore, be standardized for the next Upazila courses.</p> <p>Mr. Md. Azizul Alam, Joint Secretary of Finance Division suggested to follow a combination of two models. He insisted that the course will be organized in the Upazilas and district level officers should go to the Upazilas. Some participants also raised different views with their reasons.</p>	<p>Finally the Meeting decided to follow the Departmental (Cascaded) model for the next Upazila Courses.</p>
<p><b>Agenda 3: Incorporation of Kaizen Model Projects in Project Proforma.</b></p> <p>Planning and implementation of Small Improvement Projects (SIPs) are in progress. The meeting was informed that among the SIPs, some inspiring projects are coming up which can be replicated in other Upazilas as well as in other parts of the country for the betterment of public service. Nine such projects have so far been identified which have been branded with appropriate names for the purpose of easy reference. These model projects also enhance the image of the IPS-TQM Project. Three of these model projects were presented in the International Kaizen Convention at Hotel Westin in December 2014. Two of these projects have been highly appreciated by Hon'ble Minister of State, MOPA and respected Senior Secretary, MOPA. There is also a directive from the Ministry to make promotional materials on these good cases and their replication in other upazilas, districts, and divisions. There is already some progress in this regard. But in order to successfully implement and replicate these model projects, it is necessary to incorporate model project as an activity within the Project Proforma.</p>	<p>Finally it is decided to incorporate Model Project as an activity within the Project Proforma.</p>

<p><b>Agenda 4: Organization of IPS-TQM National Seminar on 25 January 2016.</b></p> <p>Every year, a National Seminar is organized where respected Senior Secretaries, Secretaries of 24 Ministries and DGs of 24 Directorates integrated in this Project are invited. Selected good cases are presented before them and Kaizen Role Models are awarded. The next National Seminar will be organized at Hotel Sonargaon on 25 January in the evening. As this will be the last such national program, the PIO in consultation with Respected Rector, BPATC has decided to invite the Hon'ble Prime Minister as the Chief Guest.</p>	<p>It should be placed in the next Steering Committee meeting.</p>
<p><b>Agenda 5: Updating of IPS-TQM Project Design Matrix (PDM).</b></p> <p>The TPP mentions about two models for conducting TQM Upazila courses. But the PDM mentions only training for Sadar Upazila Officers. The PDM should reflect the Cascaded Model which ensures training for all Upazila officers. This change needs to be incorporated in the PDM.</p> <p><i>The table to be inserted here</i></p>	<p>This may be placed in the next Steering Committee Meeting.</p>
<p><b>Agenda 6: Incorporation of ECPUST-BD Project (Phase-I) - IPS-TQM Project (Phase-II) Bridging Period into Phase-II.</b></p> <p>The First Phase of this Project was titled Enhancing Capacity of Public Service Training in Bangladesh (ECPUST-BD) Project which started in July 2007 and ended in June 2011. Before closing of that Project, efforts began for commencing this 2<sup>nd</sup> Phase of the Project with the title "Improving Public Services through Total Quality Management (IPS-TQM) Project". PIO of the former Phase-I Project continued into the current Phase-II Project. Activities in preparation for the current Project continued uninterrupted. The Minutes of Meeting (MM) and Record of Discussions (RD) for the current Project was signed in September, 2011. Immediately after the signing of MM and RD, works began for formulation and approval of TPP. Activities done during this period needs to be recognized in TPP as preparatory activities of the Current Project.</p>	<p>The Meeting Decided to recognize the activities done during the bridging period in TPP as preparatory activities of the Current IPS-TQM Project.</p>
<p><b>Miscellaneous.</b></p> <p>Team Leader of JICA Expert Team Mr. Yojiro Fujiwara requested the chairperson to recognize this meeting as Joint Coordination Committee Meeting.</p> <p>But Chairperson told that Joint Coordination Committee or Steering Committee has specific format and members in TPP. Participants of this meeting are not fulfilling that condition. However the participants of the meeting agreed that a meeting of the Steering Committee is necessary and it should be held at the earliest possible time.</p> <p>Mr. Md. Azizul Alam, Joint Secretary of Finance Division requested to send the documents of Kishoreganj Model Project to the Ministry of Finance and they will try to replicate this project nationwide with the cooperation of Ministry of Social Welfare.</p> <p>Participants in the meeting unanimously agreed on the merit of the IPS-</p>	<p>The meeting should be considered as a project implementation progress meeting.</p> <p>A meeting for the Steering Committee will be organized at the earliest possible time.</p>

TQM project. However the discussants of the meeting identified that there is very little involvement of the ministry level officials about the project. In order to address this deficiency several proposals were discussed. Finally all the participants agreed to spread the training of IPS-TQM at the ministry level where there will be such trainings for each ministry and in case a ministry requests so in its directorates. This was identified as an essential element in making the field level trainings effective and fruitful.

