

**The Republic of Cameroon
Ministry of SMEs, Socio-Economy and Handicrafts
SME Promotion Agency**

**The Republic of Cameroon
Project on Quality and Productivity
Improvement (KAIZEN) for SMEs**

**Final Report
Summary**

September 2017

Japan International Cooperation Agency (JICA)

**IC Net Limited
PADECO Co., Ltd.**

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Pictures of the Project



October 2016: Visited a cosmetics manufacturing enterprise owned by a woman. The Project team did not outsource the needs study, but instead divided into four teams to visit 100 enterprises.



February 2016: The Project went to Ghana during a third-country study trip to learn about collaboration cases with other development partners. The photo was taken during a visit to an agribusiness enterprise.



March 2016: The C/P discussed with African Union (AU) members and other francophone country representatives such as Tunisia, during a seminar in Ethiopia.



May 2016: A practical exercise to measure wasted time (using a stop-watch) while performing a given task during the eight-week consultant training program in the 1st Batch. Fifty percent of the classroom lectures consisted of practical exercises.



May 2016: The 14 pilot enterprise employees were trained to send their 5S activity photos daily, during the 5S activity implementation. The photo shows how a storage facility became a meeting room after "setting in order."



June 2016: Enterprise employees in the electrical construction industry, preparing a KAIZEN plan after analyzing a fishbone diagram. It marked a moment of change for the enterprise, after months of not being able to pay the employees' salaries.



August 2016: Learning about 5S/KAIZEN activities at “NIKKO ELECTRICAL ENGINEERING CO., LTD” in Saitama. The team also visited a Toyota factory and took KAIZEN lectures during a study trip in Japan.



September 2016: The Minister of MINPMEESA, the Director General of the SME Promotion Agency, and JICA personnel and experts were invited to the Japanese Ambassador’s residence to present the progress of the KAIZEN project.



September 2016: The former 1st Batch consultant trainees assumed the role of lecturers during the 2nd Batch consultant training program. The photo shows a digital KAIZEN exercise to optimize PC performance.



September 2016: Three truckloads worth of waste collected in the warehouse of a metal-processing enterprise during a group OJT. Some of the iron scraps were then sold to dealers.



September 2016: Presenting the diagnostic reports. Three teams presented their diagnostic results in front of 60 participants inside the work space of a metal-processing enterprise. The Secretary General of MINPMEESA also took part.



October 2016: A financial analysis training program was conducted in parallel with the 2nd Batch consultant training program. The program consisted of both theory and practice, and this knowledge is believed to have contributed to the preparation of business plans.



October 2016: The Minister of SMEs, Social Economy and Handicrafts, as well as the Japanese Ambassador, and the Director General of SME Promotion Agency all wore blue uniforms for the music video shooting at a sewing enterprise.



October 2016: Consultants, pilot enterprise representatives, and GIZ personnel visited CAMI-TOYOTA Yaoundé branch during the eight-week consultant training program.



October 2016: The Japanese Ambassador greets the Swiss Ambassador and the Minister of Labor and Vocational Training at the graduation ceremony of an agricultural vocational school. AFD covered the cost for implementing 5S/KAIZEN activities at the school.



November 2016: The Cameroonian national broadcaster interviewed the private clinic that implemented 5S/KAIZEN activities as a pilot enterprise. The interview was broadcast on the national channel in January 2017.



November 2016: The 2nd Batch certification ceremony for the consultant training program was held at the headquarters of MINPMEESA in Yaoundé. The C/P covered all banners, brochures, and meal costs. There were 100 participants including ministers and ambassadors.



November 2016: The Director of the Africa Department of JICA visited a garment pilot enterprise to send greetings and encouragement. This enterprise produced the blue working uniforms of the project.

<div data-bbox="225 277 788 327"> <div>giz</div> <div>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</div> <div>SALLE DES DÉLÉGUÉS</div> </div> <div data-bbox="225 342 788 600"> <div> <div>Avant</div> <div>Après 1^{ère} intervention</div> </div> <div>   </div> </div> <div data-bbox="225 616 788 703"> <p>January 2017: GIZ covered all the costs of a KAIZEN consultant to implement KAIZEN activities at its head office in Yaoundé.</p> </div>	<div data-bbox="858 282 1318 600">  </div> <div data-bbox="801 616 1382 703"> <p>February 2017: In Douala, the 13 enterprises of the 1st Batch and 13 of the 3rd batch gathered, and shared their experiences around round tables.</p> </div>
<div data-bbox="352 763 660 1182">  </div> <div data-bbox="225 1189 788 1303"> <p>February 2017: the French Embassy in Cameroon explains on its homepage how AFD (French Development Agency) covered costs to implement KAIZEN training programs in its own project.</p> </div>	<div data-bbox="828 768 1362 1173">  </div> <div data-bbox="801 1189 1382 1303"> <p>March 2017: the Project conducted SWOT analysis and prepared KAIZEN plans with employees of a pilot hotel (enterprise) which also hosted the 3rd Batch consultant training program.</p> </div>
<div data-bbox="245 1355 767 1742">  </div> <div data-bbox="225 1749 788 1886"> <p>March 2017: Mr. Nagashima (former Japanese Men's National Soccer team) visited a garment pilot enterprise with a Japanese TV crew. Opinions were exchanged while wearing Cameroonian national tricolor polo shirts.</p> </div>	<div data-bbox="820 1361 1366 1731">  </div> <div data-bbox="801 1749 1382 1886"> <p>March 2017: SME Promotion Agency in Douala undertook their own KAIZEN activities. They created a KAIZEN plan which should allow enterprise registration within 72 hours.</p> </div>

Chapter 1 SME Promotion in Cameroon and Outline of the Project

In 2009, the Government of Cameroon (GOC) formulated the Growth and Employment Strategy Paper (Document de Stratégie pour la Croissance et l'Emploi (DSCE)), under which the development of Small and Medium-sized Enterprises (SMEs) is one of the key promotional issues in the private sector. The government agents in charge of Small and Medium Enterprise (SME) promotion in Cameroon are the Ministry of SMEs, Socio-Economy and Handicrafts (Ministère des Petites et Moyennes Entreprises de l'Economie Sociale et de l'Artisanat (MINPMEESA)) and the SME Promotion Agency that was newly established in 2013 as an implementation agency for SME promotion. JICA supported the development of the SME Promotion Master Plan and dispatched SME policy advisors to MINPMEESA. Through these activities, it is acknowledged that the Japanese methods of quality and productivity improvement, such as 5S/KAIZEN, are applicable to SMEs in Cameroon. Then JICA launched the two-year technical cooperation development study for capacity development of Business Development Services (BDS) delivery, focused on 5S/KAIZEN. Project activities in Cameroon were carried out from October 2015 until July 2017. The goals and outputs of the project are shown below.

Goals	<ul style="list-style-type: none">- BDS consultants in SME Promotion Agency are trained through a consultant training programme.- SMEs in Cameroon are instructed by trained consultants and KAIZEN activities are introduced.
Outputs	<ol style="list-style-type: none">1) A draft strategy for BDS delivery is formulated by MINPMEESA.2) An operational guideline for BDS focusing on consulting services is developed by MINPMEESA and SME Promotion Agency.3) A training programme for SME consultants providing BDS including KAIZEN is developed.

This project works with the MINPMEESA and the SME Promotion Agency as major counterparts (C/Ps) to train around 40 'KAIZEN consultants' among the government agencies and the private sector for introducing the KAIZEN concept and activities to about 40 pilot enterprises. KAIZEN was originated from the private sector in Japan and private consultants have taken a key role in the dissemination of KAIZEN, while many KAIZEN projects in Africa train government staff as KAIZEN consultants.

Through these experimental activities, the Project aims at disseminating KAIZEN-based BDS within the country. To achieve the goal by accelerating the speed of the dissemination for the next five to ten years, the Project formulated the strategy for BDS delivery as well as guidelines that cover how to train the consultants and practical know-hows to manage the training program.