Necessary amendment should be proposed in the DPP of the IPS-TQM project to accommodate the training of the ministry level as well as directorate level officials.

At the end of the meeting, on behalf of IPS-TQM Project, Project Director Ms. Ferdous Akhter expressed thanks and gratitude to the chairperson to arrange the meeting. She also thanked all the participants for active participation and requested their cooperation for the success of this project.

Chairperson requested all the participants to cooperate with IPS-TQM Project for implementing Kaizen in Bangladesh. Having no other issues to discuss the Chairperson concluded the meeting with thanks.

(Mahmuda Sharmeen Benu, ndc.)  
Additional Secretary (Dev)  
Ministry of Public Administration

No.05.01.2672.243.06.027.14-

Date:

Copy to Information (not according to seniority):

1. Senior Secretary, Finance Division, Bangladesh Secretariat, Dhaka.
2. Senior Secretary, Economic Relations Division, Shere Bangla Nagar, Dhaka.
3. Rector, BPATC, Savar, Dhaka.
4. Secretary, IMED, Shere Bangla Nagar, Dhaka.
5. Member, Planning Commission, Shere Bangla Nagar, Dhaka.
6. Additional Secretary, Ministry of Public Administration, Dhaka.
7. Director General, BARD, Comilla/Bogra.
8. Director General, NAPD, Dhaka.
9. Director General, NILG, Agargaon, Dhaka.
10. Project Director, IPS-TQM Project, BPATC, Savar, Dhaka.
11. Additional Secretary (Dev), Ministry of Public Administration, Dhaka.
12. Representative, JICA Bangladesh Office, Gulshan Avenue, Dhaka.
13. Private Secretary to Senior Secretary, Ministry of Public Administration, Dhaka (For Kind Information to Senior Secretary).

(A.S.M. Wadudur Rahman)  
Assistant Chief

**Government of the People's Republic of Bangladesh**  
**Ministry of Public Administration**  
**Development Wing (Planning Cell-2)**  
**Bangladesh Secretariat, Dhaka-1000**

**Minutes of the first Steering Committee meeting of IPS-TQM Project**

Date	:	09 September, 2015
Time	:	11.00 am
Venue	:	Conference Room, MoPA
Chairperson	:	Dr. Kamal Abdul Naser Chowdhury, Senior Secretary, MoPA.

The meeting started with a welcome address and introductory remarks by the Chairperson. The Chairperson then requested the Project Director of IPS-TQM to brief the members of the steering committee about the achievement of the project so far and later to respond to the agenda of the meeting. After detail discussion the following decisions were taken:

***Agenda no 1***

**Subject of discussion:** Brief presentation of the achievement of the Project so far by the Project Management Team

**Discussion:** The Project Director and Deputy Project Director presented the achievements of the project so far. Discussants acknowledged the achievements of the project and agreed on initiating small changes similar to TQM initiatives to improve public service delivery. The Project Director also briefed the committee about a project review meeting which was held at MOPA on 8 July, 2015. However the Chairperson of the Steering Committee expressed his dissatisfaction on the delay by the project management team regarding the initiation of the first meeting of the Steering Committee. Chairperson also emphasized on monitoring project activities on a regular basis. The committee also discussed the issue of low achievement of the project during the last fiscal year (2014-15).

**Decision/s:** The meeting of the Steering Committee should be regularly held and at least once in every six months. Project management unit must regularly monitor the progress of the project and communicate the ministry so that proper action can be taken. The members of the Steering Committee also emphasized on the issue of proper utilization of the budget for the project and to remain cautious so that allocated budget is utilized fully.

## **Agenda no 2**

**Subject of discussion:** Approval of decisions of project review meeting at MOPA held on 8 July, 2015 (Annex-1).

### **Agenda no 2.1**

**Subject of discussion:** Standardization of Upazila TQM Course Design.

**Discussion:** The TPP of the Project has provision of two alternative models for conducting Upazila TQM Courses: One Day, One Upazila Model and an Alternate Model through Departmental District/Sadar Officers. Based on experience of the two models the project management team communicated the committee that the later model has been found to be better and more effective than the former. The most important argument is the intensive involvement of district level officers from the beginning to the end in the later model. The later model may, therefore, be standardized for the next Upazila level courses.