MINPMEESA and the SME Promotion Agency, which are the two major C/Ps of the Project, are in charge of SME promotion, specified as a major issue by DSCE. MINPMEESA takes a leading role in policy development such as systems on SME promotion and entrepreneurship, and the SME

Promotion Agency carries out these measures on SMEs. The SME Promotion Agency operates the One-Stop Shop which can simplify the application process with a single window to encourage business startup. The One-Stop Shops had been opened in all 10 regions in Cameroon by early 2017.

KAIZEN, which is the main activity of the Project, is a business management method originating in Japan, known as one of the key concepts of the TOYOTA Production System (TPS). KAIZEN is unique because every worker or staff in the field participates in improving work efficiency and safety, and because a quality control (QC) circle activity plays a key role in improving quality and productivity. KAIZEN usually begins with 5S activities, which standardize the work environment and discipline employees by cleaning places and putting equipment and documents in order. This 5S approach is easy to introduce in small and medium-sized enterprises in developing countries, as it requires almost no additional expense and the outcome of 5S is visibly recognizable. JICA thus tries to popularize 5S-based KAIZEN in African countries and elsewhere.

Chapter 2 Studies on SMEs and their Supporting Organizations

The Project studied the status and needs of the Cameroonian SMEs and of BDS provision, by targeting SMEs, BDS providers, supporting organizations, and others. The study took effect prior to the KAIZEN consultant training implementation – the main activity of this project – and the strategy for BDS delivery, and prior to the management guideline formulation for the BDS provision.

The SME needs survey which the Project conducted between October and November 2015 also aimed at selecting the pilot enterprises for the On-the-Job Training (OJT) of the KAIZEN training program. The Project visited 100 enterprises, 64 in Douala, the largest economic city in Cameroon and 36 in Yaoundé, the national capital. It turned out that the SMEs in Cameroon needed BDS to address the issues which they had in many aspects of corporate management such as funding, customer development, business matching, marketing, quality and productivity improvement, technology development, and human resource management. The Project thus took these issues into consideration to develop the training program of SME consultants based on 5S/KAIZEN.

Out of these 100 enterprises, 42 enterprises which appeared to and were willing to host the KAIZEN consultant training, were selected as the pilot enterprises, 28 in Douala and 14 in Yaoundé from several sectors including food, metal processing, construction, textile and services such as hotel, hospital and cleaning. The Project emphasized the management merits of hosting an OJT, because some enterprises only expected the financial merits of hosting a consultant trainee for free. The Project asked the enterprises which are provided with BDS to meet the following criteria: commitment of the owner to improve products/services through KAIZEN activities, possession of facilities such as production lines, workshops, storage rooms, or warehouses, willingness to

participate in enterprise diagnosis, 5S/KAIZEN activities, acceptance of the four-week OJT activities of the consultant trainee at the enterprise, readiness to provide office space and lunch for the consultant trainee during the four-week OJT, and the disclosure of enterprise information.

From January to February 2016, the Project conducted a study on organizations supporting SMEs in Cameroon, such as private consulting firms providing BDS, development partners, international organizations, SME business associations, and financial institutions. The study shows most of the training given by BDS providers are less than five days long. Training is packaged by theme to be delivered as a short-term BDS. In Japan, a consultant is contracted for the long term to deliver KAIZEN activities. However, the Project estimates that sustaining such system is financially difficult for governmental organizations and SMEs that have budgetary restrictions in Cameroon, as well as in other African countries. In addition, most BDS consisted of in-classroom knowledge training, only presenting routine solutions. Contrary to the strong needs of the 100 surveyed enterprises, consultants from the BDS providers did not stand in the shoes of the enterprise owner or employee, and move his/her hands to find solutions to problems.