**Decision/s:** The alternate model of doing Upazila TQM Courses through District-Level Departmental Offices will be standardized for the next courses.

### **Agenda no 2.2**

**Subject of discussion:** Incorporation of Kaizen Model Projects in Project Proforma

**Discussion:** Planning and implementation of Small Improvement Projects (SIPs) are in progress. From among the SIPs, some highly significant projects are coming up which can be replicated in other Upazilas, thereby benefitting the whole nation. Eight such projects have so far been identified which has been branded with appropriate names for easy reference purposes. These model projects also enhance the image of the IPS-TQM Project. Three of these model projects were presented in the International Kaizen Convention at Hotel Westin in December 2014. There is also a directive from the Ministry to make Promotional Materials on the good cases and their replication in other Upazilas, Districts, and Divisions. Work on that is already under way. But in order to successfully implement and replicate these model projects it is necessary to incorporate Model Project as an activity within the Project Proforma. The only financial implication for this decision will be site-visits by PIO members for monitoring purposes which will involve payment of TA/DA as per government rules.

#### **Decision/s:**

- a. Model Projects will be incorporated as an activity within the IPS-TQM Project. In order to mentor the successful implementation of model projects, designated Mentors will be given TA/DA from the concerned fund of the Project. If the project fund is depleted, concerned mentors will receive TA/DA from their nominating organizations.

- b. Project Management Unit will prepare appropriate documentation on selected Kaizen Cases or Model Projects within one month which will then be sent by MOPA to relevant Ministries and Directorates for replication or dissemination.

### **Agenda no 2.3**

**Subject of discussion:** Organization of IPS-TQM National Seminar on 25 January 2016

**Discussion:** Every year, a National Seminar is organized where Senior Secretaries, Secretaries of 24 Ministries and DGs of 24 Directorates integrated in this Project are invited. Selected good cases are presented before them and Kaizen Role Models are awarded. The next National Seminar will be organized at Hotel Sonargaon on 25 January in the evening. As this will be the last such national program, the PIO in consultation with Rector, BPATC has decided to propose to invite Hon'ble Prime Minister as the Chief Guest.

**Decision/s:** A National Seminar of the IPS-TQM will be organized at Hotel Sonargaon on 25 January 2016. The Chief Guest of the Seminar will be decided later based on the quality of the Kaizen cases that will be presented in the Program.

### **Agenda no 2.4**

**Subject of discussion:** Updating of IPS-TQM Project Design Matrix (PDM) (Annex-2)

**Discussion:** The TPP mentions about two models for conducting TQM Upazila courses. But the PDM mentions training only for Sadar Upazila Officers. The PDM should reflect the Cascaded Model as well which ensures Direct Training for all Upazila officers. This change needs to be incorporated in the PDM.

**Decision/s:** The Revised Project Design Matrix (PDM) as modified in the Joint Review Meeting held in July 2014 and reviewed in the Joint Coordination/Review Meeting held in July 2015 is approved as attached herewith.

### **Agenda no 2.5**

**Subject of discussion:** Incorporation of ECPUST-BD Project (Phase-I) - IPS-TQM Project (Phase-II) Bridging Period into Phase-II

**Discussion:** The first phase of this project was titled 'Enhancing Capacity of Public Service Training in Bangladesh (ECPUST-BD) Project' which started on July 2007 and ended in June 2011. Before closing of that project, efforts began for commencing the 2<sup>nd</sup> Phase of the Project with the title "Improving Public Services through Total Quality Management (IPS-TQM) Project". PIO of the former Phase-I Project continued into the current Phase-II Project. Activities in preparation for the current Project continued uninterrupted. The Minutes of Meeting (MM) and Record of Discussions (RD) for the current Project was signed on 15 September, 2011. Immediately after the signing of MM and RD, works began for formulation and approval of TPP. Activities done during this period needs to be recognized in TPP as

preparatory activities of the Current Project. The committee in principle agreed to address this issue but expressed dissatisfaction on the delay of raising this issue.

**Decision/s:** The steering committee decided to recognize the activities done during the bridging period in TPP as preparatory activities of the current IPS-TQM Project.