The survey on international organizations and development partners shows that Agence Française de Développement (AFD), the World Bank, the African Development Bank and many other development partners put emphasis on supporting SMEs doing agribusiness. The United Nations Industrial Development Organization (UNIDO) and the European Union (EU) conduct projects on quality and productivity improvement, but they target middle or larger enterprises. The Project found out that micro enterprises, which account for 75% of enterprises in Cameroon, didn't have enough support.

Chapter 3 KAIZEN Consultant Training

Output 3 of the project is as follows: “A training program for SME consultants providing BDS including KAIZEN is developed”. As such, the main activity of the project – the eight-week-long KAIZEN consultant training program – was run three times, consisting of OJT targeting 41 consultant trainees including 14 females, and 41 enterprises and organization in total. The consultant trainee selection for the 1st Batch (Douala) and for the 2nd Batch (Yaoundé) were both announced in three major local newspapers. The 3rd Batch announcement in Douala was made in October 2016. The advertisements were only made through Email and word-of-mouth because of KAIZEN's increasing popularity. As a result, there were sufficient applications (77) without using standard advertisements, of the 283 applications in total for the three Batches.

The eight-week training is mainly organized with the following four components:

- a) Classroom lectures and participatory workshops such as SWOT analysis (two weeks)

- b) Group training of 14 SME consultant candidates on 5S, KAIZEN and corporate diagnosis (*Shindan*) at one pilot enterprise (two weeks)
- c) Individual practical training of 14 SME consultant candidates on 5S, KAIZEN and *Shindan* at 14 pilot enterprises (three weeks)
- d) Visits to the KAIZEN-adopted 14 enterprises and presentation of the outcomes (one week)

The one-week “5S” practical training portion of the eight-week training was designed as a “one-week 5S package program,” so that it could be implemented by other development partners and Cameroon governmental agencies when those organizations’ budgets are approved. As the trial began in October 2016, in line with the requirements of the AFD’s Programme d’Appui aux Petites et Moyennes Entreprises Agricoles et Agroalimentaires (PMEAA) project, the trained consultants delivered this “one-week 5S training and implementation package.” This package was also implemented in the Cameroon office and project office of the German Agency for International Cooperation (GIZ). From the Cameroonian trainees of the 1st Batch, a total of four individuals were selected as senior consultant candidates to conduct training in the 2nd Batch. Two of them also took part in the 3rd Batch, with two new candidates. In the 3rd Batch, another four instructors from the public sector held lectures with four private consultants.

During the eight-week training, the Project made the survey and evaluations on 1) Trainees’ satisfaction with the training program, 2) Effect of 5S/KAIZEN activities on OJT pilot enterprises, and 3) Trainees’ capability as a consultant candidate. For 1), the survey result showed that trainees were satisfied with not only the lectures and instructions conducted by the Japanese experts in the 1st Batch, but also those by the senior consultant candidates and other Cameroonian in the 2nd and 3rd Batches. It indicates that the standardized training program encouraged the transfer of skills. In the first half of the eight-week training, classroom lectures, which were conducted for two weeks in a row in the 1st Batch, were then held alternately with practical trainings by week in the 2nd and 3rd Batches, because the trainees felt less concentrated as lectures were held continuously. The major observation of 2) is that employees understood the procedures of KAIZEN such as 5S and QC circle, and they also became more acknowledged of the corporate vision to be committed in the improvement of corporate management. For 3), lecture skills, OJT instructions and instruction credibilities were the major points for evaluation of trainees as KAIZEN consultants, and particularly as senior consultants. Almost all of 41 trainees were qualified as assistant consultants and 30% of them were able to become senior consultant candidates. Results of the evaluation by Japanese experts and C/Ps were mostly identical.

The Project tried to systematize the monitoring activities after the eight-week training, by implementing three types of communication with the enterprises; by email, meeting, or visit. The monitoring identified some KAIZEN outputs, such as increase of sales and customers, decrease of inventories, less use of electricity, and recognition of KAIZEN activities by customers.