### ***Agenda no 3***

**Subject of discussion:** Inclusion of Upazila Chairman in the briefing seminar

**Discussion:** The Kaizen Small Improvement Projects (SIPs) undertaken by the Upazila Officers are discussed in the Monthly Coordination Meetings in the Upazila Parishads. To brief the UNOs about this role, they are invited to the Briefing Seminar in the districts chaired by the DCs. If the Upazila Chairman is also invited to the Briefing Seminar in the districts, both the Chairmen and the UNOs will be able to recognize the value of Kaizen SIPs. Honourable State Minister has also suggested to include the People's Representatives in the Briefing Seminar.

**Decision/s:** As a peoples' representative, the Upazila Chairman may be invited to attend the Briefing Seminar. If necessary and feasible, separate sessions with them may also be organized.

### ***Agenda no 4***

**Subject of discussion:** Integration of the Ministry level officials and staffs in TQM training

**Discussion:** In order to ensure best utilization of TQM lessons the discussants of the steering committee meeting unanimously agreed to extend the TQM training at the Ministry level as well as directorates under the Ministry. The committee opined that two objectives may be served with this addition:

- If Ministry level officials and staffs are not imparted with the lessons of TQM then it might be difficult to maximize the potential benefit of TQM. Change must occur at both the ends. Field level and Ministry level must be integrated and driven with the same spirit and philosophy.
- The project could not use allocated money for training during the last fiscal year (2014-15) due to lack of training opportunities. If the Ministries and directorates are brought under this framework in a planned way then money for training is likely to be better utilized.

**Decision/s:** Training programs, such as, seminars and workshops may be organized in selected Ministries and Directorates to familiarize Kaizen which then may be extended to other Ministries and Directorates.



*Agenda no 5*

**Subject of discussion:** Change of TPP

**Discussion:** Some of the decisions of the first steering committee meeting might require an amendment of the existing TPP.

**Decision/s:** If required the TPP of the project will be altered to accommodate the changes which needs to be done on the basis of the discussion of the Steering Committee.

The Chairman closed the meeting with a vote of thanks.



**(Dr. Kamal Abdul Naser Chowdhury)**

Senior Secretary

Ministry of Public Administration

## Meeting Minutes for Joint Coordination Committee on 25<sup>th</sup> January 2017 (Draft)

As of 9<sup>th</sup> February 2017

### Welcome by Meeting Chairperson

A joint review meeting of IPS-TQM project was held on 25 January 2017 at the conference hall of Ministry of Public Administration (MoPA), Bangladesh. Mr. Md. Ibrahim Hossain Khan, Additional Secretary of MoPA chaired the meeting. Representatives of MoPA, ERD, IMED, JICA, BPATC, BARD, RDA, NAPD and NILG attended the meeting. The Chair welcomed all and invited all for self-introduction. After self-introduction, chairperson invited the project director of IPS-TQM project to start the meeting by briefing on the progress of the project activities.

### Presentation by Project Director, IPS-TQM Project

Dr. Rizwan Khair, Project Director, IPS-TQM project has shown a power point presentation. He briefly explained background, main components, financial progress and organogram of the project. He has also shown various activities of the project such as national level conventions, overseas training, action researches, ToT, Workshops, and NBDs Seminars. He mentioned that the number of covered districts is 40 including 6 covered by JICA, and after TPP approval Small Improvement Projects were already implemented by 5877 upazila level offices. These SIPs are also available on the project database web portal. He shared 18 districts' names to be covered in this fiscal year (2016-17). At the end of his presentation, he showed some 3 glimpse of Kaizen cases, those are Beggar Free Mission, Kishoreganj Upazila, Nilfamari by Mr. Siddiqur Rahman, Citizen-friendly Sub-registry Office, Kishoreganj Sadar by Ms. Afsana Begum and Citizen-friendly Land Office with the name Matir Maya by Mr. Shahadat Hossain Kabir.

### Presentation by Mr. Yojiro Fujiwara

After the presentation, the project director invited Mr. Yojiro Fujiwara, Team Leader of JICA Expert Team for his presentation. Mr. Fujiwara made a presentation on Completion of JICA's Technical Assistance. He mentioned that the technical assistance of JICA is going to be closed in this month and BPATC will continue this project up to June 2018. He highlighted in the presentation that this nationwide Kaizen initiative is actually **Bangladesh initiative with JICA cooperation**. Technical assistance was started for framework development by piloting field course in 6 upazilas. Including these 6 districts, 40 districts have been covered so far. This achievement is more than expectation. He also expressed his happiness that Kaizen session has been incorporated in Foundation Training Course in BPATC and Partner Institutes. At the end of his presentation, he has also shared some good Kaizen Practices.