While implementing different activities, it became clear that some of the originally non-existent issues were important. Diagnostic reports which were introduced during the training of the Project don't have much emphasis on mid-term marketing strategy or business outlook. However, business plans which are usually used for financing in Cameroon have some similarity with the diagnostic report of the Project in outline of the contents. Therefore, the Project supported some pilot enterprises in making such business plans which are practically useful for corporate planning and needed by SMEs and other developing partners. When government officials select enterprises which will be supported by KAIZEN and other BDS, and be provided with subsidies, they must be able to evaluate the enterprises properly by examining their financial statements. The Project held two five-day training on financial analysis as trial, in addition to the regular eight-week KAIZEN consultant training. The Project also conducted a survey on the role of women in KAIZEN activities, as female entrepreneurs and employees were thought to stimulate SMEs. It concluded that women take an influential role in KAIZEN and overall activities of SMEs by bringing in diverse points of view, and the training program about understanding of gender issues was developed.

Chapter 4 Surveys on BDS Delivery Policies and Activities in Neighboring Countries and Japan KAIZEN Consultant Training

The Project, together with C/Ps, visited Ghana, Ethiopia, Kenya and Japan to collect information on SME promotion and BDS delivery in these countries, which is used for formulating the strategy for BDS delivery and guidelines.

In Ghana in February 2016, there was an opportunity to see 5S/KAIZEN in action at JICA's KAIZEN project. In Ghana, the National Board for Small Scale Industry (NBSSI), which is responsible for SME promotion in Ghana, and its subordinate agency, have offices in regions and districts all over the country to support SMEs closely. They work with other development partners and ministries to promote agricultural and other products. It has been learned that 5S/KAIZEN's model enterprise, especially if the manager and employees are motivated, can have a positive impact on other enterprises. It is also possible to have the budget for dispatching SME consultants by working with other development partners.

The Project then participated in the KAIZEN knowledge sharing seminar in Ethiopia in March 2016, which was attended by people involved in JICA's KAIZEN projects in African countries. The participants visited the Ethiopian KAIZEN Institute (EKI) – a center for KAIZEN activities in Ethiopia; a female entrepreneur; SMEs; and a Japanese enterprise. After this visit, the Secretary General of MINPMEESA and the Director General of the SME Promotion Agency have recognized the importance of having the Ministry of Finance understand KAIZEN, obtaining the government budget for KAIZEN activities, and considering the gender perspective, as introduced in the KAIZEN

project in Ethiopia. It has also become clear that female or young consultants can stimulate KAIZEN activities, and that training materials and tools must be modified to match the context of which KAIZEN is introduced; it would not be sufficient to apply the original ones used in Japan to Africa.

From July to August 2016, C/Ps visited Japan to learn the public services for SME promotion in Japan, training and use of human resources for BDS delivery, and practices of 5S/KAIZEN in the private sector. What they learned in Japan would help develop the strategy for BDS delivery and guidelines and improve the program of KAIZEN consultant training. They also visited a factory of Toyota Motor which is a place of origin of KAIZEN, and a private consulting firm providing KAIZEN. Before coming to Japan, many C/Ps thought that KAIZEN activities must be managed by the public sector. This study tour was an opportunity to change their view. The Director General of the SME Promotion Agency mentioned that he understood the advantages of the training of consultants from the private sector, and at the end of the study tour, he proposed a plan to introduce KAIZEN to 1,000 SMEs in the next four years.

To finalize the strategy for BDS delivery and guideline, the C/Ps, members of JICA Cameroon and Japanese experts attended the second “KAIZEN Knowledge Sharing Seminar,” which took place in Kenya in April 2017. The participants acknowledged that 5S/KAIZEN could be applicable to a variety of industries including hospital.

Chapter 5 Strategy for BDS Delivery and Guidelines

Based on the information collected from the KAIZEN consultant training, the current situation of BDS delivery in neighboring countries and Japan, and the discussion with C/Ps, the Project implemented activities to achieve Output 1 “A draft strategy for BDS delivery is formulated by MINPMEESA,” and Output 2 “An operational guideline for BDS focusing on consulting services is developed by MINPMEESA and SME Promotion Agency.”

Using the knowledge and lessons learned from the project activities, especially the status and demands of enterprises that conducted the OJT, the Project examined strategic options for BDS delivery. Then, the Project designed the first draft strategy for BDS delivery that gave top priority to SME development goals “Business sustainability improvement” and “Increase of job creation by enterprises,” which “Document de Stratégie pour la Croissance et l’Emploi (DSCE)” defines as the most principal issues in private sector development and includes strategic options thereunder. Specifically, the strategy have sub-goals of “Quality and productivity improvement (KAIZEN)”, “Reinforcement of business skills” and “Reinforcement to access fund” under “Reinforcement of business sustainability”, and of “Formalization of the informal sector” and “Creation of new business” under “Expansion of job creation by start-up enterprises”. The draft strategy was discussed

in the strategy for BDS delivery draft meeting and the Joint Coordination Committee (JCC) between October and November 2016, led by the Secretary General of MINPMEESA, with C/Ps and with members of business associations. Hereafter, necessary amendments were made based on the new knowledge and lessons learned from the 3rd Batch of the consultant training and the preparation of operational guidelines of BDS delivery. Furthermore, as requested by the Secretary General of MINPMEESA, the implementing structure and the necessary expenses to conduct strategic options were examined and added in the strategy to enforce the effectiveness of the strategy. The final draft of the strategy was approved on July 12, 2017.

In addition, the Project drafted the guideline for BDS delivery on practical KAIZEN activities such as KAIZEN consultant training. The guideline explains detailed actions to use effectively the KAIZEN consultants selected from both the public and private sectors who should support SMEs and to match consultants and SMEs, in addition to operation and training management, including selection of trainees and pilot enterprises, development of training materials, training of trainers, logistics, and monitoring after the training.

Chapter 6 Public Relations and Partnerships

The Project worked proactively in public relations not only through television and newspaper, but also through social media such as Facebook and YouTube. Activities include advertising the recruitment of consultant candidates in newspapers, having a TV interview broadcasting at the ending ceremony of the training, and making a music video both in French and English which was broadcast on TV and social media to make 5S/KAIZEN acknowledged to SMEs in Cameroon.

In addition to public relations, the Project tried to build a relationship with development partners such as international organizations and development agencies since their surveys, as explained in Chapter 2. Many of them showed interest in the Project and KAIZEN. In particular, the AFD's PMEAA project introduced KAIZEN in agribusiness SMEs, paying the fees for consultants who were trained in the KAIZEN project. This activity was shown on the website of the French Embassy in Cameroon. GIZ invited KAIZEN trainees to their project to understand 5S/KAIZEN. The GIZ Cameroon Office also paid the expenses of a KAIZEN consultant candidate to conduct the KAIZEN activity in their office. In addition, the United Nations Development Programme (UNDP) was interested in using KAIZEN consultants in the Extreme North Region, and the five-year plan of the SME Promotion Agency which the International Finance Corporation (IFC) prepared, mentions the KAIZEN activity and its planned budget.

Chapter 7 Project Summary and Recommendations

Lessons were learned, and tasks were identified for further expansion of 5S/KAIZEN and the delivery of BDS, through project activities, such as the three consultant training programs, study trips to third countries and Japan, and strategy for BDS delivery and guideline formulation.

1) KAIZEN Consultant Training and BDS Delivery

- A five-day long (one week) standardized training package on SMEs is convenient for the government and development partners to prepare the budget for it. It is sustainable both financially and technically.
- If consultants work closely with managers and employees on-site, consultants can develop the skills for KAIZEN instruction and KAIZEN can be more accepted by enterprises.
- Consultant trainee learning effect increases by conducting participatory exercises, instead of knowledge lessons during the classroom lectures. It is important for the training program contents to adapt to the Cameroonian work site for its sustainability.
- Trainees need to understand “self-discipline” (*Shitsuke* in 5S) so that they can understand and have a command of 5S/KAIZEN. Strict time management and punctuality were introduced in the training to make them understand self-discipline.