Then **Mr. Yoichiro Kimata, Acting Director, Public Governance and Financial Analyzing Team, JICA** made a presentation on Summary of the Joint Terminal Evaluation on IPS-TQM Project. He showed the achievement level of the project based on the project outputs, project purpose, and the evaluation result in accordance with 5 criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability). He also explained the main factors promoting the production of effects. Finally he presented 6 recommendations. His presentation is attached as annex.

### **Recommendation Session**

There was a recommendation session after presenting summary of terminal evaluation report. Those are as follows:

**Mr. Shafiqul Islam, Director, BARD** drew attention of PD and said that there are only 7 certified trainers in BARD and almost all of them are senior. BARD needs to train to junior officers. Also he expressed their interest to do some research on IPS-TQM.

PD replied that for research we don't have any budget, but If very good proposal will come then fund will not be a problem and it can be managed anyhow.

Mr. Shariqul Islam raised another issue that In FTC there should a separate TQM module.

PD thanked for this idea. He said that he would communicate with the concern to accommodate this idea.

**Mr. Munsur Rahman, Joint director, RDA** opined about sustainability of IPS-TQM project. He shared his experience that some field level people are more motivated, but some people are not continuing and there is no follow-up from partner institute and BPATC. We need to think about follow-up system. Mr. Rahman also made a comment that we need to be very careful about merging Kaizen with GIU or Innovation. If we can handle it properly then result will be outstanding, otherwise Kaizen may lose its identity.

PD replied that it is actually challenging that what can be follow-up system after completion of this project. He also shared that he have already talked with GIU and GIU agreed to be oriented on TQM and Kaizen. We shall arrange an orientation for them within very short time. We are thinking that the existing "Innovation Team" would be changed to "Innovation/ Kaizen Team".

**Mr. Hasan Tarik, Director, NAPD** proposed that there should be a comprehensive plan to continue the TQM field activities and One Year One Project (OYOP) and TQM or Kaizen point should be in Annual Performance Agreement (APA), so that it will be sustainable.

PD replied that Kaizen point in "Annual Performance Agreement (APA)" is already in our mind we are also trying to set Kaizen as a criterion of "Public Administration Award".

**Khan Md. Mynul Haque, Training Specialist, NAEM** informed all that TQM has been incorporated in training module of NAEM. Need to publish any TQM Document of professor Tachiki.

PD responded that professor Tachiki's document has not been completed yet. It may not be published as hard copy, but you will get as e-publication.

**Ms. Poly Kar, Assistant Director, IMED** recommended that good Kaizen practices should be identified and replicated with the help of concern directorates and ministries. She also asked a question that do we have any policy to nationwide replication.

**Mr. Hiroki Watanabe, Program Advisor (Governance), JICA Bangladesh Office** raised three points as follows:

- i. Collaboration with the similar minded initiative (e.g. GIU, APA) is very important to sustain SIP/Kaizen movement. It is encouraging that PIU has already started discussion with GIU and Cabinet Division. As JICA also has a connection with cabinet division and PM office, we can also contribute to accelerating the dialogue among concerned stakeholders.
- ii. Collaboration with Public Administration Award can be further discussed with MoPA to create an opportunity for Kaizen practitioners to be broadly acknowledged.
- iii. A letter from MoPA, instructing concerned Ministries/NBDs to continue SIP/Kaizen in a framework of OYOP, would be highly appreciated.

**Mr. Munsur Rahman, Joint director, RDA** supplemented that when a letter issues by MoPA, it can be mentioned that Kaizen implementation progress should be discussed in monthly Upazila Coordination Meeting and also in monthly District Coordination Meeting.

**Mr. Hitoshi Ara, Senior Representative, JICA** expressed his sincere gratitude to the efforts made by MoPA and BPATC to make the project successful. He mentioned that continuation of the project by GoB till June 2018 to cover remaining 24 Districts and realizing recommendations made by the joint terminal evaluation team is very important. Mr. Ara concluded his remarks saying that JICA would be willing to keep dialogue with MoPA and BPATC though Technical Assistance is ending at the end of January 2017.

At the end of the meeting the Chair thanked to all Japanese experts. He has also mentioned that terminal evaluation report shows that this project is very successful. So, it's time to extend this idea in every part of Bangladesh. In this regard MoPA will send the instruction to all the DCs and UNOs. He has promised to seriously consider all the 6 recommendations presented in the meeting. He ended the meeting with vote of thanks to all.