2) Commitment by managers and consultants

- When offering an internship or providing consulting services to KAIZEN consultants, the hosting enterprise should also cover a minimum cost, such as the meal fees for the consultant. Enterprises highly conscious of KAIZEN activities were selected, as this criterion led to better results. Moreover, only the necessary tools and equipment provided by the Project should be used to keep the cost of any KAIZEN activity as low as possible, making the operation cheaper and more sustainable for the enterprises.
- The Project introduced 5S/KAIZEN activities not only to manufacturing work sites but also in their offices and in the service industry such as hotels and hospitals. The service industry is found nationwide and not a few service enterprises are financially stable that it has a potential to introduce KAIZEN.
- Those who are strongly willing to take part in the consultant training program regardless of its monetary benefits, have greater expectations toward KAIZEN, and have higher motivation tending to outperform the others during the training program.

3) Capacity development of C/Ps

- Through the project activities, the C/P personnel learned how to manage the consultant training program practically. At the same time, they also continuously improved the quality and effects of their work by learning the PDCA cycle, as well as deepened further their understanding of KAIZEN. The more training programs were carried out, the more C/P employees became familiar with the PDCA cycle. Ultimately, the local lecturers took over most of the program management and monitoring work.
- C/Ps should understand the different roles between private consultants who support SMEs and

the government who is in charge of coordination, leaving the former handle what they do best in the private sector.

In addition to these practical lessons in SME support with 5S/KAIZEN, there are some challenges in the BDS delivery by MINPMEESA and the SME Promotion Agency.

The Project has been discussing with the C/P regarding the allocation of staff for the KAIZEN promotion team since the launch of the Project, as well as securing BDS-related budget. Although there is gradual progress, the SME Promotion Agency and MINPMEESA need to demonstrate further effort so that the government could expand KAIZEN continuously and independently in the future. More specifically, a solution that would prepare the government in reinforcing the BDS delivery structure and 5S/KAIZEN expansion is required. Having a vital role to assume, the SME Promotion Agency must reinforce further its skills in logistics and coordination by considering the following activities.

The first step is to reinforce the training system of the KAIZEN consultants, who will oversee expanding KAIZEN. The Project needs to review carefully the contents and management tools of the consultant training program to introduce further the 5S/KAIZEN implementation to SMEs and promote BDS delivery. To expand the structure developed in Douala and Yaoundé to other regions, consultants will be trained mainly with 5S skills and will be dispatched to enterprises. On the other hand, 5S/KAIZEN must respond to a wider range of enterprise management needs, such as finance, marketing, stock management, and production and quality control.

Then, the SME Promotion Agency needs to strengthen its capacity for further reinforcement of KAIZEN consultant training and expansion of BDS delivery, especially in implementing various measures for SME support. Private consultants are indispensable in expanding KAIZEN. The SME Promotion Agency is required to establish a structure to train and manage effectively the SME supporting personnel. The main activities for the immediate future would be to reinforce the current structure to develop a database for talented personnel; to formulate a platform that matches the BDS needs of enterprises; and to devise a monitoring/evaluating system for consultants.

To introduce KAIZEN actively as among the pillars of SME promotion measures in Cameroon, MINPMEESA and the SME Promotion Agency must enhance their KAIZEN policy-making and implementation capacity. Specifically, based on the strategy for BDS delivery and operational guidelines of this Project, these agencies must consider the formulation of a nationwide KAIZEN deployment and private consultant utilization policies. Other enhancements include the collaboration between development agencies and ministries, and the enhancement of KAIZEN's public relations activities.

The Following documents are attached with the main report as appendices.

1. Strategy for BDS Delivery
2. Operational Guideline for BDS
3. Schedule of Project Activities
4. 5S/KAIZEN Activities in 41 Pilot Enterprises and Organizations
5. Results of Baseline and End-line Surveys